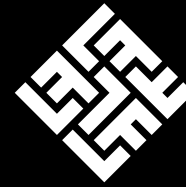# Applying adaptive results-based management (aRBM) to the IsDB projects funded under the Lives and Livelihoods Fund

Lives and Livelihoods Fund

aRBM Review | Issue #4 | December 2022

Poised for impact

Reflecting on a productive 2022
and planning for even greater impact in
2023—and beyond.

Building on all we've accomplished together.

It has been a rewarding year—and journey to date—at the Lives and Livelihoods Fund (LLF), and we want to thank you for your hard work in supporting the Islamic Development Bank (IsDB) member countries' most vulnerable communities. Since its inception in 2016 and through your drive and dedication, the LLF continues to make significant and meaningful impact* in:

PRIMARY HEALTHCARE

400M+ immunizations administered; 38M+ malaria cases treated; 2.4K health facilities built, upgraded, or equipped; and 35K+ health personnel trained.

AGRICULTURE

65K+ farmers trained, including providing farmers with climate-resilient crop varieties; 180K jobs created; and 719K hectares of land improved for increased production and efficiency.

INFRASTRUCTURE

7M+ people set to benefit from improved water access, sanitation, and hygiene (WASH) conditions; 26 sludge processing plants built; and 13K+ households and social facilities connected to electricity.

This would not have been possible without donor contributions and the dedication of LLF teams across headquarters, regional hubs, and projects. Our exceptional donors include the Abu Dhabi Fund for Development (ADFD), the Bill & Melinda Gates Foundation (BMGF), the Islamic Development Bank (IsDB), the Islamic Solidarity Fund for Development (ISFD), the King Salman Humanitarian Aid and Relief Centre (KSRelief), and the Qatar Fund for Development (QFFD).

This year, we are renewing our promise to serve the poorest in IsDB member countries and to provide the environment you need to continue your critical work. We have implemented an adaptive Results-Based Management (aRBM) system with tools and processes to support you in the relentless fight against poverty, disease, and climate threats.

Why aRBM and what have we done so far?

LLF is shifting to create impact with adaptive Results-Based Management.

Adaptive Results-Based Management (aRBM) is about one important change: Focusing on results that benefit the people and the communities we serve. The Islamic Development Bank (IsDB) is a large, complex ecosystem with projects in multiple countries; aRBM reinforces a shared sense of purpose, a clear view of impact, a mindset focused on learning—and a path towards lasting change.

To learn more about aRBM and our work to date, view our previous newsletters; these quick reads will keep you informed and engaged.

