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Session 4

Case Studies: RBL Programs

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**BANGLADESH: SKILLS FOR INDUSTRY
COMPETITIVENESS AND INNOVATION
PROGRAM (SICIP)**

Bangladesh: Skills for Industry Competitiveness and Innovation Program (SICIP)

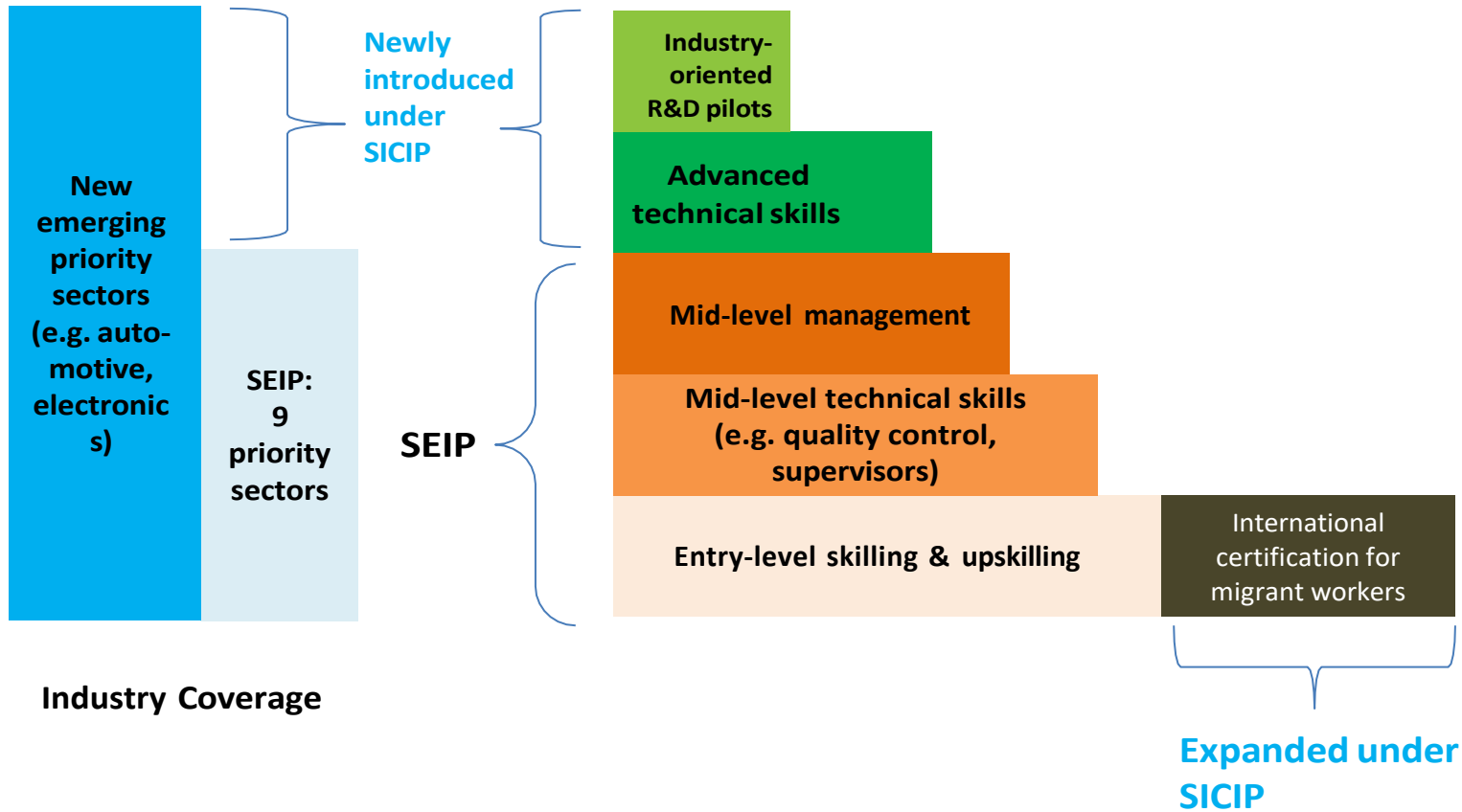
- Lending modality: Results-based lending (RBL)
- ADB loan: \$300 million
- Implementation period: FY2024 – 2029
- Executing & implementing Agency: Finance Division, Ministry of Finance
- Supports MOF's *Skills Development Framework for Economic Competitiveness*

- **Output 1:** Capacity for advanced technical skills training developed for emerging and priority sectors
- **Output 2:** Managerial capabilities and green innovation capacity strengthened
- **Output 3:** Access to socially inclusive skilling and upskilling expanded
- **Output 4:** Institutional capacity for skills monitoring and management enhanced



