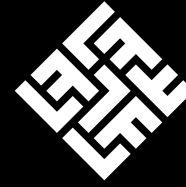


Applying adaptive results-based management (aRBM) to the IsDB projects funded under the Lives and Livelihoods Fund



Lives and Livelihoods Fund

aRBM Review | Issue #8 | January 2024



BILL & MELINDA GATES foundation



مركز الملك سلمان للإغاثة والأعمال الإنسانية
KING SALMAN HUMANITARIAN AID & RELIEF CENTRE



A productive year behind. Even greater impact ahead.

Celebrating our successes and looking forward to a fruitful 2024.

As we near the conclusion of another transformative year, we do so with profound pride and gratitude as we reflect on the remarkable journey we've collectively embarked upon. Over the past year, we've achieved significant milestones at all levels of the Lives and Livelihoods Fund (LLF)—HQ, regional, and country. These accomplishments have paved the way for LLF 2.0, an exciting prospect on the horizon. Our goal is to support even more member countries in the years ahead, furthering our mission and impact.

We want to extend our heartfelt thanks to all who have been part of the adaptive results-based management (aRBM) journey with us, embracing and supporting its rollout. Your dedication and commitment have been instrumental in advancing its successful implementation, leading to tangible improvements in our work, and ultimately, in the lives of the communities we serve. We are fully aware of the challenges that may lie ahead in the coming year, but we also recognize the tremendous potential for positive change. To those joining us in 2024, please rest assured that we are here to support you at every step of the way. At the heart of everything we do is a singular focus: creating an enabling environment for you all. Our mission is to simplify and enhance your

daily work experience, and we remain focused on ensuring that you have the resources necessary to achieve that goal.

We would like to express our immense gratitude to our generous donors, whose continuous support has played a vital role in our achievements. We are sincerely grateful for the IsDB-LLF teams, whose dedication and exceptional commitment has remained steadfast even in the face of challenges. Last but certainly not least, we offer deep appreciation for the project management units (PMUs)—the true champions on the ground. Your unwavering devotion and tireless efforts have been the driving force behind the LLF's accomplishments, and without you, none of this would have been possible.

As we stand on the threshold of 2024 - a year filled with boundless hope, aspirations, and opportunities - let us move forward with renewed determination, unity, and purpose. Together, we will continue to transform challenges into opportunities. Together, we will build a brighter future for all.





“ The construction of a health center in our village offers numerous significant benefits for us. It will not only reduce distances but also ensure prompt care for patients, especially women and young children.

[...] Currently, we face many challenges in accessing the healthcare facility our village relies on. Sometimes, when a child has a high fever, by the time we reach the healthcare facility for a consultation, the child has had seizures on the way. At times, it's difficult to find transportation to bring our sick to the facility. Often, once at the healthcare facility, the healthcare worker decides to evacuate the patient, and we have to pay for ambulance services.

Beneficiary of a Health and Social Promotion Center planned in the Cascades region

"Strengthening Primary Health Care to Improve Health and Nutrition" project
Burkina Faso



aRBM updates

Beneficiary of the "Health System Strengthening with Emphasis on Maternal, Neonatal, and Child Health Services" project (NER1028) in Niger

A quick look at the four early-adopter projects and the four expand-phase projects:

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 Primary Health Care to Improve Health and Nutrition

EXPAND (PHASE I) PROJECTS



Guinea – Conakry Sanitation Project



Senegal – Sustainable Pastoralism Development Program



Cameroon – Support of Elimination of Mother-to-Child Transmission of HIV/AIDS Project



