



19th GFF Investors Group meeting

November 6, 2024





Welcome and Day One Recap

AGENDA

19th GFF INVESTORS GROUP MEETING | November 6, 2024

Time	Agenda Item	Session Description	Action	Presenter
9:00am – 9:15am	Welcome and Day One Recap	<ul style="list-style-type: none">Co-chairs to provide overview of day 2 as well as outcomes of day one.	For discussion	IG co-chairs
9:15–10:45am	GFF Evaluation	<ul style="list-style-type: none">Presentation of key summary findings and opportunity for discussion.	For discussion	Evaluation Steering Committee
10:45am – 11:00am	Break			
11:00am – 12:00pm	Maximizing the Impact of the Investors Group	<ul style="list-style-type: none">How to maximize impact of IG.	For discussion	GFF Secretariat
12:00–1:00pm	Lunch			
1:00–2:00pm	GFF approach to private sector	<ul style="list-style-type: none">Presentation of private sector engagement working group and recommendations	For endorsement	Working Group

AGENDA (continued)

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Time	Agenda Item	Session Description	Action	Presenter
2:00–3:00pm	CSO and Youth Engagement	<ul style="list-style-type: none">• Presentation of CSO and Youth engagement working group recommendations and next steps	For endorsement	Working Group
3:00–3:15pm	Break			
3:15–4:15pm	Process for GFF Strategy development	<ul style="list-style-type: none">• Outline of timelines and steps for development of the next GFF strategy.	For discussion	GFF Secretariat
4:15–4:30pm	Meeting Closure	<ul style="list-style-type: none">• Summary key decision points and next steps.	For discussion	IG co-chairs

GFF Evaluation





EURO HEALTH GROUP



Independent evaluation of the Global Financing Facility for Women, Children, and Adolescents (2015-2023):

Emerging Findings

Emerging findings are subject to refinement, based on the ongoing review process led by the Steering Committee and the finalization of the report by the evaluation team

October 2024

Evaluation framework - design and approach

The evaluation is:

- Summative, with a strong focus on progress of the GFF against the current strategy's (2021-2025) five strategic directions, and formative, focused on learning and utilization.
- Theory-based, generating and testing assumptions against six modules aligned with the five strategic directions and three areas of investigation.
- Based on a process approach, focusing on how change is being achieved.

EVALUATION FRAMEWORK

OUR THEORY-BASED APPROACH

Theory- and process based evaluation centred on testing the Theory of Change and hypotheses for each module

Summative component, which will look at implementation and progress to date primarily against current strategic directions and inputs, activities and outputs highlighted in the strategy theory of change

Formative component, focusing on emerging themes, which could impact on the remainder of the strategy and inform the future strategy.

Structured by Area of Investigation (AI) and modules:

A1: COUNTRY ENGAGEMENT MODEL (COHERENCE, EFFICIENCY, EFFECTIVENESS)	A2: GFF OPERATIONAL STRUCTURE AND SUPPORT MODALITIES (COHERENCE, EFFICIENCY, EFFECTIVENESS)	A3: ACHIEVEMENT OF RESULTS AND VALUE ADD (EFFECTIVENESS, SUSTAINABILITY)
<p>Module 1, SD1: Bolster country leadership and partner alignment</p> <p>Module 2, SD2: Advance equity, voice and gender equality</p> <p>Module 3, SD3: Reimagining service delivery</p> <p>Module 4, SD4: Sustainable health financing</p>	<p>Module 5a: TA, advocacy, communication</p> <p>Module 5b: Secretariat resources and operational integration with WB</p>	<p>Module 6, SD5: Measurable results-quality data, evidence and reporting sustainability</p>

DATA COLLECTION

- Document, data and literature
- 10 country case studies (6 desk-based and 4 country based)
- Key informant interviews, Focus group discussions
- 2 online surveys

DATA ANALYSIS AND TRIANGULATION

- AI 1: Thematic and content analysis
Forcefield analysis
Financial analysis
- AI 2: Thematic and content analysis
Financial analysis
- AI 3: Thematic and content analysis
Analysis of service coverage and KPI trends
Financial analysis

LEARNING AND UTILIZATION

- Validation of key findings and recommendations
- Reporting and dissemination

Evaluation EQs and sub-EQs

AI 1: The country engagement model

EQ 1: To what extent is the GFF country engagement model:

- (a) Coherent and fit for purpose of catalyzing sustainable improvements in the health of women, children and adolescents through a systems approach responsive to country needs and context; and
- (b) Being implemented effectively and efficiently?

EQ 1.1: Country-led alignment and prioritization

EQ 1.2: Strengthened health systems

EQ 1.3: High-quality health services and monitoring and evaluating the quality

EQ 1.4: Complement and enhance the work of other key actors

AI 2: Operational structures and modalities

EQ 2: To what extent are the GFF operational structure and support modalities:

- (a) Coherent and fit for the purpose of enabling delivery of the strategy through the country engagement model; and
- (b) Being implemented effectively and efficiently?

EQ 2.1: GFF and the World Bank leverage each other's strengths

EQ 2.2: Current operational structures provide adequate support to countries

AI 3: Achievement of results and value add

EQ 3: To what extent have GFF partner countries achieved measurable improvements in the health of women, children, and adolescents? To what extent has the GFF demonstrated an added value in contributing to country-led processes and outcomes, and how?

EQ 3.1: GFF's added value at country level

EQ 3.2: Factors contributing to success

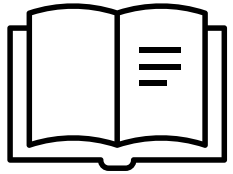
EQ 3.3: Health financing reforms and agendas supported adequate financing for RMNCAH-N

EQ 3.4: Improved country results measurement and data and evidence use

EQ 3.5: Progress towards outcomes

EQ 3.6: Lessons learned

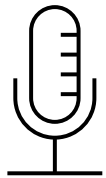
Data collection methods



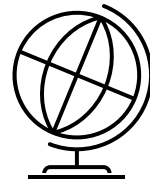
Over 300 documents reviewed



Global level survey (50 respondents) and country level survey (208 respondents), both with a 34% response rate



48 people interviewed through global level key informant interviews, and 112 people at country level



10 case studies (4 in country - Cote d'Ivoire, Ethiopia, Malawi, Pakistan; 6 remote - Afghanistan, Guinea, Indonesia, Niger, Nigeria, Tanzania)

Evaluation – triangulation and robustness

The evaluation had a robust approach to triangulation using an evaluation matrix against all EQs and underlying assumptions.

- Data was coded and inputted into the evaluation matrix, and evidence was assessed for strength
- Data was added to the matrix for each case study country and for cross-cutting global evidence

Additional cross-comparative analyses were conducted to further build the strength of evidence in specific areas:

- Coherence analyses against the GFF components (IC, TA and design inputs) and the resulting World Bank projects
- Health financing
- Civil society engagement

Additional analyses on the question of how the GFF leverages the World Bank, resulting in more focus on RMNCAH-N:

- Pre/post analyses of World Bank-funded projects
- Pre/post analyses of World Bank partnership strategies

Assessment of the strength of evidence

RATING**ASSESSMENT OF KEY FINDINGS BY STRENGTH OF EVIDENCE**

Strong (1)	Evidence comprises of multiple data sources (which enables triangulation from at least two different sources) which are of good quality and/or evidence is repeated by multiple KIIs of different stakeholder categories.
Moderate (2)	Evidence comprises of multiple data sources (which enables triangulation from at least two data sources) of acceptable quality, and/or the finding is supported by fewer data sources of good quality.
Limited (3)	Evidence comprises of few data sources across limited stakeholder groups (limited triangulation), or generally based on data sources that are viewed as being of lower quality.