Program Outcome:
**Tec nology-oriented skilled workforce
increased for priority and emerging industries
across skill levels**

BAN-SICIP: Program Design



Trainee target: At least 220,000 existing and new workers

Note: SEIP = Skills for Employment Investment Program

BAN-SICIP: Program Boundary

Item	Broader Government Program	RBL Program
Outcome	Human capital enhanced for sustainable economic development and inclusive growth	Equitable access to skills training for priority and emerging industries expanded across skill levels
Key outputs	<ul style="list-style-type: none"> (i) Increase the number of technical institutes and polytechnics (ii) Expand ICT-based skills and employment (iii) Increase R&D initiatives for innovation in industry (iv) Expand equitable education and training opportunities 	<ul style="list-style-type: none"> (i) Capacity for advanced technical skills training developed for priority and emerging industries (ii) Managerial capabilities and green innovation capacity strengthened (iii) Socially inclusive skills and upskilling expanded (iv) Institutional capacity for skills monitoring and management enhanced
Geographic coverage	Nationwide	Nationwide
Expenditure size	\$7.005 billion	\$708.9 million
Main financiers and their respective total amounts	Government: \$6.110 billion ADB: \$300 million World Bank: \$300 million (ASSET) World Bank: \$295 million (EDGE)	Government: \$408.9 million ADB: \$300 million
Implementation period	FY2024–FY 2029	FY2024–FY 2029

Note: ASSET = Accelerating and Strengthening Skills for Economic Transformation, EDGE = Enhancing Digital Government and Economy Project



BAN-SICIP: Disbursement-Linked Indicators (DLIs)

DLIs	Total ADB Financing Allocation (\$ million)	Share of Total ADB Financing (%)
Outcome-level DLIs		
DLI 1. Skilled workforce for priority and emerging sectors increased across all skill levels (i.e., advanced technical, mid-level management, entry levels) with at least 65% job placement for new job seekers	25	8.3
DLI 2. Women and people from socially disadvantaged groups with employable work and life skills increased through specially targeted programs (e.g., people with disabilities, orphans, transgender people, people from small ethnic communities)	15	5.0
Output-level DLIs		
DLI 3. Industry-demanded advanced technical skills courses created and implemented, including green technical skills	45	15.0
DLI 4. Access to practical training in advanced technologies increased, including green technologies and green skills	45	15.0
DLI 5. Mid-level management courses redesigned and implemented	40	13.3
DLI 6. R&D projects through university–industry partnerships piloted, focusing on applications of advanced and/or green technologies for industry development	20	6.7
DLI 7. Competency-based, job-ready entry and mid-level skills courses redesigned and implemented for at least 9 priority sectors with industry partnerships	65	21.7
DLI 8. Access to skills courses with international certification increased for potential migrant workers	20	6.7
DLI 9. Skills program management, monitoring and evaluation capacity strengthened	25	8.3
Total	300	100.0

BAN-SICIP: DLI Matrix Sample

DLI	Prior results	Year 1 target	Year 2 target	Year 3 target	Year 4 target	Year 5 target
	2023	2024	2025	2026	2027	2028
DLI 3 Industry- demande d advanced technical skills courses created and implemented, including green technical skills	Standard contract and training plan templates (including cost norms and implementation guidelines) for advanced technical skills finalized and approved. (\$10 million)	At least 5 industry-academic partnership MOUs (including international partnerships) signed for advanced technical training for emerging and priority industries (e.g., automotive, light engineering). (\$6 million)	At least 15 advanced technical courses commenced, including those related green skills. (\$6 million)	At least 2,110 trainees enrolled in advanced technical courses, with at least 15% women participation. (\$6 million)	At least 3,200 trainees enrolled in advanced technical courses, with at least 15% women participation. (\$6 million)	At least 4,800 trainees enrolled in advanced technical courses, with at least 15% women participation. (\$6 million)
DLI 4 Access to practical training in advanced technologies increased, including green technologies and green skills	(i) Training curriculum and operational plans for advanced smart textile technology living labs (STTLs) finalized and endorsed. (\$10 million) (ii) Detailed designs for STTLs with climate resilient features and green technology equipment finalized and endorsed. (\$10 million)		Training of trainers on the use of advanced technologies are in place and at least 20 trainers commenced training (e.g., BITAC, STTLs). (\$10 million)		At least 20 technology labs or workshops operationalized for advanced training, incorporating barrier free, climate resilient and green building features. (\$10 million)	At least 35 technology labs or workshops operationalized for advanced training, incorporating barrier free, climate resilient and green building features. (\$5 million)

