

Governance Document for the The Global Financing Facility in Support of Every Woman Every Child

1. Purpose of this Document

The purpose of this document is to describe the global governance arrangements of the Global Financing Facility for Reproductive, Maternal, Newborn, Child and Adolescent Health (GFF) in support of Every Woman Every Child (EWEC). The GFF is part of the EWEC movement and has a role as a major financing mechanism for the UN Secretary-General's updated Global Strategy for Women's, Children's, and Adolescents' Health (Global Strategy).

The objective of the GFF is to dramatically scale up the resources available for RMNCAH and to align partners around prioritized investments that generate results, while ensuring that countries are on a trajectory toward universal health coverage and sustainable health financing. The GFF pioneers a model that shifts away from fragmented streams of official development assistance toward an approach that combines mobilizing domestic resources, attracting and aligning existing and additional external resources, and employing innovative strategies for resource mobilization and service delivery (including the private sector) in a synergistic way.

To advance the goals and objectives of the updated Global Strategy, the GFF operates as a facility that brings together and maximizes the comparative advantages of a broad set of partners committed to aligning their resources to achieve results. Domestic resources play the major role in closing the resource gap for RMNCAH. In addition, the GFF mobilizes and helps coordinate financing from a range of external sources to fill the gap in financing needed for RMNCAH. This includes the financing of the World Bank, Gavi, the Vaccine Alliance, the Global Fund to Fight AIDS, Tuberculosis and Malaria, bilateral donors, foundations, and the private sector. The GFF also brings together the technical expertise of UN agencies and the community-reach of non-governmental and faith-based organizations, as well as the innovation and speed of the private sector. The facility is governed by an Investors Group.

To complement the work of the broader facility, a multi-donor trust fund – the GFF Trust Fund – has been established at the World Bank. The GFF Trust Fund provides additional financing for RMNCAH and links grant funding to IDA or IBRD projects. The GFF Trust Fund is governed by a Committee.

2. GFF Governance Functions

The main locus of collective action of the GFF is at country level, where all partners commit to collaborating closely through a “country platform” that, under the leadership of national governments, builds on existing structures while embodying the key principles of inclusiveness and transparency. The country platform is intended to improve coordination related to four major areas: developing Investment Cases and health financing strategies, resource mobilization, technical assistance, and monitoring and evaluation. While not prescriptive about the particular form that the country platform must take, the GFF expects them to afford each of the constituencies involved in the RMNCAH response the opportunity to contribute fully to the development and implementation of RMNCAH programming based on their specific skills and areas of focus. Consultations are ongoing with countries and partners on the specifics of the GFF country-level arrangements and will be summarized in a separate document.

In addition to country level arrangements, coordination between key investors through a governance structure at the global level is required to ensure a consistent approach across countries, to facilitate collective action, and to enable continuous learning. The GFF’s global governance structure is integrated into the overall governance arrangements of the updated Global Strategy. It is focused on mobilizing additional financial resources and institutional commitment of key investors in RMNCAH to optimally support efficient collective action at the country level

The GFF’s governance covers two discrete, yet linked functions:

- 1) Ensuring that the GFF as a facility succeeds in mobilizing and effectively co-financing Investment Cases, health financing strategies, and Global Public Goods essential to reaching the objectives of the Global Strategy;
- 2) Ensuring that the GFF Trust Fund uses its resources to provide financing in ways that achieve results while being catalytic and driving sustainability.

3. GFF Governing and Administrative Bodies

The GFF governance arrangements are designed to deliver on these two functions in an integrated manner. A broader **GFF Investors Group for the Global Strategy (“Investors Group”)** composed of representatives from participating countries, contributing bilateral donors, non-governmental organizations, the private sector, private foundations, multilateral financiers and technical agencies addresses the first function of facilitating complementary financing for Investment Cases, health financing strategies, and Global Public Goods to ensure the goals and objectives of the updated Global Strategy are met.

The **GFF Trust Fund Committee** focuses on the second function and operates with decision-making authority for matters related to the operations of the trust fund supported by a small GFF secretariat hosted at the World Bank. The fiduciary arrangements for GFF Trust Fund financing are integrated into IDA/IBRD projects that are approved by the World Bank Board, and so rely on existing World Bank Group policies and procedures. The GFF Trust Fund Committee will decide on relevant

thresholds for membership of the Trust Fund Committee. Initially, the representatives will be the same individuals who are members of the Investors Group.