aRBM - Issue 1 - April 2022
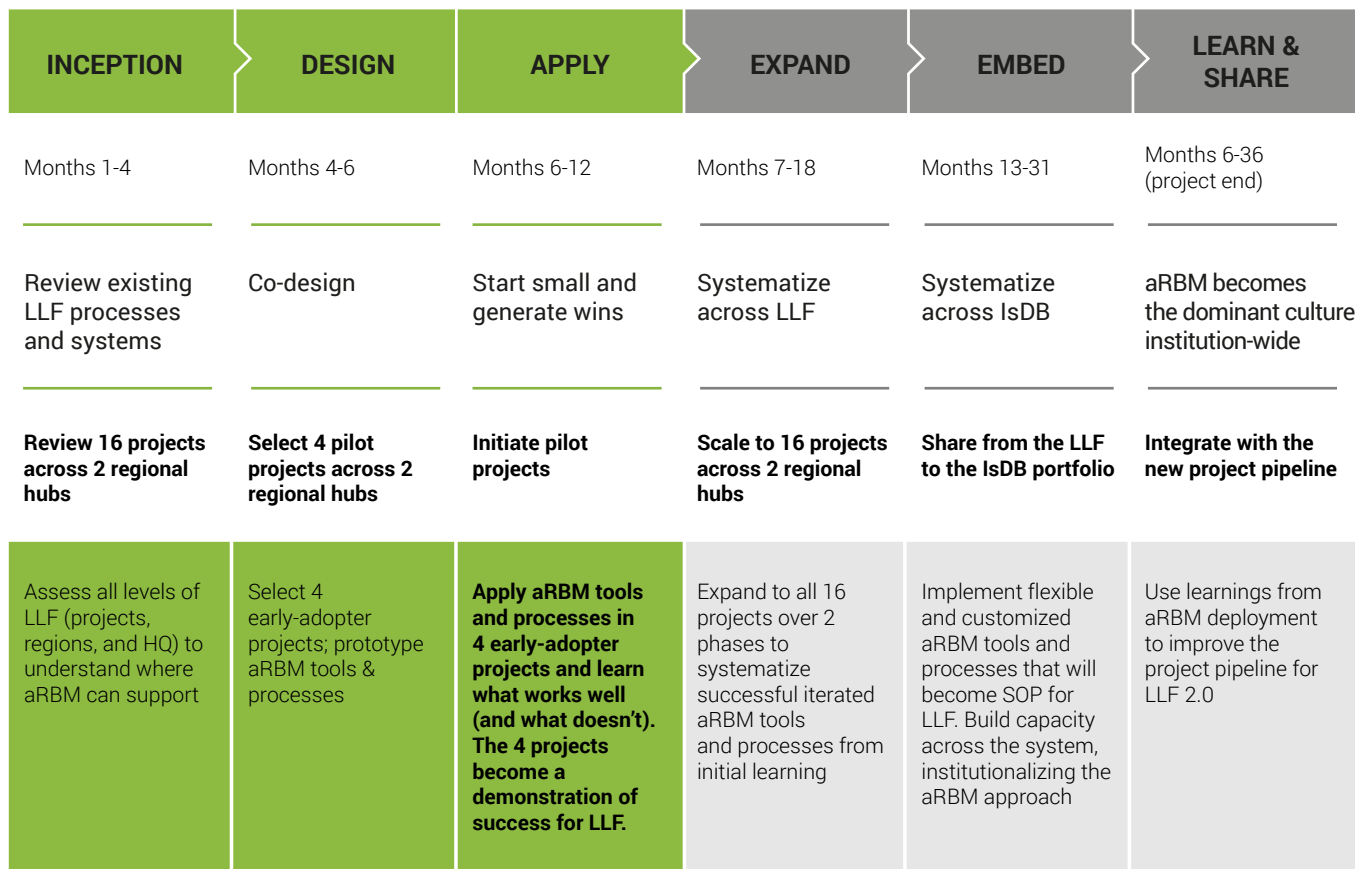

aRBM - Issue 2 - June 2022

aRBM - Issue 3 - September 2022

The path to sustainable change.
Where we are now.

OUR CURRENT
IMPLEMENTATION
STAGE

INCEPTION	DESIGN	APPLY	EXPAND	EMBED	LEARN & SHARE
Months 1-4	Months 4-6	Months 6-12	Months 7-18	Months 13-31	Months 6-36 (project end)
Review existing LLF processes and systems	Co-design	Start small and generate wins	Systematize across LLF	Systematize across IsDB	aRBM becomes the dominant culture institution-wide
Review 16 projects across 2 regional hubs	**Select 4 pilot projects across 2 regional hubs**	**Initiate pilot projects**	**Scale to 16 projects across 2 regional hubs**	**Share from the LLF to the IsDB portfolio**	**Integrate with the new project pipeline**
Assess all levels of LLF (projects, regions, and HQ) to understand where aRBM can support	Select 4 early-adopter projects; prototype aRBM tools & processes	**Apply aRBM tools and processes in 4 early-adopter projects and learn what works well (and what doesn't). The 4 projects become a demonstration of success for LLF.**	Expand to all 16 projects over 2 phases to systematize successful iterated aRBM tools and processes from initial learning	Implement flexible and customized aRBM tools and processes that will become SOP for LLF. Build capacity across the system, institutionalizing the aRBM approach	Use learnings from aRBM deployment to improve the project pipeline for LLF 2.0

