

## GOVERNANCE DOCUMENT FOR THE GLOBAL FINANCING FACILITY FOR WOMEN, CHILDREN AND ADOLESCENTS INVESTORS GROUP

### 1. PURPOSE OF THIS DOCUMENT

The purpose of this document is to describe the global governance arrangements of the Global Financing Facility (GFF) for Women, Children, and Adolescents, specifically outlining the governance, roles, and responsibilities of the GFF Investors Group (IG) and its members.

Launched in 2015 as part of the Every Woman Every Child (EWEC) mobilization, the GFF supports low- and lower middle-income countries to significantly accelerate progress toward 2030 on reproductive, maternal, newborn, child and adolescent health and nutrition (RMNCAH-N) as a key step towards universal health coverage (UHC) and the Sustainable Development Goals (SDGs).

The objective of the GFF is to dramatically scale up the resources available for RMNCAH-N and to align partners around prioritized investments that generate results, while ensuring that countries are on a trajectory toward universal health coverage and sustainable health financing. The GFF pioneers a model that shifts away from a focus on development assistance toward an approach that combines mobilizing domestic resources, attracting and aligning existing and additional external resources, and employing innovative strategies for resource mobilization and service delivery (including the private sector) in a synergistic way.

The GFF operates as a facility that empowers governments to bring together and maximize the comparative advantages of a broad set of partners committed to aligning their resources and technical expertise to achieve prioritized results. Domestic resources play the major role in delivering RMNCAH-N services in-country. In addition, the GFF's intent is to empower governments to mobilize and coordinate financing from a range of external sources to fill identified gaps in financing prioritized RMNCAH-N services. This includes the financing from the World Bank, other multilateral development banks, Gavi, the Vaccine Alliance, the Global Fund to Fight AIDS, Tuberculosis and Malaria, bilateral donors, foundations, and the private sector. The GFF also supports the country at the national and sub-national levels in bringing together the technical expertise of UN agencies and the community-reach of non-governmental and faith-based organizations, as well as the innovation and speed of the private sector.

The GFF supports and mobilizes financing and institutional resources in support of the “Global Strategy for Women’s, Children’s and Adolescents’ Health”, and in so doing supports country commitments and health financing strategies to achieve universal health coverage, mutually reinforces the World Bank-led Human Capital Project, and is one of 12 agencies engaging in the Global Action Plan for Healthy Lives and Well-being for All.

## 2. GFF GOVERNANCE

The main locus of collective action of the GFF is at country level, where, under government leadership, all partners commit to collaborating closely through a “country platform”<sup>1</sup> that builds on and improves existing structures while embodying the key principles of inclusiveness and transparency.

The country platform is intended to improve partner coordination and alignment related to five major areas in support of RMNCAH-N: developing Investment Cases,<sup>2</sup> support for health financing strategies and key reforms, resource utilization and mobilization, technical assistance, and monitoring and evaluation. While the government is fully empowered to decide what form the country platform must take, the GFF equips the government and collaborating partners with guidelines on multi-stakeholder engagement in the country platform, as well as revised guidelines on Investment Case development and implementation.<sup>3</sup>

At a global level, the GFF is led by the GFF Director. The GFF Trust Fund is governed by a Trust Fund Committee (TFC), which comprises representatives of the World Bank and representation from donors that contribute above a threshold to the GFF Trust Fund. The TFC is the main decision-making body of the GFF Trust Fund. Its responsibilities include deciding which countries are eligible as recipients of the GFF Trust Fund and defining the funding approaches that guide the support of the GFF Trust Fund to countries. The TFC draws advice from the IG. The IG is a multi-stakeholder body of the GFF comprised of contributors to RMNCAH-N at-large (either financially or through in-kind assistance to country-led Investment Cases and health financing), including participating countries. It plays a key role in supporting and fostering alignment and coherence at country level for the GFF partnership. The GFF Secretariat manages the operations of the GFF Trust Fund and supports the work of the IG. The governing arrangements for the GFF Trust Fund are described in a separate governing document that can be found on the GFF website.<sup>4</sup>

## 3. THE GFF INVESTORS GROUP

The GFF IG serves as an advisory board to the GFF Trust Fund Committee and the GFF Secretariat, and as a key platform for driving RMNCAH-N outcomes, which reinforce Primary Health Care in support of UHC.

