

# **Promoting Programme-based Approaches in Cambodia**

## **Session Notes**

**Technical Working Group Network Meeting  
5-6 April 2011  
Siem Reap**

**Cambodian Rehabilitation and Development Board  
Council for the Development of Cambodia**

**Promoting Programme-based Approaches in Cambodia  
TWG Network Meeting  
April 2011**

**Introduction**

In this session, we begin with (hopefully) familiar material and consider what we know about our collective efforts (in Cambodia and globally) to increase the impact of aid and to reduce the transaction costs of managing partnerships. The potential benefits of a PBA are discussed with a focus on better organisation and better results.

**What do we know about managing aid effectively in Cambodia?**

- Initiatives must be relevant to sector context
- Ownership ↔ capacity development dynamics determine results and long-term impact
- Priorities must be defined at sector level
- Core reforms, cross-cutting issues and aid effectiveness are interconnected, mutually dependent and key to long-term results
- There are important non-technical aspects of aid relations: leadership and effective partnerships matter more than action plans
- Changing the way we work together is not easy

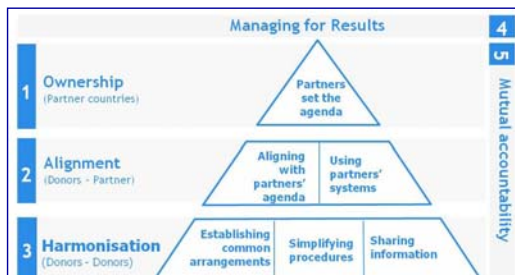
The Government, development partners and civil society organisations are all committed to collective and to individual action to increase the impact of aid.

We have learnt that our efforts must be relevant and adapted to the Cambodia and sector-specific context.

To be effective over the long-term, ownership must be used to guide the implementation of reform programmes and sector work on capacity development.

But we know that change is not easy and it does not happen quickly. We must continue to develop trust and a common understanding so that we can support change in our own practices as well as in those of others.

**The basic principles for effective aid management are now quite well understood...**



...but how do we apply them so that they are relevant and help us to achieve results?

Our work in Cambodia is based on globally-agreed ideas.

The 5 basic principles, shown here, are relevant to Cambodia but we must find our own ways of applying them in our sectors, reforms, cross-cutting issues and projects so they are relevant to our needs.

In 2008, after an evaluation, we agreed that "not everyone can do everything" and instead we focused on helping sectors and TWGs to identify and implement a few relevant high-priority actions that were felt to be achievable and supportive of achieving better development results.

In 2010, the effort to support PBAs in some sectors was endorsed as an approach to be applied more widely.

## Programme-based approaches in Cambodia

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- Address all aspects of aid management (policy, planning, implementation, capacity development, M&E)
- Allows external support to be managed in a manner that is fully integrated with domestic resource management arrangements
  - Alignment with policy and domestic resource allocation
  - Developing capacity, strengthening and using national systems
  - Establishing common arrangements for all major processes
- Enables major reforms and cross-cutting issues to be managed in a common framework
- Focus on sector-level results (with agreed M&E arrangements)
- No blueprint: Flexibility to adapt to sector context and priorities

PBAs in Cambodia are designed to be relevant to the country's situation and development partnerships.

They can help to support all major tasks in public administration (from policy through to M&E). They are therefore consistent with PFM, PAR and SNDD reforms.

PBAs also address a number of commonly identified aid management challenges: fragmentation, use of national systems, effective technical cooperation.

Most important, they promote coherent management of domestic and external resources to achieve results.

They still need to be applied to the sector context in a way that is relevant, however.

## 2 ways to think about PBAs in Cambodia

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Technical jargon is less important. Always ask:

1. **Is the PBA helping our sector to be better organised?**
  - Stronger leadership, clearer policies, consensus on major issues
  - Capacity is directed at strengthening national systems and core functions
  - More effective working arrangements for domestic and external resources
2. **Is the PBA helping to achieve better results?**
  - Agreed targets and monitoring arrangements
  - Coherent mechanisms for programming and coordination
  - Cooperative partnerships that focus on results

PBA's key objective is Better Organisation and Better Results

People get confused – even worried – by new jargon. But a PBA is not so mysterious. In many sectors most of the components are in place and just need strengthening, linking together and increased use by all partners.

