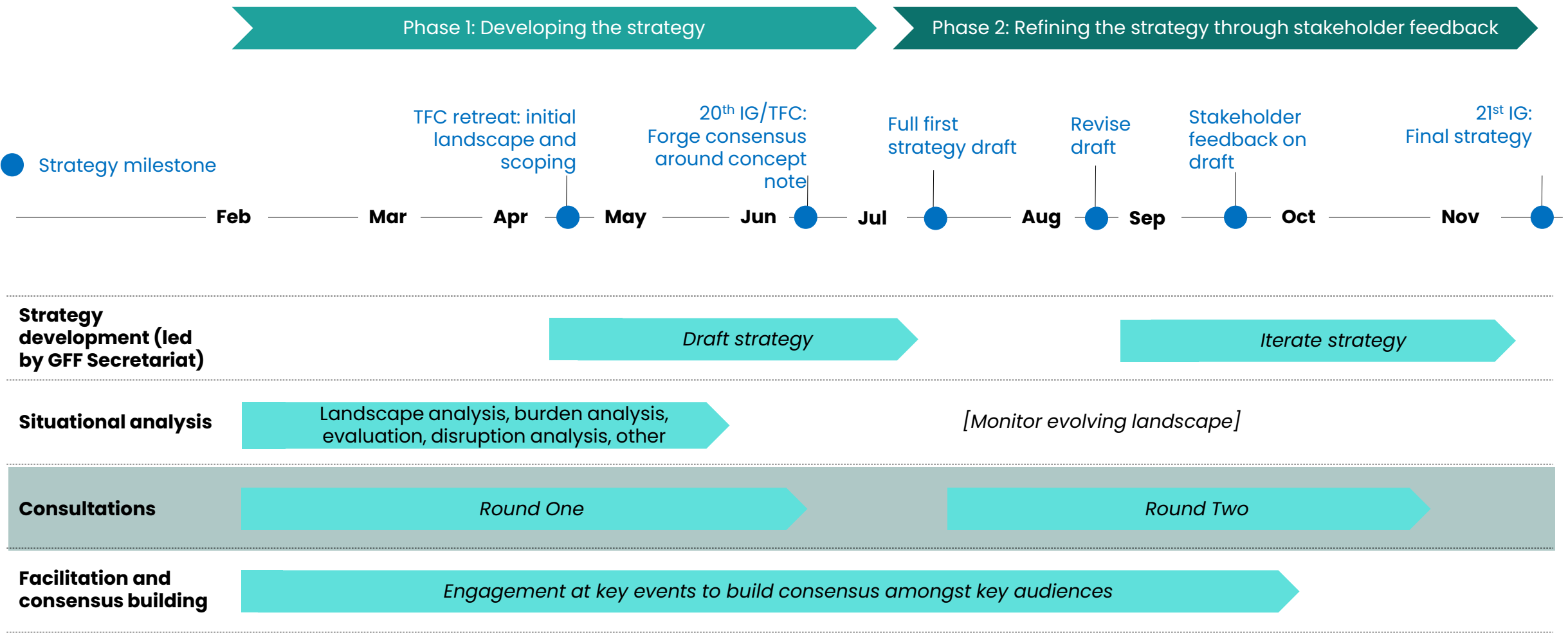


GFF Strategy Development (2026–2030)

Interim first-round consultations synthesis report



Consultations underpin each stage of GFF strategy development



Consultations aim to gather inputs along the following lines of inquiry



1

GFF's positioning within the landscape

- To understand the GFF's position within the evolving landscape and how it can respond to arising opportunities and threats

2

Lessons learned for the GFF model

- To reflect on learnings from GFF in the past decade, including its strengths and weaknesses, and discuss how GFF can innovate its model

3

Strategic priorities, evolutions, and choices

- To gather feedback on future priorities, possible evolutions, tradeoffs, questions

Indicative questions posed during consultation

Questions are tailored to specific audiences and formats, with indicative questions including:



What do you see as the GFF's unique value-add in the global health and nutrition financing landscape?



Over the next five years, where do you see the greatest needs for additional financing and support for women's, children's, and adolescent health and nutrition in high-burden countries, and where could the GFF have the greatest impact to accelerate progress?



Over the next five years, what are the most critical areas where GFF should focus its financing and technical support to improve outcomes for women's, children's, and adolescent health and nutrition by 2030?



Are there successful innovations or best practices from GFF-supported programs that should be scaled-up or replicated, and/or promising innovations in RNMCAH-N that the GFF can help take to scale?



Going forward, are there areas where the GFF's priorities and approaches should evolve to be more effective, or areas where the GFF should maintain its current focus?

