

# Global Financing Facility

## Civil Society Engagement Strategy

### DRAFT: FEBRUARY 2017

*Civil society includes the full range of formal and informal, non-governmental and not-for-profit, organizations that publicly represent the interests, ideas and values of citizens and their members.<sup>1</sup> Civil society organizations (CSOs) encompass a diverse range of groups, such as: international non-governmental organizations (INGOs), regional and national advocacy groups, service-delivery organizations, community-based organizations (CBOs), youth-led coalitions, professional associations, faith-based groups and service-providers, indigenous groups, charitable organizations, research and academic institutions, and more.*

## EXECUTIVE SUMMARY

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The value of civil society engagement and contributions to advancing reproductive, maternal, newborn, child and adolescent health (RMNCAH) is well documented (see Annex 1 for examples). Leading global initiatives and financing mechanisms have paved the way in demonstrating effective processes for effective and meaningful civil society engagement, and have documented results that show the value of those engagement efforts.<sup>2</sup> To fully leverage the skills and expertise that civil society has to add to the Global Financing Facility (GFF), clear and strategic systems and processes will be put in place, and a commitment to implementing them must be made by all GFF partners. Strengthening national RMNCAH multi-stakeholder Country Platforms and national CSO Coalitions, with support from the Global CSO Coordinating Group, the GFF Secretariat and the Investors Group, as well as PMNCH and other partners, will be at the heart of those efforts. Country governments must operationalize the principals and standards outlined in the GFF Guidance Note on Country Platforms,<sup>3</sup> and the need for independent monitoring and accountability must be recognized and prioritized.

This document outlines a strategic approach to engaging civil society in the GFF, at national and global levels. The intended audience includes: civil society, country governments, the GFF Secretariat, the GFF Investors Group, other donors, and other interested stakeholders. It highlights the unique value that civil society brings to the advancement of RMNCAH, by describing CSO's breadth of expertise and deep reach to a wide range of communities, including the poorest and most vulnerable. And, it describes the roles and responsibilities for civil society, country governments, and supporting partners, to ensure that civil society's full value can be leveraged to support the GFF and achieve common goals.

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<sup>1</sup> United Nations. [Civil Society](#). Accessed 10 October 2016.

<sup>2</sup> Hurd S, Wilson R and Cody A. [Civil Society Engagement in the Global Financing Facility: Analysis and Recommendations](#). Global Health Visions and Catalysts for Change. February 2016.

Mokoro 2015. [Independent Comprehensive Evaluation of the Scaling Up Nutrition Movement: Final Report – Main Report and Annexes](#). Oxford: Mokoro Ltd, 1 May 2015.

Sherry J, S Mookherji, and L Ryan. [The Five Year Evaluation of the Global Fund to Fight AIDS, Tuberculosis, and Malaria: Synthesis of Study Areas 1, 2, and 3](#). Macro International, March 2009.

<sup>3</sup> GFF. Guidance Note: Inclusive Multi-stakeholder Country Platforms in Support of Every Woman Every Child. *forthcoming*

This strategy is rooted in the following overarching goal and objective:

**GOAL:** Civil society is meaningfully engaged in the GFF, from sub-national to national to global levels, such that the full breadth of their skills and expertise can contribute to determining and achieving mutual goals and targets, including those laid out by the GFF and GFF countries, the [Global Strategy for Women’s, Children’s and Adolescents’ Health](#), and the Sustainable Development Goals.

**OBJECTIVE:** GFF stakeholders will agree and act upon a clear set of roles and responsibilities for enhancing civil society engagement in the GFF, that contribute to improved GFF systems and processes at all levels, with particular focus on countries, including development, implementation, and accountability for GFF country investment cases.

In order to operationalize this strategy, it will be reviewed and mutually approved by civil society (represented by the civil society members of the GFF Investors Group), the GFF Secretariat and the GFF Investors Group; a time-bound work plan will then be developed to ensure appropriate steps are taken to put roles and responsibilities into action. In addition to regular, meaningful engagement in GFF processes (as detailed in this document), the GFF Investors Group will retain “Civil Society” as a regular item on their agenda and the Secretariat will provide annual updates, to be given at the last Investors Group meeting of every year, on the status of the strategic directions laid out in this paper. As the pathways for civil society engagement mature, ongoing discussion and consultation between the Investors Group and civil society will contribute to revisions to this strategy, as needed.

