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

Lives and Livelihoods Fund

aRBM Review | Issue #2 | June 2022

# A fit-for-purpose aRBM design for the IsDB and LLF ecosystem

Project feature

# Support of Elimination of Mother-to-Child Transmission (eMTCT) of HIV/Aids Project in Cameroon

## Early detection. Proactive care. Life-changing results.

**Cameroon has a generalized HIV epidemic. The Support of Elimination of Mother-to-Child Transmission (eMTCT) of HIV/Aids Project was initiated to fast track and upscale early pediatric HIV diagnosis, as well as treatment for HIV-infected pregnant women.**

**PROJECT GOALS**

- Ensure **access to** innovative **HIV/Aids services**
- Improve **early detection** of HIV-infected infants and pregnant women
- Increase **antiretroviral therapy** (ART) enrollment

The project teams faced numerous challenges due to the COVID-19 pandemic. Nevertheless, they managed to make significant progress while ensuring important linkages were established with stakeholders including relevant government departments, UN agencies, local councils, and the civil society, so that activities align with and complement the work of others.To date, they have achieved the following significant results:

- **87%** of all pregnant women in 55 health districts seen by providers
- **95%** of pregnant women tested for HIV
- **93%** of all HIV-positive pregnant women put on ART
- **9% increase** in ART enrollment compared to 2020
- **522,732** calls on the U-Reporter toll-free line from 2019 to 2021

**Stories from the field: May 2022**

We look forward to more field visits with additional project teams to highlight the impact of the LLF projects on the lives and livelihoods of the underprivileged communities in Member Countries.

*A short video on the eMTCT project in Cameroon*

> ***If they hadn't come, I would have died by now, because I wouldn't have known what medications to take and when.***

**Fon Vitsuri**
Support of Elimination of Mother-To-Child Transmission of HIV/AIDS Project
*Cameroon*

> ***We saw the transformation. We went from tragedy to hope. The project not only brought money. It also strengthened the health system, initiating a new way of working that places the person who is suffering at the very center.***

**Abdelkader Bacha, MD**
HIV/Aids Manager - UNICEF
Support of Elimination of Mother-To-Child Transmission of HIV/AIDS Project
*Cameroon*

Latest news

# LLF at the IsDB Group Annual Meetings in Sharm el-Sheikh

## June 1-4, 2022

During the recent Impact Committee (IC) and Technical Review Committee (TRC) meetings held on the sidelines of the IsDB Annual Meetings 2022 in Sharm el-Sheikh, the Bank and Donors reviewed the detailed inception report for adaptive results-based management (aRBM), which showcased how LLF can use aRBM to build on its current work and improve the way we track, communicate, and amplify results. We look forward to the continued rollout of this work, in close collaboration with project teams.

For more information on the inception report, see page 8

LLF organised a panel discussion titled "Collaboration & Development Assistance in the Post-pandemic World" to address the root causes of inequities laid bare by COVID-19, and to identify where future investments will be most vital. The discussion highlighted the importance of executing cooperation models where financial and technical resources are pooled together to support sustainable development in the health, agriculture, and basic infrastructure sectors. The keynote speaker at the discussion was H.E. Mahmoud Shaarawy, Minister of Local Development of Egypt, who followed the opening remarks by Mr. Anasse Aissami, DG of Country Programs at IsDB. The panel featured representation from development institutions including the Bill & Melinda Gates Foundation, the UN Food and Agriculture Organization, and the Islamic Solidarity Fund for Development.

> ***Our aRBM program is already underway, our teams are working tirelessly to develop a contextualized and fit-for-purpose aRBM design for the LLF. Close linkages with projects on the ground and integrated reporting will support evidence-based decision making at all levels to be maximized with the aRBM leading on the desired impact. The IsDB has prioritized this program, therefore we have formed a high level departmental steering committee to ensure a smooth and effective rollout.***
>
> **H.E. Dr. Muhammad Al Jasser**
> IsDB President

# **Stakeholder engagement:** We worked with stakeholders across the LLF ecosystem to develop the inception report.

## Stakeholders Engaged

### Jeddah HQ

- DG-CP Front Office and Decentralization Facilitation Unit (DFU)
- Budget, Performance and Results Department (BPRD)
- Project Procurement
- IMDT
- LLF Management Unit (LLFMU)

### Regional Hubs (Heads, COMs, OTLs, PMSs)

- Dakar Hub
- Abuja Hub
- Kampala Hub
- Almaty Hub

### Projects (PMUs, Partners, Beneficiaries)

- Benin
- Burkina Faso
- Cameroon
- Chad
- Côte d'Ivoire
- Guinea
- The Gambia
- Mali
- Niger
- Nigeria
- Senegal
- Sierra Leone
- Togo

### Donors

- BMGF
- FCDO
- KSRelief
- ISFD
- ADFD
- QFFD

The findings of this report were validated over a 3-week period with all stakeholders (donors, HQ staff, hub staff, etc.).

