



Lives and Livelihoods Fund

Annual Report 2019



Integrating Partnerships and Enhancing Impact



صندوق أبوظبي للتنمية
ABU DHABI FUND FOR DEVELOPMENT

BILL & MELINDA
GATES foundation



IsDB
البنك الإسلامي للتنمية
Islamic Development Bank



QATAR FUND
FOR DEVELOPMENT
صندوق قطر للتنمية

Foreword by H.E. the President of the Islamic Development Bank



THE LLF IS IRREFUTABLY AN EFFECTIVE AND INNOVATIVE MODEL, AND IS PROOF THAT BY WORKING TOGETHER WE CAN ACHIEVE MORE

When I joined as President in September 2016, I embarked on a journey to transform the IsDB from a 'Development Bank' into a 'Bank of Developers'. The Bank has since been much more open to partnerships aimed at delivering sustainable and sizable social development projects to its Member Countries. In that regard, the Lives and Livelihoods Fund (LLF) is a key innovative partnership model fully in line with the President's 5-Year Program (P5P). It is also a cornerstone of the Bank's ability to help Member Countries achieve the SDGs, and a critical lever for realizing the IsDB's human development objectives.

On behalf of the Islamic Development Bank Group, I would like to express my immense pride in the innovative and strong partnerships that have been developed through the LLF. The Fund has great potential to provide the most vulnerable populations in Member Countries with dignified lives and improved livelihoods, and it has been fulfilling that potential ever since its launch in 2016.

I am reiterating the strong commitment of the Bank to the success of the LLF. Recognizing the very specific nature of the Fund's operations, these commitments are now translated into a Bank-wide Action Plan with the ambition to further streamline the LLF's project management and to strengthen its efficiency and impact.

I would like to thank our Donor partners for their continued and highly valued collaboration with the LLF. I also would like to welcome DFID as a new Donor. The Bank acknowledges the strategic and technical contributions made by the LLF Donors and greatly appreciates the additional resources provided such as the Project Preparation and Implementation Facility (PPIF). These have accelerated the development of the LLF's pipeline of new projects and contributed to maximizing the outcomes of the portfolio.

In 2020, the IsDB Group will focus on the following three strategic directions for improving the LLF's overall performance:

- ◆ Upholding a higher standard of selectivity of projects entering the LLF pipeline as Quality-at-Entry is the fulcrum of development effectiveness;
- ◆ Bolstering external communication and outreach of the Fund's activities and operations in order to enhance the awareness, visibility and reputation of the LLF and its contributing Donors;
- ◆ Engaging more with implementing partners on the ground to mobilize adequate technical and financial resources towards securing the successful implementation of the LLF's projects.

I am resolved to drive this optimization exercise beyond improving the efficiency of LLF activities and projects, in order to maximize the results and impacts of the Fund's invested resources. I am sure that the LLF Management Unit will leverage, in collaboration with the relevant entities of the Bank, the new initiatives to accelerate the deployment of LLF projects and to deliver lasting benefits for the most vulnerable populations.

Addressing critical poverty alleviation challenges faced by the Muslim world today requires more effective and genuinely innovative partnerships. The LLF is irrefutably an effective and innovative model, and is proof that by working together we can achieve more than through any individual endeavors and separate contributions. It demonstrates the multiplier effects of a partnership.

The IsDB Group remains engaged, and ready, to collaborate with all of you to achieve our common ambition of maturing the LLF and reaping the benefits of our mutual commitment. I thank you for your unwavering support.

Dr. Bandar M. H. Hajjar

President, Islamic Development Bank Group
and Chairman, Board of Executive Directors



Message from the Chairman of the Impact Committee



As Chairman of the Lives and Livelihoods Fund (LLF) for 2019, I am delighted to present the third Annual Report covering operations and financials for the 2019 fiscal year.

The year 2019 has seen a relentless focus on pursuing effective development cooperation to support the Fund's least developed Member Countries through the strengthening of our procedures to expedite LLF project implementation and increasing the LLF's visibility and recognition among beneficiary countries.

In 2019, our collective efforts have generated significant improvements on all fronts. H.E. the President Dr. Bandar Hajjar's commitment to the LLF has translated into a Bank-wide Action Plan aimed at strengthening the management of LLF projects. The LLF Management Unit's proactive engagement in operations expanded the Fund's geographic coverage, ensured continuous growth with high-quality projects, accelerated disbursements, and efficient implementation on the ground. The invaluable initiatives taken by all Donors, combined with their continued support, have allowed the Fund to address challenges and start preparing for the future through the development of a Results-Based Approach.

With the approval of its fourth annual pipeline, the LLF has so far financed 28 critical social development projects worth US\$ 1.2 billion across 19 countries spanning sub-Saharan Africa, the Maghreb, the Middle East, and Central Asia. We are very proud to welcome the UK's Department for International Development (DFID) as the newest partner in this unique compact. This additional grant resource is enabling the LLF to further increase its concessional financing envelope for the coming years.

The Fund's governing bodies were particularly active this year by holding five Committee Meetings namely three Impact Committee Meetings (ICMs) and two Technical Review Committees (TRCs). This closer monitoring and supervision of the Fund and its

activities has enabled the Impact Committee to devote more time to strengthening the LLF's efficiency and governance. We optimized our Charter, reviewed and followed up on the LLF active portfolio of projects, analyzed thoroughly the proposed 2019 pipeline of new projects to select the most impactful ones, and reflected on current and potential upcoming difficulties facing the Fund's development. We, also, launched the development of a new LLF Communications Strategy projected for implementation starting in 2020.

It is my pleasure to note that, thanks to the support of IsDB teams, 80% of LLF-approved projects are now disbursing and have started to be implemented, and overall disbursements jumped from US\$ 8 million at the end of 2018 to about US\$ 120 million by the end of 2019.

It has been a privilege to collaborate with such a committed and effective team of Donors and Partners. Our achievements during this year do not preclude the need to continuously engage our efforts, energy, and resources, so that the envisioned impact on improving the lives and livelihoods of the neediest can materialize. There is work still to be done.

I would like to thank you all for your support and interest in this venture.

Mr. Ali Bin Abdulla Al-Dabbagh

Chairman of the Impact Committee, Lives and Livelihoods Fund

Deputy Director General for Planning of the QFFD





➤ Background to the Lives & Livelihoods Fund

On 29 September 2016, the Islamic Development Bank (IsDB) and development cooperation partners launched a US\$ 2.5 billion Lives and Livelihoods Fund (LLF) with a joint vision to raise the poorest out of poverty in IsDB member countries. Our ambition is to save millions of lives by eradicating extreme poverty and extending a helping hand to vulnerable people in the world.

The LLF is now acknowledged as the largest development initiative of its kind based in the Middle East. It has established itself as one of the best means IsDB member countries have of achieving the SDGs by the 2030 deadline.

The LLF Donor partners working with the IsDB on this innovative initiative are:

- ◆ Abu Dhabi Fund for Development (ADFD)
- ◆ Bill & Melinda Gates Foundation (BMGF)
- ◆ UK's Department For International Development (DFID)
- ◆ Islamic Solidarity Fund for Development (ISFD)
- ◆ King Salman Humanitarian Aid and Relief Centre (KSRelief)
- ◆ Qatar Fund for Development (QFFD)

How the LLF works

The LLF focuses on three critical sectors allowing the poorest to lift themselves out of poverty:



HEALTH

- ◆ Elimination of infectious disease (polio, malaria...)
- ◆ Primary healthcare strengthening
- ◆ Support to universal health coverage systems



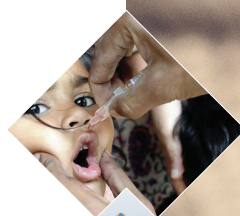
AGRICULTURE

- ◆ Production and productivity of staple crops
- ◆ Production and productivity of livestock and aquaculture
- ◆ Strengthening of lives and livelihoods of smallholder farmers and pastoralists



BASIC INFRASTRUCTURE

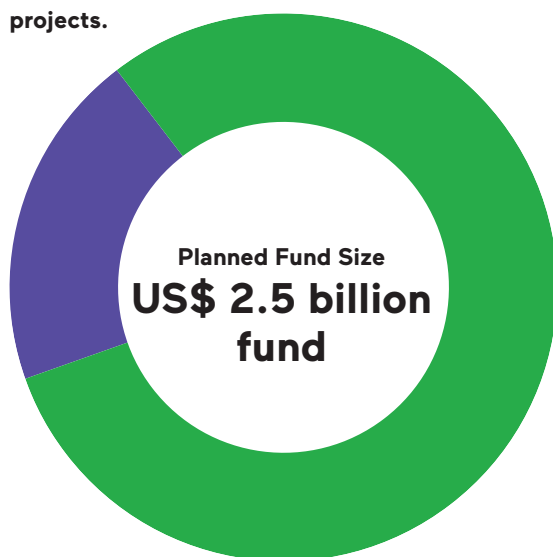
- ◆ Small scale water supply for unconnected communities
- ◆ Improved sanitation systems for poor and unconnected communities
- ◆ Off-grid rural power generation, transmission and distribution for poor communities
- ◆ Rural infrastructures to promote digital financial inclusion





Innovative financing

Through an innovative mechanism, the LLF is able to offer highly concessional financing to IsDB Member Countries for socio-economic projects.



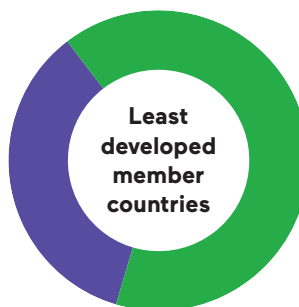
- **Donors:** US\$ 500 million Grant Contribution
- **IsDB:** US\$ 2 billion Ordinary Capital Resources (OCR)



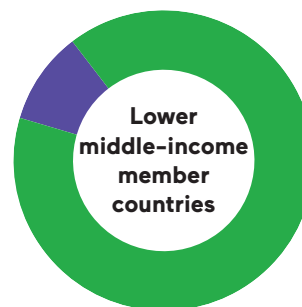
“The LLF has approved more than US\$ 1.16 billion in investments since it was launched in 2016. These projects are already having a positive impact on the lives and livelihoods of the world’s poorest people, reaffirming the effectiveness of the LLF as business model anchored on development cooperation, maximal financial concessionality, and focused human interventions.”

Dr. Mohamed Jouini
Vice President Partnerships Development, IsDB

Grants vs. OCR



- **Grant funding:** 35%
- **OCR funding:** 65%



- **Grant funding:** 10%
- **OCR funding:** 90%

Blended funding

The fund blends, in an indivisible way, Donor grants with IsDB Ordinary Capital resources to create LLF Funding.



**THE LLF IS NOW
ACKNOWLEDGED AS
THE LARGEST
DEVELOPMENT
INITIATIVE OF ITS KIND
IN THE MIDDLE EAST**

Governance

The IsDB is the LLF’s trustee and manages the LLF Projects as per the Charter in accordance with the IsDB’s project cycle, after their approval by the LLF’s Impact Committee (the Fund’s Board with representation from all partners). The Technical Review Committee (TRC) gathers representatives of LLF Donors and provides support to the IC by technically reviewing project candidates and providing their recommendations.

The IsDB and Donors have established a Management Unit whose mandate is to coordinate fund activities. The Lives and Livelihoods Fund Management Unit (LLFMU) supports project pipeline development and monitors the LLF project portfolio in close collaboration with IsDB technical and field teams.



Lives and Livelihoods Fund

Highlights of the year



► Highlights of the year

Fourth Impact Committee Meeting

22 March 2019

Venue: Bill & Melinda Gates Foundation (BMGF), London

Incoming Chairman Mr. Ali Al-Dabbagh, representing the Qatar Fund for Development (QFFD), formally assumed the chairmanship of the LLF Impact Committee.

