



Lives and
Livelihoods
Fund

aRBM Annual Report

2022 - 2023



BILL & MELINDA
GATES foundation



مركز الملك سلمان
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HUMANITARIAN AID & RELIEF CENTRE



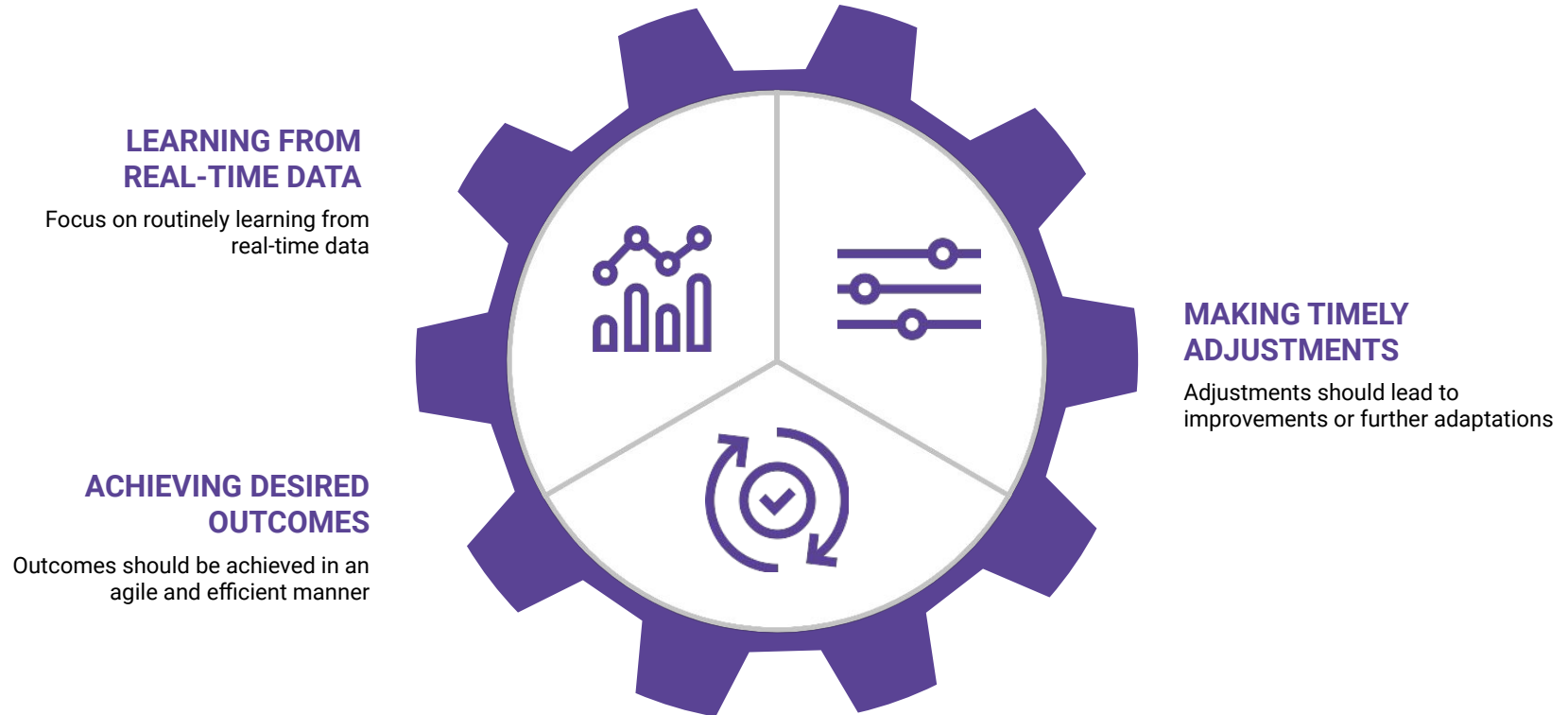
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Looking Back to Look Forward

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In March 2022, the IsDB and LLFMU collaborated with DA on their mission to institute an adaptive Results-Based Management (aRBM) program



aRBM was envisioned to deliver four transformative - and scalable - objectives for the IsDB-LLF ecosystem

1

Have a shared understanding of the current state of results and impact

by improving transparency of data & information, and holding a portfolio of projects to account to deliver real impact

3

Learn from what works - and doesn't - to drive continuous improvement

by using performance information to adjust strategic direction & operations at project & portfolio level

2

Deepen that impact

by enabling the IsDB-LLF ecosystem and the projects it supports to adopt aRBM systems (tools & processes) to strengthen their hand at delivering on their promises

4

Be known as leaders in results

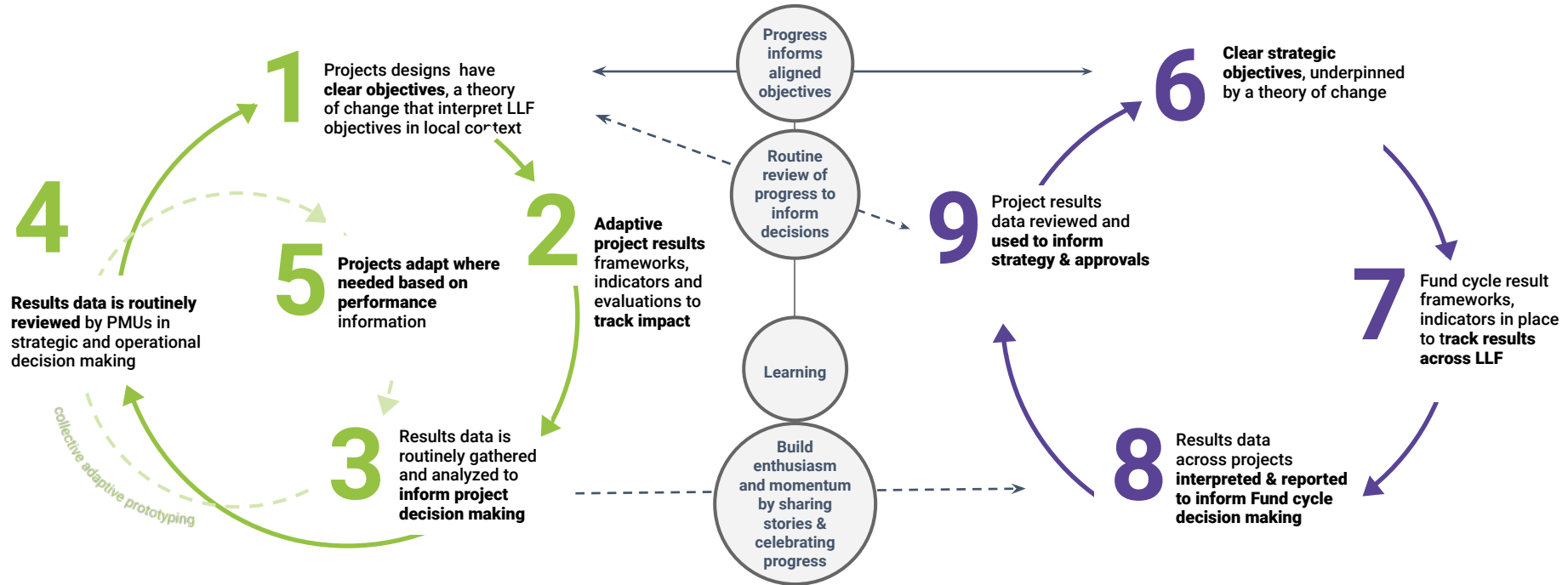
by strategically communicating project & portfolio performance, learnings and achievements so that each member in this ecosystem - are results leaders

This aRBM program should thus inform Fund-wide strategy and strengthened management, while supporting maximized results for the LLF

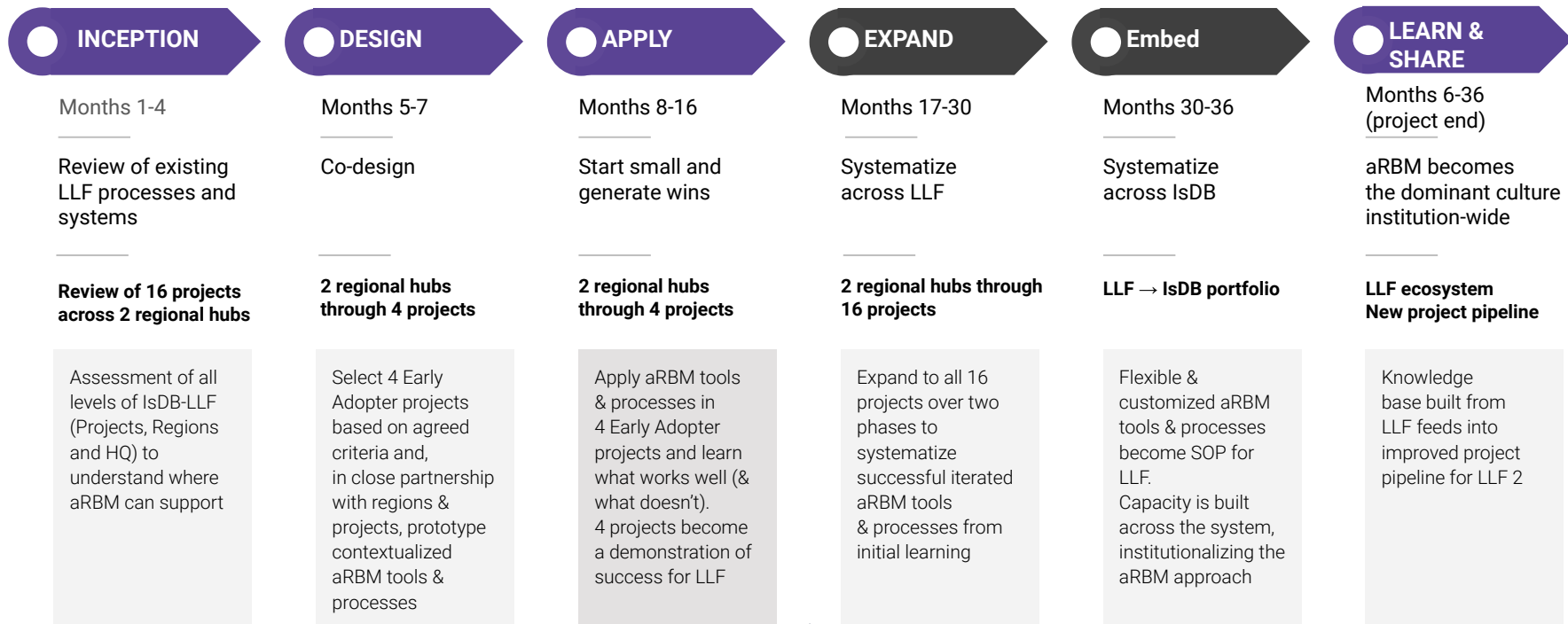
PROJECT aRBM CYCLE

REGIONAL HUB aRBM LINKS

LLF FUND aRBM CYCLE



A 6 phase-approach was established for the progressive design, testing and roll out of aRBM for the LLF



In Year 1, our focus has been on setting the foundations for a purposive spread of the aRBM program...

...While getting a head start on supporting sustainability by assessing uptake, relevance, and replicability of approach

The aRBM program aims to balance accountability and learning objectives, giving equal value to both as key results of the program

In its first year, efforts to rollout the program were guided by three core objectives:

Is the program on track to deliver?



Intervention-led tracking of program outputs to report on progress of program implementation

What results are we seeing?



Reflection on changes in process and behavior through outcome data that capture the intended journey in the Program Theory

What have we learnt, and how are we adapting?



Drawing LLF stakeholders into ongoing reflection to identify and measure changes in operational and strategic direction



Is the program on track to deliver?



The program delivered on an ambitious plan in its first year - assessing, designing, and testing an aRBM system for the IsDB-LLF

In its first year, key assessments, tools and practices were defined and tested. Defining frameworks, including a program theory and MEL plan, key intervention areas and linked tools, an LLF scorecard and project selection criteria were iteratively designed by the aRBM LLF team. The program then successfully introduced aRBM to four Early Adopters (EA's) in the Abuja and Dakar Hubs.

- Project teams have met or surpassed targets for aRBM routines; all four EA's have developed and utilized tools such as monthly notes, quarterly data templates, and quarterly progress reviews.
- Efforts to strengthen storytelling have produced more than 100 communications assets, including videos, testimonials, and case studies.
- The IsDB-LLF Hub has been developed, with new features to be included before an anticipated launch in 2023. The IsDB-LLF Hub will improve learning opportunities, with a platform to share and spread capacity building materials (IsDB-LLF Learning Hub), and operational efficiency and results data for the 4 EAs (IsDB-LLF M&E dashboard).
- In addition to creating spaces for learning through Learning Communities, the team developed a wide range of aRBM learning materials and guides for project teams. These ultimately formed the basis for an aRBM Handbook, which will go into user testing as we Expand with 5 additional PMUs.
- Committed to iteration and learning, the aRBM LLF team has undertaken a series of tactical and strategic shifts in the first year, based on evolving understanding and needs. These adaptations have helped us stay largely on track to deliver our objectives.

In its first year, the program focused on uptake of aRBM tools and practices



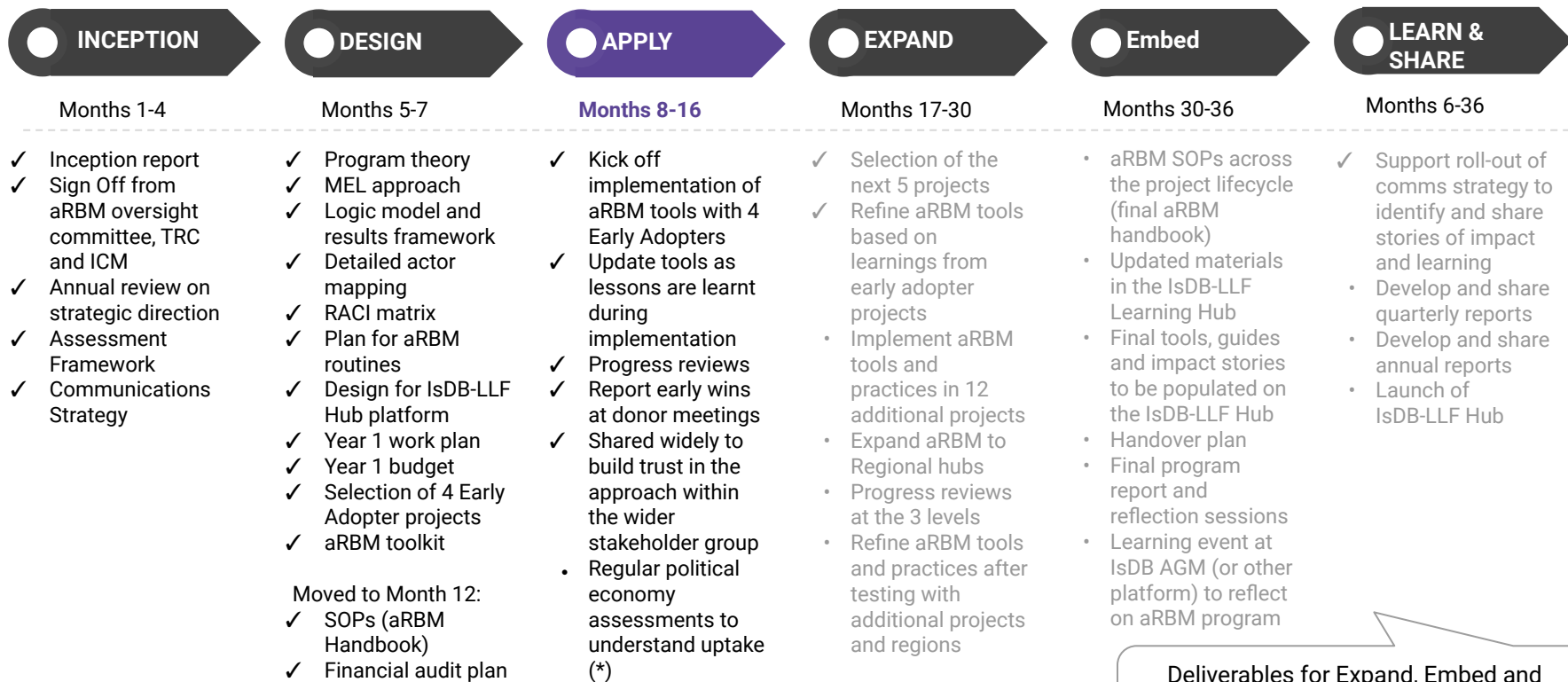
GOAL FOR YEAR 1:

