

## OPERATIONAL PLAN GFF STRATEGY REFRESH 2021-2025

### OVERVIEW

This document is an overview of progress made on the operationalization of the GFF Strategy Refresh paper produced by the GFF Secretariat. It is shared with the IG members for input, suggestions, and discussion.

### SUMMARY OF FINDINGS

The Operational Plan consists of the key focus areas under each strategic direction and operational components as well as implementation progress.

### ACTION REQUESTED

The Investors Group is asked to provide input and suggestions and endorse the approach.

## INTRODUCTION

This paper presents the Operational Plan for implementing the GFF Strategy Refresh, which was adopted by the Investors Group in October 2020. The paper is structured around the five strategic directions in the GFF Strategy Refresh outlining the focus areas, operational details and implementation progress to date. These focus areas will be implemented together by GFF countries and GFF partners. The final section of the paper describes how the GFF intends to collaborate with partners over the next five years, the duration of the strategy.

The implementation of the Operational Plan is contingent upon resource availability. The existing financing has enabled the commencement of certain activities, but not yet at scale. For instance, the Country Leadership and Enhancement program will be implemented in four countries this year but can only be scaled with the additional financing. Thus, this document also outlines initial thinking on the implementation of the GFF Case for Investment.

## OPERATIONALIZING THE STRATEGIC DIRECTIONS

### **Strategic Direction 1: Bolster country leadership and partner alignment behind prioritized investments in health for women, children and adolescents**

Pre-pandemic results data showed that the fundamentals of the GFF approach are sound and delivering impact. As such, the GFF will intensify and scale up its country-led approach over the next five years. This strategic direction advances this work by strengthening country platforms, working with partner countries to develop prioritized investment cases and ensuring financing alignment to support government priorities. In addition to this, the GFF will step up capacity building and management support for national leaders to drive transformational change and expand and deepen efforts to amplify the voice of the vulnerable and most left-behind populations by facilitating more diverse participation of CSOs, youth and representatives of affected communities, including women and adolescent girls.

To encourage partner alignment of prioritized investments, the GFF will continue to invest in a range of tools to foster and measure partner alignment, including strengthening country-led multi-stakeholder country platforms, developing improved investment cases, implementing resource mapping and expenditure tracking (see Strategic Direction 4) to monitor how financing aligns to government priority areas over time. Efforts will also be made to create and monitor objective measurements of country-level alignment. These efforts by the GFF to support country-level alignment of global partners will help realize the vision of the SDG3 Global Action Plan.

The table below describes the focus areas for operationalizing this strategic direction including general description of the focus of the work, operational details and progress to date.

**Strategic Direction 1: Bolster country leadership and partner alignment behind prioritized investments in health for women, children, and adolescents**

Focus area	General Description	Operational details	Progress to date
<p><b>Country Leadership Program (CLP)</b></p>	<p>The program has been designed to respond to the need of reinforcing leadership capability to address complex health system challenges, particularly targeting women leaders (see Strategic Direction 2). The program is therefore conceived as a different type of leadership development, focused on existing competence potential, looking forward and creating enabling conditions for transformative leadership (beyond management training).</p> <p>Over time, the program will foster dynamic and influential alumni network, paired with research on the program itself and on substantive evaluation of impact in the long-term.</p>	<p>Each edition of the program will engage approx. 8-10 stakeholders from each country.</p> <p>Participants will include diverse stakeholders, from governmental officials (including Ministers) at both central or de-centralized level, CSOs, Private Sector and Development Partners. The program is designed based country specific challenges, defined by the participants, and concrete cases. The content is crafted to enhance country leaders’ potential to address such challenges. In other words, country leaders are directly and actively involved in shaping the overall content and specific support relevant to their specific contexts.</p> <p>Organized by the GFF secretariat, the program is designed in partnership with specialized institutions and experts around the world depending on the specific needs of country leaders.</p>	<p>The first (pilot) edition of the CLP is expected to be launched in Spring 2021, in 4 countries. Following this edition, the program is expecting to scale-up to about 150 country leaders in the first two years.</p> <p>The preparation and needs’ analysis have begun. Program design, pedagogical features’ devising, engagement of experts and online platform set-up – are in motion.</p> <p>Meetings with country stakeholders are taking place.</p>
<p><b>Enhance support to Civil Society Organizations</b></p>	<p>GFF will support an environment of civic dialogue, mutual accountability, transparency, gender equality, and inclusivity – in alignment with the GFF’s core principles. The aim is to address challenges with capacity, incentives, and resources for effective engagement and</p>	<p>Strengthening CSO, youth, and women-led organization engagement in country platforms and IC implementation will be done through the implementation of the CSO engagement framework which including:</p> <ul style="list-style-type: none"> <li>• Dedicated technical assistance, stronger dialogue and government incentives for engagement in IC implementation process</li> <li>• Strengthen GFF Secretariat staff structures to support CSO and youth engagement across the GFF, including updating country focal point TORs, orientation for staff around roles</li> </ul>	<p>Launch the CP in Kenya with increased CSO participation</p> <p>CAR CSO dialogue planned for mid-March to define the participation of CSOs in the CP and role in IC implementation</p>