Consultations are ongoing with majority completed

Conducted (as of 5/20/25)



GFF country partners

Country discussions:

- 1:1 consultation with MoH, Sierra Leone (Chair of Ministerial Network)
- GFF country platform discussions: **19** (1 conducted after preparation of report)
- GFF Government Focal Points global retreat
- Ministerial Network roundtable, World Health Assembly



Global GFF stakeholders

Current funders to GFF:

- TFC retreat

Constituency groups:

- GFF CSO & Youth Consultative Group; Nutrition for Growth roundtable; FP2030

UN Agencies, GH multilaterals:

- Gavi and Global Fund; UNFPA; EWENE-CSA; UNICEF

GFF Secretariat & WBG staff:

- Secretariat staff retreat; TTLs and workstreams

Forthcoming or TBC

Country discussions:

- Additional country platform discussions

WBG Executive Directors

- Organized by Nordic-Baltic constituency

Funders:

- Ongoing bilateral conversations

Constituency groups:

- Private sector
- PNMCH / Adolescent Girls focus

UN Agencies

- WHO



Public stakeholders

Public questionnaire: 308 total responses

Consultations have resulted in emerging themes for consideration in GFF strategy

Lines of enquiry



GFF's positioning within the landscape

- To understand the GFF's position within the evolving landscape and how it can respond to arising opportunities and threats



Lessons learned and opportunities for innovation

- To reflect on learnings from past decade, including GFF strengths and weaknesses, and discuss how GFF can innovate its model



Strategic priorities, evolutions, and choices

- To gather feedback on future priorities, possible evolutions, tradeoffs, questions

Core themes emerging based on consultations held so far

- GFF looked to in times when RMNCAH and SRHR under serious pressure
 - Together with WB, GFF can support countries to deliver results, mitigate debt crises and reduce donor reliance
 - Request for greater clarity on GFF's role relative to other GHIs
-
- Strong appreciation for, and recognition of, GFF's country-led model and alignment role
 - Desire for changes in GFF geographical and topical footprint
 - Clear value-add of GFF in catalytic finance; mixed views on TA focus areas
 - World Bank- GFF relationship seen as core strength, but needs definition
-
- Financial sustainability of GFF and partner countries remains core priority
 - Focus on prioritization and targeted focus in a resource-constrained environment was a recurring theme
 - Impact measurement is core to secure financial support and track outcomes
 - Approaches on whether/how to reframe gender-focused and SRHR narratives in current political environment received mixed views
 - Opportunities for GFF to support bringing new innovations to scale
 - Opportunities to support greater South-South collaboration



Themes emerging around GFF's position in the landscape include...

Key take-away

GFF looked to in times when RMNCAH and SRHR under serious pressure



*In the current context, where there is a **critical withdrawal of major funders and partners**, especially in SRHR, there is a possibility for the World Bank and **GFF to consider increasing their work with [countries]** – Country Platform Discussion*

Together with WB, GFF can support countries to deliver results, mitigate debt crises and reduce donor reliance



***Driving sustainable results will not happen through ODA.** It will happen through other avenues like leveraging sustainable financing and investment in the private sector, domestic resource mobilization, and innovative financing – Country Platform Discussion*

Request for clarity on GFF's role relative to other GHIs



*“There is a core piece around Lusaka, to ensure Gavi, the Global Fund, and GFF, and by extension other global partners, are really **clear about aligning their work and being additive rather than competitive or duplicative** – GHI Discussion*

What we heard

Indicative proportion of consultations mentioning each key message



RMNCAH-N and SRHR as core, especially amidst political headwinds and budget constraints



Concern that funding cuts in GFF's partner landscape may affect GFF's ability to deliver on its mandate



GFF seen as **key vehicle to help mobilize more IDA for health and RMNCAH-N**



Decreasing ODA leading to greater fiscal gaps for countries and growing **donor and WB reliance**; GFF role to support country plans to respond and pivot



Emphasis on critical role of the WB and GFF in **domestic resource mobilization** to support sustainability; differing views on operationalization



CSOs, countries and some donors asking for clearer differentiation of GFF role vis-à-vis other GHIs in a highly resource-constrained environment