LLF actors and select project teams **adopt tools to collect, report and share performance information**, participate and use this information in **progress monitoring routines**, and engage in **learning opportunities**

COMPONENTS:

- 1 First version of the **aRBM intervention package is developed & approved**, addressing identified needs across the LLF ecosystem
- 2 Early Adopter **project stakeholders are implementing key aRBM practices**, leading to increased availability and use of **results information**
- 3 **Results information, stories and lessons** from Early Adopter projects start to **flow across levels**
- 4 Early Adopter projects engage in **learning opportunities** and begin to see the value of aRBM

The program had an ambitious work plan, which was largely achieved as seen through the completion of most deliverables

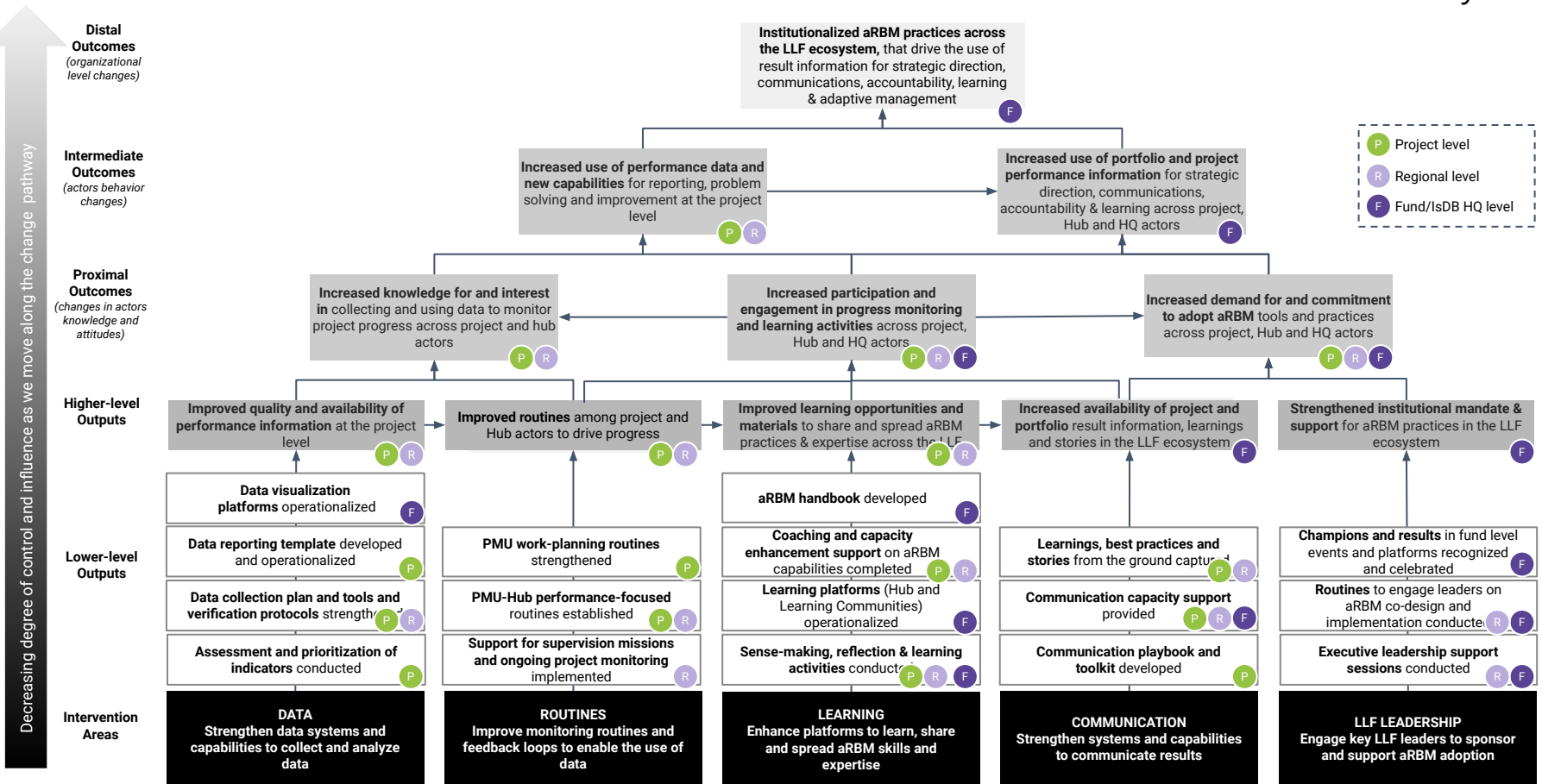


Legend: ✓ Deliverables submitted as per contract agreement. Further iterations based on program adaptation and design will continue beyond submission as needed

Note: (*) We have conducted an initial political economy assessment with each Early Adopter project, but we have not regularly updated it.

Deliverables for Expand, Embed and Learn & Share phases have been revised based on new learnings and are TBC

The latest aRBM Program Theory underpins all interventions to date and sets a North Star vision of what aRBM can look like across the whole IsDB-LLF ecosystem



In order to know whether the change was happening, an LLF scorecard was developed to measure both portfolio performance and operational efficiency

Dimension

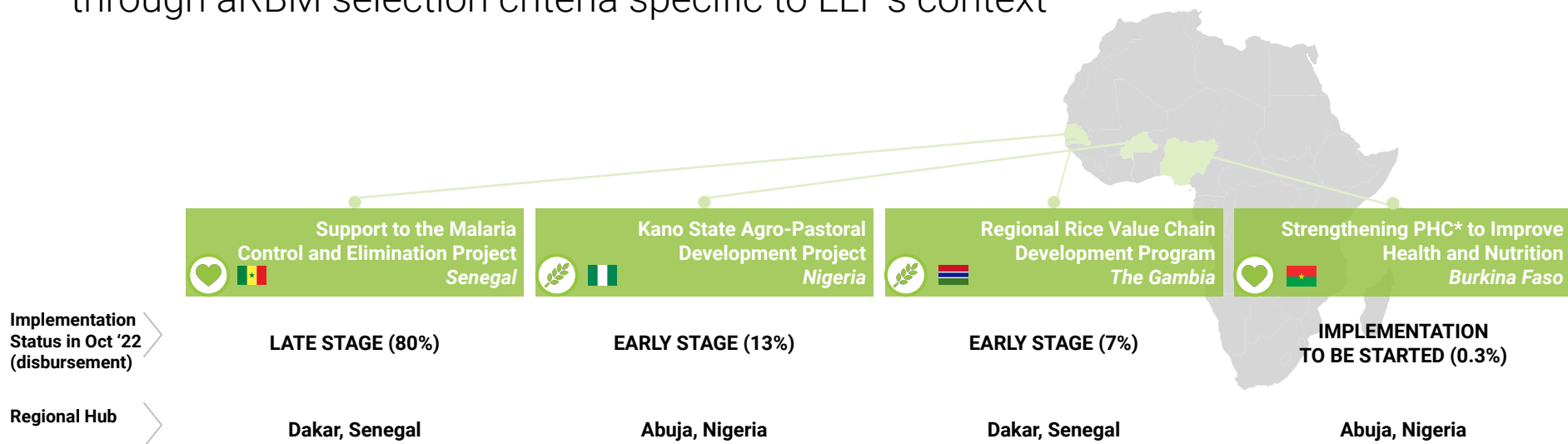
Description

ADAPT is important to organize pertinent indicators in a manner closely aligned with the LLF's core purpose, **ensuring that the focus remains on what truly matters**

| | | |
|---|---|--|
| A | Investments a ligned with strategic objectives | <ul style="list-style-type: none"> • Align with LLF strategic priorities • Balance between different regions, countries and country types • Observe LLF financing guidelines • Contribute to SDG impact/benefits |
| D | Funds d eployed timely and efficiently | <ul style="list-style-type: none"> • Operational effectiveness • Project progress • Implementation efficiency • Understand project lifecycles |
| A | a RBM system Embedded effectively | <ul style="list-style-type: none"> • Capacity to collect and report on result information • Demand for and use of result information for decision making • Visibility and recognition of results and learnings |
| P | p eople make use of meaningful services | <ul style="list-style-type: none"> • Planned products and services are delivered to people |
| T | Fund t ransforms lives ultimately | <ul style="list-style-type: none"> • Projects lead to meaningful results and ultimately transform lives |

ADAPT serves as a method for structuring both existing and potentially attainable information, enabling **crucial strategic questions** to be addressed

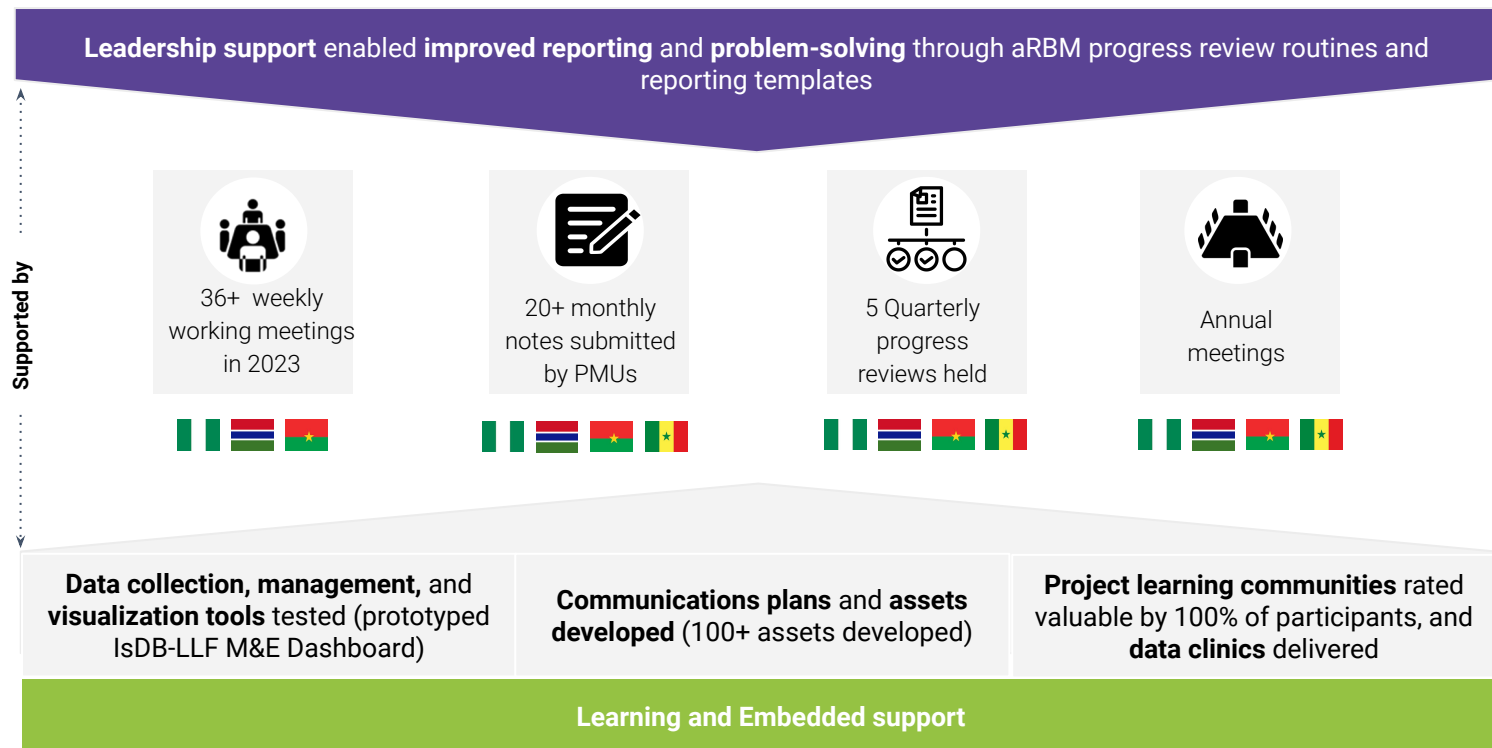
The (Program) theory of change was started in four Early Adopters, identified through aRBM selection criteria specific to LLF's context



Early Adopters were selected using a criteria designed for the LLF:

| Openness to collaborate | Tool piloting opportunities | Data capacity | Likelihood of success | Political stability, accessibility | Geography, sectors, budget |
|--|--|---|--|---|---|
| Projects' openness to be supported on aRBM and to work intensely and collaboratively; stakeholders' eagerness to champion aRBM | Projects' implementation stage, current challenges and how these allow for testing key aRBM tools and elements | Current capacity of projects' data systems, which should allow some early adopters to feed data to dashboards in a short time | Projects' likelihood of successful implementation, assessed through the Assessment Framework and the level of government support | Assessment of project's operating environment, including political leadership stability and challenges working from the field | Projects' sector, budget and location, covering two separate Regional Hubs and different contexts and languages |

The aRBM Program Theory was tested in four different contexts, to generate learning on what aRBM means in practice for LLF



Note: 36 weekly working meetings from 1 weekly meeting for 3 Early Adopter projects from January-April 2023..The figure of 20 monthly notes was based on having monthly note for each of the 4 Early Adopter projects from November 2022- March 2023. The number of assets represents assets co-developed by the PMUs as well as created by the aRBM comms team.

