



21st GFF Investors Group meeting

November 12, 2025



AGENDA

21st GFF INVESTORS GROUP MEETING | November 12, 2025

Time	Agenda Item	Session Description	Action	Presenter
9:00am – 9:15am	Day 2 Welcome	<ul style="list-style-type: none">• Overview of day 2 agenda items	For information	IG Co-chairs
9:15–10:15am	Lightning Talk	<ul style="list-style-type: none">• Dr. Edem Adzogenu, Co-Chair of AfroChampions (Co-Convenor of Accra reset)	For discussion	Dr. Edem Adzogenu
10:15–11:15am	GFF Strategy 2026–2030 (Part 1)	<ul style="list-style-type: none">• The Secretariat will provide an overview of the new strategy and request the IG’s endorsement and set the stage for implementation.	For endorsement	GFF Secretariat
11:15–11:30am	Break			

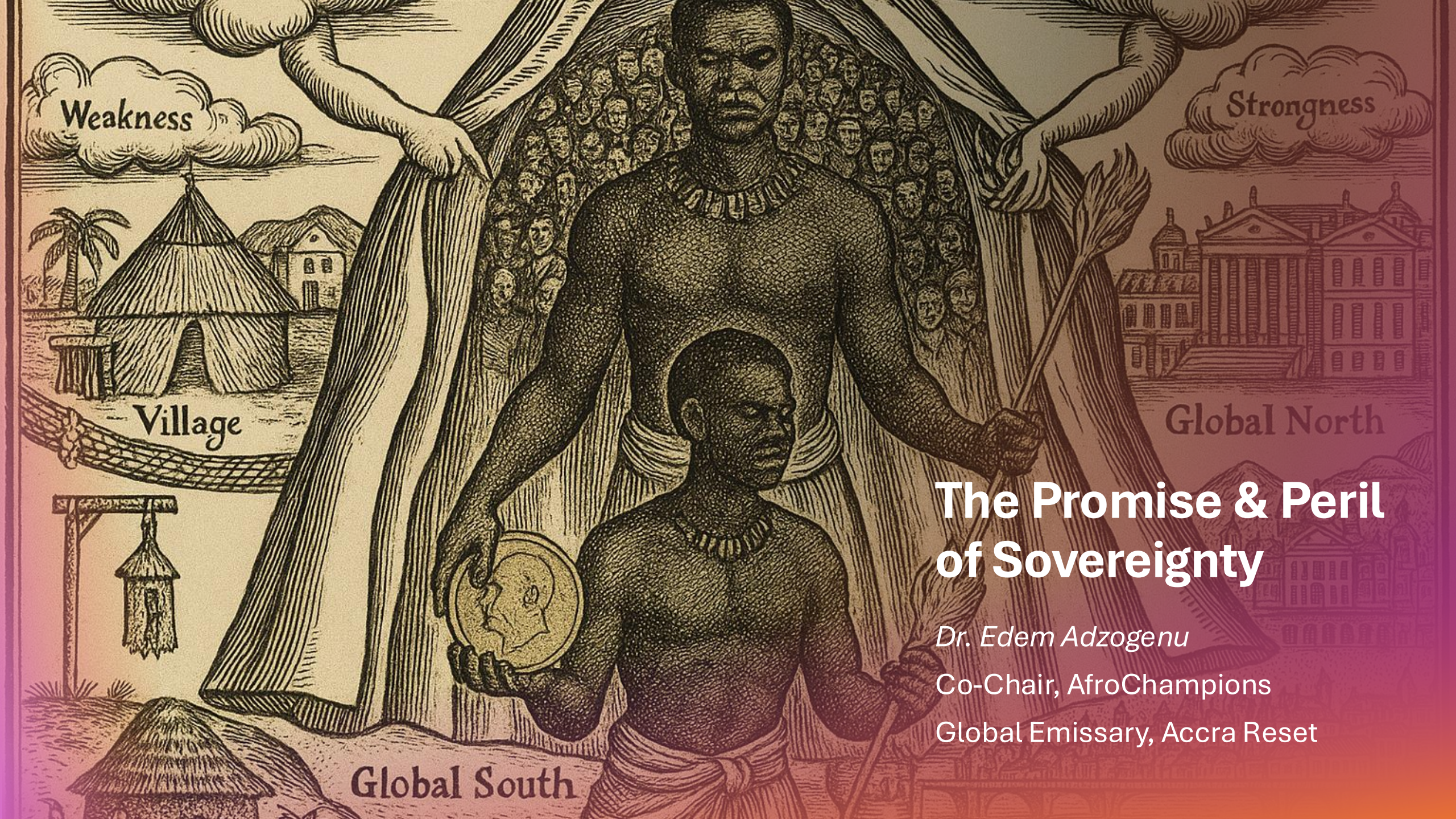
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21st GFF INVESTORS GROUP MEETING | November 12, 2025

Time	Agenda Item	Session Description	Action	Presenter
11.30am–12.30pm	GFF Strategy 2026–2030 (Part 1) (Continued)	<ul style="list-style-type: none">Continued from above	For endorsement	GFF Secretariat
12:30–1:30pm	Lunch			
13.30pm–2.45pm	GFF Strategy 2026–2030 – Part 2	<ul style="list-style-type: none">Overview of the preliminary approach for measuring progress and tracking results as part of the new strategy, including KPIs.	For guidance	GFF Secretariat
2.45pm–3.00pm	Break			
3.00pm–3.55pm	Joint action to build momentum and ownership of the new GFF Strategy	<ul style="list-style-type: none">Discussion on how the GFF partnership can collectively build momentum for the vision and priorities of the next strategy period.	For guidance	GFF Secretariat
3.55pm–4.00pm	Meeting Closure	<ul style="list-style-type: none">Summary of key decision points and next steps.		IG Co-chairs