	<p>coordination among government, World Bank and GFF staff, and CSOs and youth to facilitate mutual accountability and joint action.</p>	<p>and expectations for CSO and youth engagement, and creation of a CSO/youth/women’s engagement cross-workstream working group within the GFF Secretariat</p> <ul style="list-style-type: none"> <li>• Provide GFF consultant support to governments for strengthening CSO and youth engagement in GFF countries, where needed</li> <li>• Ensure that CPs develop and publicly post or share TORs, member lists, meeting minutes, annual workplans, and results and monitoring information</li> <li>• Ensure that CSO engagement is included in the GFF country portfolio tracker process, including CP analysis and review</li> <li>• Enable a stronger and independent civil society and youth-led movement for women’s, children’s and adolescents’ health across GFF countries through a single CSO host partner to improve CSO and youth governance, support country CSO and youth coalitions including in selecting representatives on the CP, adequate TA and cross-learning opportunities and provide grants to CSOs and youth in advocacy and independent accountability</li> </ul>	<p>Country CSO roadmaps with CFP and task teams will be developed in Q3 and Q4</p> <p>Host organization ToRs and selection criteria have been finalized with the IG CSO task force with the aim of contracting the selected organization starting July 2021</p>
<p><b>Strengthen in-country communication and advocacy</b></p>	<p>Through enhanced communication and advocacy, the GFF will support leaders to drive transformational change and creating a movement behind the GFF at the country level. This requires articulating a common narrative around women, children and adolescent health that advances country priorities, identifying opportunities for dialogue, and building coalitions of engaged stakeholders.</p>	<p>The work will focus on:</p> <p>Supporting communications and advocacy strategies in key countries (primarily in Africa) . by working GFF liaison officers and country platforms to identify and engage opinion leaders and influential organizations. Structured dialogue around country development priorities in the investment case, supporting programs/projects, and knowledge output is also planned.</p> <p>Developing a series of communications products, events, and media engagements to support the country-led process, with focus on amplifying voices of beneficiaries, country leaders and GFF partners to speak to the outcome of the country-led process.</p> <p>Building Country Platform Capacity in Advocacy and Communications by developing tools, guidance and training in communications and</p>	<p>GFF is identifying 3-5 partner countries where there is great opportunity to amplify the GFF narrative and drive deeper engagement with advocacy partners, where engagement will be piloted.</p>

		advocacy for GFF liaison officers and country platform stakeholders. The aim is to ensure that stakeholders involved in the country-led process can articulate a common narrative around women, children and adolescent health.	
<b>Work with partners to develop ideas for how to advance the alignment agenda</b>	The diagnostics to the GFF Strategy Refresh surfaced a need for improved partner alignment. The GFF will establish a working group comprised of partners who will over the course of a year, conduct a review and propose alignment recommendations	The working group will be proposed in IG12 and with an initial duration of 12 months, tasked with undertaking a diagnostic on alignment and donors' behavior and proposing policy recommendations for: <ul style="list-style-type: none"> <li>• Optimizing existing country-led processes to enhance alignment of external financing behind government priorities</li> <li>• Measuring country-level alignment, including in the area of health financing (through a linked working group on HF with members from the Sustainable Financing Accelerator)</li> <li>• Increasing the number of countries where the 4Gs and bilateral donors are co-financing operations and technical assistance</li> </ul>	Terms of reference for this working group have been drafted and proposed for endorsement in IG12.
<b>Strengthen support for the Investment Case process</b>	To strengthen alignment, high quality prioritized operational plan must accompany the Investment Case, however more support required to enable this function.	Scoping review of quality of investment case  Refinement of IC guidelines based on scoping review and recommendations from Alignment Working Group  Create framework contracts with regional institutions to support with IC development  Allocate more time of existing staff in GFF Secretariat to support Investment Case Process, including creating a new team focused on this task  Capacity building of Bank teams, Country focal points and GFF staff in critical areas of Investment Case development, e.g. prioritization	These activities have not begun
<b>Strengthen Country Platform to foster alignment at country level</b>	This area focuses on reinforcing capability of country platform members in areas such as stakeholder engagement, management, advocacy	Local administrative support will be made available to improve country platforms. Annual country platform assessments will continue, with additional questions on gender and social inclusion.	The new K&L program is up and running.  Over the past 6 months a series of specific, tailored