A PBA can therefore be thought of as a way to bring together: a) the main tasks of public administration (policy, planning, budgeting, M&E etc); and b) the Government and donor agencies that use them (harmonized approaches, effective coordination structures, joint reviews etc).

The PBA is therefore not new or additional. It is just a way to focus on managing core functions, increasing efficiency, establishing common approaches/standards so that all partners can support common objectives and results.

## Objectives of a PBA clinic

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- Understand the idea of a PBA and technical terms
- Identify main components of PBA or sector programme
- Apply the PBA framework to the sector context
- Identify the 'best fit' between PBA and sector work
- Agree on the roles of all stakeholders
- Understand conditions for success (and risks)
- Identify the next steps to move the process forward

This meeting is our first focused discussion on how to implement the 2010 Government decision to apply PBAs more widely. It is intended to promote a general discussion and to establish a common understanding of what a PBA is and how it may be useful in your sector.

Following this meeting, CRDB is able to support customised "clinics" that can help sectors/TWGs think through the specific application of how a PBA can be applied to your work. An initiative of this type has already started with MoWA.

A "clinic" will help you understand, adapt and apply the approach so that it builds on the foundations in place and helps all partners to understand how they can support better organisation and better results.

## What is a PBA?

A clear understanding of what a PBA is – and what it is not – will give confidence to think about how some or all of the components and approaches in a PBA can be applied to your work. The previous session hopefully made clear that a PBA in the Cambodia context is intended to be applied flexibly, based on the situation in each sector. Understanding the basic idea of the PBA and the different components, many of which are already familiar, will ensure relevant application to your work.

### 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

A PBA is defined in this slide. It is intentionally made simple and focuses on key principles: leadership, coordination, partnerships, efficiency, sustainability and results. If your own PBA work isn't based on applying and promoting these principles then something is wrong.

Again, the PBA is not new or mysterious. It strengthens and links together many of the common and routine public administration practices that are used to manage domestic resources and to implement external projects.

All external aid modalities can be accommodated so that all resources – domestic and external – can be collectively better organised to achieve the best results.

### Where and why are PBAs used?

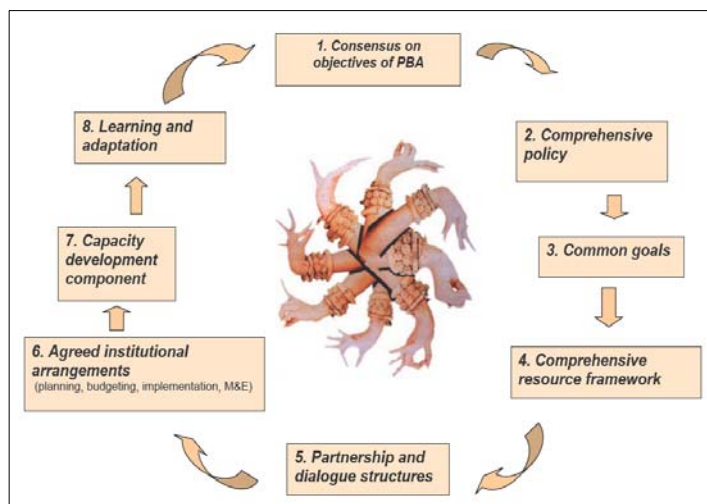
- PBAs were first established in the mid/late-1990s to support social sector programmes (esp. health) in countries where there was a coordination challenge associated with multiple stakeholders/modalities
- PBAs are seen to offer the following potential benefits
  - Focus on coherent policy and link 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

PBAs were first used from the mid-1990s and have been established in many countries, mainly in the social sectors (especially education and health).

Each one looks different: if someone tells you a PBA must be one fixed way, don't believe them. Use the general ideas and approaches to suit your own situation.

These ideas and approaches are associated with efforts to strengthen the policy-budget link, ensure alignment, build systems and capacities, and support common approaches that increase efficiency for everyone.

The health and education experiences in Cambodia are interesting: same same but different.