To deliver on this purpose, the GFF IG carries out the following functions:

- Foster joint ownership for the GFF as a facility focusing on country empowerment to drive partner collaboration and alignment around country platforms and country-led, prioritized national health plans for RMNCAH-N (Investment Cases);
- Enhance health financing support in countries in order to get more results from existing resources and increase the total volume of financing to country-led Investment Cases from four sources: domestic government resources; financing from IDA and IBRD; aligned external financing; private sector resources;

---

<sup>1</sup> Country platform: Government-led country platform that brings together key partners to develop a national, prioritized health plan (“investment case”), and mobilize sustainable financing for health and nutrition

<sup>2</sup> Investment Case (IC): National, government-approved and country platform endorsed prioritized plan that prioritizes a service package to achieve agreed reproductive, maternal, newborn, child, and adolescent health and nutrition outcomes and health and financing systems reforms in support of universal health coverage.

<sup>3</sup> [GFF Country Implementation Guidelines](#)

<sup>4</sup> [GFF Governance](#)

- Systematically review the performance of the GFF as a facility and promote accountability for results (both programmatic and in terms of financing for RMNCAH-N) at country level;
- Provide strategic advice to the Trust Fund Committee and the GFF Secretariat; and
- Foster innovation and learning from country experiences.

Recommendations of the IG do not overrule institutional policies and strategies set by the governance of its members.

### **Composition of the Investors Group**

Members are **senior representatives of governments and other partners** who collectively bring the expertise required to ensure effective steering of the GFF and who have the institutional authority to ensure that agreements reached by the IG are properly conveyed and seriously considered for implementation by their respective institutions. Membership of the IG should reflect a good balance of gender as well as regional diversity in country representation.

A further prerequisite for membership in the IG is an **institutional commitment to making substantial contributions, either financially or through in-kind assistance (e.g. technical or advocacy)** to country-led Investment Cases and health financing (the so-called “co-investment” principle).

Members of the IG may each designate one named Alternate Member to serve in their stead.

#### **Members of the Investors Group shall consist of:**

- Nine members from participating GFF-supported countries (seven Africa, one Asia, one Latin America), including Ministers of Health and at least one Minister of Finance;
- Seven public sector and two private foundation financiers:
  - A seat for each member of the TFC
- Two seats for financiers providing clearly identifiable complementary financing;
- Three members from multilateral financing agencies contributing to the GFF at the global and country level: The World Bank; Gavi, and the Global Fund;
- One member each from the World Health Organization (WHO); UNICEF, and UNFPA (one of whom also represents the broader H12 partnership on a rotating basis);
- Two private sector seats allocated based on contribution:
  - One seat will be held by private sector donors to the Trust Fund.
  - One seat will be held by representatives of the private sector providing technical, financial and/or complementary support, facilitated by PMNCH who will coordinate the private sector constituency and manage nomination of members;
- Two members representing civil society (one from a country eligible for GFF support, one from a donor country), facilitated by PMNCH who will coordinate the CSO constituency and manage nomination of members;
- One member representing the youth constituency, facilitated by PMNCH;
- The PMNCH Board Chair or another designated member of the PMNCH Board.

## **Nomination, Terms and Appointment, Members of the Investors Group, and Working Groups**

Each group presented above determines a process for selecting its representation on the IG. Members will serve as representatives of their governments, organizations or constituencies, for a period of two years, renewable depending on the guiding parameters of each constituency. Where possible, rotation of members will be staggered to ensure continuity of representation on the IG.

The IG is governed by two chairs: one TFC member and one from a GFF-supported country. The GFF Secretariat facilitates the chair rotation process, and solicits nominations from the IG for the co-chairs. The TFC selects the candidate for each chair for the IG to ratify. Nominees must be IG Members. The Chairs will be appointed for a two-year term; they shall serve until the appointment of their successors. The IG may decide to extend the Chair for a 1-2 year period by agreement of the IG. In addition to chairing the IG meetings, the Chairs will also have an important advocacy and partnership role. See Annex 2 for details on roles and responsibilities and required competencies.

