GFF Country Implementation
Purpose of the guidelines

• Provide guidance to **national** governments and other stakeholders
• Focus on the **implementation** stage of the GFF process
  • Complement the investment case guidelines
• Some **adaptation** to country context expected
• Build on **existing experience** of GFF implementation and **feedback** from stakeholders
• Will be **updated regularly**, as more implementation experience is gained
• Will be accompanied by a **source book** with country and global resources
Outline of the guidelines

1. Vision, mission
2. Scope of in-country engagement
3. GFF country platform
4. Health financing
5. Data for decision-making
6. Resource mapping and tracking
7. Implementation research
8. Technical assistance
9. Advocacy
10. Communication
3. GFF country platform

- Coordination of the GFF engagement is led by the government, through a country platform.
- Countries encouraged to use existing platforms.
- Requires effective participation from:
  - Relevant ministries (national and sub-national)
  - Bilateral and multilateral partners
  - Civil society
  - Private sector
- GFF nodal Ministry to notify in writing, to all national stakeholders, what constitutes the GFF platform.
  - Reviewed and reconfirmed annually during the annual review.
- GFF country platform will likely need sub-committees:
  - Data, health financing, etc.
3. GFF country platform

• **Membership** on the country platform re-confirmed, and adjusted when necessary, on an annual basis.

• Platform meets at least **once every quarter**
  - Focus on **resources** and **results** (at a national and subnational level, using multiple data sources, including financial data)
  - **Implementation plan** to assign specific roles and responsibilities
  - Meeting **minutes to be disseminated**, to enable partners with no country presence to remain engaged
  - Try to **connect partners with no country presence** whenever feasible
  - Review the need for **implementation research** based on gaps in the program and need to find efficiencies

• **Self-assessment** carried out annually
5. Data for decision making

The GFF focuses data on the following areas:

- Guiding the planning, coordination, and implementation of the RNMCAH-N response (IC), including efficiency
- Assessing the effectiveness of RMNCAH-N program and identifying areas for improvement during implementation
  - Real time course correction
  - Linked to implementation research
- Ensuring accountability to those affected by RMNCAH-N outcomes as well as to those providing resources (governments at all levels, CSO, donors, other stakeholders)
- Improving the financial sustainability of the investments (specifically DRM) and progress towards universal health coverage (UHC)
5. Data for decision making

- The main role of the country platform during implementation is to **steer performance through the use of data**
- Country **performance dashboards** at national and sub-national levels
  - **Standardized** indicators and some **country-specific** indicators
    - Based on clear **theory of change** (global evidence as well as country context), determining baselines and setting annual targets
    - Roll-up of dashboards for **global GFF reporting**
    - Combination of **routine and survey data**
- Linking **financing to results**
  - **Incentives** at all levels of the system
  - Regularly **reallocating financing** based on budget executions/absorption, disbursement and expenditure and performance (results)
- **Strengthening national data systems**, including CRVS
  - Based on findings of monitoring system capacity assessment carried out during investment case preparation
    - Improving data quality and use, service delivery focused
**GFF Results Monitoring**

**Monitoring Continuum - data sources**

<table>
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<tr>
<th>IC Development</th>
<th>IC Implementation (3-5 years)</th>
<th>End of IC</th>
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| Investment Case Results Strategy  
  + Theory of Change  
  + Results Framework  
  + Data Use Plan | Routine RF data (DHIS2, routine systems or rapid assessments, facility surveys, SMART surveys):  
  - Available  
  - Reliable  
  - Timely | End-line survey  
  - DHS/MICS  
  - Facility survey  
  - SMART survey |
| RF has indicators, data sources, baseline data, and annual & end-line targets  
  - Year of latest DHS/MICS  
  - Year of last SARA/SDI  
  - Year of last NHA | Country Platform reviews RF data | Impact Evaluation |
| "Determine data sharing of RBF database (if RBF is being implemented)" | Country Platform course corrects | |

- Statement of country’s IC Impact Narrative for the next 3-5 years
- Review progress of the country’s IC impact narrative (inputs)
- Review progress of the country’s IC impact narrative (outputs)
- Review progress of the country’s IC impact narrative (outcomes)

Qualitative and quantitative data to document Step “0”

Quantitative and qualitative data documenting the country’s IC impact narrative
Using data – coordination and governance

Data should:

✓ Include health financing, health systems strengthening and RMNCAH-N outcomes
✓ Be of sufficient quality and reliability
✓ Be accessible and available on a routine basis
✓ Be cleaned and analyzed
✓ Be curated and interpreted
✓ Be disaggregated by subnational area, gender and age should be available to promote equity
✓ Include data from multiple sources and should be triangulated for data use

Data use plan:

Establish a data sub-group to curate and analyze data for the country platform

• Define data use timelines collect and collate available data
• Ensure access and availability of prioritized data elements
• Curation and prioritization of data
• Develop standardized routine data visuals

Determine Institutional roles and responsibilities for data collection, analysis, use and dissemination

• Develop a feedback process in which data reaches the right decision makers
• Develop process for data decisions to be disseminated for improved implementation
5. Data for decision making

- GFF builds on and aims to further harmonize existing in-country initiatives to strengthen data system
- GFF letter includes agreement to share data on:
  - Allocations and expenditures, process, coverage, impact
- First agenda item of quarterly country platform meetings is the review of dashboard data and decisions on re-allocations
  - Requires a data-sub group to define and prepare the dashboards ahead of the meetings
  - GFF Liaison Officer to help guide the process
- Annual review: more comprehensive, including self assessment of the platform and of likelihood of reaching objectives of the investment case
  - Possible annual results conference to engage stakeholders and to provide a platform to share results of implementation research and new global evidence
For example: Develop standardized routine data visuals

- Monitor RMNCAH program performance against county and national RMNCAH strategies and trigger action
- Provide at-a-glance view of performance
- Intuitive displays that help managers organize and make sense out of data
- Turn insight into action quickly
- Identify challenges and best practices, identify areas doing well and those with bottlenecks.
- Dashboards are only effective if they are available to end-users and end-users trust the information
- Easy to manage / edit / adaptable to new contexts & use cases
- User Friendly, One Click Customization of Display
6. Resource mapping and tracking

Resource Mapping during Investment Case Development

- Resource mapping is a key step in the preparation of the investment case
  - Determine available resources
    - Domestic and external
  - See how resources are spread across interventions, geographically
  - Identify under-financed priorities (e.g., family planning, nutrition), leading to further prioritization
  - Further advocacy or prioritization when resource mapping reveals insufficient resources
  - Need to adjust resource mapping when new financiers join the investment case
6. Resource mapping and tracking

Resource Tracking during Implementation

- **Annual resource tracking** is integral part of GFF implementation
- Discussed during GFF **Annual review**
- Create **mutual accountability**
  - Government and external financiers
- Start with **government resources and main financiers**, gradually expanding to smaller financiers
- **Letter** signed at the start of the GFF engagement will define data sharing requirements to enable the resource tracking
- GFF Secretariat has developed a **resource mapping/tracking IT tool** to facilitate the process
  - Aligned with the National Health Account 2011 methodology
7. Implementation research

- Implementation research is critical to understand if, **why, how and in what contexts** certain interventions supported by the investment case produce results
- Enables **adjustments as necessary** to the investment case
- Additional information on **“real” costs**
- Rapid **feedback loops** for implementers
- **Implementation research plan** as part of the overall investment case implementation plan
- **Regular reviews** through the GFF country platform
- Larger **results conferences/workshops** as appropriate
- Contribution to the **GFF global knowledge and learning agenda**
8. Technical assistance

- **Objective:** to maximize the efficiency of the investment case resources to achieve the intended results
- Includes **analytical work** as well as **implementation support**
  - Internships, setting up an advisory board to an (insurance) agency, etc.
- **Country-based mechanism** to source the TA:
  - Identify the **needs** (e.g., bottleneck analysis)
  - **Map** available TA
  - Develop **TA matrix** and fill gaps
- **GFF Secretariat can assist** in the preparation of the TA matrix
- **GFF Source Book:** first point of reference for countries to access the best available know how and avoid duplication
- **Regular reviews** of TA implementation
  - Sub-committee of the country platform
- Collaboration with **national and regional institutions**, facilitated through network of GFF Liaison Officers
9. Advocacy

- **Objective**: to accelerate and facilitate the achievement of the results agreed in the investment case
  - Especially those results which require **government leadership and policy decisions**
- **Political economy analysis** will form the basis of the advocacy strategy
- **Advocacy strategy** to be developed as part of the IC implementation plan
  - Long-term and short-term
  - Specific actions linked to key members of the country platform
- Opportunity to engage with **national and international CSOs**, as well as other stakeholders such as:
  - Business leaders, media, professional associations, Parliamentarians
10. Communication

- **Objective:** to accelerate and facilitate the achievement of the results agreed in the investment case
- Generating and sustaining a **common understanding** of the GFF approach and creating **motivation for continued engagement** from each stakeholder
- **Communications strategy** to be developed and implemented by the country platform
  - Initial focus on familiarizing with the GFF approach, gradual shift to communicating results
- GFF Secretariat, through the GFF Liaison Officer, will share **communications “tool box”** to ensure consistency of messaging, while maintaining country flexibility
- GFF is a **collective endeavor**, need to focus on contribution (not attribution) and achieve appropriate level of GFF **“branding”** in country
- Progress on communications strategy implementation **reviewed regularly** by the country platform