In the **inception phase**, we assessed all levels of the LLF to understand where aRBM can support, and to provide a key set of recommendations

INCEPTION

Months 1-4

Review existing
LLF processes
and systems

**Review 16 projects
across 2 regional
hubs**

**Assess all levels of
LLF (projects,
regions and HQ) to
understand where
aRBM can support**

Main Challenges at each level of the LLF:

PROJECT LEVEL

- **An overemphasis on financial measures (disbursement, procurement, etc.) means limited focus on results.** We need to shift this mindset to improve performance across the fund.
- **Varying capabilities in data** collection and analysis affects the **ability to leverage support, adapt, and learn.**
- **Inconsistent reporting frequency** and limited formal accountability result in a **lack of systemic learning.**

REGIONAL LEVEL

- Absence of systemic reporting on outcome data and **decision-making is largely driven by financial data.**
- **Limited flow of learning** about results leads to **limited opportunities for course correction.**

FUND LEVEL

- **Lack of systemic data collection** and aggregation from the different projects leads to limited ability to **track and communicate successes.**

Main Recommendations to promote a well-functioning aRBM system at each level:

- **Collect** the right data to ensure **visibility of results.**
- **Store the data in a way that ensures visibility** of results and project needs.
- **Use data** to strengthen routines and **inform strategic decisions.**
- **Build capacity** across the system.
- **Create incentives** for ownership and a focus on results.

In the **design phase**, we selected four early-adopter projects and co-developed tools to test

DESIGN

Months 4-6

Co-design

Select 4 pilot projects across 2 regional hubs

Select 4 early-adopter projects; prototype aRBM tools & processes

We **developed and approved the following project selection criteria:**

- Openness to collaborate
- Adequate data capacity
- Likelihood of success
- Tool-piloting opportunities
- Geography, sectors, and budget
- Political stability and accessibility

Using these criteria, we **selected four early-adopter projects:**

- **Senegal:** Support to the Malaria Control and Elimination Project
- **Nigeria:** Kano State Agro-Pastoral Development Project
- **The Gambia:** Regional Rice Value Chain Development Program
- **Burkina Faso:** Strengthening PHC* to Improve Health and Nutrition

We then **co-designed** aRBM tools and processes, including:

- **The ADAPT framework,** which is a scorecard to track and aggregate efficiency and results data across projects
- **The MEL plan** to monitor the aRBM rollout and evaluate the process for a continuous learning and improvement mechanism
- **A dashboard** and **reporting templates** to collect, aggregate, and visualize qualitative and quantitative information (designed with user needs in mind)
- **Data streams and verification protocols** to plan for data analysis and ensure improved quality
- **Toolkits to help projects and regional hubs** strengthen planning for operations, M&E, and implementation

We are currently in the **application phase**, which started with an official launch convening regional hubs and early-adopter projects

APPLY

Months 6-12

Start small and generate wins

Initiate pilot projects

Apply aRBM tools and processes in 4 early-adopter projects and learn what works well (and what doesn't). 4 projects become a demonstration of success for LLF

During the launch, we witnessed exceptional turnout from diverse attendants and senior stakeholders across projects, regions, and executing agencies. We achieved **institutional endorsement** for aRBM, and **aligned projects and regional hubs on their aRBM priorities and needs. We also presented rollout plans** for both the initial six weeks and the next six months to help gain early momentum.