Emerging Findings

Area of investigation 1

To what extent is the GFF country engagement model: (a) Coherent and fit for purpose of catalyzing sustainable improvements in the health of women, children and adolescents through a systems approach responsive to country needs and context; and (b) Being implemented effectively and efficiently?

Draft summary finding: The GFF's country engagement model—comprising the Investment Case (IC), country platform, and technical expertise—is grounded in a systems approach, and is largely fit for purpose and coherent, effectively enhancing the focus on RMNCAH-N. While the model emphasizes country leadership, evidence on the effectiveness of certain components, such as the ICs and the country platforms, varies by context



Area of investigation 2

To what extent are the GFF operational structure and support modalities: (a) Coherent and fit for the purpose of enabling delivery of the strategy through the country engagement model; and (b) Being implemented effectively and efficiently?

Draft summary finding: Evidence indicates mixed effectiveness in how the World Bank and GFF leverage each other's strengths. While there are more positive findings related to leveraging RMNCAH-N financing and program improvements, the picture is very mixed related to the TA offered, advocacy and communications, and evidence and learning. The GFF model offers several efficiencies by virtue of using existing World Bank systems and processes though KII and survey findings suggest that GFF investments could be made more effective through increasing GFF staff and TA in countries to provide more consistent capacity development and monitoring of implementation.



Area of investigation 3

To what extent have GFF partner countries achieved measurable improvements in the health of women, children, and adolescents? To what extent has the GFF demonstrated an added value in contributing to country-led processes and outcomes, and how?

Draft summary finding: The GFF has demonstrated added value in contributing to country planning and prioritization of RMNCAH-N, resource mobilisation, allocation and efficiency, data availability and use, and support for HSS that underpins improvements in RMNCAH-N service delivery. It has done this through its country and regional staff, technical expertise, embedded way of working with the World Bank, working through government systems and support for aid effectiveness. The extent to which partner countries have achieved measurable improvements in the health of women, children and adolescents varies and to the extent to which the GFF has contributed to improvements is difficult to judge.





Break

Maximizing the Impact of the Investors Group



Refresher – Current IG Roles and Responsibilities

The IG serves as an advisory board to the Trust Fund Committee and the GFF Secretariat, as well as a forum for collective action and alignment towards improving RMNCAH-N.

Functions:



Strategic Guidance: Provides strategic advice to the TFC and the GFF Secretariat for priority setting, policies and operational strategies

Advocacy and Partnership: 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

Alignment and Coordination: 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

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

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

Next Steps

- **Working Group to be up and running by January 2025**
- **Consultations through July 2025**

Supported by the Secretariat – and additional resource

- Final WG deliverable – recommendations and implementable actions for the IG (and TFC and Secretariat) on maximizing the IG's impact.



Open Discussion – To Inform Working Group

What has worked well, what has not?

- Reflections on IG global and country role to-date
- Format, participation, cadence, learning agenda

How might the IG strengthen its advisory role?

- Through existing channels, such as its regular meetings, revitalized ministerial network, updated CSO engagement and/or new ways?

Does the scope of IG strike the right balance?

- What, if any, are the needed shifts? What new ways of working could maximize effectiveness?



Lunch

GFF Private Sector Engagement



Technical Working Group Review and Consultative Process

Technical Review and Consultative Process

Documentation review – GFF’s past work and lessons learnt

Global literature review – best practices

Consultations, including:

- Country governments
- Country private sector representatives
- Global partners
- Civil society organizations

Technical Working Group – continuous review, feedback, and revision

Country consultations

- **Objective:** Feedback from GFF partner countries (government and private sector) on their needs, challenges, and opportunities for GFF support to improve RMNCAH+N outcomes through more effective private sector engagement.
- **Process:** 45-60 minute semi-structured discussions

Partner Landscape

- **Objective:** Feedback/information on development partner and civil society work on PSE to support (1) identification of what partners see as GFF’s comparative advantage and (2) identification of gaps and well-covered spaces for PSE among the broader landscape.
- **Process:** Qualtrics survey

Limitations of consultations – focus on a subset of GFF countries and a subset of stakeholders within country, not all of which have direct experience with all aspects of GFF PSE work.

Key Findings from Literature Review and Consultations

- Women in GFF countries rely on private sector providers for family planning, antenatal, and safe delivery care – this includes women in the lowest income quintiles
- Supporting financing for, and quality of, private sector services and products at the primary care level has the greatest potential to reach GFF's target population – low-income women – ensuring a strong focus on equity
- Emerging country opportunities include:
 - Supporting strategic purchasing and contracting to ensure coverage for essential services and products
 - Supporting private sector quality assessments and reforms
 - Strengthening governance capacity alongside health financing and service delivery reforms

Proposed future approach for GFF Private Sector



GFF Future Approach – Guiding Principles

Narrowing Focus

- Provide a more **comprehensive package** of support on PSE with deeper and reform-focused engagement in **fewer partner countries**.
- Prioritize those **countries with significant private sector participation** in RMNCAH-N services and commodities supply, and which are **planning or implementing broader financing or delivery reforms**.

Instruments and Channels

- Continue to **utilize data and analytic instruments**, including private sector health assessments (PHSAs) and public-private dialogue.
- **Tailor instruments and financing** to the country-specific **enablers and barriers** to be addressed.

Partner Engagement

- **Coordinate partners to maximize PSE** support to countries and harness other/complementary expertise and resources.
- Build on the **existing approaches and partnerships** (e.g., work in Cote d'Ivoire and engagement with groups like the Funders Forum for Supply Chain and the LMIC Supply Chain Leaders Forum.)

Equity

- Focus **governments** and the **private sector** to partner and direct PSE **toward improving quality, affordable health care access for the underserved**.
- Prioritize **capacity building for governments** to manage private sector stewardship in areas such as quality of care, data reporting, etc.
- Work closely with **civil society** to strengthen its critical **role in accountability and oversight**.