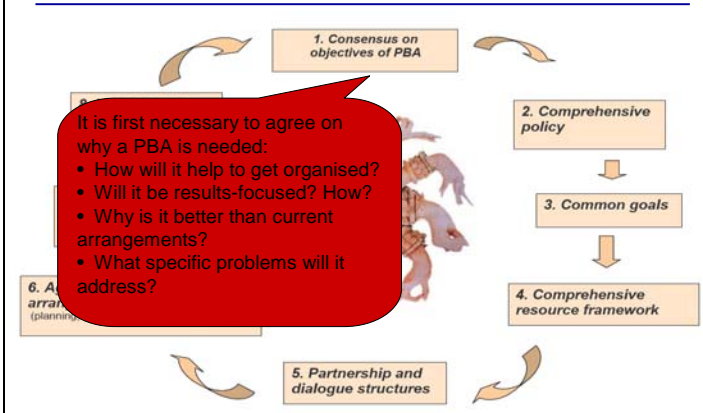
### The components of a PBA

In Cambodia, we may think of 8 main areas in which we can focus on using PBAs. Many other PBA manuals will say something different but they are all similar and none are right or wrong – to have a clear understanding of the main ideas is the only important thing.

In these slides, the arrows are also important, it is not only about the individual components and processes. "How do we link our work and the work of others?" is an important question in Cambodia.

The goal is to strengthen each individual process as well as the links between them.

## What are the main components of a PBA?



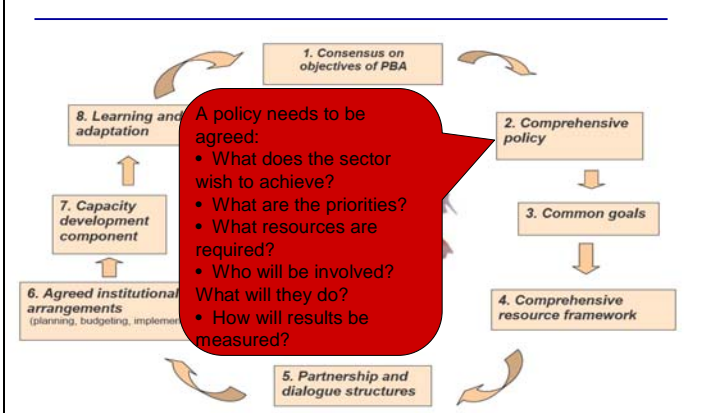
### Consensus on PBA objectives

The first thing to do is to understand why or how a PBA may be useful in your sector (CRDB has heard many times that "we want a PBA" but without any clear explanation of why!).

Think about how a PBA can: 1) help to get better organised; and 2) help to get better results.

This requires some 'backward thinking' to review successes, challenges, relevant contextual factors, as well as some 'forward thinking' to create a common vision around the goals to be achieved. The required organisational arrangements within Government and with (and between) development partners and broader civil society will help to identify PBA objectives.

## What are the main components of a PBA?



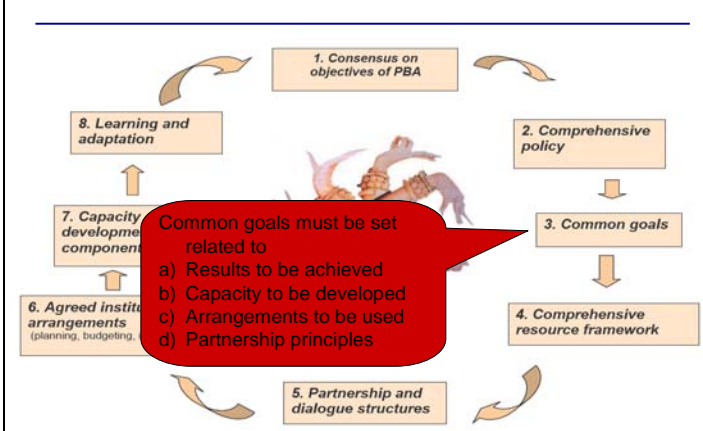
### A comprehensive policy (strategy or plan)

This is the most fundamental building block. The policy should take the form of a statement that identifies an objective and a set of agreed medium-to-long-term actions and approaches that will address some identified problem or enable progress towards an agreed goal.

In the PBA context, the policy formulation process is an important opportunity to ensure there is consensus on the nature of the problem to be addressed and the actions to be taken.

