

# Development of GFF Strategy (2026–2030)

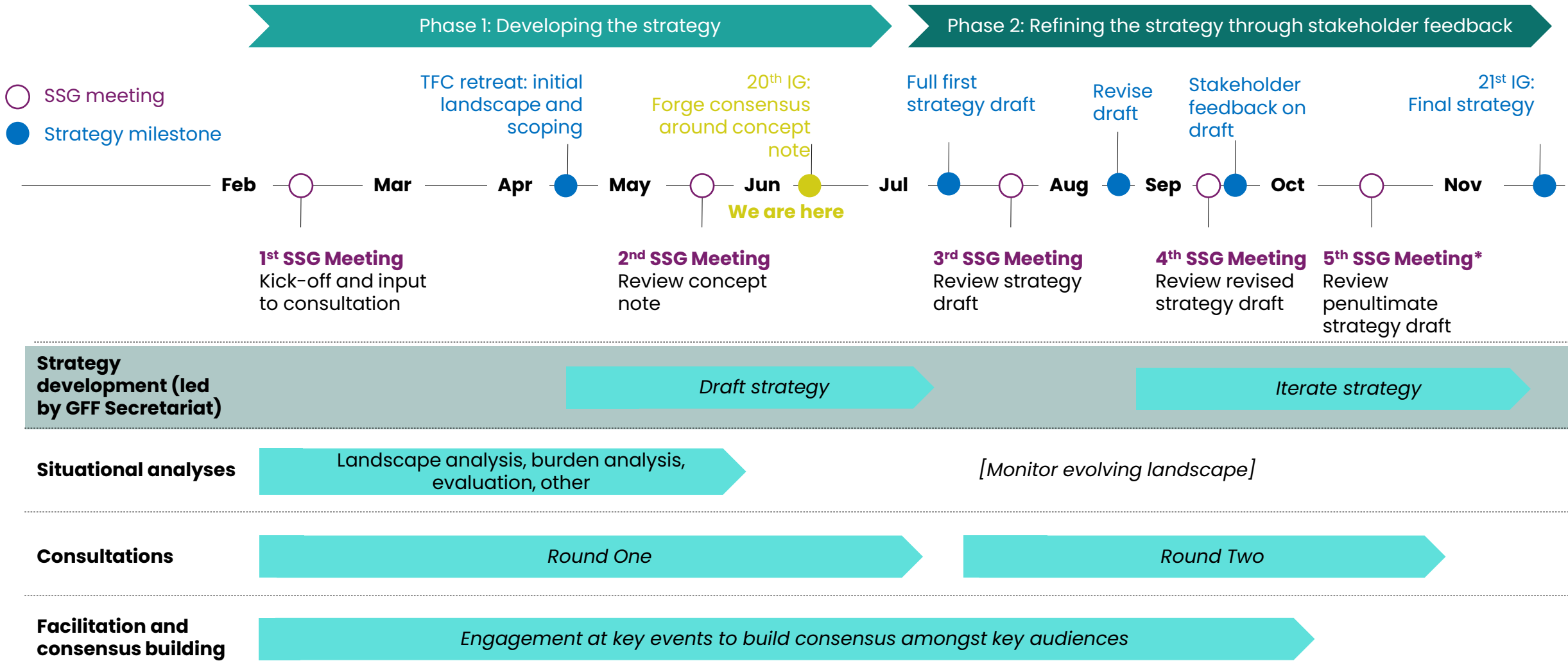
## 20th Investors Group Meeting

4 June 2025

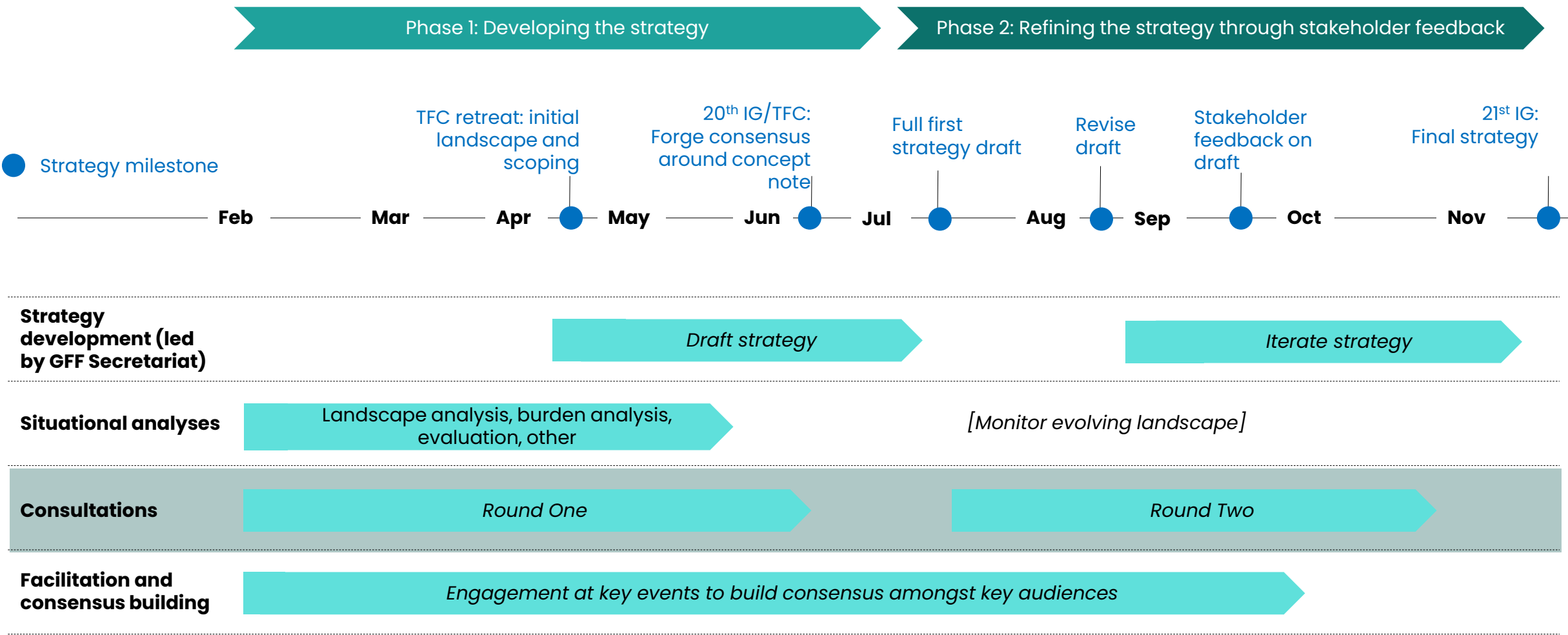


# **Strategy development process and consultation update**

# Re-cap: we are following a two-phase process to develop the next GFF strategy



# Consultations underpin each stage of GFF strategy development



# Consultations are ongoing with most completed

## Conducted

### Country discussions:

- 1:1 consultation with MoH, Sierra Leone (Chair of Ministerial Network)
- Country platform discussions: 25
- GFF Government Focal Points retreat
- Ministerial Network roundtable, World Health Assembly

