



18th GFF Investors Group meeting

June 27, 2024 Virtual



Welcome/Director's Report

AGENDA

18th GFF INVESTORS GROUP MEETING | June 27, 2024 | Virtual

Time	Agenda Item	Session Description	Action	Presenter
9:00am – 9:20am	Welcome, Opening, and Director's Report	Approval of IG17Meeting ReportApproval of IG18 AgendaGFF Director opening remarks	For endorsement	IG Co-chairs, GFF Director, and Head of GFF Secretariat
9:20am – 10:45am	Strategy Update	 Head of Secretariat Strategy Update Overview of three key thematic areas for discussion: Gender Health financing CSO engagement 	For guidance	GFF Secretariat
10:45am – 11:00am	Break			
11:00am – 11:45pm	Climate and Health Update	Presentation of climate and health approach paper that will be integrated in the current strategy and will serve as building block for the next strategy	For endorsement	GFF Secretariat
11:45pm – 12:25pm	IG Discussion	Discussion on ensuring the Investors Group mandate and ways of working is fit for purpose	For discussion	GFF Secretariat
12:25pm – 12:30pm	Meeting Closure	Summary key decision points and next steps	For discussion	IG co-Chairs

Strategy Update



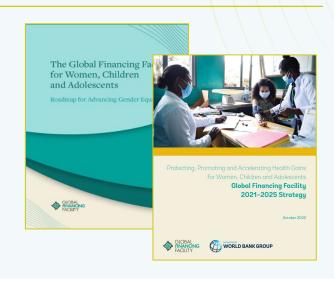
UPDATE ON GFF'S APPROACH TO GENDER EQUALITY



GFF STRATEGIC FRAMEWORKS FOR GENDER EQUALITY

2019: GFF Roadmap for advancing Gender Equality identifying 6 action areas

- 1. Prioritize analytical and technical support demonstrating the relationship between gender inequality and poor health outcomes.
- 2. Increase country investments in gender-responsive monitoring and data systems.
- 3. Support the foundations for gender-transformative reforms to remove the barriers for the integration of SRHR and gender equality.
- 4. Intensify engagement with local women's organizations, youth groups.
- 5. Create a supportive environment to empower women and girls as leaders.
- 6. Strengthen country-level engagement beyond the health sector.



2021: New GFF strategy 2021-2025

Strategic direction #2 - advancing equity, and gender equality

EXAMPLES OF GFF KEY INVESTMENTS

Demonstrating the relationship between gender inequality and poor health outcomes

Key investments

Since 2022, the GFF has provided analytical and technical support to GFF countries, through the WBG teams, and other partners, to inform the design and implementation of strategies and projects to improve gender equality.

The evidence from this work will inform ongoing roadmap implementation and the next GFF strategy.

Gender-responsive monitoring and data systems

Key investments

Over the past two years, the GFF has supported utilization and quality of gender-responsive monitoring and evaluation data and analytics in GFF-supported countries.

A notable investment is the <u>Monitoring</u> and <u>Action for Gender and Equity (MAGE)</u> technical partnership with Johns Hopkins University.

Gender-transformative legal and policy reforms

Key investments

To increase capacity, the GFF has hired a full-time legal gender specialist and specialized consultants and established a cross-sectoral policy task force within the WBG. Partnerships have been leveraged such as:

- i) United Nations Population Fund (UNFPA) to support target countries;
- ii) <u>Human Reproduction Program</u>
 (<u>HRP)/WHO</u> to provide country
 assessments on access to legal and safe
 abortion and consent for FP;
- iii) WBG's <u>Women, Business and the Law</u> (WBL) <u>unit</u> to test data collection and assess legal and policy frameworks in Sub-Saharan Africa.

CONT.

Engagement with youth and women's organizations

Key investments

Implementation via the <u>CSO and youth</u> engagement framework 2021–2025 supported by a US\$5 million project with grants to local and youth CSOs.