## Research and Analytical Approach

### Expert Advice

The following experts were consulted as part of our inception process:

- Dr. Walid Abdelwahab, Previous Director General Country Relations & Services at IsDB, 23 years' experience at IsDB
- Toby Lowe, Complexity Professor, Centre for Public Impact
- Wolfgang Munar, Health Systems Professor, George Washington University
- Arqam Lodhi, Complex Program Specialist and Deputy Team Leader, Palladium
- Senior leaders at peer institutions in the multilateral development banking sector

### Document Analysis

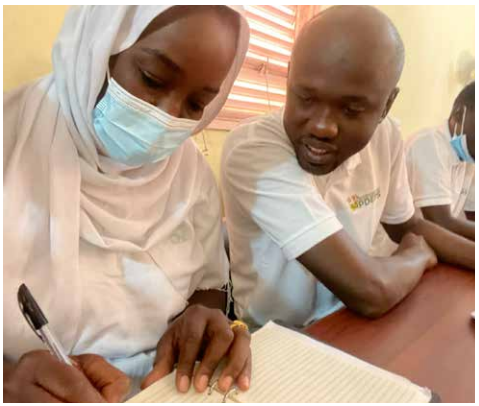
- Project Appraisal Documents (PADs) for all Dakar and Abuja Hub projects
- Progress reports where available: Project Implementation Assessment Support Reports (PIASRs), Monthly/Quarterly Reports for IsDB, Partner Reports, Progress Presentations
- OMS data system and reporting templates
- Budgets, procurement & implementation plans; M&E frameworks; other documents from the field

### Diagnostic Analysis

- Indicator analysis
- Actor mapping/ delivery chains
- Routine analysis
- Data audit
- Data flow mapping
- Capabilities assessment
- Project implementation assessment
- Political economy analysis
- Results framework analysis
- Stakeholder analysis

We validated research with field visits to hubs and project sites to directly observe progress and interact with project teams, partners, and beneficiaries.

# Hub visits to Senegal and Nigeria



# We asked. **You answered.**

Thank you to all the IsDB staff who have participated in our surveys and interviews. We appreciate hearing your expectations, concerns, questions, and ideas, some of which are listed below.
Please keep the conversation going! **Reach out to us** ✉ llf-mu@isdb.org

| Your understanding of what the IsDB and donors are trying to achieve with aRBM | |
|---|---|
| For **80%** aRBM will help achieve | • Effective decision-making, through a structured model for identifying and achieving results<br>• Focus, staying attentive to expected results |
| For **60%** aRBM will help achieve | • Alignment of priorities across donors, the IsDB, regional hubs, and countries<br>• Accountability concerning decision-making and resource use<br>• Transparency across teams by sharing goals, plans, results, and lessons<br>• Knowledge sharing with all stakeholders |
| For **50%** aRBM will help achieve | • Agility, through decentralization and flexible and innovative management<br>• Rapid learning and continuous improvement by tracking outcomes |

| Foreseen challenges by IsDB's staff in the implementation of aRBM, classified by level of importance | |
|---|---|
| **HIGH** | • Building a results culture and fully institutionalising aRBM |
| **LOW** | • Answering the different expectations and needs of teams across the LLF ecosystem<br>• Defining and measuring outcomes/ developing realistic, technically sound indicators<br>• Resolving tension between leadership and project teams that operate on a decentralised basis<br>• Implementing the relevant resources (workable management and accountability systems, knowledge management, etc.) |

> Thanks to the project and LLF, my pRoduction increased By 100%, going froM 40 to 80 bags of rice seedlings per hectare.

**Ibrahim Farouk Wardo**
Kano State Agro-Pastoral Development Project
*Nigeria*

# The LLF aRBM Inception Report

The LLF has made **tremendous progress in improving the lives of its beneficiaries** in some of the poorest and most vulnerable countries in the world. The emerging success stories are testament to the LLF's tangible impact thus far. **Even more impact can be achieved** with a rigorous approach to **aRBM**: a system that focuses on impact for beneficiaries while learning and refining implementation along the way, always accounting for local context.

The **key set of recommendations** below set the guardrails for a well-functioning aRBM system at the project, region, and Fund level:

1. **Collect the right data** (and collect it frequently) from the field. LLF will be investing in additional M&E capacity to help project teams do this
2. **Visualize and store data** in a way that key actors can visualize project results and project needs
3. **Use data** to strengthen the quality of **progress reviews** across the system and inform strategic decisions
4. **Build capacity** across the system
5. **Create incentives** for ownership and results focus

Underpinning these strategies will be the development and uptake of **technology** – including a **knowledge hub** to share key learnings across projects, regions, and the broader LLF ecosystem – to drive efficiency and standardize practices.