## Forthcoming or TBC

### Country discussions:

- Additional country platform discussions: 7



### Current funders to GFF:

- TFC retreat

### Constituency groups:

- CSO & Youth CG virtual consultation; Nutrition for Growth roundtable; FP2030

### UN Agencies and GH multilaterals:

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

### GFF Secretariat & WBG staff:

- Secretariat staff retreat; TTLs and workstreams

### WBG Executive Directors:

- Organized by Nordic-Baltic constituency

### Funders:

- Ongoing bilateral conversations

### Constituency groups:

- Private sector
- PMNCH / Adolescent Girls Focus
- Femleague



**Public questionnaire:** 308 total responses



# 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

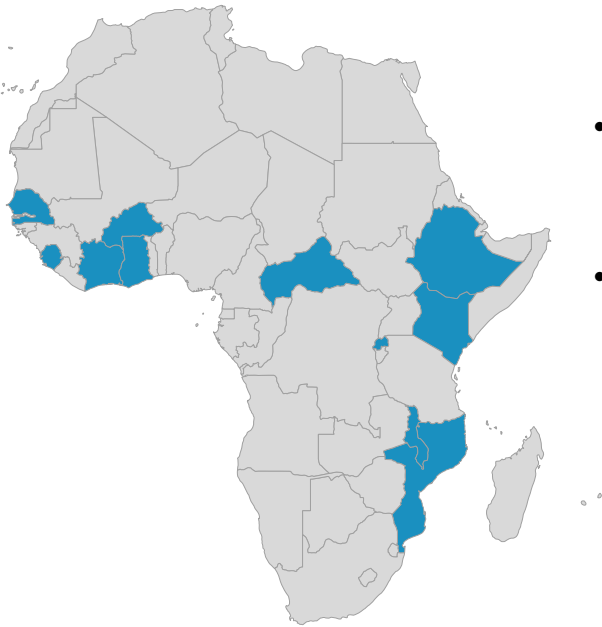
## **Strategic priorities, evolutions, and choices**

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



# Deep dive: Ministerial consultation

“ The GFF is a listening organization. It is our organization [...] The next 5-year strategy will be our strategy. [...] We should be proud of what we are doing with the GFF.



- Consultation held at WHA on May 20, 2025
- Ministers of Health from 11 countries joined

**GFF seen as a real partner to countries in a challenging environment** -> has a unique role to play as an “integrator” and coordinator at country level

In next strategy **GFF must focus on the areas with highest ROI**

Ministers listed priorities including:

- **Double down and provide “practical” approaches for crowding in an aligning external funding at country level**
- Continue and expand investments **in data systems for decision making**
- Continue a **health systems/PHC approach to driving impact** for women, children and adolescents
- **More support to DRM** to help countries to deal with the debt crises they are facing
- **Supporting supply chain optimization and scaling of innovations**

