Agenda

2:00-2:30  Introduction & presentation of findings

2:30-3:00  Questions & discussion

3:00-3:30  Decisions & next steps
The Review’s methodological framework

**ROLE**
- Clarity of IG’s role within GFF’s governance structure and vis-à-vis other stakeholder forums

**FUNCTIONS & COMPOSITION**
- Clarity, relevance and appropriateness of IG’s responsibilities and remit
- Appropriateness of IG’s composition and size

**COLLABORATION & BEHAVIORAL DYNAMICS**
- Quality of conversations and interactions, ownership and transparency

**PROCESSES**
- Quality of meeting preparation and follow-up incl. Secretariat support and communication processes
Findings stem from four sources of information

- IG interviews
- IG survey
- Review of IG materials
- Benchmark analysis
Role & Purpose

Key findings

Q - The purpose and role of the IG within the GFF’s governance (IG, TFC, Secretariat) is clear and compelling

Disagree

Agree

0% 33% 58% 8%

Q - Members of the IG share a common purpose and are aligned on the role they play in achieving this purpose

0% 50% 40% 10%

Overarching role of IG within the GFF architecture clear to most, but a third raise need for sharper delineation (vis-à-vis TFC, at country level)
- State whether/where IG is information sharing, advisory, or steering collective action

Slightly less clarity on role & value add within broader architecture
- RMNCAH-N seen as value-add – but suggestion to be more linked to SDG3 and UHC discussions
- Moderate overlap with other governance bodies; need to clarify relations with other bodies

Half of respondents see IG members lacking a shared purpose and differing on expectations – leading to a split view on IG’s effectiveness
- Some see IG as successfully shaping the GFF – others think it is a “show and tell” forum lacking results
Functions & Composition

- IG’s functions understood at high level but should be made more actionable
  - Country-centric approach appreciated and seen as offering opportunity
  - Desire to translate functions into concrete priorities for action

- Two-thirds of respondents dissatisfied with performance in delivering on its functions
  - Too much on fostering information-sharing, members want increased focus on investment cases and monitoring of GFF
  - Dissatisfaction from not being given space for decision-making; others optimistic that IG impact will increase as GFF matures

- Responsibilities and expectations of members absent from governance document

- IG’s composition, seniority, and size largely fit-for-purpose
  - Refreshed policies could control size, protect country voice, and allow for dynamic participation depending on purpose of meetings

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Key findings

Q - The IG’s functions are relevant and provide a significant added-value to the global health architecture

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Q - The IG currently delivers on its core functions

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Processes

Respondents commend GFF Secretariat’s support to IG despite its small size
- Secretariat may want to shift focus – away from presenting to co-creating problem-solving sessions & leveraging IG’s voice

Meeting frequency, preparation, and execution seen to serve IG’s purpose well, but sessions could be made more productive
- Members want to be more involved in agenda-setting, session design and delivery to make meetings more impactful

Room for enhanced information sharing, meeting follow up and collaboration processes between meetings
- Follow up items less concrete than they used to be
- Appetite for developing enhanced processes for ongoing dialogue, coordination, and collective action in-between meetings

Key findings

Q - The level of support provided by the GFF Secretariat to the IG’s work and meetings is appropriate

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Q - IG has robust processes/tools for information sharing and collaboration that allow members to stay engaged in-between meetings

| 10% | 43% | 33% | 14% |

Secretariat co-/presenting: from 33% in IG3 to 67% in IG7
Collaboration & Dynamics

**Majority of respondents feels IG is not (yet) able to own meeting outcomes and improve financial alignment**
- Both explicit and implicit constraints (e.g., lack of accountability mechanisms; WB legal set-up; members’ mindsets and behaviors)
- Need for clarity around members’ expectations and suggestion for accountability mechanism to measure performance

**Limited level of transparency and openness at IG meetings despite efforts by IG chairs to enhance dialogue**
- Stems from sensitivities between participating institutions and feeling that there is no designated time for critical discussion
- Desire for more relevant meeting topics (e.g., focus on financial alignment in countries where multiple partners engage)

**Key findings**

Q – IG members take ownership of meeting outcomes to ensure they contribute to better alignment of funding approaches among domestic and external financiers

- Disagree
- Agree

Q - Interactions and communications within the IG are characterized by openness and transparency

- Disagree
- Agree
Suggested recommendations fall into two categories

**Operational**

**Quick wins:** If agreed upon at April meeting, can be implemented immediately

- Forward planning and strategic content
- Enhanced engagement
- Increased results focus

**Strategic**

**Long-term engagement:** Action taken over the coming months

- Collaborative GFF strategy process
- Clearer governance model and stronger operating procedures
- Special strategy and governance session to align on way forward
## Operational recommendations aim to enhance meeting quality