Effective stakeholder consultation will support efforts to align resources and harmonise implementation and M&E approaches at the later stages of the PBA.

## What are the main components of a PBA?



### Common goals

The policy formulation process should naturally lead to the identification of some common goals (as well as the approaches to reach these goals).

Clearly stated objectives are necessary to support alignment with national priorities. These goals also guide domestic resource allocation (and must be included in the Budget Strategic Plan introduced under PFM reform). M&E and capacity development work will also be closely linked to the identification of the goals associated with the policy.

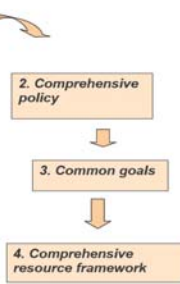
In the PBA context, it may also be useful to establish clear aid management goals, for example in a TWG Terms of Reference or a set of Partnership Principles.

## 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.



## A comprehensive resource framework

The PBA would require nothing additional.

The Budget Strategic Plan (introduced under PFM reform) provides a framework for identifying domestic and external resources that are to be used (or are required) to achieve the stated policy goals.

Under Government's lead, development partners should ensure that projections of support are made available in good time to be incorporated into the annual planning and budgeting process.

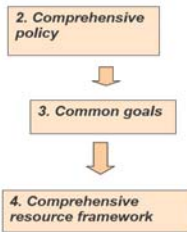
## What are the main components of a PBA?

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.



5. Partnership and dialogue structures

## Partnership and dialogue structures

This is one of the principal areas in which the PBA can add value to existing administration functions.

Establishing a strong partnership – especially the non-technical aspects such as trust, establishing a common interest, accommodating differences - is important if the resources and expertise of all partners are to be used to maximum effect.

In cross-sectoral areas (gender, HIV, the major reforms) the advocacy function takes on increased importance and an effective coordination mechanism is an opportunity to demonstrate Government leadership and to ensure coherence.

## What are the main components of a PBA?

Agreed institutional arrangements

Systems for management, planning, dialogue, implementation, reporting, monitoring and review are to be strengthened (in line with the major reforms where relevant).

A focus on strengthening and using national systems is promoted.

The partnership mechanism – TWG – should ensure these processes are working effectively.

8. Learning and adaptation

7. Capacity development component

6. Agreed institutional arrangements (planning, budgeting, implementation, M&E)

5. Partnership and dialogue structures

## Agreed institutional arrangements

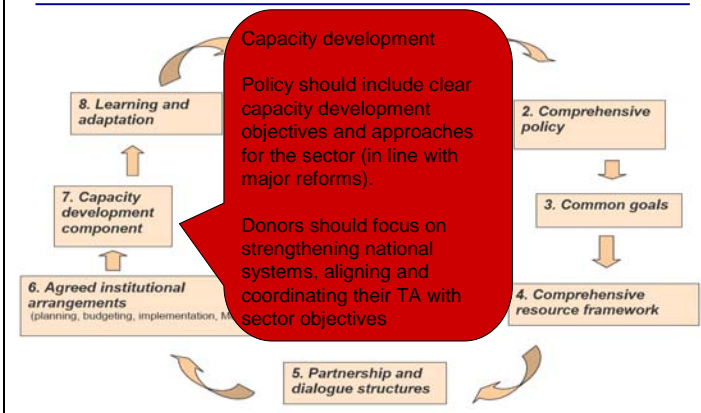
The strengthening and use of national systems is important to delivering sustainable results.

Arrangements for planning, budgeting, implementation, M&E need to first be clarified and codified so that all partners understand how the systems work and what is expected of them.

The value of the PBA is in clarifying arrangements and in establishing common processes that all partners – regardless of financing modalities – can engage in.

Effective dialogue structures are an important precondition for being able to explore common system standards and use.