Create a supportive environment to empower women and girls as leaders

Key investments

GFF-JHU collaboration to generate evidence from 14 countries in Africa on the role and impact of women's leadership in health.

Collaboration with the WBG's
Governance Practice to produce
analysis on female vs. male health
worker demographics in several GFF
partner countries to drive efforts for
women's professional progress in health.

The GFF has piloted the "Greater Leaders Program" to coach current and upcoming women leaders in the health sector. Strengthen engagement beyond the health sector

Key investments

Beyond the partnership with WBG
Governance Practice, GFF has developed
close collaboration with WBG's two
regional flagship programs on women's
empowerment—the <u>Sahel Women's</u>
<u>Empowerment and Demographic</u>
<u>Dividend (SWEDD)</u> and <u>East Africa Girls'</u>
<u>Empowerment and Resilience (EAGER)</u>,

Other sectors are the <u>WBG's Gender</u> <u>Global Practice</u> to ensure that SRHR and women's leadership in health were highlighted as priorities in the <u>WBG's new gender strategy 2024–2030</u>.

KPI are helping to track progress and identify challenges

Using a cascade approach key results are as follows:



One or more gender equality gaps, barriers, or challenges related to RMNCAH-N identified.



One or more strategies to address the identified gender equality gaps, barriers, or challenges prioritized.



A measurement approach to track implementation of the prioritized strategies in place.



Implementation of prioritized gender strategies assessed.



Measurable progress in closing the RMNCAH-N-related gender gaps and barriers assessed.

- Health-related gender equality gaps have been identified in the majority of GFF partner countries (step 1-2) with 29 out of 33 countries with completed GFF ICs, while strategies to address those gaps were prioritized in 27 of 33 countries
- Two-thirds (22 out of 33) of GFF partner countries with completed investment cases now have a measurement approach in place to track implementation of the prioritized gender strategies (step 3)
- Implementation has progressed in 16 of the 27 countries with identified priorities (step 4)
- But measurable results (step 5) were evident in only 8 of these countries



HEALTH FINANCING UPDATE



GFF HEALTH FINANCING PORTFOLIO EVOLUTION

STAGE 1: 2015-2018

Focus on supporting development of health financing strategies and inclusion of health financing strategy priorities in country investment cases

STAGE 2: 2019-PRESENT

Integrate pragmatic, immediate support to health financing reform implementation and advocacy

Trust Fund approval of Domestic Resource Utilization and Mobilization (DRUM) agenda

Aim to conduct RMET annually in every country

Increasing the volume, efficiency, and equity of domestic public resources for RMNCAH-N services whilst ensuring a greater focus, impact, and volume of Development Assistance for Health (DAH)

GFF HEALTH FINANCING AGENDA THEORY OF CHANGE

Outcomes

- 1. Increased equitable access to quality RMNCAH-N services across the GFF portfolio
- 2. More resilient, equitable, and sustainable health financing systems

Objectives

Improving the adequacy of funding for PHC through allocative and technical efficiency reforms for RMNCAH-N

Improving equity in resource distribution for quality RMNCAH-N services

Improving transparency and accountability for PHC resources and RMNCAH-N outcomes

GFF Health Financing Approach

Help GFF partnership countries ensure the adequacy of financing for PHC to increase equitable access to quality RMNCAH-N services



Investment Case as a tool for ensuring adequacy of resources



TA and Analytics from the WB to support health financing reform



Systematic TA for Health Resource Tracking, Donor Alignment, and Country Equity Diagnostics



Collaboration with the WB governance practice



Support for country platforms and use of health resource tracking and equity data



Linking IDA to a sustainable health financing agenda



Engagement with CSO and youth to support advocacy and accountability and ensure adequacy of PHC resources



GFF Partnership at global and country level for increased efficiency of ODA and joint advocacy for health financing reform

WHAT IS DIFFERENT?

Summary of health financing approach refinement



Focusing on adequacy of financing (for operational, human resources, and drugs and commodity costs) and recalibrating the focus on domestic resource mobilization



Scaling-up RMET support building on lessons learned



Doubling down on the equity and gender lens and ensuring that PHC financing is in service of women, children and adolescents.



