

## **GLOBAL FINANCING FACILITY INVESTORS GROUP MEETING MINUTES**

**September 28th 2015**

### **Introduction and Approval of the Agenda (GFF/IG1/1)**

1. The First Meeting of the Investors Group (IG) of the Global Financing Facility (GFF) took place on 28th September 2015 in New York. The meeting was opened by Dr. Timothy Evans, Senior Director, Health, Nutrition and Population Global Practice, World Bank, who invited Dr. Babatunde Osotimehin, Executive Director of UNFPA to welcome everyone to the UNFPA premises.
2. Dr. Osotimehin noted the ambition of the recently agreed Sustainable Development Goals (SDGs) and their transformative potential. He emphasized the broad ownership given that Member States themselves had put together the Agenda, and that it was vital to bring in additional resources through initiatives such as the GFF to ensure implementation of the SDGs.
3. Dr. Evans thanked Dr. Osotimehin for hosting the meeting and noted his satisfaction that after over a year of discussion, consultation and working intensely together, the first GFF Investors Group meeting was taking place. He noted that the Toronto Summit on Maternal, Newborn and Child Health hosted by Canada in May last year had demonstrated convergence around the push to end maternal and child mortality, and the need for improved organization and new resources to bridge the current financing gap. He noted that the GFF focuses on three dimensions of the financing challenge – smart interventions and delivery with good value for money; transformative and scaled approaches to reach those in need, which cannot be done without new resources; and sustainable financing that mobilizes domestic resources while requiring all partners to come together and align missions to ensure success. Dr. Evans stressed the need to explore ways to increase and sustain domestic financing for health with complementary regional and global funding. He noted that the front-runner experiences tabled on the agenda would help inform further implementation, and that the papers on quality assurance and technical assistance would

be critical complements to the GFF Investment Case and health financing strategies. The need to have clear messaging to manage country demand for inclusion in the GFF process was highlighted. Dr Evans emphasized the broader linkage of GFF to the EWEC Global Strategy 2.0. It was noted that the day's discussion would include issues of alignment, integration around country platforms, lessons learnt from country level (including on partnerships), and effective coordination at the global level. He noted that from a World Bank perspective communication could be improved and he committed to ensuring a more collaborative process with clearer communication, clarity on co-financing, sharing of credit for achievements, and ensuring no partner efforts are overlooked.

4. Dr. Evans reviewed the agenda, and received requests for discussion on country platforms and integration of Investment Cases and health financing strategies. Dr. Evans noted that these items should be part of the day's discussions under the existing agenda. He explained that all decisions taken would be captured in a Chair's Summary that would be agreed upon by the end of the day. The agenda was then adopted.

#### **Investors Group Operations (GFF/IG1/3)**

5. The first item for consideration was the Governance Document of the Investors Group (document GFF/IG1/3: Governance Document for The Global Financing Facility in Support of Every Woman Every Child). Dr. Evans noted that the document had been circulated to the Pre-Investors Group and had been previously discussed. He requested that after the meeting members should please confirm the final member name and alternate.
6. Dr. Evans also noted one change that was requested that was not reflected in the version that was circulated namely on page 5 of the document under *Composition of the Investor's Group* the bullet has been corrected to read:  
"Five members from public sector financiers with a priority given to either those that contribute to the GFF Trust Fund or those that align their resources at country level".
7. Discussion around the governance document included requests to:
  - a. provide a conflict of interest policy for the Investors Group;
  - b. provide greater clarity on the respective roles of the GFF Trust Fund and broader facility