A reallocation of the 2018 project pipeline was approved, reflecting QFFD's wish to increase funding to the Agriculture sector and to a wider spectrum of ISDB Member Countries.

QFFD and BMGF proposed an amendment to the LLF's Charter and Investment Policy to streamline the process of call for contributions from Donors and payment.

Under other business, the Committee unanimously approved the 2018 LLF Financial Statements, discussed a new Communications Strategy, and agreed to meet more regularly (every quarter) to ensure a higher level of engagement.



LLF Chairing table at work during the fourth Impact Committee Meeting including from left to right: **Dr. Waleed Alwaheeb** (outgoing Chairman & DG ISFD); **Dr. Waleed Addas** (Head of the LLFMU); **Mr. Joe Cerrell** (Managing Director Global Advocacy BMGF); **Mr. Ali Bin Abdalla Al-Dabbagh** (Incoming Chairman & Deputy Director General Planning QFFD)



THE COMMITTEE DISCUSSED FUNDING ALLOCATIONS FOR FOUR NEW PROJECTS WORTH **US\$ 167 MILLION** OF CONCESSIONAL FINANCING



Fifth Impact Committee Meeting

25 June 2019

Venue: Bill & Melinda Gates Foundation (BMGF), London

A portfolio status update reported that 20 operations out of 26 were expected to start disbursing by Q3 of 2019. The cancellation of a Hepatitis C project in Egypt was confirmed.

A proposal was presented for the amendment of the Donor contribution process. The Committee approved, in principle, a change to the Charter whereby a call for Funds for a complete annual project pipeline will be sent to Donors 15 months after the approval of the pipeline. Donors would have 90 days to pay the amount.

The Committee agreed on the need to issue a Request for Proposals (RFP) for developing a new LLF Communications Strategy. It was agreed that BMGF would develop an initial draft of the corresponding Terms of Reference (ToR), which would then be shared with the other Donors for incorporating their respective needs and preferences, with the LLFMU in charge of consolidating all inputs towards finalizing the corresponding RFP to be issued.

The UK Department for International Development (DFID) attended as an observer and indicated its intention to be a full member by the following meeting.



The President of IsDB addresses LLF Donors during the fifth Impact Committee meeting

Sixth Impact Committee Meeting

22 October 2019

Venue: Bill & Melinda Gates Foundation, London

The Committee reviewed the 2019 pipeline projects and discussed funding allocations for four new projects worth **US\$ 167 million**, selected from a list of 13 by the Technical Review Committee.

The Fund's financial summary (as of 31 August 2019) was presented along with the 2020 Administrative and the Project Preparation and Implementation Facility (PPIF) budget.

The meeting addressed the IsDB's development of a Bank-wide Action Plan. The objective of this Action Plan is to address Donors' concerns of slow disbursements and implementation, as well as low visibility of the Fund and Donors.

The BMGF technical team presented its work on the development of a Results-Based Approach for the LLF (see page 30 for more detail).



Impact Committee member representatives 2019

Impact Committee Member	Type of Representative	
Islamic Development Bank (IsDB)	Primary Representative	Dr. Mohamed Jouini, Vice-President Partnership Development
	Alternate Representative	Dr. Walid Abdelwahab, Director General Country Relations & Services
Abu Dhabi Fund for Development (ADFD)	Primary Representative	Mr. Adel Al Hosani, Operations Department Director
	Alternate Representative	Mr. Ahmed Al-Kalbani, Chief Economist
Bill & Melinda Gates Foundation (BMGF)	Primary Representative	Mr. Joe Cerrell, Managing Director, Global Policy & Advocacy
	Alternate Representative	M. Hassan Al-Damluji, Deputy Director, Global Policy and Advocacy
UK's Department for International Development (DFID)	Primary Representative	Ms. Emma Donnelly, Deputy Director of the Middle East and North Africa Department
	Alternate Representative	Mr. Andrew Stalbaum, DFID Gulf States Representative
Islamic Solidarity Fund for Development (ISFD)	Primary Representative	Dr. Waleed Alwaheeb, Director General
	Alternate Representative	Mr. Khemais Elgazzah, Senior Advisor
King Salman Humanitarian Aid and Relief Centre (KSRelief)	Primary Representative	Mr. Ahmed Albaiz, Assistant Supervisor General of Operations & Programs
	Alternate Representative	Mr. Saad Al Magiat, Emergency Aid Senior Specialist
Qatar Fund For Development (QFFD)	Primary Representative	Mr. Ali Bin Abdulla Al-Dabbagh, Deputy Director General for Planning
	Alternate Representative	Mr. Misfer Hamad Al-Shahwani, Deputy Director General for Development Projects



➤ Meetings of the Technical Review Committee

Second TRC meeting

3-5 September 2019

Venue: Bill & Melinda Gates Foundation (BMGF), London

Under the health sector, the TRC approved three new projects: one in Benin focusing on maternal and child health, another one in Burkina Faso to improve health and nutrition through primary healthcare, as well as a supplementary financing for polio eradication in Pakistan.

Under the agriculture portfolio, approval was granted for an irrigation project in the Chokwe region in Mozambique.

With pre-approvals for four projects out of 13 candidates, **US\$ 58 million** was recommended to be allocated from the grants available for the 2019 portfolio, thus leading to a total concessional financing of **US\$ 167 million** submitted to the Impact Committee for approval. This also signified an expansion of the LLF's portfolio to include new geographical areas, namely Benin and Mozambique.

The BMGF team presented an overview of the Results-Based Approach (RBA) to investing. The TRC agreed to consider this and the potential allocation of resources to implement it.



Donors' technical experts at work with LLFMU representatives during the second TRC meeting

The Technical Review Committee (TRC) is a sub-committee of the LLF's Impact Committee, and is constituted of experts from the Donor institutions represented on the Impact Committee. It reviews potential LLF projects to ensure they are ready for consideration and approval. The TRC also assesses the performance of the portfolio, and provides recommendations.

Third TRC meeting

21 October 2019

Venue: Bill & Melinda Gates Foundation (BMGF), London

The BMGF technical team provided some background information and case studies about the Results-Based Approach (RBA) and introduced a team of consultants for the development of a corresponding strategy and its execution within the LLF. The Committee gave its approval for the consultants to perform an initial review of the LLF's governance model, operations and existing portfolio, and to report back.

The four projects approved at the TRC meeting were summarized ahead of their presentation to the Sixth Impact Committee Meeting.

The committee was briefed in detail on the current status and next steps for the Morocco Inclusive Rural Growth project, which was approved in 2016 as part of the first pipeline. This 'deep dive' exercise had been requested by Donors, in order to allow them to better understand the operational issues related to the contextual environment of LLF projects, the challenges to be met for securing their success, as well as the reality of efforts on the ground to streamline their processing and maximize the impact of projects. Future TRC meetings will include similar 'deep dive' briefings on projects.

THE LLF'S 2019 PORTFOLIO EXPANDED TO INCLUDE NEW GEOGRAPHICAL AREAS, NAMELY **BENIN** AND **MOZAMBIQUE**



➤ Welcoming a new Donor

The UK's Department for International Development (DFID)

The LLF is very proud to have welcomed the UK's Department for International Development (DFID) as a new Donor in 2019, with an initial contribution of GBP 20 million to the Fund.

DFID and the LLF share a broad objective of ending poverty in all its forms. Leading the UK's development work, DFID tackles the major global challenges of our time, including poverty and disease, mass migration, insecurity and conflict. Its work is building a safer, healthier, more prosperous world for people in developing countries.

DFID works in countries across Africa, Asia and the Middle East, many of which are fragile or at risk from fragile neighbors. It also has regional programs in Africa, Asia and the Caribbean.

DFID's strategic objectives are to:

- ◆ Strengthen global peace, security and governance;
- ◆ Strengthen resilience and responses to crises;
- ◆ Promote global prosperity;
- ◆ Tackle extreme poverty and help the world's most vulnerable;
- ◆ Improve further the value for money and transparency of UK Aid.

DFID's role as a Donor to the Lives and Livelihoods Fund will help deliver both on its own strategic directives and those of the Fund. With its innovative financing model, LLF is in a position to deliver much-needed projects in healthcare, agriculture and infrastructure development. These projects empower beneficiary governments, drive economic growth and raise living standards for the most vulnerable. Directly and indirectly, they also reinforce DFID's objectives of strengthening peace, security and governance, and building resilience.

Both the LLF and DFID are fully committed to achieving the 2030 Agenda for Sustainable Development and helping to deliver the 17 Global Goals. Working together will strengthen both organizations as we strive to achieve these ambitious targets over the coming years.



UKaid
from the British people



BOTH THE LLF AND DFID ARE FULLY COMMITTED TO ACHIEVING THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT AND HELPING TO DELIVER THE 17 GLOBAL GOALS



➤ Participation in events

LLF represented at IsDB's 44th Annual Meeting

The IsDB Group hosted its 44th Annual Meeting in Marrakech, Morocco from 3 to 6 April 2019 under the theme of *'Transformation in a changing world: the road to the SDGs'*.

H.E. Dr Bandar Hajar, President of the IsDB Group, invited the LLF to participate in the meeting in recognition of its unique business model, which allows the Bank to more than double its capacity, to offer concessional financing to its Member Countries, and to tackle pockets of extreme poverty.

The meeting also provided an occasion for the signing of a financing agreement for two LLF projects: one for maternal healthcare in Djibouti and the other for the development of the rice value chain in Sierra Leone.

Health projects planned in visit to BMGF

The LLF Management Unit (LLFMU) and Global Practice and Lead Health Specialists from the IsDB's regional hubs came together to meet with their counterparts at the Bill & Melinda Gates Foundation (BMGF) in Seattle from 23 to 24 April 2019.

BMGF instigated the meeting to take stock of the latest global practices in health and to plan future collaborative LLF health projects. Meetings were held with a number of BMGF teams including WASH (Water, Sanitation and Hygiene); Maternal, Newborn & Child Health (MNCH); Primary Healthcare (PHC); Vaccine Delivery; Nutrition; and Polio. The discussions laid the groundwork for future collaboration in areas of mutual interest.



Participants in the health seminar at BMGF HQ



Discussing the LLF sanitation project in Abidjan

Appraisal of a sanitation project in Côte d'Ivoire

The LLF Management Unit (LLFMU) and a team from the IsDB visited Côte d'Ivoire from 9 to 15 June 2019 for an appraisal of the 'Abidjan and 11 Secondary Cities Sanitation Project'.

This US\$ 49.2 million project (with a 35% grant portion) will significantly improve, in Abidjan and 11 other cities, living conditions by reducing environmental pollution in the targeted cities while improving health and sanitation conditions of the population. This will be achieved through the construction of 14 sludge treatment plants with a total capacity of 839,500 m³ per year. The mission reviewed the project in detail, visited an existing Waste Water Treatment Plant and met with senior government officials to discuss all aspects of the project implementation and financial management. The meetings also covered issues of sustainability, mainstreaming the role of women and youth, and streamlining climate change.

External implementing partner brought on board

The LLF brought on board an external partner during 2019 to ensure the effective deployment of its projects. With the help of the Bill & Melinda Gates Foundation (BMGF), the LLF Management Unit (LLFMU) launched a collaboration with Africa Consulting and Trading (ACT), which will act as an implementation partner.

A meeting for the Regional Sustainable Pastoralism Development Program was held in Dakar, Senegal, from 25 to 27 June 2019 to discuss the scope of the support that ACT would provide to 'Sahel Sustainable Pastoralism' and 'Kano Agro-Pastoral' projects. ACT and IsDB agreed to conduct a needs assessment on four LLF livestock projects (Burkina Faso, Mali, Senegal and Nigeria). This would be followed by a workshop to determine a customized ACT work program and a scope for needed Technical Assistance.