## **Operations**

The IG shall initially meet at least once per year in person. Meetings shall be convened by written notification from the Chairs. Observers may be invited to attend IG meetings at the discretion of the Chairs. Where possible, IG meetings should be aligned with relevant meetings of partners (e.g., World Bank Spring Meetings or partner board meetings).

Shared practices and work to ensure transparency and mutual accountability should be developed to ensure IG members are fully maximizing the objectives and functions of the IG. The IG is to use an inclusive process to set the agendas for its meetings to ensure adequate input on sequencing and the strategic link to Trust Fund Committee agenda items and decision-making. Agenda items are to include objectives, discussion questions, and (if relevant) decision items. All meeting deliverables will be circulated to the Investors Group three weeks prior to the meeting date. To ensure that agreements (for example in relation to indicators for monitoring the success of the GFF in aligning financing) are supported by all members, the IG will strive to reach agreements by consensus. To increase space for discussion, IG members are encouraged to limit their presentations to 10-15 minutes and to work to ensure a balance between Secretariat and IG-member led session and presentations. Materials discussed at the meetings are to be recorded on the GFF webpage and clear follow-up, responsibility, and timeline is to be provided for all items taken.

The IG may establish task teams with defined terms of reference to advance certain aspects of the work. Task teams should be chaired by a member or alternate member of the IG and will determine membership in a separate TOR. Technical advisory groups (TAGs) can be used to support and inform the technical coordination and work undertaken by the GFF Secretariat at the global level, complement discussions, and increase collaboration and transparency between GFF partners.

A Code of Ethics has been developed and agreed by the IG (Annex 4).

## 4. GFF SECRETARIAT

The GFF Secretariat supports the work of the IG.<sup>5</sup> A member of the GFF Secretariat will serve as Secretary to the IG and support the Chairs in coordinating activities and recording decisions and minutes which will be provided to all members and posted publicly. The GFF Secretariat will link together and work closely on IDA/IBRD/Trust Fund investments with the World Bank teams at the country level as well as World Bank technical experts in areas such as Health Financing, Service Delivery, Nutrition and Decision Science.

### ANNEX 1: INVESTORS GROUP MEMBERS TERMS OF REFERENCE

#### Functions of the Investors Group

The IG carries out the following core functions:

1. Foster joint ownership for the GFF as a facility focusing on country empowerment to drive partner collaboration and alignment around country platforms and country-led, prioritized national health plans for RMNCAH-N (Investment Cases)
  - Ensure that the GFF approach is well understood by the institutions involved and that the actions of headquarter, regional and country-based staff of these institutions reflects, to the extent possible, guidance from the IG related to engagement with country platforms and alignment around the Investment Case and the longer-term financing strategy.
  - Address issues or bottlenecks to aligned financing and capacity building that may arise at country level but require a resolution or intervention from the global level and through the institutions involved.
  - Reduce operational transaction and coordination costs for countries incurred by financiers through building structural and more streamlined processes agreed at the global level.
  - Coordinate and leverage collectively capacity building and technical assistance to support countries in their Investment Case development and implementation, including on health financing and through coordinated efforts through Technical Advisory Groups (TAGs).
  - Areas of support may include but not limited to:
    - mapping and tracking resources,
    - mobilizing additional external and domestic resources of Investment Cases and financing for health and nutrition.
    - promoting country dialogue and alignment among financiers around effective approaches to support countries in transition,
    - fostering alignment of financiers on activities to strengthen public financial management (e.g., risk appetite, fiduciary risk assessments, audits and capacity assessments).
  - Support national and sub-national civil society capacity and engagement, including youth capacity and engagement, in advocacy and all stages of planning, decision-making, implementation and tracking for increased accountability.

---

<sup>5</sup> Located in Washington, D.C. at the World Bank headquarters, the Secretariat is comprised of professional and administrative staff employed by the World Bank, as well as secondments from participating financiers and organizations, and is headed by a Director and a Practice Manager.