GFF CIVIL SOCIETY & YOUTH ENGAGEMENT



PROGRESS TO DATE

Multistakeholder Country Engagement

- Improved multistakeholder engagement in countries
- Global Youth Platform, to focus on coordination, resource sharing, and capacity building among young leaders, aims to foster a youth-led movement and ensure representation of youth.
- Increased representation of CSOs and youth in national country platforms as part of program design and implementation.
- Integration of citizen engagement activities within the projects.

GFF Secretariat Staff and Systems

- **Governance:** Civil society and youth representations in the IG.
- KPIs: Integration of a new KPI to track CSO and youth participation on country platforms and investment case plan development.
- Strategy: Strengthening of CSO and youth engagement and integration into core strategic areas, such as:
- Health financing: coordination and alignment with the CSO health financing agenda, Joint Learning Agenda on Health Financing for UHC with other Gs and PMNCH
- Data and evidence: implementation of the ADLAB network to build the evidence on effective adolescent health interventions
- Collaborating with CSOs and youth on SRHR and gender legal and policy reforms across several countries

NGO Host Partner

Through a World Bank project, the GFF CSO Host Organization is supporting a stronger and independent civil society and youth-led movement through

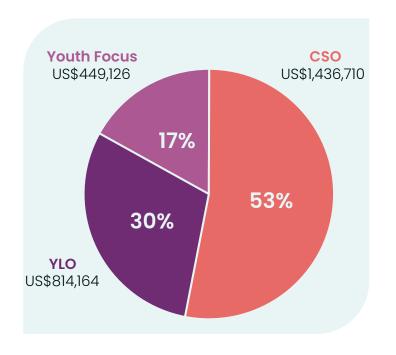
Coordinating a strong platform for the GFF CSO and youth constituency.

- Providing technical assistance to empower CSOs and youth to contribute meaningfully to country investment cases and hold governments accountable.
- Allocating small grants for advocacy and accountability.

Since 2022, **51 organizations** received small grants – **US\$2.7 million in total** – across **28 GFF partner countries.**

CSO AND YLO: LEADING THE WAY ON POLICY AND BUDGET REFORMS

400+ CSO Representatives trained on health financing, UHC advocacy, policy analysis and Community of Practice Established



Cameroon	UHC enrollments increase from 145,000 to 2 million (Aug-Dec 2023)	
Ghana	Enhanced capabilities of CSOs, youth leaders, and the media to increase community engagement and advocacy, leading to better focus from Ghana Health Service, District Assemblies, Department of Social Welfare, and Community Development towards health issues.	
Niger	Integration of nutrition in the 2024-2029 Communal Development Plans (PDC) and dedicate a budget for malnourished children in their municipalities	
Kenya	17 youth organizations led to the establishment of Kenya's first Adolescent Health Policy (2024–2030) and the removal of proposed family planning service fees.	
Madagascar	Contraceptive budget line increase from 7.8% to 8.48% (2023)	
Malawi	Health budget allocation increase from 8.5% to 12.2%, enhancing funding for women's and adolescents' health.	
Mali	Doubling of the Budget for SRMNCAH, to equip the Zana community health center, reducing patient travel time	
Mozambique	Increased funding and policy support for adolescent sexual and reproductive health	
Sierra Leone	Removal of user fees for maternal health services in the area supported by the co-financed project	
Uganda	Improved funding for reproductive health commodities, increasing the budget allocation by 7%	

KEY LESSONS TO INFORM THE NEXT PHASE OF OUR ENGAGEMENT

Strengthening the enabling environment

- **Strengthening structures** to improve CSO and youth representation and engagement in national policy processes
- Strengthening national multi-stakeholder dialogues and consultations at country level

Direct support to CSOs and youth

- Multiyear engagement for CSOs and youth to sustainably influence policy and programs
- Longer-term grants to support advocacy, accountability, research and impact reporting

Differentiated technical assistance

- Increasing demand for TA in health financing, accountability, and community-level result monitoring
- Tiered approach to TA to better address diversity of needs and countries' maturity
- Additional support to **scale up successful projects** and interventions, serving as best practices.

