



GLOBAL
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22-23 November, 2019
Abidjan, Côte d'Ivoire

NINTH INVESTORS GROUP MEETING



Review of the Investors Group



Session Overview

Topic

Time

1.	Background for establishing Task Team	2.45-2.55
2.	Process to date	2.55-3.05
3.	Issues for IG discussion <ul style="list-style-type: none">▪ Update on the IG role and function▪ Ways of working▪ Option for establishing a standing committee▪ Composition of the IG▪ Additional issues for feedback	3.05-4.30
4.	Next steps	4.30-4.45

1. Background for Establishing Task Team

- In Spring 2019, the GFF Secretariat and Chair of the Investors Group (IG) co-commissioned an independent review of the Investors Group.
- The review identified several recommendations on how to strengthen the IG, which were categorized into operational and strategic recommendations.
- The operational recommendations were endorsed at the April 2019 IG meeting, actioned by the Secretariat for IG9 and onward.
- At the April 2019 IG meeting, members agreed to establish a small, time-bound Task Team to discuss the strategic recommendations outlined in the review, and to develop proposals for how to operationalize the recommendations.

2. Process to Date: Mandate of the Task Team



Clarify and define the **IG's primary role**



Provide guidance to the GFF Secretariat on the update of **IG governance document and operating procedures**



Delineate the role and responsibilities of the IG vis-à-vis the Trust Fund Committee (TFC) with guidance from the GFF Secretariat



Clarify IG member responsibilities, make recommendations on strengthening ways of working and deepening synergies with other governing bodies, and suggest process for aligning IG, TFC, Secretariat priorities

■ Outside scope of Task Team:

- Trust Fund Administration, including the legal framework of the GFF Multi-Donor Trust Fund (MDTF);
- Governance of the Trust Fund Committee; and
- Relationship of GFF Secretariat and World Bank.

2. Process to Date: Composition

Task Team Members:

1. Paul Fife, Chair of Task Team
2. Chris Elias, Chair of the IG/Trust Fund Committee Member
3. Anuradha Gupta, Gavi
4. H.E. Amir Aman Hagos, Ethiopia
5. Pauline Irungu, CSO Representative
6. Ruth Kagia, Kenya
7. Claire Moran/Jo Moir, DFID/Trust Fund Committee
8. Muhammad Pate, GFF/World Bank HNP Director
9. Pete Salama, WHO
10. Takao Toda, JICA

Frequency of Meetings:

- Monthly video conferences (June-December 2019)
- One midpoint, video conference consultation with the full Investors Group (August 2019)
- One in-person Task Team member meeting (September 2019)
- In-person full IG meeting to present initial findings and options for discussion (November 2019)

2. Process to Date: Benchmarking Analysis

- Seek Development conducted a benchmarking analysis which included a desk review, consultation with task team members, and key informant interviews to examine other boards to assess:
 - Best practices;
 - Governance structure, size and composition;
 - Ways of working; and
 - Delivering on core functions
- The outcome of the benchmarking exercise contributed to the proposed issues for discussion at IG9.

2. Process to Date: Key Deliverables

1. Revised IG Governance Document
2. TORs for IG members
3. Process proposal for improving alignment of IG with other GFF functions (including work of Trust Fund Committee, Secretariat)
4. List of recommendations for improved ways of working

3. Issues for IG Discussion: Updated Role and Function

Role

The GFF IG serves as an advisory board to the GFF Trust Fund Committee and the GFF Secretariat, and as a key platform for driving RMNCAH-N outcomes and Primary Health Care in support of UHC.

To deliver on this purpose, the GFF IG carries out the following **functions**:

Alignment



Foster joint ownership for the GFF as a facility focusing on partner collaboration and alignment around country platforms and country-led, prioritized national health plans (Investment Cases)

Financing



Enhance health financing support in countries in order to get more results from existing resources and increase the total volume of financing to country-led Investment Cases from four sources: domestic government resources; financing from IDA and IBRD; aligned external financing; and private sector resources

Monitoring



Systematically review the performance of the GFF as a facility and promote accountability for results at country level

Strategic advice



Provide strategic advice to the Trust Fund Committee and the GFF Secretariat

Learning



Foster innovation and learning from country experiences

3. Issues for Discussion: IG Functions (Old and New)

GFF Investors Group (draft revised as of 24 Oct 2019)

- Foster joint ownership for the GFF as a facility focusing on partner collaboration and alignment around country platforms and country-led, prioritized national health plans (Investment Cases)
- Enhance health financing support in countries in order to get more results from existing resources and increase the total volume of financing to country-led Investment Cases from four sources: domestic government resources; financing from IDA and IBRD; aligned external financing; and private sector resources
- Systematically review the performance of the GFF as a facility and promote accountability for results at country level
- Provide strategic advice to the Trust Fund Committee and the GFF Secretariat
- Foster innovation and learning from country experiences