- including the relationship between the Investors Group and the Trust Fund Committee;
  - c. explain the connection between the global GFF Trust Fund governance and country-level GFF Trust Funds, including guidance on process and accountability;
  - d. make explicit the support of the Secretariat to the Investors Group and note the importance and practicality of a single GFF secretariat to support both the Investors Group and the Trust Fund Committee in order to reduce fragmentation and inefficient coordination, it was noted that secondments from partners will help build ownership of the Secretariat by the broader partnership;
  - e. include details on the linkage to the EWEC Global Strategy 2.0, and the interface with EWEC, H4+ partners and PMNCH; provide clarity on the role of Investors Group in country selection;
  - f. provide guidance on the skill set needed for representation on the Investors Group and the Trust Fund Committee;
  - g. ensure that the need for resource allocation decisions with regard to the GFF Trust Fund to remain under purview of the Trust Fund Committee was well understood;
  - h. ensure clarity on the role of the IG in resource mobilization and the distinction between 'existing' and 'new' sources of financing, including the IG role in resource tracking;
  - i. contain clear reference to the role of the IG in bringing about better alignment of investments and financing flows.
  - j. Ensure that the operating methods make increased use of French and Portuguese translations for GFF documents as necessary.
8. Multiple interventions focused on the need to learn by doing and for the governance document to be a living document, adapting as the GFF evolves. There were also requests for more communications tools to enable the IG members to communicate consistently and with one voice.
9. Dr. Evans summarized the discussion and noted that Investors Group representatives must focus on the big picture and provide leadership on these global issues. The key will be to hold the Group responsible for reporting back to stakeholders to answer the question: what have you, as the Investors Group members, done to address issues such as bridging the financing gap and providing effective stewardship? The IG must be responsive, accountable and nimble in fulfilling its mandate. The key will be ensuring that all partners are able to contribute and that it is a true

partnership focused on progress and results.

- 10. Chair's conclusion and next steps: there was agreement to move forward on the understanding that the governance document is a living document that will be adapted to reflect these discussions and will continue to be revised based on feedback from the IG as well as lessons learned during implementation of the GFF process in the spirit of learning by doing.**

#### **Selection of the Chair**

11. Dr. Evans then invited members to make a proposal on the selection of the Chair of the Investors Group. Dr. Tore Godal proposed that Ms. Diane Jacovella, Assistant Deputy Minister, Foreign Affairs, Trade and Development, Canada, lead the Group for the first year. Dr. Ariel Pablos-Mendez seconded this proposal, and Ms. Jacovella was selected by acclamation. Dr. Evans welcomed Ms. Jacovella to the new role and invited her to address the Group.
12. Ms. Jacovella thanked the group for their confidence and noted the opportunity to make a difference with GFF, and the need to promote it as a jointly owned initiative among partners. She thanked the World Bank for its leadership and role in creating the partnership. She emphasized the need to recruit non-traditional donors including private sector to bring in additional resources.

#### **Communication and Coordination**

13. Ms. Jacovella noted that she wished to start right away by addressing the issue of communication flow and coordination of activities of the GFF that had been raised on several of the Pre-Investors Group calls and exchanges. She framed the challenges as:
- Communication/coordination between partners - both globally and locally
  - Communication with countries on behalf of GFF
  - Communication between Global HQs and Country level staff
  - Communication/coordination with stakeholders not involved in deliberations.
14. The Chair noted the important role of the IG to bring new financiers to the table and the importance of tailoring communication to those that do not speak 'development' language. She asked for feedback on how the GFF can improve communication and coordination.

15. The Investors Group made the following suggestions, which the Chair committed to taking forward with the Secretariat. The Group discussed the need for:

- a. clear messaging on GFF;
- b. greater alignment amongst partners as well as countries (those receiving GFF funds or complementary financing from partners) to set clear expectations;
- c. ensuring communication with related programs like the Global Fund and Gavi, civil society;
- d. customization of communications to different audiences;
- e. standardization of the communication protocol to be followed when a country is selected;
- f. communication with countries that are not frontrunner or in the second wave;
- g. communication to potential new financiers, particularly non-traditional ones;
- h. clarity on what would be reported in an Annual Report which captures GFF results;
- i. monitoring of progress and accountability amongst partners.

16. The Chair encouraged the Group throughout the day to note any issues that should be added to the agenda for future meetings in order to plan upcoming deliberations.

**17. Chair's conclusion and next steps: It was agreed that the Chair would work with the Secretariat to put together some proposals to improve communication and coordination. The IG will be provided with basic communications tools, like a Q&A and a key message sheet, to facilitate their advocacy for the GFF. Reporting content and timelines need to be decided, such as for the Annual Report. The Secretariat will frame the issues and reach out to members for engagement on how to make progress in this area.**

**Country focus: Kenya**

18. The Chair introduced Dr. Ruth Kagia, Special Advisor to the President of Kenya and Dr. G.N.V Ramana, Lead Health Specialist from the World Bank office in Nairobi, to present the situation in Kenya, one of the GFF front-runner countries.