Benin – Closing Gaps: Community Health, Human Resources, and Nutrition



Health

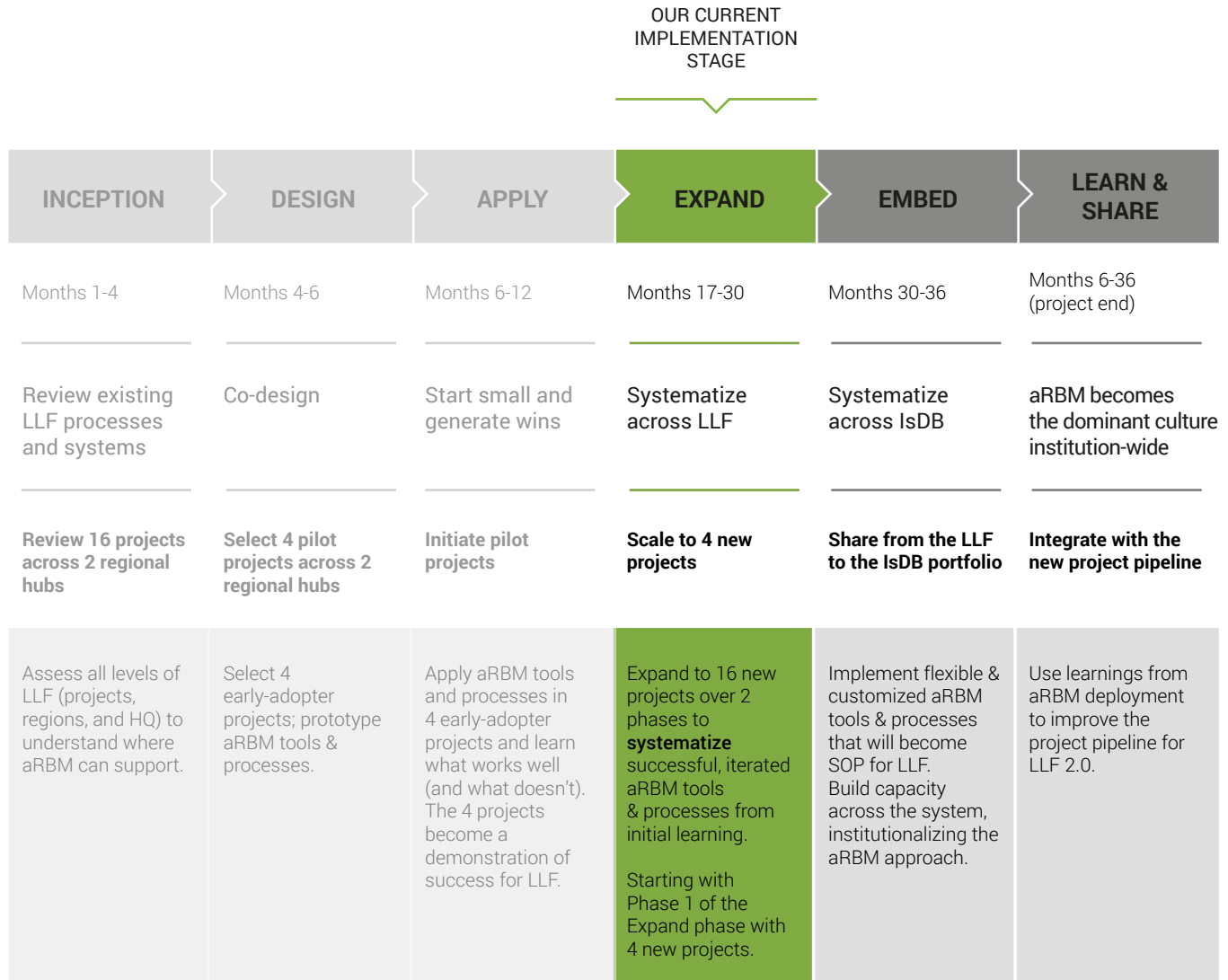


Agriculture



Infrastructure

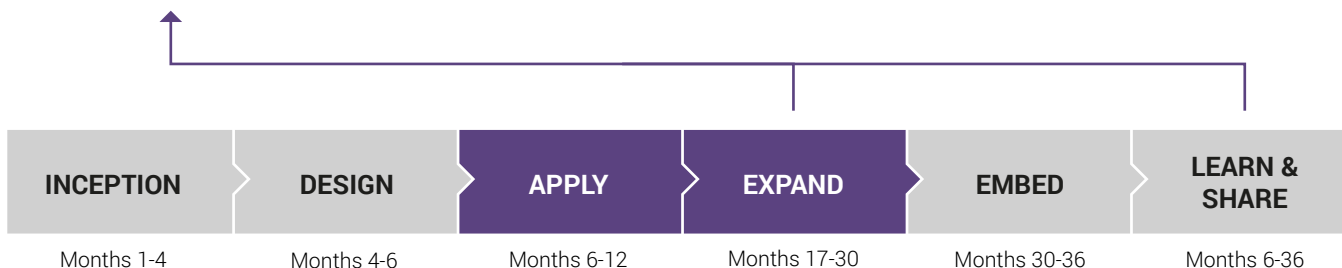
Advancing the expand-phase projects and preparing to exit the early adopters.