Lightning Talk





Weakness

Strongness

Village

Global North

The Promise & Peril of Sovereignty

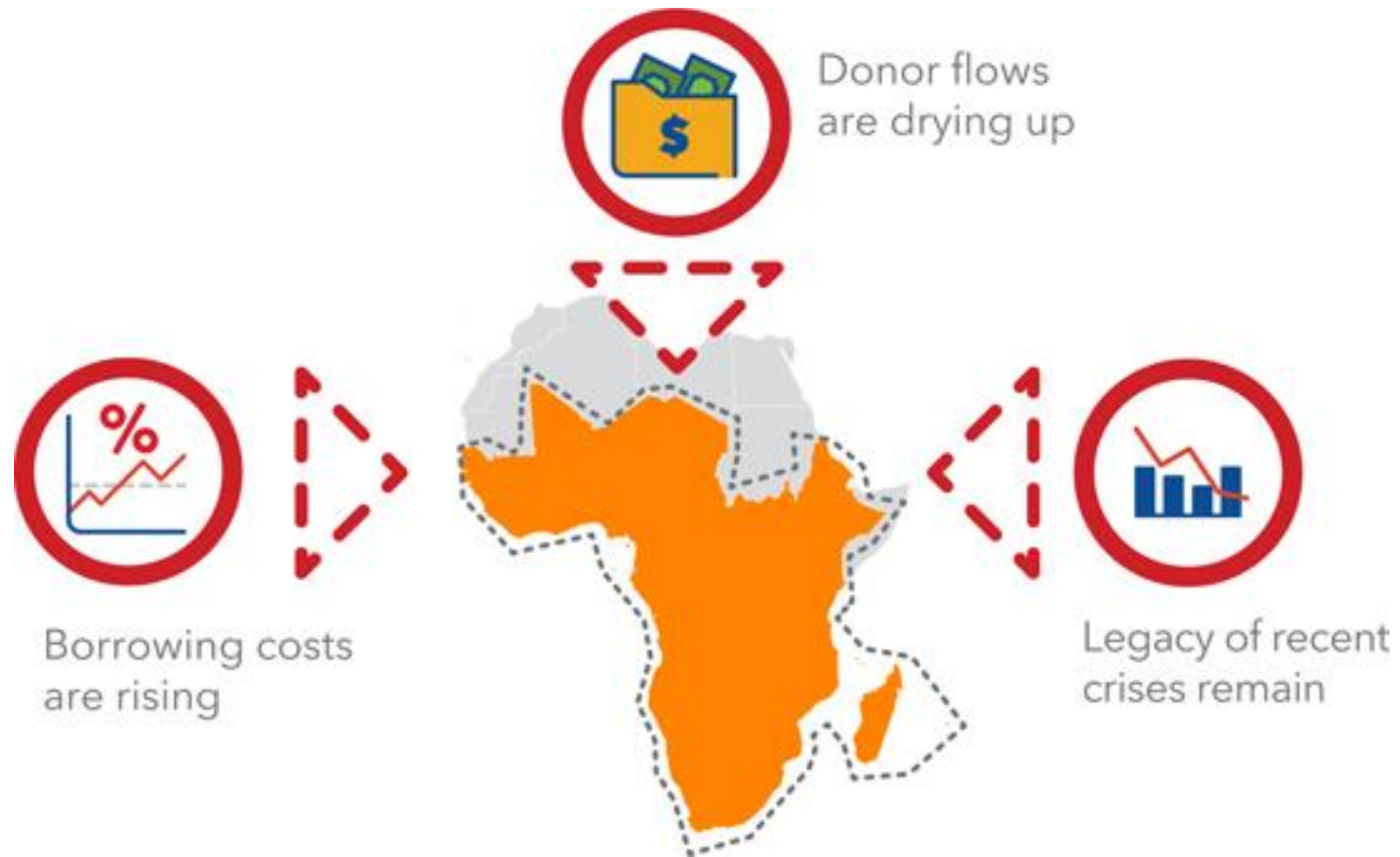
Dr. Edem Adzogenu

Co-Chair, AfroChampions

Global Emissary, Accra Reset

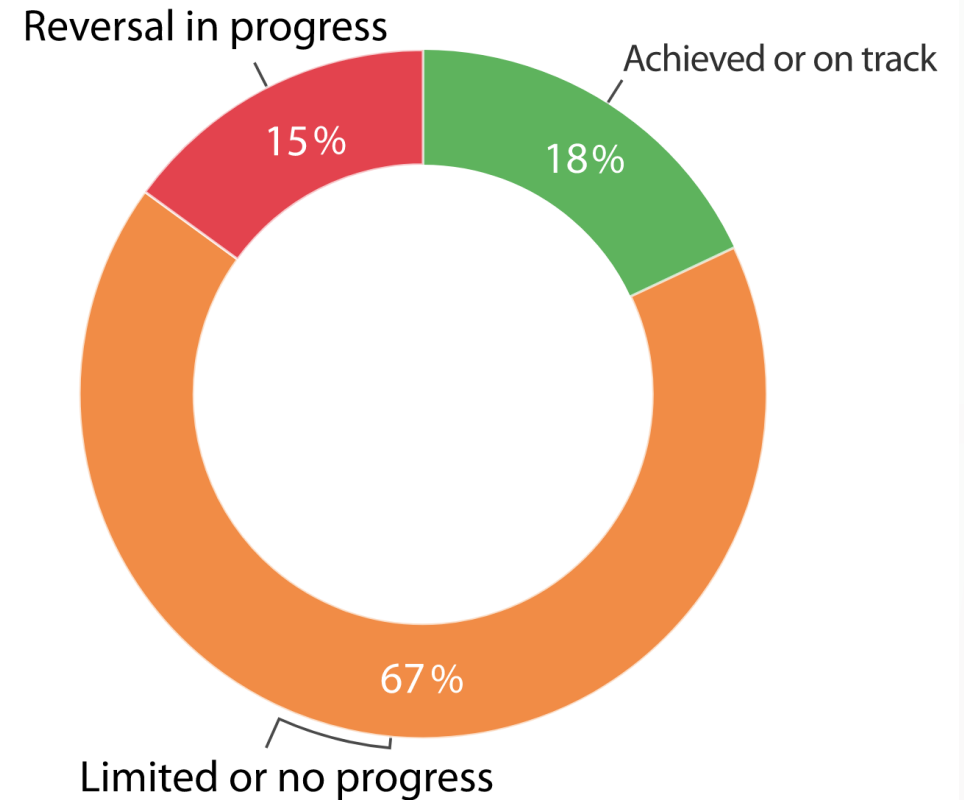
Global South

The Moment of Truth Closes in...