KANO PMU LAUNCH

SENEGAL PMU LAUNCH

BURKINA FASO PMU LAUNCH

THE GAMBIA PMU LAUNCH

ABUJA HUB LAUNCH
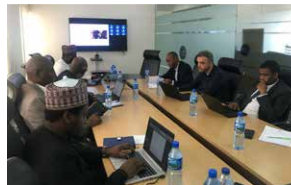
DAKAR HUB LAUNCH

We are supporting the four early-adopter projects in implementing key aRBM tools and processes as follows
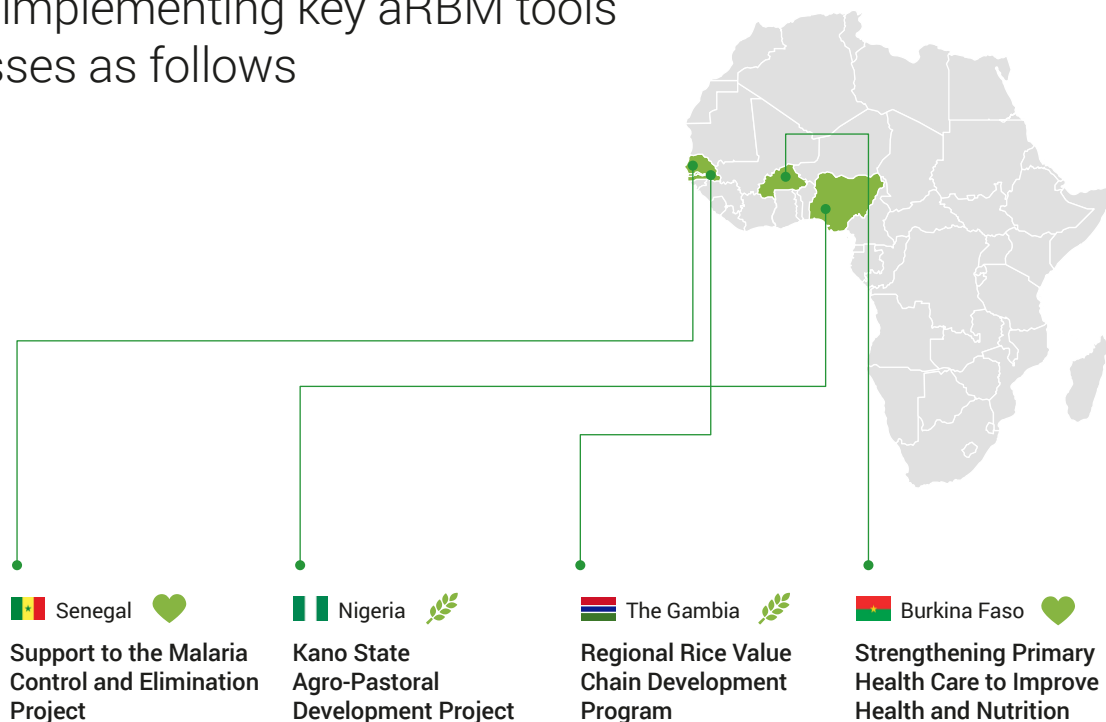
	Senegal	Nigeria	The Gambia	Burkina Faso
	Support to the Malaria Control and Elimination Project	**Kano State Agro-Pastoral Development Project**	**Regional Rice Value Chain Development Program**	**Strengthening Primary Health Care to Improve Health and Nutrition**
Regional Hub	Dakar, Senegal	Abuja, Nigeria	Dakar, Senegal	Abuja, Nigeria
Prioritized Tools	**Consolidate and integrate** data with existing systems **Use dashboards** in progress reviews **Share success stories,** best practices, and lessons learned	Define **interim targets** on priority actions Map how **each actor can contribute** to priority actions Enhance capacity to **capture and utilize data**	Capture frequent, **reliable data** on key indicators Strengthen **data analysis** to understand progress **Adapt plans** and strategies based on latest data	Agree on **how and through whom** interim targets will be achieved Create a **M&E plan** to determine effectiveness of actions Align on existing **IsDB innovations** (e.g., e-procurement)

How are we building the projects' and regional hubs' capacity?

