

DRAFT TERMS OF REFERENCE FOR THE WORKING GROUP

Leveraging the GFF Investors Group

BACKGROUND

The GFF was set up in July 2015 by the United Nations, World Bank Group, and the Governments of Canada, Norway, and the United States and four front-runner countries (Democratic Republic of Congo, Ethiopia, Kenya, and Tanzania) with the goal to end preventable maternal, newborn, child, and adolescent deaths by 2030. It was initiated to fill a much needed gap in the financing space as an innovative, country-led platform to coalesce, align, and catalyze international and domestic financing for reproductive, maternal, newborn, child, and adolescent health and nutrition (RMNCAH-N) in low- and lower-middle-income countries with the highest burdens of maternal and child mortality, and thereby contribute to achieving Sustainable Development Goal 3 (SDG3) on Health and Well-Being for All as well as achievement of all related SDGs.

Up until 2023 the GFF has committed more than USD 1.4 billion in 36 partner countries, linked to more than USD 10 billion in financing from the World Bank (IDA & IBRD). The [GFF's 2023 Annual Report](#), details the striking progress that the GFF has made, even allowing for the setbacks created by the COVID-19 pandemic. The GFF is in the final year of its [GFF strategy 2021-2025 and a new strategy development process is being discussed in the November 2024 IG meeting](#).

The GFF Investors Group has been core to its governance since inception. It serves as an advisory board to the GFF Trust Fund Committee (TFC) and the Secretariat, with its purpose as a 'key platform for driving RMNCAH-N outcomes, which reinforce Primary Health Care in support of Universal Health Coverage (UHC)'.

The IG was independently reviewed in 2019, with the aim to increase its effectiveness, improve coordination with the GFF Secretariat/country teams, and enhance transparency. As a result of that review, the operational and strategic recommendations to strengthen the IG, for improved ways of working and for greater alignment with the TFC and Secretariat were incorporated into a revised governance document in Feb 2020 (https://www.globalfinancingfacility.org/sites/default/files/2020-02/GFF_Governance_Document-feb-2020.pdf). This details the IG functions on: fostering joint ownership; aligned health financing for results; review of the GFF; strategic advice to the TFC and Secretariat and fostering innovation and learning.

Following discussions by the Investors Group (IG) in 2023/2024, a clear need was identified to better leverage the expertise of members of the IG. This arose out of a concern to maximize impact at both the global level, at country level and in the context of the rapidly moving alignment and Lusaka agendas.

Against this background, and considering ongoing discussions among IG members, consensus emerged that there is scope to further maximize the impact of the group and better inform the TFC's deliberations and decision-making. To realize this potential, the IG agreed during its June 2024 meeting (see p 5 of [Draft IG Working Group ToRs – 23 October 2024](https://www.globalfinancingfacility.org/sites/default/files/06-2024/GFF-</p></div><div data-bbox=)

IG18_Meeting_Report_June_2024.pdf) that a time-bound Working Group will be created, facilitated by the GFF Secretariat, to identify how to maximize the IG's impact, especially strengthening its advisory role to the TFC. An external firm will be engaged to assist in facilitating the work of this Working Group.

Objectives of the Working Group (WG):

Against the backdrop of IG guidance to focus on finding the right balance between country and global level engagement to maximize impact, and in the context of the alignment agenda, the **overarching goal** is:

- to shape a common vision for the IG's untapped potential, and outline what it would take for it to be realized.

Specific objectives of the WG are:

- to assess what should be preserved/strengthened in the IG, and identify what has been less effective and could be deprioritized/dropped;
- to create a shared understanding of what success could look like, how it could be measured and where accountability lies and,
- to identify new ways of working in order to maximize the IG's impact (including outlining realistic ideal scenarios in the context of resourcing realities and timelines)

Areas to be addressed (not an exclusive list, and the first meeting of the WG could refine as needed).

- Strengthen avenues for the IG to fulfill its advisory function to the TFC, ensuring the right processes, timelines, sequencing and feedback loops are in place for IG outcomes to be considered.
- How to strengthen the alignment agenda through the IG (e.g. Ministerial Network as standing group of IG).
- How to better harness country leadership (to improve country operations, coherence and impact) through the IG.
- Examine coordination and communication between global and country level GFF work and suggest improvements.
- Critically assess elements of process, format and resourcing of the IG, that could be improved to enhance the IG's effectiveness and impact.

WAYS OF WORKING

The working group will independently agree on the process and timelines for the frequency of meetings, but a suggestion is made below on frequency, bearing in mind resourcing realities. The Working Group will be supported by the GFF Secretariat (and a firm which will provide services as needed) which will assist the Working Group Chair in: tracking progress to meet deadlines and deliverables; refining objectives and timelines, preparing pre-readings and materials for calls and meetings; organizing, facilitating and participating in WG meetings and consultations; provide and/or collate input for various deliverables based on meeting outcomes and prepare a summary of best practices for this process within similar governing mechanisms.

Working Group parameters

The Working Group will also be running alongside the start of the new strategy development process (see paper GFF-IG19-10-ENG-Strategy 2025 Approach Paper). However, the Working Group's role is not a formal assessment of the IG or an evaluation, it is a review which will inform future adaptations to the IG's role within the existing GFF governance framework. If any changes are recommended to the governance documents these would need to be considered within the framework of the GFF's legal identity within the World Bank Group.

WORKING GROUP DELIVERABLES

Based on the goal, objectives and areas to be addressed outlined above, the deliverables of the Working Group are expected to be:

- A proposed process for improving the effectiveness of the IG, in particular through a planned series of consultative and actionable WG meetings;
- Delivery of recommended and implementable actions for the IG (and TFC, Secretariat);
- Summary of best practices from other institutions who have undergone similar improvement processes.

Working Group Composition

- IG Co-Chair (country representative) as Working Group Chair;
- Two country representatives;
- Three members from separate constituencies of the IG, but not members of the TFC;
- Two members of the Trust Fund Committee (TFC);
- Head of the GFF Secretariat.

TIMELINE

Time period	Activity
November 2024	WG call for nominations launched
January – May 2025	Regular virtual WG meetings (min 4, max 6), facilitated by independent firm; progress on objectives.
June 2025	Presentation of first draft of deliverables to broader Investors Group during summer IG meeting and discussion of next steps
July 2025	Finalization of deliverables, implementation phase until November 2025 for stock take at 2025 Fall IG.