The Global Order has failed to Deliver

1. The SDG Promise has faltered.

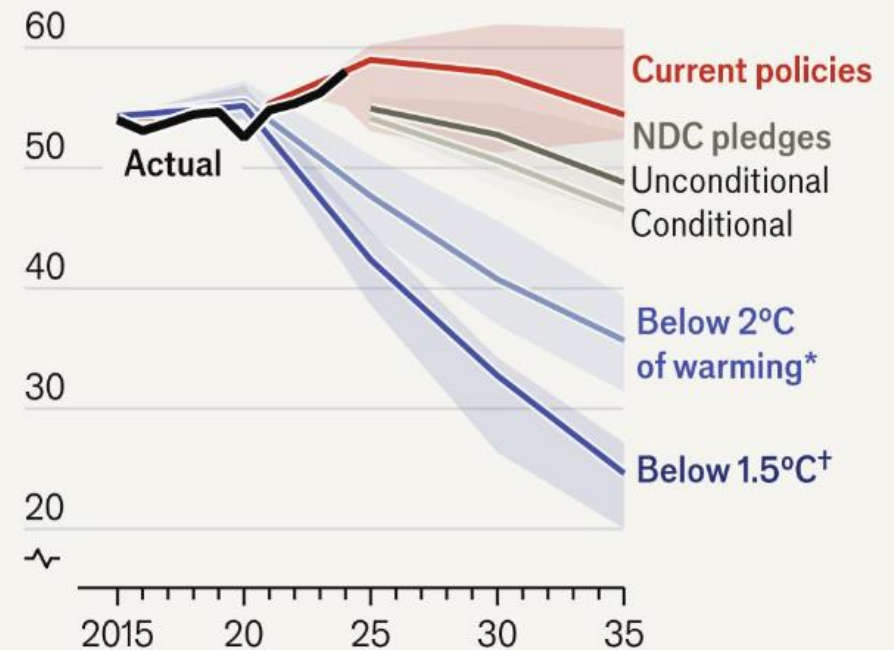


The Global Order has failed to Deliver

1. The 1.5 degrees
hope is DEAD.

For the first time, climate models show the 1.5°C goal is dead

Greenhouse-gas emission trajectories,
gigatonnes of CO₂ equivalent



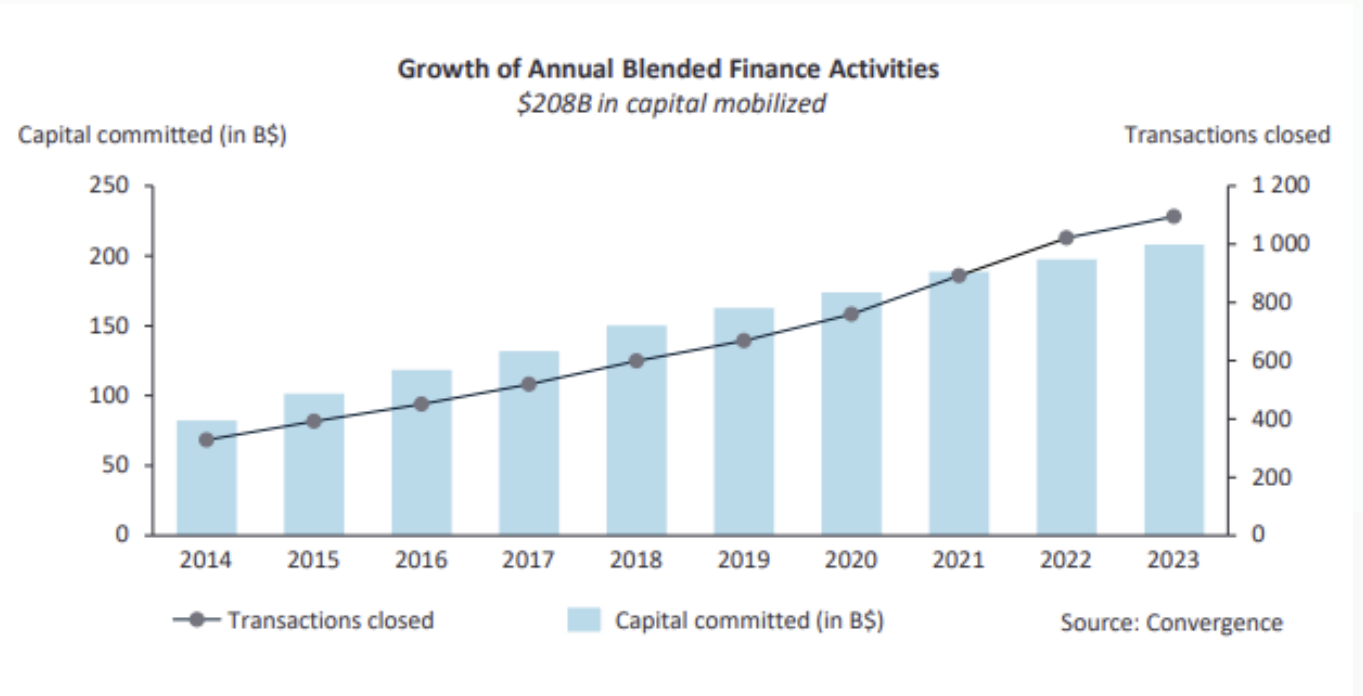
*A 66% chance by 2100 †A 50% chance by 2100

Source: UNEP Emissions Gap Report, 2025



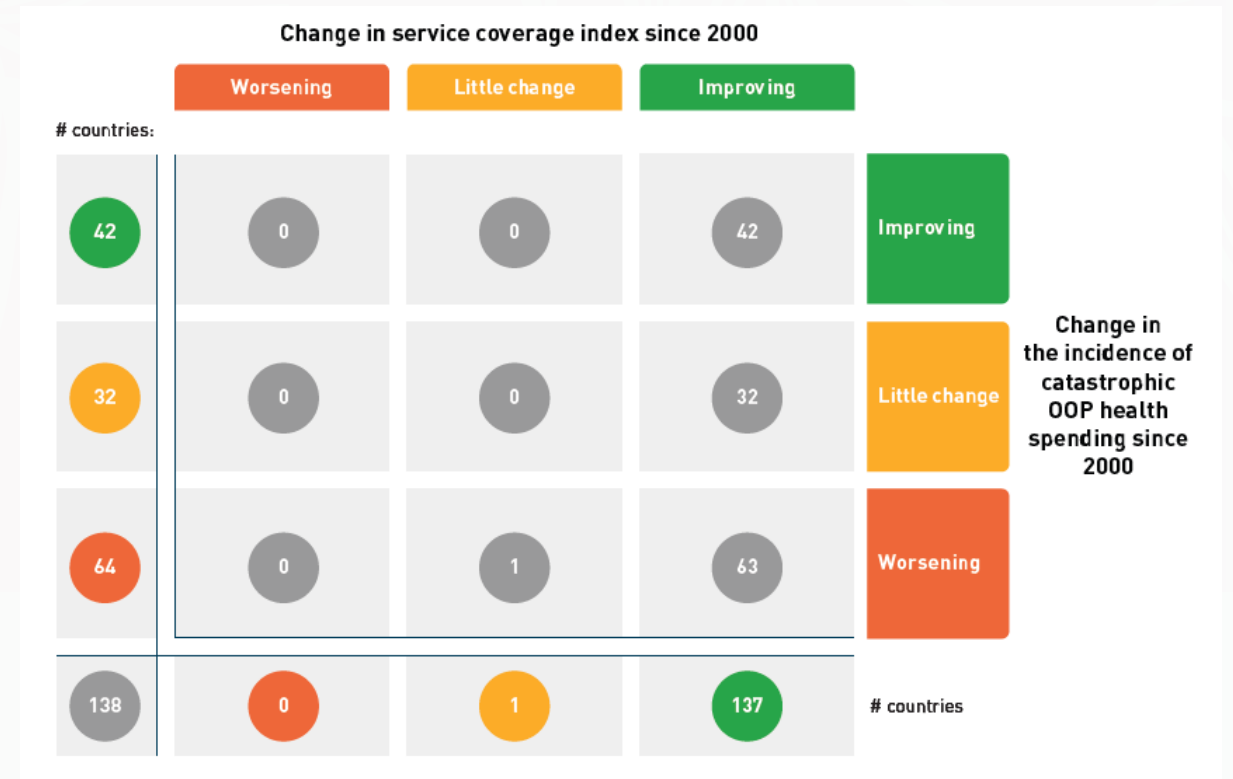
The Global Order has failed to Deliver

1. In Addis Ababa (2015), TRILLIONS of dollars were promised in blended finance. Only ~\$18bn per year is being delivered now.