## What are the main components of a PBA?



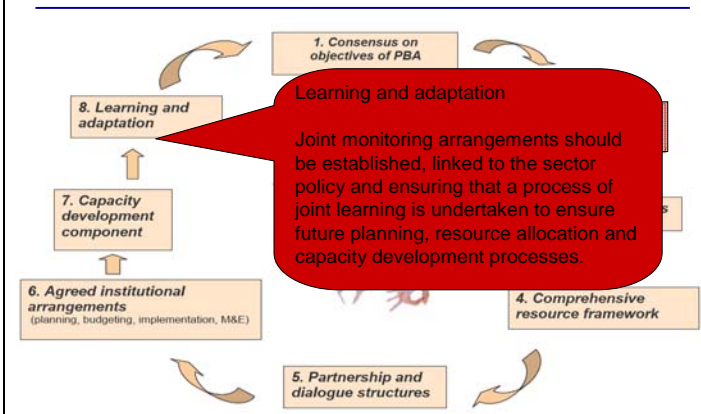
## Capacity development

Significant resources are devoted to capacity development and the PBA offers an opportunity to make more strategic and coherent use of these funds.

Closely linked is the issue of strengthening country systems. In line with the major reforms, a common assessment can be undertaken to ensure that capacity support is programmed and managed according to sector-wide (not project-specific) priorities.

Improved management of technical cooperation is also a realistic possibility under a PBA as greater ownership, alignment and coordination can all be promoted (in line with the 2008 "Guideline on Technical Cooperation").

## What are the main components of a PBA?



## Learning and adaptation

Finally, any public policy or implementation process should have a provision for learning and applying lessons gained from experience.

Normally this can be linked to the M&E function but the experience in Cambodia is often that M&E is undertaken routinely with insufficient attention paid to considering the findings, identifying recommendations and revising future approaches to take account of these lessons.

The PBA offers a partnership-based mechanism for jointly identifying measures that can support each stage of the PBA process in the future, identifying in particular any capacity development priorities to be addressed.

## Why are PBAs the preferred modality in Cambodia?

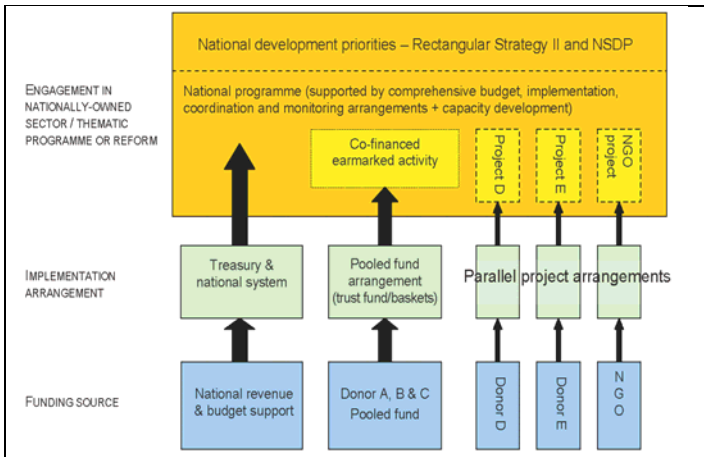
PBA's key objective is Better Organisation and Better Results

- 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)

By now it should be becoming clearer that PBAs are a flexible tool to build on current strengths and organisational arrangements. PBAs provide a framework in which greater ownership can be applied to all stages of planning and implementation to ensure better results.

A number of long-standing aid management challenges – fragmentation, TC management, budget integration, use of country systems – can also be addressed.

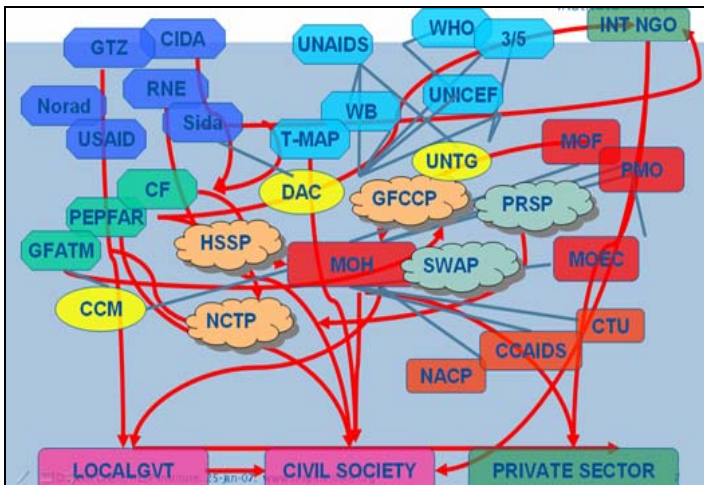
PBAs are consistent with on-going sector work and other Government reforms. PBAs are well suited to step-by-step changes that allow reforms to working practices to be prioritised and sequenced according to need and capacity.