GFF Private Sector Engagement – Proposed future approach

Country Support : 2 pathways, each built around an anchor reform

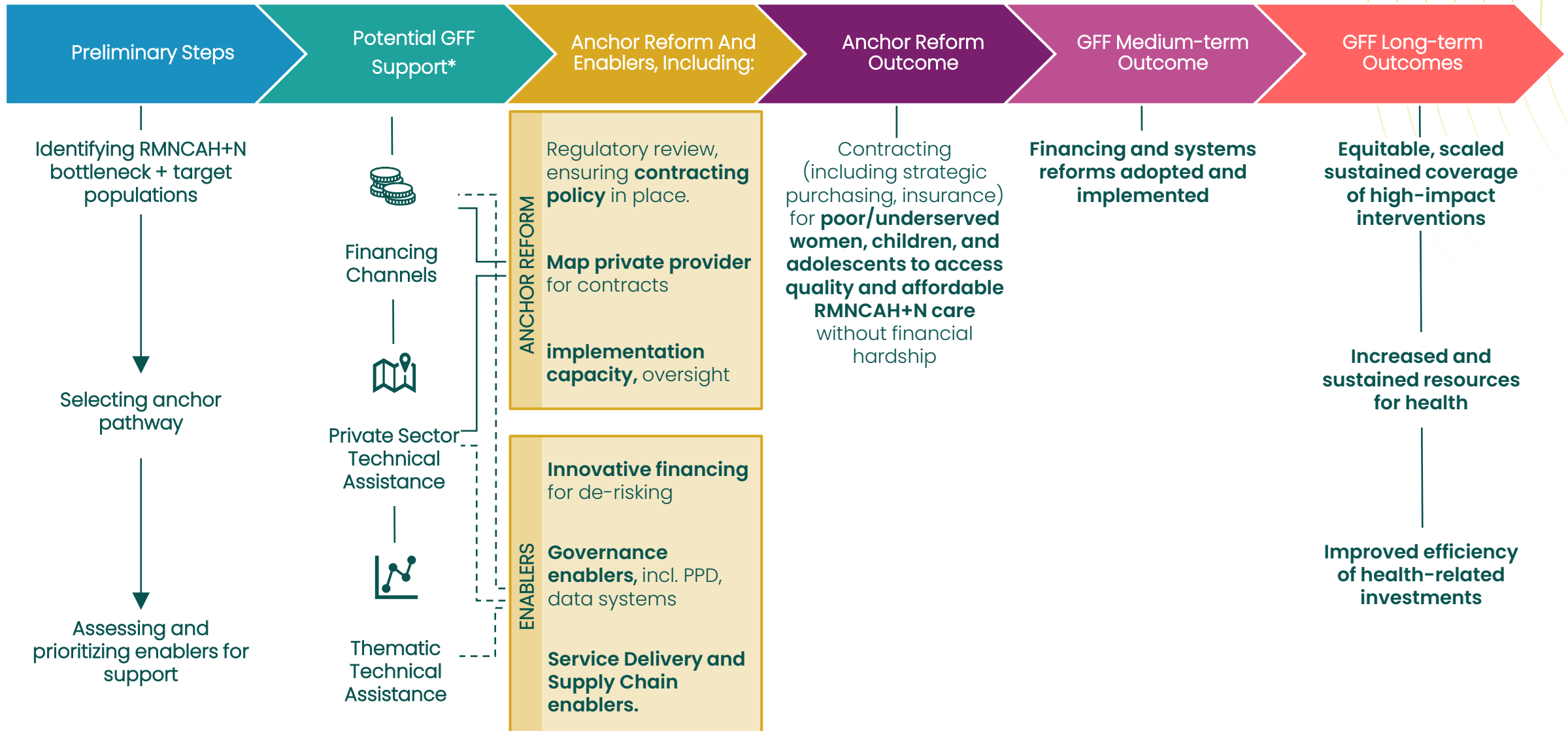


Both pathways will be paired with appropriate “Enablers”: Findings from the consultations show that governance enablers (e.g., public private dialogue, analytics) or innovative financing are most effective when their design and implementation are closely linked to specific country reforms. Service delivery reforms and health financing reforms can also be enablers for each other, depending on the country context and priorities for RMNCAHN outcomes.

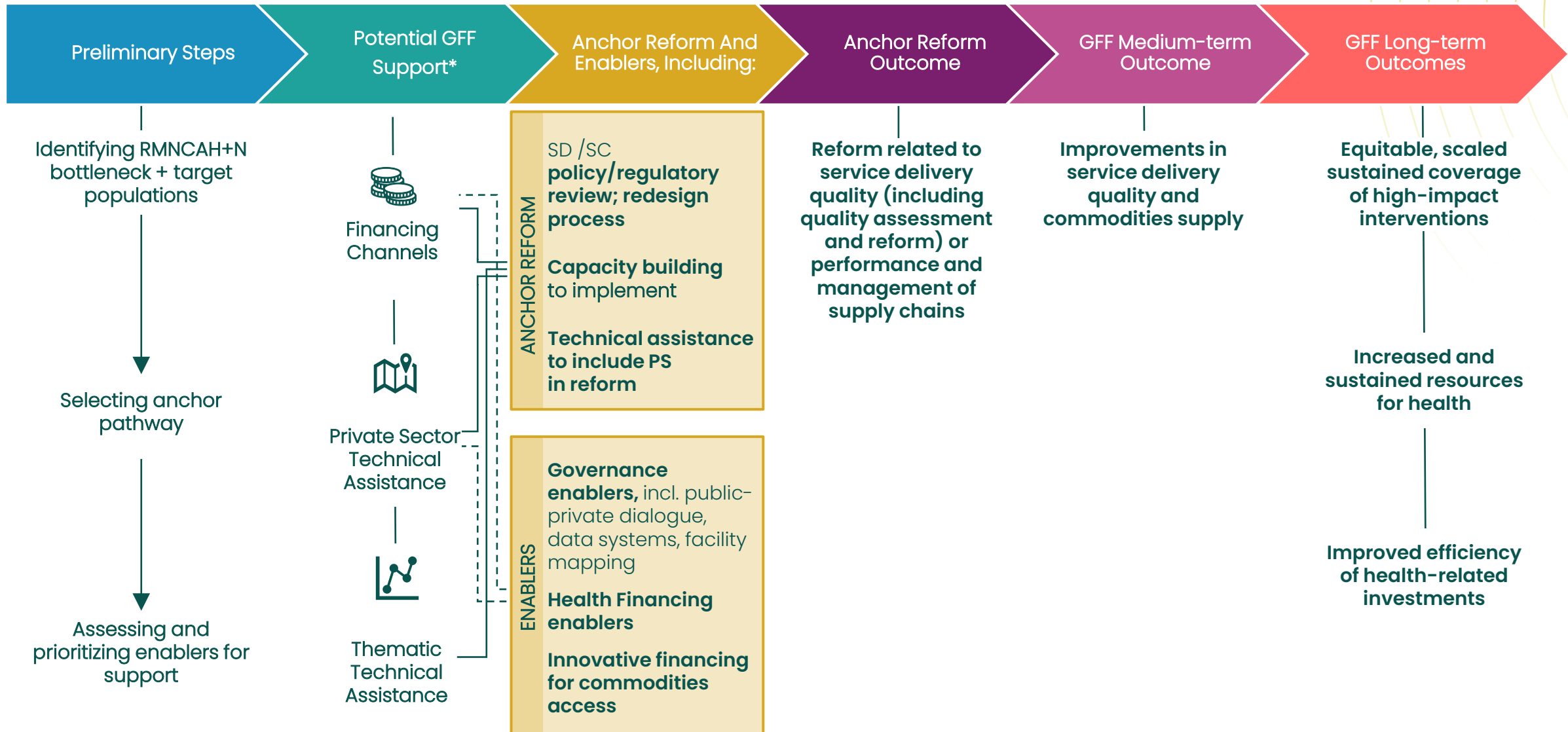
Global Support – with collaboration opportunities with global partners and civil society

- 1 Advocacy and demand generation activities** with country and global stakeholders about the importance of supporting PSE for RMNCAH+N outcomes in countries where a significant portion of the population seeks care from the private sector.
- 2 Actionable knowledge products** for country government and private sector actors that focus on the most effective ways to apply private sector reforms, including guidance and trainings.

Country Support Pathway for Strategic Purchasing



Country Support for Service Delivery Quality and Commodities Supply



Country Support – Enablers for Pathways



Strategic Purchasing
anchor reforms



**Service Delivery Quality and
Commodities Supply**
anchor reforms

Enabling factors to amplify impact of GFF anchor reform support:

- **Technical assistance for strengthening governance:**
 - **Public-private dialogue**
 - **Private sector market assessments and analytics** to support design of specific reforms
 - **Integrating private sector into national data systems**
 - **Strengthening governance capacity** to manage private sector and shape markets alongside public.
- **Innovative financing mechanisms** e.g. blended finance, payment guarantees, viability gap financing for public-private partnerships, supply chain financing, and others to address specific bottlenecks to public sector contracting of private sector providers, such as de-risking support to ensure private sector participation.
- **Partnerships with global private sector entities** to contribute their expertise for RMNCAHN bottlenecks in country.
- **Health financing enablers** (e.g., strategic purchasing or PPP contracts) for strengthening/complementing service delivery quality and commodities anchor reforms.
- **Service delivery and commodities enablers** (e.g., quality processes and supply chain optimization) for strengthening/complementing impact of strategic purchasing in health financing anchor reforms.