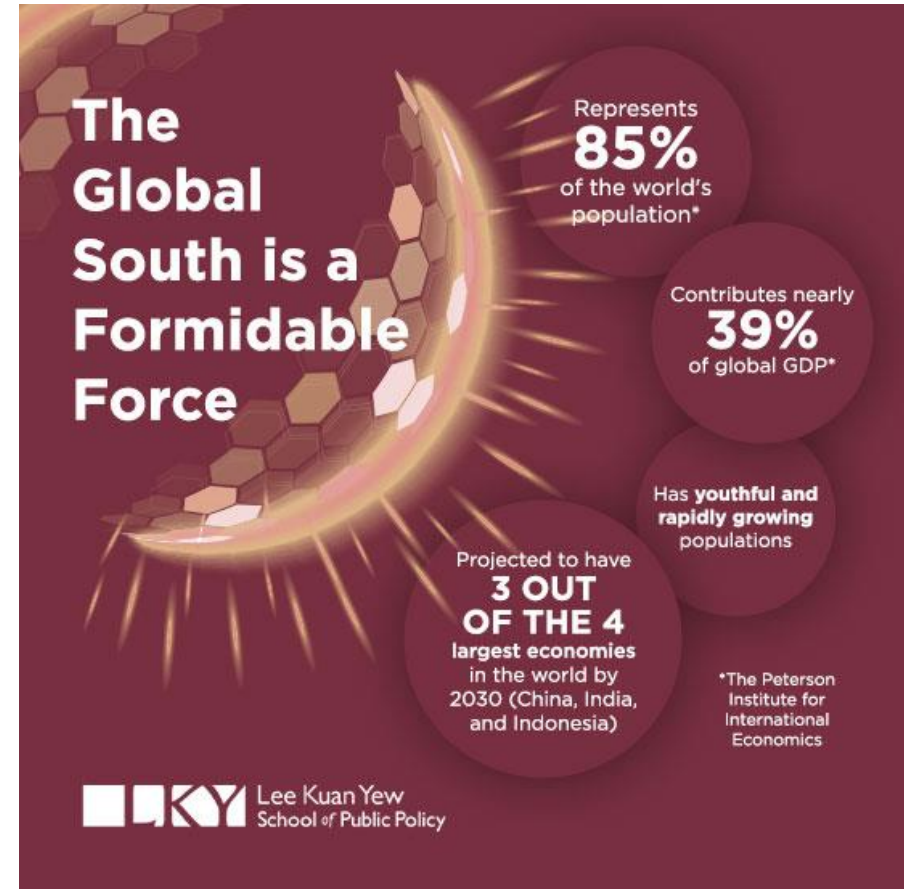


The Global Order has failed to Deliver

1. Universal Health Care (UHC) coverage has worsened for way more countries than improved.



Unsurprisingly,
countries in the
Global South have
stepped up on the
SOVEREIGNTY pedal





NATIONAL DIALOGUE ON HEALTH FINANCING

Increasing Domestic
Resources For Health

Kigali Serena Hotel November 2nd-3rd, 2023



High-Level Meeting on Domestic Health Financing - ALM
Remarks by President Kagame

RWANDA



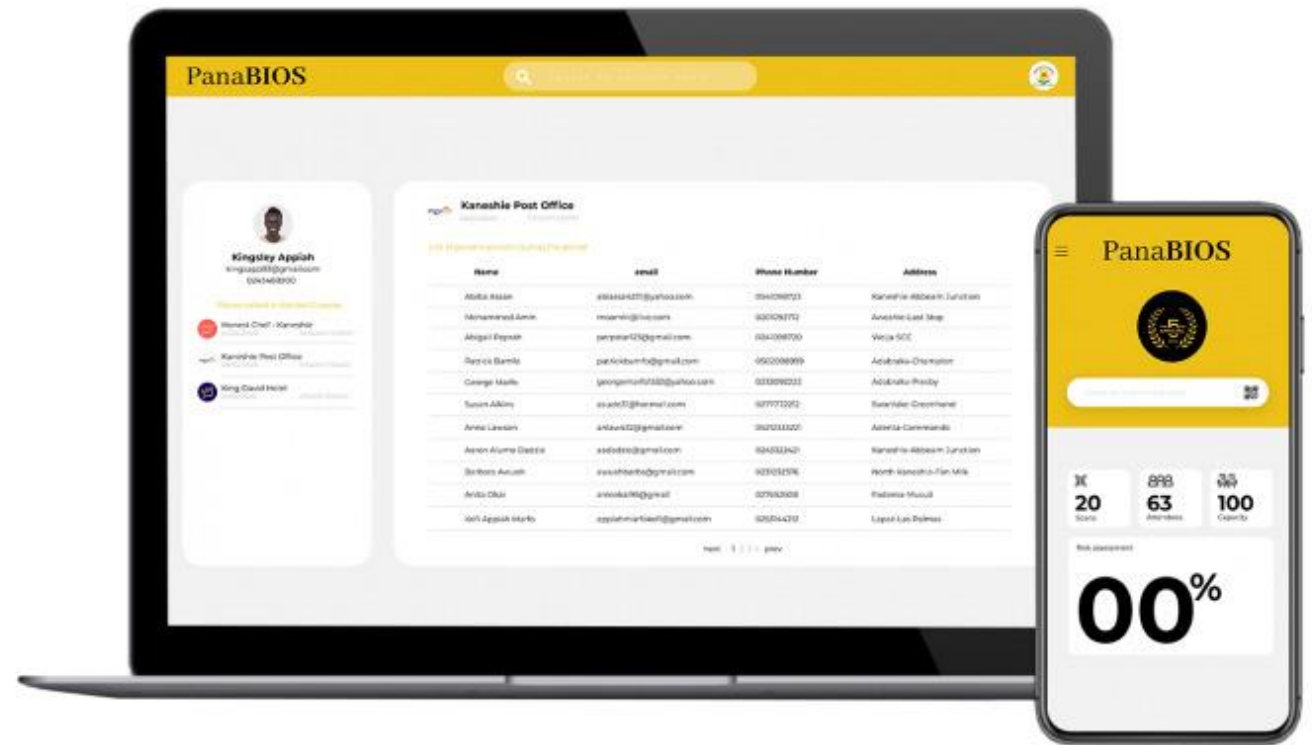
To be clear, this didn't start yesterday

Sovereignty,
however, is not
a fetish or a
wand; it is a
STRATEGY

Naïve Sovereignty	Mature Sovereignty
Values autonomy as an End	Values autonomy as Instrumental to Development Goals
Sees Interdependence as a Threat	Interdependence Treated as a Resource
Avoids Conditional Cooperation	Designs Reciprocal Compacts
Focuses on Legal Status	Focuses on Capability Stock
Prefers Slogans (We are sovereign")	Prefers Systems (We are credible and competent")
Short-Term Political Signaling	Long-Term Policy Equilibrium

The PanaBIOS Experience

How naïve, insular, data sovereignty nearly derailed a major “regional sovereignty” initiative



**True Sovereignty
is based on
increasing
Degrees of
Freedom not
windowless
autonomy**

Parameters \ Sovereignty			
	Weak	Medium	Strong
Power hierarchy	Weak hierarchy	Medium hierarchy	Strong hierarchy
Direction of the organization of power relations	From below	Consensus	From above
Type of bureaucracy	No bureaucracy	Client-oriented	Professional
Institutional design of the political system	Leaderism	Monarchy	Parliamentarism
Regulatory system	Custom / Morality	Morality / Law	Law / Politics
Social solidarity ⁷	Mechanic (formal)	Organic (according to interests)	Societal (value)
Social structure ⁸	Layers / Columns ⁹	Classes / Strata	Estates / Guilds, Trusts

