



# 21st GFF Investors Group meeting

November 12, 2025



# AGENDA

## 21st GFF INVESTORS GROUP MEETING | November 12, 2025

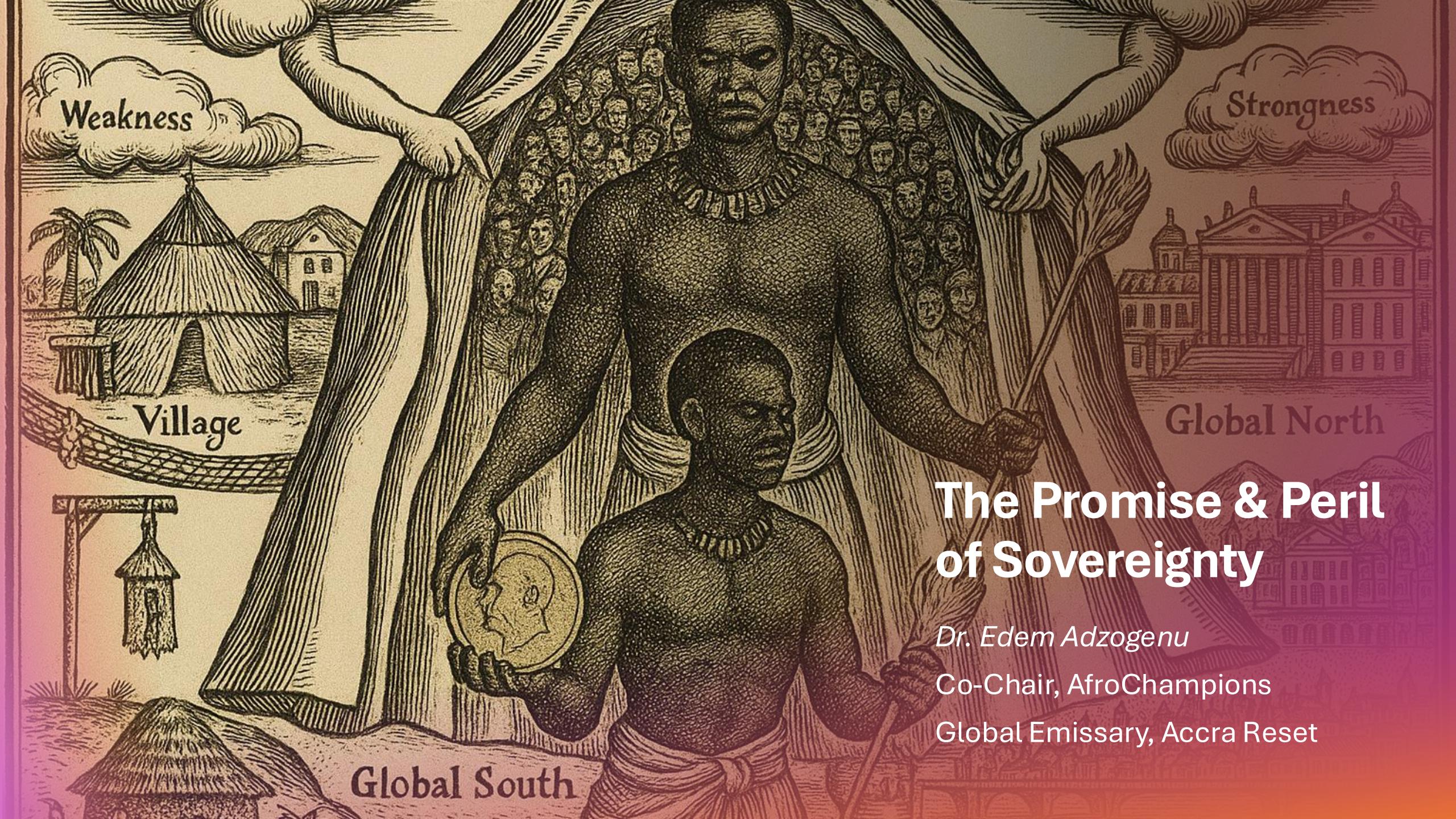
Time	Agenda Item	Session Description	Action	Presenter
9:00am – 9:15am	<b>Day 2 Welcome</b>	<ul style="list-style-type: none"><li>Overview of day 2 agenda items</li></ul>	For information	IG Co-chairs
9:15-10:15am	<b>Lightning Talk</b>	<ul style="list-style-type: none"><li>Dr. Edem Adzogenu, Co-Chair of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

