

ABOUT THE SPEAKER



Ding Tao

Executive Director
Xi'an Program Management Office
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Ding Tao has led the ADB-financed Shaanxi Xi'an Preschool Education Development Program since 2018, overseeing its design and

implementation. He has extensive experience managing ADB-financed education projects and results-based lending (RBL) programs and has worked closely with stakeholders to advance early childhood education reforms and institutional capacity building.

CASE STUDY

Risk Management in Action

Xi'an Preschool Education Development Program



Empowering Development through Projects and Driving Reform through Innovation:

Experiences and Lessons from Shaanxi Xi'an Preschool Education Development Program

Ding Tao

Xi'an Municipal Education Bureau

Program Management Office

Executive Director

Asian Development Bank, 2026

Successful Project Design and Implementation Forum

Astana, Kazakhstan, July 2026



Shaanxi Xi'an Preschool Education Development Program



 The **First RBL Program** in Western China
Livelihood Sector

 **ADB Loan: USD 150 million**

 **Program Preparation Initiated in 2018**

 **Official Implementation Launched in 2022**

 **18 Results Framework Indicators**

 **Received ADB PRC Best-Performing Loan Project
Award in 2024 (Sixth Loan Award Program)**

2018

Program Preparation

2022

Program Implementation

2024



ADB PRC Best-Performing Loan Project
Award in 2024 (Sixth Loan Award
Program)

2026



SPDI Forum Presentation

Eight Years of Practice: From Program Construction to Educational Reform



Key Themes



- | | | | | |
|--|---|--|---|--|
| 1. Program Design | 2. Program Implementation | 3. Risk Management | 4. Development Outcomes | 5. Lessons Learned |
| Scientific Planning
as the Foundation | Innovative Promotion to
Ensure Effectiveness | Proactive Management to
Mitigate Risks and Ensure Quality | Remarkable Achievements
and Deepening Reform | Summarizing and Refining to
Jointly Promote Development |



Scientific Design Initiates from Comprehensive Research



Government Coordination and Cross-Departmental Collaboration



**Government Leadership**

**Cross-sector Coordination**

**Clear Responsibilities**

A stable and efficient organizational structure is a guarantee for the success of the RBL program.



A scientific results framework is the core of the RBL Program



■ **Baseline Data**

Population and enrollment rate
Kindergarten supply and quality
Status of teachers and resources

◎ **Indicator System Design**

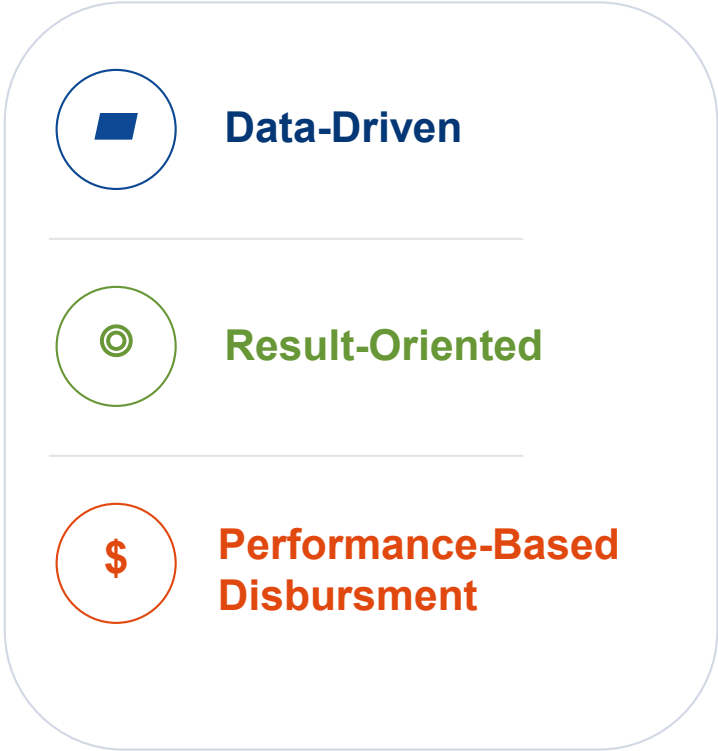
Establish a system of measurable indicators around the reform objectives

▣ **18 Results Framework Indicators**

Covering infrastructure, quality improvement, management reform, green development, and other areas

✓ **Measurable, verifiable, disbursable**

Data Accessibility
Verifiable and Operational
Linked to Loan Disbursement



Ambitious enough to drive reforms, while remaining practical and implementable.