We are enhancing aRBM processes and building learning networks through a combination of structured support and communities

aRBM CAPABILITY DEVELOPMENT APPROACH

STRUCTURED SUPPORT
Providing digital platforms and training content builds **fundamental ability to adopt aRBM practices**

LLF HUB
A one-stop platform for resources on aRBM, project stories, and community engagement across LLF projects and regions

M&E DASHBOARDS
Dashboards to support tracking of key priorities underlined in the ADAPT framework at the project, regional, IsDB HQ, and donor levels

TRAINING AND MENTORSHIP
Fit-for-purpose workshops on key aRBM tools and practices led by experts to support problem-solving on project priorities based on their unique needs

COMMUNITY
Engaging with learning communities and embedding support for **applying aRBM skills helps** build **strong networks** and **encourages storytelling**

COMMUNICATIONS SUPPORT
Building capacity at the project and fund level to lift up stories of human impact

SUPPORT THROUGH EMBEDS
Day-to-day support on the aRBM rollout across projects to support understanding and adoption of the approach in a way that meets each project's unique needs

LEARNING COMMUNITIES
Spaces to encourage reflection, knowledge-transfer and experiential learning led by experienced facilitators

Stories and news

Project feature

Senegal Support to the Malaria Control and Elimination Project
A story of many successes

Malaria remains a public health problem in Senegal. The **Support to the Malaria Control and Elimination Project** was designed to reduce malaria mortality and morbidity in 5 central regions of Senegal. The main goal of the project is to accelerate the achievement of pre-elimination of malaria (less than one case per 1,000 inhabitants) in the central regions of Senegal.

How were project districts and regions selected?

- The project is aligned with the National Malaria Control Programme (NMCP), which aims to reduce malaria mortality by 75% by 2020 and **eliminate the disease by 2030.**

- According to the World Health Organization, the malaria **pre-elimination threshold is between one and five cases per 1,000**. Achieving pre-elimination means having **less than one case per 1,000 inhabitants.**

- Using 2015 as a baseline, **districts were categorized** based on their malaria incidence:

  - More than 15 cases per 1,000
  - Between 5 and 15 cases per 1,000
  - Less than 5 cases per 1,000 (in pre-elimination threshold)

- LLF decided to focus on the **regions closest to attaining or maintaining pre-elimination; 25 districts in five regions** were selected—St. Louis, Louga, Thiès, Matam, and Fatick.
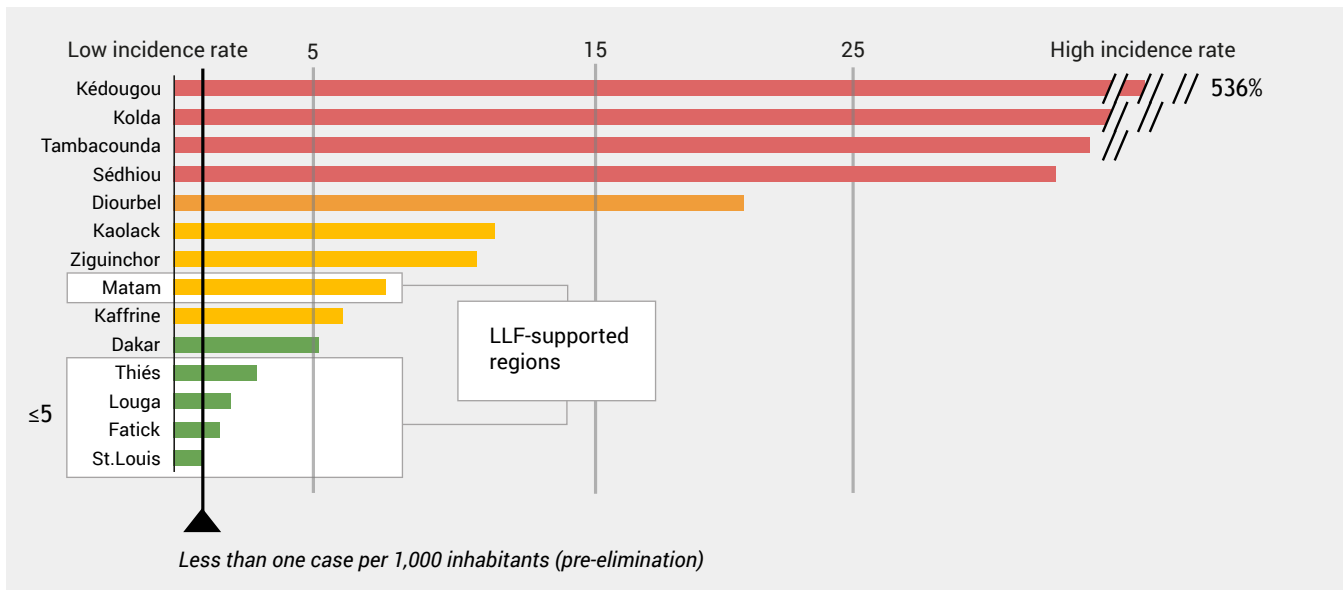
Implementing an adapted data collection system tailored to the Senegal PMU's needs helped achieve success