# AGENDA

## 21st GFF INVESTORS GROUP MEETING | November 12, 2025

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

# Lightning Talk



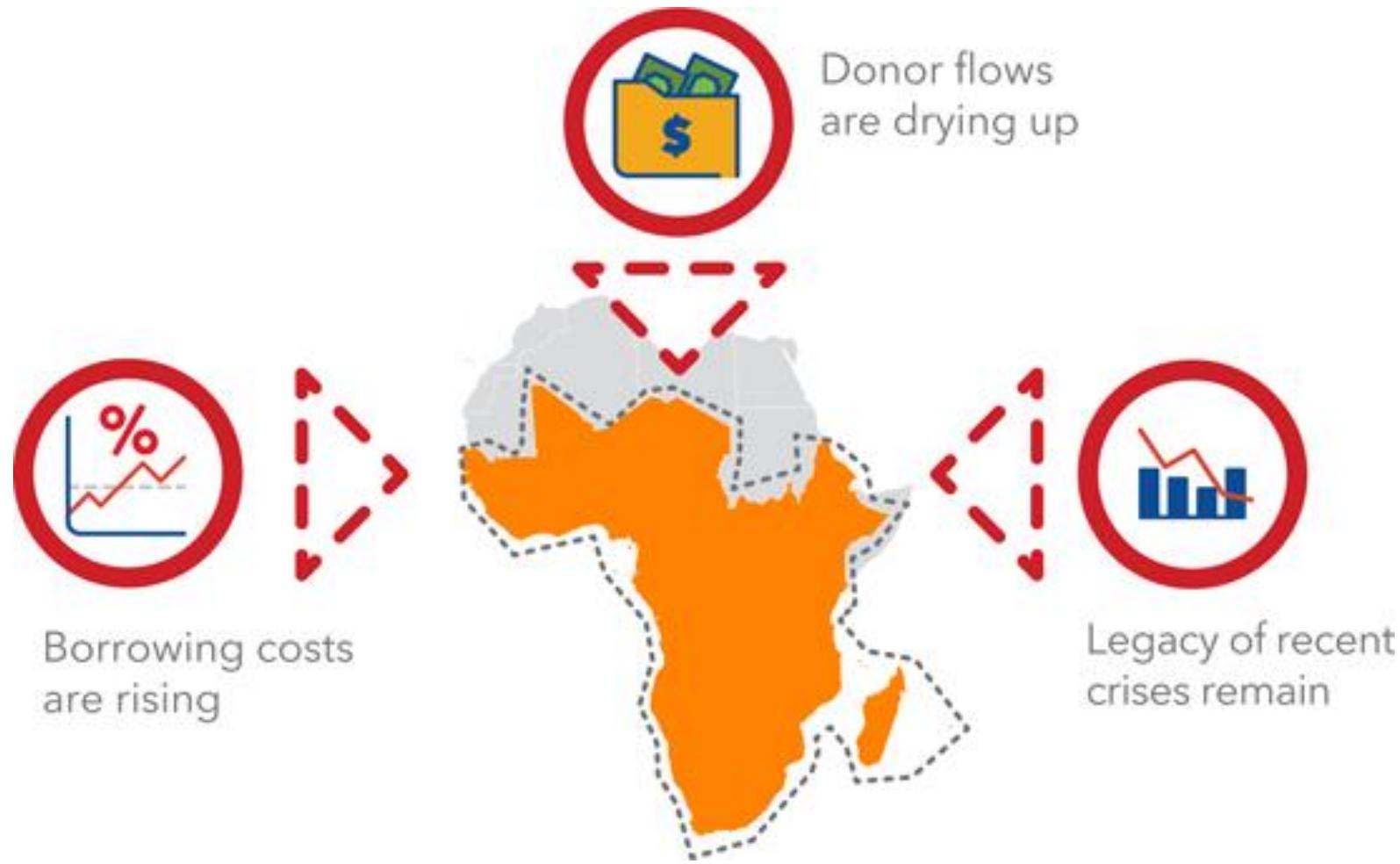
# The Promise & Peril of Sovereignty

*Dr. Edem Adzogenu*