Coordination and collaboration

• Strengthen coordination and maximize alignment opportunities with partners the Global Fund, Gavi, PMNCH, Family Planning 2030 (FP2030), UHC 2030 and the United Nations Population Fund (UNFPA) for collective advocacy and accountability (health financing, SRHR/FP advocacy, country commitment monitoring)

GUIDING QUESTIONS FOR STRATEGY DISCUSSION

Do you see any potential opportunities and adjustments to accelerate GFF's impact on gender equality, health financing and CSOs engagement?

Do you have recommendations and suggestions building on these lessons learned and results for the focus in the upcoming strategy?

Break

GFF Climate and Health Approach

AIM OF THE PAPER

 Integrate a climate and health approach into the current GFF Strategy 2021-2025, to provide direction for current GFF operations to address the impacts of climate change on women, adolescents and children, and build resilient health systems that are responsive to their needs.

METHODOLOGY

- Synthesize available evidence and insights to identify specific areas to prioritize.
- Define GFF's value add through consultations with GFF Secretariat staff, World Bank climate and health staff and key partners (countries, organizations, CSOs and youth).
- Ensure coherence and synergy between GFF efforts and broader global climate and health initiatives.

SYNTHESIS OF EVIDENCE

Impact of climate change (drought, extreme heat, water scarcity, salinity, floods...) on women, adolescent and children's health:



Women: worsened pregnancy outcomes, higher risk of preeclampsia, gestational hypertension, miscarriages, anemia, or death from severe malaria, preterm births and stillbirths, and increase of intimate partner violence, exposure to STIs/HIV.



Adolescents: unique impacts on mental health and well-being, education and skills for employment, teenage pregnancy, and increased vulnerability to forced sex and child marriages, shifts in age of menarche, anemia, stunting and severe thinness.



Newborn and children: undernutrition, stunting, respiratory infections, diarrheal diseases, low birth weight, vector-borne diseases, immunization disruption, leading to higher risks of premature mortality in children under 5.



Health services: general disruption (shortages of supplies, medicines and health workers), higher degree of difficulty to access health facilities;

Women and adolescents often lack necessary training and knowledge about climate change impacts, reducing their preparedness, and leading to harmful practices in climate-affected areas, whereas they can – and want to – act as agents of change to take forward the climate agenda.

CLIMATE CHANGE IMPACTS ON REPRODUCTIVE, MATERNAL, NEWBORN, CHILD, ADOLESCENT HEALTH

CLIMATE RELATED HAZARDS

Slow-onset climate events

Heatwaves, changes in precipitation patterns, ecological degradation, salinity, desertification

Extreme weather events (disasters)

Increased frequency of cyclones, storm surges, wildfires, flash flooding, waterlogging

SOCIAL, ECONOMIC AND POLITICAL VULNERABILITIES

- Financial insecurity
- · Limited access to healthcare facilities
- Limited mobility
- · Higher risk of facing sexual violence
- Gender norms in household which prioritize men in food practices
- Lack of access to potable water, proper sanitation services

EXISTING HEALTH VULNERABILITIES OF WOMEN, CHILDREN AND ADOLESCENTS

- Greater risk of heat related morbidity
- More prone to nutritional deficiencies
- Increased susceptibility to diseases and illness during pregnancy and menstruation
- Vulnerability of children to vector and food borne diseases

RESULTING DISPARITIES IN HEALTH IMPACTS ON WOMEN, CHILDREN AND ADOLESCENTS FROM CLIMATE CHANGE

- Greater heat-related morbidity and mortality
- Greater mortality during disasters
- Greater prevalence of malnutrition and susceptibility to vector-borne diseases
- Adverse reproductive, maternal and neonatal health outcomes
- Women and adolescents acutely impacted by sexual and gender-based violence during disasters and in conflicts settings
- Increase in mental health burden

