



# Results Based Financing – Reality Bites

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Things I wish I knew  
during design

## Using RBF

- Opportunities
- Threats

## Interactions

- Client
- Management

## Results

- Design
- Achievement
- Verification

# Opportunities

When is RBF most effective?

# 1. For system-level Reform

- Brilliant instrument for reform:
  - Generates political will
  - Helps simultaneously address multiple bottlenecks
- But be clear and specific about desired reforms:
  - Identify the discrete, actionable steps needed
- Education:
  - Student assessments
  - Teacher recruitment / promotion

## 2. When you know the 'what' but not the 'how'

- Lack of clarity/agreement on Theory of Change
- PforR puts the client in the driver seat
  - Increases flexibility
  - Encourages creativity, innovation
- Education
  - ToC for student learning is notoriously unclear
  - Example: how to improve PTRs

# Threats

Which Enabling Conditions Matter?

HINT:

Its not about capacity but about  
willingness





# 1. Willingness for Open Data

## 2. Willingness to incentivize the implementation level

- Education is often decentralized
- But donor incentives target MoF/MoEVT
- Are incentives meaningful to people who matter?



# Dealing with Clients

- The 'Why RBF' question
- Mitigating the Client Risk
  - Jointly determined Results Chain/DLIs
  - Course correction
- Capacity building

# Results

# DLI Design

1. Outcome vs Non-outcome indicators
2. Detail vs Paternalism
3. Precision vs flexibility
4. Liquidity vs flexibility



# DLI Achievement



Make your DLI pop

Exploit your DLI

What happens to Non-DLI results?

# DLI Verification

The devil is in ...

Balance

Plan B



# Things I wish I had known

- RBF is powerful – but you need to be prepared
- Obsess over 2 things:
  1. Results Chain
  2. Implementation level actors
- Invest in 3 things:
  1. Open dialogue
  2. Open data
  3. Open course-correction