* The Senegal PMU created a data collection and aggregation system, the District Health Information Software (DHIS) 2 Tracker, which is derived from the open source DHIS 2 regional data collection system. The system enables the PMU to collect granular, routine data and program data at the community level.

* Health centers at local and district levels have phones with the system downloaded on them that staff use to input malaria data daily. Health districts equipped with computers also have the system and can input data daily.

* The data is then controlled and aggregated at the PMU level, and used to create data deep dives called "bulletins épidémiologiques" to inform routines and decision-making, and to help government institutions and donors report on the data to course correct and improve project impact.

* The Senegal PMU is currently creating a more complex tool for data collection, aggregation, analysis, and visualization that will combine different softwares to cover for the aforementioned actions. They hope to create a more autonomous system that will collect, aggregate and conduct basic analysis through simple maneuvers. To complete this project, the Senegal PMU needs technical support and, most importantly, additional financial support.
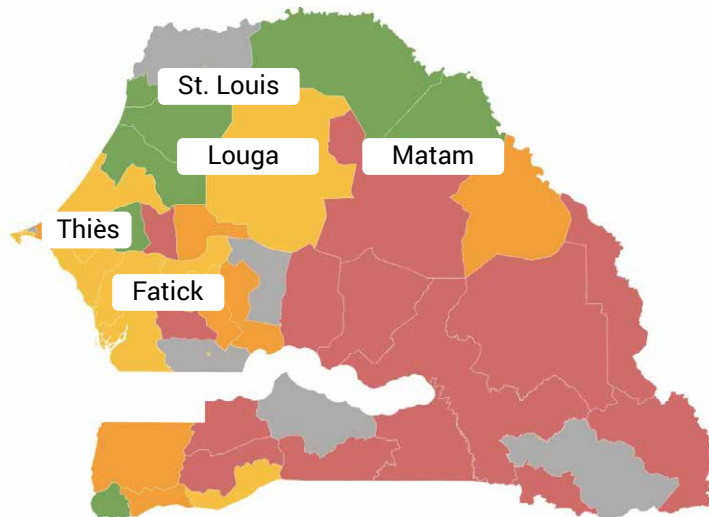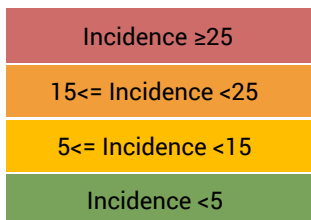
Project team
in action

The project demonstrated success, with five select regions staying on track to achieve and maintain malaria pre-elimination*

Malaria incidence (cases per 1,000 inhabitants by region - 2021)

| | Low incidence rate | 5 | 15 | 25 | High incidence rate |

Kédougou — 536%
Kolda
Tambacounda
Sédhiou
Diourbel
Kaolack
Ziguinchor
Matam
Kaffrine
Dakar
Thiés
Louga
Fatick
St.Louis

≤5

LLF-supported regions

▲ Less than one case per 1,000 inhabitants (pre-elimination)

Malaria incidence (cases per 1,000 inhabitants by district - 2015 baseline)

Legend

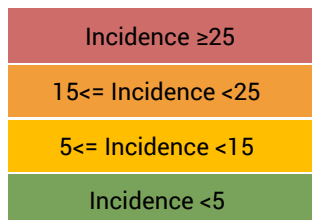| Incidence ≥25 |
| 15<= Incidence <25 |
| 5<= Incidence <15 |
| Incidence <5 |