### PBA is not a funding modality

A PBA in Cambodia can include all forms of external as well as domestic resources. Regardless of the financing modality, all support (domestic and external) is:

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



### Better organisation for better results

When did you see a modern and efficient health system funded and managed like this?

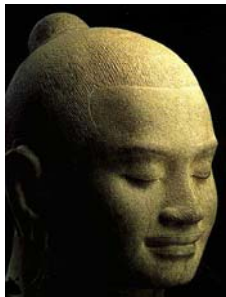
This example of mapping (not dis-similar to Cambodia) is in stark contrast to the more desirable funding and management arrangements shown in the previous slide.

Development cooperation must consolidate and strengthen domestic funding and management arrangements; too often they fragment and undermine the development of country-led national systems.

Sector mapping (using the ODA Database) is a useful tool to highlight these issues.

### 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?

The purpose of this exercise is to show that the ideas associated with a PBA can be applied to non-aid situations (a PBA is in many ways rooted in principles of public administration that have been applied to the management of development cooperation by combining them with aid effectiveness principles).

This exercise is intended to help you think about the approach in a non-aid context so that it can be more readily understood. It will also allow for a more neutral discussion of PBA issues with colleagues, extracted from the context and politics of your own sector.

The exercise should reinforce the understanding that a PBA is about organizing a group of stakeholders to get better results. A PBA is not as magical as Jayavarman VII.



## PBAs in the sector context

The PBA concept in Cambodia was developed in 2010 to respond to the situation and priorities of Cambodia. It is adapted to context. When considering how to apply the ideas of a PBA at the sector, reform or thematic level we must be equally sensitive to context and ready to adapt the approach. This section focuses on how a sector or TWG may identify the important features of its own context so that the PBA can be applied in a relevant and flexible manner. A PBA should build on current strengths and add value; it should not impose additional transaction costs or be a burden to management. Each partner must consider what they can bring to the PBA – and what they might leave behind from their current practices – so that a realistic assessment of readiness and risks can be made.

### 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?

A PBA is a multi-stakeholder partnership. It is therefore important to have clarity on the common goals around which this partnership is formed. In some cases these goals are still contested, meaning that the basic foundation for the PBA is weak. What is funded and what is monitored is driven by the goals of each partner – it is therefore very important to have a clear and common understanding.

Dialogue on common goals will naturally lead to a broader understanding of factors that drive performance: organisational issues, funding gaps, diverging interests, capacity etc. These are the contextual factors that will inform the scope and direction of PBA work in your sector.

A broader view of these systems, partnership and coordination arrangements will ensure the PBA adds value.

### 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**

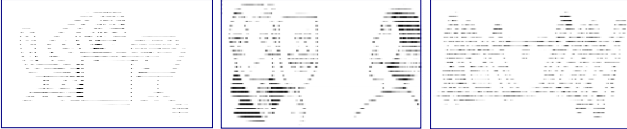
Once this "big picture" scope and definition of a PBA has been undertaken to ensure relevance to context, a more detailed assessment may follow when all partners feel that it can be useful.

This can be linked to past and on-going work in each of the main component areas of a PBA (we have already acknowledged that many 'pieces of the PBA' are already in place) and, in particular, can look to the major reform programmes to ensure alignment and sustainability.

A more detailed assessment of this nature, if consulted in a partnership-based manner, can then support the priority strengthening of national systems, guide the provision of technical cooperation and ensure a results-focus.

## 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.

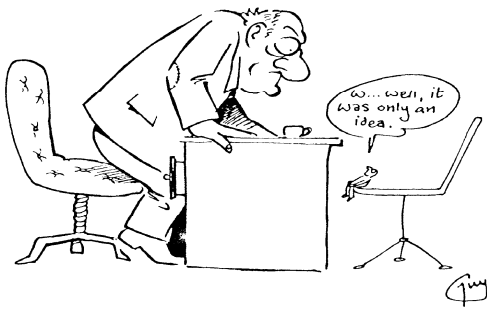
## Making Partnerships Effective

"... While we are mobilizing resources and aligning them to implement the priority action plans; we need also to ensure that the partnership among all relevant actors to support the development activities is also effectively progressing forward..."

