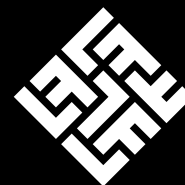


Applying adaptive, results-based management (aRBM) to the IsDB projects funded under the Lives and Livelihoods Fund



Lives and
Livelihoods
Fund

aRBM Review | Issue #3 | September 2022



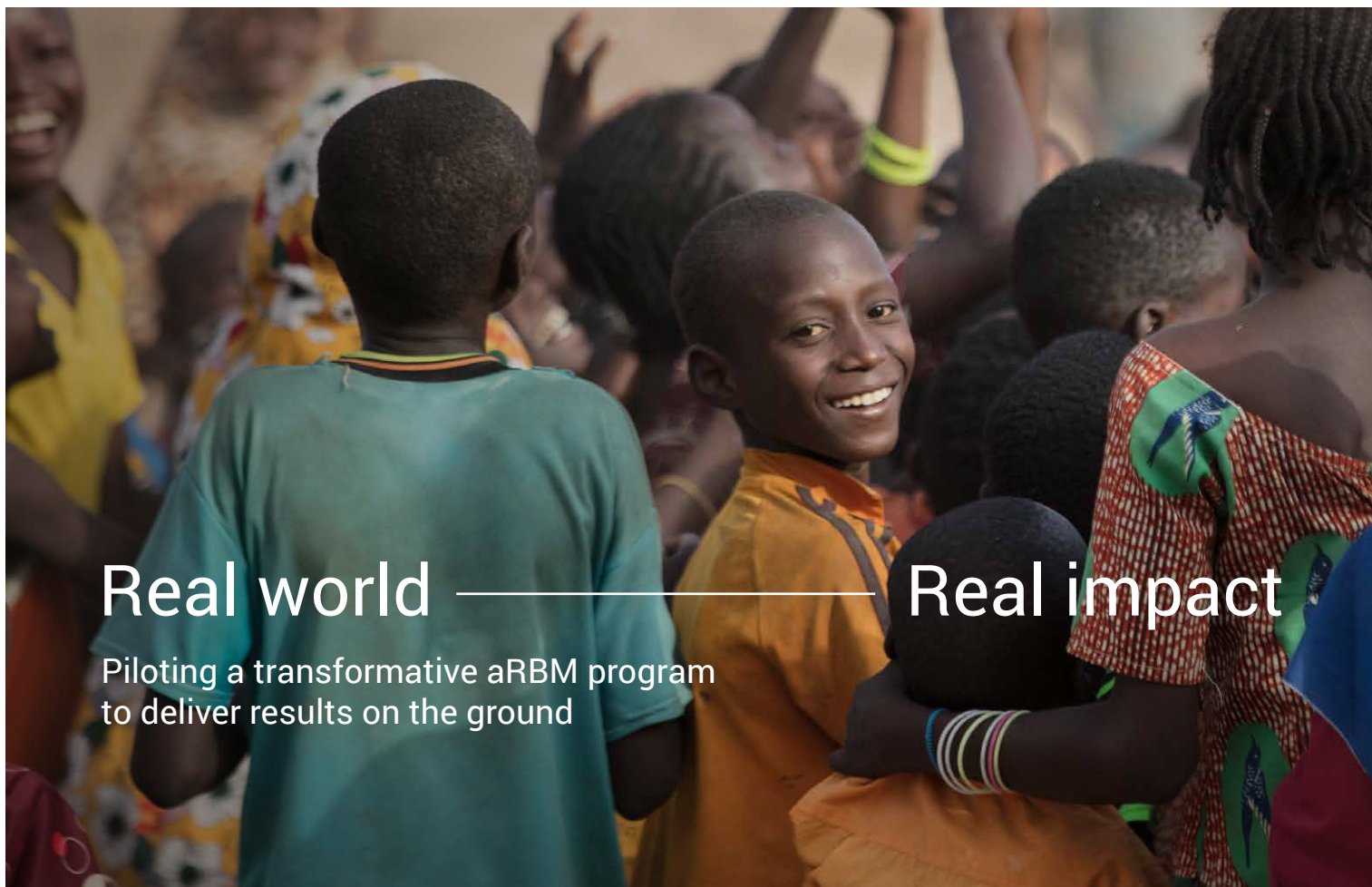
BILL & MELINDA
GATES foundation



Real world

Piloting a transformative aRBM program
to deliver results on the ground

Real impact



Hear firsthand from the partners!



“ We do our part from the offices, but you (project teams) are on the field and you are making the dreams come true. We thank you and appreciate everything you do.