Selecting RBL as a Reform Pathway

Program
Design

Program
Implementation

Risk
Management

Development
Outcomes

Lessons Learned

Traditional Investment Project	vs	RBL Program
 Focus on Input		 Focus on Results
 Emphasis on Construction		 Promoting Reform
 Primarily Infrastructure Delivery		 Institutional and Capacity Development
 Project Delivery		 Long-term Development Impact



**Institutional
Development**



**Capacity
Development**



**Sustainable
Development**

RBL emphasizes not only financial inputs but also development impact



Innovative Implementation

Program
Design

**Program
Implementation**

Risk
Management

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Lessons Learned



Comprehensive Budget Management

- Coverage of All Expenditures
- Traceable and Auditable
- Closely Linked to DLIs
- Enhancing the Efficiency of Fund Utilization



Interdepartmental Coordination Mechanism

- Finance, Development and Reform, Education, and Other Departments Collaboration
- Regular Coordination Meetings
- Information Sharing and Joint Problem Resolution



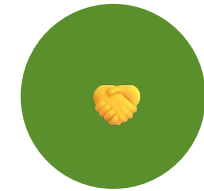
Project Management System

- Establishing and Improving Operational Procedures
- Clear Definition of Roles and Processes
- Standardized Management Documentation System
- Enhancing Compliance and Implementation Standards



Comprehensive Audit and Supervision

- Covering the Entire Process from Budgeting to Execution
- Strengthening Risk Forecasting and control



Integration of Domestic Regulations with ADB Requirements

- Comply with national laws and regulations
- Align with ADB policy requirements
- Balance international standards with local conditions
- Achieve both compliance and efficiency