Health project signed in Tajikistan

On 28 August 2019, the IsDB entered into an agreement with the Government of Tajikistan for a US\$ 23 million LLF



Mr. Misfer Hamad Al-Shawani from QFFD representing the LLF, with representatives of the Government of Tajikistan and the IsDB Group in Dushanbe

health project. The signing of the financing agreement took place in Dushanbe, Tajikistan in the presence of senior officials from the Republic of Tajikistan and the IsDB, as well as with the Chairman of the LLF Impact Committee. The agreement includes a 35% indivisible grant portion.

The project – Improving Maternal, Neonatal and Child Health (MNCH) Services in Four Districts of Khatlon Region – will improve access to quality MNCH and emergency services for over 1.4 million people. It will build capacity at multiple levels, including the construction of new healthcare facilities and the provision of training to over 2,000 healthcare workers.

LLF takes part in Primary Healthcare Performance Initiative meeting

The LLF Management Unit (LLFMU) participated in the convening of the Primary Healthcare Performance Initiative (PHCPI) in Nairobi from 6 to 9 December 2019.

The PHCPI is a collaboration between the World Health Organization, the World Bank, and the Bill & Melinda Gates Foundation (BMGF). Its objective is to improve assessments of primary healthcare systems and identify strategies for sustainable progress towards universal health coverage. These are also key focus areas for the LLF’s health investments.

The event brought together representatives from Member Country governments, UN agencies, and other development partners. The LLF model and financing opportunity was presented to all participants.



Panel discussion at the PHCPI, Nairobi

‘1,000 Days Sukuk’ workshop on nutrition financing

The LLF Management Unit (LLFMU) took part in a ‘1,000 Days Sukuk’ workshop in Dubai from 9 to 11 December 2019 co-hosted by the IsDB and the World Food Programme (WFP).

Nutrition is one of the focus areas for the LLF’s health investments. The workshop was an opportunity for the IsDB and WFP to explore the establishment of a funding platform to provide and blend resources for long-term ‘1,000 Days’ projects in OIC ‘at risk’ countries, all of which are eligible for LLF financing.

The workshop was also a useful opportunity to interact with global experts and development partners working in nutrition financing, as well as with other IsDB departments working in nutrition.

Donor visit to the Pakistan Polio Eradication Program



LLF Donors observing field activities during a polio immunization campaign in December 2019

The Pakistan Polio Eradication Program is one of the biggest beneficiaries of the LLF, with US\$ 100 million approved in 2018 and a further US\$ 60 million in 2019. A visit with Donors to the program, which took place from 17 to 18 December 2019 provided an excellent opportunity to raise awareness of the LLF and Donor organizations at government level. Pakistan’s Minister for Economic Affairs and Minister for Health participated in the signing of the LLF grant contribution, and the event was covered in the national media. The visit, also, gave Donors an opportunity to observe and better understand the program, and to interact with the in-country operations team and direct beneficiaries.



Lives and Livelihoods Fund

Highlights of the year

➤ Field visits

LLFMU visits Morocco for project restructuring

The LLF Management Unit (LLFMU) led two missions to Morocco in 2019 to accelerate the implementation of the Inclusive Rural Growth project.

This is a flagship multi-sectoral LLF project covering health and agriculture, representing a significant investment of US\$ 90 million with a grant portion of 10%.

The first of the two missions, jointly led with the Regional Hub of Rabat, took place from 5 to 9 March, following a Government request to review the procurement method and scope of the project. After a successful restructuring, the project received Government approval and the financing agreement was signed during the Annual Meeting of the IsDB Group in Marrakech.

The second LLFMU mission, again jointly led with the Regional Hub of Rabat, took place from 15 to 21 July. Its purpose was to align all national stakeholders and review with them the upcoming work program and the calendar of key milestones for the project. This second mission aimed to ensure a quick disbursement for the project and enable a start-up workshop to be planned as soon as possible. It succeeded in this, securing an effectiveness declaration and processing of the first disbursement before the end of 2019.



Field visit to the LLF flagship project in Tangier



Launch ceremony for LLF Cameroon projects, Yaounde

LLFMU visits Cameroon for project review and launch

The LLFMU also visited Cameroon twice in 2019: first to review its portfolio in the country, and later to officially launch two projects.

The first mission took place from 15 to 20 September and was an opportunity to scrutinize three LLF projects. Two of these – Agriculture Infrastructure and Value Chain Development, and Support of Prevention of Mother to Child Transmission of HIV/AIDS – were active projects that were experiencing difficulties and needed help to move forward before launching. The third project – Strengthening Cameroon's Healthcare and Emergency Management Systems – was still in a preparatory stage.

The mission was a valuable opportunity for the LLFMU to immerse itself in the reality of LLF projects in the field, and to review them in depth with governmental officials, project teams and IsDB executives. It led to specific action plans to solve issues, secure greater visibility, optimize procurement and disbursement planning, and prepare start-up workshops. The first disbursements for these two projects were completed by the end of December 2019.

The success of this first mission enabled the second, which took place from 10 to 14 December. This second mission provided an occasion for the two projects to be officially launched at a ceremony at the Hilton Hotel in Yaoundé, on 12 December. The event was attended by several Ministers of the Government of Cameroon, and the Heads of several UN agencies including UNICEF.



Deep-diving into health projects



Polio Eradication Program



Polio Eradication Program

2019-2021

Project value: US\$ 100 million



Overview

Since the launch of the polio eradication initiative, an estimated 875,000 Pakistani children have been saved from paralysis and death associated with polio. Eradicating polio in Pakistan once and for all will end the costs associated with vaccines and treatment, and ensure that all children can live healthy lives and fulfill their potential.

The LLF's Polio Eradication Program (2019-2021) in Pakistan has the specific objective of stopping wild poliovirus (WPV) transmission in the country by the end of 2019 and to declare Pakistan polio-free by 2023.

With an estimated 197.3 million people, Pakistan is the sixth most populous country in the world and the second most populous among IsDB Member Countries. It has had a Polio Eradication Program (PEP) since 1994 and has seen a dramatic decrease in the number of new polio cases since then, from an initial 20,000-25,000 annual cases to as few as 16 cases in 2018. By the first quarter of 2019 new cases were as low as six, meaning Pakistan is on the verge of eradicating polio. However, it is crucial to continue with concerted efforts until the complete interruption of the active circulation of the virus is accomplished.

Polio eradication is therefore a national priority for Pakistan, and this project contributes significantly towards objectives contained in two national strategic documents: Pakistan 2025: One Nation One Vision and the National Health Vision (2016-2025). These visions aim both to end polio and to enhance access to quality preventive and curative healthcare services. The project also complements ongoing efforts to eradicate polio under the Global Polio Eradication Initiative (GPEI) and will help make progress towards achieving the Sustainable Development Goals, specifically SDG3 ('Ensure healthy lives and promote well-being for all at all ages').

The LLF's current project builds on two previous phases carried out as a partnership between the IsDB and

◆ SINCE 1994 PAKISTAN HAS SEEN A DRAMATIC DECREASE IN THE NUMBER OF NEW POLIO CASES, FROM AN INITIAL **20,000-25,000** ANNUAL CASES TO AS FEW AS **16 CASES IN 2018**



Lives and Livelihoods Fund

Deep-diving into health projects

the Bill & Melinda Gates Foundation (BMGF). These previous phases ran from 2013–2015 and 2016–2018, and all three are consistent with and relevant to the priorities of the IsDB President’s 5-Year Plan (P5P).



Delivery

There are four main components to the delivery of this project:

1. Provision of polio vaccines.

By the end of the project, 420,801,505 doses of WHO pre-qualified polio vaccines will have been procured and made available by UNICEF. The unit cost for a single dose of the vaccine is estimated at US\$ 0.15.

2. Vaccination campaign.

A door-to-door immunization strategy is being used to vaccinate all children under the age of five in Pakistan. The campaign includes 10 National Immunization Days (NIDs), 13 sub-NIDS, and 10 ‘outbreak case responses’.

3. Community sensitization and mobilization.

This is the ‘awareness raising’ component, and includes the funding of activities to ensure demand for and acceptability of vaccines in communities throughout Pakistan. It features media campaigns, training, engagement of local leaders and the organization of community forums.

4. Surveillance.

This covers an extensive and active surveillance network to detect the presence of the wild poliovirus.



A DOOR-TO-DOOR IMMUNIZATION STRATEGY IS BEING USED TO VACCINATE ALL CHILDREN UNDER THE AGE OF FIVE IN PAKISTAN



LLF Donors visiting an urban slum in the outskirts of Islamabad, Pakistan

The Executing Agency for the project is Pakistan’s Ministry of National Health Services Regulations and Coordination (MoNHSR&C). The country’s Provincial and District Health Directorates are implementing the project, while WHO and UNICEF are providing the required technical and logistical support to the Directorates, as they did during the previous two phases (2013–2015 and 2016–2018).

The total cost of the PEP (2019–2021), including contingencies, is estimated at US\$ 347.72 million. The LLF is financing US\$ 100 million (through a blend of 90% Murabaha financing and 10% LLF).

Eradicating polio in Pakistan will bring widespread social and economic benefits.

POLIO: KEY FACTS

Poliomyelitis (polio) is a highly infectious viral disease mainly affecting young children. The virus can be transmitted person-to-person or through contaminated water or food, and the disease can cause paralysis, which is often permanent. There is no cure for polio, so prevention by immunization is essential.



SINCE THE LAUNCH OF THE INITIATIVE, AN ESTIMATED 875,000 PAKISTANI CHILDREN HAVE BEEN SAVED FROM PARALYSIS AND DEATH ASSOCIATED WITH POLIO

OUTCOMES AT A GLANCE



OVER **39 MILLION** CHILDREN UNDER THE AGE OF FIVE FULLY IMMUNIZED AGAINST POLIO AT EACH NATIONAL IMMUNIZATION DAY (NID)



420,801,505 DOSES OF WHO-CERTIFIED ORAL POLIO VACCINE (OPV) PROVIDED



STRENGTHENED ROUTINE IMMUNIZATION SYSTEM UTILIZING THE POLIO PROGRAM INFRASTRUCTURE FOR LONG-TERM VACCINATION GAINS BEYOND THE ERADICATION OF THE VIRUS



WILD POLIOVIRUS (WPV) CIRCULATION STOPPED BY 2023



Lives and Livelihoods Fund

Deep-diving into health projects



A TOTAL OF 25 DISTRICTS LOCATED ACROSS SIX REGIONS OF SENEGAL WILL BE HELPED TO ACHIEVE MALARIA PRE-ELIMINATION

MALARIA: KEY FACTS

Malaria is a life-threatening disease caused by parasites transmitted to humans through the bites of infected female *Anopheles* mosquitoes. In 2018, there were an estimated 228 million cases of malaria worldwide, and 405,000 deaths. Children under 5 accounted for 67% of all malaria deaths worldwide in 2018.



Support to the Malaria Control and Elimination Project

Project value: US\$ 32 million



Overview

The aim of the LLF's Support to the Malaria Control and Elimination Project is to contribute towards the achievement of Senegal's National Malaria Control Program (NMCP 2016-2020).

Senegal has made great progress in controlling malaria over the past two decades and has been a leader in piloting and scaling up new recommendations and innovative strategies. It has achieved one of the lowest incidence rates in west Africa, with a 40% reduction in cases between 2010 and 2016.

This progress has largely been due to the scaling up of proven interventions. These include long-lasting insecticide-treated nets (LLINs), targeted indoor residual spraying (IRS), and improved case management using rapid diagnostic tests (RDTs) and artemisinin-based combination therapy (ACT).

Malaria is now within the pre-elimination phase in the northern regions of Senegal (meaning incidence stands at less than five cases per 1,000 people). The central regions are on track to achieve pre-elimination. This project is therefore designed to accelerate the achievement of the epidemiological threshold of pre-elimination (less than one case per 1,000 people) in the northern and central regions in Senegal. A total of 25 districts located across six regions of Senegal will be helped to achieve malaria pre-elimination. The regions are: Thiès, Fatick, Diourbel, Matam, Louga and St Louis.