Discussion

1

Country Support:

In what ways can the GFF partnership improve coordination and alignment of private sector engagement support for RMNCHA-N services at the country-level?

2

Global Partnerships:

How can the IG and GFF partnership help to identify opportunities for strategic partnerships with global private sector to support partner countries?

3

Advocacy:

How can the IG support joint advocacy for countries to better engage private sector in RMNCAH-N?

CSO and Youth Engagement



Why is civil society & youth engagement so critical?

Representation & Community Ownership

Voice and Agency

CSOs and YLOs provide a platform for underserved groups to voice concerns and influence policy decisions that affect their lives. This ensures that **community-specific issues** are addressed and promotes **equity** by giving a voice to the underrepresented.

Community Ownership

Engaging civil society and youth ensures that development initiatives are community-owned and culturally relevant, leading to more sustainable outcomes and **equitable** development.

Sustainable Development & Accountability

Community Monitoring

CSOs and YLOs hold governments and institutions accountable, ensuring transparency and good governance and progress, including on **sustainability** and **accountability** for RMNCAH-N development goals.



Alignment & Strategic Partnerships

Alignment with country frameworks

Aligning civil society and youth engagement with the GFF-supported country platform can help ensure that local actions contribute to country development targets through integrated approaches.

The active engagement of CSOs and youth is crucial in supporting the GFF partnership to reach its goals, as they bring grassroots insights, mobilize communities, and drive advocacy and accountability efforts.

Key Acronyms

- CSOs: civil society organizations
- CS/Y: civil society and youth
- FP2030: Family Planning 2030
- Maternal, Newborn, & Child Health
- PMNCH: Partnership for
- UNFPA: United Nations Population Fund
- YLOs: youth-led organizations

Key lessons & progress of GFF CS/Y engagement to-date

Past GFF Support (2022-2024)

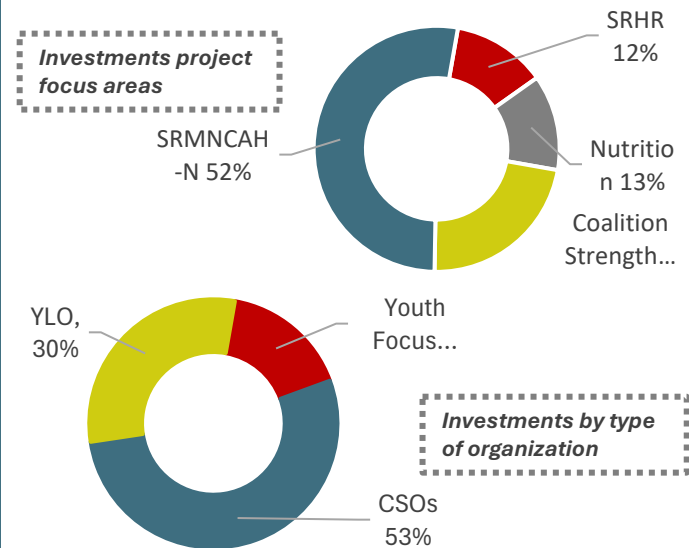
The GFF has provided consistent, coherent, and sustainable support for CS/Y engagement.

Capacity strengthening and additional Technical Assistance

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

Grants Support

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



Progress to date (IG18 – June 2024)

The June 2024 IG18 paper underlined the following progress to date:

Multistakeholder country engagement

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

GFF secretariat staff and systems

- **Governance:** Civil society & 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 (e.g. JLA, AdLab).

GFF NGO Host Partner

- **Coordinating a strong global platform** for the GFF CSO and youth constituency (over 760 member organizations).
- **Providing TA to grant partner CSOs and YLOs** to contribute meaningfully to country investment cases and hold governments accountable.
- **Allocating grants** for advocacy and accountability.

Key Learnings (IG18 – June 2024)

The June 2024 paper outlines priorities to fully realize the partnership goals to elevate the role of civil society and youth in advancing its mission:

Strengthening the enabling environment

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

Support grants to CSOs and youth

- **Provide multiyear engagement/support** for CSOs and youth to sustainably influence policy and programs
- **Provide longer-term grants** to support advocacy, accountability, research, and impact reporting.

Differentiated technical assistance

- **Respond to increasing demand for TA** in health financing, accountability, and community-level results monitoring
- **Consider a tiered approach to TA** to better address the diversity of needs and countries' experience with the GFF
- Provide additional support to **scale up successful projects** and interventions, serving as best practices.

Coordination and collaboration

- Strengthen **coordination and maximize alignment opportunities with partners:** e.g. the Global Fund, Gavi, PMNCH, FP2030, UHC 2030, and UNFPA for collective advocacy and accountability.

GFF IG Working Group on Civil Society & Youth Engagement

Objectives

Review and update the GFF-CSO engagement framework to provide recommendations to:

- Ensure continued funding and support to CSO and youth, including for this current strategy period
- Support the integration of meaningful CSO engagement as part of the next GFF strategy period, focusing on scaling up and sustaining support to civil society and youth

Methodology

- **In-depth review of GFF documents** and World Bank project reports across previous phases of work to identify models/approaches to CS+Y grant-making and TA experiences and lessons of CS+Y engagement w/ the GFF;
- A **synthesis of lessons surfaced** from CS+Y across GFF countries participating in the GFF CSCG and Host organization (PAI) experience with the granting mechanism and TA models used;
- A **research into TA models and approaches** used for CS+Y support/engagement in GHIs and other CS partnerships in other sectors such as the GPE and GPSA were explored; and
- A **consultation and a survey** to gather insights from the CSCG steering committee, including country and global CS+Y representatives

Roles & Responsibilities

- **Scope and focus** of GFF support grants to CSOs/YLOs
- **Prioritization and sustainability of GFF support** to CSOs & YLOs across GFF partners;
- The **optimal coordinating and funding architecture**;
- **Opportunities to strengthen collaboration and coordination** with other global health CSO engagement platforms, e.g., Global Fund, Gavi, FP2030, PMNCH, UHC2030.

IG Working Group Members



Timeline + Deliverables

Sept 18 – Oct 18
Working Group Kickoff + weekly meetings
Agendas, analyses, drafts


Oct 21
Pre-IG docs sent to IG members
PPT w/ recommended structure/mechanism

Nov 4-7
IG Meeting
Talking points + PPT for IG reps

March – June
Potential date for announcement of new CS + Youth support mechanism
Paper w/ additional detail on support mechanism

The GFF IG Taskforce identified the key guiding principles that respond to the learnings and considerations from the previous phase