**Establish a systematic implementation mechanism for
efficient execution**



Innovative Implementation

Program
Design

**Program
Implementation**

Risk
Management

Development
Outcomes

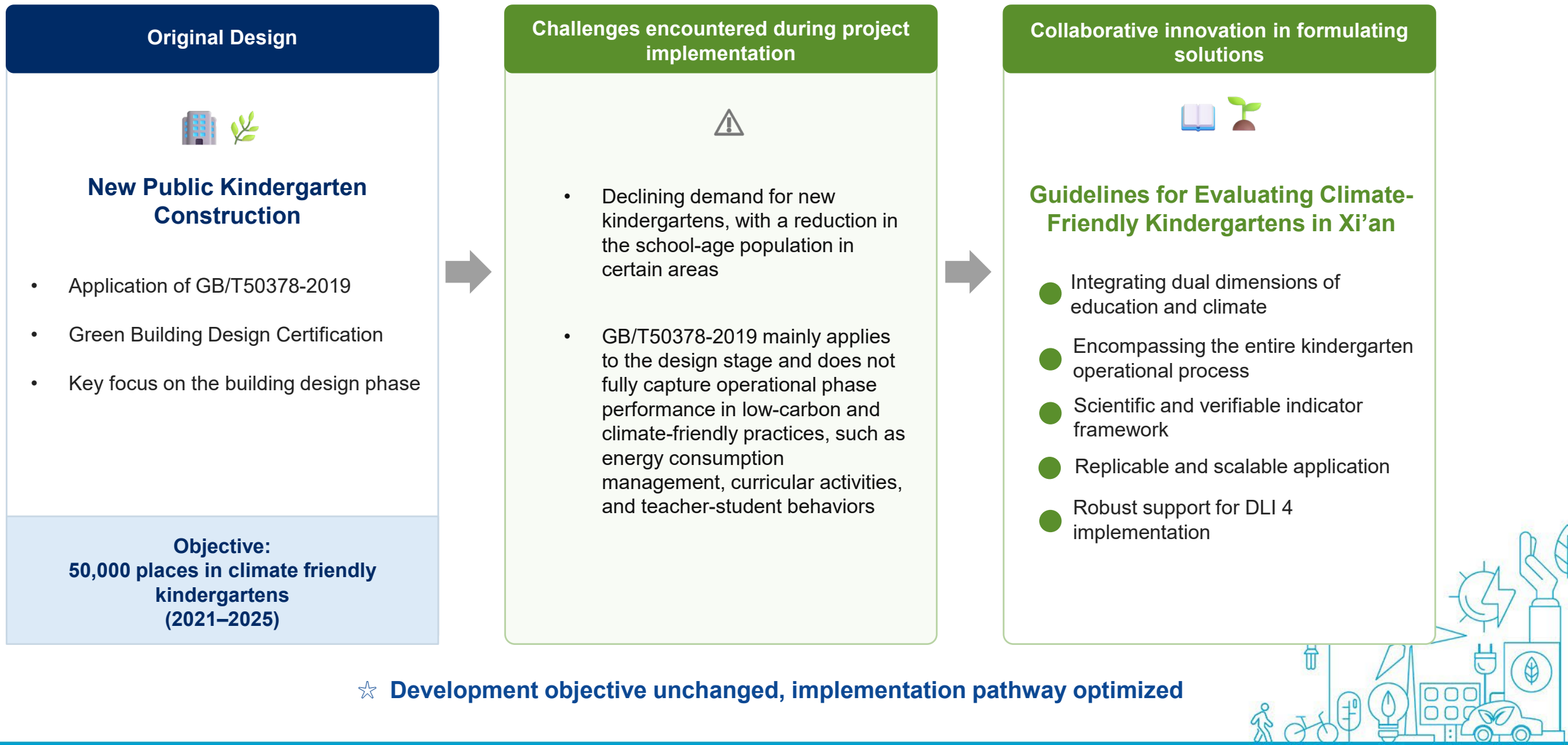
Lessons Learned



Develop a professional program implementation team



Innovation Case: DLI 4 — From Green Building Evaluation to Guidelines for Evaluating Climate-Friendly Kindergarten in Xi'an



Institutional Innovation

Program
Design

**Program
Implementation**

Risk
Management

Development
Outcomes

Lessons Learned

01



Guidelines for Evaluating Climate-Friendly Kindergarten in Xi'an

- Innovative evaluation framework
- Guiding green and low-carbon development
- Advancing the transformation of kindergarten operations

Green leadership

02



Early Childhood Education Management Information System (MIS)

- Data interoperability
- Achieving dynamic monitoring
- Supporting evidence-based decision-making

Data-Driven

03



Play-based learning curriculum reform

- Enhancing play-based learning
- Enhancing children's comprehensive competencies
- Promoting holistic development

Child-Centered Approach

04



Inclusive Education and Teachers Capacity Development

- Advancing the development of inclusive education
- Enhancing teachers' professional competence
- Supporting teachers' continuous professional growth

Capacity Building

**Institutional Innovation Drives the Deep Integration of Conceptual Innovation, Management Innovation, and Practical Innovation,
Establishing a Replicable and Scalable Model for Early Childhood Education Development**