19. Dr. Kagia presented the Kenya Investment Framework and health financing strategy, noting in particular the strong partnership at country level with a range of stakeholders, strong government

and presidential leadership, and the discovery of new natural resources in the country that enabled acceleration of change in neglected regions. She also highlighted some of the challenges in the Kenyan context, including high maternal mortality rates, underlying broader complex social and structural issues, and the devolution that placed health under the purview of counties.

20. The ensuing discussion included an emphasis on the link between the Investment Case and health financing strategy, with the concern that a fragmentation between the two impacted potential prioritization of resources; the importance of Ministry of Finance involvement in the process; the financing trajectory and macro context of overall health financing; and innovation and private sector role in achieving health goals.
21. The IG suggested that presentations on countries focus particularly on financing issues, including addressing a common set of topics such as the macroeconomic trends and the impact of fiscal space, and the shifting sources of financing over time to help contextualize the discussions on financing priorities and identification of gaps. The need to link the theory of change to the financing priorities was noted. Elaborating on what a country did differently in terms of the Investment Case because of the GFF was also identified as important going forward.

**Country status update:**

22. The Chair then requested Dr. Kesete-birhan Admasu, Minister of Health of Ethiopia to provide a brief update on the GFF activities in Ethiopia. Dr. Admasu explained the Health Sector Transformation Plan that Ethiopia has put in place with ambitious goals that include a large RMNCAH component as well as addressing cross-sectoral concerns and issues of quality and equity. It includes a section on resource mobilization that addresses the need for more domestic resourcing and Dr Admasu noted an ongoing discussion with the Minister of Finance on health financing.
23. The Chair then invited Dr Monique Vledder, Program Manager GFF to give a brief explanation of the country update tool that was shared with the Investors Group in which the progress in countries will be captured and shared with partners. Dr. Vledder also gave an update on the status of the second wave countries noting that discussions were at a very early stage. She mentioned that an online platform for sharing information on country progress was being

established in a manner that would allow a collaborative approach to country updates. She also explained the plans for a workshop to be hosted by Kenya for the front-runner countries to exchange experiences with the second wave.

24. The Chair noted that she would be sending a letter to the second wave countries explaining the GFF process that will clarify next steps for them. The Secretariat is preparing this letter, which will be shared with the Technical Working group for comment.

### **Monitoring Resource Flows for RMNCAH and Universal Health Coverage**

25. The Chair introduced Christoph Kurowski, Global Solutions Lead on Health Financing at the World Bank, to present GFF/IG1/6, Monitoring Resource Flows for RMNCAH and Universal Health Coverage<sup>1</sup>.

26. The Investors Group discussed:

- a. using prioritized investment cases to avoid gaps between programmatic activities and available financial resources and the need for the IG to focus on increasing the financial envelope and the fiscal space in country;
- b. entry points and mechanisms for non- Trust Fund countries;
- c. the need for more data collection and greater analysis of financing flows was raised with Kenya and Ethiopia noting their use of IFMIS to track flows;
- d. the need for the GFF additionality in increasing domestic financing longer term, and increased ODA in the medium term through IG partners;
- e. the importance of monitoring whether international financing is substituting for domestic resources;
- f. the positive trend of country governments using more efficient electronic financial systems to reconcile accounts and improve transparency.;
- g. the need to develop a set of performance indicators that would look at the financing strategies of smart, scalable and sustained to give the IG an actionable basis for discussion.

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<sup>1</sup> All presentations to the Investors Group will be available to members on a private site.

27. The discussion also included a broader conversation about the importance of resource mobilization for both the GFF Trust Fund and for the entire facility. The need to identify new sources of financing was highlighted as part of this, including using innovative financing mechanisms to match greater ambitions of new financing (including bonds and IBRD buy-downs for TF and non-TF countries). A question was raised in this context about whether the GFF Trust Fund allocation amounts were large enough to incentivize countries to drive large-scale change. The potential for greater private sector participation to drive innovation and efficiency was also raised.