BAN-SICIP: DLI Matrix Sample

DLI	Prior results	Year 1 target	Year 2 target	Year 3 target	Year 4 target	Year 5 target
	2023	2024	2025	2026	2027	2028

Outcome: Technology-oriented skilled workforce increased for priority and emerging industries across skill levels

<p>DLI 1 Skilled workers across skill levels produced for at least 10 priority and emerging sectors (i.e., advanced technical, managerial, and entry-levels), with 65% job placement for new job seekers</p> <p><i>[cumulative]</i> <i>*The target here excludes those being counted under DLI 2</i></p>				<p>(i) At least 80,000 people improved sector-relevant skills with certified training across all skill levels. (\$4 million)</p> <p>(ii) At least 65% of certified new job seekers are placed in job within 6 months (65% each for men and women). (\$3 million)</p>	<p>(i) At least 120,000 people improved sector-relevant skills with certified training across all skill levels. (\$4 million)</p> <p>(ii) At least 65% of certified new job seekers are placed in job within 6 months (65% each for men and women). (\$3 million)</p>	<p>(i) At least 160,000 people improved sector-relevant skills with certified training across all skill levels. (\$4 million)</p> <p>(ii) At least 65% of certified new job seekers are placed in job within 6 months (65% each for men and women). (\$3 million)</p>
<p>DLI 2 Women and people from socially disadvantaged groups with employable work and life skills increased through specially targeted programs (e.g., people with disabilities, orphans, transgender people, people from small ethnic communities)</p> <p><i>[cumulative]</i></p>				<p>At least 12,500 women and socially disadvantaged people gained employable skills, including life skills and entrepreneurship training (progress for each of socially disadvantaged groups to be shown). (\$5 million)</p>	<p>At least 20,000 women and socially disadvantaged people gained employable skills, including life skills and entrepreneurship training (progress for each of socially disadvantaged groups to be shown). (\$5 million)</p>	<p>At least 26,500 women and socially disadvantaged people gained employable skills, including life skills and entrepreneurship training (progress for each of socially disadvantaged groups to be shown). (\$5 million)</p>

BAN-SICIP: Innovative Features

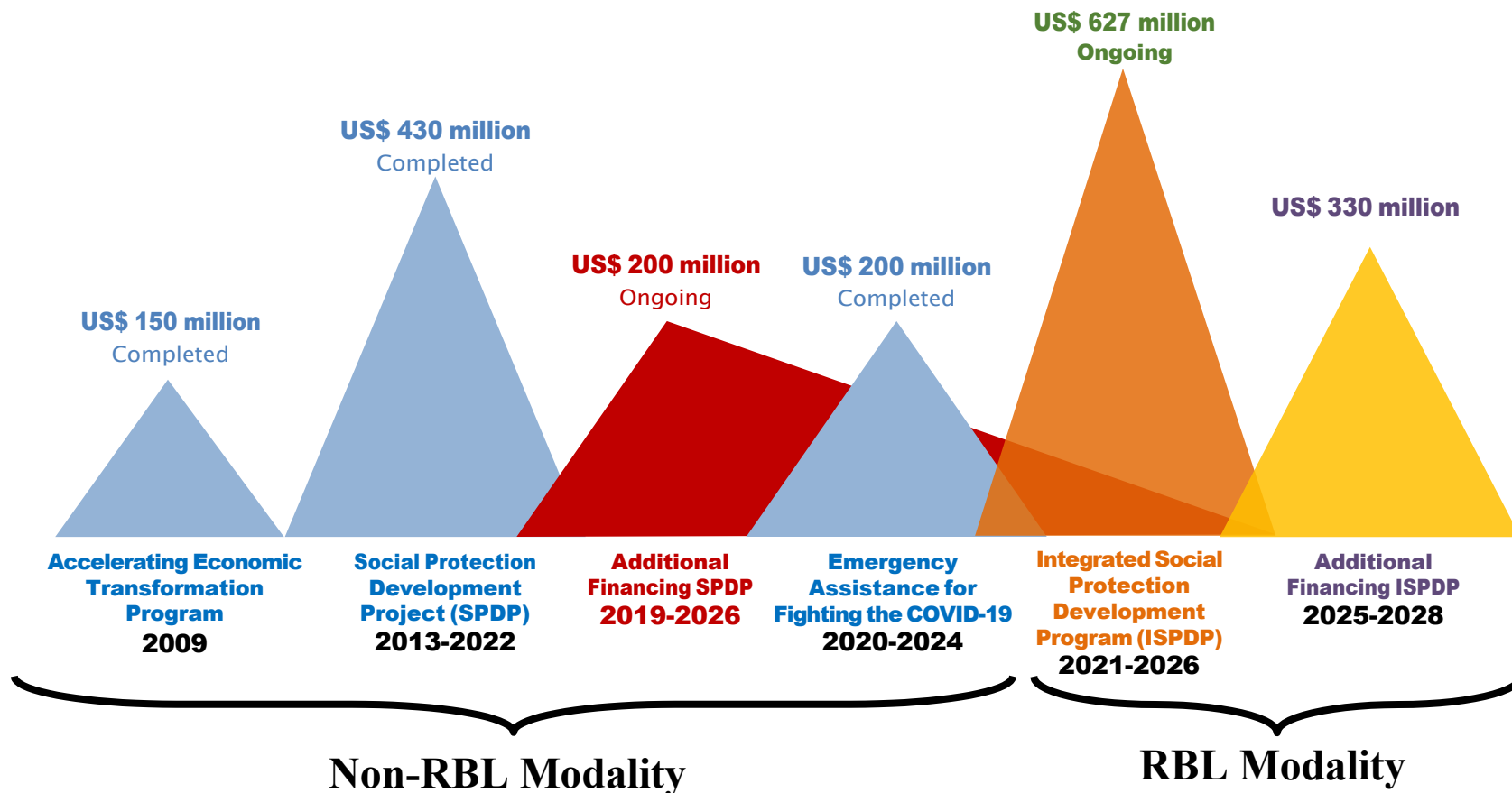
- Introduce advanced training in partnership with international institutes and industry partners
 - Smart textile technology labs (STTLs) in Chattogram & Gazipur Textiles Engineering College with technical assistance from Korean High-tech Textile Research Institute
 - New automotive training institute in Narsingdi Polytechnic (partner with Hyundai Research Institute and Fair Group, Bangladesh)
- Industry associations as training implementing partners (+ public institutes across 4 ministries and departments; NGOs)
- Industry-academia linkages
 - Executive Development programs tailored to specific industry in 4 universities (knitwear, leathergoods and footwear, garments, textiles)
 - Competitive Bangladesh Industry Research, Development & Innovation grants
- A robust Training Management System
- Initiative to engage non-residential Bangladeshi engineers, scientists and other experts