Mr. Ahmed AL Kalbani

Chief Economist with Operations Department
Abu Dhabi Fund for Development



“ We are very excited about the potential for the aRBM project to shine a light on the impact that the LLF is having across the portfolio of its investments and for the opportunity it presents to increase that impact through enabling adaptive management of projects. I hope that the evidence of impact the aRBM team is providing will encourage the donors as we look towards a replenishment of the fund.

James Carty

Deputy Director for Middle East & East Asia
Bill & Melinda Gates Foundation



“ We have a rare opportunity, post-pandemic, to turn recovery into results – building on the progress we’ve already made following the devastating impact of COVID-19 Pandemic. We have a chance to shore up our potential to contribute towards achieving the Sustainable Development Goals.

Dr. Mansur Muhtar

VP of Operations
Islamic Development Bank



“ Despite being still in the implementation phase, the LLF project in Tajikistan has made remarkable forward steps towards enhancing maternity and reducing child mortality and morbidity rates in the Khatlon Region. The project complements the country's efforts in developing an effective health sector that can realize the Sustainable Development Goals (SDG), especially Goal 3 on ensuring healthy lives and promoting well-being for all at all ages.

Dr. Hiba Ahmed
Director General
Islamic Solidarity Fund for Development



“ We are proud to be partners of the Lives and Livelihoods Fund (LLF) and to share humanitarian responsibility with the international community to help the most vulnerable people in the least developed countries to lead healthier and more productive lives.

Eng. Ahmed Albaiz
Asst. Supervisor General
King Salman Humanitarian Aid & Relief Center