2. Enhance health financing support in countries in order to get more results from existing resources and increase the total volume of financing to country-led Investment Cases from four sources: domestic government resources; financing from IDA and IBRD; aligned external financing; and private sector resources
  - Monitor the progress and alignment of health financing support in countries provided by the GFF and the World Bank, and other institutions involved.
  - Ensure countries are appropriately supported to analyze, plan for, implement and track/monitor efforts to mobilize domestic resources and ensure financial sustainability in the context of accelerating progress on RMNCAH-N outcomes and on UHC.
  - Coordinate and provide support to countries in their health financing reforms as part of the Investment Case development and implementation process.
  - Promote mobilization of external and domestic resources for Investment Cases and financing for health and nutrition.
  - Promote collaboration with a wide and diverse range of stakeholders to maximize the impact of GFF Trust Fund-supported activities, including support to Investment Cases.
3. Systematically review the performance of the GFF as a facility and promote accountability for results (both programmatic and in terms of financing for RMNCAH-N) at country level
  - Review progress based on results framework, which tracks both the Investment Case process and alignment as well as core health and financing indicators at country level.
  - Review progress of GFF value propositions, including quality of prioritized investment cases, resources alignment through the country platform, health financing reform support, private sector engagement, etc.
  - Develop and strengthen feedback loops to learn from country experiences, and identify collective follow-up and corrective actions to course correct and accelerate progress and results.
  - Ensure IG member responsibilities, actions are translated across institutions, including at country level.
  - Promote individual and collective accountability of all IG members to support countries to build capacity and sustainable systems, including on health financing.
  - Periodically assess the performance of the IG and its ways of working, and enhance its overall effectiveness and efficiency of as needed.
4. Provide strategic advice to the Trust Fund Committee and the GFF Secretariat
  - Periodically review and provide input to the strategic direction of the GFF as a facility and partnership in an evolving environment.
  - Advise the TFC on country eligibility and selection/expansion for GFF Trust Fund, and support and endorse changes to selection criteria.
5. Foster innovation and learning from country experiences
  - Facilitate the sharing and incorporation of lessons learned between countries, and between members of the IG.
  - Collaborate on innovative financing sources and approaches, and on leveraging private sector expertise, innovation, and capacity.

## ANNEX 2: ROLES AND RESPONSIBILITIES OF THE INVESTORS GROUP CHAIR

The Investors Group will be led by co-chairs. One co-chair will be a representative of an eligible recipient country and the other co-chair will be a representative of a contributor country.

1. Chairing and leading all IG meetings and teleconferences, ensuring alignment with the GFF vision;
2. Guiding the development of IG meeting agendas that facilitate discussions to fulfill the identified strategic priorities;
3. Overseeing all aspects of the IG's functions and deliberations in between meetings;
4. Supporting the IG's nomination and election processes for the selection of successors to the IG leadership;
5. Acting as a key spokesperson for the IG to advocate for the GFF's mission and objectives;
6. Maintaining effective communication and engagement with stakeholders such as countries, donors, technical and advocacy partners to ensure the IG understands and addresses the issues and concerns of its wide and diverse range of stakeholders. This includes an annual letter by GFF Director/IG Chairs.

*Estimated time commitment is 2-3 days/month*

### **Required Competencies of the Investors Group Chairs:**

1. Experience chairing or leading decision-making bodies comprised of diverse stakeholders in the public, civil society, or private sector;
2. Experience and skill in organizing and facilitating discussions, and building consensus among diverse stakeholders;
3. Experience with strategic planning, implementation and problem-solving;
4. Knowledge of the GFF's vision and purpose, governance structure and strategy;
5. Contributor country: Expertise in some or all of the following areas: international finance, international development, public health, diplomacy, advocacy, international negotiations and resource mobilization;
6. Recipient country: Expertise in some or all of the following areas: domestic resource mobilization; public health; diplomacy; national health systems & financing;
7. Ability to dedicate sufficient time to fulfilling the role;
8. Fluent in written and spoken English (with additional languages beneficial).