## BACKGROUND

The GFF seeks to contribute to global efforts and momentum to end preventable deaths of women, adolescents, children, and newborns by 2030 and to improve their health and quality of life. The GFF is intended to expand, accelerate and direct domestic and international resources to scale sustainable financing of RMNCAH, in support of Every Woman Every Child and the Global Strategy for Women’s, Children’s, and Adolescents’ Health (“Global Strategy”), and the health financing goal of the Sustainable Development Goals (SDGs).<sup>4</sup> Meeting these goals will require a comprehensive and holistic approach, drawing on the strengths of all interested players.

The [GFF Business Plan](#) outlines GFF operations, structure and governance at both country and global levels, while the GFF Guidance Note on Country Platforms<sup>5</sup> provides recommendations on the composition, functions, and processes of the national body tasked with GFF planning and implementation. At the global level, the GFF is primarily governed through the Investors Group, which is comprised of representatives from GFF country governments, UNICEF, UNFPA, the World Health Organization, Gavi, the Global Fund, PMNCH, bilateral donors, private foundations, the private sector and non-governmental organizations. There are two civil society representatives on the Investors Group.<sup>6</sup>

<sup>4</sup> [GFF Business Plan](#), World Bank. June 2015.

<sup>5</sup> GFF. Guidance Note: Inclusive Multi-stakeholder Country Platforms in Support of Every Woman Every Child. *forthcoming*

<sup>6</sup> At the time of writing of this strategy (February 2016), the two civil society seats on the GFF Investors’ Group are held by Angela Mutunga of Advance Family Planning/Jhpiego, and Aminu Magashi Garba of the African Health Budget Network.

At the national level, the GFF is managed by a multi-stakeholder Country Platform in each GFF country, which is responsible for developing, implementing, and monitoring the country Investment Case and Health Financing Strategy, as well as coordinating technical assistance and mobilizing resources, in coordination and alignment with broader health sector planning and financing processes. The GFF Guidance Note on Country Platforms emphasizes building on an existing platform, leadership by the Ministry of Health, and multi-stakeholder engagement. Both the Guidance Note and the Business Plan emphasize that all RMNACH stakeholders, including civil society, should be given opportunities to contribute to the process of determining priority investments, and developing and implementing programming under the GFF.

Civil society is well-positioned to contribute its unique knowledge, expertise, and connections to communities that the GFF aims to serve, in ways that will ultimately strengthen the outcomes of the GFF and catalyze the speed with which strategies are implemented. While civil society has been acknowledged in the GFF Business Plan as critical stakeholders in GFF processes, both at global and country levels,<sup>7</sup> the engagement of civil society at country level has been highly variable with key challenges and successes documented.<sup>8</sup> However, there have been valuable lessons drawn from these experiences which can strengthen processes moving forward. In addition, though the GFF is a unique and new financing mechanism, unlike others before it, valuable lessons can also be drawn from other key global initiatives and funds – including the Global Fund, Gavi, and the Scaling Up Nutrition Movement (SUN) – about processes for and results from civil society engagement.<sup>9</sup> This paper seeks to draw on key lessons, research, and expertise to lay out an actionable strategy for civil society engagement in the GFF moving forward, in alignment with other global and country level mechanisms and processes, building on existing platforms, wherever possible.

## THE UNIQUE VALUE OF CIVIL SOCIETY TO RMNCAH

With the GFF still in its early stages in many countries, few examples exist that show exactly how civil society has successfully engaged in, and contributed to results for the GFF to-date (see Box 1). However, civil society has long been a leader and key contributor to successes in advancing RMNCAH, and this vast and varied experience must be leveraged for the GFF.

Across the RMNCAH continuum, myriad CSOs work on one or more issues critical to advancing the health and wellbeing of women, children, adolescents, and communities. The perspectives they provide through these experiences is unmatched by any other sector, because of their direct access to end users and community members. Through implementation, research, technical assistance, advocacy for resources and policies, elevating voices of affected populations, and monitoring

### Box 1: Results of CSO Engagement in the GFF To-Date

- **Uganda:** Civil society ensured that the Investment Case aligned with the national Costed Implementation Plan (CIP) for family planning, by meeting with the Ministry of Health and other development partners engaged in drafting the Investment Case, and highlighting targets and strategies already agreed upon in the CIP.
- **Cameroon:** Civil society consultations with the Ministry of Health helped ensure that nutrition was included in the Investment Case, as civil society representatives were able to provide data and information that highlighted the added value of key nutrition strategies for reaching the country's RMNCAH goals.

<sup>7</sup> [GFF Business Plan](#), World Bank. June 2015.

<sup>8</sup> Hurd, Wilson, Cody. February, 2016. And, Hurd S, and Dia M. Addendum to Civil Society Engagement in the GFF, February 2016 Report. Global Health Visions. January 2017.