It is about six capability lanes

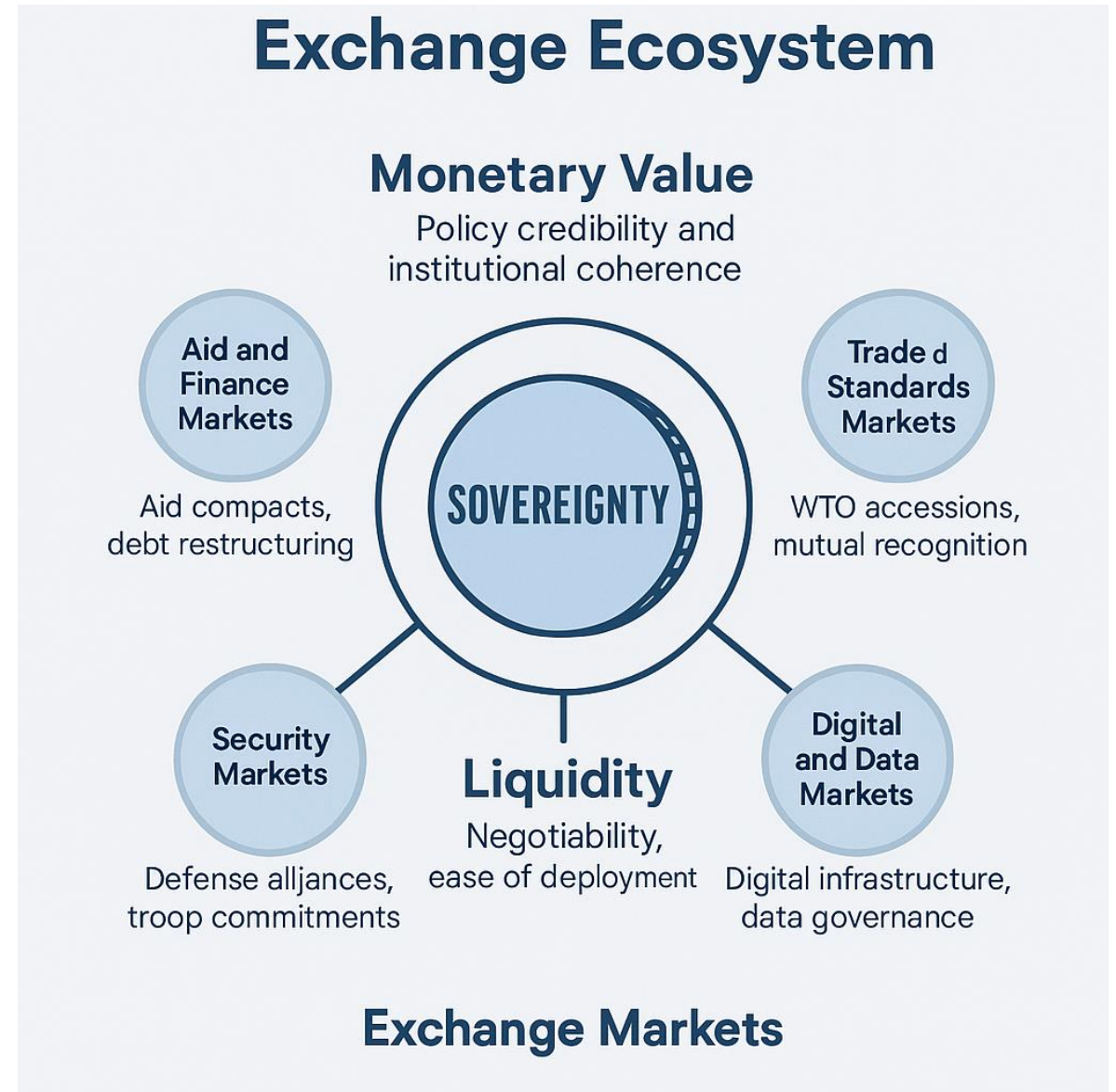
Six Capability Lanes to Buoy Global South Sovereignty



—	—	Fiscal State Capacity	—	—
—	—	Legal/Standards Capability		—
—	—	Production & Data Infrastructure		—
—	—	Crisis Insurance		—
—	—	Bureaucratic Muscle		—
—	—	External Leverage Tools		—

In the end, Sovereignty is a Currency

- It must be backed by productivity, else it creates rhetorical inflation
- It must enable the EXCHANGE, and not only the store, of value.
 - It must be recognised in the (Global) Marketplace of risks and opportunities.



Thanks



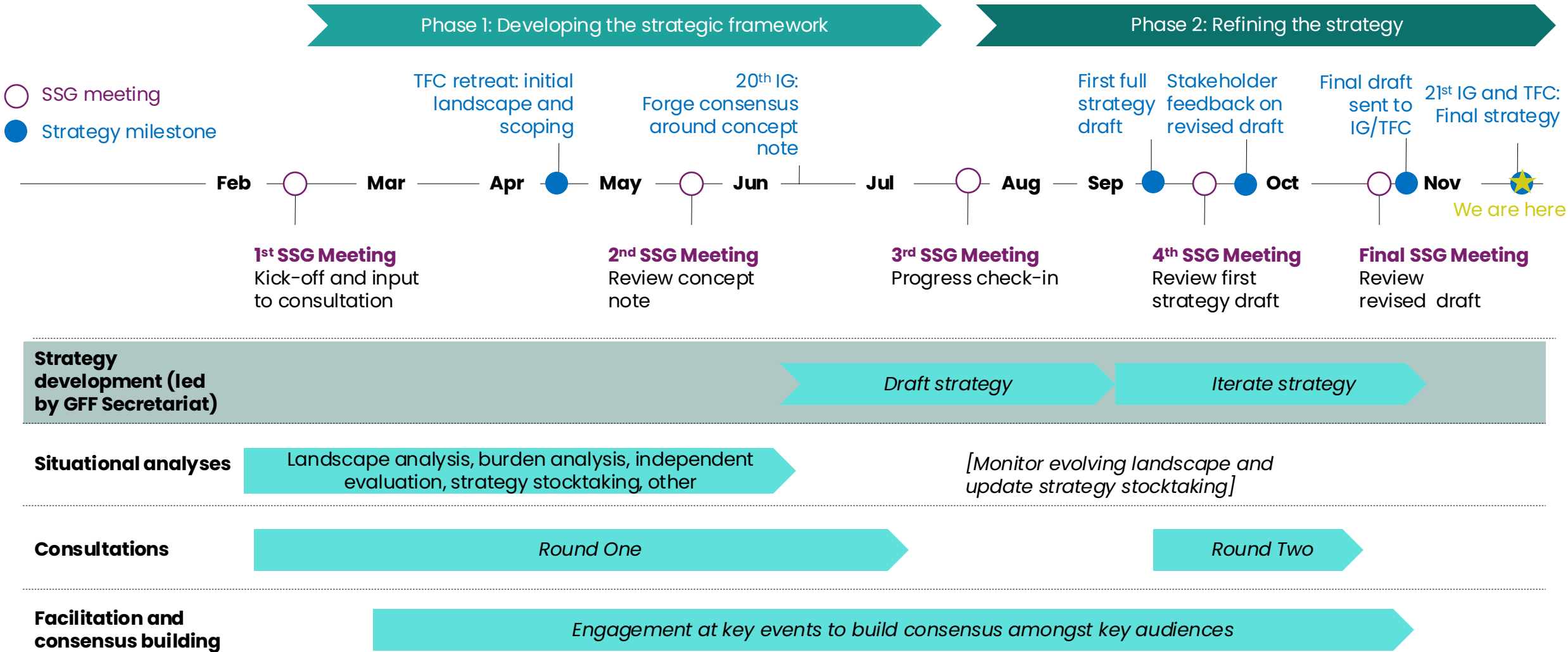


Discussion

GFF Strategy(2026-2030)