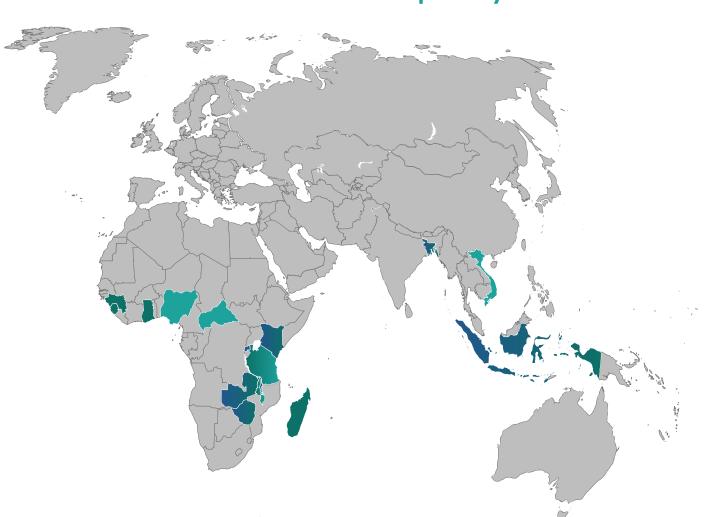
CURRENT CLIMATE AND HEALTH ACTIVITIES IN GFF PARTNER COUNTRIES

Countries like **Bangladesh**, **Kenya**, **Rwanda**, **Malawi**, **Zimbabwe**, **Indonesia**, **and Zambia** have integrated climate as a priority in their current GFF investment cases.

Most of countries, such as Guinea,
Bangladesh, Kenya, Tanzania, Malawi,
Madagascar, Ghana, Sierra Leone,
Zimbabwe, Indonesia, and Zambia have GFF
co-financed World Bank projects either in the
pipeline or currently being implemented.

Countries such as **Nigeria, Vietnam, Central African Republic, Tanzania, Malawi, Indonesia, Zambia** have prioritized climate and health in other projects beyond GFF and World Bank.

18 countries reported that climate and health is a current priority area



KEY ACTIONS & ENTRY POINTS



DRAWING ON GFF'S POSITIONALITY WITHIN THE WORLD BANK & ITS COMPARATIVE ADVANTAGE, 4 KEY FOCUS AREAS EMERGED, WITH A MAINSTREAMED EQUITY APPROACH



Integrate
consideration of
climate change
factors into all
aspects of
Investment Cases



Prioritize and institutionalize consideration of women, children and adolescents in World Bank-supported climate and health efforts



Incorporate climate
sensitivity and
responsiveness in the
GFF's support to data
generation and use,
monitoring, and
results systems



Align with GFF
partner initiatives
to prioritize climate
actions within
RMNCAH-N
programs

LOGIC MODEL FOR INTEGRATION OF CLIMATE AND HEALTH FOR WOMEN, CHILDREN AND ADOLESCENTS INTO THE GFF STRATEGY

Develop internal Secretariat knowledge on climate impacts on women, children and adolescents to inform core activities

Integration of climate and health based on GFF operational model

Climate and Health Components by Strategic Direction

Strengthen country platforms and alignment for climate action for women, children and adolescents

CSO advocacy for climate-responsive health budgets and services for women, children and adolescents

Ensure appropriate technical inputs to co-financed projects

Maintain focus on increasing financing for PHC as the frontline climate and health interface with women, children and adolescents; and on financial protection for climate-impacted women, children and adolescents

Strengthen data systems and data use at country level to be more climate responsive for women, children and adolescents

Technical Assistance

Review ICs for climate-related priorities around women, children and adolescents; ensure inclusion of climate-active CSOs on the country platforms (CPs); ensure RMET follows climate-sensitive priorities; capacitate CPs and country leadership on climate change impacts on women, children and adolescents