Risk Management

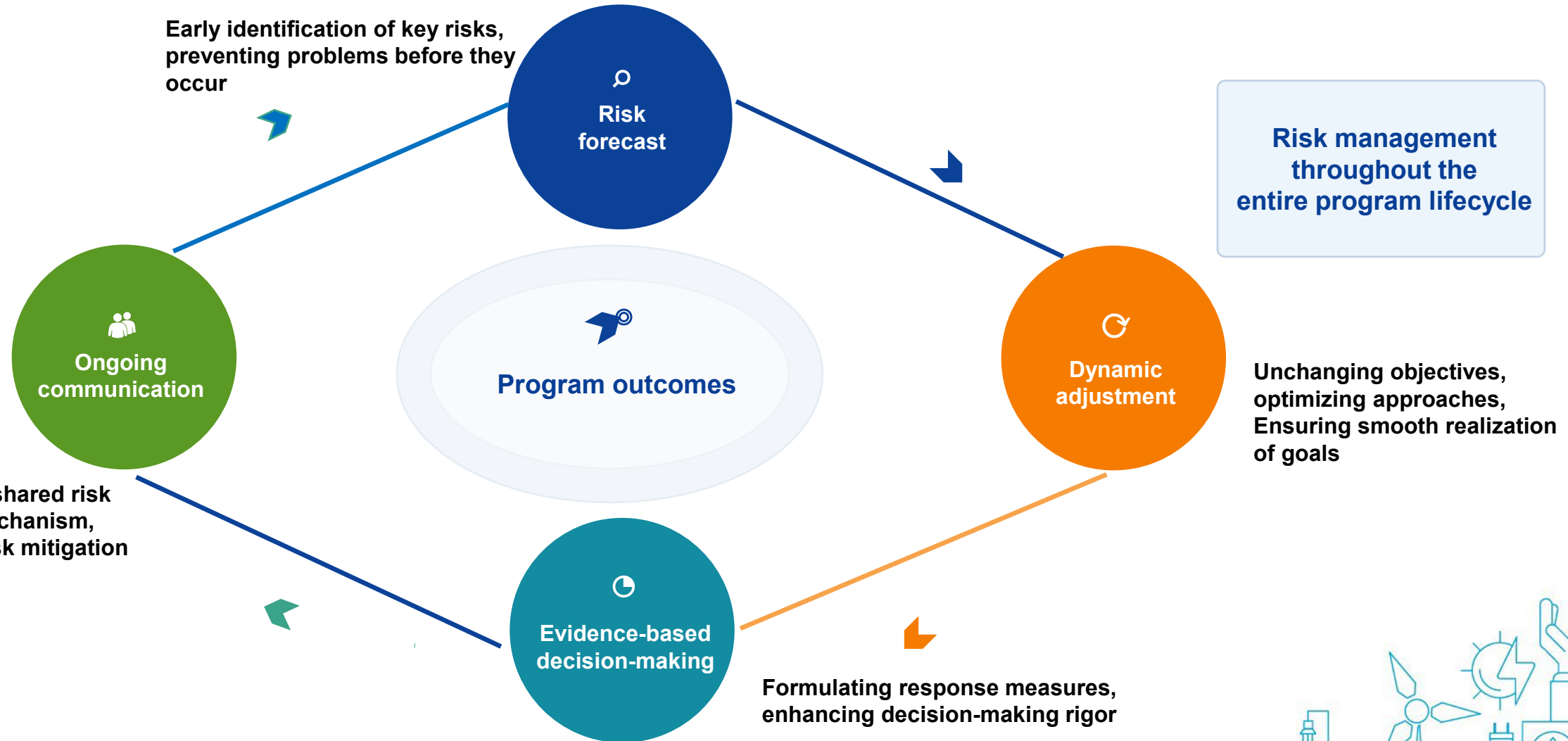
Program
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**Risks are inevitable;
the crucial factor is to achieve early identification, early evaluation, and early response.**



Risk Management

Program
Design

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Outcomes

Lessons Learned

1 Risk Anticipation



- Land Resource Assurance
- Annual Budget Allocation
- DLI Monitoring and Progress
- Procurement Execution and Contract Compliance

Identify risk proactively,
develop countermeasures in advance.

2 Dynamic Adjustment



- Unchanged objectives, optimized implementation pathways
- Adjustment and optimization of DLI 4
- Modify scope and implementation arrangements in accordance with procedures
- Ensure development objectives remain unchanged

Maintain consistency of development
goals, collaboratively optimize
implementation pathways.