Delivery

There are four main components to the delivery of this project:

1. Malaria vector control and case management.

This includes: the distribution of two million LLINs; the distribution of 1.56 million RDTs; the provision of 62,142 doses of anti-malarial drugs; the provision of laboratory equipment for Molecular Biology Diagnostics; and the provision of 240,000 insecticide bags for IRS.

2. Capacity building: training and social mobilization.

This includes the training of 432 health personnel in malariology. The other element is Behavior Change Communication (BCC) in the form of both mass and interpersonal communication related to various malaria prevention and control activities, including LLIN distribution.

3. Case investigation; Monitoring and Evaluation.

This includes the implementation of case investigations and community supervision in the target districts through the implementation of a "Support at Home" approach at the community level. Monitoring and Evaluation involves baseline studies, monitoring of pre-elimination activities, review and coordination meetings, mid-term evaluation and final assessment.

4. Support to project management.

An in-country Project Management Unit (PMU) has been established within the Executing Agency (the NMCP) to launch the project and monitor progress. This includes coordinating media outreach and financial auditing.



Lives and Livelihoods Fund

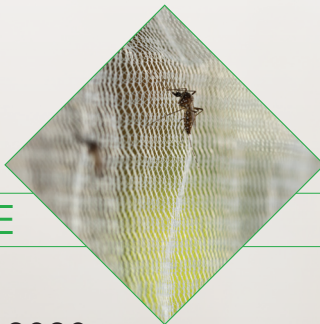
Deep-diving into health projects

The Executing Agency is Senegal's Ministry of Health and Medical Prevention (MHMP) through the NMCP. The LLINs, IRS, RDT and anti-malarial drugs are being procured through UNICEF.

The total cost of the project is US\$ 36.4 million, with the LLF contributing US\$ 32 million. This is made up of a 30% grant element (US\$ 9.6 million) and a 70% Installment Sale element (US\$ 22.4 million).

Investing in malaria eradication is one of the most cost-effective development interventions, delivering broad socio-economic benefits. A healthy child is more likely to attend school, and healthy adults are more economically productive. Progress in the fight against malaria will also mean progress toward several Sustainable Development Goals, particularly SDG 3.3 ("By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases.")

OUTCOMES AT A GLANCE



✓
BY THE END OF 2020,
PRE-ELIMINATION OF MALARIA
(LESS THAN ONE CASE PER
1,000 INHABITANTS) IN THE
NORTHERN AND CENTRAL
REGIONS IN SENEGAL

✓
DISTRIBUTION OF **TWO MILLION**
LONG-LASTING INSECTICIDE-
TREATED NETS (LLINs)

✓
DISTRIBUTION OF **1.56 MILLION**
RAPID DIAGNOSTIC TESTS (RDTs)

✓
PROVISION OF **62,142 DOSES**
OF ANTI-MALARIAL DRUGS

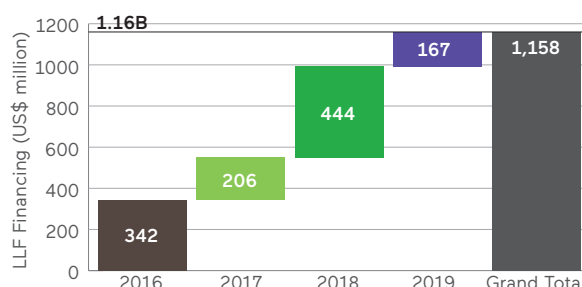


PROGRESS IN THE FIGHT
AGAINST MALARIA WILL
MEAN PROGRESS TOWARD
SEVERAL SUSTAINABLE
DEVELOPMENT GOALS,
PARTICULARLY SDG3.3



LLF Portfolio up to December 2019

Below are all of the beneficiary Member Countries from the LLF portfolio from 2016 to the end of 2019.



Year	Sector	Country	Project Description	LLF Financing (US\$ million)	OCR (US\$ million)	Grant Financing (US\$ million)
2019	HLT	Benin	Closing Gaps through Community Health Resources and Nutrition	49.90	32.44	17.47
2019	HLT	Burkina Faso	Strengthening Primary Healthcare to Improve Health and Nutrition	26.59	17.29	9.31
2019	HLT	Pakistan	Supplement to the Pakistan Polio Eradication Program (2019-2021)	60.00	39.00	21.00
2019	AGR	Mozambique	Rehabilitation of Chokwè Irrigation Scheme – Phase II – for Boosting Up Agriculture Production and Productivity	30.50	19.83	10.68
TOTAL LLF PORTFOLIO VALUE OF FINANCING APPROVALS IN 2019⁽¹⁾				166.99	108.55	58.45
2018	AGR	Indonesia	Development of Integrated Farming Systems in Upland Areas	65.60	59.04	6.56
2018	AGR	Sierra Leone	Regional Rice Value Chain Development Program	20.00	13.00	7.00
2018	AGR	Senegal	Regional Rice Value Chain Development Program	35.00	22.75	12.25
2018	AGR	The Gambia	Regional Rice Value Chain Development Program	15.00	9.75	5.25
2018	AGR	Niger	Regional Rice Value Chain Development Program	15.00	9.75	5.25
2018	AGR	Guinea	Regional Rice Value Chain Development Program	15.00	9.75	5.25
2018	HLT	Nigeria	Scaling up the National Malaria Elimination Program in thirteen states	100.00	90.00	10.00
2018	HLT	Cameroon	Strengthening Cameroon's Primary Healthcare and Emergency Management Systems:	29.40	19.11	10.29
2018	HLT	Pakistan	Support to the Pakistan Polio Eradication Program (Phase 3, 2019-2021)	100.00	90.00	10.00
2018	INF	Cote d'Ivoire	Water & Sanitation Project for Abidjan & 11 Secondary Cities	49.00	31.85	17.15
TOTAL LLF PORTFOLIO VALUE OF FINANCING APPROVALS IN 2018⁽²⁾				444.00	355.00	89.00
2017	AGR	Cameroon	Agriculture Infrastructure and Value Chain Development	33.00	23.00	10.00
2017	INF	Guinea	Improving Social Living Conditions and Strengthening Sanitation Infrastructure Infrastructure in Conlaky	54.00	38.00	16.00
2017	HLT	Niger	Health System Strengthening with Emphasis on Maternal, Neonatal and Child Health services	40.00	28.00	12.00
2017	HLT	Djibouti	Health System Strengthening with Emphasis on Maternal, Newborn and Child Health Care	20.00	13.00	7.00
2017	HLT	Tajikistan	Improving Maternal, Neonatal and Child Health (MNCH) Services in Four Districts of Khatlon Region	23.00	14.95	8.05
2017	AGR	Uganda	Enhancing Agriculture Production and Productivity by Improving Rural Infrastructure and Access to Basic Services	33.00	23.00	10.00
2017	HLT	Mauritania	Support to the National Program for Reproductive Health	2.60	1.82	0.78
TOTAL LLF PORTFOLIO VALUE OF FINANCING APPROVALS IN 2017⁽³⁾				205.60	141.77	63.83
2016	AGR	Morocco	Inclusive Rural Growth - Support to Rural Communities through Integrated Development in the Tangiers - Tetouan - Al Hoceima Region	53.81	48.43	5.38
2016	HLT	Morocco	Integrated Development in the Tangiers - Tetouan - Al Hoceima Region	35.97	32.37	3.60
2016	AGR	Nigeria	Developing Sustainable Agri-Pastoral Production Systems Resilient to Climate Change and Market Shocks in Kano State	90.00	81.00	9.00
2016	HLT	Cameroon	Support of Elimination of Mother-To-Child Transmission (eMTCT) of HIV/AIDS	40.00	28.00	12.00
2016	HLT	Senegal	Support to the Malaria Control and Elimination Program	32.00	22.40	9.60
2016	AGR	Burkina Faso	Developing Sustainable Sahel Pastoralism through Small Ruminants value Chains Improvement, Infrastructure Development and Natural Resources Management	29.53	20.69	8.85
2016	AGR	Mali	Developing Sustainable Sahel Pastoralism through Small Ruminants value Chains Improvement, Infrastructure Development and Natural Resources Management	29.70	20.77	8.93
2016	AGR	Senegal	Developing Sustainable Sahel Pastoralism through Small Ruminants value Chains Improvement, Infrastructure Development and Natural Resources Management	30.80	20.77	10.03
TOTAL LLF PORTFOLIO VALUE OF FINANCING APPROVALS IN 2016⁽⁴⁾				341.8	274.43	67.39
TOTAL LLF PORTFOLIO VALUE OF FINANCING APPROVALS AS OF DECEMBER 31st, 2019				1,158.40	879.73	278.67

⁽¹⁾ 4 active projects approved in 2019.

⁽²⁾ 10 active projects approved in 2018.

⁽³⁾ 7 active projects approved in 2017.

⁽⁴⁾ 7 active projects approved in 2016.

AGR = Agriculture HLT = Health INF = Infrastructure



Spotlight on two projects



THE POOREST POPULATIONS AND COMMUNITIES ARE THE MOST EXPOSED TO THE **LACK OF SANITATION AND DRAINAGE**. THE PROJECT DELIVERS TO THEM **CLEAR PUBLIC HEALTH BENEFITS** AND OPENS UP **NEW LIVELIHOOD OPPORTUNITIES**



1.

Abidjan and 11 Secondary Cities Sanitation Project, Côte d'Ivoire

Year approved: 2019

Project value: US\$ 47 million



André Kouamé N'Guessan is the Director of Planning and Mobilization of Funding at Côte

d'Ivoire's National Office for Sanitation and Drainage (ONAD), the Executing Agency for this project. Here, he outlines the challenges and benefits of this LLF project, and offers advice to other IsDB Member Countries considering a similar project.

What are the current crucial challenges associated with sanitation and hygiene provision in Côte d'Ivoire?

There are two main issues with sanitation and drainage in Côte d'Ivoire: one is that there is insufficient treatment of wastewater and sludge, and the other is that a lack of rainwater drainage causes flooding problems. The poorest populations and communities are the most exposed to the lack of sanitation and drainage because they generally settle in at-risk and under-equipped areas.

Nationally, access to improved sanitation stood at 32% in 2019 (up from 22% in 2011). But this ranges from 39% in urban areas to 16% in rural areas.



"I would advise any other IsDB Member Countries considering such a project to carry out detailed preliminary design analyses."



Model sludge treatment plant that will be replicated in the cities covered by this project

How did you choose the cities and administrative centers for this project?

The project covers the District of Abidjan and eleven regional capitals (Abengourou, Bondoukou, Bouaké, Daloa, Daoukro, Dimbokro, Gagnoa, Man, Odienné, Séguéla and Soubré).

The criteria for choosing these cities were (i) the existence of a sanitation and drainage master plan (SDAD) validated for the city and (ii) the availability of a detailed preliminary design study (PDA) for the construction of a sewage sludge treatment station (STBV). These studies focused on priority projects including the realization of STBVs.

