



REPORT OF THE WORKSHOP ON THE SENSITIZATION OF THE OFFICE OF THE PRESIDENT'S SENIOR STAFF ABOUT THE RESULTS-BASED FINANCING APPROACH IN THE DEMOCRATIC REPUBLIC OF CONGO (DRC).

24-25 October, 2012

By Adolphe Malanga

CORDAID KINSHASA with support from the Technical Results-Based Financing Taskforce organised from 24 to 25 October 2012 a workshop to sensitise the Head of State's Special Advisors about the Results-Based Financing (PBF) Approach. Participants were composed of Senior Staff from the General Secretariat of the Office of the President and Head of State's nine Senior Advisors to different groups.

The Deputy Director in the Head of State's Office was represented by the Advisor to the Social and Cultural Group and Cordaid by Mr. Ernest CHOFFELEN, Multi-Country PBF Project Officer Manager.

Indeed, the meeting followed the recommendations from the 1-2 March 2012 Workshop that was intended for health stakeholders at central level to brief them on the results-financed performance approach in DRC. It was attended by some General Secretaries from some Ministries as well as one female Advisor to the Head of State, who is a member of the socio-cultural group and represented the Director in the Head of State's Office.

Below is the summary of the responses to this question from different Senior Advisors to the Head of State:



During the two-day Workshop, a number of questions were asked to participants, namely Question 1:

Is Results-Based Financing (RBF) or Performance-Based Financing (PBF) feasible?

- Some time is needed to implement PBF in the State budget. It is necessary to develop a roadmap as well as a timeframe and to establish indicators for each sector, including the budget. A withdrawal and implementation mechanism should also be proposed.
- It is necessary to first test and then assess whether it can be extended to national level and put in place monitoring teams for different sectors.
- Considering the proportion of human development indicators in DRC, quick action should be made for its increase.
- Political will, a regulatory instrument as well as the definition of implementation modalities are necessary.
- For such a specific mechanism, it is necessary to go through an appropriation mechanism at the level of the Government and General Secretaries, for instance a seminar intended for members of the Government and Secretary Generals and directly proceed with the implementation, as ownership will not take long.

In which areas can RBF be applied in DRC?

- Considering the deterioration of the basic social situation in our country, it is important to lay emphasis on the five priority sectors of the Republic, namely health, education, infrastructure, employment, energy, agriculture as well as environment.
- The following sectors should also be added: Housing, Transport, Justice and the land sector.
- It is necessary to prioritize areas because the application of the approach depends on the availability of the donor/funds. This means that resources are limited.
- It is necessary to build on the Government's Priority Actions Plans to bring out priorities to facilitate the Government's ownership.



How to make sure that the Government discharges the responsibility of financing without relying only on external donors? This question raised big debate around the points mentioned below:

Note: The State's existing budget is sufficient for RBF although the State budget allocated to health is still less than 10%. « It is sufficient » compared with RBF, which is more cost-effective compared with traditional financing modalities. The national health budget (without donors' contribution) is USD 6.5 per capita/per year. The minimum budget for RBF is USD 3 per capita/per year.

- It is possible for the Government to allocate a budget for the implementation of RBF. However, it is necessary to start work upstream through an ownership process at different levels. There will, therefore, first be sector strategies; then operational plans budgeted thanks to the technical support from partners.
- Consensus on efficiency. It will be difficult to directly start everywhere. However, there are two areas, that is those of health and education, where the approach was successful. It will be necessary to proceed step by step, through extension in both areas.
- Avoiding always being dependent on the donor community. Donors can help the Government to do what they are unable to do but they cannot substitute for the Government. The DSCR 2 Strategy is to support community dynamics. The Minister of Plan should be contacted to see how to support community structures that proved to be successful. Please see the Government's indicators to ensure sustainability.



- Currently, budget withdrawal takes time. Yet, the process should be made sustainable. What should be done? 40% retrocession to provinces poses problems. And how will this be done for RBF? It is necessary to see how experiences at provincial level have been made sustainable after the project. The utilisation of these 40% is the duty of provincial assemblies. Not being theoretical, think how pilot experiments were conducted at provincial level with a view to taking them on board at national level.



In line with sustainability, the following proposals were made

Donors' alignment in resource allocation. Another workshop should be organised to make a more in-depth analysis of the issue.

Going through the progressive scale based on the health and education sectors experiences.

Establishment by the Central or Provincial Government of a Fund, which will be the Government's participation in RBF implementation.

RBF is an approach that can be applied in all sectors. It is necessary to think over how to make each partner's interventions efficient. How to apply RBF at all levels?

SRSS recommends the decentralization of financing negotiation levels with the establishment of a common basket where donors pour means. This is not a proposal, but a principle already acquired since 2006, which simply should be respected.



The application of this approach should be progressive.

Workshop assessment

At the end of Day 1, an assessment of the methodology, participation, organization and time compliance was conducted by using Turning Point. 58% of participants were satisfied about time compliance. 85% concluded that the workshop organisation was good. It was also noticed that participants were available and diligent during the two-day workshop.

On 26 October 2012, the Monitoring Committee, formed for the occasion, was granted an audience by the Director in the Head of State's Office. The latter congratulated the RBF Technical Taskforce, Cordaid and MSP on their initiative appreciated by the President's Advisors. He advised them to continue until they reach the Ministry of Plan and the Office of the Prime Minister for the materialisation of all its recommendations.

As a conclusion, participants recognised that Results-Based Financing can be applied in DRC. Priority application areas should be in line with the five priority sectors of the Republic as well as the Government's Priority Action Plan. A high-level sensitisation process should continue, particularly at the level of the Office of the Prime Minister and the Ministry of Plan.

The facilitator's team thank Cordaid for the financial and technical support for the organisation of two advocacy and lobbying sessions respectively of 1-2 March 2012 and 24-25 October 2012 conducted in a same year in which the Head of State' Senior Advisors participated fully. This is a very positive sign of RBF's sustainability in DRC. It is our view that the multi-country project considerably boosted PBF implementation in DRC.



The Results-Based Financing Approach Workshop intended for senior staff from the Office of the DRC President took place at Sultani Hotel from 24 to 25 October 2012.



Professor Masuga, Head of Delegation, was the Head of State' Senior Advisor to the socio-cultural group, representing the Director of DRC Head of State's Office.

The Ministry of Health's Taskforce Coordinator



presents the summary of the RBF anchoring process in the Ministry of Health and the



prospect for this approach in DRC.

The Head of State's nine Senior Advisors,
flanked by their support staff, attentively



follow different presentations on the

results-based financing approach in the
social sectors (Education, health,
territorial administration, rural development,...)



Mr Ernest, the Hague Representative gives his own assessment of the progress of Day 1 Workshop activities and makes recommendations for Day 2 activities to be implemented. After the assessment, the idea to form a restricted team followed with a view to contacting the Director in the Head of State's Office to plan the activities to follow under the Workshop.