	<p>&amp; communication, participatory leadership and the use of data for decision-making. These are skills needed to advance the Investment Case, track its implementation and advance the alignment agenda.</p>	<p>A new Knowledge and Learning program (K&amp;L) engaging experts in the 36 GFF countries will support this focus area. The program aims to build the capabilities of country platform members through activities focused on knowledge exchanges between countries. Design of K&amp;L activities is done backwards: starting from the identification of real, context specific challenges undermining the functioning of the country platform and the implementation of the Investment Case.</p> <p>Enhancement of K&amp;L online portal, including:</p> <p>(1) a GFF Knowledge Toolkit, including all areas of governance, health financing and RMNCAH-N technical domains;</p> <p>(2) a series of e-learning courses and online learning resources for competence development</p> <p>(3) a site for collaborative work and mutual support across countries (south-south learning), including the reinforcement of Communities of Practice.</p>	<p>K&amp;L interventions have taken place in areas such as Service Delivery, Stakeholder Engagement, CSO engagement and Health Financing.</p> <p>A Community of Practice engaging the 36 Liaison Officers is currently running and the opening of a new CoP is foreseen in 2021.</p> <p>The new K&amp;L online portal is currently available in its beta version and will be launched in April 2021.</p>
<p><b>Create stronger linkages with the Human Capital Project (HCP)</b></p>	<p>HCP is a global effort to accelerate more and better investments in people for greater equity and economic growth and was launched in the World Bank Annual meeting in 2018. As of Jan 2021, there are 79 HCP countries, of which 27 are GFF countries.</p> <p>To create more momentum for the GFF at the country level, and improve cohesiveness in the policy dialogue, the GFF will link to the HCP at both global and</p>	<p>Each HCP country has a government focal point, based typically in the President or Prime Minister's office and like the GFF, the World Bank HCP team actively fosters a network of HCP FPs through knowledge and learning events, peer-to-peer exchanges, study tours. The GFF Secretariat will work much closely with the HCP team and strive for more collaborations of mutual benefit to drive RMNCHA-N and HCP investments.</p> <p>Concrete next steps involve:</p> <ul style="list-style-type: none"> <li>• Build awareness about GFF engagement, activities, and resources with HCP focal points in-country;</li> <li>• Foster in-country engagement among government HCP and GFF focal points;</li> <li>• Strengthen communication/interaction between HCP team point people &amp; GFF Secretariat FPs for overlapping HCP/GFF</li> </ul>	<p>This work kick-started with the GFF national focal points participation in the Global Forum on Human Capital Development (March 1-3, 2021).</p>

	country levels in the next 5 years, promoting collaboration and acceleration in health investments in the broader HCP agenda.	countries with specific focus on: Bangladesh, Pakistan, Kenya, Nigeria, Ethiopia, Burkina Faso.	
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## Strategic Direction 2: Prioritize efforts to advance equity, voice and gender equality

Under this strategic direction, the GFF will implement its new Roadmap for Advancing Gender Equality, including a specific effort focused on female leadership and increased support to legal reforms for gender equality and SRHR that advance health outcomes. The GFF will also support countries to be more precise in their targeting strategies to reach the poorest women, children and adolescents, as well as vulnerable and marginalized populations such as rural populations, refugees or those impacted or displaced by conflict or climate change. As financial barriers to accessing health services are expected to increase, the GFF will also place special attention on mobilizing demand for services among the most vulnerable populations.

The table below describes the focus areas for operationalizing this strategic direction including general description of the focus of the work, operational details and progress to date.

Strategic Direction 2: Prioritize efforts to advance equity, voice and gender equality			
Focus area	General Description	Operational details	Progress to date
<b>Women Leadership and Development Program</b>	<p>The Women Leadership Development Program focus specifically on female leaders in GFF partner countries and will be connected with the CLP (SD1).</p> <p>Female leaders often face gender-specific challenges. The Women Leadership Development Program offers solutions to these challenges, targeting leaders at the ‘grassroot-level’ and at the higher political level.</p>	<p>The program will focus on cohorts of 25-30 women leaders in 3-5 partner country per session. The program builds women leader’s personal and professional capacity through an evidence-based Narrative Transformation Strategy. The work is centered around the concept of transforming the narrative of women in society by understanding internal and external barriers to progress and design of self-defined path to greatness.</p> <p>Key components of the program include: 1) Network facilitation and capacity building for each cohort and 2) Personal Advisory/Coaching for individual members.</p>	The first session will pilot FY 2022 in 4 countries in parallel with the CLP.
<b>Invest in women and youth organizations</b>	Youth and women-led movements, without specific structures and	The work focuses on:	Establishment of the host