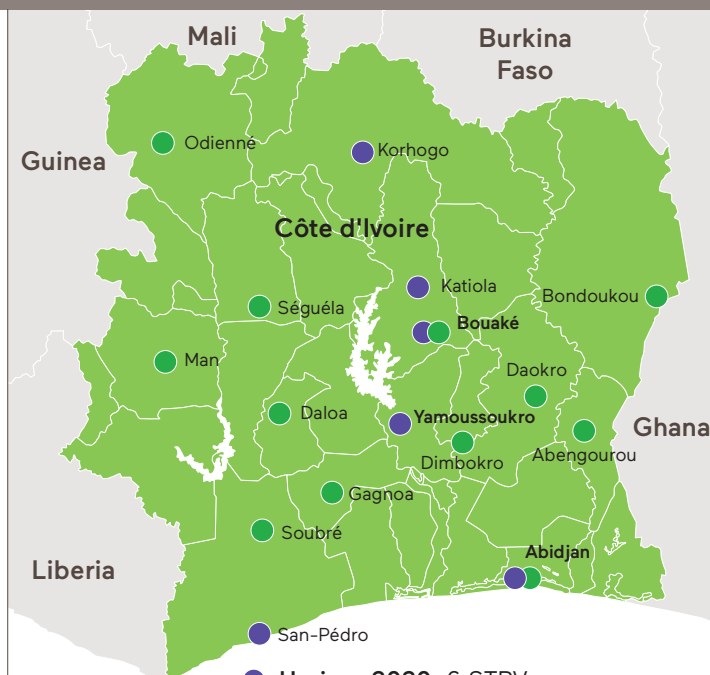
Who are the main direct and indirect beneficiaries for this project, and how will they benefit?

Fourteen STBVs are being established in 12 cities in Côte d'Ivoire. The direct beneficiaries are the 1.5 million households who will have their sewage sludge deposited at the STBVs.

The indirect beneficiaries are all the nine million inhabitants of these cities, who will no longer be exposed to pollution due to the uncontrolled dumping of sewage sludge. This includes two million children aged 0 to 14, and 2.3 million women.

From a socio-economic point of view, the project delivers clear public health benefits. But it also opens up new livelihood opportunities, as the by-products of these stations can be used for agricultural development. With access to treated water, farmers have the opportunity to improve their yields and grow out-of-season crops.

The commissioning of the 14 STBVs will also create a total of 70 permanent jobs at the stations. A further 70 indirect jobs will be created at emptying companies in the various locations.



- **Horizon 2020:** 6 STBVs
850m³/j treated sludge (15%)
- **Horizon 2025:** 20 STBVs
3,150m³/j treated sludge (57%)

With the project heading into the implementation phase, what do you think will be the key determinants of success?

The main determinants of success will be (i) the formalization of the acquisition of the project site, to avoid future claims of ownership of the plot; (ii) compliance with environmental measures for receiving environments and (iii) the involvement of all project stakeholders, including households, emptying operators, and local authorities. We would advise any other IsDB Member Countries considering such a project to carry out detailed preliminary design analyses (PDAs) which clearly define the activities, costs, and completion times. It's also important to have environmental and social impact studies.



A truck dumping domestic sewage sludge into a waste treatment plant, reducing the pollution of surface water and limiting water-borne diseases



THE PROJECT WILL HELP **30,000 RURAL HOUSEHOLDS** AND THE NEIGHBORING COMMUNITIES TO INCREASE THEIR INCOMES, FOOD SECURITY AND OVERALL WELL-BEING

2.

Development of Integrated Farming Systems in Upland Areas of Indonesia

Year approved: 2019

Project value: US\$ 151.6 million



Three stakeholders explain how the process of delivering a co-financed project is creating long-term added value to all the parties involved.



Dr. Mohamed Ishtiaq Akbar

Country Manager and Operations Team Lead for the Project
Regional Hub Indonesia

As the population of Indonesia increases, demand for agricultural land is also increasing. This is forcing many poor, marginalized farming families to upland farming locations. These smallholders have average landholdings of 0.7ha and are not organized enough to benefit from economies of scale.

The upland areas play an important role in the production of horticultural crops, while also serving as watersheds and helping to maintain a stable ecosystem. But traditional agricultural techniques are generally poor at conserving soil and water here. Meanwhile, these areas also have a higher incidence of poverty than the national average. There is therefore an opportunity to address both productivity and environmental sustainability.

The upland areas have the potential to be a sustainable source of horticultural and livestock crops for various markets, improving the livelihoods of smallholder farmers. There are also opportunities for women and youth to find employment in value addition beyond the farm gate. This requires investment in farmer organizations, physical infrastructure, post-harvest facilities and the creation of links with markets. Strengthening these different aspects of the local commodity value chain is expected to yield greater



benefits than single interventions focusing only on one segment of the chain.

The project is contributing to three outcomes in line with the strategic objectives of the LLF, IsDB, ISFD, IFAD, and the Government of Indonesia: (i) increasing the productive capacities of poor rural people; (ii) increasing the benefits to poor rural people of market participation; and (iii) increasing government capacity for modernizing agriculture.

Specifically, the project will help rural households increase their incomes, food security and overall well-being. It is expected to benefit approximately 30,000 households and neighboring communities in 14 districts across the islands of Java, Sulawesi and West Nusa Tenggara. This translates to around 250,000 direct beneficiaries. The target groups will be economically active smallholder farmers in upland areas, poor and marginalized subsistence farmers, women processors and youth who are currently engaged and/or have the potential to engage in the value chain for the selected commodities.



Dr. Siliwanti
Director of Multilateral Foreign Funding
Directorate of Multilateral Foreign Funding
Bappenas / Ministry of National Development Planning

The Government of Indonesia decided to co-finance this project with the LLF, IsDB, ISFD, and IFAD based on our experience of working with the two institutions. Indonesia is one of the founding Member Countries of the Islamic Development Bank (IsDB) and the IsDB Group has supported Indonesia in its infrastructure, education, social, and energy sectors as well as several agriculture-related projects. IFAD focuses specifically on the agriculture and rural development sectors and has a large portfolio with the Ministry of Agriculture.

The Government believes that the comparative advantages of both institutions will support the Ministry of Agriculture through new initiatives, effective project design and implementation. Indeed, these benefits are already evident. It's the first co-financing project in Indonesia between two multilateral development partners involving not only central government, but also with strong coordination and links between the central and local levels of government. While challenging, this type of collaboration ensures genuine added value, and we hope it will set a standard for future collaborative project development.



Women-headed farming group, Lombok



Ivan Cossio Cortez
Country Director
Head of the South East Asian and Pacific Hub
Asia and Pacific Division
International Fund for Agriculture Development (IFAD)

The Uplands project is an important strategic opportunity to support rural development in Indonesia. It is multifaceted in its outcomes as it's about diversifying production, maximizing the productive potential of the uplands, ensuring sustainable use of natural resources, creating opportunities for women and youth, and improving food security.

That's why IFAD is proud and happy to have started building a strong partnership with the IsDB Group, and the LLF. Not only in terms of the Uplands project itself, though this certainly is a project with high potential. But it also relates to the opportunity this creates for a long-term partnership. During the project design phase, it became clear that one plus one can add up to more than two. In other words, the experience and expertise of the IsDB, combined with that of IFAD, can have a greater impact on the rural development of Indonesia than either of us could achieve on our own.



DURING THE PROJECT DESIGN PHASE, IT BECAME CLEAR THAT ONE PLUS ONE CAN ADD UP TO MORE THAN TWO



Lives and Livelihoods Fund

The LLF in numbers

BY THE END OF 2019, LLF HAD:

19 COUNTRIES COVERED

28 ACTIVE PROJECTS

WHERE LLF PROJECTS ARE LOCATED GEOGRAPHICAL SPREAD

LLF Pipeline year

- 2019
- 2018
- 2017
- 2016

▼ **400 million people**

The number of people in member countries of the IsDB who live in absolute poverty

▼ **US\$20=US\$100**

Pooling IsDB financing and donor grant money multiplies each dollar donated many times, enhancing the capacity of the IsDB to extend concessional resources to member countries

▼ **95%**

Quantity of LLF resources devoted to least developed member countries and six middle-income member countries

▼ **20%**

No single country will receive more than 20% of the project financing funds

US\$1.16 BILLION:
Total value of approved LLF financing

▼ **Total projects approved by the LLF**
(across sectors/countries)
2019: 4 projects totalling US\$ 167 million
2018: 10 projects totalling US\$ 444 million
2017: 7 projects totalling US\$ 206 million
2016: 7 projects totalling US\$ 342 million

LLF FINANCING PROCESS

MEMBER COUNTRY REQUEST FOR FUNDING



IsDB sector teams prepare concept papers and initiate PPF utilization if required



LLF Management Unit reviews and selects pipeline of projects for technical review by TRC



Impact Committee approves submitted projects



Donors commit funds



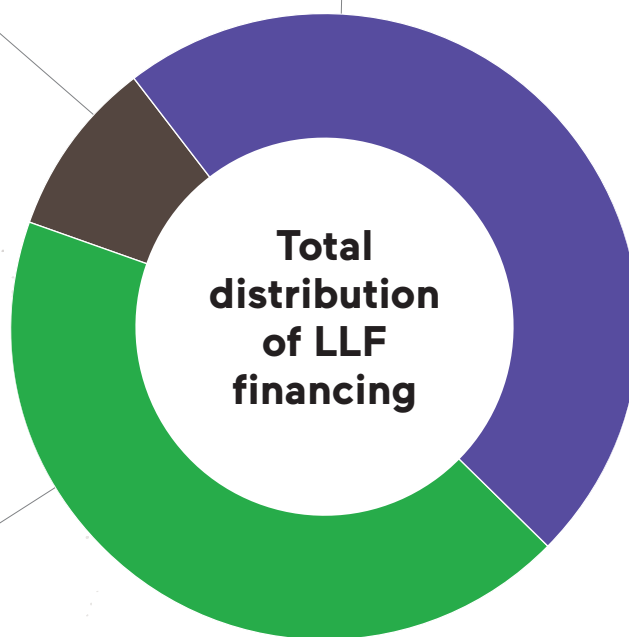
IsDB Board of Executive Directors approves projects



IN 2019, THE LLF APPROVED
3 NEW HEALTH PROJECTS
1 NEW AGRICULTURE PROJECT
 AND ADDED
2 NEW COUNTRIES:
BENIN AND MOZAMBIQUE



- **Basic infrastructure:** US\$ 103 million (9%) (LLF target range: <20%)
- **Health:** US\$ 559 million (48%) (LLF target range: 20-60%)



- **Agriculture:** US\$ 496 million (43%) (LLF target range: 20-60%)



IsDB signs agreements



Financing agreements declared effective

DISBURSEMENT OF FUNDS BEGINS



Disbursements

13 projects now disbursing:

1 from 2018 portfolio

5 from 2017 portfolio

7 from 2016 portfolio

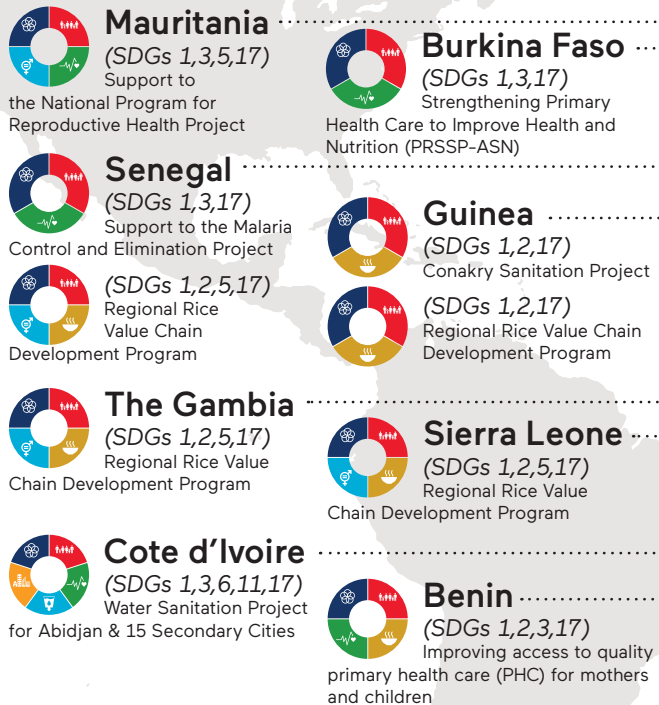
The LLF's impact and outcomes



The portfolio of projects approved by the LLF from 2016 to 2019 is already starting to transform the lives and livelihoods of targeted populations. Now, with 10 years left to achieve the UN's 17 Sustainable Development Goals (SDGs) for 2030, the LLF is significantly accelerating its disbursements.