This learning led to the definition of the five key aRBM intervention areas which are designed to support systemic adoption of aRBM tools and practices



ROUTINE

Improved routines among project and IsDB regional hub actors to drive progress



DATA

Improved **quality and availability of performance information**



STRATEGIC COMMS

Increased availability of results, learnings and stories for decision-making and increased accountability

Enabled by capacity enhancement strategies and leadership driven incentives



LEARNING

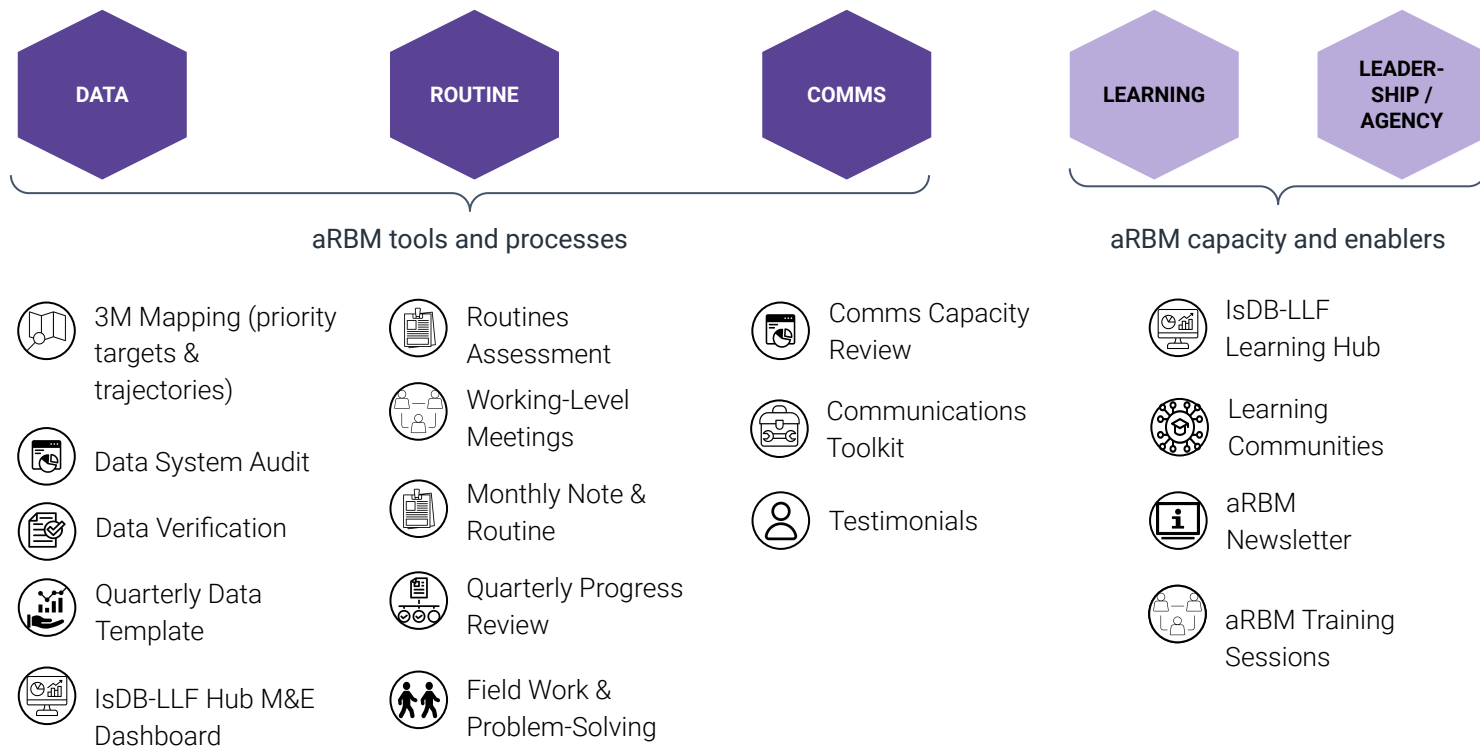
Improved opportunities and materials to share and spread aRBM practices & expertise



LEADERSHIP / AGENCY

Strengthened institutional mandate & support for aRBM practices

For each intervention area, rigorous aRBM tools were developed, which will be tested with an expanded range of project contexts in year 2



To keep track of program objectives, a MEL plan was developed to support cycles of continuous learning



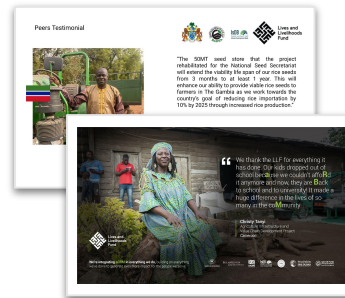
The program team also developed a repository of assets for the LLF to support learning and communications



12 Success Stories



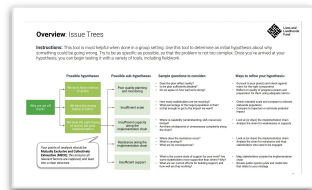
24 Videos



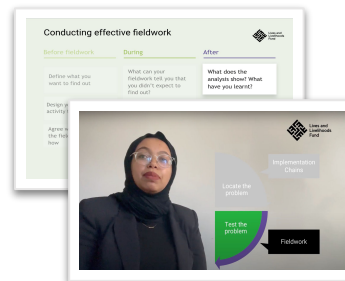
42 Testimonials



aRBM handbook



19 aRBM Tools & Guides



Problem Solving Module

These resources will be easily accessible to IsDB-LLF users after the launch of the IsDB-LLF Hub

As an understanding of programmatic needs evolved, tactical adaptations were made...

An increased understanding of ground realities...



Startup with Early Adopters

Initial rollout plans proved to have ambitious timelines; **Building trust** with stakeholders and understanding each PMU's context after launches **took longer** than expected



An 'English First' approach

While the Embed team on the ground in Senegal and Burkina Faso were Francophone, **capability building materials** and workshops were developed in **English**



On-ground political challenges

Most EA's had **political economy** factors at play: Burkina Faso experienced political instability in the early days of rollout, Kano had a State **government change**, and Senegal underwent **elections**



Systems syncing delays

Understanding and **ensuring the long-term compatibility of existing IsDB-LLF systems** with the IsDB-LLF Hub proved to require greater time than initially anticipated



Expectations around quarterly reporting

The initial quarterly report template was designed to be concise, **primarily emphasizing results** reporting. Stakeholder engagement revealed the **need to include operational metrics** to consolidate information across various departments.

...Informed key **tactical** pivots in our plan of action

The approach was adapted to align with the ground realities of each PMU:

- In the spirit of co-creation, Embeds redesigned rollout objectives with each PMU based on an updated understanding of their needs
- Timing of tool introduction was adjusted to reflect these priorities

Tactical pivots were made to meet the language gap:

- External Francophone team members were brought in to conduct workshops and sessions, and all materials translated to French
- Learning Communities were divided by language to ensure each PMU received an equally enriching experience

Worked with a wider stakeholder group beyond the PMU to ensure that champions for the aRBM project were present through political changes. Focus was placed on building aRBM understanding at the regional hubs to ensure continuity of interventions in the events of changes to the PMU. This will be increasingly done as regional embedded support commences.

Commitment was made to ensure the approach to developing the IsDB-LLF M&E dashboard aligns with IsDB-LLF systems, and is done so in partnership with IMDT. This, in addition to the need to update the initial Quarterly report template, resulted in an extended assessment and development timeline, with the project-level dashboard launch delayed to August 2023

The quarterly report template underwent several redesigns from February 2023 to June 2023 through a series of partner feedback conversations, causing a delay in the capture and upload of 2023 data. EA's are currently updating the redesigned and more robust QRT with Q4 2022 data.

... as well as strategic pivots to respond to program needs

As our learning about program needs evolved...



Enhanced comms support needs

Partner expectations for communications support as part of the program outweighed the scope of support that was originally scoped and budgeted at the beginning



Reimagined capability support

Learning during early months of the Apply phase showed that formal workshops proved to be less effective than on-the-ground, targeted support and compelling learning materials



Learning-driven expansion

Tactical learnings from the Apply phase were critical and required us to rethink how we selected projects, defined an aRBM foundational package and approached aRBM rollout



Updated Monitoring and Learning

As our learning of the programmatic needs evolved, a rethink of 'what success looks like' and the interventions required to achieve it was required



Increased focus on "a" in aRBM

In the spirit of being true to the adaptive nature of the program, we had to evolve the way we approached learning and empowered our team to drive it

...We undertook a number of **strategic** shifts to support these requirements

A budget re-scoping exercise was conducted (reducing efforts elsewhere):

- Increased scope to focus on building comms capacity for 16+ projects and co-created assets to help ISDB eventually lead this on its own.

The capability building support offer was reimagined::

- Reduced formal trainings (such as IsDB100) to develop targeted learning materials delivered by Embeds and introduce optional data clinics.
- Adjusted and postponed our approach to supporting system leadership based on feedback from aRBM experts.

Preemptively delayed the launch of Expand phase in consultation with partners to incorporate rich feedback and learning:

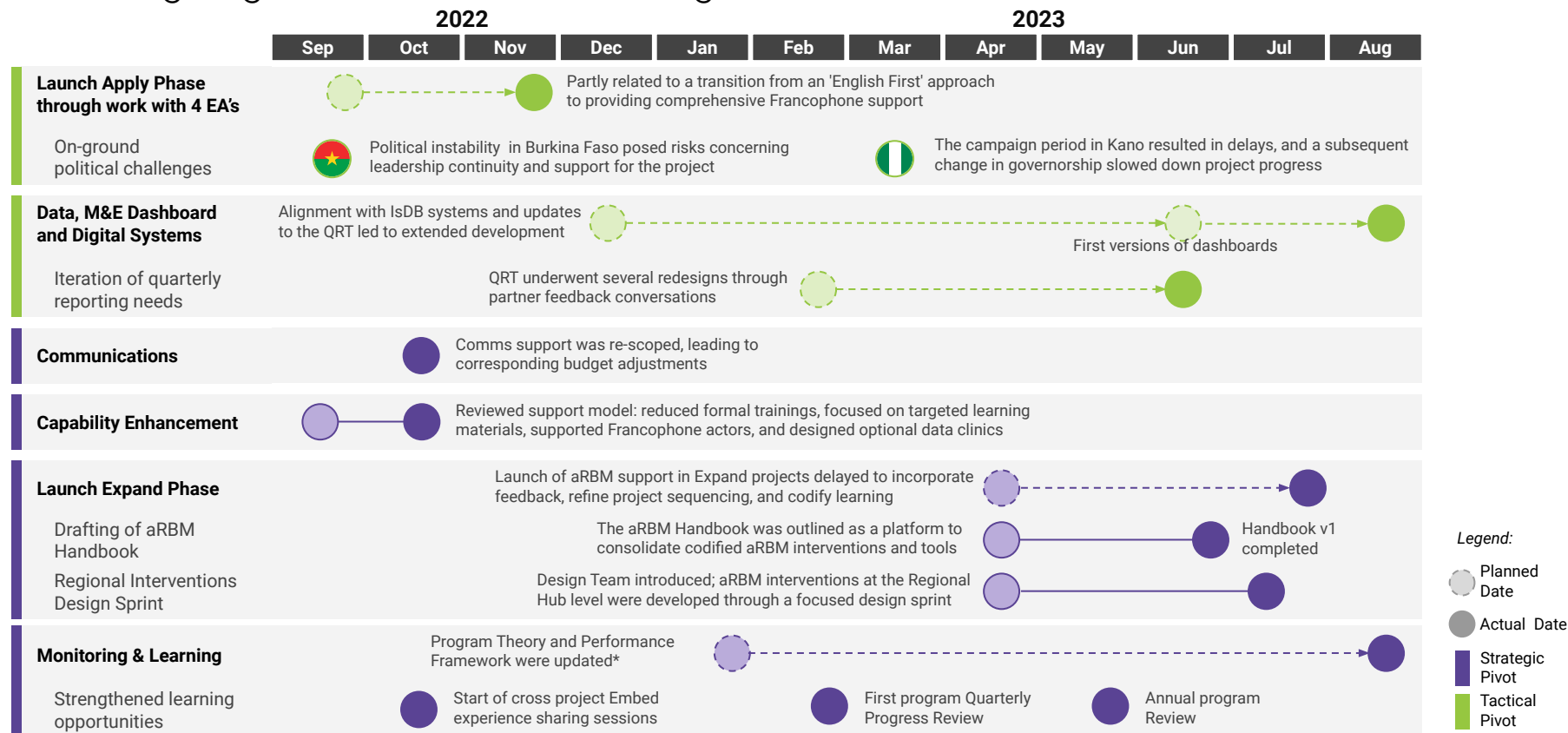
- Regional interventions were developed based on targeted design sprints.
- An aRBM handbook was designed as a comprehensive guide for PMUs at different stages of the implementation lifecycle.
- An updated selection criteria was applied to sequence expansion projects.

Redesigned the Program Theory and Performance Framework to:

- Be more specific about the actors and levels at which the program is directed on and the hypothesized change pathways to reach outcomes.
- Update the structure and intervention areas based on real-time learnings and feedback from aRBM experts.

- In October 2022, we introduced cross-project sharing of lessons across our Embeds to support strengthened delivery.
- In April 2023, we introduced a Design team to ensure the program is iteratively designed and adapted to meet the changing needs.

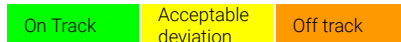
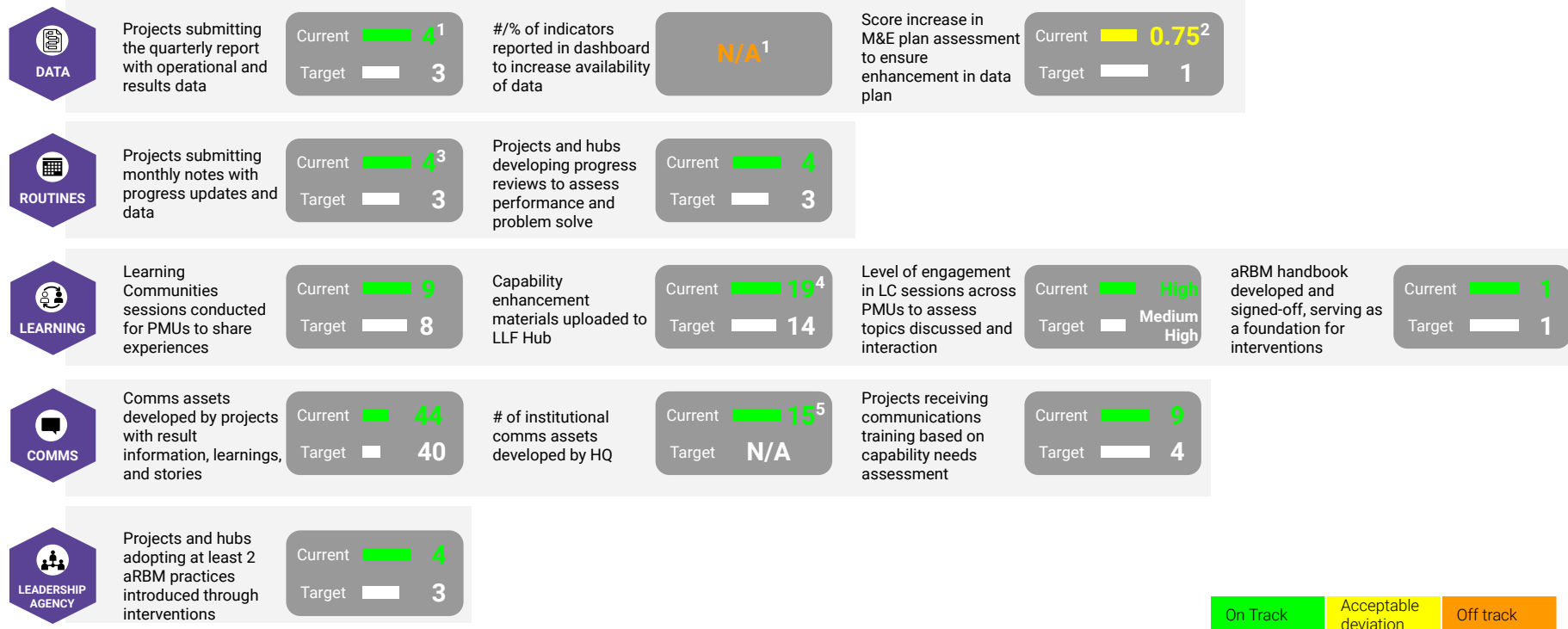
Refining the approach, adapting, and introducing new areas of focus required reviewing original timelines and adding new interventions




Note: Year 2 targets and Expand Phase metrics are scheduled for review in August 2023.