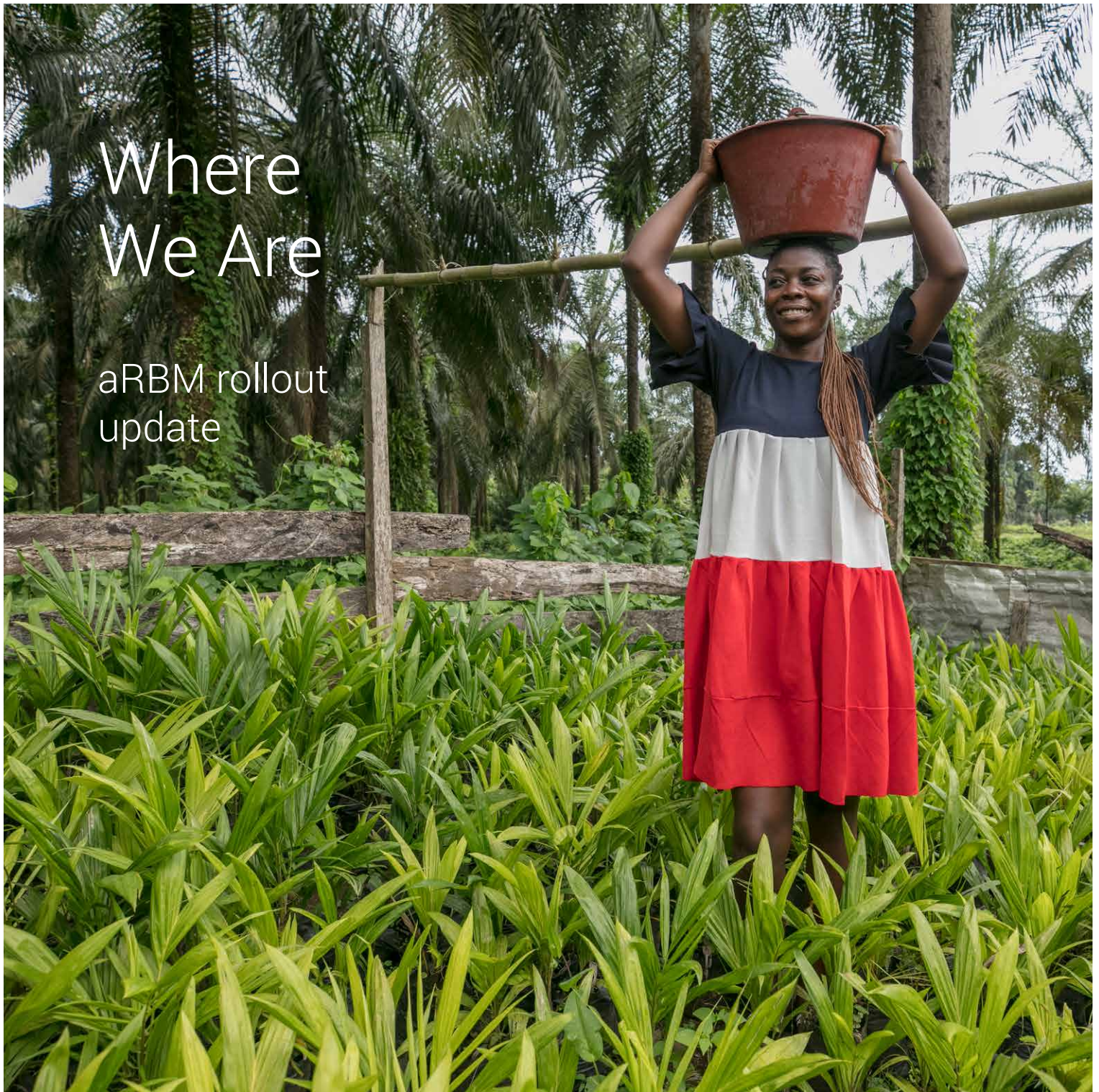


“ The main driver behind QFFD's decision to be the first Sovereign Fund in the Lives and Livelihoods Fund is its strategic alignment with QFFD's priority sectors, one of which is the health sector. We are happy to see the launching of such an important project from the 'Improving Maternal, Neonatal and Child Health (MNCH) Services' project in Tajikistan. Inadequate and inaccessible health systems are one of the main global health challenges, and QFFD endeavors to advance its contribution to strengthening weak national health systems through its development activities.

Mr. Ali Abdulla Al-Dabbagh
Deputy Director General for Planning
Qatar Fund for Development

Where We Are

aRBM rollout
update



Where We Are: aRBM rollout update

In the past three months, we have connected with regional and project teams to co-design our aRBM implementation roadmap. We have engaged with teams across the LLF ecosystem including OQM/BPRD, IMDT, the procurement team, DG CP front office, OED, Financial management from HQ as well as a number of COMs, OTLs, PMSs, PMUs at the regional and country levels.

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). 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

Meet the Projects

Four early-adopter
projects to watch



We will test and refine aRBM tools in the real world and ensure progress is reflected across two regional hubs and at HQ.



Implementation Status (Disbursement)	LATE STAGE 80%	EARLY STAGE 14%	EARLY STAGE 7%	STARTING OUT 0.3%
Regional Hub	Dakar, Senegal	Abuja, Nigeria	Dakar, Senegal	Abuja, Nigeria
Language	French	English	English	French
Selection Rationale	<p>Opportunity to scale learnings/best practices and communication strategies</p> <p>Stable and accessible implementation environment</p> <p>Demonstrable openness to collaborate</p>	<p>Opportunity to test full range of aRBM practices and tools</p> <p>Strong support from local government</p> <p>Capable partners with contextualized knowledge</p>	<p>Opportunity to develop a data system and M&E framework</p> <p>Openness to adopt aRBM</p> <p>Ability to drive progress on prioritized indicators</p>	<p>Opportunity to integrate aRBM in implementation planning (e.g., M&E framework, progress reviews)</p> <p>Experienced PMU with history of working on donor-funded projects</p> <p>Potential to drive progress against 2 prioritized indicators</p>

Selecting four diverse projects in terms of implementation stages, sectors and challenges will allow us to test different aRBM elements in different environments before scaling up.



Senegal Support to the Malaria Control and Elimination Project

Codify and communicate what has worked well to sustain momentum and scale impact

TARGET # LIVES IMPACTED

4 Million Beneficiaries

GOAL

Accelerate the achievement of pre-elimination of malaria (less than one case per 1,000) in the central regions of Senegal



75% reduction in malaria mortality by 2020



2 million LLINs* procured (including transportation, supervision and distribution) and utilized



~1.56 million Rapid Detection Tests (RDTs) procured to health facilities



~62,141 doses of antimalarial drugs (ACT and primaquine) distributed to health facilities



432 health personnel in target health districts and regions trained



3.2 million people reached through Information Education Behaviour Change Communication (IEC/BCC) activities

Sources: PAD and PIASR (2019) of "Support to the Malaria Control and Elimination Project"; Senegal

* Long-lasting insecticidal nets



Nigeria Kano State Agro-Pastoral Development Project

Strengthen data systems and decision making to drive progress for the project

TARGET # LIVES IMPACTED

90,000 Farmers

GOAL

Contribute to poverty reduction and strengthen food and nutrition security of vulnerable communities in Kano State through sustainable development of livestock and crop-selected value chains