	<p>supports in place to facilitate meaningful engagement, their voices will not be fully heard and leveraged to support common goals.</p> <p>This line of work seeks to enhance participation of women and youth organization in country platforms at country level to amplify their voices and also ensure more engagement by affected population in policy decisions.</p>	<p>Enhanced participation in country platforms IC implementation and accountability as part of the CSO and Youth engagement framework (described above) including:</p> <ul style="list-style-type: none"> <li>• Earmark grants to grassroots organization for specific work by women’s and youth organizations on leadership in health/RMNCAH-N;</li> <li>• Monitor progress, through inclusion of specific questions on women and youth engagement in country platform assessments.</li> <li>• Explore with the GFF CSO hub and PMNCH specific strategies to enhance the involvement of women’s and youth org. at country level;</li> </ul> <p>Engage Women and Youth CSO’s in increased country accountability for results:</p> <ul style="list-style-type: none"> <li>• Roll out “user-feedback-surveys” targeting women and girls’ who are beneficiaries of health activities and interventions;</li> <li>• Explore potential collaboration and support to Women in Global Health and their country Chapters, elaborated by local CSO’s in a specific number of countries to elevate female CSO voices.</li> </ul>	<p>organization and grant mechanism and agreement with partners underway with expand grant funding for, and allocation of a portion of grant funding to, youth and women led organizations.</p>
<p><b>Multisector engagement with impact on improved health outcomes for women and adolescents in the Sahel</b></p>	<p>Enhance focus on vulnerable women and adolescent girls’ empowerment and leadership potential in Sahel.</p>	<p>This work envisions a closer collaboration with the World Bank’s Sahel Women’s Empowerment and Demographic Dividend (SWEDD) project, in Benin, Burkina Faso, Cameroon, Chad, Cote d’Ivoire, Guinea, Mali, Mauritania and Niger.</p>	<p>Technical support and collaboration is underway with SWEDD team, i.e. development of a metric for improved implementation quality of safe spaces.</p>
<p><b>Increase support to legal reforms for gender equality and SRHR that advance health outcomes</b></p>	<p>GFF will expand its reform-driven focus to include legal reforms impacting gender equality by removal of barriers of women and girls’ access to SRH services.</p>	<p>Support partner countries in identifying specific national opportunities for legal reforms and policy dialogue;</p> <p>Work with the GFF multi-stakeholder platform and World Bank teams to ensure linkages to operations and financing for key policy issues;</p>	<p>A first batch of country analysis on legal reforms is underway for Liberia, Ethiopia and Senegal.</p>



		Collaborate with the World Bank’s Human Capital Team to influence Development Policy Operations (DPO), instruments that can leverage policy dialogue and legal reforms through budget support.	
<b>Increase country investments in gender-responsive monitoring and data systems.</b>	Enhanced use of gender-related data and evidence to improve equality and address gender-related barriers	<p>Make catalytic investments to help countries strengthen generation, analysis and use of gender-related data</p> <p>Support target setting and strengthen routine monitoring of gender equality and gender-related barriers to assess gaps and opportunities.</p> <p>Collaborate with WB to further enhance systematic focus on gender equality and gender related barriers in regular portfolio reviews.</p> <p>Support countries to design and conduct implementation research to generate and use evidence and learning on interventions to improve gender equality and health outcomes.</p>	<p>Develop GFF measurement brief for country-driven actions</p> <p>Include gender-monitoring expertise in the Results Advisory Group</p> <p>Initiate recruitment of gender-monitoring specialist to support countries</p>

### Strategic Direction 3: Protect and promote high-quality essential health services by reimagining service delivery

Under this strategic direction, the GFF will step up its support to governments to redesign their service delivery systems to create quality health system and to partner with the private sector at scale.

In the short term, the work under this strategic direction will focus on maintaining essential RMNCHA-N services and support coverage rebound from COVID impacts, identify service delivery redesign opportunities, leveraging the roll-out of COVID-related tools for broader impact (e.g., inventory management, cold chain integration, infection prevention and control (IPC) and water, sanitation, and hygiene (WASH) and increasing engagement with the private sector to leverage capacities (supply chain, service delivery, etc.).

In the intermediate term, the vision is to leverage innovations and the private sector to expand access to quality RMNCHA+N series, strengthen RMNCHA+N commodity security, introduce user feedback mechanisms, strengthen data systems and use to allow for the introduction of precision public health to deliver services to underserved populations and strengthen human resources mix, distribution, pre- and in-service support.

In the long term, these investments will improve 1) efficiency and quality of routine primary healthcare interventions, 2) access to timely, quality and appropriate maternal and neonatal health interventions that lead to reductions in maternal and neonatal mortality and 3) client experience of care. Furthermore, there will be increased scale of private sector reforms/innovations and sustainable platforms for service delivery at the e.g., the community level will expand and deliver improved health outcomes for children and adolescents.

The table below describes the focus areas for operationalizing this strategic direction including general description of the focus of the work, operational details and progress to date.