<sup>9</sup> Hurd, Wilson and Cody. February 2016. And, Hurd S, and Dia M. January 2017.

and accountability, CSO's are critical contributors to advancing progress for RMNCAH. And, CSOs often work in a cross-cutting way with other sectors that have a significant impact on health, including education, gender, WASH (water, sanitation, and hygiene), and many more. This understanding and collaboration will be critical to reaching the goals of the GFF, as well as the Global Strategy, which the GFF aims to support, and the SDGs. Civil society was an integral player in the development of the Global Strategy, and remains a key partner in driving implementation and accountability for the Global Strategy.

CSOs' breadth of expertise and deep reach to a range of different communities makes them uniquely positioned to ensure that efforts to improve RMNCAH through the GFF are driven by evidence, reflect the needs of target constituencies, and have the policies and resources in place to ensure results. Engaging civil society in the GFF from the beginning, will allow countries to leverage their skills and functions in the design, implementation, and monitoring of investment cases. It will also allow civil society to contribute to the GFF's rigorous focus on results.

Some of the most valuable functions of civil society and the results they can deliver, are summarized in Box 2 below.

## Box 2. Key CSO Functions: Driving Change and Ensuring Results for RMNCAH<sup>10</sup>

CSOs contribute to tangible outcomes and results for RMNCAH in a variety of ways, such as:

- ✓ **Implementation: Improving health outcomes by introducing and scaling up innovative solutions and reaching the most vulnerable** – In many countries, CSOs provide a large proportion of health programs and services, particularly where government services cannot reach all people.<sup>11</sup> CSOs are also often leaders in piloting innovative approaches to service delivery, quality improvement, demand generation, and health technology.
- ✓ **Research & Data Analysis: Driving effective services and programs** – CSOs are uniquely positioned to drive research and data analysis that is essential to determining the most effective services and programs. This includes gathering evidence on the barriers and gaps that communities are facing in accessing health services and programs, piloting and documenting new interventions and approaches to delivering services, comparing supply chain systems and more.
- ✓ **Technical Assistance: Supporting decision-makers to implement policies and programs based on the best available evidence** – CSOs' depth of technical knowledge complements and enhances the work of government, donors and the private sector in country planning and implementation—one of the three interconnected pillars that underpins the implementation of the Global Strategy.<sup>12</sup> This technical assistance can be directed towards policies and planning, and implementation; and it ensures that resources are targeted where they are most needed and will have the greatest impact.
- ✓ **Elevating Voices of Affected Populations: Ensuring that policies and programs reflect local communities' needs and priorities** – CSOs have the experience, reach and relationships with many communities to ensure that they are informing and shaping the programs, services, and policies

<sup>10</sup> Box 2 builds upon a table in: Dennis. [Civil Society Guide to the GFF](#). PAI, October 2016.

<sup>11</sup> Gavi, the Vaccine Alliance. [Civil Society Organisation Support](#). Accessed 10 October 2016.

<sup>12</sup> Every Woman Every Child. [Global Strategy for Women's, Children's and Adolescents Health: Survive, Thrive, Transform](#). September 2015.

that affect them. In fact, in some contexts, CSOs can gain access to communities where government actors cannot, making their involvement even more critical.<sup>13</sup>

- ✓ **Advocacy: Mobilizing resources and driving policy change** – In many countries, CSOs’ advocacy and engagement with government and donors contributes to the political prioritization of issues that are often neglected (e.g. family planning, non-communicable diseases), and to the mobilization of new resources for those and other important health areas. Civil society is often a driver for the policy change needed to create an enabling environment for scaling up effective interventions.
- ✓ **Monitoring and Accountability: Holding leaders accountable to ensure results** – CSOs play an essential role in holding governments and donors accountable to their commitments through targeted review, monitoring, and actions at the global, regional and national and subnational levels.<sup>14</sup> When done well, accountability activities amplify the experiences of local communities, helping to identify barriers, and bringing citizens’ voices to relevant policymakers to systematically address them. This builds citizen ownership which helps with the sustainability of investments and to ensure resources are used how they are intended.

## GFF PARTNER ROLES AND RESPONSIBILITIES

To effectively engage civil society in the GFF, a wide range of stakeholders must be committed to strategically improving GFF structures and processes, including: **civil society** itself, **country governments**, and **GFF leadership, partners and donors**. Enabling the participation of civil society in country-level processes will be at the center of strategic engagement efforts. A summary of stakeholder roles and responsibilities to support meaningful and robust civil society engagement is outlined below, and summarized in tables 1, 2 and 3. These structures and processes will establish standard entry points and opportunities for CSO engagement; however, it will still be up to country governments and the RMNCAH Country Platforms (see below) to decide exactly how to leverage the unique skills and expertise of civil society beyond these structures, based on each country’s context and needs.