This has led to the aRBM-LLF program being on track with aRBM uptake

Progress against aRBM Year 1 outputs



Note:(1)The QR and the LLF Hub were not finalized in Year 1, thus this indicator has not been tracked and marked as "N/A". (2)All EAs, except The Gambia, improved 1 score in their M&E Assessments. This is due to the M&E officer wanting the land development issue resolved before working on the M&E plan. The land development issue is advancing towards resolution. (3) Monthly notes have steadily been submitted since November, 2022. (4) 19 CE materials have been developed and shared, to be uploaded to LLF Hub. These include resources on foundational aRBM practice areas in various formats such as videos, infographics, toolkits and topic guides. (5) As of March 2023, the aRBM team co-developed 5 newsletters and 8 success stories with the LLF MU. 2 videos were also developed to share Tajikistan and Indonesia's success stories.



What results are we seeing?



In its first year, the program pursued the goal of encouraging the uptake of aRBM tools and practices

Prioritized headline indicators for the first year targeted insights on individuals at the project level who took active decisions to consider and use aRBM tools and practices. Across the key metrics that were tracked:

- All Early Adopters - whether they had existing data systems in place or were in the process of setting foundations - were able to **demonstrate improvements from their baseline** in October 2022. Notable improvements were seen in **strengthened data collection, focus on quality and transparency** through increased sharing, and stakeholders' understanding of metrics to **drive performance**.
- Early Adopters have risen to the **requirements of a comprehensive quarterly report that covers aspects of a project's performance**, ranging from progress on key milestones, to operational efficiency, results, communications and risk management data. Their commitment to submitting a first attempt of the report signals a **greater focus on data collection and reporting**.
- **Routines** conducted internally, in-country and with IsDB regions were **notably strengthened, creating a culture of accountability** in three EA's. Moving forward, a renewed focus on supporting learning and reflection through routines, as well as having the right people in the room will be critical.
- Most Early Adopters actively participated - and benefited - from **pilot Learning Communities** that were established to support cross-fertilization of delivery knowledge and collective problem-solving. PMUs leveraged the community sessions to share examples from their work and **support peers in addressing delivery challenges**.
- All Early Adopters engaged with aRBM **communications support** and **enthusiastically developed strong stories, testimonials and factsheets from their work on the ground**, surpassing expectations for the first year of the program with the volume of assets produced.

To assess how aRBM is working and affecting actors, prioritized headline indicators track changes in performance and behavior annually

PRELIMINARY: Prioritized headline indicators track the results we want to see over time, signalling changes in practice and behaviors

In **Year 1**, the goal was to prompt the uptake of aRBM tools and practices, by supporting LLF actors and teams to adopt tools to collect, report and share performance information, participate and use this information in progress monitoring routines, and engage in learning opportunities.

**What the program
worked towards in
Year 1**

**What was planned to
be tracked in Year 1**

| Metric | Year 1: Uptake | Means of Verification |
|--|-------------------|---|
| 1 Improvements in project data systems through strengthened data collection and quality | 1 score | Data Systems Audit |
| 2 # of projects submitting the quarterly data template [with prioritized indicators] | 3 EAs | Activity Tracker/IsDB-LLF Dashboard |
| 3 Improvements in delivery oriented progress meetings with increased use of result information | 1 score | Routines Assessment |
| 4 % of participants who find the Learning Communities valuable for their work | 60% | Survey of Learning Community participants |
| 5 # key communications assets developed by projects | At least 40 | Activity Tracker |
| 6 Level of engagement with IsDB-LLF Hub | - | IsDB-LLF Hub statistics |

Results from bi-annual data audits show a growing reporting culture across PMUs that are seeing the importance of improved quality and availability of data (1/2)

Metric

Improvements in project data systems through strengthened data collection and quality

Why it matters

A data systems audit reflects on key aspects of strong data collection and utilization practices, such as the quality of data collected, the frequency at which it is made available, and its use (as intended) by actors in a system.

- All three PMUs experienced improvements in their data systems.
- While transparency of data collected through increased sharing showed the most improvement across projects, understanding of its implications can be further strengthened.

Data Systems Audit scores for Kano, The Gambia and Senegal (October 2022, April 2023)

| Component | Kano | | | The Gambia | | | Senegal | | |
|---------------|--------------------|------|-----|--------------------|--------------------|-----|--------------------|--------------------|-----|
| | Oct | Apr | +/- | Oct | Apr | +/- | Oct | Apr | +/- |
| Granularity | Good | Good | +1 | Good | Good | +1 | Good | Good | 0 |
| Reliability | Problematic | Good | +2 | Requires Attention | Good | +1 | Good | Good | 0 |
| Frequency | Requires Attention | Good | +2 | Requires Attention | Requires Attention | 0 | Good | Good | 0 |
| Understanding | Good | Good | 0 | Requires Attention | Good | +1 | Good | Good | 0 |
| Effectiveness | Problematic | Good | +2 | Requires Attention | Good | +2 | Requires Attention | Requires Attention | 0 |
| Transparency | Requires Attention | Good | +1 | Requires Attention | Good | +2 | Requires Attention | Good | +2 |
| Overall | Requires Attention | Good | +1 | Requires Attention | Good | +1 | Good | Good | +1 |

Good

Mixed

Requires Attention

Problematic

In Kano, **reliability and frequency have significantly increased** with the introduction of data verification protocol, data templates, a data management system, and a routine for monitoring. However, refinement is needed to aggregate and sense-make for data-driven course-corrections. Data clinic sessions are **providing targeted capacity enhancement support** to address this. The use of standardized templates through the QPR and the anticipated launch of the Kano **digitized data management interface will further improve this aspect.**

In the Gambia, data frequency needs improvement as it's currently collected on an ad hoc basis. The Embed is working with PMU to **ensure the submission of work plans to develop a monitoring plan** which will inform frequency of data collection.

Given that **Senegal is at late stages of implementation**, its data systems were already at a good stage. Despite this, the audit showed improvements to data transparency, which, came as a result of data being shared with PMS/OTL during the quarterly and annual reviews.

Note: The data audit is conducted on a bi-annual basis with PMUs to measure whether data systems are on track to meet the required standards, namely regular updates of the right set of indicators and producing sufficiently granular and reliable data

As a pre-implementation stage project, Burkina Faso required an adapted data audit tool, which assesses existing prerequisites to data collection and analysis (2/2)

1

| | | | |
|---------------|---|-----------------------|--|
| Metric | Improvements in project data systems through strengthened data collection and quality | Why it matters | <p>A focused data systems audit was developed for Burkina Faso - and similar projects in their pre-implementation stage - to reflect on the necessary structures needed in place to build a strong foundation for a future data system.</p> <ul style="list-style-type: none"> The PMU conducted a data audit baseline and discussed findings and recommendation for its strengthening - early changes show improvements in people, culture and roles allocation. |
|---------------|---|-----------------------|--|

Data Systems Audit scores for Burkina Faso (October 2022, April 2023)

| Burkina Faso | | | |
|--|---------------------|---------------------------|-----------|
| Component | Baseline (Oct 2022) | 6-months after (Apr 2023) | +/- |
| Roles Allocation | | | +2 |
| Tools and Processes | | | +1 |
| People and Culture | | | +1 |
| Overall | | | +1 |
| <div> <div>Good</div> <div>Mixed</div> <div>Requires Attention</div> <div>Problematic</div> </div> | | | |



- In Burkina Faso, an end-to-end project data plan has been elaborated, **clarifying roles allocation for data collection** in addition to weekly coaching sessions.
- Reporting tools** such as monthly notes and quarterly data template have been introduced. There is room for improvement, namely in elaborating data collection tools, which is already ongoing.
- Burkina Faso is planning to **engage implementing partners to validate the data plan** and align on expectations regarding roles and responsibilities.
- The PMU has initiated conversations on digitized collection tools for health centers, to **improve the collection and standardize the process**.
- The PMU will also organize **training sessions on data management** that include both the PMU and implementing partners.

Clarification of assessment components:

- Roles Allocation:** Is there clear allocation of roles and responsibilities related to data management, such as data collection, processing, and visualization?
- Tools and Processes:** Do the project and its implementation partners and Executing Agencies have existing or planned tools for data collection, analysis, and sharing?
- People and Culture:** Do the designated individuals responsible for managing data collection and analysis possess the necessary skills to carry out these tasks effectively?

Note: Burkina Faso, being in early stages of implementation, conducted their own version of data audit that focuses on their areas of focus. In the next cycle of reporting, the PMU will conduct the standardized data audit.




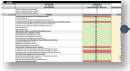


Iterative partner feedback led to the evolution of the quarterly data template as a comprehensive reporting requirement for project teams (1/2)

| Metric | # of projects submitting quarterly reports | Why it matters |
|--------|--|---|
| | | <p>To increase the use of data, having data available and regularly monitored for project progress is key; the quarterly reporting templates offer a standardized way of reporting on prioritized metrics, actions, and milestones.</p> <ul style="list-style-type: none"> All four Early Adopters attempted and submitted the first Quarterly Report (Oct - Dec 2022), and are in the process of submitting information against an updated report template for the period Jan-March 2023. |

Initial draft of the quarterly data template contained:

| | |
|----------------------|--|
| Project overview | Basic information regarding location and cost |
| Milestones | Key planned milestones for the next quarter |
| Indicators | Basic information about procurement and disbursement |
| Quantitative results | Output, outcome and impact indicators |
| Qualitative results | Preliminary information about success stories |
| Requests and risks | Major risks associated with the project |

Updated quarterly data template now...


| | | |
|---|--------------------------|---|
|  | Project overview | ...simplifies project management, tracking location, sector, cost, and associated personnel |
|  | Milestone progress | ...helps to determine if the project is meeting its planned timeline in terms of milestones' achievement |
|  | Operational efficiency | ...keeps track of the project's monitoring, financing, and contractual obligations over time |
|  | Results | ...assesses immediate, medium and long-term impact of the project, showing value and effectiveness of the project over time |
|  | Communication | ...showcases project visibility and engagement efforts , assisting in measuring the effectiveness of the communication plan |
|  | Risks and support needed | ...aids in identifying potential obstacles , and captures the project's needs for additional resources |

The initial draft was updated and refined after holding **feedback sessions with LLFMU, field procurement, disbursement officers, and audit personnel**; the majority of changes to the original template were made in the **Operational Efficiency** section

Through their initial attempts, Early Adopters have paved the way for enhanced accessibility of performance information for LLF projects (2/2)





| Metric | # of projects submitting quarterly reports | Why it matters |
|--------|--|---|
| | | <p>To increase the use of data, having data available and regularly monitored for project progress is key; the quarterly reporting templates offer a standardized way of reporting on prioritized metrics, actions, and milestones.</p> <ul style="list-style-type: none"> All four Early Adopters attempted and submitted the first Quarterly Report (Oct - Dec 2022), and are in the process of submitting information against an updated report template for the period Jan-March 2023. |

Initial draft of the quarterly data template

| Q4 2022 |  |  |  |  |
|----------------------|---|---|---|---|
| Project overview | ✓ | ✓ | ✓ | ✓ |
| Milestones | ✓ | ✓ | ✓ | ✗ |
| Indicators | ✓ | ✓ | ✓ | ✗ |
| Quantitative results | ✓ | ✓ | ✓ | ✓ |
| Qualitative results | ✓ | ✓ | ✓ | ✗ |
| Requests and risks | ✓ | ✓ | ✓ | ✗ |

Template will **continue to be refined and upgraded** per additional stakeholders' feedback

Updated quarterly data template

| Q1 2023 |  |  |  |  |
|--------------------------|---|---|---|---|
| Project overview | ✓ | ✓ | ✓ | ✓ |
| Milestone progress | ⚙️ | ⚙️ | ⚙️ | ✗ |
| Operational efficiency | ⚙️ | ⚙️ | ⚙️ | ✗ |
| Results | ⚙️ | ⚙️ | ✗ | ⚙️ |
| Communication | ⚙️ | ⚙️ | ⚙️ | ✗ |
| Risks and support needed | ⚙️ | ⚙️ | ⚙️ | ✗ |

Data for Q1 2023 is currently being submitted

Legend

- ✓ Completed
- ✗ Not Completed
- ⚙️ In-process


Strengthened aRBM routines have supported organized, action-focused and performance driven conversations across Early Adopters


| | | | |
|---------------|--|-----------------------|---|
| Metric | Improvements in delivery oriented progress meetings with increased use of result information | Why it matters | <p>A structured routine with active data-driven feedback enables effective problem-solving and decision-making:</p> <ul style="list-style-type: none"> • Routines assessments show a strong increase in accountability across 3/4 projects supported, with notable increases in their regularity • Routines' ability to action learning showed strong improvements in both early stage projects. • Participation of the right people continues to show room for improvement in routines in three PMUs. |
|---------------|--|-----------------------|---|


Routines Assessments for Burkina Faso, Kano, The Gambia and Senegal (October 2022, April 2023)


| | Burkina Faso | | | Kano | | | The Gambia | | | Senegal | | |
|-----------------------|--------------|----|-----|------|----|-----|------------|----|-----|---------|----|-----|
| Component | Q1 | Q2 | +/- | Q1 | Q2 | +/- | Q1 | Q2 | +/- | Q1 | Q2 | +/- |
| Regularity | | | +1 | | | +2 | | | +2 | | | 0 |
| Participants | | | +2 | | | 0 | | | 0 | | | 0 |
| Strong execution | | | +1 | | | +1 | | | +2 | | | 0 |
| Data | | | +1 | | | +1 | | | +2 | | | 0 |
| Focus on performance | | | 0 | | | +1 | | | +2 | | | +1 |
| Accountability | | | +2 | | | +1 | | | +3 | | | 0 |
| Action on performance | | | +1 | | | +1 | | | +2 | N/A | | - |
| Learning | | | +2 | | | 0 | | | +3 | N/A | | - |
| Overall | | | +1 | | | +1 | | | +2 | | | = |

Focus and action on performance has increased in most PMUs. Participation in Kano and the Gambia however, needs improvement in **clarifying roles and responsibilities** for certain routines and **enhancing the timely execution of agreed actions**.

 In BF, there should be **further enhancement on focus on performance by strengthening agendas** and structure to limit inefficiencies.

 In Kano, there is still need to improve learning by **encouraging active spaces for reflections and learning**.

 In the Gambia, **the actions tracker and designation of R&Rs** immensely helped drive accountability.

 **Senegal had largely functional routines prior to engagement**. Increased performance focus stems from greater focus on problem-solving discussions.

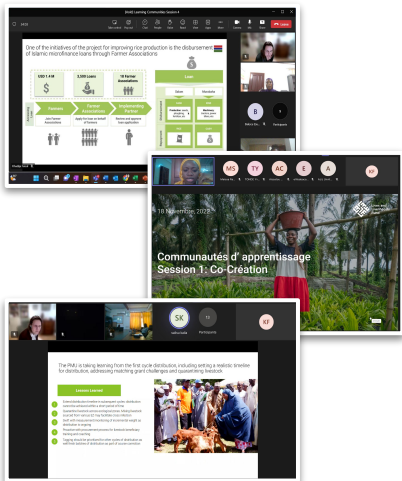
Good Mixed Requires Attention Problematic

Note: The routine assessment is conducted on a bi-annual basis with PMUs to measure how results-oriented progress meetings are, and capture examples of how result information is being presented and used. It is used for relevant progress review meetings like the quarterly progress review.