	GUIDING PRINCIPLES		
Key Considerations from Previous Phase	Sustainability	Flexibility	Alignment
	 Localization (cross-cutting)		
Strengthening the enabling environment	<ul style="list-style-type: none"> • Country-focused strategies • Country-owned priorities • Locally-led agenda • Focused on multi-stakeholder country engagement. 	<ul style="list-style-type: none"> • <i>Adaptative support to be compatible with country legal and policy frameworks</i> 	<ul style="list-style-type: none"> • <i>Alignment with GFF / WBG agenda and Country Partnership Framework (CPF) in country</i>
Support grants to CSOs & Youth	<ul style="list-style-type: none"> • Grant duration over 18-24 months on average • Grant size averaging larger than previous cycles • Targeted support for partners with demonstrated impact & engagement for women, children and adolescents 	<ul style="list-style-type: none"> • Grant size commensurate with CSOs and Youth organizations' capacity. • Grants for innovative approaches. 	
Differentiated technical assistance & capacity building	<ul style="list-style-type: none"> • Country-led, localized, and sustainable short and long-term TA solutions • Global engagement support via the Civil Society Coordinating Group & Global Youth Platform. 	<ul style="list-style-type: none"> • TA matches CSOs and Youth organizations' and countries' needs (localization). 	
Coordination and collaboration	<ul style="list-style-type: none"> • Country and regional CSO/YLO coalitions • Partnerships with relevant GFF country stakeholders • Coordination with GFF/WB country operations 	<ul style="list-style-type: none"> • Pilot and scale-up collaborative, innovative, inclusive joint interventions 	<ul style="list-style-type: none"> • Aligned information-sharing and collaboration opportunities among donors/GHIs through existing/new support for grantees.
Enhanced communications	<ul style="list-style-type: none"> • <i>Focus on south-south learning & exchange</i> • <i>Twinning and mentorship opportunities</i> 	<ul style="list-style-type: none"> • <i>Adaptative materials, tools and information to local context, needs and opportunities</i> 	<ul style="list-style-type: none"> • Knowledge and information-sharing on locally-led and country-owned solutions that are informed by CSOs and youth organizations



Based on the guiding principles, the taskforce identified three objectives for this next phase

- 1. Expand Local Impact Across GFF Countries:** Strive for broad-reaching influence by empowering civil society and youth in all 36 GFF partner countries, and scaling-up successful and innovative CSO and Youth-led initiatives.
- 2. Accelerate Sustainable Grant Mechanisms:** Propose an efficient and sustainable grant distribution system to build momentum and ensure continuous support.
- 3. Optimize Resource Distribution:** Consider resource allocations between GFF partner countries through a differentiated approach that maximizes grant-making, while also supporting the technical strengthening necessary to make advocacy and accountability impactful. Prioritize grants for coalitions, advocacy, accountability, and youth, and tailor TA to address specific country needs, focusing on capacity building and sustainable impact.

“Engagement of civil society and youth often takes time to be set up, organized, and be meaningful. Advocacy for policy change is also a lengthy process that never brings immediate results. The longer levels of funding will increase the opportunity for results to come. CSO and YLOs can be better coordinated, have the resources to allocate more time to their engagement, have time to review policies and documents and develop joint positions, attend meetings, organize advocacy plans and activities, mobilize communities, engage in community accountability exercises and much more.”

CSCG Steering Committee Member

CSCG-SC Consultation

October 2024

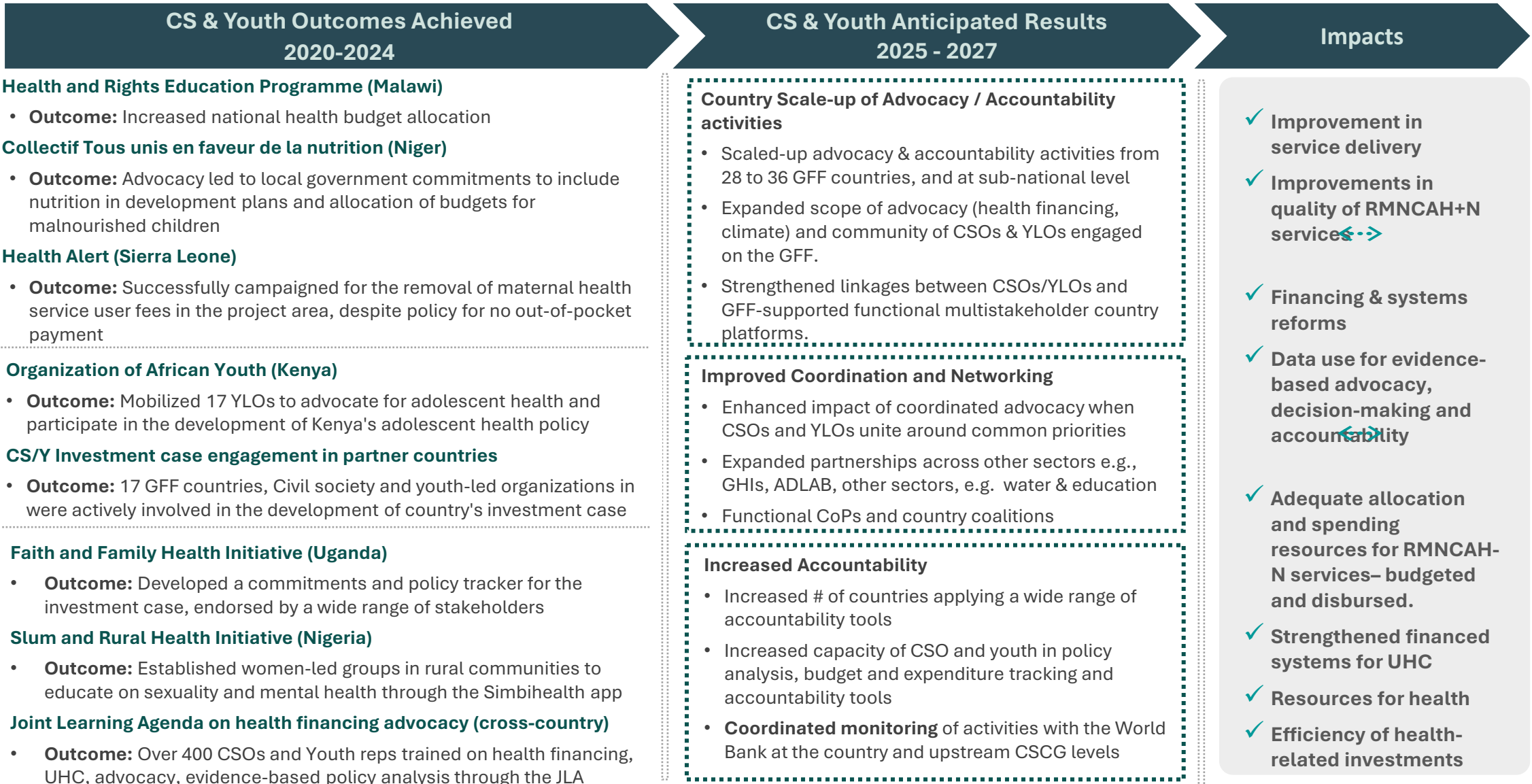


Expected outputs

-  **Enhanced Advocacy:** Fostering constructive advocacy among CSOs and youth-led organizations on advancing locally-led agendas on the health and nutrition of women, children and adolescents, including through strengthened linkages and alignment between CSOs/YLOs partners and the GFF-supported multistakeholder country platforms.
-  **Effective Coordination and Networking:** Improving coordination, networking, knowledge-sharing and communication among partner CSOs/YLOs to ensure a unified approach towards health and nutrition goals and strategies, through the work of coalitions, joint initiatives and communities of practice.
-  **Increased Accountability:** Strengthening the capacity of civil society and youth-led organizations to systematically engage in collaborative accountability, and develop comprehensive monitoring, evaluation and learning frameworks to track progress and ensure effectiveness of interventions.