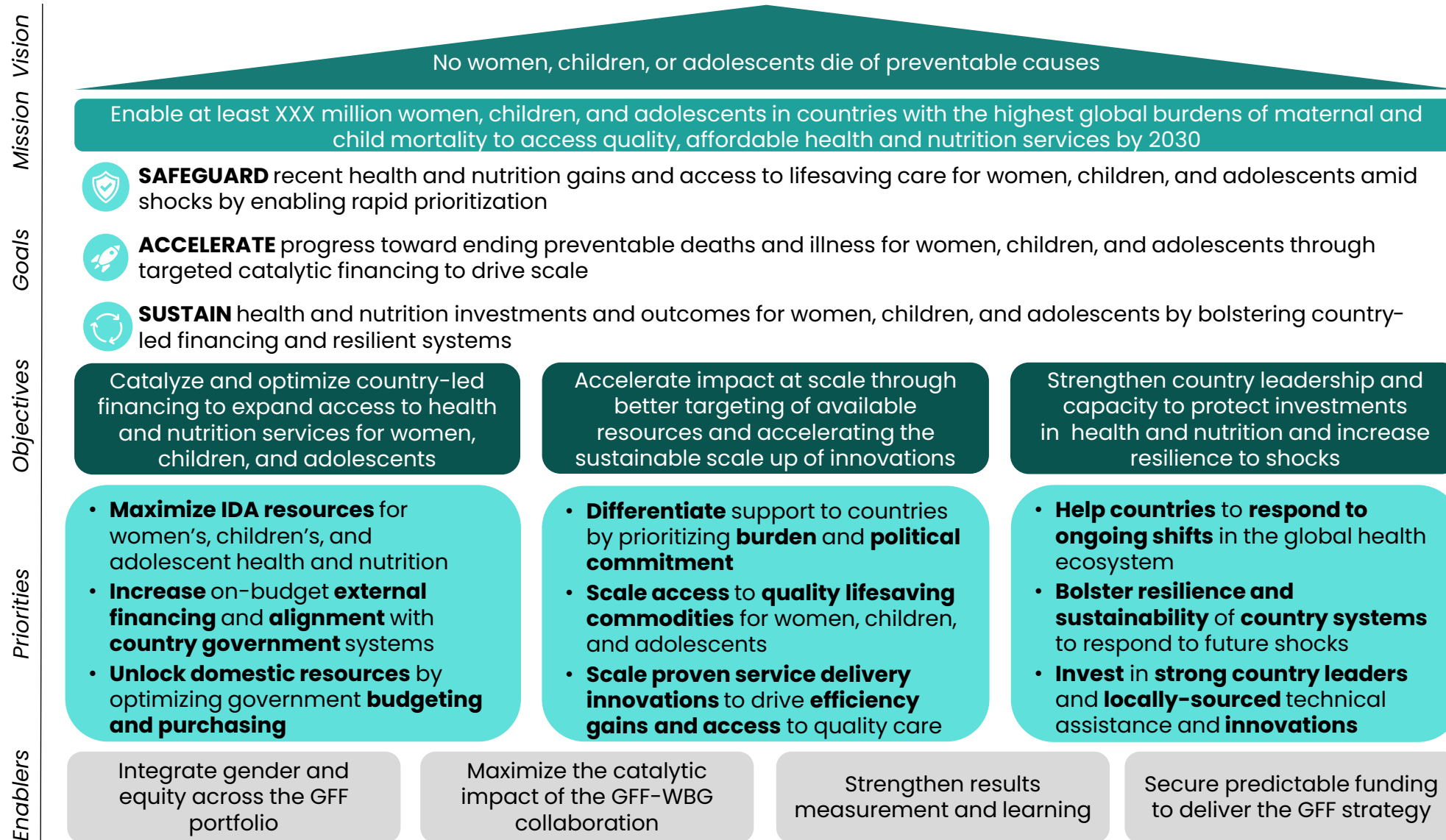
# Overview of draft strategy concept note



# GFF Strategy Assumptions

- GFF's core country-led, country-driven, results-focused **model remains strong** and GFF financial and technical support remains in **high demand** by partner countries
- Global **support is declining** for women, children, and adolescent health in low- and middle-income countries and will require
- Shifting country burdens of maternal and child mortality and the disruptions in the global health and development landscape will require further **evolution, innovation, and targeting** of GFF support
- Increasing prioritization, alignment, efficiency, and domestic resource mobilization will be paramount – to **maximize available resources and accelerate progress**
- Strategy should be **flexible and agile** to inform, and respond to, expected reforms in the global health and development finance architecture

# Overview of framework proposed in the concept note



# Vision, Mission, and Goals

Vision

**No women, children, or adolescents die of preventable causes**

Mission

**Enable at least XXX million women, children, and adolescents in countries with the highest global burdens of maternal and child mortality to access quality, affordable health and nutrition services by 2030**

Goals



**SAFEGUARD recent health and nutrition gains and access to lifesaving care** for women, children, and adolescents amid shocks by enabling rapid prioritization



**ACCELERATE progress toward ending preventable deaths and illness** for women, children, and adolescents through targeted catalytic financing to drive scale



**SUSTAIN health and nutrition investments and outcomes** for women, children, and adolescents by bolstering country-led financing and resilient systems

# Objective 1: Bolster country-led financing

Objective

**Catalyze and optimize country-led financing to expand access to health and nutrition services for women, children, and adolescents**

Priorities

**Maximize IDA resources** for women's, children's, and adolescent health and nutrition

- Double down on Bank partnership to prioritize **IDA allocations for health** and **target domestic budgeting**
- Support pipeline of projects that **crowd in resources for the 1.5BN goal and SRH target**, including **novel financial instruments**
- Embed RMNCAH-N in **IDA-financed projects in adjacent sectors**