Projects are actively engaging in - and claiming benefit from - learning opportunities that incentivize connection and collaboration to strengthen delivery

| Metric | % of participants who find the Learning Communities valuable for their work | Why it matters |
|--------|---|---|
| | | <p>The Learning Communities were developed as a platform for participants to connect, engage and strengthen their practice through active discourse around problem solving and shareable practices.</p> <ul style="list-style-type: none"> • The level of engagement and value which participants attribute to these sessions indicate that participants are benefitting from the discussed aRBM practices and expertise shared. |

100% of all Learning Community participants found the sessions valuable in supporting their practice*. Over the course of the Learning Communities:



➡ **Universal practices were shared** that helped projects navigate IsDB requirements and systems. In one such case **Burkina Faso** shared procurement issues involving multiple actors, contract awarding difficulties, and process delays at the national level. **Senegal** proposed solutions including regular meetings between the PMU and OTL, a 'catch-up' plan, and enhanced collaboration with the public procurement department.

➡ **Participants collectively developed an understanding that implementation is a complex undertaking.** As a result of open discussions, teams accepted that what might have been planned at inception, might not hold true during roll-out, requiring flexible iterations. This topic was iterated upon multiple times, particularly in relation to the **Gambia's** Land Development challenge and **Kano's** socio-political challenges.

➡ **Participants incorporated each other's advice to strengthen project delivery.** After a discussion between **Burkina Faso** and **Senegal**, the former collaborated closely with the implementing partner to ensure timely review and preparation of the pre-and-post-training evaluation forms. Likewise, after a session discussion, The **Gambia** incorporated key community actors in the roll-out of their loan awareness sessions.

➡ **Participants became more comfortable with accepting and owning up to where mistakes had been made.** **Kano** PMU discussed their challenges with limited beneficiary coverage, which had taken distribution offtrack and required substantial attention. As a result the project had taken stock of their activities and adjusted accordingly. They shared valuable lessons learned along the way as they continue to iterate their approach.

*"To us this is a **bridge builder**, we are excited to share our experience with other projects in the LLF on our own terms"*
-PMU member on LC Session

Strengthening communications from the ground up and equipping PMUs with the right tools helped in showcasing impact and amplifying their achievements

Metric

of key communications assets developed by projects

Why it matters

Guided development of communications assets by project teams underscores a shift in their approach to storytelling, through results-based narratives. This increased interest and capability in communication can contribute to greater visibility for the Fund itself, and further acts as a system-wide incentive to increase momentum for progress.

- Despite only 80% of projects having Comms focal points, all projects have risen to the task to create meaningful assets that have been passed on to the LLFMU and shared at key donor events



2+* Success Stories



1 In-depth Case Study



600 Project Photos



30+* Testimonials



4 Fact Sheets



24 Videos

Assets were co-developed by PMUs with aRBM guidelines, toolkits and support...

...and independently developed by the LLFMU and aRBM team as well

- 13 workshops on communications have been conducted with PMUs to support capacity building on communications.
- 9 PMU teams have received communications training and now have a clear understanding of the expected yearly outputs for their respective projects.
- 9 PMUs have been equipped with the necessary tools to adhere to LLF guidelines, which should aim in the development of high-quality communication assets.
- PMU members understand the importance of communications in shedding light on their work, as some are receiving positive feedback. The templates and tools have helped them in content creation.
- As a result, a total 100+ project-based communication assets have been developed from 8 LLF projects (with 44 attributed to the Early Adopters, who developed these by leveraging aRBM guidelines, coaching and support).

"Thanks again for the enriching communications session. It has been incredibly helpful!"

-PMU Comms specialist

Note:*While 2 success stories were developed by projects, an additional 10 stories were co-developed by the LLFMU and the DA Communications Specialist. Early Adopters independently developed 2 success stories. Similarly, in addition to 30 testimonials mentioned, 12 were independently developed by the aRBM team to set expectations for other projects.

Source: Communications Activity Tracker, aRBM Communications Specialist (DA)

What have we learnt and how are we adapting?



Learning, reflecting, and adapting - fast - has been a core focus for the first year of the program, setting the foundations for a purposive spread of aRBM

The program explored six main learning themes in year 1 through a series of reflection sessions, surveys, work on the ground, and feedback from LLF actors. Through these engagements, the team continued to **collect feedback and adapt** the nature of support to projects. Key learning themes include:



Changes in Practice: The combination of data-driven routines and communications expectations from IsDB created an impetus for Early Adopters to double-down and strengthen their data systems. Changes in practice were experienced across all four projects in varying degrees.



Core Areas of Support: The program offered **three key areas of support:** aRBM tools, Embedded support on the ground, and aRBM workshops (as part of a wider capacity enhancement package). PMUs responded **most favorably to Embedded support**, and suggested **improvements to aRBM trainings**. Across tools introduced, the **monthly note was seen as the easiest tool to adopt**, whereas the **data plan was viewed as the most effective**, despite posing a learning curve for PMUs.



Enablers and Blockers: Co-creation is a balance of getting the timing right, while responding to the unique needs of PMUs in terms of their working culture and language, among other needs.



Operating conditions: While there is an 'ideal' set of operating conditions that supports aRBM uptake - the approach itself builds resilience to drive delivery in less than ideal circumstances.



The Importance of Leadership: Uptake - and sustained use - of aRBM practices needs both bottom-up and top-down engagement to incentivize actors across the IsDB-LLF ecosystem.

Early Adopters have shown changes in behavior and practice, primarily in their use of data, routines and communications to strengthen implementation



The aRBM program has helped all PMUs bridge information gaps to support effective **service delivery and create visibility of results through**

Strengthening data systems...

- **Reporting culture** has significantly improved, with **increased demand for data**.
- Data is being used to **assess performance**.
- **Prioritized indicators** are helping PMUs conduct more focused data collection and aggregation.

...supporting effective and efficient routines...

- **Problem-solving mechanisms** are being implemented through identifying low hanging fruits and resolving them in meetings.
- **Routines**, in most cases, **have strengthened stakeholder engagement at the country**.

...& increasing visibility through communications

- PMUs are **eager to produce communications assets** to highlight their work and showcase their progress.
- PMUs are using communications assets **to increase the visibility of their work, using performance information to support stories**.

aRBM practices have demonstrated a pattern of **mutually reinforcing behavior**, wherein stronger data informs higher quality routines & communications, and better, more frequent routines & communications strengthen the appetite for results data



Strengthened data capabilities in Kano have empowered the PMU to **track and address potential issues early on**, and **intensify monitoring visits** that allow for proactive management of project performance and enable better **decision-making and increased accountability**.



The monthly update note has increased the PMU's **focus on performance for reporting and highlighting challenges for problem-solving**. The weekly team meeting has also improved the **reporting culture** at the PMU through engagement with relevant stakeholders to provide updates against agreed actions linked to prioritized indicators.



The PMU has now developed their **internal dashboard to track project execution with up to date data**. Setting up and operationalizing that dashboard has increased the M&E department's demand for data and sense of accountability.



Progress review meetings have become a main venue for **problem-solving and effective stakeholder engagement**. Both the Hub and the national authorities engage in in-depth discussions, concrete action plans are identified, and the PMU is held accountable.



The PMU's adoption of streamlined routines has deepened their project understanding and built their capacity to lead weekly check-ins and monthly notes. Such consistent cadences have facilitated **timely decision-making, fostered collaboration, and proactive resolution of critical matters**.



Routines focus on performance and problem-solving and played a key role in **unblocking the project's major implementation challenge, land development**. Through strengthened routines and its impact on progress and data systems, the project's co-financier BADEA, now attends the PMU's monthly routines previously only attended by IsDB.



The utilization of data in communications has served as an incentive for the PMU to showcase its work through assets produced by **demonstrating the impact and progress achieved**. This has provided a **sense of pride and motivation** among team members and the OTL.



The PMU welcomed development of comms assets to increase **visibility of their work** which was lacking. The PMU factsheet and Learning Communities (LC) provided positive incentives for the PMU to **focus on delivering results to include in 'results-to-date'** section of the factsheet, and share with other LC PMUs that made significant progress.



Communication and reporting tools have enabled the PMU to **better communicate the successes and best practices** of the Malaria project, emphasizing the efficiency of their data system (DHIS2) and positive impact of the project.



The impetus to adopt strong data practices was driven by expectations to use evidence to substantiate progress discussions and external communications

Support to strengthen data practices ...

- 1 Introduction of data collection tools
- 2 Support in development of robust data systems
- 3 Coaching and data clinics for data analysis and use
- 4 Dissemination of pre-drafted agendas to keep discussions on track
- 5 Encouraging use of actions trackers with clear roles and responsibilities

Anticipated Changes

- Regularity and focus on performance in routines
- Increase in use and availability of data

Once the practice of using data in routines was established, a **cultural expectation was developed** to bring evidence to the table in discussions, driving appetite for more data...

Additional Unanticipated Changes

- **Communications** acted as a contributing factor to **stronger data systems**

...and to an unprecedented degree, the desire to **strengthen results reporting in external communications** also drove PMUs to improve data collection and analysis

... which informed the following outcomes



In Burkina Faso, PMUs now take charge of filling the monthly note, adding vital action items, and prioritizing them based on urgency



In Kano, gaps in the system were acknowledged, leading to a unified vision for wanting a single source of truth



In The Gambia, the PMU now takes complete ownership of routines and follow-ups on meetings



In Senegal, the improved communication assets enhanced project visibility and subsequently increased its impact

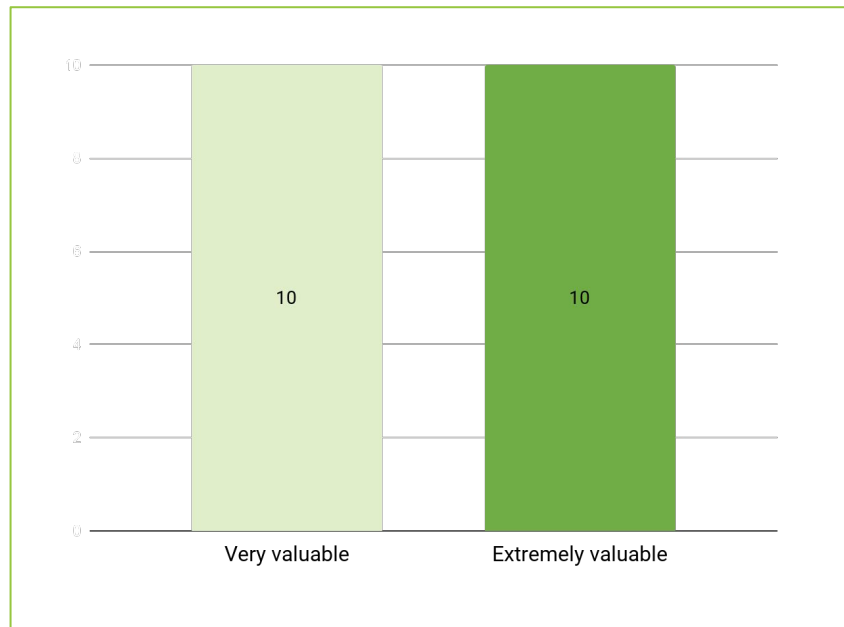


These promising results show that the aRBM tools have been **proven to be fit for purpose** and the coaching provided by Embeds has been pivotal in achieving this. **Best practices will be consolidated** and shared with incoming Embeds to replicate success, share experiences, and learn valuable lessons



These observations were supported by feedback from Early Adopters, who highlighted the utility of the approach for their day-to-day work

How useful have you found the aRBM approach to improve project implementation and make progress towards intended project results?*



Could you provide an example of how the aRBM program has helped you in moving project implementation forward?*

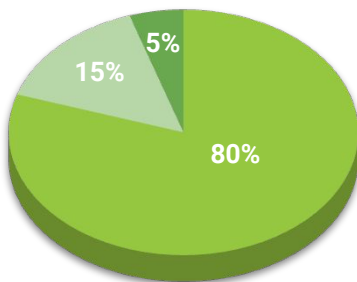
Responses to anonymous satisfaction survey distributed to PMUs in April, 2023 and key themes from survey responses:

- Quality and availability of data has increased** through target setting and prioritization of indicators and activities, strengthened by weekly reports and monthly notes.
- The increase in data availability and quality has strengthened **data-informed decision-making and increase visibility to stakeholders.**
- Routines have helped in **addressing challenges and enabling proactivity to plan and achieve work plans and timelines.** For example, setting a bi-monthly consultation framework with the OTL [Abuja] helped a lot with progressing the project.
- Routines instilled a **culture of problem-solving**, where PMUs are more actively identifying challenges and addressing them. The land development issue is an example where problem-solving mechanisms helped untangle issues.
- Online sharing of documents helped in staying **updated on activities.** It increases knowledge on project and program

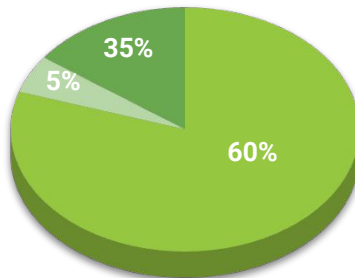


Feedback from Early Adopters also showed that PMUs found the different avenues of support provided by the program team helpful for their work

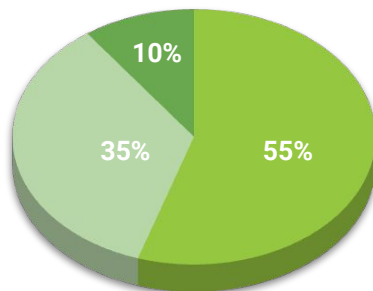
In the first months of rollout, our approach relied on three key areas of support to encourage uptake of aRBM. Early Adopters reflected on how helpful they found the support provided:



aRBM Tools to structure and support strengthened service delivery

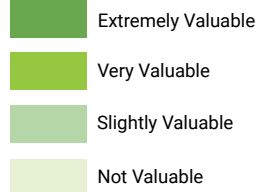


Embedded support to partner in the co-creation, adoption and use of a new system of tools and practices



Capability building platforms to improve knowledge and strengthen capacity to deliver on project goals

Legend:



INSIGHTS FROM STAKEHOLDER FEEDBACK

Across the board, project teams mostly found the **support received during the Apply phase 'very valuable'**.

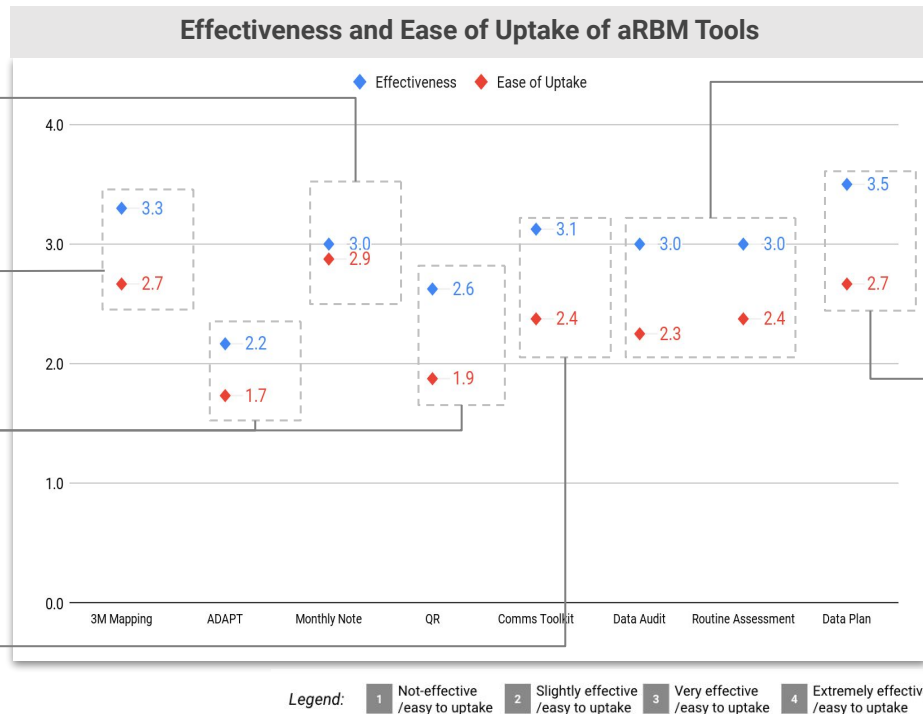
Embedded support seems to be the most popular across respondents, with 95% of the respondents rating it as 'very' or 'extremely' valuable.