Agro-Pastoral Productivity and Production Enhancement

Enhanced livestock productivity and production

Enhanced crop productivity and production



Value Addition and Market Access

Livestock products market development and market access

Livestock reproduction and fattening schemes

Crop products market development and market access



Capacity Building

Capacity building of value chain actors to leverage investments introduced through the project

Source: PAD of "Kano State Agro-Pastoral Development Project; Nigeria"





The Gambia Regional Rice Value Chain Development Program

Achieve early wins to set the tone for successful implementation and lasting impact

TARGET # LIVES IMPACTED

16,000 Farmers

GOAL

Reduce high importation rate of rice, enhancing private sector participation and increasing production by adding new irrigated areas and introducing institutional and technical interventions



Production and Productivity Support

Land development and rehabilitation of production infrastructure and irrigation systems



Agribusiness and Market Development

Development of market infrastructure, storage and processing facilities
Enhanced capacity of farmer organizations to achieve economies of scale



Policy and Institutional Support

Financial resources to integrate successful models of high rice production



Project Management and Coordination

Implementation by the Ministry of Agriculture, and creation of a lean Project Implementation Unit (PIU) that will be an integral part of the existing Central Projects Coordination Unit (CPCU) to ensure harmonization

Source: RRP of The Gambia's "Regional Rice Value Chain Development Program"



Burkina Faso Strengthening Primary Health Care to Improve Health and Nutrition

Integrate aRBM from the outset to set a clear trajectory for success

TARGET # LIVES IMPACTED

5.6 Million Beneficiaries

GOAL

Reduce maternal, neonatal and infant/child mortality and morbidity, as well as inequities in access to quality health care, in 4 regions by 2025



Strengthening Access to Primary Health Care

Building 25 Health and Social Promotion Centers (HSPC)
Constructing 100 Community Health Centers (CHP)
Acquiring 15 mobile clinics



Strengthening the Quality of Services

Offering community-based trainings focused on increasing patient safety



Increasing the Uptake of Primary Health Care Services

Hiring an NGO to support the establishment of community-based health insurance organizations



Building Project Coordination and Management Systems

Strengthening project implementation by establishing key monitoring, procurement and financial management procedures

Source: PAD of Improve Health and Nutrition Project



Tools and processes we want to test

What we're launching next



We will test key tools to ensure fit-for-purpose prior to scaling more broadly.



On-the-ground data collection and M&E

- ◆ Prioritize project indicators to collect
- ◆ Establish targets and interim targets for prioritized indicators
- ◆ Co-create, refine and standardize M&E tools and templates
- ◆ Track prioritized indicators frequently, integrating data from different sources and partners
- ◆ Review and strengthen data systems through data audits



Enhanced capabilities

- ◆ Build common understanding of aRBM at executive leadership, regional and project levels
- ◆ Prototype and test digitally-supported and in-person learning (light-touch coaching led by embedded staff, portal and communities of learning)
- ◆ Collaborate on the development of M&E staff-specific capacity building (informed by prioritized rollout plan activities & user demand)



Dashboards and scorecard

- ◆ Upload indicator data onto dashboard (and scorecard)
- ◆ Test and give feedback on dashboard at the project level



Dynamic and effective communications strategy

- ◆ Inform and engage LLF stakeholders on updates, results and success stories in bi-monthly newsletters
- ◆ Capture and share success stories



Focused progress reviews

- ◆ Hold monthly progress reviews using standardized results-focused templates and dashboards
- ◆ Collaborate on the development of progress review guidelines



Continuous learning

- ◆ Collaborate on the development of aRBM learning questions
- ◆ Support knowledge development for wider IsDB portfolio

Our approach to Monitoring, Evaluation and Learning (MEL)

The **main purpose of MEL is to help us understand the progress of the aRBM program and how we can adapt to provide the best support possible** for teams across the LLF ecosystem to implement aRBM. In doing that, we will be **role modeling how MEL can unlock an effective aRBM cycle** — one that increases visibility of results and enables adaptations based on learnings to generate more impact.



To ensure the MEL plan provides helpful insights without burdening teams, we are ensuring the plan is:

STRATEGIC	Tailoring analysis and findings to the information needs of primary stakeholders at the different implementation stages.
SIMPLE	Identifying a set of key performance indicators to explore and understand progress.
PRACTICAL	Using existing data sources and leveraging program tools and interventions to monitor progress and explore hypothetical causes of successful performance and underperformance.
TIMELY	Ensuring evidence and learnings are generated and disseminated at the right time to support key operational and strategic decisions around program design and delivery.

MEL encompasses several activities to collect and make sense of evidence that helps deliver value for money and improve results on the ground.