**28. Chair's conclusion and next steps: the Chair noted that this will be a regular agenda item and that the suggestion to develop a subset of indicators on financing was welcomed and would be the basis for discussions at future meetings. She also requested a Resource Mobilization strategy for the GFF to be shared with the IG at the next meeting.**

#### **Technical Working Group Reports: Quality Assurance and Technical Assistance**

29. The Chair thanked the TWG for their work over the past months and asked Mikael Ostergren, Programme Manager, World Health Organization, who has been chairing the Technical Working Group (TWG), to introduce the work of the TWG and explain how they had gone about their tasks. The Chair noted that the Secretariat had also circulated the draft paper on Country Platforms but that paper would be discussed at the next IG meeting as further consultations are planned on it. Dr. Ostergren then gave the group a brief update on the TWG work to date. He noted the consultations had focused primarily on the areas of technical assistance and quality assurance and that the paper on country platforms needed to be part of a broader consultation with countries and would be informed by the November workshop with frontrunner and second wave countries.

30. The Chair then asked Mickey Chopra, the Lead Service Delivery Specialist at the World Bank, to present the group's findings and recommendations on Quality Assurance (QA), GFF/IG1/7.

31. The IG discussed various aspects of the QA presentation, including:

- a. the importance of taking a bottom-up approach (which would also allow sub-national perspectives) and ensuring country choice in selection of partners for QA;

- b. using south-south workshops to gain more country input on experience with QA and QA modalities;
  - c. defining core benchmarks for countries to include in their analytics;
  - d. developing QA for implementation to broaden the focus of the existing work on the development of the Investment Case;
  - e. the value of developing a common definition of quality as a key starting point for the conversation;
  - f. potential linkage between QA and technical assistance work;
  - g. the importance of independent verification of prioritization at the local level for validated decision-making.
32. The Chair then asked Dr. Ostergren to introduce the paper on Technical Assistance (TA) GFF/IG1/8 through a brief presentation.
33. Investors Group discussed the fact that the TA paper's approach of setting up a global platform is not aligned with the country-led, demand-driven approach of the GFF. The IG:
- a. raised concerns regarding the approach which both does not adequately reflect the fact that countries are now increasingly sophisticated and able to identify the expertise that they require, and is a high-cost approach;
  - b. emphasized the merits of a demand-driven approach to allow countries to select the technical experts of their choice;
  - c. suggested that the inclusion of an equity focus for the TA process should be considered;
  - d. raised questions about the funding for TA for non-TF countries;
  - e. emphasized the need to improve coordination of international TA through a light-touch approach (rather than a new global structure).
- 34. Chair's conclusion and next steps: both QA and TA need a bottom-up, country-focused approach. For QA, the most important next step is developing agreement on what is meant by a "quality" Investment Case, and the November workshop can be used to consult on the draft methodology for defining the content of the investment case. For TA, the upcoming November workshop will also be important, as it can be used to consult countries about what their needs**

are. It is also important that a consolidated approach be developed across all three topics (quality assurance, technical assistance and country platform).

#### **Chair's Summary and High Level Calendar**

35. The Chair summarized the proceedings noting that the Secretariat would consult on potential dates for the next meeting. She noted that an update on CRVS would be provided at that time. The Chair noted the TWG's mandate will come to an end by the next meeting and the IG will have to consider what mechanisms will be needed to ensure good exchanges and partnership on issues so they can be well prepared for consideration by the Investors Group. She encouraged the Secretariat to reach out to members of IG for engagement on some of the issues that needed further work, noting that other partners can lead on issues as well.
  
36. The Chair made a proposal for a two-day retreat in February to consider the very weighty agenda. She emphasized the importance of the principals continuing to participate in the IG and asked the secretariat to consider aligning future IG meetings around other major partner events for ease of coordination, noting that members had different priorities and different commitments. In closing the meeting, she thanked the Group for the constructive tone of the discussions and looked forward to the continuing partnership.