The Fund focuses on health, agriculture and infrastructure/sanitation. By addressing critical needs in these three areas, we are tackling the root causes of poverty in ISDB Member Countries.

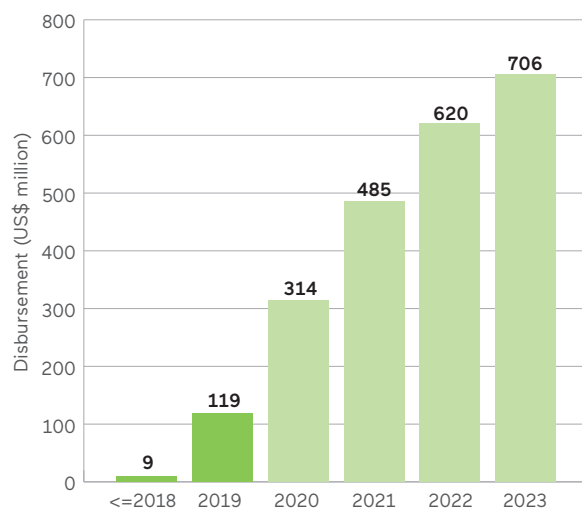
From the end of 2020 to the end of 2023 we expect to almost double our disbursements from US\$ 314m to US\$ 706m, ensuring socioeconomic development is realized on the ground at the Beneficiary Member Countries.

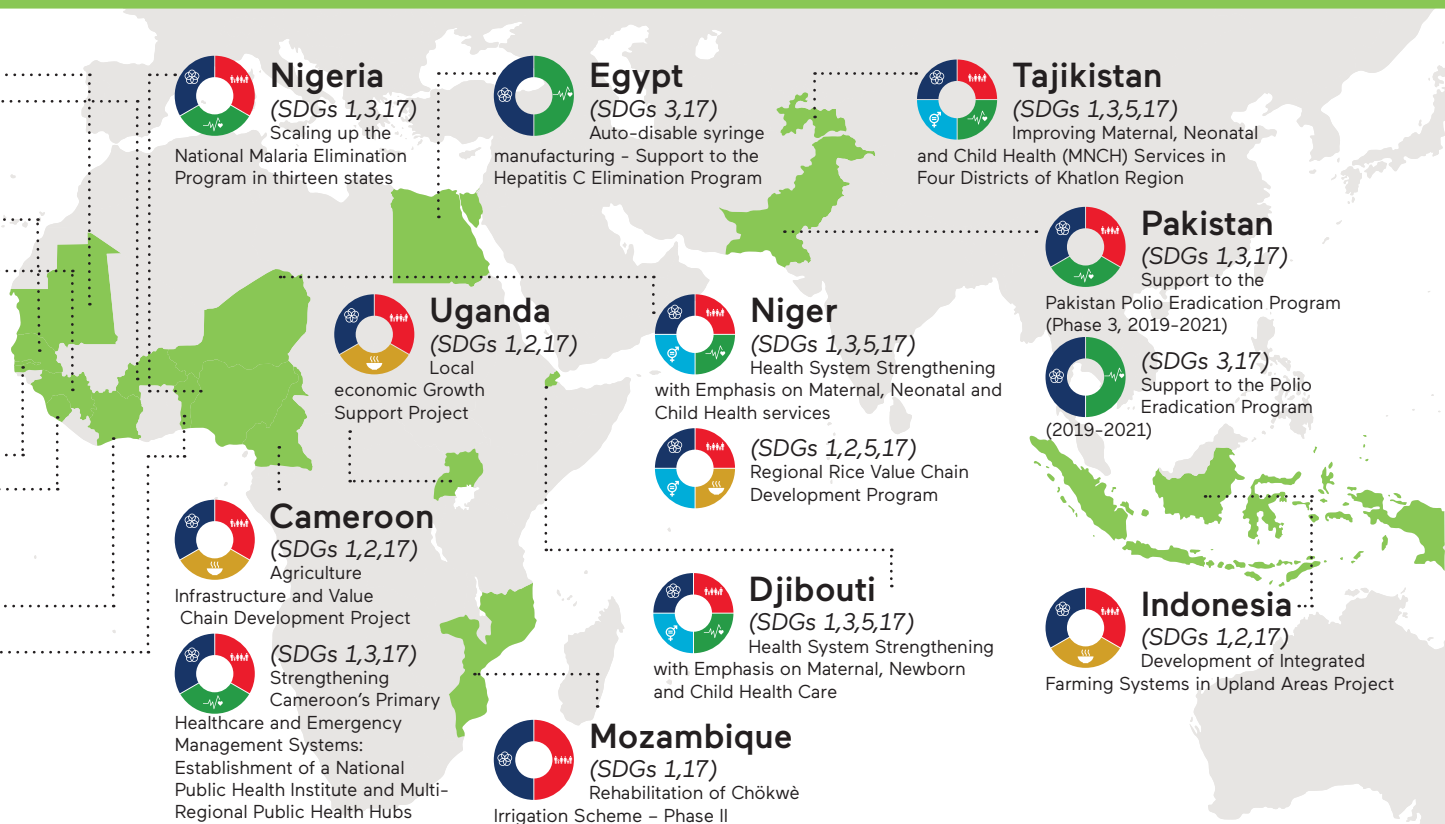


LLF plan for accelerating its disbursements

The LLF currently has 28 active projects across 19 countries, spanning sub-Saharan Africa, the Maghreb, the Middle East, Central Asia and Asia.

The Fund is focusing its efforts on ensuring that projects move efficiently through the pipeline to receive approval, so that disbursements can be made. The next few years will see a significant increase in the rate of disbursements, from US\$ 119 in 2019 to US\$ 706m by 2023.





Key LLF impacts in numbers: 2016 to 2019



Agriculture

- 65,570** farmers and pastoralists trained
- 263** new crop storage units provided
- 42,000** new jobs created
- 144,000** people given access to credit/finance



Health

- 2,136** health facilities built/ upgraded
- 38,062,142** cases of malaria treated
- 420,801,505** immunizations given to children under 5
- 19,867** health personnel trained



Infrastructure/sanitation

- 7,386,519** households benefiting from improved WASH conditions
- 14** sludge processing plants & 2 Waste stabilization Ponds
- 1,700,000** Inhabitants protected against flooding
- 1,200,000** People sensitized about WASH best practices



THE NEXT FEW YEARS WILL SEE A SIGNIFICANT INCREASE IN THE RATE OF DISBURSEMENTS, FROM **US\$ 92M TO US\$ 706M** BY 2023



➤ The IsDB's Bank-wide Action Plan for accelerating LLF projects

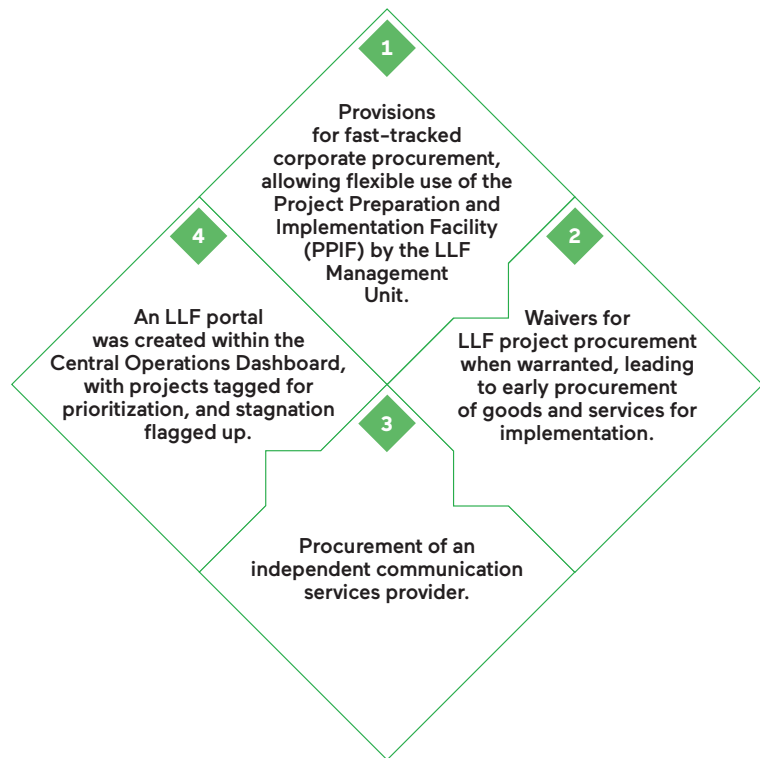
The performance of the LLF's portfolio and operations is expected to improve significantly from 2020 onwards following the adoption of a Bank-wide Action Plan. This action plan – which has the full support of the President of the IsDB, H.E. Dr. Bandar Hajjar, and senior management – has been designed to resolve several issues identified by Donors and the LLF itself. These issues are primarily resulting from the slow pace of disbursements and the low visibility of the Fund and its Donors.

In a working session following the LLF Board Meeting held in London on 22 October 2019, H.E. Dr. Bandar Hajjar reiterated to Donors the commitment of the IsDB to ensure the success of the Fund and his personal support for the Bank-wide Action Plan. He also acknowledged the importance of continuing to improve the performance and visibility of the Fund.

The Action Plan endorsed by the President responds to four specific dimensions that were identified through in-depth analysis. The first is the need for greater procedural flexibility to increase efficiency and to minimize delays. Second, there is a need to improve the LLF's project sourcing, preparation, and implementation processing. Third, the Fund needs to capitalize on the Donors resources to implement a Results-Based Approach. Lastly, the Fund needs to establish effective mechanisms for ensuring maximum visibility of Donors in projects financed by LLF.

A subset of detailed action plans for each of these measures is currently being drawn up

The measures adopted by the Bank-wide Action Plan include:



and these will be immediately prioritized by all the relevant IsDB Departments. The Fund is confident that this Bank-wide Action Plan will be very effective in improving the processing of LLF projects, accelerating disbursements, and maximizing impact.



THE FUND IS CONFIDENT THAT THIS BANK-WIDE ACTION PLAN WILL BE HIGHLY EFFECTIVE IN IMPROVING THE PROCESSING OF LLF PROJECTS, ACCELERATING DISBURSEMENTS, AND MAXIMIZING IMPACT



NIGERIA – LMIC (Sub Saharan Africa)

SDGs directly covered:

- SDG 1.4:** Ensure equity in access to basic services
- SDG 3:** Ensure healthy lives and promote well-being for all
- SDG 2.2:** End malnutrition
- SDG 17.3:** Mobilize additional financial resources
- SDG 17.16:** Multi-stakeholder collaborations for the SDGs

Closing gaps: Community health, human resources, and nutrition

Healthcare US\$ 51.2 million

To improve access to quality primary health care (PHC) for mothers and children

Development partners involved: The Global Fund

Expected results include:

Access to the basic basket of services at the primary care level for 4,000 additional communities (approx. 2.5 million people).

- ◆ Increased treatment of communicable diseases and NCDs in the community
- ◆ Fewer complications from the combination of malnutrition and communicable disease
- ◆ Reduced loss of work (by adults) and study time (by children) due to ill health

Envisioned timeline: 5 years after effectiveness

Status: In preparation stage

BURKINA FASO – LDMC (Sub Saharan Africa)

SDGs directly covered:

- SDG 1.4:** Ensure equity in access to basic services
- SDG 3:** Ensure healthy lives and promote well-being for all
- SDG 17.3:** Mobilize additional financial resources
- SDG 17.16:** Multi-stakeholder collaborations for the SDGs

Strengthening Primary Health Care to Improve Health and Nutrition (PRSSP-ASN)

Healthcare US\$ 28 million

To improve the health and nutrition of women; mothers and children in particular.