...Working together, building up confidence and mutual understanding are the determined factors to achieve the objectives of the Rectangular Strategy-Phase II".

Samdech Akka Moha Sena Padei Techo **Hun Sen**  
Keynote address at 2nd CDCF, December 2008

### Equity

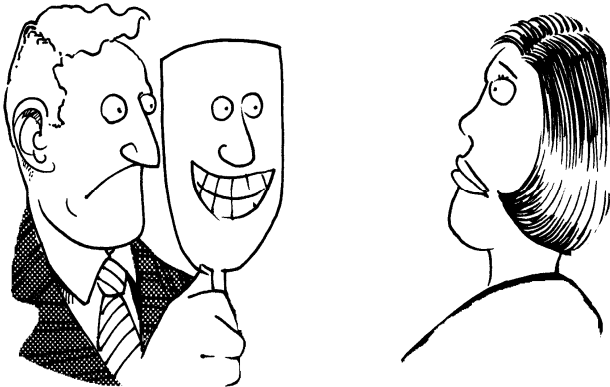


Beginning mid-2009, CRDB led an exercise to facilitate the qualitative review and strengthening of partnerships. It recognised that relationships and other non-technical factors could be highly influential in determining results.

The value of **equity** was identified as an important – but often elusive – feature of the aid relationship.

Equity implies a recognition of the value and importance of each partners' experience, values and competencies. These are not understood solely in terms of cash value or public profile.

### Transparency

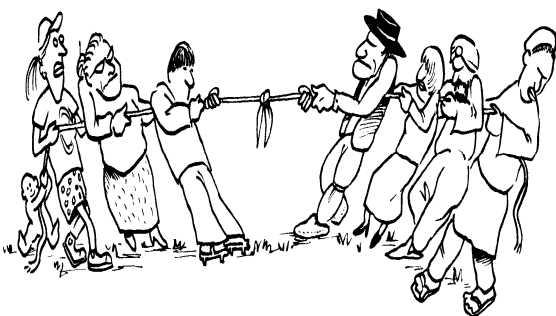


Saying one thing but meaning and doing something quite different is surprisingly common in the world of development cooperation.

Partners may have different goals, performance criteria, reporting lines and accountability responsibilities (to Ministers, capitals/HQs) that conflict with the common interests of the wider group. **Transparency** – and trust - can then become a problem.

Being open about our underlying interests – and trying to understand those of others – will help all partners to find a common position that can secure progress towards common goals while accommodating some other factors.

### Mutual benefit



Recognising the importance of equity and transparency can contribute to understanding – and delivering – **mutual benefit**. In Cambodia we talk often of a "win-win" and multi-stakeholder partnerships must look for ways to find this "win-win" to ensure that all partners continue working towards common objectives.

Dealing with risks together and sharing the successes of progress will help to develop a relationship based on mutual benefit.

## 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

## Are you ready to establish or strengthen a PBA?

Hopefully by now the main features of a PBA are more fully understood. This is important before assessing your own readiness to apply the PBA in your own work.

The next step is to think about the context of your sector – leadership, capacity, organisation and partnerships - and to discuss it with colleagues. Do they see things the same way? Are their underlying interests the same as yours? Do you share a common view that is based on the same interests and understandings?

The potential for a PBA to make a positive contribution to your work depends on: a) a good understanding of PBA ideas; and b) agreement on sector status and priorities.

## 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?

Exercise "Where are we now?" provides an opportunity to contextualize and to review the extent of consensus in your sector.

First, you are asked to look within your sector in an enquiry-based and constructive manner to review the extent of common understanding and agreement on central issues such as policy goals, management arrangements for both domestic and external resources, and the impact of efforts to develop capacity.

Using the principles and approaches associated with a PBA, you are then asked to consider how a PBA may support your partnership and to identify which elements might be of particular use.

Finally, issues of readiness are reviewed.

## Moving forward in a PBA

This session brings together the main ideas as a starting point for moving forward with a PBA in your sector. It outlines a process for agreeing next steps as well as for identifying any additional areas that require further CRDB support. When formulating the next steps, keep in mind the need to establish an appropriate platform for your sector based on the PBA's key objectives, which are to: 1) Support better organisation (leadership, capacity, effectiveness); and 2) to achieve better results (programming, M&E, partnerships).