Co-Chair, AfroChampions

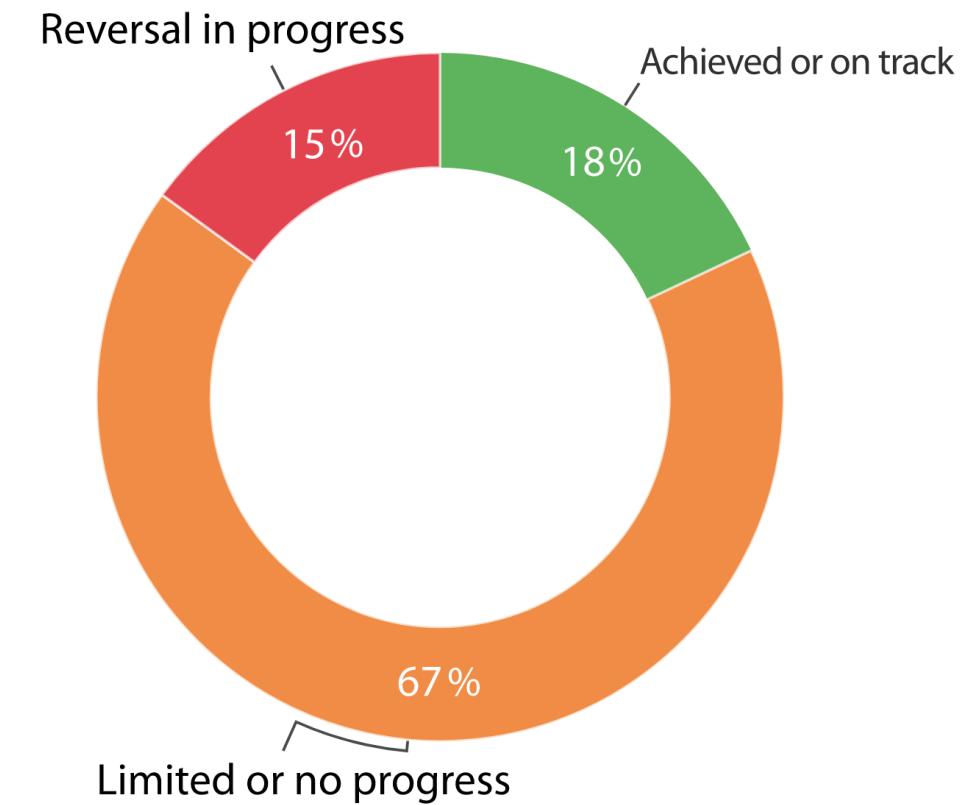
Global Emissary, Accra Reset

# The Moment of Truth Closes in...



# The Global Order has failed to Deliver

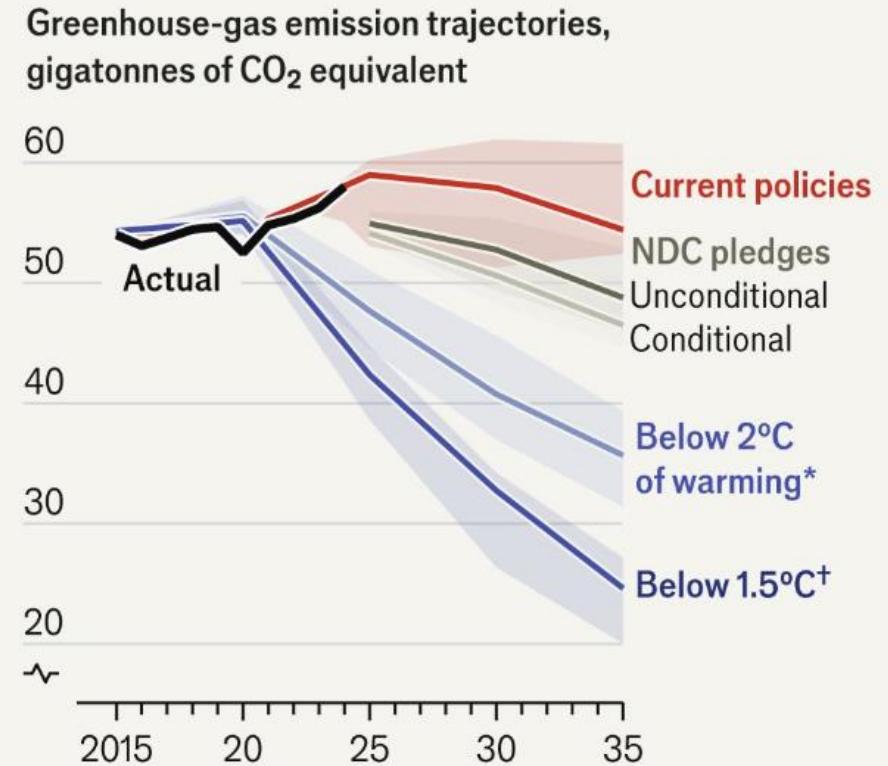
## 1. The SDG Promise has faltered.



