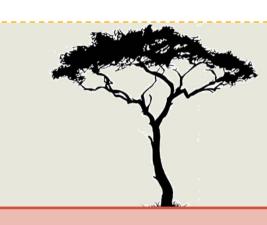
SUSTAINABILITY OF A PERFORMANCE-BASED FINANCING PILOT PROJECT: CASE STUDY IN TWO HEALTH DISTRICTS IN MALI

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.

Services targeted $\times \uparrow$ Motivation

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

METHODOLOGY

Participants

49 stakeholders interviewed (administrators, health practitioners, conceptualisers)

<u>Sites</u>

- 6 community health centres
- 2 referral health centres

Documents

- 12 documents collected

<u>Analysis</u>

- Themes analysis according to an aggregated conceptual framework

REFERENCES

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RESULTS: Weak routinisation of the 5 sustainability's determinants

Organisational memory

- Organisational investments (materials, staff, supplies, real estates,
- Investments depreciation (expertise loss, damaged materials,
- 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)

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 b determinants; on short activities are not guarantied



Project sustainability level

Precarious **WEAK** Medium High

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

Sustainability <u>evaluation</u>

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

project)

<u>Actions</u>

Few actions for sustainability because:

- lack of appropriation
- high staff & leaders turnover

Modifications

No modification to sustain the project