## ANNEX 3: ROLES AND RESPONSIBILITIES OF THE INVESTORS GROUP MEMBERS

1. Proposing priority themes and issues to be deliberated at IG meetings, support preparation and provide substantive inputs to agenda points.
2. Nominating candidates from the GFF IG and endorsing the GFF IG chair as recommended by TFC.
3. See draft table of roles and responsibilities of IG, TFC, and Secretariat below:

GFF Investors Group (approved February 2020)	GFF Trust Fund Committee (approved September 2019)	GFF Secretariat (approved February 2020)
<p><b>1. Foster joint ownership for the GFF as a facility focusing on country empowerment to drive partner collaboration and alignment around country platforms and country-led, prioritized national health plans for RMNCAH-N (Investment Cases).</b></p> <ul style="list-style-type: none"> <li>▪ Ensure that the GFF approach is well understood by the institutions involved and that the actions of headquarter, regional and country-based staff of these institutions reflects, to the extent possible, guidance from the IG related to engagement with country platforms and alignment around the Investment Case and the longer-term financing strategy.</li> <li>▪ Address issues or bottlenecks to aligned financing and capacity building that may arise at country level but require a resolution or intervention from the global level and through the institutions involved.</li> <li>▪ Reduce operational transaction and coordination costs for countries incurred by financiers through building structural and more streamlined processes agreed at the global level.</li> <li>▪ Coordinate and leverage collectively capacity building and technical assistance to support countries in their Investment Case development and implementation, including on health financing and through coordinated efforts through Technical Advisory Groups (TAGs).</li> <li>▪ Areas of support may include but not limited to: <ul style="list-style-type: none"> <li>– mapping and tracking resources,</li> <li>– mobilizing additional external and domestic resources of Investment Cases and financing for health and nutrition.</li> <li>– promoting country dialogue and alignment among financiers around effective</li> </ul> </li> </ul>	<p><b>1. GFF Trust Fund Strategy and Operations</b></p> <ul style="list-style-type: none"> <li>▪ Contribute to defining the principles, strategic funding approaches and priorities that guide the support of the GFF Trust Fund to countries.</li> <li>▪ Provide strategic guidance on the GFF Trust Fund’s approach for global support of RMNCAH-N, including SRHR, and related approaches for health financing, domestic resource mobilization, private sector engagement and CRVS systems.</li> <li>▪ Review annual reports prepared with reference to the Results Framework.</li> <li>▪ Periodically review the GFF strategy to identify and manage risks.</li> </ul>	<p><b>1. Operationalization of GFF Strategy</b></p> <ul style="list-style-type: none"> <li>▪ Propose strategic direction, funding approaches and results framework to operationalize the work of the GFF partnership and Trust Fund.</li> <li>▪ Develop operational procedures and principles to implement the GFF process at country level, manage country and partner consultations to agree on procedures.</li> <li>▪ Provide technical direction and support operationalization of the GFF’s work on RMNCAH-N, SRHR, health financing, private sector engagement and CRVS, including results monitoring, synthesizing learning from country experiences, and facilitating learning and knowledge exchange.</li> <li>▪ Contribute to the provision of technical assistance among partners for the development/implementation of Investment Cases, including health financing strategies including DRUM and the governance collaboration on PFM.</li> <li>▪ Prepare annual work plans and budget of the GFF Secretariat for review by the Trust Fund Committee.</li> <li>▪ Support countries that benefit from the World Bank’s focus on human capital, and leverage synergies between the human capital project, IDA/IBRD financing and GFF financing.</li> </ul>