<b>Strategic Direction 3: Protect and promote high-quality essential health services by reimagining service delivery</b>			
<b>Focus area</b>	<b>General Description</b>	<b>Operational details</b>	<b>Progress to date</b>
<b>Essential Health Services Grants</b>	A critical vehicle to drive this strategic direction is the Essential Health Services Grant Program will co-finance IDA operations to ensure that they maintain focus on essential RMNCAH-N. These grants will also allow for conversations about service delivery redesign opportunities to improve quality and equity in health services for women, children and adolescents.	<p>Grant will co-finance COVID-19 Strategic Preparedness and Response Program (MPA) and its Additional Financing and other relevant operations (depending on country context).</p> <p>Grants will focus on investments in primary and community services as well as system strengthening activities which are critical for maintaining essential health services as well as planning and executing timely and effective roll out of Covid-19 tools to the last mile.</p> <p>EHS grants are an entry point for discussions about service delivery redesign.</p>	<p>GFF is piloting the model in 4-5 countries initially with further expansion in 2021.</p> <p>Initial countries have been selected and co-financed operations are currently under preparation.</p>
<b>Advocacy and policy dialogue on quality essential services and meeting the needs of priority populations</b>	This work seeks to engage partner countries in policy dialogue on service delivery redesign including building on the findings of the Lancet Global Health Commission on High Quality Health Systems and Service Delivery Redesign	<p>Strengthen capacity to support in-depth policy dialogue through RMNCAH-N fellows program.</p> <p>Supporting countries to analyze gaps, assess needs, prioritize reforms/redesign opportunities, align partner support around these</p>	This work has started through the Service Delivery Learning Program and various events targeting partner countries and in discussions with teams on the Essential Health Services Grant.

		<p>Engagement with government, CSO partners, and other stakeholders on essential services monitoring.</p> <p>Communications support for technical products on high-quality health systems.</p>	<p>Furthermore, analytical and advisory work is being scaled-up to include at least 25 countries.</p>
<p><b>Investment in service delivery models that scale and deliver quality outcomes (incl. private sector)</b></p>	<p>This work provides analytical and implementation support to implement Service Delivery Redesign, such as strategies to include private sector providers in delivering on public interest objectives</p>	<p>Delivery of technical assistance package to clients and Bank teams on innovation scale-up, private sector engagement, and expand support on essential commodities security (e.g. strengthening country procurement systems, supporting alignment around key supply chain reforms for inclusion in ICs, and engaging private sector in supply chain).</p> <p>Engagement with intra-Bank teams to crowd in multi-sectoral thinking and financing (DEC, Water, WEE, Clean Cooking Fund, etc.), e.g., WASH in healthcare facilities.</p> <p>GFF partnership with WHO on developing guidance materials for countries on various aspects of private sector engagement (public private dialogue, private sector analytics, etc.)</p>	<p>First technical assistance framework agreement for implementation support set-up.</p> <p>First document in GFF-WHO private sector guidance series is undergoing final round of editing.</p>
<p><b>Analytical tools to improve quality</b></p>	<p>Development and application of analytical tools to improve quality of services, with equity</p>	<p>Development of analytical tools to support high-quality health systems, investments in adolescent health.</p> <p>Support to Bank teams to adapt and apply analytical tools in their country context.</p>	<p>Analytical program on adolescent health and nutrition and UHC already established.</p>
<p><b>Improving the ecosystem around quality of care</b></p>	<p>Improving the ecosystem of expertise and support available to GFF countries in evolving quality of care models</p>	<p>Investments in professional development and mentoring of promising technical assistance champions in partner country governments and other institutions.</p> <p>Technical assistance investments in: 1) high-quality health system support, 2) Maternal and Neonatal health, and (3) integrated management of childhood</p>	<p>Currently exploring external and internal partnership opportunities.</p>

		<p>illnesses at facility and community levels.</p> <p>Coordination of technical assistance with partners.</p> <p>Scoping study on potential investments in regional and local technical assistance agencies and academic institutions.</p>	
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#### Strategic Direction 4: Build more resilient, equitable and sustainable health financing systems

Strategic direction 4 focuses on supporting countries to prioritize greater efficiency and hardwire health and nutrition investment priorities to their expenditures, step up joint advocacy with its partners in the SDG3 Global Action Plan’s Sustainable Financing Accelerator to protect financing for essential health services during the pandemic and develop strategies for partner countries to mobilize more resources as their macro-fiscal situation allows. The GFF will also seek to cultivate innovative financing opportunities, that can increase the pool of available investment capital to expand access to quality health services for women, children, and adolescents.

The table below describes the focus areas for operationalizing this strategic direction including general description of the focus of the work, operational details and progress to date.