As we exit the four early-adopter projects, our aRBM embeds have worked closely with the projects and their respective regional hubs to ensure long-term sustainability of their aRBM practices.

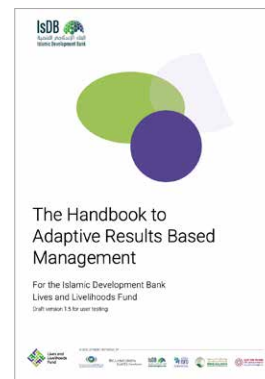


 Senegal	 Nigeria	 The Gambia	 Burkina Faso
Support to the Malaria Control and Elimination Project	Kano State Agro-Pastoral Development Project	Regional Rice Value Chain Development Program	Strengthening Primary Health Care (PHC) to Improve Health and Nutrition
Handover: 21 Dec, 2023 In coordination with the PMU and OTL	Handover: 22 Dec, 2023 In coordination with PMU and OTL, executing agency and Ministry of Agriculture	Handover: 21 Dec, 2023 In coordination with PMU and OTL	Handover: 21 Dec, 2023 In coordination with PMU, OTL and executing agency (Health services department within the Ministry of Health - MoH)



We are currently developing the LLF-IsDB aRBM Handbook—a comprehensive guide for documenting and standardizing aRBM practices and tools.

The Handbook will support the **implementation of aRBM practices and tools**, with a focus on project-level interventions for both project- and regional-level audiences. The interventions will be applied to the the Expand 1 cohort.



The aRBM Roadmap: sequencing your aRBM processes & tools

START HERE

- 1. CONTEXT**
What does **adaptive managing for results** mean in your particular context and how will you tailor aRBM tools and processes to meet your unique needs?
1a: Audit your current data system to identify improvements
1b: Use implementation chains to understand how and who delivers project results
1c: Review your current capacity to communicate results and identify improvements
- 2. ROUTINE USE OF DATA**
How can you strengthen your use of performance data & information to problem solve and improve decisions and actions to maximize results?
Collect the right DATA and information to monitor project progress
2a: Map and prioritize project indicators
2b: Review baselines and set SMART targets and trajectories of progress
2c: Develop data plans and strengthen collection of verified & quality data
Use data to ROUTINELY monitor, learn about, improve and report on progress
2d: Strengthen working level meetings to focus on results
2e: Use the monthly note to routinely feedback on progress with the Regional Hub
2f: Use the IsDB-LLF quarterly reporting template and dashboard
2g: Organize quarterly data-led project reviews
2h: Engage in peer learning communities
- 3. COMMUNICATIONS**
How can you use results information, learning and stories to drive strategy and results and not just report on them?
3a: Use the communications toolkit to capture your stories of progress
3b: Strategically communicate project results

TO REPEAT HERE

You are an aRBM Champion for the IsDB-LLF, leading the way in modeling the culture of aRBM

V1.5

CHAPTER 2: ROUTINE USE OF DATA

HOW CAN YOU STRENGTHEN ROUTINE USE OF DATA TO MAXIMIZE RESULTS?

aRBM has data at its core. Data is critical to measuring progress and impact, to identifying where implementation is not on track to meet project goals, and make informed decisions to improve results. Without it - it would be hard to know - or communicate - the impact your work is having on people's lives.

But having data alone is not enough. How you **use** that data - to not just monitor, but also learn and then adapt implementation - is the most important role you can play as a champion for results.

This chapter covers a range of tools and processes that can help you and your team strengthen the collection, analysis and sharing of quality data, and use it to problem-solve, make better decisions, and ultimately get better results for you and the people your project serves.