3 Continuous Communication



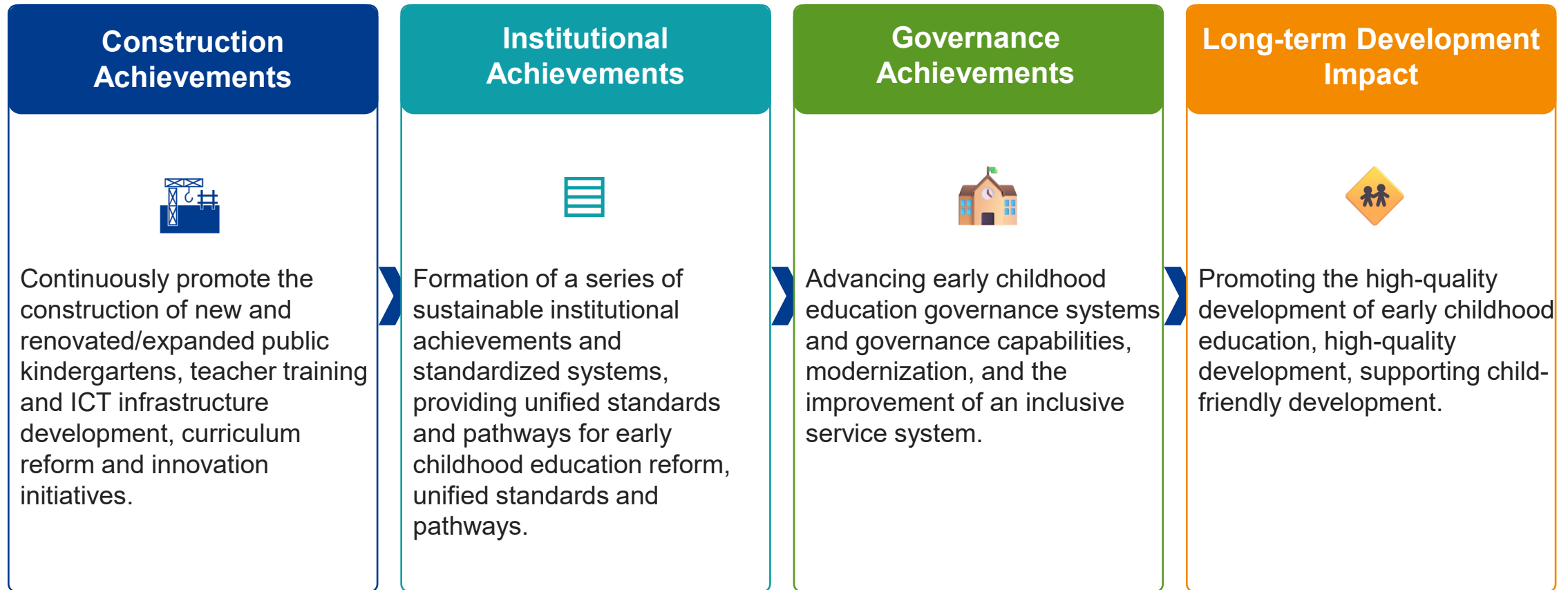
- Close communication with ADB
- Coordinate and collaborate with finance and development and reform departments
- Maintain regular communication with PIC and IVA and PIUs
- Early communication, early reporting, and early coordination on major issues

Establish a regular communication
mechanism, jointly advance program
implementation.

Risk management is not about eliminating risks, but continuously mitigating them to ensure the achievement of program outcomes.



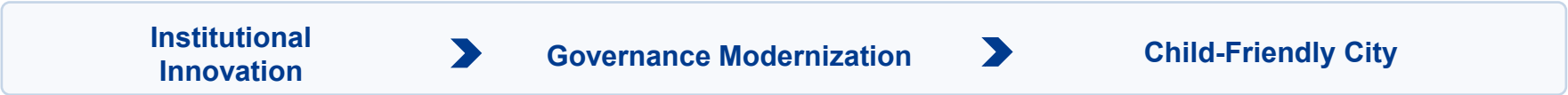
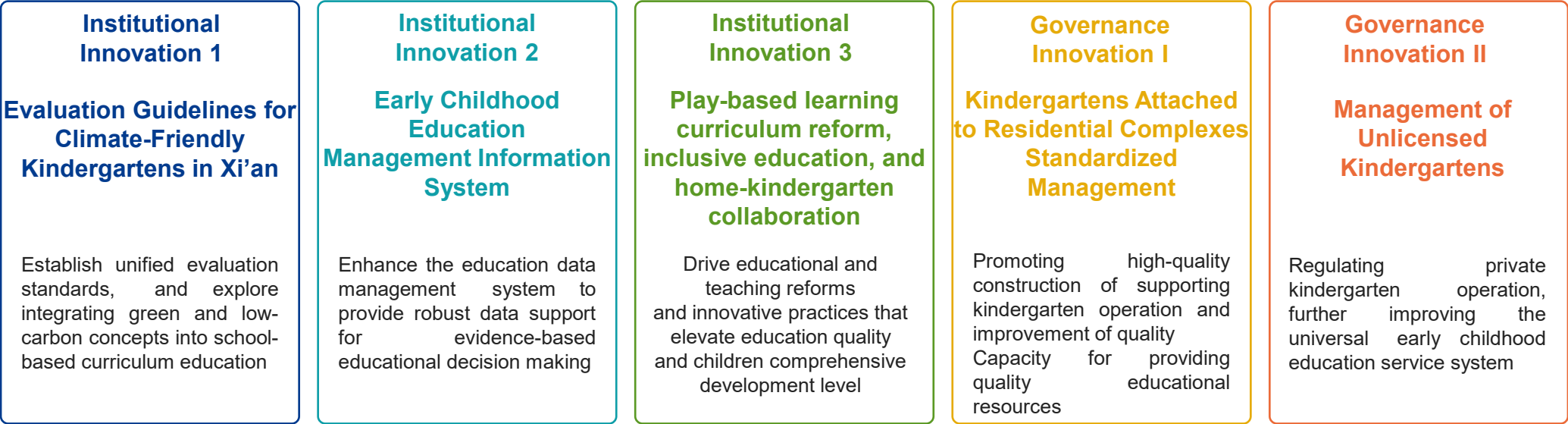
Program outcomes