Across different forms of support, responses show that aRBM trainings delivered via **webinars had the most mixed feedback**; 35% of respondents rated it 'slightly valuable', indicating potential for improvement, whereas 65% rated it 'very' or 'extremely' valuable



Across the tools introduced, almost all have been regarded as effective, whereas ease of uptake varied given different challenges faced by the PMUs

- 1 The monthly note was the highest rated on ease of uptake and was also considered highly effective, and is linked to OTL/Hub feedback and engagement
- 2 3M Mapping helped PMUs set targets for prioritized indicators. While it took some time to familiarize some projects to it, it remains one of the most effective.
- 3 The ADAPT framework and Quarterly Data Template scored the lowest on both variables. PMUs did not fully engage with ADAPT, and the Quarterly Template was found somewhat complicated. We anticipate the scores to improve as the QR migrates to the dashboard.
- 4 Regarded as very useful by all EAs, the comms toolkit helped PMUs highlight their work, despite coming off as complex at the beginning.



- 5 Routines Assessment and data audit were regarded as very effective. Their uptake had some challenges as with routines, consistency was an initial problem, and with the audit, the projects at early stages took time to adopt it.
- 6 The data plan was the highest scorer on effectiveness as it helped PMUs improve their projects' performance frameworks and overall data planning. On ease of uptake, Burkina Faso and Kano quickly engaged with it whereas the Gambia has yet to engage in non-operational data collection

On average, most tools are seen as effective, with some challenges in adoption that were resolved with consistent practice and coaching. However, **Senegal** remains a special case due to its late implementation stages, and some tools may not apply to their remaining activities.

Note: (1) These are results of tools assessment; a tool used to rate the effectiveness and ease of uptake of tools introduced on a scale of 4, with rationale supporting it. This tool was filled by Embeds based on their observations and experience. (2) For 'Effectiveness', Senegal does not have a score for 3M Mapping, ADAPT, and Data Plan. For 'Ease of Uptake', Senegal does not have a score for 3M Mapping, Adapt, Data Audit, Routine Assessment, and Data Plan

Spotlight: the progress reviews conducted in Senegal, Kano, and Burkina Faso proved to be a pivotal intervention in their aRBM journeys



We worked with the PMU to ensure the **right people were in the room**

Key outcomes of the progress reviews:

Successful implementation with key decisions and commitments from the governments, Regional Hub stakeholders, and executing agencies being made

Progress review created an opportunity for power brokers and decision makers to understand progress, underlying inhibitors of progress, and planned activities for the next quarter

Positive feedback received from stakeholders as some specifically requested for more of "this type" of sessions, driven by data, to be had more regularly and routinely





Spotlight: monthly notes have become a key reporting tool for some PMUs, driving regular progress assessment, information-sharing and problem-solving

A monthly report template was introduced in collaboration with the LLF MU, PMU members and OTLs



... which has had varying levels of effectiveness depending on the PMU

| | | |
|--------------------------|---------------------------|--|
| IsDB Regional Hub | Dakar, Senegal | Monthly Note No.4 - February 2023 |
| Project | Rural Development Project | Submitted 13.03.2023 |

1. Key takeaways of this month

| | |
|---|---|
| a. Highlights (key achievements and challenges) | |
| <ul style="list-style-type: none"> Distribution of livestock kits underway Completed standard bidding documents (SBD) for CBPP and PPR vaccines Completed sample data collection for incremental milk produced Finalized TOR for livestock training and coaching activities | |
| b. Plan for next month | c. Support required from IsDB |
| <ul style="list-style-type: none"> Conclude distribution of livestock kits Award contract | <ul style="list-style-type: none"> OTL / PMS to work with the Federal Ministry of Finance to explore project |

a) Active contracts

| Contracts | Contract start date | Planned implementation duration (#days) | Status | Details | Challenges / risks | Next steps |
|-----------|---------------------|---|--------|---------|--------------------|------------|
| | Jun 2, 2023 | | | | | |
| | Jun 2, 2023 | | | | | |

b) Procurements in preparation

| Procurement item | Type of procurement | Current stage | Expected completion date for current phase | Standards duration current phase (days) |
|---------------------|---------------------|---------------|--|---|
| International Co... | Approv... | May 12, 2023 | | |
| International Co... | Develo... | May 12, 2023 | | |

The monthly note provides an update on progress made each month. It comprises a section with key takeaways along with a spotlight on key indicators, procurement, and financial activities

In the Gambia, effective use of the monthly note is associated with a feedback mechanism set up with OTL through a monthly check-in that probes for clarification on data and focusing on implementation challenges and delays. This has created an incentive for the PMU to consistently submit the note and verify reported data

"The cooperation between the PMU and the aRBM Embed Focal Person is evident in the improved quality of the reports submitted. Overall, this has been very beneficial for both me and the project." - The Gambia OTL feedback provided on May 2023 monthly note

In Burkina Faso, the monthly note serves as a tool to regularly take stock of project activities and share data with the Hub and the national leadership. The OTL does not systematically provides feedback on the monthly note given he has a meeting twice a month the PMU, with a dedicated dashboard on which he provides targeted feedback

"Thanks for a concise and good quality monthly note. Congratulations to the whole team!" - Burkina Faso OTL, feedback on the February 2023 monthly note

In Kano, the monthly note is a helpful tool that helps drive data driven problem-solving internally among PMU specialists. While the Hub has expressed interest to adopt aRBM reporting tools on the project, it has not effectively engaged the PMU with the note due to discontinued hub routines

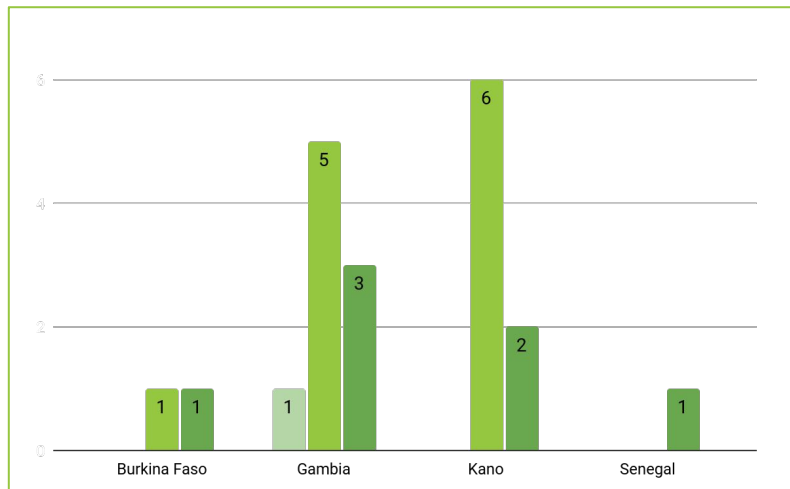
"Our internal routines have improved because we hold each other accountable with activities planned, and are able to align and problem-solve challenges together using the monthly note" - PMU Head, feedback on April 2023 monthly note

In Senegal, the uptake has been more limited, due to existing informal feedback mechanisms and because the project did not have implementation activities underway



Embedded support has been the cornerstone of aRBM uptake, where PMUs expressed the value of Embeds in facilitating their work

Stakeholder feedback on how helpful PMUs have found the support provided by Embed coaching



Legend:



Key areas where Embed support has been crucial

Embeds facilitated the process of tools adaptation and adoption by being present and understanding project realities. Stakeholders in The Gambia, Kano, and Burkina Faso highlighted that the Embeds' presence was crucial to their understanding and adoption of aRBM tools. For tools like the 3M or the data plan, Embeds organized dedicated sessions to support the process.

"I don't face much challenge [in using aRBM tools]. Whatever is not understood the Embed is always there to shed more lights" - PMU member, Kano project

Embeds have partnered with PMU members to support strengthened capabilities and sustainable adoption of aRBM. Weekly sessions were initiated in Burkina Faso to onboard the M&E specialist who joined the project midway, while data clinics were launched in Kano and The Gambia to strengthen data capabilities. Coaching and technical training have been central to the Embedded presence.

"The impact of the aRBM work is also evident in the improved capacity of my team and the quality of work they produce, thanks to the support provided by the aRBM Embed." PMU member" - The Gambia project

Embeds also facilitated in strengthening linkages with the Hub. In Burkina Faso for instance, there were limited connections established to maintain quality and transparent communication between the PMU and the OTL. The Embed engaged with the OTL and used aRBM tools to facilitate the institutionalisation of routines between both actors.

The Senegal project being at a late stage of implementation, had most of their activities finalized. The PMU has worked with the Embed, however, to focus on communication assets which helped in shedding light on the impact of the project.



Co-creation has also been a fundamental enabler for aRBM practice, and will be a key focus in Year 2, learning from what did - and did not - work

What it is not

Co-creation is a powerful approach to supporting the uptake of new ways of working. As aRBM was introduced to different PMUs, success was driven by an approach that **got the timing right**, while **actively listening** and **remaining flexible** to ground realities

What it is

- ... A "one size fits all" approach that can quickly cause the PMU to lose interest, relying on the name and output of a tool as "good enough" reason to adopt it.
- ... A predetermined or linear approach to aRBM rollout, where tools are introduced in a rigid sequence based on standardized plans.
- ... Enforced standardized tools and approaches, expecting PMUs to adopt them with little room for negotiation.
- ... A "top-down" approach driven by mandates, without necessary incentives or onboarding support in place.
- ... A "one-off" introduction with initial support, after which PMUs are left to tackle requirements independently.

PURPOSE

Focusing on - and communicating - the tangible and immediate benefits of aRBM tools being introduced to a PMU based on their temporal priorities.

TIMING

Aligning the timing of introduction of tools and practices with specific need or requirements (such as implementation stage and existing capabilities) to support uptake

FLEXIBILITY

Balancing adaptation and standardization by adjusting tools to incorporate PMU requirements ("the how") while preserving the essence ("the why").

PARTNERSHIP

A "two-way" conversation between those who adopt and those who mandate, driven by active listening and goal-oriented conversations.

CONSISTENCY

Dedicated, ongoing support to ease into new tools and approaches, with the ultimate goal being independent - and correct - use and adherence.



Co-creation, combined with clear communication and trust building by Embeds, proved to be essential for meaningful uptake



A CULTURE OF EMPATHY

- Embeds adopted an **empathetic and supportive stance**, which helped **create synergies** with their PMUs.
- The concept of "Embedding" in the PMU was taken literally by the team - they listened and engaged with the cultural context of each PMU, establishing a sustainable and strong connection with their peers and engaging fully as members of the team.

This lead to **increased intrinsic motivation** by PMUs to be open to and adopt "new" aRBM tools and practices.



CLEAR COMMUNICATION

- Embeds **actively established strong communication channels** with PMUs and regional teams, and were careful to not fall into siloed working
- By clearly communicating the value proposition of aRBM to PMU members from a position of understanding, Embeds were able to **rally supporters and champions** who accepted - and advocated - for the approach.

Leveraging individuals in the PMU and regional hubs who championed aRBM was **critical to bring others who are more resistant along**.



A POSITION OF TRUST

- **Trust-building was essential** to support PMUs fully; Embeds built trust by positioning themselves as part of the PMU and not as outsider consultants.
- This became important as Embeds had to strike the right balance as mediators and links creating a bridge between PMUs and regional actors.

Going into Year 2, Embeds will need to strike the right balance between acting as trusted partners and **building ownership within the system** to ensure sustainability beyond their presence.

REFLECT & LEARN



ADAPT PLAN FOR EXPAND

These best practices, captured through reflection sessions and other routines, are being extracted and adapted to plan for the expansion phase.

- Expand phase Embeds are shadowing Early Adopter Embeds to learn through practice.
- New Embeds are being onboarded to the new context through co-creating roll out plans for new projects (with PMUs and regional teams).

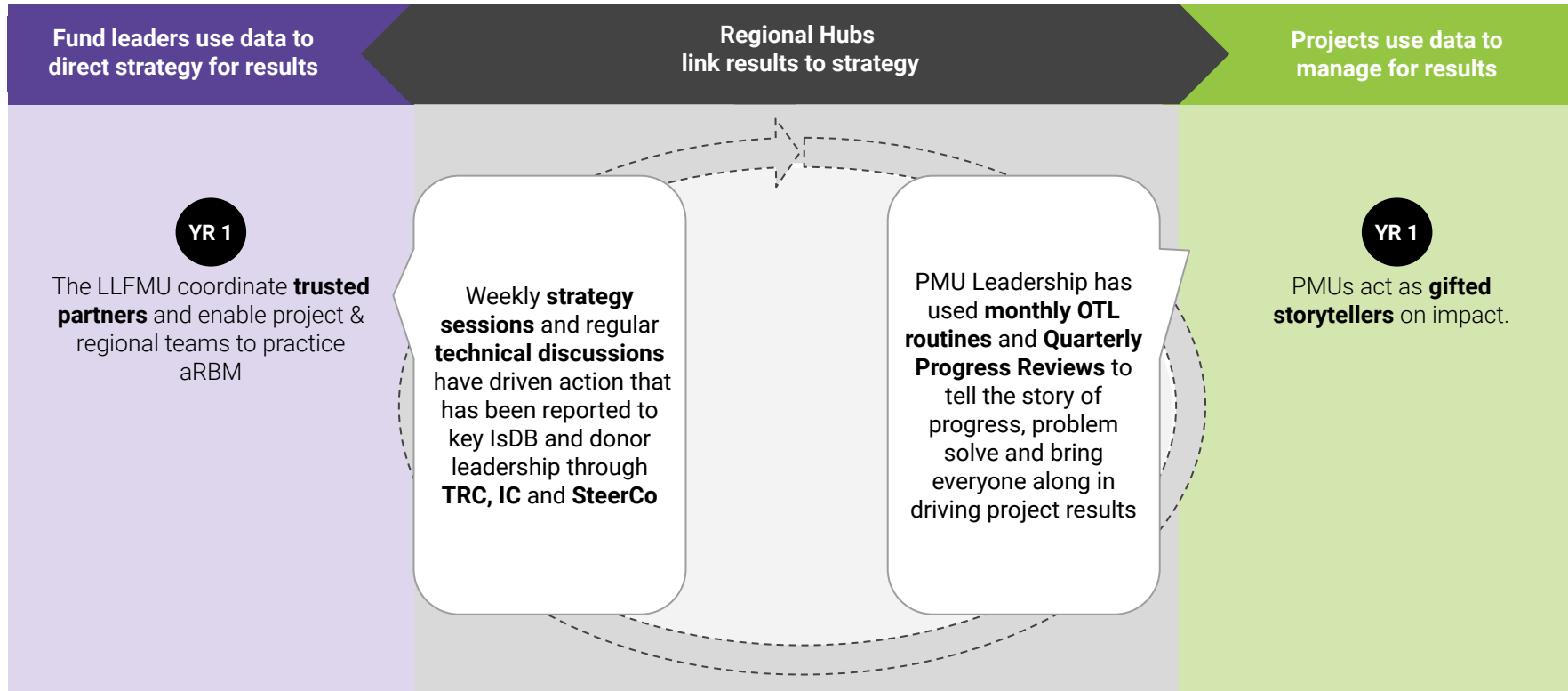


Collaboration with Early Adopters also helped identify key enabling conditions that significantly bolster aRBM uptake

| | Condition | What optimal conditions look like | Impact when suboptimal conditions in place |
|---|---|--|---|
|  | Implementation stage | Projects in mid-stage of activity implementation offer an opportunity to strengthen the whole aRBM system, and build quick momentum | Projects in early implementation used aRBM tools to strengthen their foundational systems before most activities started on the ground |
|  | M&E budget & staffing | Given the central role of data in aRBM, a well-defined M&E budget and dedicated M&E staff form a strong foundation for aRBM implementation | In projects with weaker M&E foundations , aRBM prompted greater attention to this issue, resulting in the development of more robust data systems. |
|  | Engagement & openness to change practices | Willingness to take on new ideas and embrace a renewed focus on achieving results enhances the successful adoption of aRBM tools & processes | In some instances, skeptics began to gradually value aRBM as a framework, guided by the hands-on approach demonstrated by the Embeds |
|  | Stakeholder layout & funding | IsDB-LLF finds it easier to take the lead in aRBM implementation when co-financiers and partners play a less prominent or more collaborative role | Commitment to routines with clear next steps for everyone improved challenging implementation relationships with partners and co-financiers |
|  | Government support & dependence | A high level of support from Executing Agencies significantly impacts aRBM implementation in PMUs heavily reliant on them | Routine progress reviews with regional hubs revitalized political and EA support for some projects and used data to help overcome challenges |
|  | Regional Hub engagement with PMU data on progress | Regional Hub's enthusiasm for aRBM and willingness to routinely engage with the PMU contributes to the adoption of aRBM practice | Recognition has been paid by actors who expressed reservations about aRBM support , on the role aRBM has played in increasing visibility on results |
|  | Political environment | Political stability and non-electoral periods create a favorable environment for projects to strengthen how they manage their projects for results | In contexts of significant political instability , aRBM support provided a framework for discussing implementation continuity and next steps |
|  | Conflict & security issues | Contexts where external circumstances do not impede project progress increases the commitment towards aRBM | The iterative and adaptive nature of aRBM enabled project teams to quickly respond to changing circumstances on the ground |