Strategic Direction 4: Build more resilient, equitable & sustainable health financing systems			
Focus area	General Description	Operational details	Progress to date
<b>Support to partner countries to prioritize greater efficiency in national health expenditure</b>	Support the inclusion of health financing reforms, to drive efficiency, in ICs; support for their implementation; health financing reforms monitored in 36 GFF countries.	<p>Partnership with World Bank’s Governance practice to engage experts to support public financial management reforms in GFF countries to support “hardwiring” priorities in the ICs to budget allocations and expenditure tracking processes.</p> <p>Targeted health financing implementation support to partner countries through increased support to World Bank country teams and framework contracts at global level.</p> <p>Co-financing of selected non-health operations (e.g., WB Development</p>	<p>Partnership with Governance GP is up and running and has already developed work program in 5 GFF partner countries.</p> <p>Intensified implementation support has been developed for 5 countries and more are in the pipeline</p> <p>Analytical program on</p>

		<p>Policy Lending) where there is opportunity to drive efficiency reforms.</p> <p>Tailored analytics to improve the efficiency of resource use in GFF-supported countries (e.g., institutionalization of RBF; health taxes in GFF countries).</p>	<p>institutionalization of RBF is under development.</p>
<p><b>Stepping up joint advocacy for protecting domestic resources for health and develop strategies for partner countries to mobilize more resources as their macro-fiscal situation allows</b></p>	<p>Expand support for advocacy efforts on protecting and eventually increasing domestic financing for health at the global, regional, and country level.</p>	<p>A joint learning agenda is being rolled out with Gavi, GFATM, PMNCH and UHC2030 aiming to provide CSOs in sub-Saharan Africa with the right skills, tools and evidence to be engaged in health financing policy and decision-making.</p> <p>Direct support to civil society organizations(CSO) to build capacity for engagement with national governments and to advocate for increased and more efficient domestic resources for health.</p> <p>Through a partnership with the Joint Learning Network Collaborative, the GFF supports strengthening capacity of MOHs to advocate for sustained/increased budgets for health</p> <p>More engagement with members of GFF IGs to support global, regional and country-level advocacy.</p> <p>Support to global and regional knowledge sharing events focused on DRM and health financing (e.g., Annual Health Financing Forum).</p>	<p>Specific activities under the Joint Learning Agenda included Roll-out of the francophone ToT (Dec '20) and Roll-out of the anglophone ToT (March '21).</p> <p>Mapping of CSOs active in advocacy and accountability in favor of HF is ongoing and Development of the country advocacy and accountability action plans will go be finalized between May-and Aug'21.</p> <p>Engagement with JLN has started, the other activities will be expanded in the next 5 years.</p>
<p><b>Improve donor alignment for IC priority areas and more strategic use of resource mapping and expenditure tracking (RMET) during the development and implementation phases</b></p>	<p>GFF will scale up and intensify its support for resource mapping and expenditure tracking at the country level, foster institutionalization of RMET, and, in collaboration with WHO, work to harmonize it with the National Health</p>	<p>Scale-up technical assistance support to partner countries to institutionalize RMET through contracting of technical assistance under framework contracts.</p> <p>Pilot interoperability between RMET and IFMIS systems in two countries</p> <p>Analytical and advocacy for RMET as an input to HF broader policy reforms by bringing in RMET data to HF accelerator and NHA collaborative and develop in-</p>	<p>First framework contract for RMET is in place and consensus has been reached for joint approach to country support in the Sustainable Financing Accelerator in GAP.</p>

	<p>Accounts processes. GFF will also continue engaging with the SDG Sustainable Health Financing Accelerator, with a focus on developing joint country coordination mechanisms.</p>	<p>depth cross-country analyses of RMET data.</p> <p>Support a cadre of country-based health financing coordinators in GFF-supported countries (through P4H or other relevant mechanisms).</p> <p>Through GAP Sustainable Financing Accelerator, collaborate with key partners (GAVI, Global Fund) to provide streamlined support for piloting joint country coordination mechanisms and with WHO around the Health Financing Policy Matrix to have more consensus around the HF reform priorities and ensure alignment of both technical and financial instruments of development partners.</p>	
<p><b>Innovative financing to leverage private capital</b></p>	<p>The GFF will continue to use its flexible grant financing for the design and implementation of innovative financing mechanisms to expand private investment for health outcomes, with a focus on reaching the underserved.</p>	<p>Scale-up of the GFF-IFC Blended Finance Partnership for private health investment in GFF-supported countries. GFF grants will “de-risk” IFC and private investors investing in delivery models and products to increase access and quality of health care for low-income women and children, in line with country priorities.</p> <p>The GFF continues to work with partners such as USAID to explore innovative financing solutions for RMNCAH-N challenges in a specific country context.</p>	<p>First GFF-IFC agreement received board approval- a risk sharing facility with local banks in Africa for lending to health SMEs with GFF providing first loss for loans in Kenya; final negotiations are underway with local banks. Additional pipeline and investment areas are under discussion with IFC.</p> <p>USAID-GFF innovative financing partnership in Bangladesh is in the procurement phase.</p>

## Strategic Direction 5: Sustain a relentless focus on results

This strategic direction focuses on implementing the GFF’s Results Strategy. The vision of the GFF results strategy is to help strengthen country systems, sharpen focus on measurable RMNCAH-N outcomes and related results, generate learning, inform improvements and strengthen accountability. The GFF will also help partner countries strengthen capacity, improve use of data for decision making, and increase transparency.

