

# Setting performance-based financing in the health sector agenda: a case study in Cameroon

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## Background:

Performance-based financing (PBF) in more than 30 countries in sub-Saharan Africa  
Little research on the process by which PBF was put on the national policy agenda

## Objective:

To examine the policy process behind the introduction of PBF program in Cameroon.

## Methods:

Explanatory case study using the Kingdon multiple streams framework.  
Document review and 25 interviews with various types of actors involved in the policy process. Thematic analysis using a hybrid deductive-inductive approach for data analysis.

## Lessons:

Importance of a perceived crisis in the policy reform  
Advantage of building a team to carry forward the policy process  
Role of other sources of information alongside scientific evidence  
Role of previous policies and experiences, in shaping or influencing the way issues are framed and reformers' actions and choices.

## Results:

Problem stream	Politics stream	Policy stream
Key event: Symposium on RMNCH (1999) Key publication: Reversing the Decline in Health Outcomes (2003) Recognition of: <ul style="list-style-type: none"><li>➤ poor health outcomes</li><li>➤ inefficiency</li><li>➤ highly centralized management</li><li>➤ disjunction in program implementation (peripheral vs central level)</li><li>➤ need for a better health financing policy</li></ul>	The fight against corruption became a high-priority mandate: <ul style="list-style-type: none"><li>➤ Sparrowhawk operation</li><li>➤ National Anti-Corruption Commission</li><li>➤ prosecution of some officials</li></ul> PBF was framed as a way to fight against corruption Endorsement of PBF approach by newly appointed Minister of Public Health	Loans and grants to implement PBF from the World Bank & the HRITF Context of institutional reforms with the adoption of the SWAP <ul style="list-style-type: none"><li>➤ an attempt to improve the coordination of the DAH</li><li>➤ seen as a tool for improving aid effectiveness by ensuring policies, budgets and institutional arrangements, and to improve the sectoral performance.</li></ul> Existence of a contracting process since the early 2000s.

**Policy entrepreneurs:** WB representatives & network of PBF entrepreneurs

**Windows of opportunities:** meetings & international workshops on PBF, MDGs deadline, other countries adopting PBF, reform of public finance