Finally, in Year 1 the program has seen strong leadership commitment from IsDB HQ and PMUs, via a range of performance focused routines





Evidence from work with Early Adopters showed that regional leadership engagement is also a critical lever of influence on outcomes

Evidence of this at work in year 1:



In Kano, over time, an increasing demand for data by the OTL to the PMU manifested.

This led to the PMU feeling more incentivized to adopt aRBM tools, streamline and digitize their data system with implementing partners.

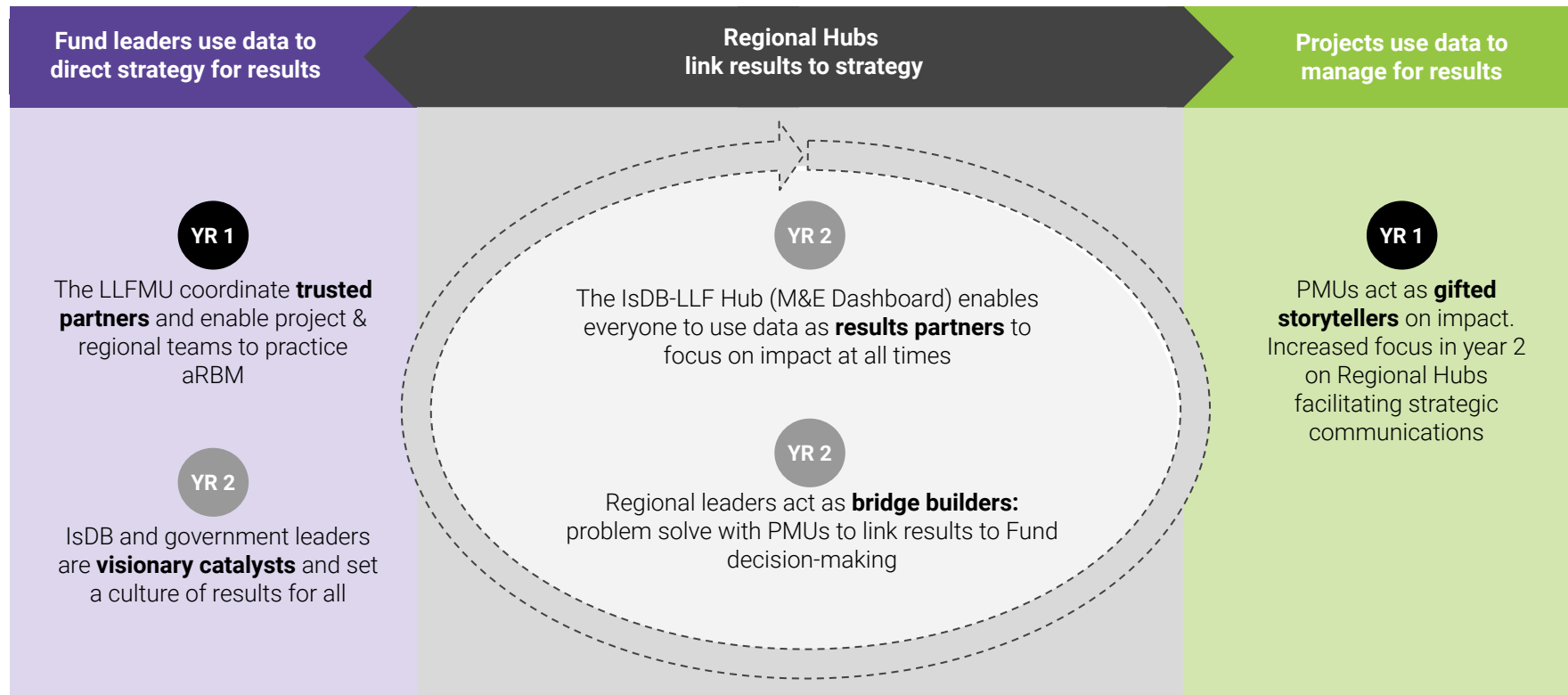


In Burkina Faso - the monthly update note was introduced as a “process” to PMUs by the OTL himself (and not our Embed coach) - leading with strong accountability from the outset.

This feedback loop (PMU creating an update note that was actively and regularly sued by the OTL) has driven up the quality of project reporting and ensured timely decisions on key issues.



In Year 2 therefore, we aim to support regional leaders in playing their key role as bridge builders to enable sustained & scaled aRBM practice in projects



MORE DETAIL AVAILABLE ON REQUEST



Leadership roles demonstrated in year 1



Strategic focus areas for Leadership in year 2



The approach in Year 2 builds on what has been learnt in Year 1, whilst recognizing the critical opportunity to set the program up for success in Year 3

According to the Program Theory, Year 1 would focus on developing higher-level outputs that would form the foundation for a scalable model that we would develop through learning in Year 2 and execute in Year 3.

Success of the model would be determined by its uptake, and early signs of strengthened delivery in key actors.

- Building on this 'proof of concept', Year 2 will focus on strengthening aRBM interventions, and ensuring they deliver on intended outcomes: is data use replicated and sustained as the approach scales to a wider audience? Are we **deepening** results and impact?
- To this end, the program will rely on a series of updated and road tested tools, strengthened intervention packages, and best practices from engagement with project teams to guide the aRBM approach at project *and* regional level moving forward. Are we **scaling** behaviour change from PMUs to Regional Hubs?
- In the continued spirit of learning and accountability, the program team will track progress and reflect on its approach by leveraging an enhanced list of prioritized metrics and learning themes.
- Year 2 will be a critical point in the program, bridging the first and last years and representing major expansion of the approach. Lessons from this year will be critical in answering the question: How can aRBM **sustain** beyond the program's support and **scale** Fund-wide?

Year 2 is grounded in building upon the changes in perception we saw in Early Adopter uptake of aRBM in Year 1: to strengthen, not reinvent, the wheel


How will we introduce new aRBM practices when we are **already overburdened in our jobs?**

Data is collected in an ad hoc way, and lives only in words and reports - not in a real-time picture of progress

We already have **too many meetings that get dropped & deprioritized** because people are too busy to join

We **don't know what we need to improve**: if it is not in a KPI, we don't have time or the incentive to prioritize it

We complete all reporting requirements to the Fund, with limited communications capacity and budget, **what else can we do beyond that?**




"Since the introduction of aRBM...the project has been more focused on delivery timelines, increased problem-solving, and the use of data for decision making..**it is also apparent in the improved capacity of my team**"

- Fafanding S Fatajo (RRVCDP PMU, The Gambia)




"The introduction of the data planning and data collection tools along with reporting tools help me effectively monitor progress. **I think that if all the projects of the country had this kind of support, they would all achieve their objectives**"

- Pascaline Sawadogo (M&E specialist, Burkina Faso)




"**The aRBM progress review was an exceptional opportunity** that offered a **result-focused understanding** of the project's status... **We intend to sustain the momentum and learning derived**"

- Dr Junaidu Yakabu (KNARDA partner to Kano PMU, Nigeria)



"What is the essence of knowledge if you don't share it with others? **The Learning Community allows us to share candidly so we can learn from each other**"

- Confidential, Learning Community member



"**Thanks to the aRBM comms tools, we are able to communicate to the LLF and the world about the impact of our project**...the tools shared are effective, straightforward and innovative"

- Dr. Ibrahima Diallo (PMU Head Senegal)

This is important. The program aims to continue seeing real change happen and learn what enables change in a wider range of project and regional contexts

If there is a shared understanding of the current state of aRBM at LLF...

...then interventions proposed will be fit-for-purpose for the LLF, targeting identified and agreed weaknesses



...and if stakeholders co-design and test tools and protocols...

...then ownership and trust will be enhanced, and the incentives will be in place to succeed



...and if the program focuses on deep engagement in Expand projects & hubs...

...then the likelihood of results will be maximized and belief in aRBM approaches will increase across the organization



...and if focus on data is maintained as the approach scales up

...then the approach becomes normalized in the LLF and its Executing Agencies, demonstrating increased effectiveness

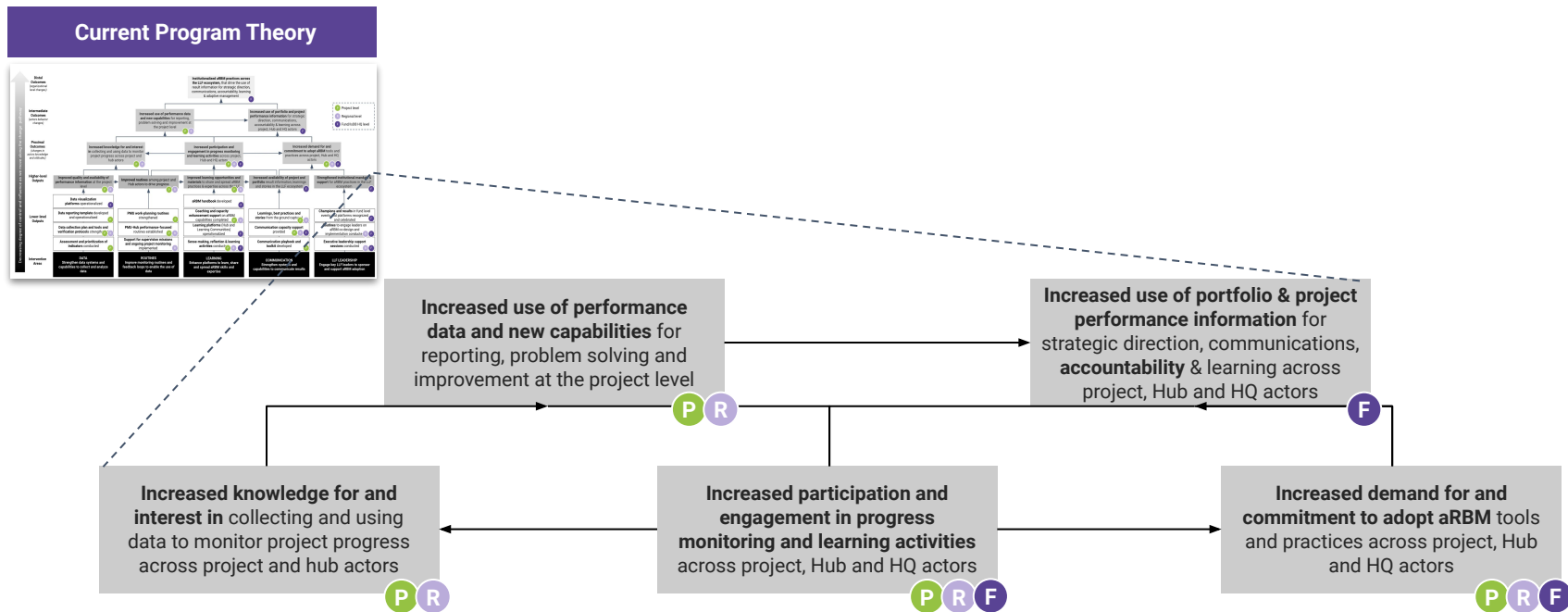
EXECUTE through an intense focus in Year 2

...and if results are reviewed and communicated regularly and openly

...then credibility of results and the aRBM management approach will increase, so that stakeholders can communicate with pride about impact

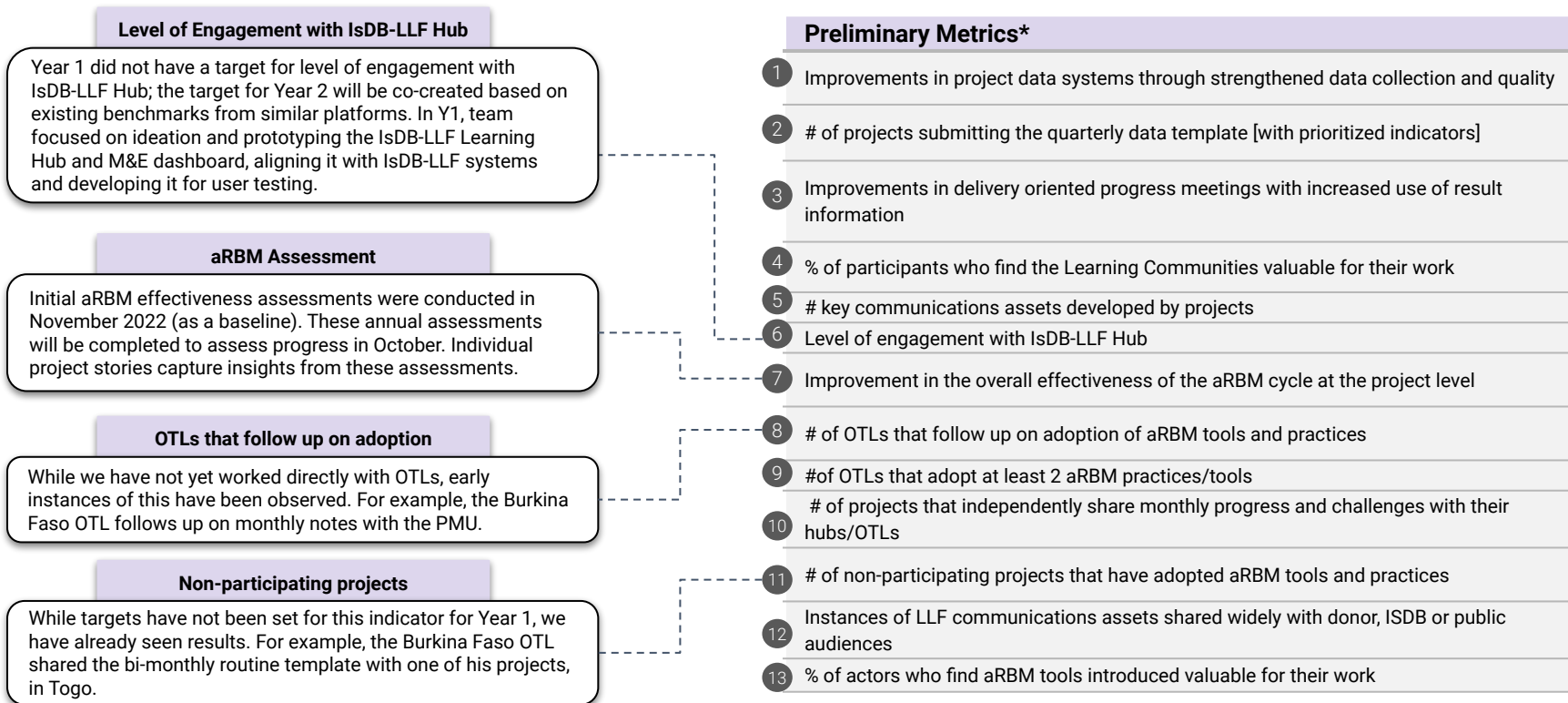
LEARN in Year 2 to lay foundations for Year 3