Recap of the strategy development process



The strategy process was highly consultative with inputs from stakeholders around the globe



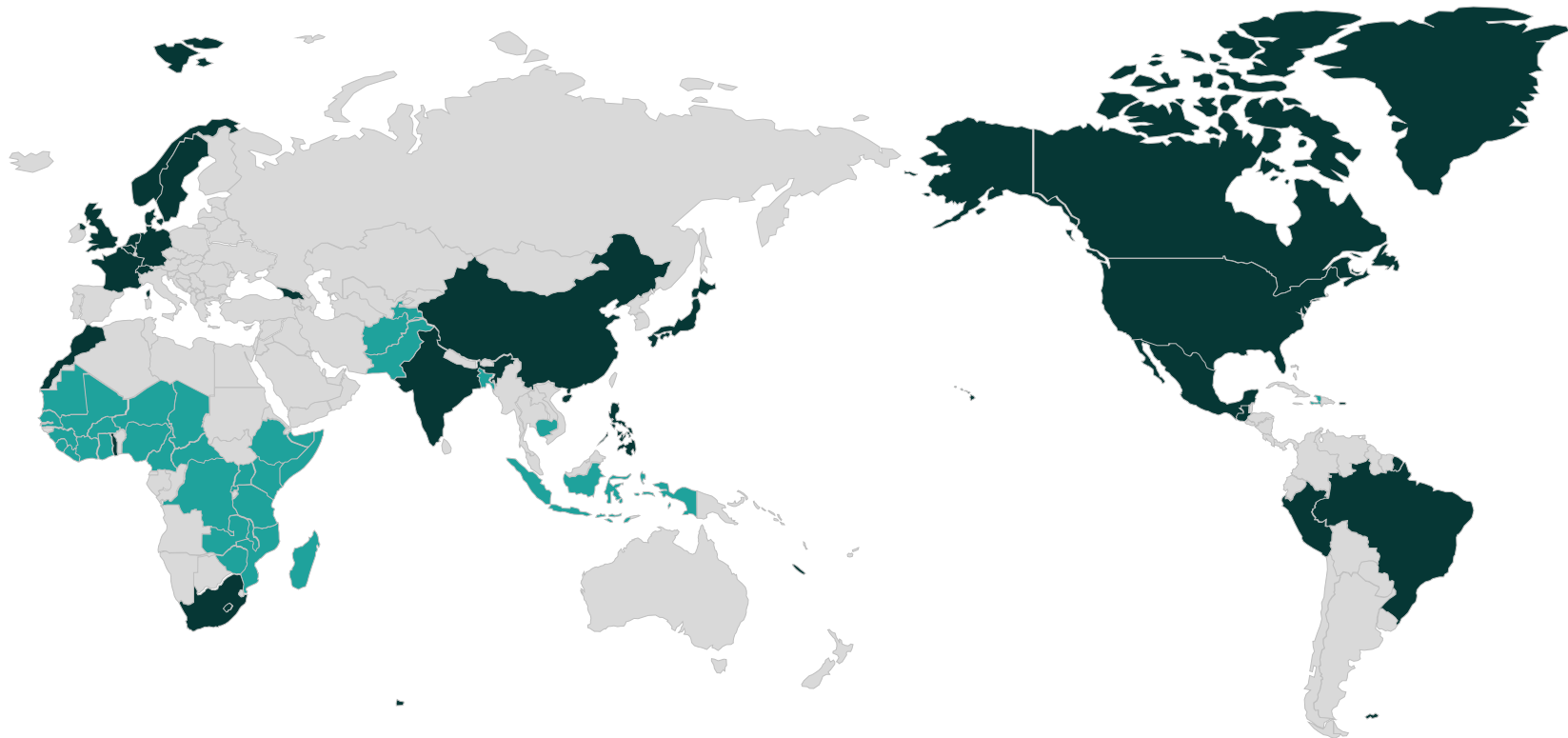
GFF Country Partners





Global GFF Stakeholders



Public questionnaire during two rounds



Multistakeholder consultations were held in 33 / 36 GFF partner countries and inputs received from more than 1,100 individuals

 GFF countries consulted  Additional countries in which responding organizations were based

Key messages from consultations with GFF partner countries and ministers

Strong support for the GFF country-led engagement model

- **Enabling country leadership:** GFF helps countries align IDA resources with their national priorities and strengthen health systems to improve RMNCAHN
- **Acting as a trusted partner:** deep consultation and close collaboration with governments support country ownership
- **Driving alignment of partners:** countries value GFF role in facilitating multistakeholder country platforms and engaging civil society organizations

Appreciation of GFF ability to leverage World Bank IDA financing and tools amid debt crises

- **Addressing fiscal constraints:** declining ODA is widening fiscal gaps for countries and increasing reliance on external financing
- **Leveraging the WB:** GFF position within the WB and influence on IDA investments is seen as a core strength
- **Advancing DRM efforts:** partner countries view GFF and WB as critical to domestic resource mobilization and debt relief efforts

Affirmation of GFF role in advancing RMNCAHN and SRHR amid global backlash

- **Championing equity and gender equality:** GFF country partners stress the importance of maintaining focus on SRHR and gender equality
- **Mobilizing resources for RMNCAHN impact:** GFF serves a key vehicle to unlock additional IDA financing for health and RMNCAHN

The new strategy responds to 5 key drivers affecting GFF-eligible countries and GFF enabling environment