Transitioning from program results to institutional achievements

Program value:

Driving institutional innovation and governance modernization

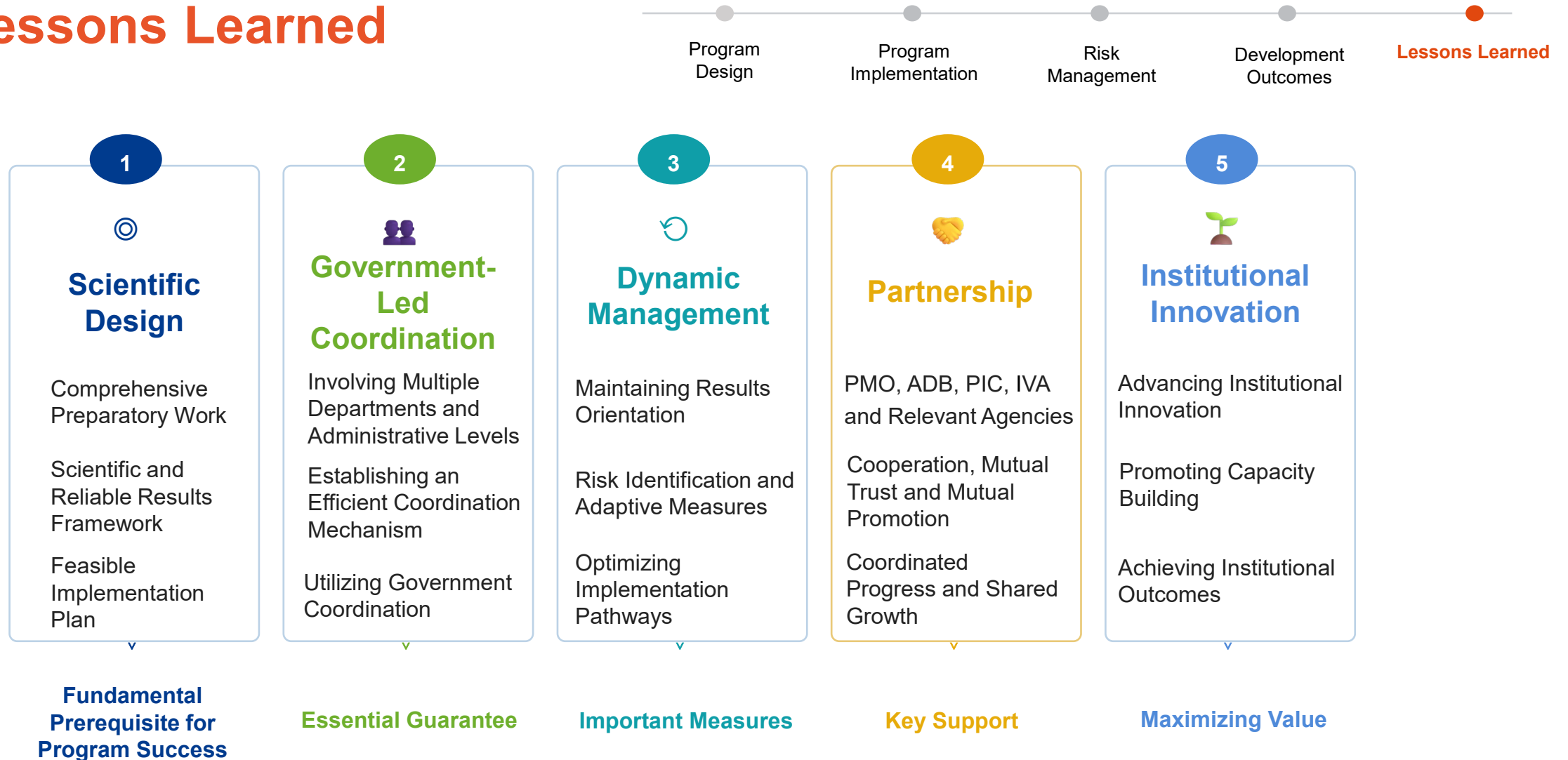




Recipient of the ADB PRC Best-Performing Loan Project Award in 2024

The ADB mentioned that this RBL program has not only effectively enhanced the development of ECE in Xi'an but also actively contributed to the advancement of a child-friendly city.