### PBAs - the main ideas to remember

- A PBA manages domestic & external resources in a common framework
- The sector context and conditions for PBA must be identified
- Then ask "How will the PBA add value in the sector context?"
- There is no blueprint – sector programmes can use PBA as a tool to:
  - Strengthen individual PBA components in a relevant manner
  - Promote linkages between each component (policy/planning/budget/M&E)
  - Sequence actions according to priority and available capacity
- All partners and funding modalities can be accommodated
- Achieving progress over time – "step by step" – is more important than establishing a mechanism that has little ownership or sustainability

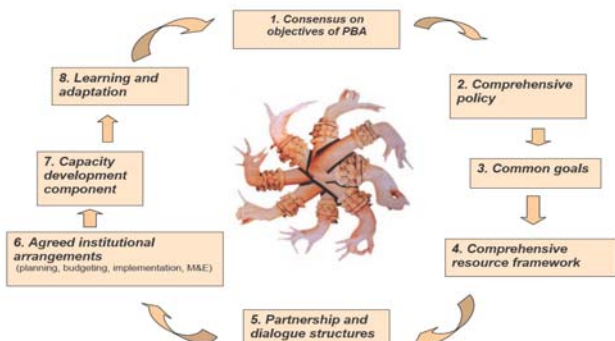
Let's begin with a review.

Having explored context and PBA relevance in the previous session, this session begins by recalling some of the main issues to keep in mind.

A PBA is not only about managing aid and development partners. It is about a holistic and comprehensive approach to supporting a nationally-led programme that applies to both domestic and external financing and management.

With this in mind, the work of the previous session can inform the identification of how all partners can become involved in a step-by-step process towards more effective and efficient arrangements for working together and achieving results.

Think about where you are now.  
Most TWGs have established most or many of the key PBA processes (and links?)



Returning to reflect on each of the individual components of a PBA – and the links between them – will help to identify specific and sequenced actions that will help to get started.

Agreeing the starting point – common goals, capacity, partnership dynamics - will help to establish a consensus on where is the best place to start.

Each sector and TWG will have made some good progress in some of these areas. It is now necessary to build on this good work to identify and address the main issues that can secure further progress while establishing the trust and confidence to then move on to other more challenging areas of work.

### A checklist of issues to consider

- Review context – achievements, bottlenecks and new opportunities
- Is the "sector" well defined? Does everyone mean the same thing?
- What are the major sector processes that provide the foundations?
- How have (or can) the main reforms be applied?
- How can x-cutting issues be addressed?
- How do aid relations matter (predictability, fragmentation, TC)?
- Who needs to be involved? What partnership issues arise?
- What are the risks? Who may be "winners" or "losers" in this PBA?
- What capacities are needed? Which are already in place?

Answering these questions helps to identify and agree next steps:

- Be clear about how a PBA can support sector work
- Identify PBA components that should be prioritised (& sequenced)
- Agree roles and how to jointly monitor results

Here is a checklist that includes many of the issues discussed in earlier sessions.

If the discussions that have already taken place have proceeded well, many of these issues will have been covered and can help to develop a road-map towards more common approaches to working together and achieving common goals.

At this point, there is little more that CRDB can say. It is up to you...

## Additional areas for further CRDB support

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When working on next steps, keep in mind additional areas of support that CRDB may be able to facilitate and the possible use of customised “clinics” to support PBA work:

1. Further support in applying ideas and approaches to PBA
2. Providing access to “partnering tools”
3. Training on results-based planning and monitoring
4. Links with work on strengthening national systems
5. Aid management (coordination, analytical and data capacities)
6. Supporting capacity development assessments and TC management

But you are not completely on your own.

CRDB is still prepared to offer more tailored and sector-specific advice and support. But this can only be done with your active engagement.

From this point, CRDB can work with Government agencies and development partners to consolidate an understanding of a PBA and help to contextualize it on the basis of a sector's own objectives and needs.

There is also a provision for supporting more technical training on specific aspects of a PBA: joint monitoring and review processes; ODA data analysis; sector mapping; assessments of national systems and development of capacity strategies.

Good luck