1 Evolving Global Burden of Maternal & Child Mortality and Morbidity

2 Expanding Scope of Fragility, Violence and Conflict

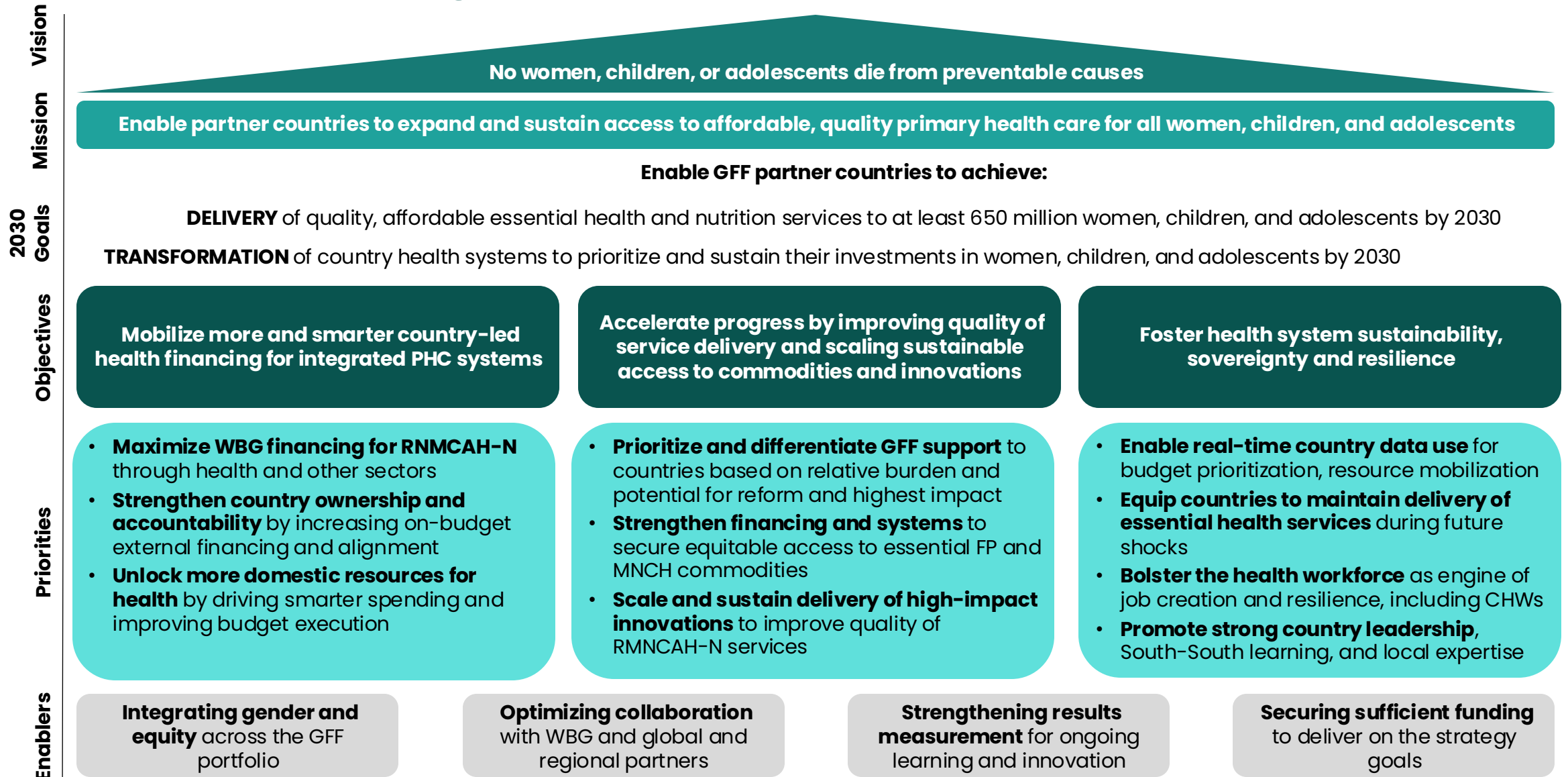
3 Global and Domestic Health Financing Disruptions

4 Growing Threats to SRHR & Gender Equality

5 Burgeoning Youth Population Entering the Global Workforce

These changing dynamics require the GFF to step up its efforts to **support countries to accelerate progress on ending preventable deaths** of women, children and adolescents, **champion gender equality and SRHR, reduce donor dependency and build resilience**

New GFF Strategy: TRANSFORM 2030



Summary of key GFF shifts in the new strategy

From: GFF Strategy 2021–2025

Static # of partner countries (36); standard core package of GFF support offered to all partner countries

5-year Investment Case document; wide variability among countries on frequency of updates

Partner alignment through country platforms; Joint Financing Framework (JFF) piloted in a few countries

Launch pilots for innovations and commodities

Limited GFF engagement outside of health sector

Ministerial Network as standing group of IG

Gender and equity as a stand-alone strategy objective

To: GFF Strategy 2026–2030

Revised country eligibility list (from 67 to 56) – 11 transitioning out + tailored packages (based on need/reform) to reach more countries

Enable countries to generate and use better data, faster and more cheaply – aligned with annual budget cycles – to drive real-time prioritization

Enable countries to crowd in more external financing on-budget; JFF extended to all eligible countries

Establish new challenge programs to scale proven commodities and innovations, support replication

Additional grant and TA support offered to catalyze IDA co-financing in other sectors

Ministerial Network as community of practice including rapid peer-peer learning

Gender and equity integrated across GFF portfolio

Feedback shows widespread support for new strategy

Overall **strong stakeholder support** for the strategy goals, objectives, and priorities, including:



Strong support for strategy **emphasis on equity, gender, and SRHR**



Commitment to bolstering country ownership, alignment, and data-driven decision-making welcomed



Value strategy focus on strengthening **PHC for RMNCAH-N**



Support for approaches to **increasing WBG financing and domestic resource mobilization for RMNCAH-N**



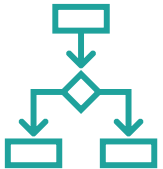
Support for enhanced collaboration with global health partners, civil society and youth engagement

Stakeholder alignment and buy-in for strategy goals and objectives provides strong foundation for implementation and resource mobilization

Strategy discussion and endorsement



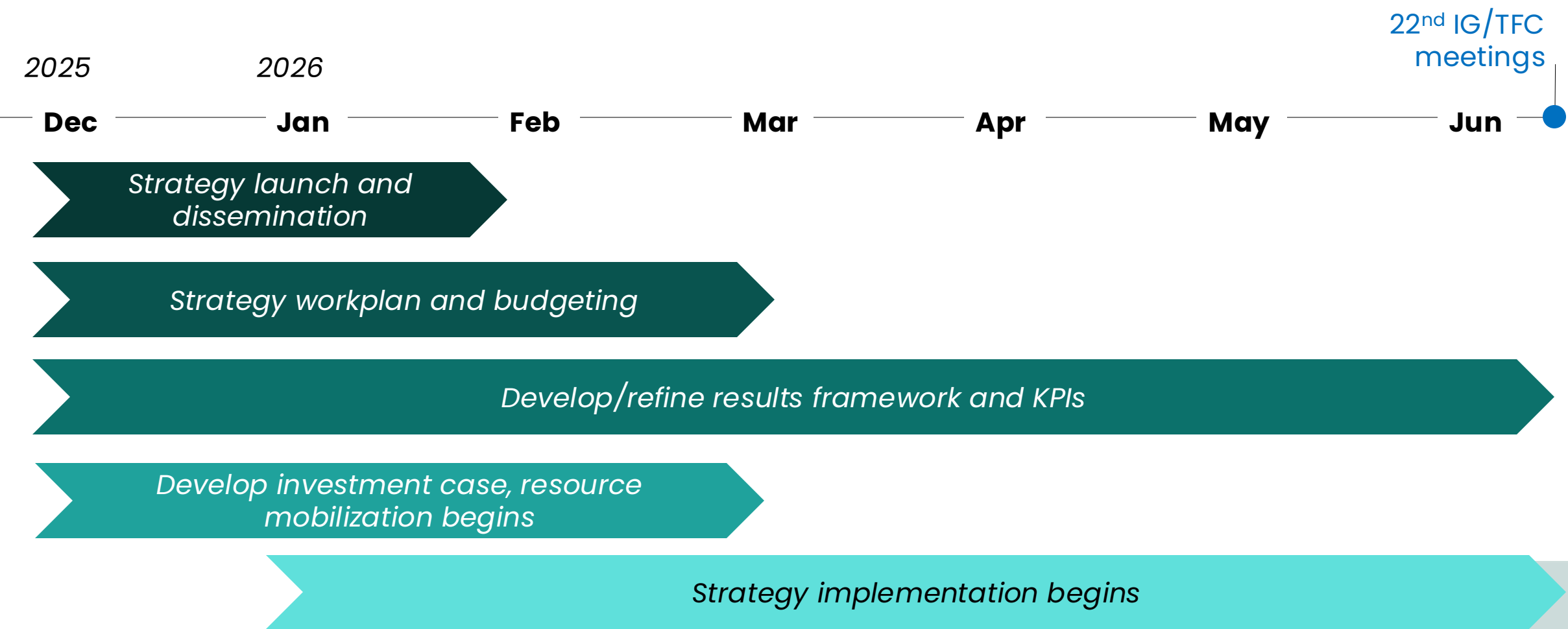
Do IG members **endorse the new strategy**?



