

**GLOBAL FINANCING
FACILITY** Country-powered investments
for every woman, every child



**Global Financing Facility (GFF)
in Support of Every Woman Every Child**

Workshop Summary

**November 15-18, 2015
Kenya**

Introduction

The Global Financing Facility (GFF) in Support of Every Woman Every Child was launched in July 2015 to accelerate efforts to end preventable maternal, newborn, child and adolescent deaths by 2030, and improve the health and quality of life of women, adolescents and children. The GFF is a country-driven financing partnership that brings together, under national leadership and ownership, a range of key stakeholders to provide smart, scaled, and sustainable financing to end preventable maternal, newborn, child and adolescent deaths by 2030 and improve the health and quality of life of women, adolescents and children. The GFF plays a key role and will serve as a major vehicle for financing for the recently launched Every Woman Every Child “Global Strategy for Women’s, Children’s and Adolescents’ Health (2016-2030)”.

The GFF focuses on 63 high-burden, low- and lower-middle income countries, of which 12 have been identified to receive support through the GFF Trust Fund. Four of those countries started the GFF design during the development of the GFF Business Plan and the workshop served as an important moment to take stock of their experiences to date. In addition, a “second wave” of eight additional countries was announced in July 2015, and these countries are now beginning to operationalize the GFF. Therefore, it was an opportune moment to bring countries together to discuss, share any possible lessons, and brainstorm together on how best to operationalize the GFF at country level.

The workshop was held from November 15 – 18, 2015 in Mount Kenya, Kenya. The objectives were: (i) to create an increased understanding of the GFF approach and ensure that all participants have a common understanding of the GFF; (ii) to discuss, generate ideas and reach a consensus on next steps to best operationalize GFF processes at the country level, taking into consideration differing contexts; (iii) to review lessons learned from the frontrunner countries.

Teams from nine countries attended the workshop: Cameroon, the Democratic Republic of the Congo, Ethiopia, Kenya, Liberia, Mozambique, Nigeria, Senegal, and Uganda. Each country was invited to nominate seven members. On the government side, participants included a RMNCAH coordinator from the ministry of health, a health financing expert from the ministry of health, and a representative of the ministry of finance. Each country team also had a private sector or civil society organization representative and up to three development partners as part of the team. In addition, a number of global partners participated in the meeting, including four members and one alternate member of the GFF Investors Group. In total more than 100 people participated. The final participant list is annexed.

In addition, the First Lady of Kenya, Honorable Margaret Gakuo Kenyatta, officially opened the workshop and provided a vivid example of political leadership in her discussion of Kenya’s “Beyond Zero” campaign.



First Lady of Kenya
Honorable Margaret Gakuo Kenyatta

The workshop was organized in a highly participatory manner, with many sessions featuring panel discussions with a mix of countries presenting their experiences and/or breakout sessions. Facilitators were drawn from a number of organizations.

To complement the main workshop, a one-day consultation with civil society organizations was held in Nairobi, Kenya on Saturday, November 14th. The meeting brought together 45 civil society representatives from 13 countries, including 10 of the 12 GFF Trust Fund supported countries. A subset of CSO representatives from this meeting also attended the workshop in Mount Kenya and shared the perspectives from the CSO meeting.

Main themes

The workshop focused primarily on three main topics: Investment Cases, health financing strategies, and the country platform. Each of these was discussed both in plenary and in working groups organized by country, which created an opportunity for country teams to discuss how GFF principles would be applied in each country. In addition, there were dedicated sessions on a number of other topics, including results, family planning, adolescent health, commodities, learning from implementation, civil registration and vital statistics, and the private sector.

A number of key themes emerged in the course of the presentations and discussions.

First, **government leadership and national ownership** are essential to driving progress on RMNCAH outcomes. Strong and visible government commitment to the health of women, adolescents, and children is critical for mobilizing public opinion, improving service delivery, and creating strong strategies that attract contributions from a wide range of partners. The GFF approach has been successful in catalyzing this in a number of the countries, which creates a solid foundation for future work.

Second, **partnerships** are necessary to complement government leadership. Civil society and the private sector are both essential for reaching the full set of women, adolescents, and children in need of services, and also play important roles with regard to innovation and accountability. Development partners offer important technical and financial resources that support national actors.



Presentations and discussions on a number of key topics took place

Third, the GFF must continue to employ a **flexible approach**. All of the countries have ongoing efforts around RMNCAH that the GFF should be supporting rather than duplicating or replacing, and this requires the GFF to continue to take an approach based on listening, learning by doing, and being responsive rather than rigid. Countries expressed interest in guidance from the GFF on a range of issues but not prescription. The frontrunner countries highlighted that the flexibility shown by the GFF thus far had been important in enabling the GFF processes to be owned nationally and to

progress rapidly without duplication. Although this is important in all countries, two particular contexts were singled out as requiring particularly flexible responses: decentralization and fragility. On the former, a number of countries are transferring decision-making for a range of administrative and financial matters to the subnational level (i.e., provinces, districts, and/or counties), which requires an approach from the GFF that is

sensitive to this context. With regard to fragility, the challenges related to governance, instability, and security necessitate flexible approaches that contribute to building resilience.