We are moving:

**From disbursement to impact.**
How do we shift from tracking funds to tracking results?

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**From pure statistics to supplementing them with stories.**
How do we weave in qualitative results and collective discussion to make sense of results?

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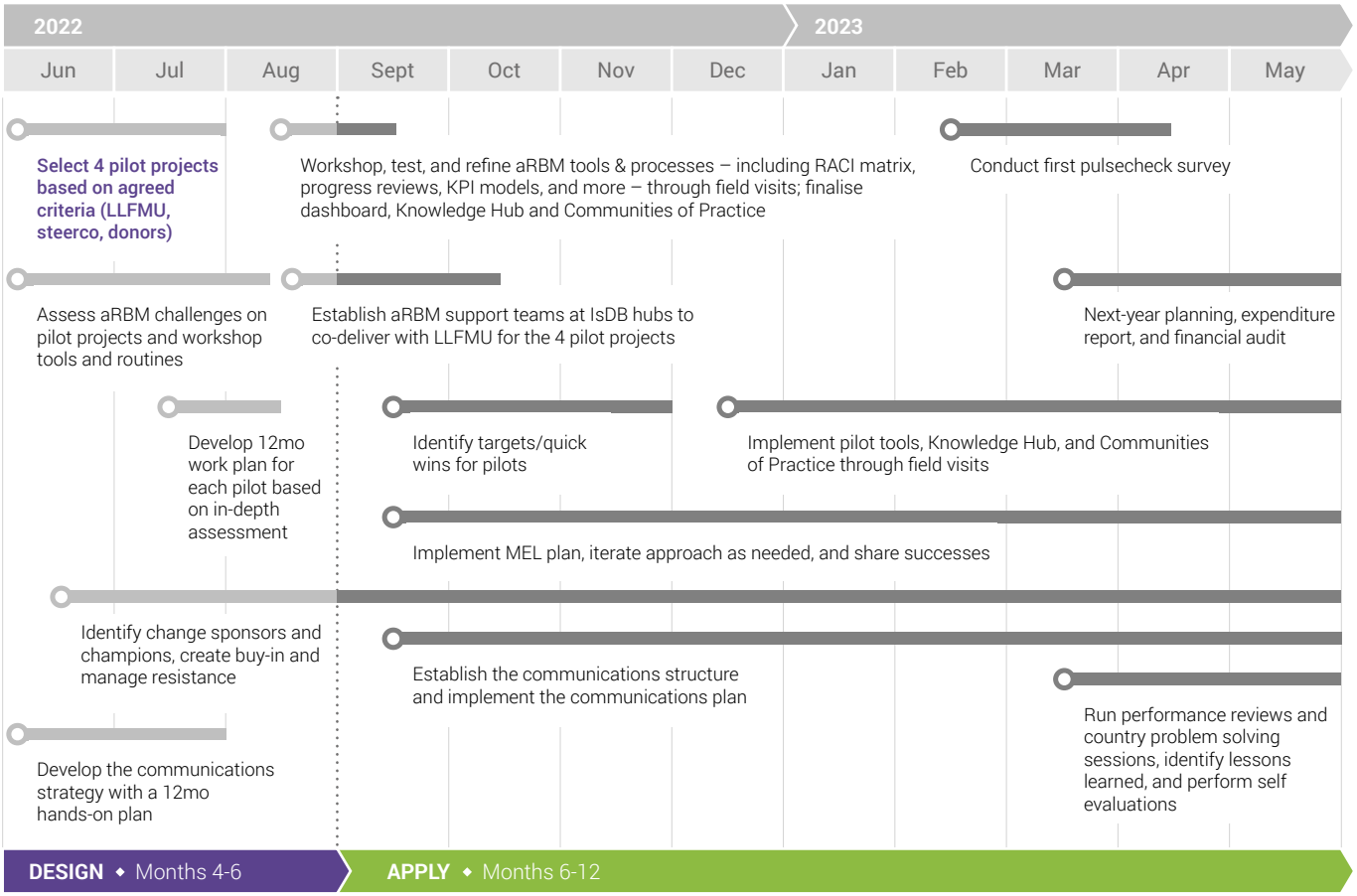
**From reporting to responding.**
How do we use data to course-correct as needed?

# WHAT'S COMING NEXT?

We are ready to deliver – and to support the changes that will help the LLF transform the lives and livelihoods of the underprivileged communities in Member Countries. We will begin by working closely with 4 project teams. Stay tuned for more from our pilot projects, including lessons learned and stories shared.




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