# 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

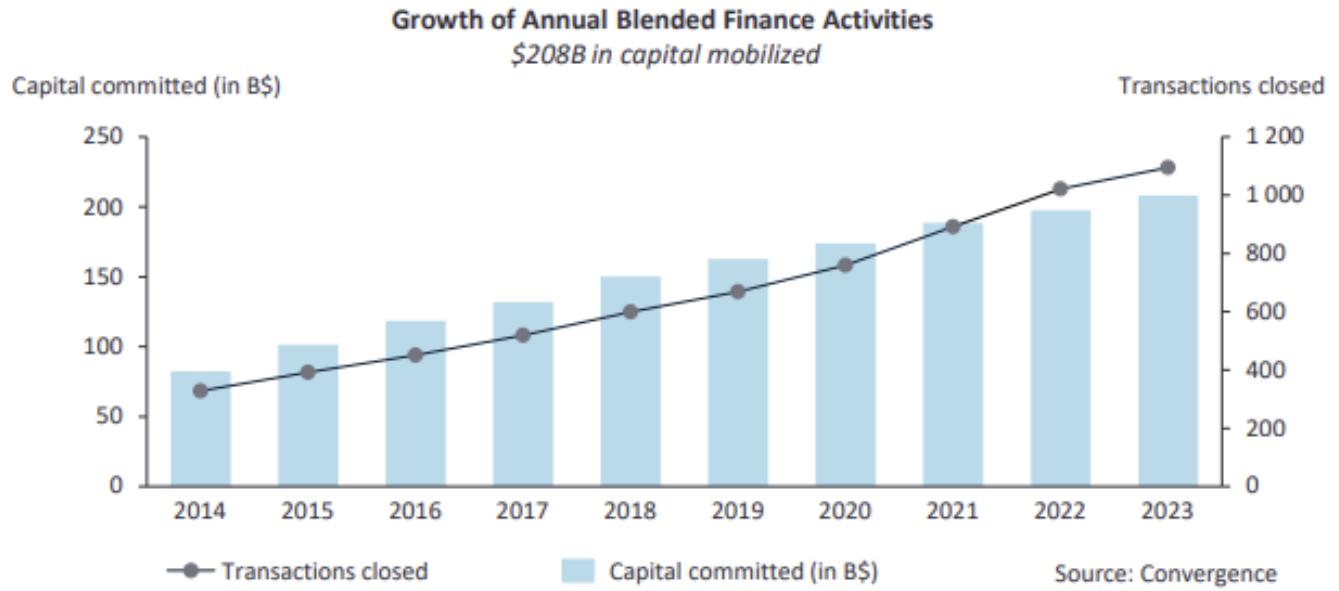


\*A 66% chance by 2100    †A 50% chance by 2100  
Source: UNEP Emissions Gap Report, 2025

E

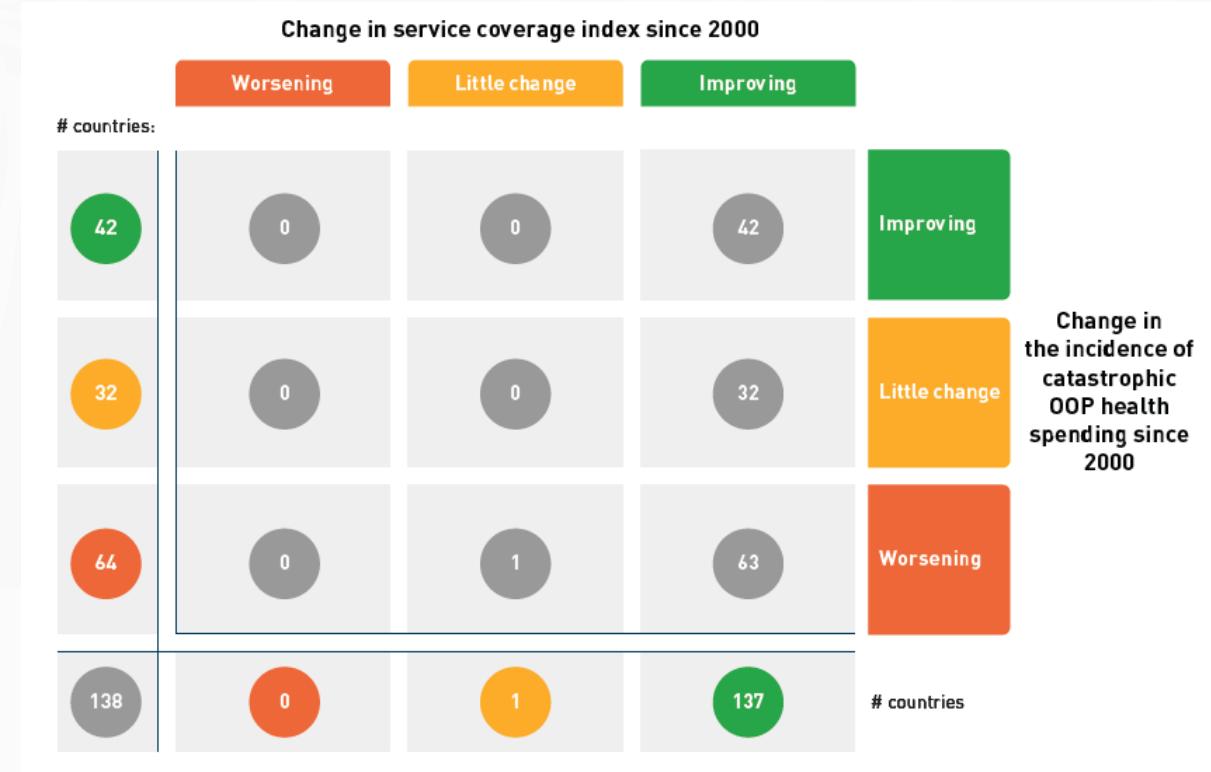
# The Global Order has failed to Deliver