<p>approaches to support countries in transition,</p> <ul style="list-style-type: none"> <li>– fostering alignment of financiers on activities to strengthen public financial management (e.g., risk appetite, fiduciary risk assessments, audits and capacity assessments).</li> <li>▪ Support national and sub-national civil society capacity and engagement, including youth capacity and engagement, in advocacy and all stages of planning, decision-making, implementation and tracking for increased accountability.</li> </ul>		
<p><b>2. Enhance health financing support in countries in order to get more results from existing resources and increase the total volume of financing to country-led Investment Cases from four sources: domestic government resources; financing from IDA and IBRD; aligned external financing; private sector resources</b></p> <ul style="list-style-type: none"> <li>▪ Monitor the progress and alignment of health financing support in countries provided by the GFF and the World Bank, and other institutions involved.</li> <li>▪ Ensure countries are appropriately supported to analyze, plan for, implement and track/monitor efforts to mobilize domestic resources and ensure financial sustainability in the context of accelerating progress on RMNCAH-N outcomes and on UHC.</li> <li>▪ Coordinate and provide support to countries in their health financing reforms as part of the Investment Case development and implementation process.</li> </ul>	<p><b>2. GFF Trust Fund Allocations</b></p> <ul style="list-style-type: none"> <li>▪ Decide which countries are eligible as recipients or beneficiaries of GFF Trust Fund support and approve the selection of countries for GFF Trust Fund financing, and funding envelopes.</li> <li>▪ Review project pipelines and funding allocation envelopes for GFF Trust Fund support</li> <li>▪ Review the annual plan and approve the allocation of Trust Fund financing to global public goods. <ul style="list-style-type: none"> <li>▪ Review the Secretariat’s annual work plans and budget.</li> <li>▪ Review and approve funding requests for entities eligible to receive funds by way of transfers from the GFF Trust Fund.</li> <li>▪ Review periodic financial reports of the GFF Trust Fund.</li> </ul> </li> </ul>	<p><b>2. Administration and Operationalization of GFF Trust Fund</b></p> <ul style="list-style-type: none"> <li>▪ Update the country eligibility list for review and approval by the Trust Fund Committee.</li> <li>▪ Prepare for TFC decision funding envelopes for GFF-supported countries, global work program of the GFF Secretariat, or other Eligible Transferee funding.</li> <li>▪ Manage GFF Trust Fund financing and operationalization with World Bank operations and in line with agreed procedures.</li> <li>▪ Conduct periodic strategy reviews with the Trust Fund Committee to identify and manage risks.</li> <li>▪ Arrange any mid-term reviews and independent evaluations.</li> <li>▪ Prepare operational procedures and manuals for the Trust Fund Committee.</li> </ul>

<ul style="list-style-type: none"> <li>▪ Promote mobilization of external and domestic resources for Investment Cases and financing for health and nutrition.</li> <li>▪ Promote collaboration with a wide and diverse range of stakeholders to maximize the impact of GFF Trust Fund-supported activities, including support to Investment Cases.</li> </ul>		
<p><b>3. Systematically review the performance of the GFF as a facility and promote accountability for results (both programmatic and in terms of financing for RMNCAH-N) at country level</b></p> <ul style="list-style-type: none"> <li>▪ Review progress based on results framework, which tracks both the Investment Case process and alignment as well as core health and financing indicators at country level.</li> <li>▪ Review progress of GFF value propositions, including quality of prioritized investment cases, resources alignment through the country platform, health financing reform support, private sector engagement, etc.</li> <li>▪ Develop and strengthen feedback loops to learn from country experiences, and identify collective follow-up and corrective actions to course correct and accelerate progress and results.</li> <li>▪ Ensure IG member responsibilities, actions are translated across institutions, including at country level.</li> <li>▪ Promote individual and collective accountability of all IG members to support countries to build capacity and sustainable systems, including on health financing.</li> <li>▪ Periodically assess the performance of the IG and its ways of working, and enhance its overall effectiveness and efficiency of as needed.</li> </ul>	<p><b>3. Partner Engagement and Resource Mobilization</b></p> <ul style="list-style-type: none"> <li>▪ Promote collaboration with a wide and diverse range of stakeholders to maximize the impact of GFF Trust Fund-supported activities, including support to Investment Cases.</li> <li>▪ Solicit nominations from the GFF Investors Group for the position of GFF Investors Group chair, and propose for Investors Group endorsement a candidate from such nominations.</li> <li>▪ Mobilize, in coordination with the Secretariat, additional contributions and donors to the GFF Trust Fund.</li> <li>▪ Promote mobilization of external and domestic resources for Investment Cases and financing for health and nutrition.</li> </ul>	<p><b>3. Convening of and support for partners, resource mobilization</b></p> <ul style="list-style-type: none"> <li>▪ Convene a wide and diverse range of stakeholders to maximize the impact of GFF Trust Fund-supported activities, including support to Investment Cases.</li> <li>▪ Convene and manage any technical advisory groups, task teams or other working groups tasked by the TFC or IG, including quarterly technical Investors Group calls.</li> <li>▪ Engage in partner platforms and global architecture processes (including Global Action Plan for Healthy Lives and Well-Being).</li> <li>▪ Organize GFF Investors Group and Trust Fund Committee meetings.</li> <li>▪ Coordinate and maintain records on Investors Group and Trust Fund Committee membership, including constituencies, designated representatives and alternates.</li> <li>▪ Manage GFF Trust Funds resource mobilization, and support broader GFF resource mobilization.</li> </ul>