PROJECT

If you are **working from a PMU, Executing Agency or Implementation Partner**, this chapter will provide you with tools to strengthen your project's data, problem-solving and progress review systems. **This is not just for M&E specialists** - we all have a role to play. The tools will help you reflect on project indicators, set targets and progress trajectories, create and review data plans, and use the LLF reporting templates to share progress. It will also guide you on how to improve collaborating with partners and the regional hub, using the monthly note and Quarterly Progress Reviews to deep dive into progress with IsDB leaders. Ultimately, you will come out an improved data-led problem-solver.

RESULTS

If you are a **regional IsDB staff member**, this chapter will provide you with frameworks and tools to facilitate productive conversations with the projects you oversee. You will find a range of tools related to project indicators, data systems and plans that can be used to deepen your engagement with projects, as well as how to improve portfolio management and oversight using the reporting templates and IsDB-LLF Hub M&E dashboard. Your role as a leader in Quarterly Progress Reviews - with PMUs and with IsDB HQ - is critical to support results portfolio-wide.

aRBM CULTURE

MOVING TOWARDS AN aRBM CULTURE THE CULTURE OF LEARNING AT IsDB

Everything you have read in this Handbook is part of **one system and one culture** of adaptive results based management at the IsDB.

How you **ROUTINELY** use DATA to problem solve and make more informed decisions, and how you **COMMUNICATE** your story of project progress makes you a critical leader in the **CULTURE OF LEARNING** at the IsDB.

Learning is at the heart of adaptive results-based management (aRBM). It puts the "a" in aRBM, day-to-day practice that sees you generate and use data and information that helps you learn what you need to adapt in your way of working to maximize results.

Fig. 45: Learning and the aRBM cycle

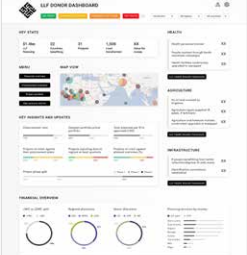
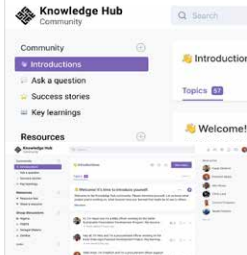

As we continue to improve this handbook - please let us know what has been helpful to you and where we can improve this Handbook to better support you as adaptive leaders for results. See how to share your thoughts on the next page!

The Handbook is structured as a **roadmap**, visually illustrating the connections between aRBM components. It adopts an **action-oriented approach**, focusing on practical steps for aRBM implementation.

The handbook highlights the relevance of aRBM interventions and tools for **different audiences**. It showcases scenarios to illustrate the applicability of interventions in real contexts.

The Handbook draws on **real case studies from aRBM early adopters**. These serve as inspiration and offer **valuable insights** for aRBM implementation.

We are currently testing the IsDB-LLF hub, a one-stop virtual platform designed to foster connectivity and keep the IsDB-LLF teams at all levels connected and informed. The official launch is scheduled for 2024.

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
		

To ensure the quality and adoption of the LLF Hub among projects, we conducted early user testing by engaging stakeholders from the early-adopter projects before making it available to all 37 projects. The primary objectives of this testing phase were:

- ◆ Introduce the platform to a carefully selected and trusted group of users.
- ◆ Gather valuable user feedback.
- ◆ Use this feedback to enhance the platform.
- ◆ Prepare for a broader rollout to all LLF users.

The testing phase allowed us to refine and improve the IsDB-LLF Hub, ensuring a more positive and effective experience for users.

Our approach to testing the IsDB-LLF Hub:

1

TEST LAUNCH WITH EARLY ADOPTERS

We commenced user testing of the Learning Hub in September with the participation of three early-adopter projects. These projects included a diverse user base, including both Anglophone and Francophone users.

2

SOCIALISATION OF THE ISDB-LLF HUB

Embeds actively engaged with project stakeholders, guiding them through the onboarding process by offering assistance with login procedures, aiding in the navigation of community spaces, and promoting active participation, which included content uploads.