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

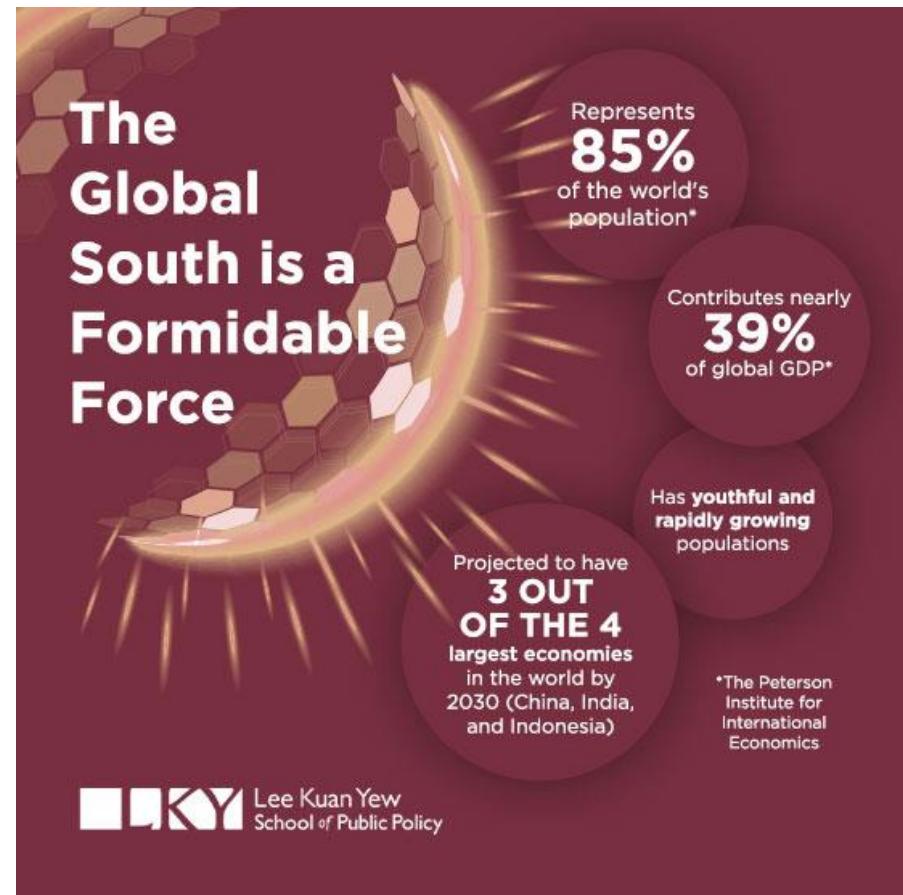


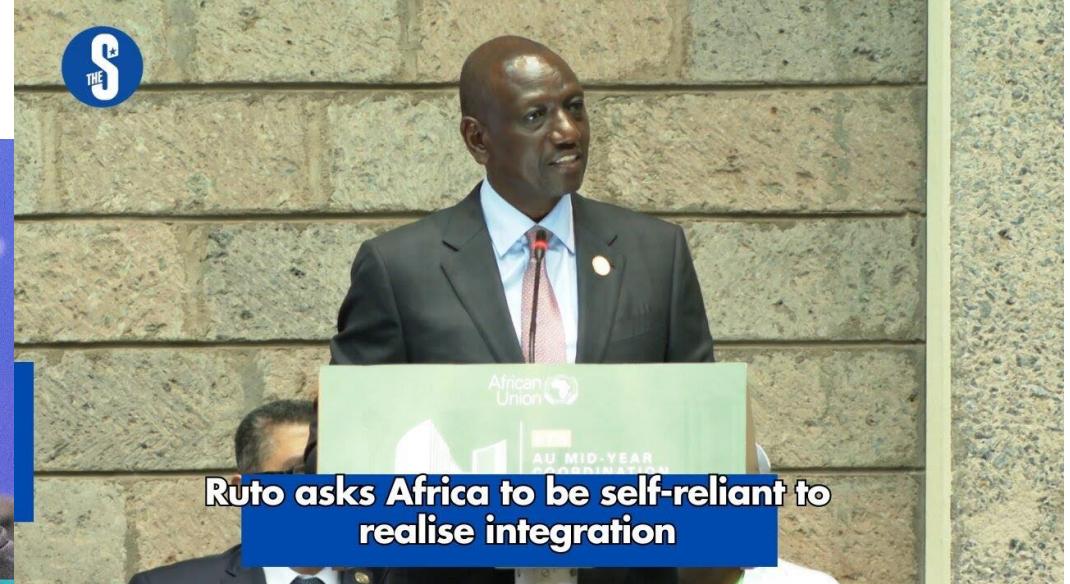
# The Global Order has failed to Deliver

