

SUSTAINABILITY OF A PERFORMANCE-BASED FINANCING PILOT PROJECT: CASE STUDY IN TWO HEALTH DISTRICTS IN MALI

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CONTEXT

Performance-based financing (PBF) is emerging as a new alternative to finance health systems in Africa.

In Mali, a pilot project was conducted from February 2012 to December 2013 to improve demand and supply of health services through financing performance.

Objectives: To understand the project's sustainability process and to assess its sustainability level

PBF consists in attributing funds to organisations/staff reaching specific targets of quantity/quality of health services.

$$\text{Services targeted} \times \uparrow \text{Motivation}$$

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$$(\uparrow \text{Quality} + \uparrow \text{Quantity}) \Rightarrow \uparrow (\text{Supply} = \text{Demand})$$

METHODOLOGY

Participants

49 stakeholders interviewed (administrators, health practitioners, conceptualisers)

Sites

- 6 community health centres
- 2 referral health centres

Documents

- 12 documents collected

Analysis

- Themes analysis according to an aggregated conceptual framework

REFERENCES

- Pluye P, Potvin L, Denis J-L. Making public health programs last: conceptualizing sustainability. Evaluation and Program Planning. 2004;27(2):121-33.
- Chambers D, Glasgow R, Stange K. The dynamic sustainability framework: addressing the paradox of sustainment amid ongoing change. Implementation Science. 2013;8(1):117.
- Johnson K, Hays C, Center H, Daley C. Building capacity and sustainable prevention innovations: a sustainability planning model. Evaluation and Program Planning. 2004;27(2):135-49.

RESULTS: Weak routinisation of the 5 sustainability's determinants

Organisational memory

- **Organisational investments** (materials, staff, supplies, real estates, etc.)
- **Investments depreciation** (expertise loss, damaged materials, etc.)
- **Level of resources acquired in the project not sustained** (end of the project)

Values/Codes

- **Objectives correspondance** (better quality of services & health centres reinvestments)
- **Focus on results & payments** (dismissing the objectives and the project's rituals on longer term)
- **Language gap** (difficulty for stakeholders to have a common understanding of activities, especially managers and health workers)

Rules/Procedures

- **Tasks clarification** (specialisation &/or reorganisation of duties)
- **Reinforced supervisions during the project** (increased frequency, better retroaction, planning support)
- **Few remaining procedures after the project** (good reception, registration process)

Adaptation

- **Project based on needs** (activities addressing organisational, individual, local and national needs)
- **Structural compatibility** (project using existing structures, activities and procedures for implementation)
- **Preponderance of the project over the facilities** (dismissing centres specificities)

Development of stakeholders' relationships

- **Stakeholders gathering** (municipalities, women & youth associations, religious leaders, etc.)
- **Increased communication during the project** (reports, meetings, informal channels)
- **Results based relations** (loss of different channels & disinvestment of some actors after de project)

RESULTS: Incomplete sustainability's 5 phases process

Capacity evaluation

- **Identification of missing resources** (staff, material, training...)
- **Previous cooperation between actors** (Project SIEC, long term presence of the Dutch cooperation)
- **Lack of leadership for implementation** (actors up in the hierarchy)
- **Loss of funding** (USAID's baseline study)
- **Local capacity evaluation not taken into account**

Sustainability planning

- **Experimental project** (Project with a set ending)
- **Lack of correspondence between the pilot-project and the project to be scaled-up**

Actions

- Few actions for sustainability because:**
- lack of appropriation
 - high staff & leaders turnover

Sustainability evaluation

- **Focus on financial aspects**
- **Disinterest of sustainability** (rumours of a World bank financed scale up project)

Modifications

No modification to sustain the project

CONCLUSION

Need for:

- **Better planning of sustainability**
- **Improved comprehension of the concept**

Weak Sustainability

Host organisations' activities come from the intervention but are not routinized according to the five determinants; on short term, activities are not guarantied

Project sustainability level

Null Precarious **WEAK** Medium High