Fourth, the GFF approach to Investment Cases presents an **opportunity** to countries. In most GFF countries, progress has been made in recent years in improving planning processes, including in ensuring that they are more evidence-based. However, in many countries there are still challenges around plans being laundry lists rather than well-prioritized, and in many financing is still fragmented. The GFF creates an opening to address these issues, which many countries recognized would be useful in their national contexts and could help improve RMNCAH outcomes. Having more prioritized plans is essential for both securing additional financing and for making the best use of existing resources. The GFF is creating an important momentum for improving the complementarity of financing from a range of source, including domestic, bilateral, from global mechanisms such as Gavi and the Global Fund, and from the World Bank (both IDA/IBRD and in the form of grant financing pooled with the GFF Trust Fund).

Fifth, the conversations about **health financing** were very enlightening for many of the participants. Too often, conversations around RMNCAH financing are reduced to simply costing RMNCAH plans, rather than engaging with the broader set of issues related to the financing of health care, including the sources of financing (and equity implications associated with this), the inefficiencies in the use of financing, and the ways in which pooling and purchasing can improve health outcomes. As a result, the workshop was useful for highlighting the importance of ensuring links between Investment Cases and health financing strategies.

Sixth, there were rich discussions on the **country platform** throughout the workshop. There was a strong emphasis on building on what exists rather than creating new or parallel structures. Civil society participants in particular highlighted the value of ensuring that country platforms are inclusive, transparent, and independent, and the need for the GFF to implement minimum standards for country platforms. Participants also recognized the need to take innovative approaches to engaging the private sector in the country platform work. Another major theme was accountability and particularly mutual accountability, which requires the roles and responsibilities of various stakeholders within the country platform to be clearly laid out and that all stakeholders be held accountable for their participation in the process.

Workshop highlights and challenges

The workshop evaluation and feedback from participants identified four key successes of the workshop, as well as one important challenge.

The first success is that there was a uniform sense that the workshop was useful for building a more **shared vision** of the GFF. This includes what the GFF is trying to accomplish in terms of smart, scaled, and sustainable financing, as well as links between key elements of the GFF architecture such as the Investment Cases and the health financing strategies.

Second, the workshop generated **strong engagement** from all of the countries involved. Many respondents commented in the workshop evaluation that they were energized by the experience and motivated to work on the GFF. The fact that country teams spent a considerable part of the workshop working together helped build a shared sense of mission and enabled colleagues from different ministries and organizations to understand the perspectives of each other more thoroughly. The engagement of ministries of finance was particularly valuable in this regard.

The third highlight was the extent to which the workshop deepened the **understanding** of many participants on a number of elements of the GFF. This was perhaps most pronounced around health financing, which is not a particular area of focus for many of the participants.

Finally, the preparation and running of the workshop was a visible manifestation of the **partnership approach** of the GFF as sessions were led by a number of partner organizations. Engagement by the H4+ was particularly noteworthy, with strong participation from global, regional, and national levels.

Although strong partnerships were in evidence throughout the workshop, this was also the most important challenge noted in its preparation: engagement was very strong on the part of the H4+ organizations and some of the core bilateral supporters of the GFF, for the GFF to succeed in realizing its vision of delivering smart, scaled, and sustainable financing, a broader set of key **financiers** will need to be involved. The workshop did not have as wide representation on the part of key multi- and bilateral financiers as is necessary to fully close the financing gap for RMNCAH.



A group of GFF workshop participants, Mount Kenya, Kenya

Next steps

The workshop concluded with representatives from each of the country teams presenting the next steps that they had developed over the course of the workshop. Because the countries themselves are at very different points in their processes, these roadmaps looked quite different for each country, although in most they included providing feedback from the workshop to a wide set of stakeholders and then in taking some concrete actions to advance the development of the Investment Case and the health financing strategy.

The feedback provided by the countries will also shape the next steps at the global level. For example, countries expressed interest in receiving more detailed guidance about the preparation of the Investment Case, which will be provided in the form of a guidance note.

The GFF Investors Group had asked for input from the workshop on three key topics – quality assurance, technical assistance, and the country platform – to shape the next steps on each of these, and the countries had a number of concrete suggestions and recommendations about these.

On **quality assurance (QA)**, countries provided several options to ensure QA is firmly incorporated into the country platform while introducing elements of independence and objectivity. For example, Cameroon is looking at partnering with several local academics who have experience working with Gavi and the Global Fund and potentially complementing this with support from international institutions. Liberia is planning to have a QA checklist and will have an in-country technical expert review from senior officials from the ministry of health and from partner organizations; the country is still discussing the idea of having an external independent review. Overall, the importance of having a flexible approach to QA that is tailored to local contexts was highlighted.

Many countries expressed demand for **technical assistance (TA)**, with health financing being a particular priority. As with QA, a country-driven approach was endorsed for TA, with the importance of countries being in the driver's seat being emphasized repeatedly. In many countries, technical skills are now available at the national level (or in some cases from nearby countries), and countries often favored working with local experts when the requisite skills were available. Countries were keen both to build capacity at the national level to source and coordinate TA and to develop local institutions that can provide TA, and thereby obtain support according to their needs and demand and in a manner that promotes sustainability, rather than needing to rely on international experts.

With regard to the **country platform**, there was interest in having flexible tools that could support the work of the platform. The emphasis on building on existing structures and approaches means that these will be flexible and adaptable to different settings, while ensuring the involvement of civil society and the private sector. The GFF Investors Group will discuss the country platforms further at its next meeting.

To address the challenge around the engagement of the full set of multi- and bilateral **financiers** of RMNCAH, the GFF Secretariat will be reaching out to a number of the major financiers, including through a visit to Geneva in January.

Finally, there was a high level of interest in this type of **knowledge exchange**. The form of this has not yet been determined but it could include further workshops such as this one, the development of communities of practice, the preparation and dissemination of case studies, and other approaches.