Ensure World Bank project designs integrate appropriate climate adaptation and resilience measures for women, children and adolescents; advocate for climate co-benefits related to the needs of women, children and adolescents; incorporate considerations of women, children and adolescents into climate and health vulnerability assessment tool

Support client to strengthen reforms to increase financing to primary health care level to cover climate adaptation and resilience for women, children and adolescents; revise related insurance benefits and strategic purchasing packages

Build client capacity to deploy FASTR tools and implementation research for resilience monitoring; ensure inclusion in HMIS of data used to track climate impacts on women, children and adolescents and responsiveness and resilience of health system

Desired Outcomes

Inclusive, sensitized country platforms monitoring prioritized, costed investment cases in countries where climate and health is a priority

World Bank projects designed and implemented to increase demand for and deliver climate-responsive, resilient services to women, children and adolescents

Climate-smart HMIS in use to track systems resilience and provision and utilization of RMNCAH-N services

PROPOSED GFF PRIORITY ACTIONS AND ACTIVITIES ON CLIMATE AND HEALTH AGAINST THE FIVE STRATEGIC DIRECTIONS IN THE CURRENT GFF STRATEGY

SD1

Bolster country leadership and partner alignment behind prioritized investments in health for women, adolescents and children

- Review investment cases for climate-related priorities around women, adolescents and children
- 2. Build knowledge in country platforms and country leadership
- 3. Ensure alignment of partners and other implicated ministries
- 4. Facilitate multistakeholder platforms that bring together cross-sectoral collaborations



SD2

Prioritize efforts to advance equity, voice, and gender equality

- Include CSOs and relevant private sector and academic groups on country platforms
- 2. Ensure the inclusion of CSOs
- 3. Build the capacity of existing CSO platforms
- 4. Leverage GFF reach to national leadership to catalyze an enabling environment for CSOs

PROPOSED GFF PRIORITY ACTIONS AND ACTIVITIES ON CLIMATE AND HEALTH AGAINST THE FIVE STRATEGIC DIRECTIONS IN THE CURRENT GFF STRATEGY

SD3

Protect and promote high-quality, essential health services by reimagining service delivery

- Support partner countries to develop social and behavior change campaigns
- 2. Review country climate-risk management protocols
- 3. Provide TA to WB task teams and partner countries to develop resilient health systems responsive to women, adolescents and children
- 4. Provide TA to develop public-private partnerships for scaled climate-sensitive, climate-resilient health services
- 5. Work with the WB to revise Climate Health and Vulnerability Assessment tool



SD4

Build more resilient, equitable, and sustainable health financing systems

- Facilitate relationships between ministries of Health, Environment and Finance to fund and advocate for disaster preparedness plans that protect the health of women, adolescents and children
- 2. Support innovative financing mechanisms
- 3. Incorporate climate considerations and costs specific to women, children and adolescents into reforms
- 4. Accessing multilateral funding
- 5. Support climate vulnerable communities to access funding for gender-responsive strategies
- Consider tracking financing for climate and health in RMET exercises

PROPOSED GFF PRIORITY ACTIONS AND ACTIVITIES ON CLIMATE AND HEALTH AGAINST THE FIVE STRATEGIC DIRECTIONS IN THE CURRENT GFF STRATEGY

SD5

Sustain a relentless focus on results

- 1. Incorporate climate-related RMNCAH-N outcomes in the FASTR tool
- 2. Enable routine monitoring of EHS utilization and rapidly respond to emerging health priorities
- 3. Provide TA to build and undertake health facility and household surveys under FASTR
- 4. Understand climate shocks and thresholds, and develop early warning systems
- 5. Conduct qualitative deep dives to understand exemplar countries able to protect women, children and adolescents during climate events
- 6. Provide TA to undertake implementation research to improve responsiveness of health system
- 7. Coordinate with partners to ensure complementary (on data generation strategies)

NEXT STEP: GFF'S OPERATIONAL WORK



SPECIFIC ACTIVITIES THE GFF SECRETARIAT WILL UNDERTAKE TO ADVANCE THIS WORK UNTIL THE NEXT STRATEGY

Upskill technical and country-facing GFF staff to better engage with partners on climate and health.