**Increase on-budget external financing** and **alignment** with country government systems

- **Align external financing around government systems** to strengthen country leadership and oversight and **reduce fragmentation**
- **Leverage existing mechanisms** to **crowd in resources**, incl. existing in-country pooled mechanisms and Joint Financing Framework (JFF)

Unlock additional **domestic resources** by increasing **budget efficiency** and optimizing **government purchasing**

- Empower ministries of health identify **budget efficiencies**, **improve budget execution**, and advocate for **higher budget allocations for health**
- Build on existing plans and relationships to **develop public-private partnerships (PPPs)** that support partner countries

# Objective 2: Accelerate impact at scale

Objective

**Accelerate impact at scale through better targeting of available resources and accelerating the sustainable scale up of innovations**

Priorities

**Differentiate support to countries** with priority on those with the largest **burdens and political commitment** to lead change

- **Shift away from universal support model** to targeted one that directs full technical and financial support toward highest-burden and FCV countries
- **Revise list of eligible countries** based on mortality and morbidity data
- **Sharpen financing and technical support** to medium-burden countries to address specific obstacles or enablers

**Scale sustainable access to quality lifesaving commodities** for women, children, and adolescents

- Incentivize and support governments to integrate and finance **commodities in national health systems**
- Establish **special “acceleration window”** to provide focused grants and technical assistance to strengthen supply chains

**Scale proven service delivery innovations** to drive efficiency gains and access to quality care

- Curate available **innovations**, translate **pilots** into large-scale programs, and **de-risk** the scale-up phase
- Support countries to **adapt lessons learned from successful programs** to their country contexts, scale up through IDA, and build costs into budgets
- Work with funders to **develop targeted windows for high-priority challenges**

# Objective 3: Support adaptation and resilience

Objective

**Strengthen country leadership and capacity to protect investments in women's, children's, and adolescent health and nutrition and to increase resilience to shocks**

Priorities

**Help countries adapt, assess, and prioritize** in response to the ongoing shifts in the global health ecosystem

- Assess country impact of aid crisis, **identify budget trade-offs** with aim to continue **essential health services for the most vulnerable populations**
- **Protect access to family planning services and SRHR** as specific focus
- Deploy 'light' versions of **real-time prioritization tools**

**Bolster resilience and sustainability of country systems** to respond to future shocks

- Focus technical assistance towards **promoting sustainability**
- **Ensure support to fragile states is well-adapted** to their needs
- Strengthen **country support to institutionalize analytics, data, and AI tools** to improve adaptive capacity

Deepen investments in **strong country leaders and locally sourced** technical assistance **and innovations**

- Continue and strengthen two **flagship leadership platforms**, Ministerial Network and female leadership program
- **Source more technical assistance in-country and/or regionally**
- Invest in **capacity building** and engagement of local **civil society and youth** organizations

# Strategic Enablers

Integrate **gender and equity** across the GFF portfolio

- **Shift** from addressing gender as a discrete pillar **to fully integrating gender** across the GFF portfolio levers for driving **system-level changes**

Maximize the catalytic impact of **GFF-WBG collaboration**

- Leverage **GFF comparative advantage** to ensure WBG reforms lead to better health and nutrition outcomes for women, children, and adolescents
- Embed more of GFF **catalytic work** within Bank programs

Strengthen **results measurement** and **learning**

- Develop a robust set of **strategy key performance indicators** to monitor results
- Strengthen country capacity to manage **health system performance** and improve **data use** for decision making
- Accelerate **South-South knowledge exchange**

Secure **predictable funding** to deliver on the GFF strategy

- Secure funding through strategic investments in **resource mobilization, partnerships, stakeholder engagement** and communications



# Discussion questions



**Ambition and focus:** Do the proposed goals, objectives, and priority areas reflect the right level of ambition and focus for the next GFF strategy?