Building on success means demonstrating the Program Theory in action; with a clear focus on replicating and sustaining data use as the approach scales



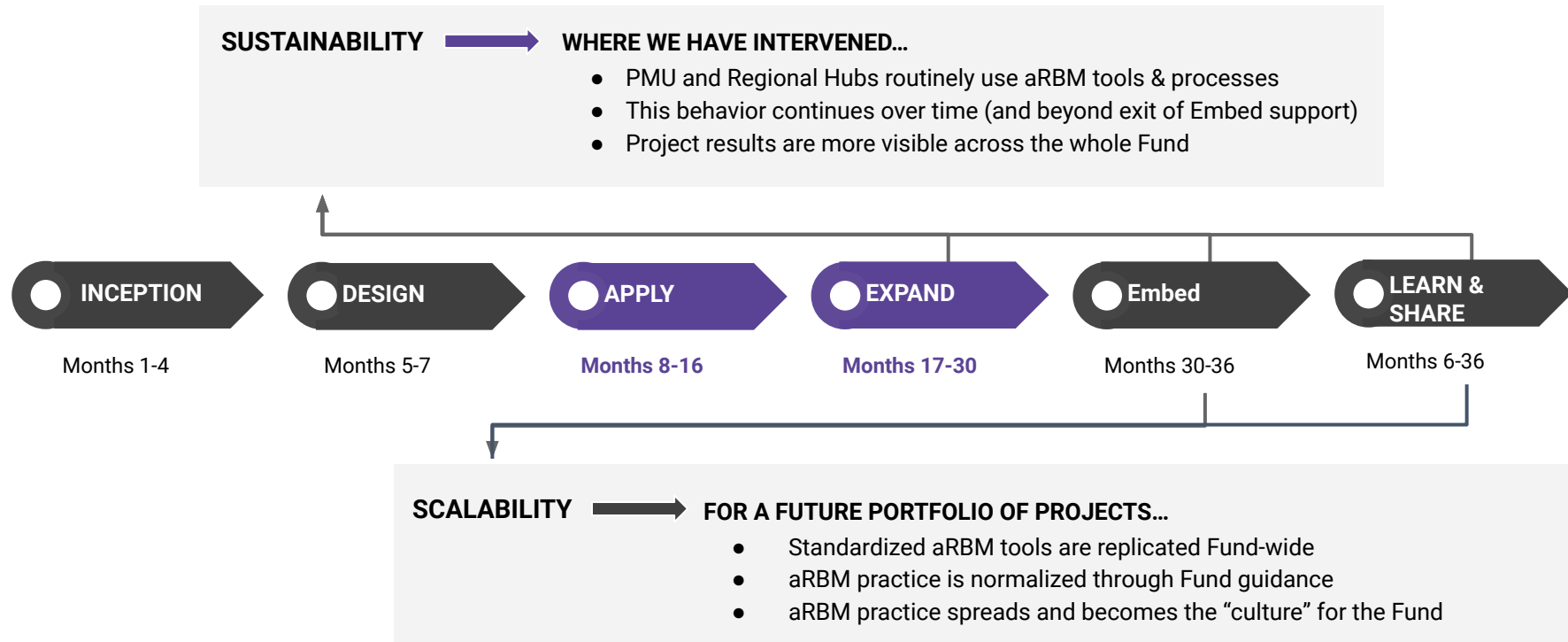
Additional Year 2 metrics built from the Program Theory will compliment continued Year 1 metrics to measure success

PRELIMINARY: Prioritized headline indicators track the results we want to see over time, signalling changes in practice and behaviors



Note: These metrics are preliminary and represent a longlist of headline indicators that we propose to measure in Years 2 and 3 of the program. The list has been developed in consultation with aRBM experts, and is pending approval and finalization with partners.

Year 2 will be also be a bridge between Year 1 and Year 3 with one question at its core: How can aRBM **sustain** beyond our support and **scale** Fund-wide?



Year 2 is therefore both about executing (self-sustaining behaviour) and learning (what can scale with less program support in Year 3)

These additional **goals** & associated milestones to achieve at the projects and regional hubs inform the expansion:

| | SUSTAINABILITY EXECUTE IN YEAR 2 | SCALABILITY LEARN IN YEAR 2 (FOR YEAR 3 EXECUTION) |
|---|---|--|
| Sustain the continued use of aRBM tools & practices in Early Adopters | aRBM practice continues within the Early Adopter projects in a self-sustaining manner (with less program support) | Test which incentives work (and do not work) to scale aRBM Refine and prioritize the most impactful aRBM tools & processes through user feedback to enable adoption - at scale - without Embedded support |
| aRBM practice is adopted in Expand projects demonstrating replicability of improved aRBM tools & processes from the outset | Expand PMUs have the systems and capacity to generate reliable data and begin to routinely use the data for problem solving and progress monitoring Expand PMUs have the capacity to develop and share project information with the regional hubs and LLFMU and receive feedback from the Regional Hub and LLFMU | Identify and observe conditions that enables projects and regional stakeholders to find aRBM tools and practices relevant, as measured by them beginning to incorporate it in their work |
| Regional hub teams (OTLs and COMs, RHMs) own aRBM practice (through strengthened Embedded support) | Regional Hub actors understand how to use and implement key aRBM tools and processes | Identify causal links whenever regional hub actors own aRBM tools and processes, and see them as enhancements to achieving their objectives |

As a result, the program will need to test the following learning themes with an expanded range of projects and regional teams in Year 2

On **sustainability** - learning how to execute:

How do we transition from “we do” to “you do” in the PMUs and regional teams we have supported so that their aRBM practice self-sustains?

How do our aRBM products, tools and processes help PMUs continue the aRBM practice they have picked up so far?

How do we build system ownership of aRBM interventions, tools & processes in our roll out plans for Expand projects from the outset?

Which aRBM tools & practices are most impactful on results and need to be prioritized for scalability & sustainability? Are we doing the right things in the right way?

On **scalability** - learning for Year 3 execution:

How can key aRBM practices be owned by the right people in the system (at PMUs, partners and IsDB - not just OTLs, but COMs, RHMs & HQ too)?

What aRBM practices easily replicable (standardized tools & processes) and what needs to be tailored to work?

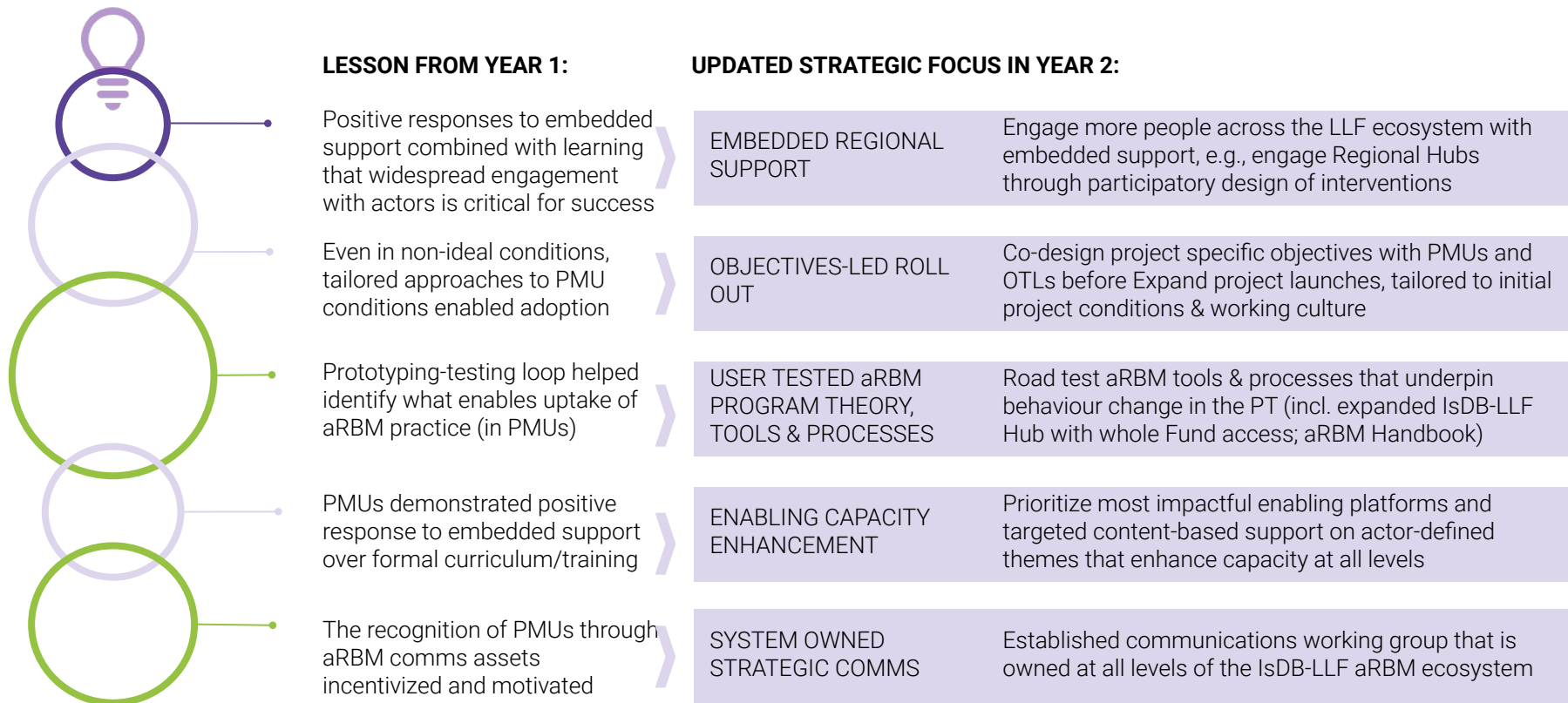
What improvements are needed to aRBM platforms, tools & processes so that they are easy to adopt?

What incentives are needed (integration with existing requirements; Regional Hub demand or peer pressure) to see adoption of aRBM practice at scale?

Answers to these questions will be tested by developing:

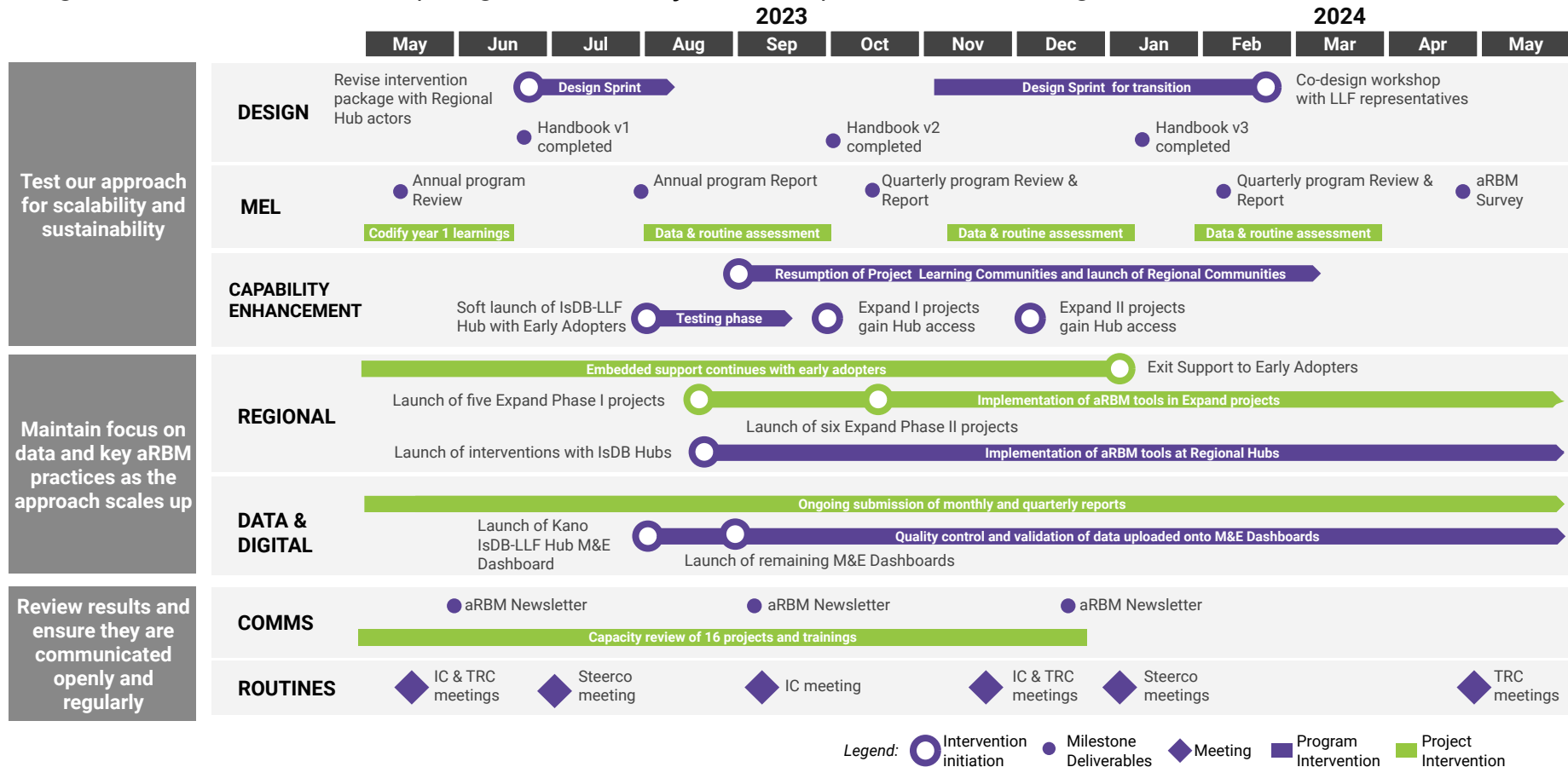
- 1 A **STRATEGY** for self-sustaining aRBM in Early Adopters
- 2 **ROLL OUT PLANS** for Expand project and Regional Hubs - that identifies PMU and Regional Hub owners of aRBM processes
- 3 A **DESIGN & ME&L PROCESS** on scalability that includes technical review & user feedback on aRBM products, and identifies owners in the system (PMU, partner and IsDB)

What we **do** directly informs what we can **learn**. We have made critical shifts to our approach in Year 2 based on Year 1 learning laid out in this report



MORE DETAIL AVAILABLE ON REQUEST

These shifts are reflected in the preliminary Year 2 work plan to meet the goals from both the program theory and expected learning themes



THANK YOU

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