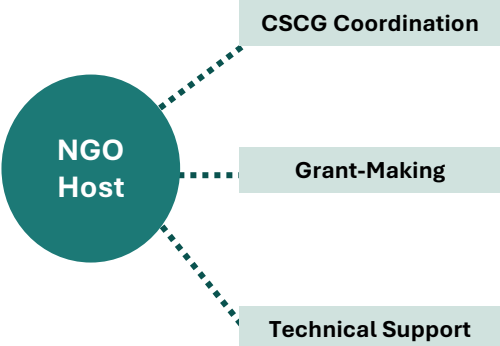
Anticipated results

We expect that continued robust support will deepen results, and scale-up impact across all GFF 36 countries



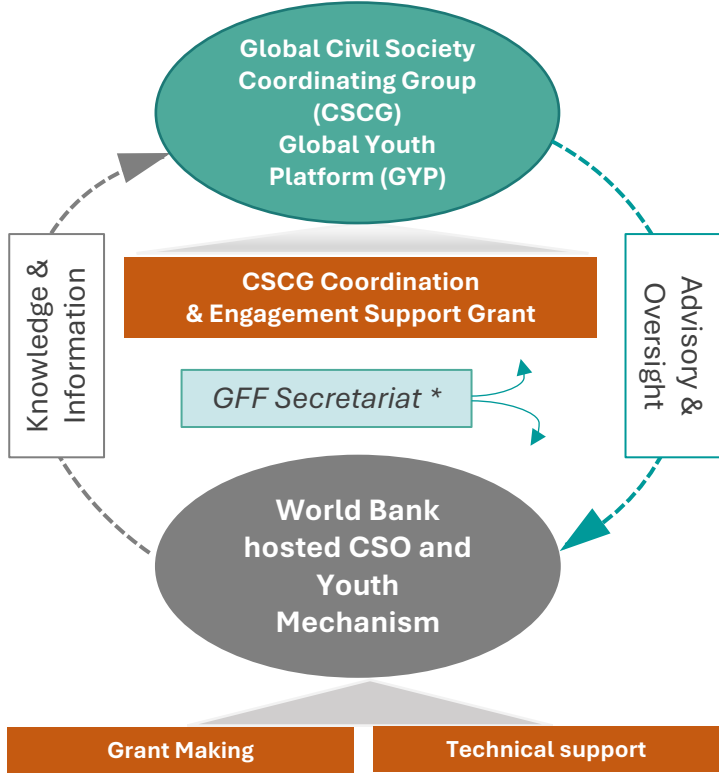
CS and Youth support structure options

Option 1: Recipient Executed Trust Fund (RETF) Project



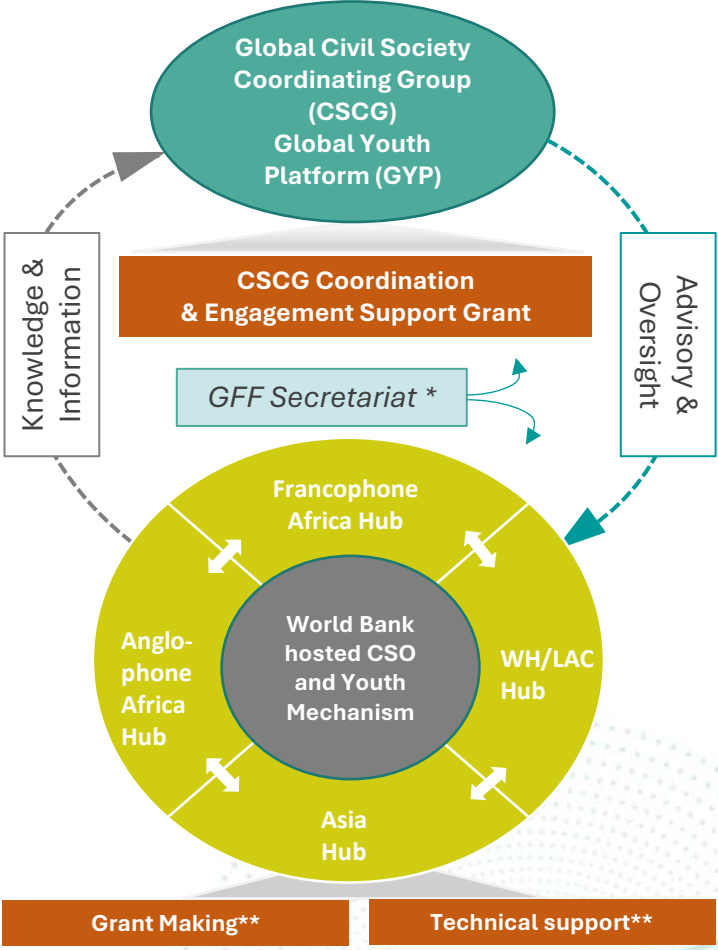
Project Model:
 Strengthening of CSOs and Youth Organizations to Improve Health and Nutrition Gains for Women, Children and Adolescents (2022-2024)

Option 2: Split Responsibilities



- * Role of GFF Secretariat:**
- Implementation support
 - Monitoring, Evaluation & Learning
 - Coordination
 - Knowledge management
 - Stakeholder outreach
 - Strategic Communications

Option 3: Split Responsibilities with Regional Hubs



** Division of tasks/responsibilities to be confirmed

CS and Youth support recommended structure

For the next phase of support, we recommend a structure that divides responsibilities for CSCG coordination; and grant-making and TA between two different global support mechanisms: a World Bank hosted CSO and Youth platform; and another mechanism contracted specifically for CSCG Coordination.

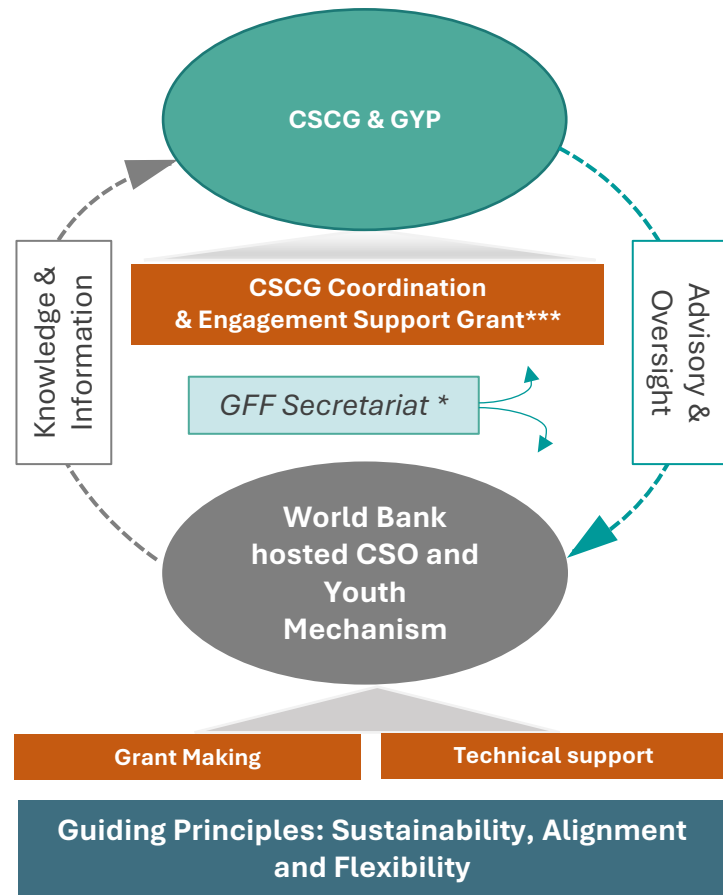
Enabling Environment for CSO engagement globally & country level through:

Government Policies and Practices

- Country Platforms
- Government Contacts

GFF Staffing and Systems

- GFF Secretariat Contacts
- Country TTLs
- Liaison Officers



*** To be implemented per the Principles for the Meaningful Involvement of Civil Society and Communities in Global Health Governance

Roles & Responsibilities

CSCG & GYP

- Continued implementing of activities in accordance with the Governance Document
- Co-creation of the ToR for grants and participation in the selection of grantees
- Encourage alignment across GHIs at global and country levels

GFF Secretariat

- Implementation support
- Monitoring, Evaluation & Learning
- Coordination within GFF, and with other GHIs
- Knowledge management
- Stakeholder outreach
- Strategic Communications