Do IG members have guidance for the Secretariat on **operationalizing the strategy**?

Operationalizing the new strategy

Milestones





Discussion



BREAK



LUNCH



GFF Strategy Part 2:

**Draft Results
Measurement Framework**

Three main elements developed in draft form for inclusion in Results Measurement Framework for new strategy

1. Impact, outcome and health financing indicators
2. Strategy Key Performance Indicators (KPIs)
3. Contribution analysis framework

Draft indicators for new GFF strategy address multiple levels

IMPACT

1. Maternal mortality ratio
2. Stillbirth rate
3. Neonatal mortality rate
4. 1-59 month mortality rate
5. Under-five mortality rate
6. Adolescent birth rate
7. Anemia prevalence (adolescent girls and women)
8. Stunting prevalence
9. Wasting prevalence

RMNCAH-N OUTCOMES

1. ANC (early visit, 4+, iron-containing supplements)
2. Childbirth care (institutional delivery, Cesarean section rate)
3. Postnatal care (mother, baby)
4. Kangaroo mother care
5. Breastfeeding (early initiation, exclusive breastfeeding)
6. Family planning (Demand for family planning satisfied plus mCPR & unmet need)
7. Child preventive care (Penta3, measles 2)
8. Child nutrition (Vitamin A supplementation (2 dose), MDD)
9. Case management childhood illness (ORS/zinc, careseeking for symptoms ARI)
10. Adolescent preventive care (HPV vaccination)

STRATEGY KPIs

Strategy Objective 1

1. IDA influence
2. External resources brought on-budget
3. DRUM for RMNCAH-N
4. Responsiveness of health financing reforms to the needs and rights of girls and women

Strategy Objective 2

5. Commodity financing reforms
6. Scale up of innovation and high impact practices
7. Equitable access to high quality services
8. Women- and girl-friendly, respectful care

Strategy Objective 3

9. Timely updating & use of resource mapping
10. Timely analysis and use of service delivery data
11. Country leadership strengthened through Ministerial Network
12. Gender-responsive expertise and leadership

Foundational elements of GFF model:

13. Investment Case process
14. Country Platform Functionality
15. Engagement of civil society, youths & women's organizations
16. Equity
17. Gender priorities and analytics in ICs and WB/GFF projects

HEALTH FINANCING

1. General govt expenditure on health as % of general govt expenditure
2. External health expenditure as % of total current health expenditure
3. Out of pocket payments / financial hardship indicator
4. Budget execution rate

Draft impact indicators

1. Maternal mortality ratio
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Draft outcome indicators

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Draft health financing indicators

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Draft strategy KPIs

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Strategy Objective 3

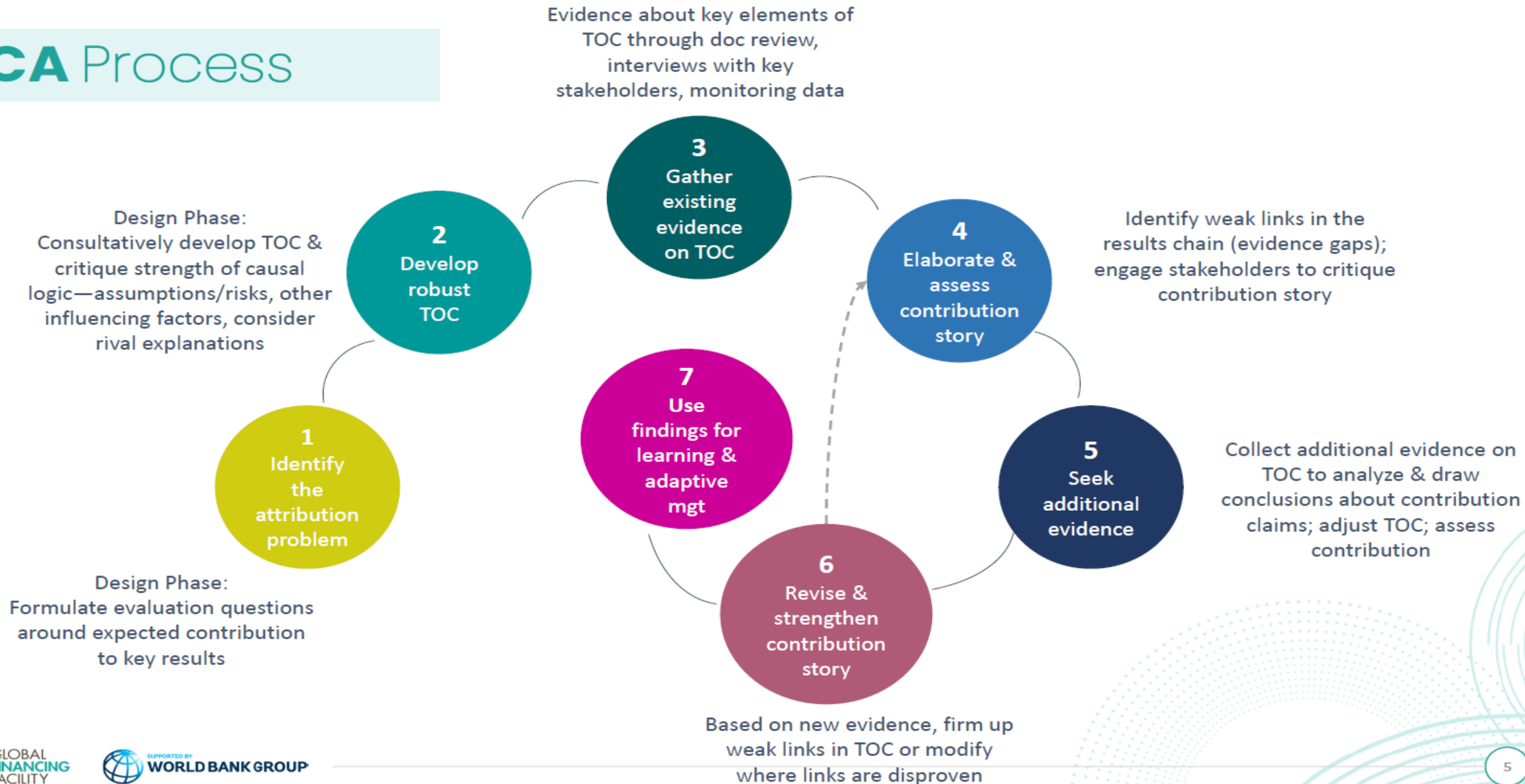
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Draft contribution analysis framework

CA Process





Discussion



Joint action to build momentum and ownership of the new GFF Strategy



Discussion



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🐦 [@thegff](https://twitter.com/thegff)