**Annex 1: GFF FIRST INVESTORS GROUP MEETING: FOLLOW UP**

<b>Agenda Item</b>	<b>Issue /Tasks</b>	<b>Lead</b>	<b>Deliverable</b>	<b>Deadline</b>
<b>IG Operations: Governance</b>	<b>TOR for the IG is a living document and needs review after 1 year of operations</b>	Chair	Revised version of Governance Document developed for consideration in 2016	Discussion at IG in October 2016
<b>GFF approach to all eligible countries</b>	<b>How will the GFF as a facility support countries that are currently not receiving trust fund financing?</b>	Norway	Concept paper	Discussion at IG2
<b>IG Operations: Governance</b>	<b>Draft Conflict of Interest Policy</b>	Secretariat	Draft for circulation and comment	30 November (first circulation) Final revision for circulation for IG2
<b>IG Operations: Communication and Coordination</b>	<b>Communication Strategy and Tools</b>	Consultant to develop draft in consultation with IG;	Draft Strategy for circulation and comment; Existing tools will be circulated	Mid December (first circulation) Final revision for circulation for IG2
<b>Monitoring Resource Flows</b>	<b>Which data will be collected to monitor country progress</b>	Gavi, Global Fund, WB, Gates	One example for discussion in February	Circulation for IG2
<b>Resource Mobilization Strategy</b>	<b>Propose high level strategy for fund-raising for the broader GFF</b>	Secretariat in consultation with IG	RM Strategy	Draft for circulation for IG2
<b>Private Sector Strategy</b>	<b>Map opportunities for private sector engagement</b>	Follow up from existing private sector task team	Private Sector Engagement work program	Draft for circulation for IG2
<b>Quality Assurance</b>	<b>Consultation with countries at November workshop</b>	TWG	Guidance for countries integrated into guidance notes	Update to IG in February
<b>Technical Assistance</b>				
<b>Country Platform</b>				
<b>High Level Calendar</b>	<b>Set dates and agenda for next meeting</b> <b>Item for preparation:</b> GFF in Humanitarian and Fragile States	UNFPA	Logistics, Agenda in place for IG2  Concept Paper for discussion	End November 2015  Draft for circulation for IG2

Annex 2: AGENDA OF FIRST INVESTORS GROUP MEETING

**Global Financing Facility in Support of Every Woman Every Child  
First Investors Group Meeting Agenda**

**Meeting Objectives:**

- Align partners around GFF Investor’s Group role and process
- Review and agree GFF governance modalities
- Consider updates on frontrunner countries and emerging issues
- Review progress on technical guidance for GFF programs
- Consideration of key financing issues for GFF

Time	Agenda Item	Objective	Document	Presenter	Action
9.00 - 9.30	<b>Introduction:</b> 1. GFF Vision 1. Review of the Agenda	Align expectations	Agenda (GFF/IG1/1)	Tim Evans	
9.30 -10.30	<b>Investors Group Operations:</b> 1. Review of Terms of Reference 2. Selection of Chair	Approval of TOR  Selection of leadership	Governance Document (GFF/IG1/3)	Tim Evans/ Chair	<u>For Decision</u>
10.30 -10.45	<b>Coffee Break</b>				
10.45 – 11.15	<b>Investors Group Operations:</b> 3. Communication and Coordination	Alignment on Working Methods		Chair	<u>For Discussion</u>

Time	Agenda Item	Objective	Document	Presenter	Action
11.15 - 12.45	<b>Country Focus:</b> 1. Front runner: Kenya	Update on progress; Initial challenges and lessons	Kenya Investment Case (GFF/IG1/ Background 1)	Ruth Kagia	<u>For Discussion</u>
	2. Brief Country Status Update	Review of status of implementation and preparation for next wave	Country Updates (GFF/IG1/4)	Dr Kesete-birhan Amasu/ Secretariat	
12.45 - 1.30	<b>Lunch</b>				
1.30- 2.15	<b>Key Issues in Financing RMNCAH:</b> - Tracking resource flows	Identify Issues for further examination	Monitoring Resource Flows for RMNCAH and for UHC (GFF/IG1/6)	Christoph Kurowski	<u>For Discussion</u>
2.15 – 4.00	<b>Technical Working Group Updates:</b>  1. Quality Assurance	Review WG papers and discuss	Quality Assurance (GFF/IG1/7)	Mikael Ostergren	<u>For Decision</u>
	2. Technical Assistance			Technical Assistance (GFF/IG1/8)	
4.00-4.30	<b>Coffee Break</b>				
4.30 - 5.00PM	<b>Summary of Decisions and Annual Calendar</b>	Review of priority agenda items for next year	Annual Calendar (GFF/IG1/5)	Chair	<u>For Decision</u>
	<b>Closing</b>	Overview of Day's Discussion			

## Annex 3: PARTICIPANTS LIST

### Investors Group First Meeting Participant's List

#### Governments

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