GHIs and some donors see distinctiveness of GFF in supporting PHC/HSS

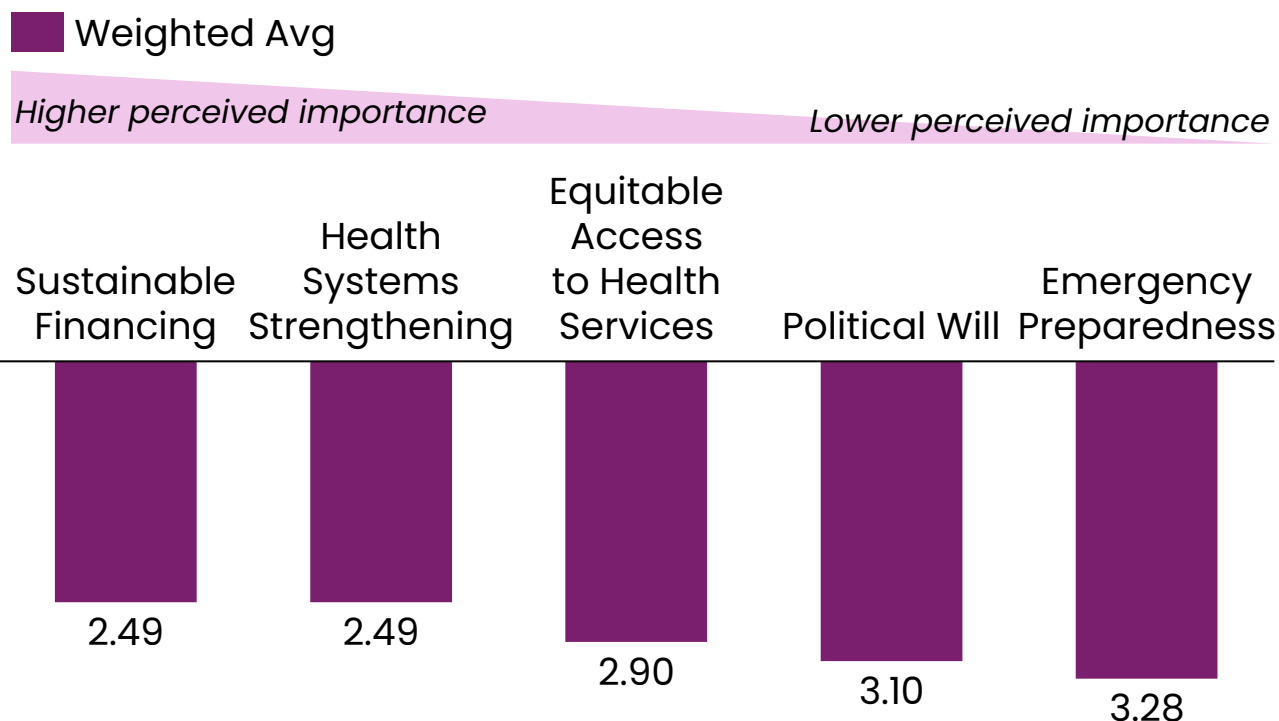


Nutrition referenced as one specific comparative advantage at N4G consultations



Respondents to the public questionnaire prioritized sustainable financing and HSS

- Weighted average scores assigned to respondents' ranking of key challenges in the global health ecosystem, in order of perceived priority
- 1 = highest priority, 5 = lowest priority
- Lower weighted averages indicate higher perceived importance of the issue



Key takeaways

- Consistent with qualitative analysis, respondents felt strongly that **sustainable financing and HSS should feature prominently in upcoming GFF strategy**
- Despite shifting landscape, respondents did not see political will as the highest-priority challenge
- Emergency preparedness and response lower on the agenda for respondents



Themes emerging around lessons learned include...

Key take-away

Strong appreciation for, and recognition of, GFF country-led engagement model and alignment role

What we heard



GFF provides an unprecedented level of **accompaniment** and truly means **country ownership**, in that they **work with the government and civil society** to understand needs and ensure that assistance **matches the country vision for progress**

– Minister of Health

Indicative proportion of consultations mentioning each key message



GFF viewed as thought partner to countries, offering deep engagement, alignment with national priorities, and use of country-specific frameworks and platforms



GFF role in leveraging IDA supports country leadership and ownership to realize gains; **increasing focus on “self-reliance” and domestic capacity development** rather than external finance



GFF viewed as effective ‘alignment’ and coordination mechanism; strength in bringing country-level partners together



Engagement of country-based CSOs in country platforms seen as mostly positive; view that CSOs could be more effectively leveraged at global level

Desire for changes in GFF geographical and topical footprint



One of the key success criteria for the next strategy would be GFF playing a role in ensuring that the **large WB health systems portfolios remain active here in [country]**

– Country Platform Discussion



Some push for tighter focus on RMNCAH-N while others prefer a broader PHC/HSS remit for GFF



Increasing demands to focus on the most vulnerable incl. subnational, ‘last mile’, and fragile settings; traditional GFF country engagement model may need to be tailored to different contexts



Themes emerging around lessons learned include...