BAN-SICIP: Lessons

- **Government's ownership:** Finance Division's continued leadership to bring major skilling programs across all levels in 10 or more emerging and priority sectors under a single umbrella
- **Capacity:** Government gained experience from SEIP in performance-based contracting with strong results orientation (i.e., job placement), and committed to further improving fiduciary accountability in training partnerships
- **Flexible modality** combining investment and RBL may be ideal

**INTEGRATED SOCIAL PROTECTION
DEVELOPMENT PROGRAM (ISPDP)**

ADB's Support in Pakistan's Social Protection Efforts



BISP ISPDP's Design

- ADB's RBL program at BISP is implemented through the Integrated Social Protection Development Program (ISPDP).
- Recently, owing to success of the program, additional financing has been agreed and signed.
- **Total Program Financing: \$957.48 million (ADB Loan + Grants)** including **\$330 million** as additional financing, with project period upto December 2028.
- ISPDP aims to improve access to education, health, and nutrition for poor women and families.

THREE CORE FOCUS AREAS



Institutional strengthening & climate resilience

Education & skills development (Conditional Cash Transfers - CCTs)

Health & nutrition support for women & children (Nashonuma Program)

BISP ISDPDP's Key Achievements

EDUCATION



Over **6 million children enrolled** including enrolment of **0.5 million OOSC** children (including girls)

Target: Over **1.5 million OOSC** & introduction of **Accelerated Learning Program**.

INSTITUTIONAL DEVELOPMENT



Integrated Management Information System (MIS) established for better tracking.



Shock-responsive targeting system using Geospatial & GIS data.



Strengthened financial planning & procurement processes ensuring sustainability.

HEALTH & NUTRITION



Over **2 million women & children receiving essential health & nutrition support**, with stronger focus on **social behavior change communication**.