MEL Component	Implementation	Purpose
Monitoring 	Establish routines to regularly review projects; make sense of data; and understand program implementation, challenges, achievements and learnings	<ul style="list-style-type: none"> ◆ Problem solve and course correct early ◆ Revise and adapt the program ◆ Disseminate learnings and successes to the LLF ecosystem to build momentum around the aRBM rollout
Evaluation 	Conduct annual evaluation in coordination with LLF IsDB teams and project teams to get a deeper understanding of and generate evidence on program progress towards expected results	<ul style="list-style-type: none"> ◆ Objectively verify the positive impact of aRBM activities and understanding the underlying contributors ◆ Disseminate program innovations, learnings and knowledge across and beyond the LLF projects
Learning 	Offer learning activities to constantly receive feedback from the ground and learn from implementation	<ul style="list-style-type: none"> ◆ Inform improvements to program delivery and redesign ◆ Capture lessons learned to share across and beyond the LLF ecosystem ◆ Model a learning environment
	Organize knowledge-sharing opportunities to share evidence generated and lessons learned from failures and successes	<ul style="list-style-type: none"> ◆ Inform program revisions and adaptations ◆ Provide feedback to and seek feedback from LLF actors to improve partnership coordination ◆ Inform IsDB on the adoption of aRBM practices by LLF actors



Latest news

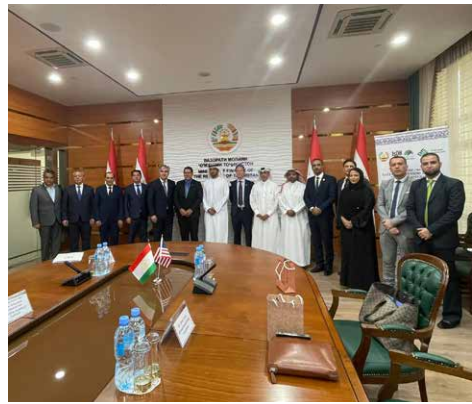
LLF's field visit to Tajikistan

On a field visit to Tajikistan in early September, 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.

During their official visit to the Republic of Tajikistan, LLF mission delegates met with **H.E. Mr. Zavqi Zavqizoda, Tajikistan’s Minister of Economic Development and Trade** and **IsDB Governor for the country**; **H.E. Mr. Abdullozoda Jamoliddin Abdullo, Minister of Health and Social Protection of the population of the Republic of Tajikistan**; and **H.E. Mr. Qahhorzoda Faiziddin Sattor, Minister of Finance of Tajikistan** to review the MNCH project’s progress in the Khatlon region and to explore avenues for future cooperation with the LLF.

* The Abu Dhabi Fund for Development, the Bill and Melinda Gates Foundation, the IsDB’s Islamic Solidarity Fund for Development, the King Salman Humanitarian Aid and Relief Center and the Qatar Fund for Development

LLF's field visit to Tajikistan





Latest news

LLF's Technical Review Committee (TRC) meeting in Tajikistan

During the Technical Review Committee (TRC) meeting held on September 9th in Tajikistan, the IsDB and LLF donors discussed the following:

1. Progress made by Delivery Associates (DA) on aRBM roadmap implementation since the TRC meeting in June. So far, DA has selected 4 early-adopter projects; developed, prototyped and tested core M&E tools; identified the first learning community (in which they will embed M&E tools and start a Learning Hub); and developed plans to implement change management techniques in early-adopter projects.
2. The LLF 2.0 strategy report, which was presented by DA and included updated recommendations on vision, concessionality and TA model, governance and communications to seek the TRCs feedback on the proposal for final refinements.

Hear from those who matter most



Watch the video to meet the project team and beneficiaries of:

The Agriculture Infrastructure and Value Chain Development Project in Cameroon



“ *The health center built with LLF funding improved our lives forever. We now have direct access to free healthcare services nearby, and we can have safe delivery and post-delivery care for both mothers and newborns.* ”

Usmenzoda Sayora

Improving Maternal, Neonatal and Child Health (MNCH) Services Project
Tajikistan



“ *My village includes 100 homes and my current production is not enough for my village. Thanks to the project and LLF, I will now contribute to raising the milk production in the region.* ”

Aliou Diop

The Sahel Sustainable Pastoralism Development Program
Senegal

WHAT'S NEXT?

The next six months are about moving the numbers, learning and demonstrating success in the four early-adopter projects and ensuring progress is reflected across two regional hubs and at HQ.

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We are eager to hear from you.

Please send us your inquiries about aRBM at
llf-mu@isdb.org