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





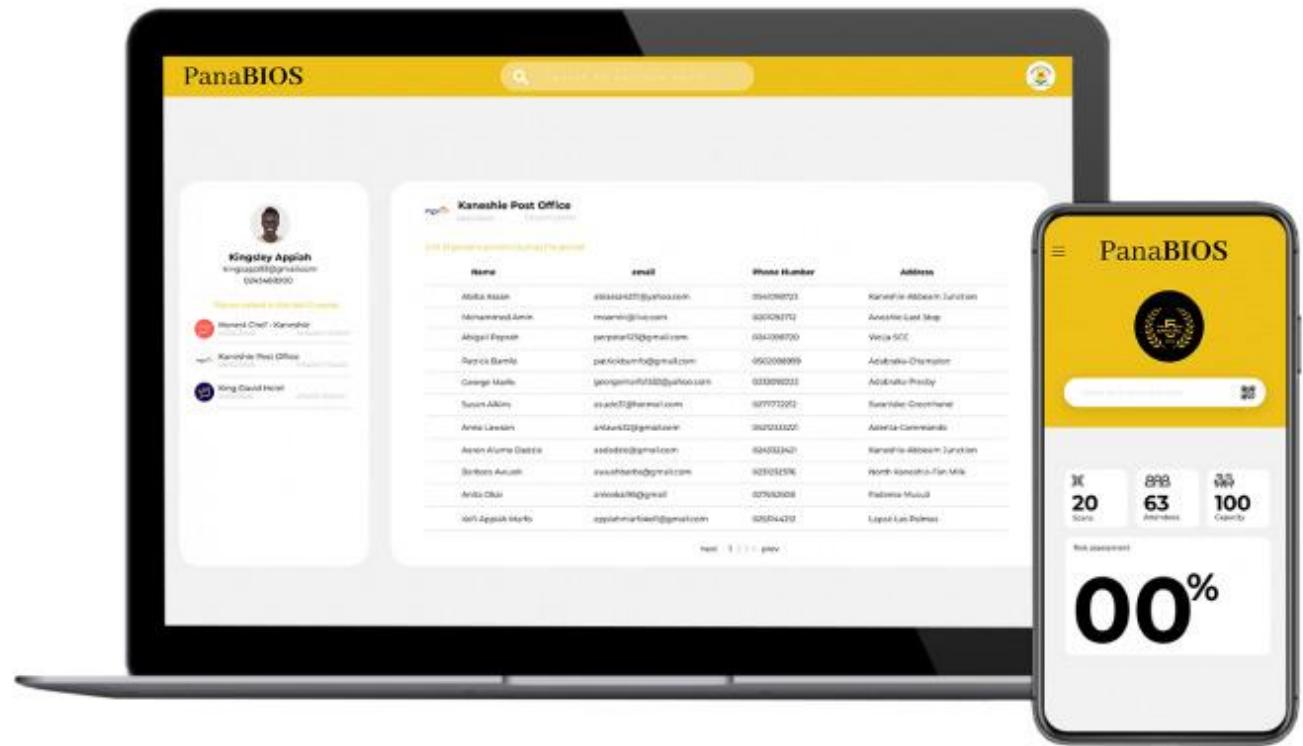
To be clear, this didn't start yesterday