The table below describes the focus areas for operationalizing this strategic direction including general description of the focus of the work, operational details and progress to date.

Strategic Direction 5: Sustain a relentless focus on results			
Focus area	General Description	Operational details	Progress to date
<b>Strengthening country data sources, systems, and capacities</b>	<p>Strengthen alignment with country systems and process and reinforcing country leadership.</p> <p>Accelerate progress toward fully functional CRVS systems</p> <p>Making catalytic contributions to strengthening other country data sources, systems and processes</p> <p>Accelerate innovation in digital health, rapid cycle monitoring and gender-responsive monitoring</p> <p>Help countries institutionalize mechanisms to systematically use data at multiple levels to reinforce quality and inform improvements</p>	<p>Working through existing country systems rather than creating parallel processes.</p> <p>Enhancing level and sustainability of financing for CRVS as integrated part of GFF systems strengthening approach</p> <p>Assessing data system gaps and providing co-financing and technical assistance to address prioritized gaps (CRVS, DHIS2, surveys, gender/equity, data use, etc.)</p> <p>Leveraging partnerships to ensure that donor investments in country data systems are aligned and harmonized, with joint investments where possible.</p> <p>Working through GFF innovation strategy and partnership with WB Service Delivery to support countries to institutionalize and scale digital innovations to enhance data use.</p> <p>Continuing monitoring of essential health services with DEC and leveraging learning to support countries to advance innovation in rapid cycle monitoring for essential services and beyond</p>	<p>Framework developed, priorities identified, partnerships advanced and operational modalities clarified</p> <p>Significant progress in CRVS in first phase, now being integrated with broader approach</p>

<p><b>Strengthening routine monitoring</b></p>	<p>Country level: improved harmonization and alignment, strengthened capacity to monitor IC implementation, service delivery and key strategic priorities</p> <p>GFF/WB: rigorous and fit-for-purpose monitoring of 1) GFF strategy and aggregate results across countries and initiatives, 2) country specific engagements. Considers both the full national picture as well as the ‘what’ and ‘how’ of GFF’s catalytic contribution to national level results (both/and rather than either/or)</p>	<p>Using IC processes, Health Data Collaborative and partnerships with Gavi, GF and others to advance harmonization and alignment.</p> <p>Leverage Countdown collaboration to strengthen country analytical capacity, country-led review mechanisms and use of data for improvements.</p> <p>Filling key gaps in results frameworks to ensure priority areas addressed and followed through in implementation (e.g., adolescent health, gender &amp; equity)</p> <p>Strengthen use of data by country platforms</p> <p>Deploy knowledge management and business intelligence tools to support efficiency, accuracy, timeliness, consistency and use of data</p> <p>Operationalizing new brief on gender-responsive monitoring and engaging with leading experts and innovators in the field to advance innovation and best practice.</p> <p>Leveraging country level innovations supported (monitoring of essential services, digital/data use, gender-responsive monitoring) to strengthen monitoring of progress and data use for action within GFF and WB.</p>	<p>Country Investment Summaries are being developed for each GFF country with prioritized measurement framework, processes for data collection and use refined and coordinated with World Bank, data repository and web portal project launched, monitoring of essential services extended and in process of being expanded to additional countries.</p>
<p><b>Strengthening periodic synthesis and review</b></p>	<p>Country level: strengthen institutionalized mechanisms for periodically reviewing progress toward health goals, leading to enhanced country ability to identify what is and is not working and prioritize</p>	<p>Strengthening partnerships with research and technical institutions at country level and their role in supporting institutionalized progress reviews.</p> <p>Using GFF convening to help align different programs within MOH and different development partners around a single country-led review process.</p>	<p>Countdown collaboration to be expanded from 15 to 22 countries, regional portfolio reviews done jointly with WB initiated, planning underway for strengthening holistic review process across funding cycle with</p>



