

Motivation

DRC faced key frontline education financing challenges. Despite uniform instructions applicable to all provinces, the payroll system was still incoherent and not implemented in the same way across the country. Information concerning the structure of teacher payroll expenditure was lacking.

Objectives

The study provides a comprehensive picture of the functioning of the payroll mechanisms and a rationale for a rethink of the payroll process. The study also gives recommendations to tackle major impediments for the implementation of a more effective system.

Main findings

The analysis of the payroll structure suggests some recurrent inconsistencies, with their inevitable negative impact on the payroll system, such as the absence of a strong central authority; the recourse to improvisation because of imprecise, ill-defined implementation rules and a local interpretation of texts obviously biased by underlying motives of personal gain and/or abuse of power.

Leakage

The current leaks in the system are twofold. One source of leakage at the provincial level concerns public accountants that deduct lump sums from teachers' salaries. In remote areas, misappropriation of public funds by public accountants reaches higher levels. Another source of leakage concerns moderate size and low-flow funding and mainly involves the administrators of networks. Leakages at the level of the administrators of networks are generally 'moderate'.

'Minor' leaks occur at different levels. Some of them may have a significant impact in terms of individual salary cut, others are 'negligible'. Obstacles responsible for late salary payment and leakages are due to multiple layers of involvement, logistical challenges for transportation of salaries, cash shortages or 'liquidity crises' and missing or unfit banknotes.

Other findings

Salary supplement ("prime de motivation") strengthens wage disparities. Outside big centers, teachers may earn significantly less.

Resources monitored

Wage recurrent expenditures

3 levels:

- central government agencies
- province
- school

Recommendations

Some actions should be undertaken to minimize leakage such as allocating "frais de fonctionnement" to administrators of networks and schedule simultaneous shipment of salaries and running costs.

General recommendations to improve the current payroll system include reducing the number of layers of involvement, reducing costs and delays due to distance, addressing cash 'shortages' and ensuring correct payment.

Main report

Verhaghe, Johan (2007) "SIDA: "Salaire insuffisant Difficilement Acquis", Addressing the issue of effective teacher payroll expenditure in the DRC", February.