4. The GFF Investors Group

The purpose of the GFF Investors Group is to mobilize the resources and institutional commitment of key investors in RMNCAH required at the global and regional level to optimally support efficient collective action at the country level. The Investors Group addresses the financing for the updated Global Strategy. Given that 63 countries face a particularly high burden, the Investors Group will predominantly focus in the initial five years on these countries, but is not limited to countries that receive financing from the GFF Trust Fund. This phased approach ensures the development and financing of Investment Cases and health financing strategies in the highest-priority countries (including those that do not receive GFF Trust Fund financing) while also putting in place a structure that serves the needs of all countries as the updated Global Strategy is implemented.

The GFF Investors Group is unique in that it brings together a range of institutions that are committed to aligning their resources under the GFF umbrella but are still accountable to their own governance mechanisms. Recommendations of the GFF Investors Group do not overrule institutional policies and strategies set by the governance of its members. Rather, the Investors Group will focus on better coordinating and aligning existing funding approaches and evolving policies over time to drive efficiency gains through complementary financing. In addition, a clear value added of the Investors Group is its potential to drive a continuous dialogue, increase transparency, and facilitate mutual learning and accountability among institutions with significant investments in RMNCAH.

Functions of the Investors Group

As part of its role to ensure that the GFF as a financing facility succeeds in mobilizing and co-financing high-quality RMNCAH Investment Cases, the Investors Group carries out the following core functions:

- 1) *Guide and ensure effective complementary financing of RMNCAH Investment Cases*
 - Agree on a shared set of quality standards that Investment Cases need to meet in order to be considered for financing by governments and partners, and recommend ways to align/streamline the quality assurance/review processes used by individual financiers;
 - Discuss and build broad-based alignment on which countries are prioritized for support under the broader GFF facility in each phase of roll out;
 - Drive agreement on strategies/policies to support complementary financing of Investment Cases developed through the country platforms and align the financing practices of partners with these approaches;
 - Ensure that the GFF approach is well understood throughout the institutions involved and that the actions of country-based staff of these institutions reflects, to the extent possible, guidance from the Investors Group related to engagement with

country platforms (e.g., with regard to complementary financing of Investment Cases);

- Address issues or bottlenecks to aligned financing that may arise at country level but require a resolution or intervention from the global level.

2) *Create an enabling environment for long-term financial sustainability of RMNCAH and health programs in countries*

- Foster dialogue and alignment among financiers around effective approaches to support countries in transition;
- Ensure countries are appropriately supported to analyze, plan for, and implement efforts to mobilize domestic resources and ensure financial sustainability in the context of accelerating progress on RMNCAH and on universal health coverage;
- Collaborate on innovative financing sources and approaches to help bridge the often difficult transition period.

3) *Mobilize additional domestic and international (including private) resources and other partner support to ensure effective financing for RMNCAH Investment Cases*

- Build high-level support for the mission, principles and activities of the GFF and promote active engagement of and collaboration with a wide range of partners supporting the goals of the updated Global Strategy;
- Play a leading role in mobilizing domestic and international resources (both public and private) for Investment Cases;
- Review the flow of resources and their allocation to countries that have developed RMNCAH Investment Cases under the GFF approach, ensuring that the commitments to the GFF are additional, well-aligned and focused on priorities outlined in the Investment Case.

4) *Monitor the performance of the GFF as a facility and foster learning among co-investors based on country experiences*

- Periodically review GFF performance in accelerating results and translate lessons into refined or innovative financing approaches;
- Periodically assess the performance of the collaboration structures and governing bodies of the GFF and adapt as needed;
- Guide the GFF's engagement on Global Public Goods, including strengthening of Civil Registration and Vital Statistics (CRVS), and periodically review new areas in which action at the global level could help to accelerate the achievement of RMNCAH outcomes.

The Investors Group is also responsible for appointing its members and establishing effective operating procedures that optimally facilitate interactions between the Investors Group and the Country Platform. It can also establish Working Groups as appropriate, and engage with other partners critical to RMNCAH financing efforts.

Composition of the Investors Group

The Investors Group shall initially be comprised of 23 members.

Members are **senior representatives of governments and other partners** who collectively bring the expertise required to ensure effective steering of the GFF and who have the institutional authority to ensure that agreements reached by the Investors Group are properly conveyed and seriously considered for implementation by their respective institutions.