3

USER FEEDBACK SURVEY

A brief survey was shared with participants to capture their feedback, perspectives, and experiences navigating the IsDB-LLF Hub. The surveys provided valuable quantitative and qualitative insights into the user experience.

Latest LLF news



Beneficiary from the "Local Economic Growth Support (LEGS) Project" in Uganda



Latest news

IsDB, LLF, the Government of Chad, and Unicef launch US\$ 48.4 Million Maternal and Child Health Project

IsDB and LLF, in partnership with the Ministry of Health and UNICEF, officially launched a US\$ 48.4 million health initiative titled, "Strengthening of Maternal and Child Health (MCH) Services Project." This five-year program will be implemented across the Ennedi Est, Mandoul, and Salama provinces as well as the catchment areas of the Abeche and Bangor provincial hospitals, reaching out to 6,298,764 inhabitants.

The project is jointly funded by the IsDB, LLF, Chadian Government, and UNICEF. The Minister of Public Health and Prevention, H.E. Dr. Abdelmadjid Abderahim, presided over the high-profile launch ceremony; he was joined by Mr. Al-Houssaine BAH, Head of Operations at the IsDB Abuja Regional Office; Mr. Ahmat Mahamat Tolly, Secretary General of the Hadjar-Lamis province; and Mr. Mourtada Hassan Babikir, President of the Organizing Committee. The ceremony also brought together military, civilian, and international partners.

The project is tailored to 27 new health facilities and will provide essential infrastructure upgrades with the goal of increasing the percentage of women attending four antenatal care visits from

25% to 60%, increasing health facilities' capacity to deliver complete emergency obstetric and neonatal care from 33% to 100%, and increasing the percentage of children who receive the penta-3 vaccine to over 80%. The program will also train 300+ health personnel on Emergency Obstetrical and Neonatal Care (EmONC) and Integrated Management of Childhood Illness (IMCI). In his remarks, Hon. Minister Dr. Abderahim assured attendees that the project will meet anticipated deadlines and the highest standards, reflecting the Chadian authorities' and international partners' commitment to maternal and child health. Secretary General Mr. Tolly recalled the Chadian Government and its partners' objective to make health services more accessible to all, particularly in the canton of Afrouck. He expressed his gratitude to all who contributed to the project for their essential work, stressing its significance for the population's daily health, especially the care of the "mother-child couple."

In his speech, Organizing Committee President Mr. Babikir emphasized the project's importance in improving vulnerable populations' health coverage, with the ultimate goal of reducing mortality and morbidity.





Latest news

US\$ 20 Million Integrated Agriculture Value Chain Development Project launches, funded by the IsDB, LLF, and Government of Benin

Minister of Agriculture, Livestock, and Fisheries, H.E. Mr. Gaston Cossi DOSSOUHOUI, officially launched the "Integrated Agriculture Value Chain Development Project" (PDI-CVA) in Benin on Thursday, September 21, 2023, in the Préfecture of Collines in Dassa-Zoumè. Funded by the Beninese government, IsDB, and LLF, the initiative represents a significant boost to rice and maize producers, as well as to agriculture and the national economy. Ultimately, the project aims to improve food security and rural incomes, as well as reduce dependence on rice and maize imports through innovative interventions that promote competitive national production and marketing of rice and maize.

The project will operate in 16 communes and directly impact 25,000 beneficiary households, 30% of whom are women and 70% of whom are young people involved in various segments of the targeted agriculture value chains. The project will also indirectly impact approximately 100,000 beneficiary households.

Over its five-year implementation, the project aims to establish 650 hectares of irrigated lands with an effective water management system, rehabilitate 50 kilometres of access roads, construct 13 warehouses and 20 drying areas, acquire and install 10 units for parboiled rice processing, procure production and post-harvest rice equipment, reduce post-harvest losses from 30% to 10%, establish 12 commercial platforms, decrease rice imports, create 10,000 new jobs in agricultural and non-agricultural industries, and increase the annual income of affected households from \$300 to \$1,500.

"The project comes in response to the challenges of food security, poverty reduction, and social inclusion, and will be a major lever in achieving the goal of producing one million tonnes of rice by 2026. It strengthens the dynamics of agricultural diversification that have seen an upward trend with the territorial development reform initiated since 2016 by President Patrice TALON and his Government," said Minister DOSSOUHOUI.





