


# **GFF Investors Group Review**

**15 April 2019**

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# Agenda



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

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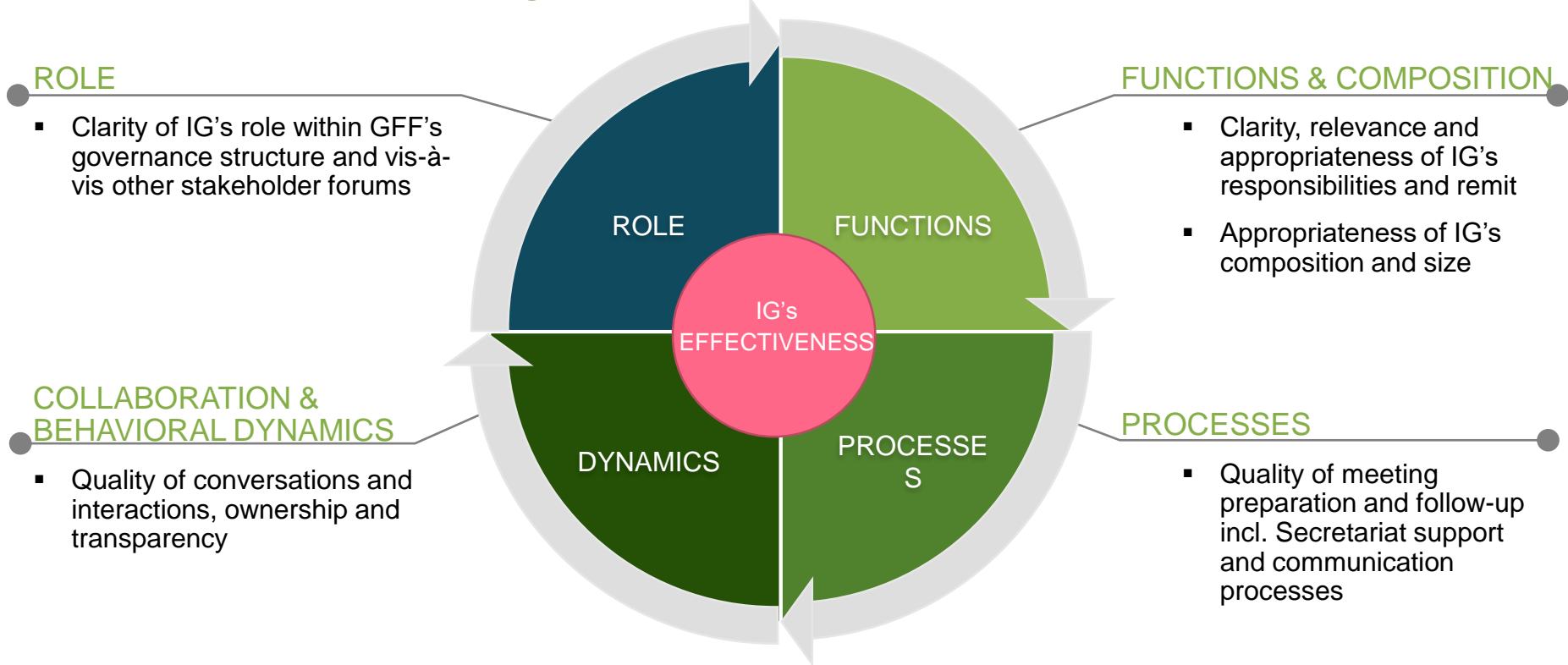
2:30-3:00 Questions & discussion

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3:00-3:30 Decisions & next steps

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## The Review's methodological framework



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## Findings stem from four sources of information



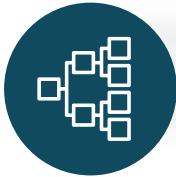
IG interviews



IG survey



Review of IG materials



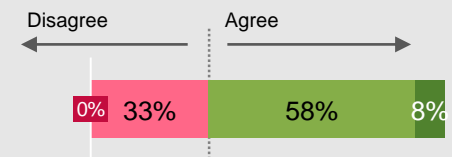
Benchmark analysis

## Role & Purpose

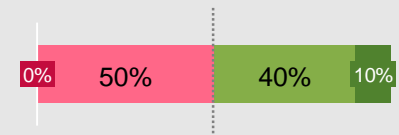
- ▶ **Overarching role of IG within the GFF architecture clear to most, but a third raise need for sharper delineation (vis-à-vis TFC, at country level)**
  - State whether/where IG is information sharing, advisory, or steering collective action
- ▶ **Slightly less clarity on role & value add within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

### Key findings

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



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

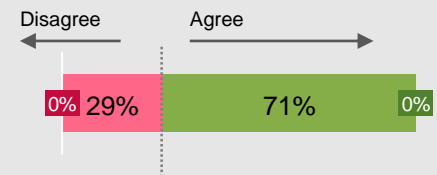


## Functions & Composition

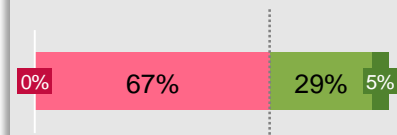
- ▶ **IG's functions understood at high level but should be made more actionable**
  - Country-centric approach appreciated and seen as offering opportunity
  - Desire to translate functions into concrete priorities for action
- ▶ **Two-thirds of respondents dissatisfied with performance in delivering 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

### Key findings

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



Q - The IG currently delivers on its core functions

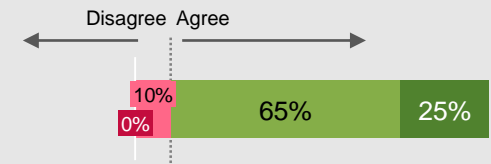


## Processes

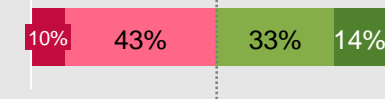
- ▶ **Respondents commend GFF Secretariat's support to IG despite its small size**
  - Secretariat may want to shift focus – away from presenting to co-creating problem-solving sessions & leveraging IG's voice
- ▶ **Meeting frequency, preparation, and execution seen to serve IG's purpose well, but sessions 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



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



 Secretariat co-/presenting: from **33%** in IG3 to **67%** in IG7



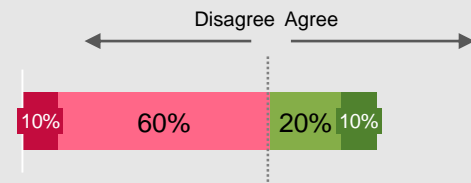
## Collaboration & Dynamics

- ▶ **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)

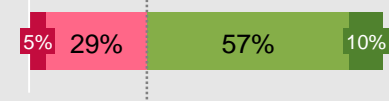


### Key findings

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



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





## 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**

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## **Operational recommendations** *aim to enhance meeting quality*



### **Forward planning**

- Define IG's priorities for following year with aim of strengthening alignment across IG, TFC, and key partners
- Introduce (as necessary) time-bound sub-groups tied to deliverables and priorities
- Formalize practice of alternating IG meeting locations and where possible align with relevant meetings of partners



### **Enhanced engagement**

- Establish inclusive agenda setting, e.g., via email/online survey 3 months ahead
- Increase space for discussion (shorten presentations to 10-15 mins, conduct (as necessary) briefing calls; balance Secretariat and IG member-led presentations)
- Create IG members webpage on GFF site and introduce annual letter by GFF Director/IG Chair



### **Increased results-focus**

- Ensure all agenda items are prepared with clearly stated objectives, discussion questions, and (if relevant) decision items
- Provide clear follow up, responsibility, and timeline for all agenda items



## 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)



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# Annex

## 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)