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**

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

## Exchange Ecosystem

### Monetary Value

Policy credibility and institutional coherence



Aid compacts, debt restructuring



WTO accessions, mutual recognition



Defense alliances, troop commitments



### Liquidity

Negotiability, ease of deployment



Digital infrastructure, data governance

### Exchange Markets

Thanks

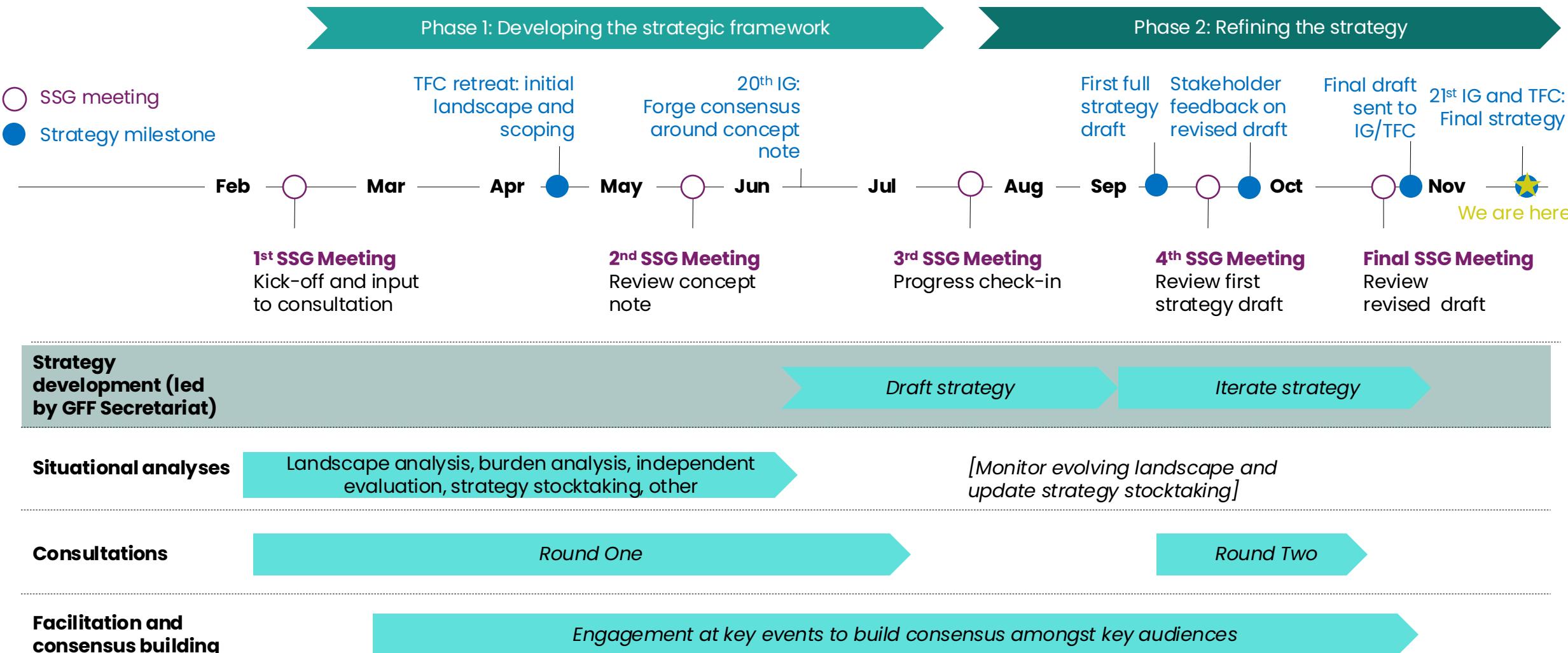




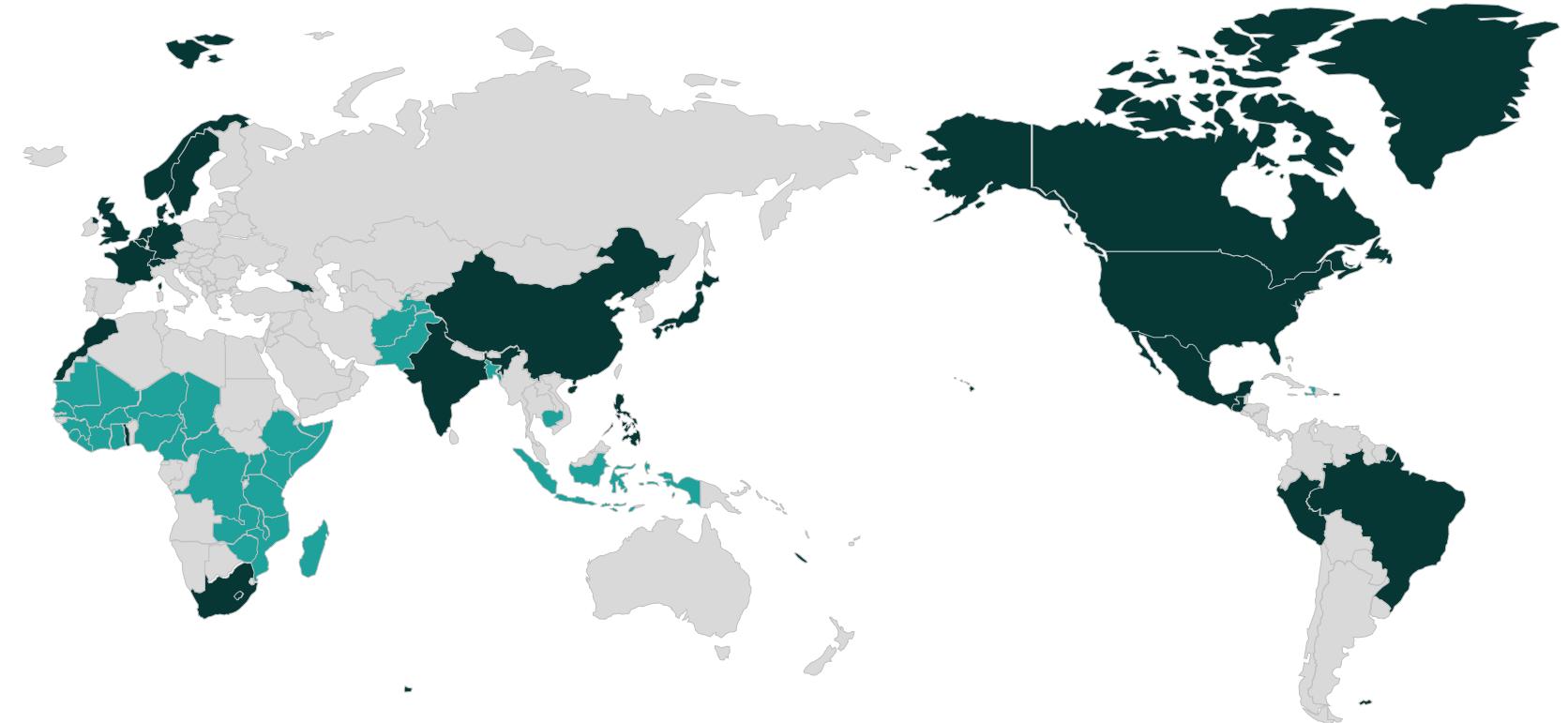
# Discussion

# GFF Strategy(2026-2030)

# Recap of the strategy development process



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



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

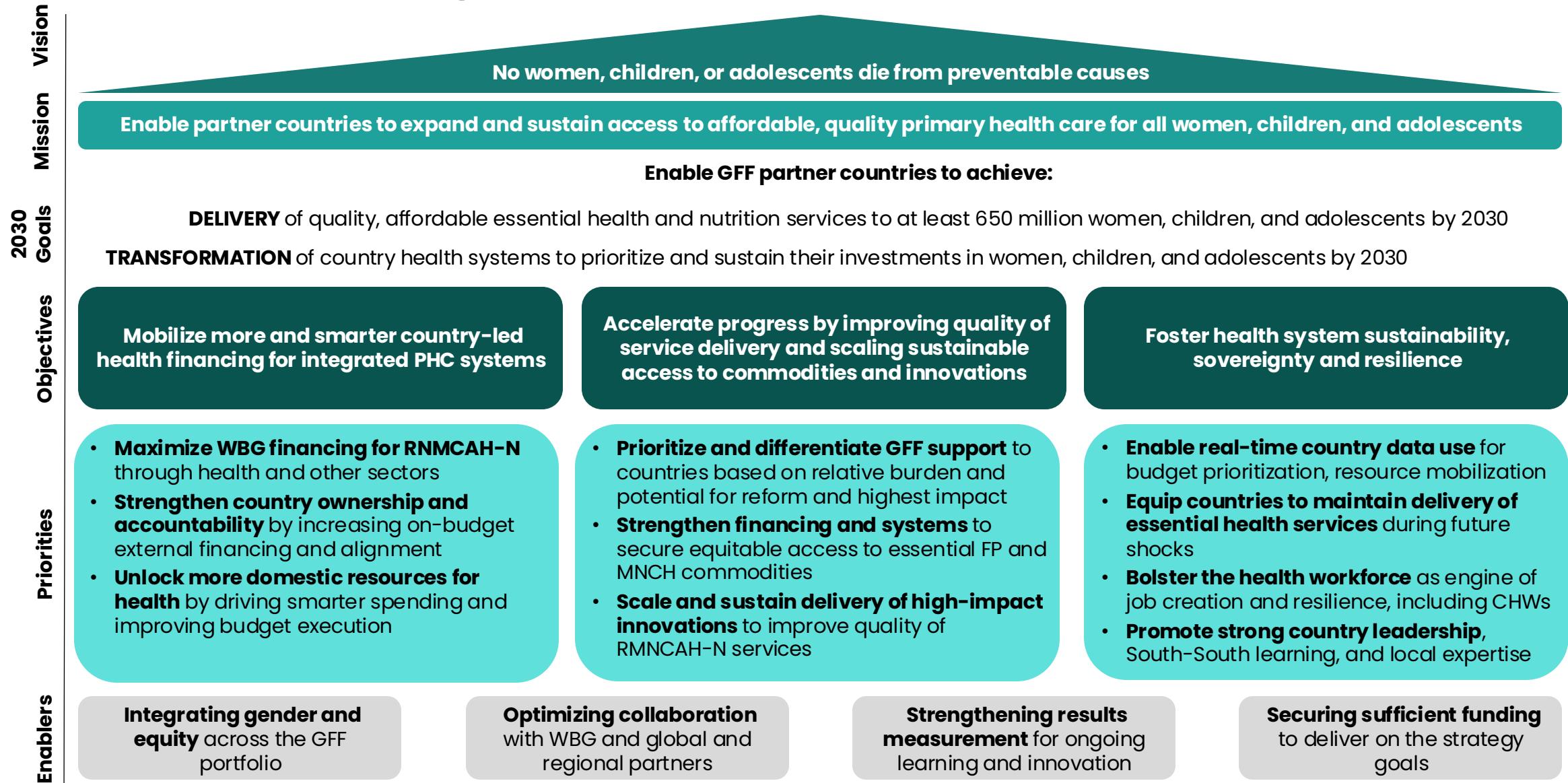
**Growing Threats to SRHR & Gender Equality**

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**

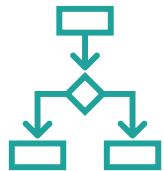


**Stakeholder alignment and buy-in for strategy goals and objectives provides strong foundation for implementation and resource mobilization**

# 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

2025

2026

**Dec**

**Jan**

**Feb**

**Mar**

**Apr**

**May**

**Jun**

22<sup>nd</sup> IG/TFC  
meetings

*Strategy launch and  
dissemination*

*Strategy workplan and budgeting*

*Develop/refine results framework and KPIs*

*Develop investment case, resource  
mobilization begins*

*Strategy implementation begins*



# 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

- 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

- 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

- 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
- 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

# Draft outcome indicators

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)

# Draft health financing indicators

## 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 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

# Draft contribution analysis framework

## CA Process

Design Phase:  
Consultatively develop TOC & critique strength of causal logic—assumptions/risks, other influencing factors, consider rival explanations

1 Identify the attribution problem

Design Phase:  
Formulate evaluation questions around expected contribution to key results

2 Develop robust TOC

3 Gather existing evidence on TOC

4 Elaborate & assess contribution story

7 Use findings for learning & adaptive mgt

6 Revise & strengthen contribution story

5 Seek additional evidence

Identify weak links in the results chain (evidence gaps); engage stakeholders to critique contribution story

Collect additional evidence on TOC to analyze & draw conclusions about contribution claims; adjust TOC; assess contribution

Based on new evidence, firm up weak links in TOC or modify where links are disproven

Evidence about key elements of TOC through doc review, interviews with key stakeholders, monitoring data



# Discussion

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



# Discussion



GLOBAL  
**FINANCING**  
FACILITY

[www.globalfinancingfacility.org](http://www.globalfinancingfacility.org)



SUPPORTED BY

**WORLD BANK GROUP**



[gffsecretariat@worldbank.org](mailto:gffsecretariat@worldbank.org)



@thegff