The LLF invests in strengthening Burkina Faso's livestock sector to improve production, food security and climate-resilience

Under the ongoing Sustainable Pastoralism Development Program in Burkina Faso, funded by the Lives and Livelihoods Fund, the Ministry of Agriculture, Livestock, and Fisheries has distributed 219 heads of native cattle breed Azawak zebu, including 139 males and 80 females, to 130 farmers in a community ceremony. The Minister of Agriculture, Livestock, and Fisheries, Commander Ismaël Sombié, presided the distribution ceremony.

In the prevalent economic context of Burkina Faso, PDPS, worth US\$ 35.76 million, is a vital intervention, aiming to benefit 20,000 pastoralists in five geographical zones. The program is directly supporting the management of 1000 km-long transhumance livestock corridors to reduce conflicts with sedentary farmers. These activities are further bolstered by making 400,000 ha of pastoral accessible for livestock and pastoralist use.

Limited natural resources, and climate vulnerability have kept Burkina Faso's agricultural and livestock sectors on a string, which have been further affected by a lack of climate-smart cattle breeds as well as inadequate investments and credit facilities for farmers.

The distribution of the genetically improved and climate-resilient Azawak zebu breed is expected to be an important driver towards securing sustained income and livelihood for farmers, and food and nutritional security for local populations.

According to the Minister Delegate in charge of Animal Resources, Dr. Amadou Dicko, these animals are a major asset in strengthening the quantity and quality of the herd and stimulating meat and milk production. Dr. Dicko further added that this is a concrete investment through the Lives and Livelihoods Fund to support the livestock/meat and milk sector. "In reinforcing the livestock/beef and milk sector, we are consolidating the income of livestock farmers, increasing meat and milk production, and contributing to food security," he said.

The spokesperson for the beneficiaries, Micheline Kiema, said that this support was a breath of fresh air for farmers who had been severely affected by the security crisis.

Hear from those
who matter most



Beneficiaries of the "Health System Strengthening with Emphasis on Maternal, Neonatal, and Child Health Services" project (NER1028) in Niger



Success story

A New Lease on Life: The Kang Barombi Health Centre in Cameroon Transforms Lives

Young Clifford found himself in excruciating pain after an accident at school in which a rock became lodged inside his ear, causing distress and anguish. Without prompt action, Clifford could have picked up an ear infection or even lost his hearing. His frantic mother rushed him to the newly-constructed Kang Barombi Health Centre, and, within minutes of their arrival, health center personnel sprang into action. Well-equipped to handle such emergencies, they swiftly assessed the situation, and, with skillful precision, performed a procedure to remove the rock from Clifford's ear. Relief washed over the young boy

and his grateful mother as they witnessed the remarkable care the health center staff provided. Without this facility, Clifford and his mother would have been forced to travel to a distant hospital, enduring hours of waiting amidst a sea of patients.

Clifford's story serves as a poignant testament to the countless lives impacted by the presence of the Kang Barombi Health Centre. Women and children like Clifford and his mother now have access to vital health services, including primary healthcare, vaccinations, and maternal and child health services. Prior to the existence of this modern structure, they had to rely on makeshift structures or endure grueling journeys to access even the most basic healthcare provisions. For women and children, these challenges were particularly daunting, often resulting in delayed or even neglected care.



Medical personnel attending to a young patient



Hospital bed donated by AIVDP



Lab technician using newly-donated equipment



Medical personnel attending to patient

Community leader Mr. Tala Joseph shared that, *"In the past, our people suffered greatly. During emergencies at late hours, we would go knocking on doors, desperately seeking means of transportation for the patient. The makeshift structure that existed before had no provisions for admitting the sick. We resorted to using plywood to create separate sections during those times."*

Thankfully, the new state-of-the-art Kang Barombi Health Centre has dramatically improved their situation. Nestled amidst verdant landscapes, this beacon of hope shines brightly within the heart of the small community. The "Agriculture Infrastructure and Value Chain Development Project (AIVDP)" provided the health center with cutting-edge facilities, with each of the Centre's 16 meticulously-designed rooms dedicated to a specific service. There are administrative offices; maternity wards; specialized wards for male, female, and VIP patients; mini theaters; restrooms; a pharmacy; and a fully-equipped laboratory. Every facet of patient care has been painstakingly considered, from the provision of office furniture, work trolleys, and forceps, to the presence of brand-new delivery beds, mattresses, generators, and refrigerators.