Ensure new tools, methods and standards integrate climate impacts on women, children and adolescent health.

Develop technical partnership with partner organizations (e.g. IG members) already involved in climate and health actions.

Finance CHVAs in at least 20 GFF partner countries, in collaboration with the World Bank.

Ensure that GFF Secretariat staff can access relevant climate and health expertise to review and strengthen GFF investment cases.

Collaborate with the Joint Learning Network's new pillar on climate and health.

Participate in major climate and health global fora to advocate for a strong focus on women, children and adolescents.

Work with the GFF Results team to develop a monitoring and accountability plan.

Discussion on Maximizing the Investors Group

IG-CURRENT ROLES AND RESPONSIBILITIES

IG serves as an advisory board to the GFF Trust Fund Committee (TFC) and the GFF Secretariat, as well as a forum for collective action and alignment towards improving women, children and adolescent health.

The IG carries to the following functions:

Strategic Guidance

Advocacy and Partnership

Alignment and Coordination

Monitoring and Mutual accountability

Knowledge Sharing Provide strategic advice to the TFC and the GFF Secretariat for trust fund priority setting, policies and operational strategies

Advocate for increased global and domestic attention and investment for women, children and adolescents and promote the role of the GFF partnership in advancing this agenda

Foster joint ownership of the GFF as a facility focusing on partner collaboration and alignment around country platforms and country-led, prioritized national health plans

Monitor the progress of the GFF partnership and ensure mutual accountability for delivering on the partnership commitments and objectives at global and country level

Share best practices and foster innovation and learning from country and global experiences.

KEY OUTCOMES AND RECOMMENDATIONS FROM 2019 INVESTORS GROUP REVIEW

Led by a task team of IG principal partners which included a desk review, in-depth interviews, and various consultations, the following are the **key outcomes and recommendations**:

Instituted a co-chair function which includes a country representative

Added a dedicated youth representative seat and added an additional civil society representative seat

Expanded number of country representatives to match the number of Trust Fund donors

Reduced to one face-to-face IG meeting a year in effort to minimize duplication, reduce cost, and enhance quality of deliberations

Established and implemented a committee tied to functions on (1) country engagement and (2) monitoring country progress

INVESTORS GROUP: CURRENT WAYS OF WORKING

- The IG discussions inform TFC agenda and deliberations through its continued engagement.
- The GFF Secretariat, in collaboration with the cochairs, prepares the agenda of the IG meetings.
 - IG members can request the IG to consider additional agenda items.
- Two Investors Group meetings per year
 - One virtual
 - o One in-person in a GFF partner country
- Background documents circulated in advance of IG meetings, with certain exceptions as advised by the cochairs.
- IG minutes are prepared by the Secretariat and made public on the GFF website, alongside the final version of slide presentations and papers prepared for the meeting.
- Time-bound working groups on various thematic areas (e.g., SRHR, climate and health, private sector).IG representation is also foreseen through other steering bodies (Lusaka, evaluation) to ensure representation of broader GFF partnership

WHY THIS DISCUSSION NOW?

Needs: Enabling greater collective action at global and country level against plateauing outcomes and push back against women and adolescent health

Current shift in the wider health ecosystem: Responding to the need for greater collaboration and alignment of partnerships with countries in the lead – ensuring the global health architecture is supportive of country efforts

Timing: Coincide with evaluation process and inform the next strategy development, including on maximizing GFF governance arrangements

MAXIMIZING THE ROLE OF THE IG

Guiding questions for discussion:

Is it the right time to take stock of how best to maximize the Investors Group ahead of the strategy development?

Do partners support forming a time bound, working group to review the effectiveness and impact of the IG and propose recommendations on the IG to inform the next strategy?

Does the IG have initial guidance on how to ensure the right balance between country and global partnership opportunities, along with trade-offs?

Discussion

Meeting Closure







THANK YOU

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