

**Report of the TWGs Network Meeting  
On Promoting Program-Based Approach in Cambodia  
Siem Reap Province,  
5-6 April 2011**

**Background**

A “Workshop on Promoting Program-Based Approach for TWGs Network”, organized by the Cambodia Rehabilitation and Development Board of the Council for the Development of Cambodia, was presided over by **H.E. Chheng Yanara**, Minister attached to the Prime Minister and Secretary General of CRDB/CDC.

Around 58 participants of TWGs including Secretary of States, Director and Deputy Director Generals, Director and Deputy Director of Departments, and staffs, and 18 development partners from AUSAID, DANIDA, JICA, UNDP, GIZ, WB, and NGOs representatives; and 45 members from CRDB/CDC took part in this meeting. The list of participants was attached as Annex 1.

**Objectives**

The main objective of the workshop was to provide the opportunity to TWGs, and development partners on:

1. Clarify the meaning and purpose of a Programme-Based Approach in Cambodia
2. Develop a common understanding of PBA components and processes
3. Ensure PBAs are applied in a manner relevant to sector context and priorities
4. Identifying practical steps toward establishing and/or strengthening PBAs

The results from the discussion agenda were summarized:

**1. Introduction to PBAs in Cambodia**

It was presented by **Mr. Philip Courtnadge, Senior Advisor to CRDB/CDC** which mainly clarified on why PBAs can support partnership, organization, and results in sectors, cross-sectoral issues and reform programmes. The presentation was attached as Annex 2.

**2. What is a PBA?**

It was presented by **Mr. Chou Heng, Senior Policy Analyze to CRDB/CDC** which mainly emphasized on the definitions and background to PBAs is introduced before considering the specific components. The presentation was attached as Annex 3.

**3. PBAs in the sector context**

It was presented by **Mr. Ros Salin, Head of Aid Coordination and Policy Department and Program Manager of PfDR to CRDB/CDC** which mainly emphasized on the flexibility and relevant application of PBA ideas and approaches. Thus, introducing some issues to consider in establishing the sector context and to then considering how a PBA may be both relevant and results-focused. The presentation was attached as Annex 4.

#### **4. Applying PBA principles in the health sector**

It was presented by **Dr. Moeung Vannarom, The Ministry of Health** that described of the practical experience of the health sector is an excellent example of adapting PBA principles to the circumstances of the sector. Thus, providing an opportunity to learn of how the Sector-Wide Management (SWiM) approach was established and how it has evolved over time. The presentation was attached as Annex 5.

#### **5. Results of Group Discussion**

Participants were asked to form 10 groups [the list of groups was attached as Annex 6], in which it is an opportunity for feedback, questions and discussion. Particularly, to identify and agree on the main elements of the sector context and to establish which parts of a PBA may be: a) most helpful; and b) most achievable. There are four critic questions are:

- 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?

Despite the greater important of PBA in the sector, each group was required to prioritize common answers according to the above questions. 1) There was no actual clarification on which parts of PBA are useful although the common agreement indicated that all eight components of PBAs are very useful for their sectors to get the working process be well managed. Indeed, different sector has different context. The starting point is to consider each component that is most relevant to respective sector. 2) All parts of a PBA are realistic to achieve; however, only three are prioritized: (i) Comprehensive Resource Framework, (ii) Capacity Development Strategy, and (iii) Comprehensive Policy” are realistic to achieve in their sectors. 3) It indicated that only two components that are difficult to effectively establish and manage: (i) Partnership and dialogue structures and (ii) Agreed Institutional arrangements. The support from CRDB/CDC is crucial to strengthen the partnership and institutional arrangement. The technical support will be effective based on our existing mechanism. 4) According to common ideas, three factors that determined their readiness are: (i) Capacity, (ii) Leadership, and (iii) Partnership.

#### **6. Moving forward in a PBA**

It was presented by **Mr. Ros Salin, Head of Aid Coordination and Policy Department to CRDB/CDC** which mainly brought together the most important factors to consider in deciding if to proceed with a PBA and, if so, how to get started. The presentation was attached as Annex 7.

#### **7. Results of Group Discussion**

Again, participants were asked to form 10 groups [the list of groups was attached as Annex 8], in which it is an opportunity for TWGs to consider their own needs and context to exam the prospects for making use of a PBA to support their organization and to promote results. Thus, **Ministry of Women’s Affairs** was invited to share the details of their recent clinic with CRDB and how, together with this meeting, their next steps can be planned (and used as a possible model for others). Significantly, it is for feedback and discussion from all sectors and TWGs on agreements, progress, proposed next steps. There are five critic questions are:

- Is PBA useful for your sector?
- How to move forward in applying or improving PBA in your sector?
- Prioritize PBA components for your sector
- What are the roles of stakeholders?
- What are your needs, including technical support, to apply PBA in your sector?

After an in-depth discussion, some key points agreed by majority groups. 1) PBA is necessarily needed for sectors to increase ownership and leadership as well as strengthening the government's systems. 2) There were only three major factors needed to be developed and strengthened when moving forward applying and improving PBA: (i) Partnership and dialogue structures, (ii) Comprehensive Resource Framework, and (iii) Agreed Institutional arrangements. 3) Despite all important components of PBA although three main factors were prioritized based sector context: (i) Comprehensive Resource Framework, (ii) Agreed Institutional arrangements, and (iii) Partnership and dialogue structures. 4) Roles of stakeholders: (i) ownership, leadership, and coordination among line ministries/agencies required to be strengthened by RGC; (ii) technical and financial required increasing supports by development partners (DPs); and (iii) cooperating, harmonizing and aligning with national priorities also required a strong supporting by NGOs. 5) Support needs by TWGs to apply PBA in their sector: (i) capacity development (including more training on PBA and technical skills; particularly, PBA Gap Analysis) and (ii) technical and financial support.

## **Closing Remarks**

**H. E Chhieng Yanara** chaired, thanked to individual strong commitment; particularly UNDP and SIDA that has supported to push the implementation of PBA in each sector. As we all realized, this meeting is to bring all RGC, DPs, and CSOs colleagues to develop our partnership around PBA principle; thus, it has been done very well. Again, this is to confirm the commitments and follow-up actions that informed our future works:

- The accepted definition of PBA has been made
- All eight components of PBA were well understood
- We, CRDB, will reflect those findings and the requests that has been made. We also keep continuing discussion with TWGs, Ministries/Agencies to ensure we are providing a follow-up supports that are required. Certainly, we will establish a matrix for seeking common/specific problem and solution because this is a base fundamental support to CRDB to seek out next steps which should be needed or implemented.
- I strongly believe this will enable TWGs that intended to move this PBA process forward to make important progress. I am also looking forward to work with members of P&H TWGs to monitor and guide our progress
- The final session has indicated clearly on how we need to proceed the role of RGC in providing leadership and DPs to support our efforts to strengthen our organization to achieve better results.

**Reported by Policy Department, CRDB/CDC  
Phnom Penh, 12 April 2011**