GFF Investors Group (Old)

- Guide and ensure effective complementary financing of RMNCAH-N Investment Cases
- Create an enabling environment for long-term financial sustainability of RMNCAH-N and health/nutrition financing and systems in countries
- Mobilize additional domestic and international (including private) resources and other partner support to ensure effective financing for country-led Investment Cases
- Monitor the performance of the GFF as a facility and partnership and foster learning among partners based on country experiences

3. Issues for IG Discussion: Ways of Working

1. Institute a co-chair function which will include a country representative
2. Reduce to at least one face-to-face IG meeting a year in effort to minimize duplication, reduce cost, and enhance quality of deliberations
 - Cost and resource implications:
 - Secretariat capacity to prepare IG meetings (background papers, logistics, etc.)
 - Cost implications for Secretariat for IG (venue, logistics, travel, etc.)
 - Cost implications for IG participants to travel to IG
3. Establish and implement a committee tied to functions on (1) country engagement and (2) monitoring country progress
 - Full terms of reference to developed after IG9 meeting including:
 - Objectives of committees
 - Frequency of meetings
 - Membership
 - Method for reporting back to the Investors Group

3. Issues for Discussion- Committees

	Monitoring responsibilities	Partner collaboration & alignment responsibilities
Scope	<p>In support of the IG's monitoring function, the committee will:</p> <ul style="list-style-type: none"> • Regularly review results progress across the portfolio and RMNCAH-N, systems and health financing outcomes for use of investment decisions and reporting. • Synthesize key messages for the IG to enable government and partner decision making. • Provide guidance on GFF approach to the results agenda. • Facilitate learning agenda. 	<p>In support of the IG's partner collaboration and alignment for country support function, the committee will:</p> <ul style="list-style-type: none"> • Provide priority countries and partners opportunities for aligned financing. • Report on Resource Mapping and Expenditure Tracking (RMET) data. • Review country platform assessments and look for opportunities to strengthen alignment. • Provide guidance to IG members to enhance overall understanding of the GFF approach among the institutions involved.

3. Issues for Discussion- Committees (continued)

Size & Composition	<ul style="list-style-type: none">■ 10 IG members (including task team Chair); members carefully selected to manage conflicts of interest proactively and to ensure:<ul style="list-style-type: none">— Balanced representation of partner countries and donors— Expertise in the technical agenda
Ways of working	<ul style="list-style-type: none">■ Chair is available to the Secretariat as a point person; reports to the IG meetings■ Group decides on meeting frequency (suggestion: 2 meetings per year and Chair quarterly update calls with Secretariat)■ Provide honorarium for the time committed & cover travel costs

3. Issues for IG Discussion: Investors Group Composition

Explore ways to refresh the composition of the IG:

- Ensure balance of country voices
- Maintain current size despite expanding partner and donor engagement
- Take into account changes in Global Health Architecture

3. Composition – options for discussion

Option #1: Status quo – today's membership with size cap & constituencies determining membership

Category	# of principal seats
Public sector financiers constituency	9 seats: 7 for TFC members and 2 for financiers providing complementary financing
Participating countries constituency	5 seats: 4 in Africa; at least 1 MOF
Contributing multilaterals	3 seats
UN agencies	3 seats: 1 H12 partnership, 2 others
Private foundation constituency	2 seats
Private sector constituency	2 seats: 1 private sector donor to the TF and 1 private sector reps providing technical, financial and/or complementary support
CSO & Youth constituency (PMNCH-Facilitated)	3 seats: 2 seats CSO (1 from a country eligible for GFF support, 1 from a donor country); 1 Youth Representative
PMNCH	1 PMNCH Chair or designated member
Total	28 (same as today)

Same size as Gavi & Global Fund Boards

Option #2: Smaller & balanced – tighter constituency model with reduced donor membership

Category	# of principal seats
Public sector financiers constituency	5 seats: 5 for TFC members/ complimentary financiers
Participating country constituency	5 seats: 4 in Africa; at least 1 MOF
Contributing multilaterals	3 seats
Technical partnerships constituency	Recommendation for operationalizing the constituency model
Private foundation constituency	2 seats
Private sector constituency	2 seats: 1 private sector donor to the TF & 1 private sector reps providing technical, financial &/or complementary support
CSO & Youth constituency	3 seats: 1 from a country eligible for GFF support, 1 from a donor country (facilitated by PMNCH), 1 for youth (facilitated by PMNCH)
Total	23