<table>
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<th>Forward planning</th>
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<tr>
<td>▪ Define IG’s priorities for following year with aim of strengthening alignment across IG, TFC, and key partners</td>
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<td>▪ Introduce (as necessary) time-bound sub-groups tied to deliverables and priorities</td>
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<td>▪ Formalize practice of alternating IG meeting locations and where possible align with relevant meetings of partners</td>
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<th>Enhanced engagement</th>
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<td>▪ Establish inclusive agenda setting, e.g., via email/online survey 3 months ahead</td>
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<td>▪ Increase space for discussion (shorten presentations to 10-15 mins, conduct (as necessary) briefing calls; balance Secretariat and IG member-led presentations)</td>
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<td>▪ Create IG members webpage on GFF site and introduce annual letter by GFF Director/IG Chair</td>
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<th>Increased results-focus</th>
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<tr>
<td>▪ Ensure all agenda items are prepared with clearly stated objectives, discussion questions, and (if relevant) decision items</td>
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<tr>
<td>▪ Provide clear follow up, responsibility, and timeline for all agenda items</td>
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Strategic recommendations will clarify IG’s role and functions

- **Collaborative strategy process**
  - Request a Secretariat-supported process to develop a 5-year GFF strategic outlook/framework with IG and TFC engagement

- **Stronger governance & operational materials**
  - Establish task team to lead an open dialogue to sharpen IG role, functions and ways of working – leading to updated IG governance document and operating procedures*
  - *Proposed composition: 1 member from each IG “category”, 1 additional participating country, 1 additional financier (1 of the 2 financiers must be from TFC), and 1 Secretariat representative to provide support

- **Special strategy session**
  - Designate a special session at next IG meeting to provide guidance on GFF strategy and discuss (and ideally agree) on revised IG governance document and operating procedures

* Secretariat to provide required information on the legal restrictions for the GFF governance model (incl. what must be handled by the TFC; what can fall under the responsibility of the IG)
Operational recommendations - *Detailed version (1/2)*

Forward planning and strategic content

**Forward-looking priority setting and planning**
- Define IG’s priorities/objectives and deliverables for following year at fall meeting
- Objective: Aim to strengthen alignment across IG, TFC, and work of key partners through forward-looking planning
- Form time-bound subgroups (as needed) that take responsibility for preparing deliverables related to annual priorities

**Formalization of existing practice of alternating meeting locations and optimal use of locations**
- Formalize practice of having fall meeting at country level, combined with a day of discussions and problem solving with country-level partners; where possible align with other relevant meetings
- Link first meeting to WB Spring Meetings and proactively leverage presence of Ministries of Finance
Operational recommendations – *Detailed version (2/2)*

**Enhanced engagement**

**Inclusive agenda setting**
Solicit input from all IG members on agenda items through email/online survey or other proposed method three months ahead of meeting.

**Shortened presentations and increased space for participatory discussion during IG meetings**
- Limit presentations to 10-15 min to focus on discussion and strategic alignment
- Conduct briefing calls ahead of IG meeting on complex subjects and items for decision-making,

**Creation of IG members site on GFF webpage and annual letter**
- Introduce IG members site with access to relevant IG materials, and news/updates relevant to IG members
- Send annual letter from GFF Director and IG Chair with a review of progress and key priorities going forward

**Increased results focus**

**Outcome and action focus of agenda items**
Ensure all agenda items have clearly stated objective (e.g. for decision, for advice to TFC/Secretariat, for information); questions for discussion and (if relevant) decision items

**Clear follow up, responsibility and timeline for agenda items**
Reinstate practice of including follow up items/deliverables, responsible member(s) and due date in meeting notes for all agenda items
Strategic recommendations - *Detailed version*

**Collaborative GFF strategy process**

Request Secretariat to support process with IG and TFC to articulate GFF goals, objectives and priorities for next 5 years, and roles of each group in achieving them.

**Clearer governance model and stronger operating procedures**

Establish time-bound task team charged to lead an open, frank discussion on the IG and develop recommendations that lead to the drafting of an updated IG governance document and operating procedures.

**Special strategy and governance session to align on the way forward**

Reserve sufficient time for special session at next IG meeting to:

1. Provide guidance on GFF strategy
2. Discuss revised IG governance document, operating procedures and ways of working prepared by task team

*Focus of Task Team’s work*

- Review/sharpen IG goals/functions and suggest concrete priorities for IG during coming year
- Articulate areas expected for: strategic decision making and collective action; advice to TFC and other relevant governing bodies; learning and information exchange
- Explore/propose how to deepen IG coordination and synergies with governing bodies of relevant partners
- Discuss and propose ways to strengthen collaboration between IG and TFC
- Refine membership criteria for the IG and define expected contributions by each member
- Make recommendations on strengthening ways of working

**Timeline:** May-Nov 2019

**Composition:** 1 member from each IG “category”, 1 additional participating country, 1 additional financier (1 of the 2 financiers must be a member of the TFC), and 1 Secretariat representative to provide support

*Secretariat should provide to the group required information on the legal restrictions for the GFF governance model (incl. what must be handled by the TFC; what can fall under the responsibility of the IG)*