	<p>actions/innovations to accelerate progress.</p> <p>GFF/WB: establish systematic approach to periodically reviewing progress and identifying additional support and actions needed in different parts of the portfolio</p>	<p>Supporting countries to integrate key strategic priorities within country-led review mechanisms (e.g., SRHR, gender/equity).</p> <p>Strengthening regular portfolio reviews jointly across WB and GFF</p> <p>Generating learning across portfolio to identify best practice and innovations responsive to common challenges.</p>	<p>enhanced data inputs and analytics on key priorities.</p>
<b>Strategic approach to implementation research and evaluation</b>	<p>Country level: countries generate actionable learning on prioritized challenges to accelerate progress toward health goals; learning used to inform introduction and scale of reforms and innovations</p> <p>GFF/WB: learning and evidence on GFF strategy, model, and policies generated and used to help inform funding decisions, strengthen the model, manage investments and strengthen accountability</p>	<p>Supporting countries to design and conduct targeted implementation research and evaluations based on prioritized needs</p> <p>Leveraging partnerships with other agencies and alliances to reduce fragmentation and maximize value for money</p> <p>Leveraging newly launched multi-agency group to advance innovation and best practice in evaluation of health systems strengthening</p> <p>Working with Results Advisory Group on forward-looking multi-year evaluation agenda</p> <p>Advancing partnership with DEC on prioritized learning needs</p>	<p>Results Advisory Group launched, implementation research plans being developed on prioritized topics, multi-agency group on evaluation of health systems strengthening now active, partnership with DEC extended</p>

**WORKING WITH PARTNERS TO AMPLIFY IMPACT**

In the implementation of GFF’s Strategy Refresh operational plan, the GFF Secretariat will expand and deepen collaboration with all partners to promote and accelerate country results. The GFF country-led process builds and sustains political will to prioritize and increase domestic investments in the health of women, children and adolescents to promote and foster global partner alignment with country priorities, plans and budgets, and hold partners accountable. The DNA and value-add of the GFF is a country-driven partnership with a shared commitment to the principles of development effectiveness, whose sum is greater than its individual contributions.

The proposed initiatives will be implemented by one or more members of the GFF partnership, based on comparative advantage, to tackle emerging challenges and opportunities. Recent examples include the implementation of the *Innovations to Scale* grants implemented by UNICEF (Strategic Direction 3) and transfer-out agreement with the IFC (Strategic Direction 3) etc. The GFF Secretariat will continue to

collaborate with its members and others such as academia, on innovative ideas and efficient solutions. Recently examples include collaboration with WHO on the National Health Accounts and RMET agenda, and with Gavi and Global Fund on joint approaches to health financing and results (see box below). The GFF will also stay actively engaged in the SDG3 Global Action Plan and its accelerators, whose themes are well aligned with this operational plan.

A key lesson from the first five years of GFF implementation, national leadership lies at the core of the GFF’s collaborative model, in which international partners are enablers rather than doers. The country platforms will serve as the go-to place for governments to identify which partners are best placed to respond to their technical assistance needs at the country level.<sup>1</sup>

<b>Box: Example of Partnerships under the Strategic Direction 5: Relentless Focus on Results</b>	
<b>Results Advisory Group</b>	Help tackle difficult measurement questions; serve as sounding board; provide expert guidance and advice.
<b>Gavi and Global Fund</b>	Key priority is further strengthening of collaboration across the Gs on data and results, with consideration of the following intersecting priorities: <ul style="list-style-type: none"> <li>▪ Zero dose communities / equity</li> <li>▪ Gender-responsive monitoring / Sexual and Reproductive Health and Rights</li> <li>▪ Rapid cycle monitoring / monitoring of essential services</li> <li>▪ Digital health innovations / data use</li> </ul>
<b>Gates network</b>	Further strengthening and expanding collaboration with BMGF, Gates Ventures/Exemplars in Global Health, and multiple Gates’ funded initiatives: <ul style="list-style-type: none"> <li>▪ Be more intentional and proactive in leveraging BMGF investments in the priorities outlined above</li> <li>▪ Leverage learning from Exemplars to inform investments and partnerships with countries</li> <li>▪ Leverage Countdown 2030 to strengthen analytical capacity, data use and country-led review mechanisms</li> <li>▪ Leverage BMGF-convened working group on strengthening evaluation of health systems strengthening, with support of backbone organization (ITAD)</li> </ul>
<b>Bilaterals and multilaterals</b>	<ul style="list-style-type: none"> <li>▪ Engage through <b>multilateral mechanisms</b> and directly with <b>UN agencies</b> to amplify influence and advance harmonization and alignment: <ul style="list-style-type: none"> <li>– Every Newborn Action Plan, Ending Preventable Maternal Mortality, Countdown 2030, Health Data Collaborative, ACT Accelerator, GAP Accelerators, FP 2020, etc.</li> </ul> </li> <li>▪ Leverage and align investments with <b>bilateral partners</b> in strengthening CRVS, routine facility-based information systems, surveys and other country data sources</li> </ul>

## MONITORING OF IMPLEMENTATION PROGRESS

The GFF Secretariat is developing a Results Framework for the GFF Strategy Refresh to reflect its new strategic direction which will be presented in IG13. Additionally, the GFF Secretariat will monitor implementation progress on each focus area in its regular business processes.