St. Louis
Louga
Matam
Thiès
Fatick

Incidence rates over time suggest the project has helped four regions attain and maintain pre-elimination

Malaria incidence (cases per 1000 inhabitants) in project regions, 2016-2021

In 2012, Matam was moving towards pre-elimination, but a case increase in 2018 led to lagging performance against other regions

Date of project effectiveness April 2017

First disbursement September 2018

Legend

Incidence ≥25
15<= Incidence <25
5<= Incidence <15
Incidence <5

Sources: Ministère de la Santé et de l'Action Sociale, Bulletin Épidémiologique Annuel 2021, 2019, 2018 and 2017 du Paludisme au Senegal
Note: Latest data is from 2021

	2016	2017	2018	2019	2020	2021
Fatick	7.3	5.9	3.0	1.1	1.0	1.5
Louga	3.5	2.1	2.7	1.7	2.2	1.9
Matam	9.7	3.7	17.2	7.9	9.1	7.2
St. Louis	1.4	0.8	1.0	0.8	0.8	0.9
Thiès	5.1	3.3	2.2	2.7	2.5	2.8

14

LLF transforms livelihoods in rural Morocco

Mr. Abdisalam, a beneficiary of the LLF-funded "Inclusive Rural Growth Project," planted 300 avocado trees two years ago, and is delighted to see many of them bearing large fruits already. He says, *"Soon, life will be very different for me and my family of nine,"* before adding with relief, *"This includes my son who is now job searching in a distant town. He is anxiously waiting to come back home and to start a family business that the avocado production will allow. We plan to open a coffee shop at our local market in Tassfit in the Tetouan region, thanks to the profit from the avocado farm that was funded by LLF."*

The "Inclusive Rural Growth Project," established in 2019, lays a strong foundation for improving livelihoods in rural Morocco. It aims to provide 3,308 farmers and their families with the resources needed to grow high-value crops and trees including avocados, olives, chestnuts, figs, grapes, pomegranates, cacti, medicinal plants, etc. The project is already over halfway to its goal of planting 1,654 hectares of these crops.

The project provides high-quality avocado seedlings, and contracts technical firms to plant and manage the land. The farmers take over the orchards two years later. Additionally, the project provides the farmers with training sessions via their cooperatives on trees management, good agronomic practices and on the value chain development for avocados as well as the other high-value trees and crops supported by the project. The project is also currently developing additional supportive resources, such as an efficient drip irrigation system and access to microfinancing.

Mr. Rafiq Chirgi, a beneficiary of the avocado value chain and vendor at a local market in the Tetouan region.

Mr. Abdisalam shares his newfound excitement and hope with the other 152 members of the agricultural cooperative over which he presides. Together, they have a cumulative 600 hectares of avocado orchards with about 477 trees per hectare, totaling 286,200 trees. When their trees reach full production potential in year five, each tree is expected to produce at least 300-400 fruits (with older trees producing 800-1,000 avocados if good agronomic practices are used). The orchards' production could provide high-quality yields for 60 to 70 years.

The avocado value chain has already reached the local market. Mr. Rafiq Chirgi, one of many local entrepreneurs selling avocados from the LLF-funded project, says: *"One kilogramme of avocados (2-3 fruits) is sold for 20 Moroccan Dirham (about 1.90 USD) at the local market in the Tassfit region and at least 3-4 times more, at 60-80 Moroccan Dirhams (5.70 - 7.60 USD), in Rabat and other bigger markets."*

While the project has already achieved significant success, the avocado value chain will experience even greater transformation with the establishment of processing plants through Public Private Partnerships (PPPs). Creating processing plants requires greater accessibility to regions, a challenge that the project is undertaking with the development of a 160-km road network - 80% have been completed.

The future looks bright for Mr. Abdisalam and his fellow smallholder farmers, as the Government of Morocco is committed to scaling the initiative in a sustainable way—in collaboration with the LLF-funded "Inclusive Rural Growth Project."

A two year-old avocado tree under production at Mr. Abdisalam icho's farm in the Tetouan region.