A further prerequisite for membership in the Investors Group is an **institutional commitment to making substantial contributions, either financially or through in-kind assistance (e.g. technical or advocacy)** to Investment Cases and health financing strategies (the so-called “co-investment” principle) to ensure that members of the Investors Group actively contribute to the implementation and operationalization of the GFF.

The composition and appointment for Investors Group Members will be reviewed by the Investors Group after its initial year of operation in order to refine the model.

Members of the Investors Group may each designate one named Alternate Member to serve in their stead, under policies and procedures determined by the Investors Group.

Members of the Investors Group shall initially consist of:

- Five members from participating countries (including both Ministries of Health and Finance);
- Five members from public sector financiers with a priority given to either those that contribute to the GFF Trust Fund or align their other resources at country level;
- Three members from multilateral financing agencies contributing to the GFF at the global and country level: the World Bank; Gavi, and the Global Fund;
- Two members representing the private sector;
- One member representing private foundations;
- One member each from the World Health Organization (WHO); UNICEF, and UNFPA (one of whom also represents the broader H4+ partnership on a rotating basis);
- Two members representing civil society (one from a country eligible for GFF support, one from a donor country);
- The PMNCH Board Chair or another designated member of the PMNCH Board, given the important interfaces between PMNCH and the GFF;
- One member from the Executive Office of the UN Secretary-General.

Nomination, Terms and Appointment of Members of the Investors Group

Each group presented above determines a process for selecting its representation on the Investors Group,¹ which will be further refined by the Investors Group during its first year of operation.

¹ Based on the criteria for selecting members laid out in the ‘Guidance Note for Selecting Members to the Investors Group’.

Members will serve as representatives of their governments, organizations or constituencies, for a period of two years. They will act in good faith and in the best interest of the GFF. The Investors Group's composition will be reviewed after the initial year of operation.

Investors Group Members will select among themselves a Chair for a two-year term; he/she shall serve until the appointment of their successor. In addition to chairing the Investors Group meetings, the Chair will also have an important advocacy and partnership role. See Annex 1 for details on roles and responsibilities and required competencies.

Operations

The Investors Group shall initially meet three times per year in person. Meetings shall be convened by written notification from the Chair.

As described above, the key role of the Investors Group is to coordinate the financing approaches of its members as a basis for effective collective action. To best accomplish this, it will further develop shared practices and work to ensure transparency and mutual accountability. To ensure that agreements (for example in relation to indicators for monitoring the success of the GFF in aligning financing) are supported by all members, the Investors Group will strive to reach these agreements by consensus.

A member of the GFF Secretariat will serve as Secretary to the Investors Group and support the Chair in coordinating activities and recording decisions of the Investors Group. All deliberations and decisions of the Investors Group will be recorded in minutes of the Investors Group meetings, provided to all members and posted publicly.

At its first in-person meeting, the Investors Group will further determine its rules of operations, including issues such as chairing, voting, how meetings are conducted, and whether time-bound working groups will be established. A Conflict of Interest policy will also be developed in due course.

5. The GFF Trust Fund Committee

The purpose of this Committee is to ensure that the GFF Trust Fund mobilizes and uses its resources in ways that achieve optimal impact while (or by) being catalytic and driving sustainability. The Trust Fund Committee operates with independent executive decision-making authority for how resources within the GFF Trust Fund are deployed, drawing on advice from and reporting to the Investors Group for information and feedback. It also meets twice per year and will establish its rules of operation at its first meeting.

The fiduciary arrangements for the GFF Trust Fund financing are integrated in IDA/IBRD projects that are approved by the World Bank Board, and so rely on existing World Bank Group policies and procedures.²

Roles and functions of the Trust Fund Committee

The role of Trust Fund Committee is to ensure that the GFF Trust Fund mobilizes and uses its resources in a way that optimally supports the mission of the broader GFF through the following functions which will be approved at its first meeting:

1) *GFF Trust Fund Strategy*

- Continue to develop the principles, strategic funding approach and priorities that guide the grant-making to country Investment Cases by the GFF Trust Fund (including results-focused financing approaches);
- Set the Trust Fund's funding approach for the development/implementation of health financing strategies;
- Determine the Trust Fund's funding approach for Global Public Goods in support of RMNCAH;
- Set the Trust Fund's funding approach for CRVS;
- Agree on quality standards and the independent review process required to access financing from the GFF Trust Fund.