IMPLEMENTATION OVERSIGHT



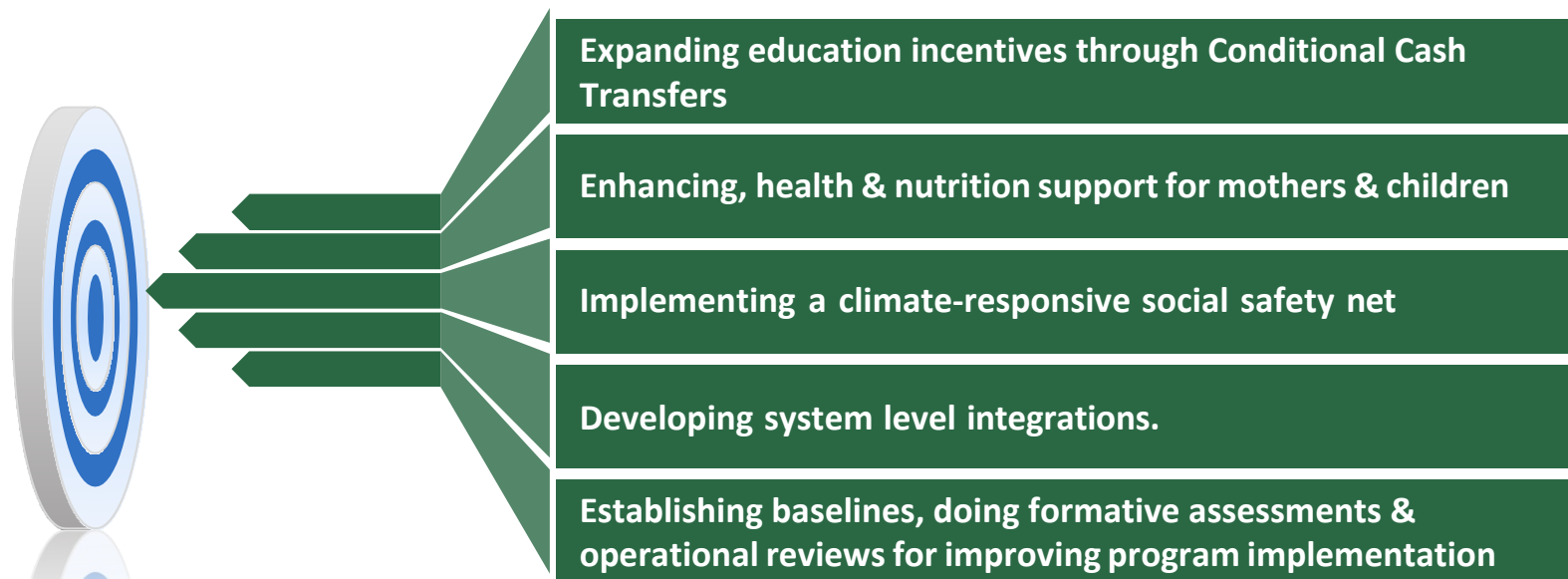
Independent Verification Agency (IVA) monitors progress to ensure transparent fund utilization.

Potential Contributions of RBL in SP Programming

- **Ensures sustainable financing** by linking funds to measurable results.
- **Encourages innovation** in program design through technical assistance & reforms.
- **Improves governance & transparency** with independent monitoring & verification.
- **Strengthens institutional capacity** to scale-up effective interventions in education, health, and climate resilience.
- Can be **applied to other key areas** such as urban poverty reduction, skills training, and digital financial inclusion.

BISP ISPDP's Lessons Learnt

- RBL has **successfully strengthened BISP's education and health programs**, improving lives of millions
- Systems' integration is key to successfully transit from mere Digitization to Digitalization
- CCT program designs to be adaptive



POTENTIAL AREAS OF COLLABORATION

**KP HEALTH SYSTEMS
STRENGTHENING PROGRAM
(KPHSS)**

KP Health Systems Strengthening Program: Design

- Supports a government-owned program, the *Revamping of Non-Teaching District Head Quarter Hospitals in Khyber Pakhtunkhwa*, also known as the Revamping Secondary Health Care (RSHC)
- In 4 phases (related to 4 PC-1s), 32 SHC hospitals will be upgraded & service delivery quality improved
- Disburses based on program results (outcomes, outputs, or institutional changes that address performance bottlenecks) codified in disbursement-linked indicators (DLIs)
- Uses and improves country program systems (e.g., the procurement system of the Khyber Pakhtunkhwa)

KPHSSP: Design Challenges

1. Ambitious Goal planning/ DLI targets and verification protocols
2. **Clarity of roles of Executing and Implementing Agencies** through formal notifications (PMIU, HSRU and IMU)
3. Lack of clarity on **Financial Management and Audit requirement led to serious implementation issues**
4. Selection of **Independent Verification Agency**

KPHSSP: Lessons Learnt

Design Phase

- Consideration of issues related to political economy while processing
- Realistic Goal planning, DLI targets and verification protocols
- Availability of Contingency resources for donor funded projects may be considered by Govt.
- Formalize the roles and responsibilities of the involved agencies at startup