<p><b>4. Provide strategic advice to the Trust Fund Committee and the GFF Secretariat</b></p> <ul style="list-style-type: none"> <li>▪ Periodically review and provide input to the strategic direction of the GFF as a facility and partnership in an evolving environment.</li> <li>▪ Advise the TFC on country eligibility and selection/expansion for GFF Trust Fund, and support and endorse changes to selection criteria.</li> </ul>		<p><b>4. Reporting and communication</b></p> <ul style="list-style-type: none"> <li>▪ Produce and disseminate the Annual Report for the GFF.</li> <li>▪ Manage partner engagement and GFF communications.</li> <li>▪ Report on resource flows to Investment Cases and monitoring results (in countries supported by the GFF Trust Fund).</li> <li>▪ Provide annual and mid-year updates on the consolidated financial reports for the GFF Trust Funds at an aggregate level, in addition to the standard financial reports provided by the Bank through the Development Partner Center.</li> <li>▪ Position the GFF partnership and its collective contributions and progress in global events.</li> </ul>
<p><b>5. Foster innovation and learning from country experiences</b></p> <ul style="list-style-type: none"> <li>▪ Facilitate the sharing and incorporation of lessons learned between countries, and between members of the IG.</li> <li>▪ Collaborate on innovative financing sources and approaches, and on leveraging private sector expertise, innovation, and capacity.</li> </ul>		<p><b>5. Facilitate knowledge, learning and capacity building, including the Results Based Financing evaluations and learning program</b></p> <ul style="list-style-type: none"> <li>▪ Convene and prepare formats and documentation for sharing and incorporation of lessons learned between countries, and between members of the IG.</li> <li>▪ Convene stakeholders to strengthen feedback loops to learn from country experiences, and identify collective follow-up and corrective actions to course correct and accelerate progress and results.</li> <li>▪ Support facilitation of assessments or evaluations of the GFF at country level.</li> </ul>

## ANNEX 4: GFF INVESTORS GROUP CODE OF ETHICS<sup>6</sup>

Members of the Global Financing Facility IG (including alternate members of the IG) shall at all times remain committed to observing, developing and implementing the principles embodied in this Code in a conscientious, consistent and rigorous manner.