Key take-away

Clear value add of GFF in catalytic finance and mixed views on TA focus

What we heard



“**Digitization is the cornerstone** for improved health financing – we cannot say anything without the data
– Country Platform Discussion

Indicative proportion of consultations mentioning each key message

-  **Important role in developing costed investment cases and supporting in-country financial reform and DRM** to support RMNCAH-N and HSS/PHC; focus on community-based and -led interventions
-  **Catalytic funding seen as crucial for crowding in resources and driving impact**
-  **Key strength in digitalization and data systems:** Supporting tools, developing data systems, leveraging innovation to measure and accelerate impact
-  **Balancing GFF role as a catalyst vs sustaining and scaling existing efforts:** Varying levels of understanding of GFF as catalyst vs. a consistent funding stream

World Bank– GFF relationship seen as core strength, but needs definition

“**GFF’s real value add is** the power to leverage other financing and **the relationship with the World Bank.**
– Country Platform Discussion

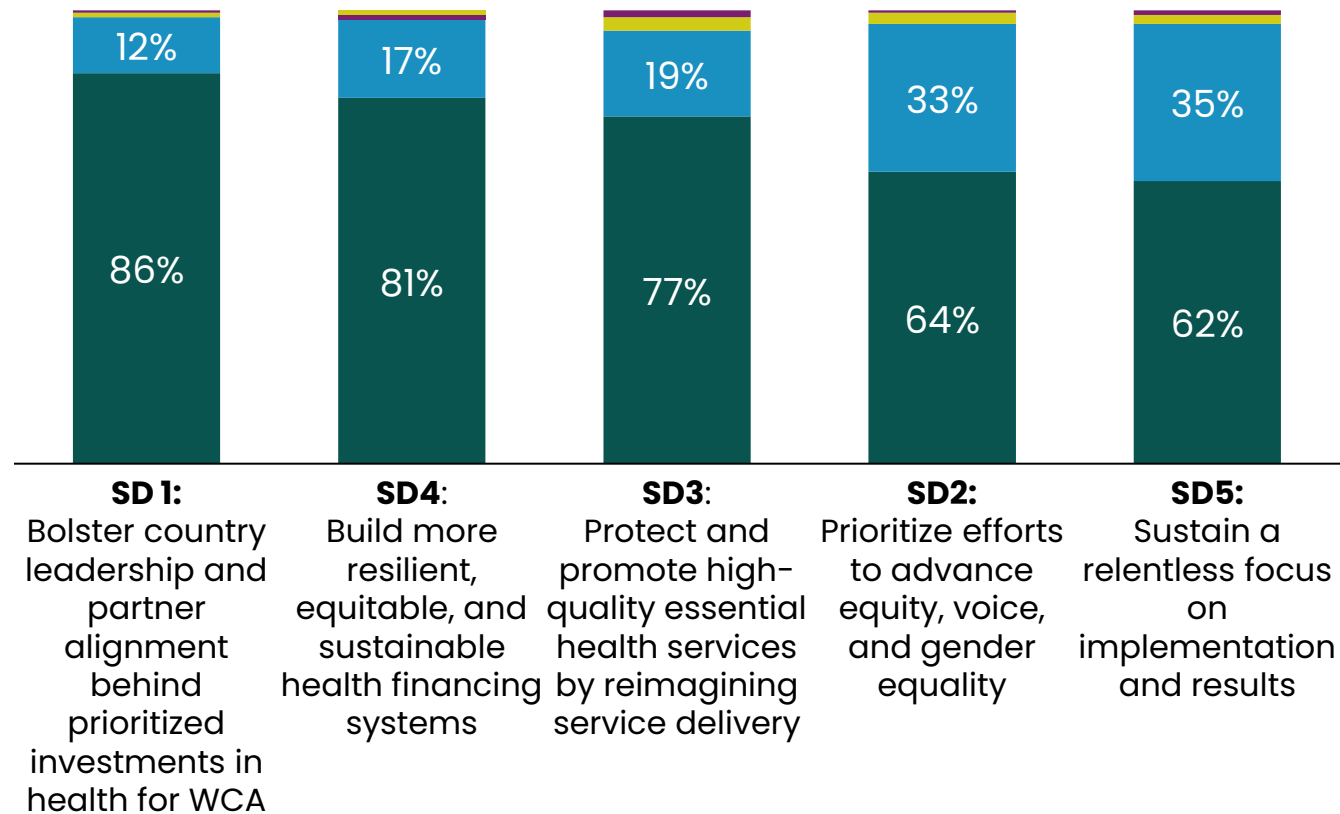
-  **GFF position within WB has proven to be one of its greatest strengths** incl. ability to incentivize IDA for health, access MoFs, leverage health financing expertise
-  **Understanding of the WB–GFF relationship varies,** with stakeholder requesting roles and responsibilities of GFF and WB to be better defined, at global and country levels