Development partners involved: The World Bank; The Power of Nutrition; The Global Fund

Expected results include:

Improved access and quality of primary health care services for 1.5 million women of child-bearing age and approximately 1 million children under 5.

- ◆ Increased access and use of primary health care services
- ◆ Strengthened capacities of health personnel
- ◆ Improved information systems at all levels for evidence-based decision making

Envisioned timeline: 5 years after effectiveness

PAKISTAN – LMIC (Asia)

SDGs directly covered:

- SDG 3:** Ensure healthy lives and promote well-being for all
- SDG 17.3:** Mobilize additional financial resources

Supplementary financing: Support to the Polio Eradication Program (2019–2021)

Healthcare US\$ 60 million (supplement to previous financing of US\$ 100 million)

To support the third phase of the Polio Eradication Program and achieve elimination of the disease from Pakistan.

Main development partners involved: UNICEF; World Health Organization; Bill & Melinda Gates Foundation (BMGF); KfW (German Development Bank); USAID

Expected results include:

Eradication of the poliovirus and the threat of resurgence. Polio infrastructure and experience transfer.

- ◆ Enhancement of routine immunization program operations
- ◆ Increased immunization rates for other essential vaccines

Envisioned timeline: 2 years after effectiveness

MOZAMBIQUE – LDMC (Sub Saharan Africa)

SDGs directly covered:

- SDG 1:** No poverty
- SDG 17:** Partnerships for the goals

Rehabilitation of Chökwè Irrigation Scheme – Phase II

Agriculture US\$ 35.9 million

To contribute towards the national agriculture development plan for strengthening food security and increasing the income of smallholder farmers in a sustainable manner.

Development partners involved: N/A

Expected results include:

Improved livelihoods.

- ◆ Min. 7% growth in agriculture on average per year by 2021
- ◆ 25% increase of cultivated areas by 2021
- ◆ 10% increase in smallholder farmers' income by 2021
- ◆ 4,000 ha of new irrigated land area

Envisioned timeline: 5 years after effectiveness



➤ Looking ahead

Q&A with H.E. Ali Bin Abdulla Al-Dabbagh, outgoing Chairman of the LLF Impact Committee

As your year of leading the LLF Impact Committee concludes, what has this responsibility meant strategically for your organization?

The Qatar Fund for Development (QFFD) was honored and delighted to chair the Impact Committee of the LLF from March 2019 to March 2020. As an emerging donor, the QFFD was able to reflect on and share its experience in the development and humanitarian fields as a way to enhance the LLF.

The QFFD always strives to ensure the greatest impact across our focus areas and we see the LLF’s engagement in agriculture, health and basic infrastructure as the ideal tool to achieve this.

What were the key issues the Fund needed to address when you took charge?

As with any new entity, there is always a lot to learn, and some growing pains were identified during the year in which the QFFD chaired the Impact Committee.

The QFFD’s approach centered on the importance of increasing the number of Impact Committee and Technical Review Committee meetings in order to enhance communication between Donors and the IsDB’s senior management and field experts.

A major area of improvement was finding ways to streamline the Fund’s procedures to ensure timely interventions. In addition, Donors felt that it was important to conduct more field visits to ensure the effectiveness and local relevance of projects.

Strategically, how do you see the Fund evolving in the next few years?

The Impact Committee is open and transparent, and all of our comments and inputs have been reflected in the actions of the LLF Management Unit (LLFMU). Critically, the IsDB is cooperating and has made great strides in maintaining a focus on the LLF. However, there will always be room for improvement. During my tenure as chair, the LLF has consistently demonstrated the commitment of the LLFMU, the IsDB’s senior



Mr. Ali Bin Abdulla Al-Dabbagh
Deputy Director General for Planning, QFFD

management and all Donors towards the Fund and its improvement.

What accomplishments of the LLF are you most proud of?

I am proud of the development of the visibility plan, as it has shown the LLF as a major actor in the development field striving to improve the livelihoods of the poorest populations in OIC countries. Moreover, I am delighted that during my tenure we managed to secure DFID as a new LLF donor.

How can the Qatar Fund for Development best continue to support the LLF?

The QFFD continues to use the LLF as a catalyst for change within our priority sectors and as a tool to diversify the countries in which we operate. As the QFFD is an emerging development fund, we are utilizing the LLF to learn from it, to exchange knowledge with it, and to enable us to work in sectors and OIC countries where the QFFD has not yet executed any projects.

Any other insights or messages you would like to share about your Chairmanship?

I would like to thank all the Donors, the senior management of the IsDB, and the LLFMU for their continued support not only to the QFFD throughout this year but also for the team spirit we all enjoyed while serving OIC member states with sustainable development projects.



Q&A with Mr. M. Ahmed Al-Kalbani, Chief Economist at the Abu Dhabi Fund for Development (ADFD) and incoming Chairman of the LLF Impact Committee for 2020

The Abu Dhabi Fund for Development (ADFD) will assume the Chairmanship of the Lives and Livelihoods Fund (LLF) for one year in early 2020. How does ADFD’s vision align with that of the LLF and the Islamic Development Bank (IsDB)?

ADFD’s valued partnership with the LLF aligns with its ambitious mission to support developing countries in achieving sustainable economic growth, and is part of its strategy to drive innovative development initiatives in cooperation with international organizations and funding institutions.

The collaboration aims to enhance the effectiveness of development aid and help implement the United Nations’ Sustainable Development Goals (SDGs) through optimal utilization of financial resources, joint project financing, and knowledge sharing.

How will the LLF benefit from the significant experience and expertise of your organization in the development sector?

For the last 48 years, ADFD has worked as a strategic partner with the governments of beneficiary countries to support their development programs and objectives with a focus on financing projects that improve infrastructure, bolster sustainable economic development, and elevate living standards. The Abu Dhabi Fund’s scope of activity spans key sectors, such as education, housing, water and electricity, agriculture, transportation, industry, renewable energy, and healthcare.

With over AED 98 billion (US\$ 26 billion) disbursed across 94 countries, ADFD has built an impressive track record in global development funding efforts. ADFD is confident that its expertise in this regard will support the LLF in realizing and growing its ambitious vision.



صندوق أبوظبي للتنمية
ABU DHABI FUND FOR DEVELOPMENT



Mr. Ahmed Al-Kalbani
Chief Economist,
Abu Dhabi Fund for Development (ADFD)

You will take charge of the LLF after three years of continued development and portfolio building, which have resulted in approved investments that exceed US\$ 1 billion. At this stage, what critical issues would you like the Impact Committee to focus on?

In three short years, the LLF has marked significant milestones and strengthened its role as a leader in sustainable development funding. To enhance the LLF’s development role, our priorities for the Impact Committee will include stepping up cooperation with the LLF’s Donors, speeding up the pace of work and increasing the disbursements on approved projects, increasing the LLF’s media presence, and streamlining the selection process for approved projects.

What challenges do you anticipate for the Fund during your chairmanship?

We aim to work closely with the IsDB teams and the LLF’s Donors to support the timely selection, management, and execution of strategic development ventures. We hope to provide the least developed IsDB Member Countries with innovative financing solutions to meet their national priorities and edge ever closer to achieving the SDGs. The Results-Based Approach is also expected to change the perception of projects with the aim of maximizing outputs and impact. Overall, we look forward to working with our LLF partners to ensure a prosperous year marked by sustainable socio-economic growth for all beneficiary countries.



➤ Looking ahead



Introducing a Results-Based Approach

The LLF portfolio has grown substantially since the Fund was launched in 2016, and it currently covers 28 active projects in 19 countries.

With the portfolio making a rapid transition into implementing more projects, it is becoming even more important to ensure the quality of that implementation. This includes improving data systems and technical assistance.

The LLF is therefore moving towards a Results-Based Approach (RBA). This approach has already been proven to be effective in bringing about impact under other models similar to the LLF.

The Fund's Donors have agreed on the importance of implementing an RBA to a high standard and on the potential need to allocate additional resources for that purpose. A team of external consultants has therefore been contracted to perform a thorough analysis, which will give the LLF an understanding of the key success factors for implementing an RBA. It will also assess the existing technical capacities at the Bank that could support the development and adoption of the RBA.



WITH THE PORTFOLIO MAKING A RAPID TRANSITION TO IMPLEMENTING MORE PROJECTS, **IT IS BECOMING MORE IMPORTANT TO ENSURE THE QUALITY OF THAT IMPLEMENTATION**





New LLF Communications Strategy underway

The LLF’s Donors agreed unanimously in 2019 that the Fund would benefit from increased visibility and awareness of how its projects are helping to lift the poorest targeted populations out of poverty. A new Communications Strategy is therefore being developed and will launch in 2020.

The objectives of the strategy are to:

- ◆ Strengthen the LLF’s global reputation;
- ◆ Raise awareness of the LLF’s projects and showcase their impact;
- ◆ Highlight the innovative perspective and vital role of the LLF;
- ◆ Demonstrate to beneficiary countries the unique opportunity offered by the LLF’s highly concessional financing to tackle the root causes of extreme poverty;
- ◆ Increase public recognition of both the LLF and its Donors and increase the Fund’s capacity to engage in global development issues.

In practice, this will translate into more regular communication with key stakeholders to showcase project progress and impact the use of institutional communication tools.

A Terms of Reference and Request for Proposals were approved by all Donors in December 2019. It is expected that a communications agency will be selected by the middle of the year 2020, with the development of the new LLF Communications Strategy to follow immediately.



Covid-19 Outbreak

As we are finalizing this Annual Report for the Year 2019, we are witnessing an alarming rise in COVID-19 cases in LLF beneficiary countries. This new pandemic is likely to have significant implications for the LLF in 2020. The LLF will be producing a position paper outlining its strategic choices towards effectively mitigating the negative impact of COVID-19. This will be translated into a corresponding pragmatic action plan to ensure the continuity of essential services and a strengthening of the resilience of underserved communities.

What our donors say



“In just four years, the Lives and Livelihoods Fund has become an engine of development for least developed and lower middle-income member countries. The most significant impact of the LLF is the lives it has transformed – from the mothers and children whose deaths were averted due to investments in health, to the jobs created in agriculture, and the reliable supply of nutritious food.”

Mr. Asif Abbas
Head of Middle East Relations, Bill & Melinda Gates Foundation (BMGF)



“DFID is proud to bring its expertise as a bilateral donor to the table to support the Lives and Livelihoods Fund in its mission to bring people out of poverty. By working closely with our fellow donors we are ensuring that our funding is having real impact on impoverished communities in the poorest member states of the Islamic Development Bank.”

Mr. Andrew Stalbaum
Gulf States Representative, UK Department for International Development (DFID)



“The Lives and Livelihoods Fund is unique not only because it is the largest development initiative in the Middle East, but also because it faces the challenges of the poorest countries with innovative financing models and partnership models. These innovative methods are needed in places where traditional development funds might not have the desired outcome. The great success we have seen so far is evidence that such solutions are needed.”

Mr. Ali Bin Abdulla Al-Dabbagh
Deputy Director General for Planning, Qatar Fund for Development (QFFD)



Lives and Livelihoods Fund

Independent auditor's report

Independent auditor's report

Your Excellencies, the Chairman and Members of the Impact Committee

Lives and Livelihood Fund
Jeddah
Kingdom of Saudi Arabia

Report on the financial statements

We have audited the accompanying statement of financial position of Islamic Development Bank – Lives and Livelihoods Fund ("the Fund") as at 31 December 2019, and the related statements of activities, cash flow and changes in net assets for the year then ended. These financial statements and the Fund's undertaking to operate in accordance with Shari'ah are the responsibility of the Fund's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Auditing Standards for Islamic Financial Institutions issued by Accounting and Auditing Organisation for Islamic Financial Institution (AAOIFI). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material statement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Opinion

In our opinion, the financial statements give a true and fair view of financial position of the Fund as at 31 December 2019, and of the results of its operation and its cash flow for the year then ended in accordance with the Islamic Shari'ah Rules and Principles as determined by the Shari'ah Board of the Islamic Development Bank and the financial accounting standards issued by the AAOFI.