1. Members of the IG will conduct the business affairs of the Global Financing Facility in good faith and with honesty, integrity, due diligence, and relevant competence.
2. The GFF IG must abstain from any decision or act that would not be in the best interests of the Global Financing Facility. When encountering real or apparent conflicts of interest, IG members will declare the conflict to the Chair of the GFF IG and immediately remove themselves from all decisions, discussions and information on the matter. Specifically, IG members shall follow these guidelines:
  - i. Avoid placing (and avoid the appearance of placing) one's own self-interest or any private or individual third-party interest above that of the GFF; while the receipt of incidental personal or third-party benefit may necessarily flow from certain GFF activities, such benefit must be merely incidental to the primary benefit to the GFF and its purposes;
  - ii. Do not abuse IG membership by requesting services from GFF staff or directly using, equipment, resources, or property for personal or third-party benefits; members shall make a fair and accurate representation of their role to third parties and will not use their position as members to exert undue influence or obtain undue benefits;
  - iii. Disclose to the Chair in order to not be perceived as using his/her position for personal or political gain:
    - (i) Activities, including business, government or financial interests which might influence the Member's ability to discharge his/her duties and responsibilities objectively;
    - (ii) Any financial, contractual or personal relationship or link with an Entity seeking or receiving funding from GFF, or involved in a program and/or project proposal submitted to or in execution under the GFF;
    - (iii) Activities or interests of his/her spouse, personal partner, ascendant or dependent that would be perceived as influencing his/her independence of decision or the impartiality of his/her information sources with respect to the subject matter that is being considered by IG;
    - (iv) Any actual or perceived conflicts of interest of a direct or indirect nature of which s/he is aware and which s/he believes could compromise in any way the reputation or performance of the IG, in particular any benefit that the member or his/her spouse, personal partner, ascendant or dependent would receive directly or indirectly as a result of the activities of the GFF; and
    - (v) Any personal link with other members of the IG or with staff of the GFF. Abstain from any personal involvement in outside business, professional or other activities that would directly or indirectly materially adversely affect the GFF.
  - iv. Do not solicit gifts, gratuities, free hospitality or transportation, honoraria, personal property, or any other item or service of value provided to themselves or their spouses, personal partners, ascendants or dependents, as a direct or indirect result of being a Member of the IG

---

<sup>6</sup> Agreed at the Second IG meeting, February 2016

other than from the organization that has designated the Member to the IG. Do not accept, for themselves or their spouses, personal partners, ascendants or dependents, any GFF- related gifts that might be perceived as a direct or indirect inducement to provide special treatment to partner countries with respect to matters pertaining to the GFF. Avoid receiving any GFF-related gifts and immediately disclose the circumstances and nature of the GFF-related gifts to the Chair of the GFF IG.

- v. Do not seek, as a direct result of being a Member of the IG, any personal endorsement or employment for themselves, their spouses, personal partners, ascendants or dependents, from anyone and especially from other Members of the IG.
  - vi. Be absent during the deliberations and adoption of the recommendations or decisions related to a matter for which the Member has an actual or perceived conflict of interest, and be excluded from the dissemination of information about the said deliberations and from representing the GFF or presenting the views of the GFF with the public or interested parties on this particular matter.
3. IG members will respect the deliberative nature of the group and treat documents shared in advance of meetings with discretion until such time as they are publicly shared after the meeting. While the need for pre-meeting consultations with constituencies and delegations is essential, members will make every effort to ensure that the documents are clearly understood to be provisional and for discussion and do not represent final policy positions of the GFF. When receiving confidential information, Members must (a) use such information for the sole purpose for which it was distributed, and not share such information with third parties unless required to do so under national laws on freedom of information and access to public records; (b) only share analyses that are based on such information with those in possession of the original information, unless it is not possible to reconstitute the original information from the analysis presented; (c) protect the confidentiality of any confidential deliberation of the IG. Members must provide accurate information on all circumstances and maintain the principle of transparency in the preparation and delivery of information to other IG Members.
  4. No member of the GFF IG will use any information provided by the GFF or acquired as a consequence of the IG membership in any manner other than in furtherance of his or her IG membership duties. The reporting obligation that members may have and any disclosure obligations resulting from national regulations of freedom of information and access to public records, are deemed to constitute a use of GFF information that is in furtherance of IG membership duties.
  5. Members of the GFF IG will exercise proper authority and good judgment in their dealings with GFF staff, and the general public and will respond to their needs and those of the GFF's members in a responsible, respectful, and professional manner. They shall refrain from seeking to harm the interests of other parties involved in the GFF, otherwise than as an indirect consequence of pursuing the interests and goals of the GFF.
  6. No member of the GFF IG may commit or purport to commit the IG or the GFF to any action or activity without an explicit decision of the GFF IG.
  7. Each member of the GFF IG will use his or her best efforts to regularly participate in GFF IG meetings.

This Code will be reviewed periodically and any time a Member of the GFF IG so requests.