Latest news

The LLF Impact Committee (IC) and Technical Review Committee (TRC) Meetings in London

During the Impact Committee (IC) and the Technical Review Committee (TRC) meetings held on November 7th, 2022, at the Bill and Melinda Gates Foundation (BMGF) offices in London, recommendations for LLF2.0 were discussed following a detailed analysis of the strengths and opportunities of the original LLF, and based on the committee's feedback after the TRC meeting held in Tajikistan in September 2022. The meetings gave all donors the opportunity to collectively provide feedback to factor into the final recommendations. Discussion focused on high-level updates for LLF2.0's operations model and strategy.

Hear from those who matter most

On a field visit to Tajikistan in early September 2022, LLF donors and IsDB leaders visited the "Improving Maternal, Neonatal and Child Health (MNCH) Services" project sites to observe the project's achievements firsthand. They also engaged with local residents to understand the project's impact on maternal, neonatal and child health and to learn how the project has improved people's lives in this densely populated, yet geographically challenged area.

▶ **Watch the video**

Subscribe to our YouTube channel and stay connected to the LLF and to the stories that unite us all.

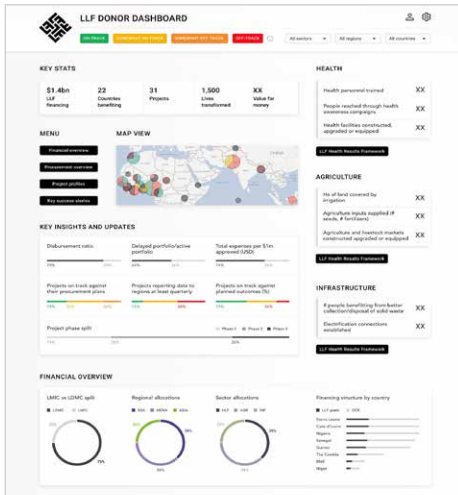🔔 **Subscribe to our YouTube channel**

The **LLF Hub**: COMING SOON.

A one-stop virtual platform to keep LLF teams across projects,
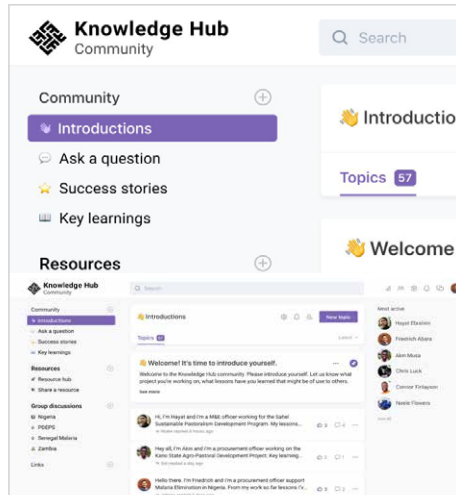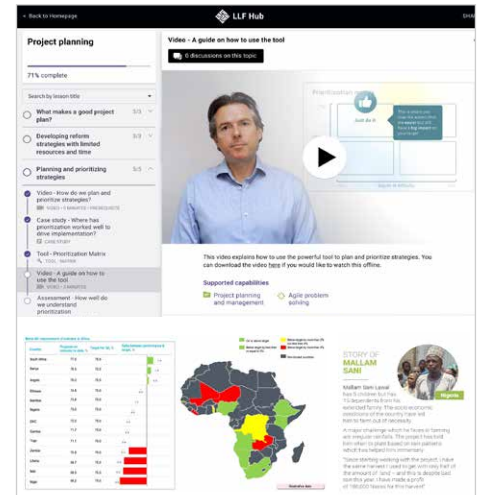hubs and HQ connected and informed.

A HOLISTIC VIEW OF PROGRESS	OPPORTUNITIES FOR REFLECTION	VARIED AND ENGAGING CONTENT
Link to M&E Dashboards	Community Forums	Self-directed Learning Content Repository of Tools Impact Stories

We are eager to hear from you.
Please send us your inquiries about aRBM
llf-mu@isdb.org