Respondents to public consultation found strong support for all 5 current GFF strategic directions

Level of importance of current GFF strategy directions (SDs)

Very Important Important Not important I do not know



Key takeaways

- Consistent with qualitative analysis, **'country leadership'** received most 'very important' ratings, followed closely by **'sustainable financing'**
- 'Prioritizing efforts to advance equity, voice, and gender equality', as well as 'sustaining a relentless focus on implementation and results' received relatively fewer 'very important' ratings, but were nonetheless consistently ranked as 'important'



Themes emerging around future strategic priorities for the GFF include...

Key take-away

Financial sustainability of both GFF and partner countries remains a core priority for the next strategic period

What we heard



*In five years, I'm hoping that **our systems are strengthened enough** to be able to **mobilize domestic funding sustainably** for things that we do as a country*
– Country Platform Discussion

Indicative proportion of consultations mentioning each key message



Some desire for GFF focus to **shift from investment cases and catalytic intervention to large, scalable financing** e.g., DRM and financial reform TA, working closely with the World Bank



Hope for GFF to support financial sustainability through innovative financing mechanisms, incl. PBF, blended financing mechanisms, debt relief and debt swaps



Country-focused approach must be protected in next strategy; focus should be on developing tools and approaches that can be handed over to government rather than 'filling the gaps'



Increased engagement with private sector needed for financial viability, incl. at local level to ensure sustainable commodity sovereignty and efficient and effective health service delivery



Themes emerging around future strategic priorities for the GFF include...





Key take-away

Focus on prioritization and targeted focus in resource-constrained environment was a recurring theme

What we heard

“ To what extent can **impact be brought at scale in a resource shortage**? We have to be strategic to ensure scaled impact
– Country Platform Discussion

Indicative proportion of consultations mentioning each key message

-  **GFF must adapt and can support countries to adapt to resource-scarce landscape**; possibility to sharpen programmatic focus; current country scope may be too broad and should be differentiated
-  **GFF can prioritize and target support**; may refine focus to the highest needs drawing from successful examples; **while recognizing nuance may be needed in various contexts**
-  Partners have noted the importance of **addressing quality of care issues**, as improved coverage has not translated to reduced mortality rates
-  **GFF can draw on its strengths in coordination in next strategy to improve alignment in the ecosystem**, especially across non-health sectors

Impact measurement is core to secure support and track outcomes

“ [It is necessary] that **coordination and outcomes are aligned to impact and results**
– CSO consultation

-  **Measuring and tracking country impact:** demonstrate impact compared to non-GFF operating countries; contribution versus attribution discussion
-  Civil society and private sector indicated **inefficiencies to address in supporting planning, but not program implementation** and monitoring



Themes emerging around future strategic priorities for the GFF include...

Key take-away

What we heard

Indicative proportion of consultations mentioning each key message

Approach to reframe gender-focused and SRHR narratives in current political environment received mixed views



*We see that narratives linking women's health outcomes to economic empowerment and market dynamics are more successful. However, there is a danger that this 'buries' rights-based narratives, and **we should not lose the gains made over the past decade** here – GFF donor*



Positioning on gender and SRHR: Recognition that some level of narrative reframing is required around gender, SRHR, demographic dividend, & multiplier effect, given the evolving geopolitical context

Opportunities for GFF to support taking new innovations to scale



*We are hard hit with **commodities issues** related to [dramatic funding shifts]. GFF could help governments to **mobilize resources for commodities** and logistics for effective service delivery – GFF partner*



Need to clearly define the GFF's role in commodities in comparison with other agencies



Increasing call for **country and regional self-reliance in commodity production and procurement**



Important to define **GFF role in scaling innovation**; some innovations have 'sat on shelves' once developed

Opportunities to support South-South collaboration



*Countries that have been involved in the GFF have had tremendous success. There is a need to leverage this success and **encourage more South-South collaboration**. GFF has a critical role to play in helping countries to harness this knowledge – Minister of Health*



Sharing learnings across country experiences is very helpful, e.g., knowledge sharing on working with private sector, **but not yet effectively scaled**

Next steps

IG/TFC:

- Synthesized findings in this report to be presented at the June IG/TFC meetings as background for the strategy development discussion

Consultations:

- First-round consultations are continuing through June
- Final version of this report will be produced and shared once all consultations have concluded
- Second-round consultations to be held in September to seek comments on the draft strategy paper

Questions? Send to gffstrategy@worldbank.org