PILOTING RESULTS-BASED LENDING FOR PROGRAMS

Asian Development Bank

April 2013

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Structure

- **Processes**
  - ✓ Internal engagements
  - ✓ External consultations
  - ✓ Approval processes

- **Lessons**

- **Moving forward**

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I. Processes: Internal Engagements

- Stocktaking of operations with RBF features

- Forming an interdepartmental team

- Discussing with heads of departments

- Briefing Management

- Holding an Informal Board Seminar

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I.   Processes: External Consultations

Gauging demand	- **Missions to developing member countries (DMCs)** - **Survey all DMCs**
Learning from development partners	- **Exchanges with the World Bank and IDB** - **Learning from existing research (OECD-DAC, others)**
External stakeholder and public consultations	- **Meetings and discussions** - **Invitations to comment on consultation paper (facebook, twitter)** - **Responding to comments**

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I.   Processes: Approval

Board discussion of W-paper	**12 September 2012**
Board consideration of R-paper	**6 March 2013**
Staff guidance	**6 June 2013**
Effectiveness	**6 June 2013**

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II. Lessons

- **Internal consultation beneficial**
  - ✓ Gaining support
  - ✓ Learning together
  - ✓ Augmenting ideas
  - ✓ Sharing visions and visibility

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II. Lessons

- **Working together essential**
  - ✓ Policy touching on many aspects
  - ✓ Balancing specific ownership with sound policy directions
  - ✓ High-level champions important

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II. Lessons

- **Cooperation with development partners needed**

  - ✓ Information sharing

  - ✓ Experience sharing

  - ✓ Mutual support and learning

  - ✓ Benefiting from collective wisdom

  - ✓ Developing networks for implementation

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II. Lessons

- **Readiness to engage with external stakeholders important**
  - ✓ Open to engagement
  - ✓ Willing to listen, learn, and adjust
  - ✓ Adhere to sound principles

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III. Moving Forward: Key Issues

- **A results-based mindset**
  - ✓ Action oriented
  - ✓ Inputs oriented
  - ✓ Costing results
  - ✓ Institutional changes

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III. Moving Forward: Key Issues

- **Results**

  - ✓ What are they - outcomes vs. other results

  - ✓ How can they be measured – data and baselines

  - ✓ How can they be verified - credible or independent verification

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III. Moving Forward: Key Issues

- **Institutions**
  - ✓ Stock vs. flow perspectives
  - ✓ Improvements needed vs. improvements achievable
  - ✓ Reasonable assurance

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III. Moving Forward

- **Nurturing RBL**

  - ✓ Interdepartmental cooperation

  - ✓ Communication and dissemination

  - ✓ Working with development partners

  - ✓ Stakeholder engagement

  - ✓ Learning by doing

  - ✓ Change management

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Thank you!

http://www.adb.org/documents/piloting-results-based-financing-programs

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