For Ernst & Young

Ahmed I. Reda
Certified Public Accountant
Licence No. 356

30 March 2020
6 Sha'ban 1441H

Jeddah





Statement of financial position

as at 31 December 2019

(All amounts in United States Dollars unless otherwise stated)

	31 December 2019	31 December 2018
Cash and bank balances	16,839,318	29,628,925
Commodity murabaha placements	157,205,767	117,369,368
Contributions receivable from Donors	28,119,970	-
Other assets	-	1,171
Total Assets	202,165,055	146,999,464
Liabilities		
Due to a related party	358,187	158,543
Accruals and other liabilities	629,201	348,266
Total Liabilities	987,388	506,809
Net Assets	201,177,667	146,492,655
Represented by:		
Donor Contributions	198,232,716	143,436,601
Reserve amount	427,314	3,056,054
Retained earnings	2,517,637	-
	201,177,667	146,492,655

Statement of activities

for the year ended 31 December 2019

(All amounts in United States Dollars unless otherwise stated)

	2019	2018
Income from:		
Donor grant contributions	20,424,911	2,509,115
Commodity murabaha placements	3,557,248	2,678,485
Income from consultancy grant	463,003	406,569
Transfer from reserve amount	-	1,218,863
Net income before administrative and operating expenses	24,445,162	6,813,032
Facility administration costs	(1,003,438)	(999,983)
Grant expenses	(20,424,911)	(2,509,115)
Consultancy	(463,003)	(406,569)
Projects preparation costs	(36,173)	(218,880)
Total administrative and operating expenses	(21,927,525)	(4,134,547)
Net income before transfer of investment income to Donor Reserves	2,517,637	2,678,485
Transfer of investment income to Donor Reserves	-	(2,678,485)
Net income for the year	2,517,637	-



Lives and Livelihoods Fund

Independent auditor's report

Statement of cash flows

for the year ended 31 December 2019

(All amounts in United States Dollars unless otherwise stated)

	2019	2018
Cash flows from operations		
Net income before transfer of investment income to Donor Reserves	2,517,637	2,678,485
<i>Adjustments</i>		
Donor grant contributions	(20,424,911)	(2,509,115)
<i>Changes in operating assets and liabilities:</i>		
(Decrease) / increase in due to a related party	1,171	(1,171)
(Decrease) / increase in accruals and other liabilities	199,644	(1,283,783)
Receipt against consultancy grant	280,935	(186,146)
Net cash generated from operating activities	(17,425,524)	(1,301,730)
Cash flows from investing activity		
Commodity placements	(39,836,399)	(35,584,770)
Net cash used in investing activity	(39,836,399)	(35,584,770)
Cash flows from financing activity		
Contributions from donors	44,472,316	20,000,000
Net cash from financing activity	44,472,316	20,000,000
Net change in cash and cash equivalents	(12,789,607)	(16,886,500)
Cash and cash equivalents at beginning of the year	29,628,925	46,515,425
Cash and cash equivalents at end of the year	16,839,318	29,628,925
Non-cash Transaction		
Net movement in reserve amount	(2,628,740)	1,459,622

Statement of changes in net assets

for the year ended 31 December 2019

(All amounts in United States Dollars unless otherwise stated)

	2019	2018
Net assets at the beginning of the year	146,492,655	147,010,430
Contributions for the year (note 8)	72,592,286	531,718
Adjustments in reserve amount	-	1,459,622
Grant expenses	(20,424,911)	(2,509,115)
Net income for the year	2,517,637	-
Net assets at the end of the year	201,177,667	146,492,655



OUR ENERGY AND EFFORTS WILL CONTINUE TO FOCUS ON DEMONSTRATING THE LLF'S TRANSFORMATIONAL IMPACT THROUGH DECISIVE AND LASTING ACHIEVEMENTS, AS WE DECLARE 2020 THE YEAR FOR REAPING RESULTS!

What our donors say



"Within a short span of time, the LLF has played a prominent role in bridging the funding gaps and enhancing the efficiency of development aid programmes. The LLF is a great example of how close collaboration and joint project financing allow international organizations and funding institutions to allocate their financial resources towards innovative development initiatives that translate into a long-term economic impact in developing countries."

Mr. Ahmed Al-Kalbani
Chief economist, Abu Dhabi Fund for Development (ADFD)



"The Lives and Livelihoods Fund is a unique and innovative project to change outcomes in vulnerable countries, by moving communities from dependence on direct relief aid to actively working towards greater productivity and self-reliance. This, in turn, will help those countries achieve the Sustainable Development Goals (SDGs) and help them move from poverty to economic and social stability."

Dr. Abdullah Al Rabeeah
Advisor - Royal Court, Supervisor General
King Salman Humanitarian Aid and Relief Centre
Riyadh, Kingdom of Saudi Arabia (KSRelief)



"What makes the Lives and Livelihoods Fund unique is the strong partnership it has created between multiple donors and the IsDB in joining forces to fight for supporting underprivileged populations in member countries. The LLF's mandate is fully aligned with ISFD. The LLF is one of the most successful vehicles sponsored by ISFD to fight poverty, and we believe that we will soon start witnessing very visible impact on the ground."

Dr. Waleed Abdul Mohsin Al Wohaib, Director General,
Islamic Solidarity Fund for Development (ISFD)



Lives and Livelihoods Fund

From the Head of the LLFMU



Dr. Waleed Ahmad J. Addas
Head of the
Lives and
Livelihoods Fund
Management Unit

► Message from the Head of the Lives and Livelihoods Fund Management Unit

2019 was a pivotal year for the Lives and Livelihoods Fund (LLF). At the end of 2018, we had disbursed only **US\$ 8 million** to IsDB Member Country beneficiaries. By the end of 2019 – thanks to the efforts of the LLF Management Unit (LLFMU) and the IsDB – this level of disbursements had leapt to about **US\$ 120 million**. Four new projects were approved in 2019, increasing the geographic coverage of the Fund in sub-Saharan Africa and East Africa, with the LLF project portfolio now representing a total approved amount of **US\$ 1.2 billion** through **28 active projects**, distributed in **19 Member Countries**.

With such a substantive portfolio, it became essential to adopt a new approach to ensure efficient operational management. The management of the LLF projects portfolio in 2019 therefore focused on three main areas: the accelerated implementation of the earlier projects, the strengthening of LLF operational performance levers, and increased disbursements for LLF projects, with measurement of results.

At the end of 2018, several LLF projects approved in 2016 and 2017 had still not reached implementation. In 2019 the LLFMU organized several emergency missions to address the issues and to accelerate progress, in close partnership with regional Hubs. In Morocco and Cameroon, the missions led to slight restructuring to align with the new government delivery system of executing agencies and meant that we could achieve significant disbursements during the last quarter of 2019. The missions also enabled the LLFMU to develop closer ties with the Member Countries visited.

In addition, we analyzed the causes of complexities and inefficiencies along the IsDB project management

cycle, and convinced the Bank to install a comprehensive Action Plan to accelerate the development of LLF projects and streamline processing and management. This Bank-wide Action Plan has been validated by H.E. the President of IsDB, and has been unpacked into an individual roadmap for every Bank department dealing with the LLFMU.

To strengthen the quality of LLF investments and maximize their impact, we have also been consolidating the LLF active portfolio by removing projects that were facing difficulties, and reprioritizing Donors' funds.

In terms of communication, outreach and visibility, our strategy for 2019 combined two approaches: improving our existing use of relevant tools, and preparing for the future with innovative solutions.

For the former, we regularly updated our page on the Bank's website, and increased our social media presence via Twitter. In addition, we organized a successful three-day field visit for our Donors to the Pakistan Polio Eradication Program and represented the management of the Bank in the 'Last-Mile Forum' held in Abu Dhabi, which convened global health leaders to share insights on how to monitor and eradicate infectious diseases.

For the latter, we have made good progress towards developing a stronger LLF brand image and Communications Strategy. We worked with communication experts at the Bill & Melinda Gates Foundation to develop a Terms of Reference (ToR) for this purpose, and this ToR was validated in the last quarter of 2019. The appointment of a communications agency should be finalized by the end of the second quarter of 2020.

Looking ahead to 2020, we have three main priorities:

The first is to support and closely monitor the new Bank-wide Action Plan. This will accelerate the implementation of LLF projects, streamline their processing, increase disbursements and strengthen the capturing of results.

The second is to develop further our collaboration with IsDB departments and regional hubs, and intensify our partnerships with other development actors. This will support our ambition to develop more robust projects with the potential to transform lives and livelihoods.

The third is to pursue our communications initiatives to ensure increased visibility for the Fund and Donors, and lasting influence.

We are convinced more than ever of the value of the LLF vision. Our energy and efforts will continue to focus on demonstrating the LLF's transformational impact through decisive and lasting achievements, as we declare 2020 the year for reaping results!

Acknowledgements

This report was made possible thanks to the support and advice of many individuals, as well as our member organizations, who are listed below.



Abu Dhabi Fund for Development (ADFD)

The Abu Dhabi Fund for Development is a foreign aid agency established by the Government of Abu Dhabi to help developing countries to achieve sustainable economic growth and reduce poverty. It does this by providing financial resources, forging partnerships in the public and private sectors, and adopting international best practice to ensure aid effectiveness.



Bill & Melinda Gates Foundation (BMGF)

The Bill & Melinda Gates Foundation focuses on areas of greatest need across the world. Its areas of focus offer the opportunity to dramatically improve the quality of life for billions of people. It builds partnerships that bring together resources, expertise and vision, and works with the best organizations around the globe to identify issues, find answers and drive change.



UKs Department for International Development (DFID)

The Department for International Development (DFID) leads the UK's work to end extreme poverty. DFID is tackling the global challenges of our time including poverty and disease, mass migration, insecurity and conflict. Its work is building a safer, healthier, more prosperous world for people in developing countries and in the UK too.



Islamic Development Bank (IsDB)

The Islamic Development Bank (IsDB) is an international Islamic financial institution that aims to foster the economic development and social progress of member countries and Muslim communities in accordance with the principles of shariah, or Islamic law.



Islamic Solidarity Fund for Development (ISFD)

The Islamic Solidarity Fund for Development (ISFD) is dedicated to reducing poverty in its member countries by promoting pro-poor growth, emphasizing human development, especially improvements in health care and education, and providing financial support to enhance the productive capacity and sustainable means of income for the poor, including financing employment opportunities, providing market outlets especially for the rural poor and improving basic rural and pre-urban infrastructure.



King Salman Humanitarian Aid and Relief Center (KSRelief)

The King Salman Humanitarian Aid and Relief Center is dedicated to coordinating and providing international relief to crisis-afflicted communities, alleviating suffering and providing the essentials to allow people everywhere to live good lives....



Qatar Fund for Development (QFFD)

The Qatar Fund for Development is a public institution committed, on behalf of the state of Qatar, to implement foreign aid projects. Since 2012, QFFD has been providing aid to many countries in accordance with international cooperation goals of the Qatar National Vision 2030, and in line with best practices and standards. QFFD's main goal is to achieve inclusive and sustainable development, by addressing global priority issues in education, health, and economic empowerment.



صندوق أبوظبي للتنمية
ABU DHABI FUND FOR DEVELOPMENT

BILL & MELINDA
GATES foundation



IsDB
البنك الإسلامي للتنمية
Islamic Development Bank



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

QATAR FUND
FOR DEVELOPMENT
صندوق قطر للتنمية



Lives and
Livelihoods
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