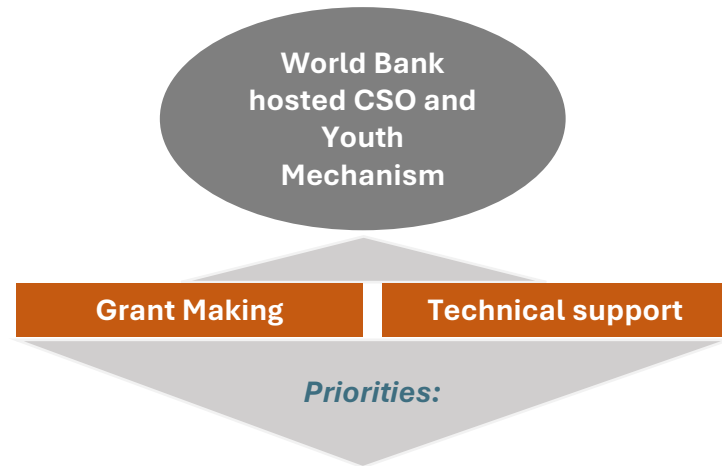
World Bank hosted CSO and Youth Mechanism

- Coordinating with the CSCG and GYP on including consulting on funding criteria and grants-making.
- Facilitating communication between grantees and CSCG; GFF and WB country staff, government to ensure alignment with the GFF's health financing and RMNCAH-N goals.
- Regular reporting to the CSCG Steering Committee and the GFF Investors Group
- Fostering coordination and alignment across civil society and youth engagement mechanisms across GHIs and GFF partners

Considerations

- ✓ Host arrangement at World Bank ensures **grant-making and TA better aligned** with GFF's health financing and RMNCAH-N goals.
- ✓ Also signals **sustainability of the mechanism** and institutional commitment to CSO and youth engagement.
- ✓ Possibility to support **regional TA partners** through grant-making.
- ✓ **Proximity to GFF country operations** teams helps integrate CSO projects with national health systems.
- ✓ Split responsibilities ensures better **checks and balances** with two entities resourced to support CS/Y; Lower dependency risks; and enhanced accountability.
- ✓ Clear division of responsibilities for seamless **coordination and communication**.
- ✓ **Simplified administrative, reporting and MEL duties** various entities
- ✓ Straightforward, independent, and **co-created grant-making process**
- ✓ **Shortened timeframe from kick-off to grant disbursement**.

Grantmaking support would maintain priorities from previous phase, while adjusting the approach to be more flexible and impactful.



Coalition Strengthening Preferential funding for coalitions to coordinate civil society and youth engagement in government-led GFF processes.



Advocacy and Accountability Funding to support the development and implementation of country strategies, and monitoring implementation.



Youth Engagement Earmarked funding for advocacy, accountability, and TA support implemented by youth-led organizations and networks.



Grants for TA Provision Grant-making to support GFF-country based civil society and youth to share knowledge transfer capacity across GFF countries and regions.

Approach

- **Progressively expand support to civil society and youth in all 36 GFF partner countries**, with flexibility to respond to specific country contexts.
- **TA Provision Paired with Grant-Making:** Adequate support for technical assistance ensures that civil society and youth organizations have the capacity to effectively engage.
- **Maximize Grant Allocation:** Globally, the division of funds allocated to the grant/technical support mechanism should prioritize maximizing the available resources for civil society and youth engagement grants.
- **Management Expenses:** Reasonable program administration expenses provided to manage the grants and technical assistance programs efficiently.
- **Grant Duration:** Average duration of 18-24 months, with flexibility to provide shorter or longer-term grants depending on the objectives.
- **Increased Grant Size:** Larger grants compared to the previous cycle.
- **Impact-Driven Support:** Prioritize partners with proven impact and engagement for women, children, and adolescents.
- **Flexible, Capacity-Based Funding:** Grant sizes aligned with the capacity of CSOs and youth organizations, including support for smaller, community led organizations.
- **Align support to leverage GFF and partner initiatives**, including the Adolescent Health Learning, Action, and Benchmarking (ADLAB) initiative to support implementation research on the scale-up of adolescent health interventions through national systems in partnership w/ adolescents themselves

Recommended TA approach will deepen use of localized approaches while leveraging partnerships.

Supported Activities:

- Development and dissemination of **resources and tools, including advocacy, accountability and training materials**
- Direct provision of technical support
- Use of grant-making to encourage **experienced CS/Y to develop resources/tools and mentorship exchanges**
- **“Twinning” approaches** that mobilize CS/Y with experience engaging with country platforms, coalition strengthening, IC development, advocacy and accountability to provide TA support to less-experienced organizations. Includes leveraging the experience of CSCG/GYP members to support capacity strengthening at country level.


Approach:

- **TA is flexible and driven by CS and youth expressed demand for support** with coalition strengthening; health financing; advocacy and accountability.
- **TA is tailored to the localized context**, e.g. providers have knowledge of the status of the GFF process and important actors and can help CS/Y identify opportunities.
- **TA leverages existing initiatives** such as the Joint Learning Agenda (JLA) Community of Practice, country partnerships with WBG, and learning opportunities among GHIs.
- **Capacity strengthening and monitoring and evaluation** of TA impact is embedded in grant-making.
- **TA is mobilized to course-correct as needed** during the implementation of grant activities.
- **Baseline assessment** is conducted on the advocacy, accountability and coordination capacity of CS and Y coalitions in all GFF countries.
- **TA is supported by adequate human resources** with experienced staff to respond to individual TA requests as well as to proactively engage with partners.

Models consulted to develop the TA approach:

Country-based TA model (Global Partnership for Education)

- TA delivered through on-demand country partnerships
- Initiatives on key thematic areas such as gender equality, safe learning, etc.
- Monitoring, evaluation, and learning of TA to assess impact and improvements




Training of Trainers TA model (Joint Learning Agenda)

- Joint initiative that uses ToT model to deliver Health financing training across countries
- CoP member network



Pool of Experts TA model (Global Fund)

- Pool of expert consultants support country dialogue, preparatory activities, grant-making processes or implementation
- TA available to country coordinating mechanisms, implementers and CSOs



CS and Youth support recommended structure

For the next phase of support, we recommend a structure that divides responsibilities for CSCG coordination; and grant-making and TA between two different global support mechanisms: a World Bank hosted CSO and Youth platform; and another mechanism contracted specifically for CSCG Coordination.

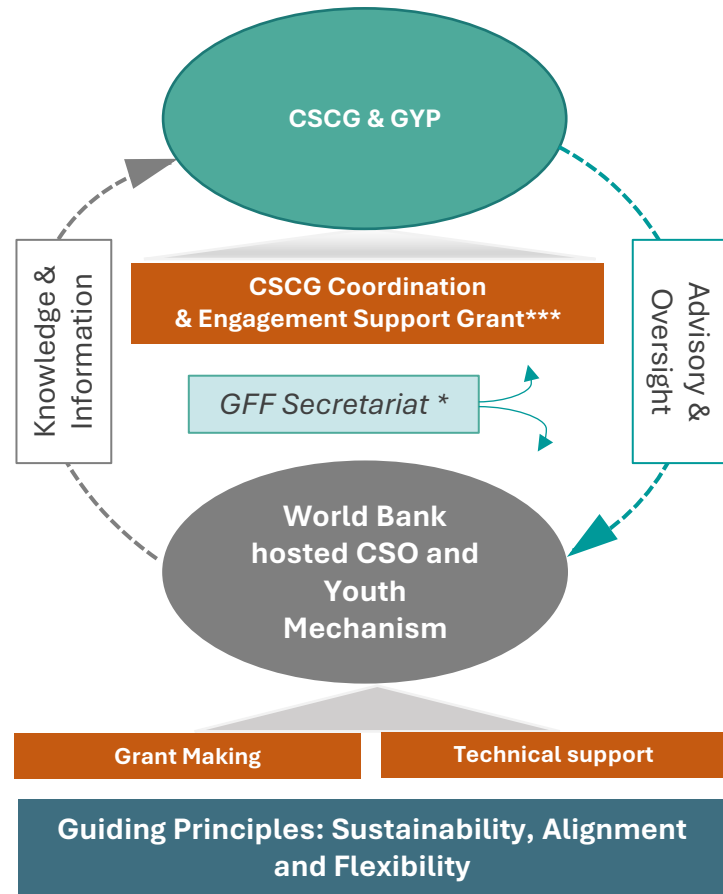
Enabling Environment for CSO engagement globally & country level through:

Government Policies and Practices

- Country Platforms
- Government Contacts

GFF Staffing and Systems

- GFF Secretariat Contacts
- Country TTLs
- Liaison Officers



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Roles & Responsibilities
<p>CSCG & GYP</p> <ul style="list-style-type: none"> Continued implementing of activities in accordance with the Governance Document Co-creation of the ToR for grants and participation in the selection of grantees Encourage alignment across GHIs at global and country levels
<p>GFF Secretariat</p> <ul style="list-style-type: none"> Implementation support Monitoring, Evaluation & Learning Coordination within GFF, and with other GHIs Knowledge management Stakeholder outreach Strategic Communications
<p>World Bank hosted CSO and Youth Mechanism</p> <ul style="list-style-type: none"> Coordinating with the CSCG and GYP on including consulting on funding criteria and grants-making. Facilitating communication between grantees and CSCG; GFF and WB country staff, government to ensure alignment with the GFF's health financing and RMNCAH-N goals. Regular reporting to the CSCG Steering Committee and the GFF Investors Group Fostering coordination and alignment across civil society and youth engagement mechanisms across GHIs and GFF partners

Considerations
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Discussion questions

1. Do you concur with the recommended option?
2. Is there a proper balance among engagement priorities?
3. Is there an appropriate balance between country & global considerations?
4. How can the GFF ensure its Civil Society and Youth engagement initiatives are aligned with other global or country support mechanisms?



Break

Process for GFF Strategy development



Development of the new strategy will benefit from:

1. Findings from GFF Independent evaluation and other analytical work

2. Role of IG discussion

3. Revitalized Ministerial Network

4. Lessons from a more mature GFF, looking to its 10th anniversary in 2025

KEY CONSIDERATIONS & TRADEOFFS

- **Broader global health and financing landscape has evolved.**
- **Global prioritization and financing for the RNMCAH-N agenda is on the decline.**
- **Expanding support to more eligible high-burden countries versus deepening and expanding the scale of support to existing GFF partner countries.**
- **How can the GFF respond to strong country demand for GFF grants, catalyze new funding sources, and how to reelevate and sustain women's and children's health on global and national agendas**

Governance arrangement

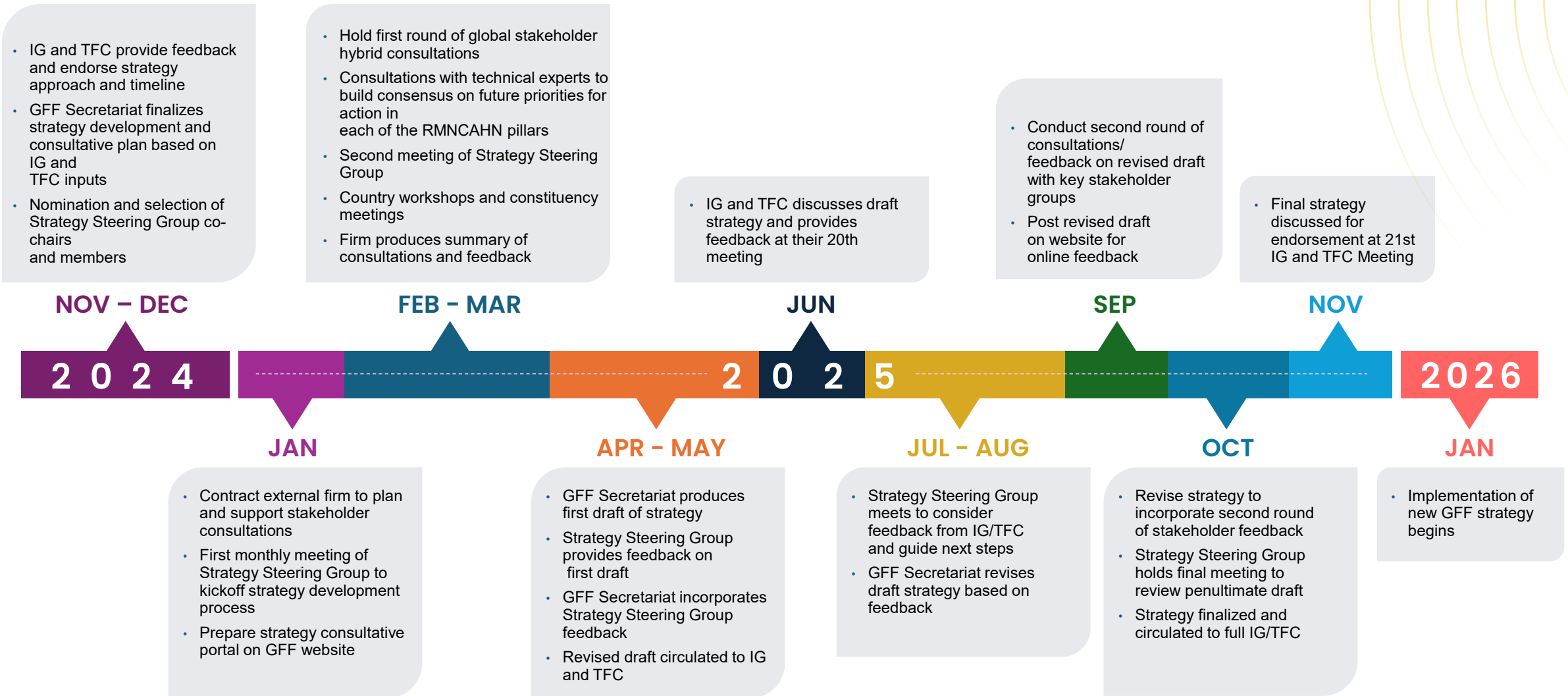
- **Nomination and selection of Strategy Steering Group co-chairs and members in Nov/Dec 2024, 1st meeting to kick off January 2025**
- **Steering Group to be supported by an external firm to help manage the process and facilitate consultations**
- **IG key role as the reference group for strategy process**
- **TFC to endorse final strategy November 2025 (TFC 21), based on input from the IG and advice from the Steering Group**

The consultation will be holistic and inclusive across partners and experts

- GFF partner country stakeholders
- Global health initiatives and UN partners
- Civil society and youth organizations
- Donors
- Private sector
- GFF and WBG staff
- And selected global and regional opinion leaders, experts and influencers will be identified for feedback

PROPOSED TIMELINE

The strategy development process will kick off in January 2025 – with the aim to be completed in November 2025. Following is a proposed timeline of key milestones:



DISCUSSION

Do you agree with the suggested approach for the development of the next GFF strategy with regards to:

- Approach**
- Process**

With respect to the consultation, are there other groups to consider who can bring different perspectives?

What do you see as key factors for success in the development of the next GFF Strategy?



Meeting Closure



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