**Changes and additional detail:** Are there any specific changes or areas of elaboration you would like to see on the strategic objectives?



**Gaps and prioritization:** Are there any priority areas missing that you would like to see elevated in the strategy, and if so, where would you propose to deprioritize?

## Opportunity to provide additional feedback:

**Please send any further written comments on the concept note to [gffstrategy@worldbank.org](mailto:gffstrategy@worldbank.org) by 12:00 ET 11 June;** we will utilize any comments to help produce a full draft strategy paper

# Annex



# 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 **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 alleviate 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 partners, are really **clear about aligning their work and being additive rather than competitive or duplicative** – GHI Discussion*

## Indicative proportion of consultations mentioning each key message



**Protecting RMNCAH-N and SRHR is core**, especially amidst political headwinds and budget constraints



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



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



**Decreasing ODA leading to greater fiscal gaps** for countries; GFF has a key role in supporting countries to respond and pivot



Strong push for the WB and GFF to increase their efforts in **domestic resource mobilization**; 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



# Themes emerging around lessons learned include...

## Key take-away

**Strong appreciation for and recognition of GFF country-led engagement model**

## 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 country vision for progress** – Minister of Health

## Indicative proportion of consultations mentioning key message



**GF viewed as thought partner to countries**, offering eye-level engagement and use of country-specific frameworks



**GFF role in leveraging IDA has supported country leadership and ownership need to further increasing focus on “self-reliance” and domestic capacity development**



**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** (though potential to improve further); unclear value-add at global level

**Push for changes in geographical and topical focus**



One of the key success criteria for the next strategy would be GFF playing a role and 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**



**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



# Themes emerging around lessons learned include...

## Key take-away

**Clear value add of GFF in catalytic finance and mixed views on longer-term financing**

## 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 key message

- **Important role in developing costed investment cases and supporting in-country financial reform** to support RMNCAH-N and HSS/PHC
- **Catalytic funding seen as crucial for crowding in resources and driving impact**
- **Balancing role as a catalyst vs sustaining and scaling existing efforts:** Varying levels of understanding of GFF as catalyst vs. a consistent funding stream
- **Key strength in helping countries leverage data for decision making:** by supporting the development of systems, tools and processes that leverage data to accelerate impact

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

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

- **Position within WB has proven to be one of the GFF’s greatest strengths** incl. ability to incentivize IDA for health, access MoF, access health financing expertise
- **Understanding of WB–GFF relationship varies,** with stakeholder requesting roles and responsibilities of GFF and WB to be better defined, also at country level



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

## Key take-away

**Financial sustainability of partner countries is 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



**Country-focused approach must be protected in strategy**



Some desire for GFF to **shift from RMNCAH investment cases and catalytic funding to scalable financing** e.g., DRM, financial reform TA, working with WB



**Hope for GFF to support financial sustainability** through innovative financing mechanisms (e.g. blended financing, debt relief/swaps)



**Strengthened engagement with private sector needed** for funding, to advance commodity sovereignty and strengthen health service delivery

**Tightening the GFF's focus in a resource-constrained environment was a recurring theme**



*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*



**GFF must adapt to resource-scarce landscape**; possibility to sharpen programmatic focus; country scope may be too broad, differentiate based on context



Important to **focus on quality in addition to access to ensure impact of increased coverage in countries**



**Some suggest GFF should broaden its alignment work** to 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 saw clear value add in GFF playing an increased role in **program implementation 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

**Gender and SRHR remain core priorities of the GFF**



*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:** Divergent views on the degree of narrative reframing around gender, demographic dividend, & multiplier effect

**Opportunities for GFF to support commodity supply and innovation scale up**



*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 – Country Consultation*



**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, with GFF support to TA and DRM**



GFF can play a role in scaling high impact innovations, incl. with specified funding

**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*



**GFF should play a greater role in sharing learnings across countries** country experiences helpful