Decreases donor representation to 30%, between Gavi & Global Fund

Option #3: Larger & balanced – Increased participating country seats & additional specifications for membership to increase inclusiveness

Category	# of principal seats
Public sector financiers constituency	9 seats: 7 for TFC members & 2 for financiers providing complementary financing
Participating countries constituency	9 seats: 7 in Africa, 1 Asia, 1 Latin America; at least 3 MOF
Contributing multilaterals	3 seats
UN agencies & partnerships	3 seats: 1 H12 partnership, 2 other (ensuring multisectoral expertise)
Private foundation constituency	2 seats
Private sector constituency	2 seats: 1 private sector donor to the TF & 1 private sector reps providing technical, financial and/or complementary support
CSO constituency	2 seats: 1 from a country eligible for GFF support, 1 from a donor country (facilitated by PMNCH)
PMNCH	1 (PMNCH Chair or designated member)
Youth constituency	1 (facilitated by PMNCH)
Total	32

Same size as the largest benchmarked (GEF Council)

Composition – options for discussion

Option #1: Status quo – today's membership with size cap & constituencies determining membership

- ✓ Establishes a 'Public financiers' and 'Private foundation' constituency (i.e., restricts donor membership to the current number of members), controls group size & donor voice
- Maintains today's number of seats,
 - ✓ Makes it easier to operate
 - ✗ Maintains high donor representation (as compared to Gavi & Global Fund)
- ✓ Reduces number of member "categories" from 10 to 8, by creating a 'CSO & Youth' constituency that is facilitated by PMNCH
 - ✓ Increases ease of communicating & potentially operational costs
 - ✗ Decreases number of independent voices in the room

Option #2: Smaller & balanced – tighter constituency model with reduced donor membership

- ✓ Establishes a 'Public financiers' and 'Private Foundation' constituency (i.e., restricts donor membership to the current number of seats), controlling group size & donor voice
- Reduces donor seats by 4 and brings PMNCH into new Technical Partnership constituency
 - ✓ Decreases costs for operations
 - ✓ Increases country voice
 - ✓ Enables technical agencies to work as a constituency
 - ✗ Decreases number of members available for committee(s)
- Reduces number of member "categories" from 10 to 8, by creating a 'CSO & Youth' constituency that is facilitated by PMNCH
 - ✓ Increases efficiency of day-to-day operations & ease of communicating

Option #3: Larger & balanced – Increased participating country seats & additional specifications for membership to increase inclusiveness

- ✓ Establishes a public financiers' and private foundation constituency (i.e., restricts donor membership to the current number of members), controls group size & donor voice
- Introduces 4 new participating country seats (incl. 2 additional MOF; 1 reserved for Asia; 1 reserved for Latin America)
 - ✓ Increases strength of country voice & number of members available to join committee(s)
 - ✗ Increases costs for operations
- ✓ Specifies multisectoral expertise for UN agency representatives, further aligning the representation to the IG's role
- Maintains civil society, PMNCH & youth as separate seats,
 - ✓ Allows groups to speak independently
 - ✗ Maintains higher costs for operations

Recommendation for operationalizing the constituency model

Implications
for IG



Develop constituency guidelines on rotation & membership

Selection:

- Selection of members and alternates is defined by the constituency itself through a consultative process involving all members of the constituency, leading to the nomination and appointment
- Balanced representation: For multi-country/ organization constituencies, individual members that have held the IG member/alternate seat in the past two terms are not eligible to stand for election

Rotation

- Rotation patterns are defined by the constituency itself in support of balancing continuity and renewal.
- Options to be considered by the constituency:
 - i) Membership rotation after a specified amount of time. No overlap
 - ii) Staggered member and alternate terms – change on alternate years
 - iii) Succession of alternate to member (after a specified amount of time, alternate becomes member)
- Encourage a 3-year membership term length

Communication:

- Develop a feedback mechanism within the constituency grouping to ensure it is adequately and accurately informed regarding the outcome of IG meetings

Suggested components based
on Global Fund's Constituency
Management Guidelines

Accountability

- Introduce minimum participation levels for members/alternates

3. Issues for IG discussion: Additional Issues for Feedback

- Renaming the IG
- Expectations for IG members

4. Next Steps

- **November 2019**: IG to discuss options and decide on key changes/ enhancements to the governance of the IG and its Terms of Reference
- **December 2019**: Task Team to review final input to Governance Document and finalize deliverables
- **January 2020**: Circulate all final deliverables to the IG and implement decision points

Members of GFF Investors Group





Learn more



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