Madam Bebong Florence, Chief of the Kang Barombi Health Centre, expressed profound gratitude for AIVDP's intervention, stating, *"Previously, we had to borrow equipment from other health facilities and even bring in personal belongings just to adequately care for our patients. Now, with the help of up-to-date equipment, our ability to serve the population effectively has been greatly enhanced. This has resulted in a substantial increase in patient attendance and a remarkable improvement in the quality of care provided. Outdated facilities and equipment have been replaced, creating an environment that promotes both patient and healthcare worker comfort. We extend our heartfelt appreciation to AIVDP and its esteemed funders, the Lives and Livelihood Fund (LLF) and the Islamic Development Bank (IsDB), for this life-changing assistance."*

This health centre stands as a symbol of hope and transformation. Through the unwavering dedication of the AIVDP, this facility has become a lifeline for the community, providing essential healthcare services and changing lives for the better.

The Kang Barombi Health Centre is not an isolated case of AIVDP's dedication to improving healthcare in rural communities. The project is set to construct and equip a total of seven health centers in Cameroon's South-West Region. In addition to Kang Barombi, three other health centers have already been completed and equipped in Etam, Bachuo Akagbe, and Kembong. Plans are currently underway to construct the remaining three health centers in Lipenja, Besali, and Ntale.

Albeit being primarily focused on agriculture and value chain development, the multi-million-dollar LLF-funded project has allocated a portion of its resources to enhancing basic social infrastructure and services within various communities in the South-West Region.

The primary goal is to improve access to fundamental social and public infrastructure and services, including water and sanitation, basic education, and basic healthcare. Simultaneously, the project maintains its overarching objective of contributing to inclusive growth by fostering increased agricultural production, productivity, and value chain development. The project seeks to accomplish this goal through various means, such as augmenting the incomes of small-scale farmers and agricultural service providers, facilitating the establishment and growth of rural enterprises and institutions involved in crop value chains, and enhancing the operational and institutional capacity of smallholder farmers and cooperatives in executing rural development initiatives.

■ **By Manda OKPU**

Communication and Public Relations Officer (CPRO)
Agriculture Infrastructure and Value Chain
Development Project (AIVDP)
Cameroon

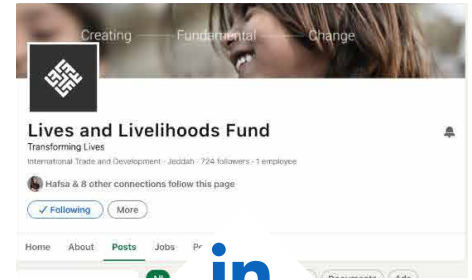
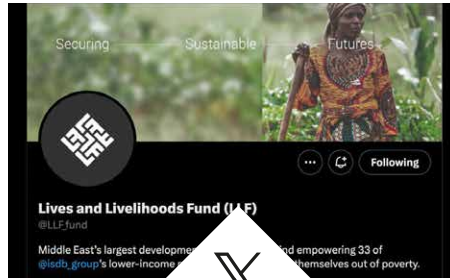
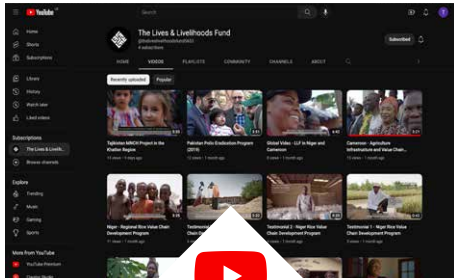


Wide shot of Kang Barombi Health Centre
Medical personnel and some patients



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We are eager to hear from you.

Please send your inquiries about aRBM to:

llf-mu@isdb.org