2) *GFF Trust Fund Allocations*

- Take decisions on which countries the Trust Fund will invest in;
- Approve operational guidelines relating to the preparation and content of funding proposals to the GFF Trust Fund;
- Review summaries of proposals to the GFF Trust Fund for financing of specific elements of quality-assured country Investment Cases;
- Approve Trust Fund allocations on a no-objection basis, ensuring that allocations are consistent with the purpose and objectives of the GFF;
- Decide on Trust Fund allocations to Global Public Goods in support of RMNCAH.

3) *Partner engagement and resource mobilization*

- Promote the active engagement of and collaboration with a wide and diverse range of partners to ensure the impact of Trust Fund investments are maximized;
- Mobilize public and private sector donors to support the GFF Trust Fund;
- Identify and incorporate innovative uses of Trust Fund resources to maximize mobilization of external and domestic resources.

4) *Oversight and performance management*

- Review and approve the Secretariat's annual work plans and budget;
- Monitor performance of activities supported by the Trust Fund based on annual

² In the case of a difference between this GFF Global Governance Document and the GFF Trust Fund Administrative Agreement in relation to the terms and functions of the Trust Fund Committee, the Administrative Agreement will prevail.

- results reports and mid-year progress reports submitted by the Secretariat;
- Review periodic financial reports on the finances of the Trust Fund;
- Periodically review the strategy for identifying and managing risks;
- Commission studies and reports deemed appropriate to fulfill the purposes of the Trust Fund.

Composition

The Trust Fund Committee is composed of those donors that contribute to the GFF Trust Fund at a threshold (to be defined) during its initial year of operation. After the first year, the required minimum annual investment for holding an individual seat as a government or private donor on the Trust Fund Committee will be reviewed and further refined.

6. GFF Secretariat

The GFF Secretariat manages the operations of the GFF Trust Fund and supports the work of the Investors Group. Located in Washington, D.C. at the World Bank headquarters, the Secretariat is comprised of professional and administrative staff employed by the World Bank, as well as secondments from participating organizations, and is headed by a Program Manager. The GFF Secretariat will link together and work closely on IDA/IBRD/Trust Fund investments with the World Bank Task Team Leaders at the country level.

The Secretariat operates under World Bank management and applicable policies and procedures and is also accountable to the GFF Investors Group and the GFF Trust Fund for carrying out its work program, monitoring results of GFF activities against targets, and abiding by the Governance document.

The key responsibilities of the Secretariat include:

- i. *Providing strategic and administrative support to the GFF Investors Group and the GFF Trust Fund Committee;*
- ii. *Supporting the preparation and implementation of funding commitments through the GFF Trust Fund;*
- iii. *Supporting GFF resource mobilization, partner engagement and communications; Contributing to the provision of technical assistance among a multitude of partners for the development/implementation of Investment Cases and health financing strategies;*
- iv. *Reporting on resource flows to Investment Cases and monitoring results (in countries supported by the GFF Trust Fund);Synthesizing learnings from country experiences, facilitating learning and knowledge exchange and supporting the GFF's work on other Global Public Goods.*

Annex 1:

Roles and Responsibilities of the Investors Group Chair:

1. Chairing and leading all Investors Group meetings and teleconferences, ensuring alignment with the GFF vision;
2. Guiding the development of Investors Group meeting agendas that facilitate discussions to fulfill the identified strategic priorities;
3. Overseeing all aspects of the Investors Group's functions and deliberations in between meetings;
4. Supporting the Investors Group's nomination and election processes for the selection of successors to the Investors Group leadership;
5. Acting as a key spokesperson for the Investors Group to advocate for the GFF's mission and objectives;
6. Maintaining effective communication and engagement with stakeholders such as countries, donors, technical and advocacy partners to ensure the Investors Group understands and addresses the issues and concerns of its wide and diverse range of stakeholders.

Estimated time commitment is 2-3 days/month

Required Competencies of the Investors Group Chair:

1. Experience chairing or leading decision-making bodies comprised of diverse stakeholders in the public, civil society, or private sector;
2. Experience and skill in organizing and facilitating discussions, and building consensus among diverse stakeholders;
3. Experience with strategic planning, implementation and problem-solving;
4. Knowledge of the GFF's vision and purpose, governance structure and strategy;
5. Expertise in some or all of the following areas: international finance, international development, public health, diplomacy, advocacy, international negotiations and resource mobilization;
6. Ability to dedicate sufficient time to fulfilling the role;
7. Fluent in written and spoken English (with additional languages beneficial).