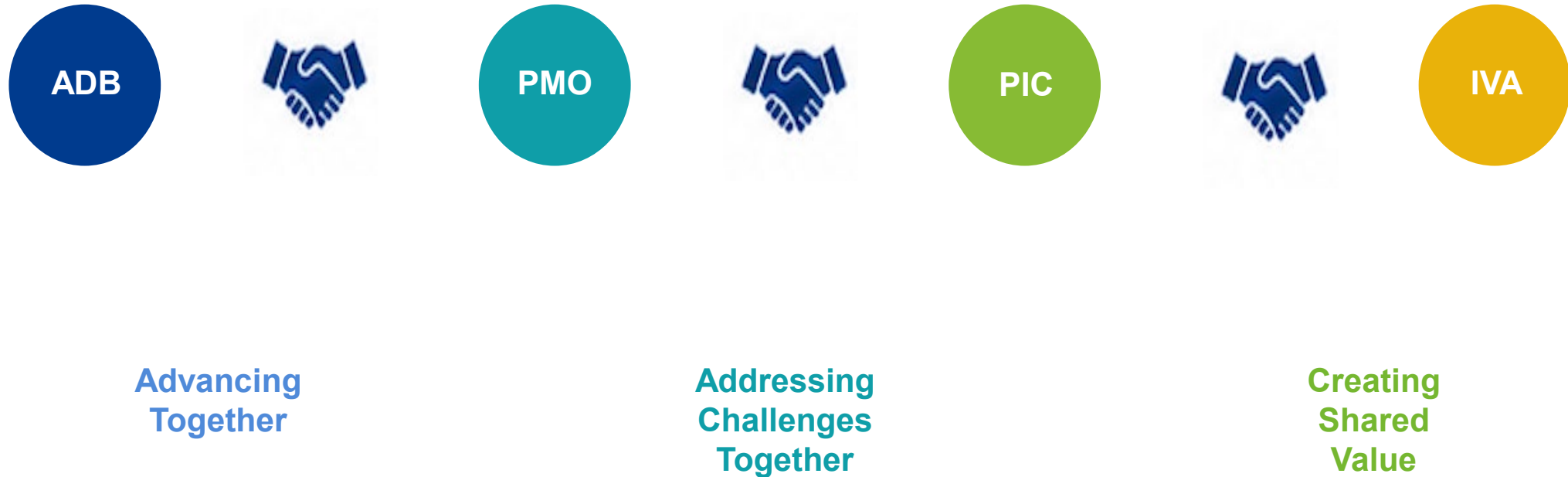
Lessons Learned



Program Performance Is Not Determined at Program Completion but Gradually Developed Throughout the Program Lifecycle.

Collaboration and Prospects

A Successful RBL Program Transforms Not Only Financing Methods But Also Development Philosophy, Driving Institutional Reform and Capacity Enhancement.



Good luck with your projects!