### 1. Roles and Responsibilities: Civil Society

In order to maximize the full value of CSOs, it is critical that the full range of interests and needs of diverse civil society stakeholders are represented in GFF processes at global, regional, national, and sub-national levels. In addition, efforts will be made to ensure that civil society stakeholders with expertise on traditionally neglected and under-funded health and development issues (e.g. family planning, nutrition, civil registration and vital statistics) and target populations (e.g. adolescents) form part of GFF processes – including consultation, planning, implementation, and monitoring and documenting results. Particular focus will also be placed on the engagement of civil society stakeholders representing marginalized population groups, as well as smaller, local CSOs. And, civil society will seek to align GFF-related efforts and mechanisms with existing and/or evolving complementary efforts, such as UHC2030, the Global Fund, Gavi, and SUN, so as not to create parallel processes.

<sup>13</sup> Every Woman Every Child. 2015

<sup>14</sup> Every Woman Every Child. 2015

Strengthening existing national RMNCAH CSO coalitions will be critical to support the GFF and the successful engagement of civil society in it. As country Investment Cases are operationalized, it is expected that the CSO coalition will serve as a source of implementing partners, and serve as a “go-to resource” to provide technical assistance to the government when particular skills or expertise are needed. The CSO coalition will serve to improve the flow of information from CSOs and citizens to the CSO representatives on the Country Platform, and to the Global CSO Coordinating Group and Investors Group representatives. The CSO Coalition can also serve as a critical advocate and partner for mobilizing resources to support implementation of the Investment Case. And, the Coalition can be a source of CSOs with the skills to support the GFF with data collection and monitoring implementation of the Investment Case, expanding the reach of these efforts, particularly to hard to reach communities, and providing an independent assessment of progress.

One of the most valuable roles that civil society can play is in enhancing accountability, to independently track GFF commitments, indicators, and financing flows, where possible, to monitor how effectively GFF principles and goals are operationalized at national, sub-national, and community levels, and to provide mechanisms for citizen voices to be integrated into accountability and decision-making processes.

Table 1 outlines a targeted set of roles and responsibilities for civil society, to support their engagement in the GFF, and leverage their full skills and expertise towards mutual goals:

**Table 1. Civil Society Roles and Responsibilities to Support Civil Society Engagement**

Role	Purpose	Responsibilities
<b>CSO reps to the Investors Group (IG)</b>	GFF global governance	Every two years, two representatives CSO representatives to the IG are decided upon by the PMNCH Board representatives of the NGO constituency and the current civil society representatives to the IG, following an open call and application process. <sup>15</sup> The two elected civil society representatives (and alternates) are tasked with: <ul style="list-style-type: none"> <li>• Participating in the overall functions of the IG, representing the voices of civil society</li> <li>• Ensuring and supporting meaningful engagement of civil society in GFF processes, including consultation with the broader constituency of civil society</li> <li>• Enhancing communication and transparency around GFF processes, to ensure that all interested civil society stakeholders are well-informed</li> <li>• Holding regular calls with the GFF Secretariat to address challenges and opportunities for enhancing civil society engagement in the GFF</li> </ul>
<b>Global CSO Coordinating Group</b>	Coordination, communication and capacity strengthening for CSOs	The CSO Coordinating Group (hosted by PMNCH – <i>see GFF Partner Roles &amp; Responsibilities, below</i> ) – convenes a range of global, regional, and national GFF CSO stakeholders, with the aim of fostering and supporting engagement by civil society in the GFF at all levels. The core roles and responsibilities to be carried out by this group include: <sup>16</sup> <ul style="list-style-type: none"> <li>• Supporting the CSO representatives to the IG, and providing a platform for the CSO representatives to the IG to enhance engagement and communication with CSOs (a two-way communication and feedback channel)</li> </ul>

<sup>15</sup> PMNCH. [Call for Applications: The GFF Civil Society Investors Group Representatives](#). August 2016.

<sup>16</sup> Civil Society Coordinating Group on the Global Financing Facility. [Terms of Reference](#) (DRAFT). February 2016. *Revised TOR currently under development.*

		<ul style="list-style-type: none"> <li>Promoting effective implementation of the Minimum Standards for Country Platforms (outlined in Annex 1 of the GFF Guidance Note on Country Platforms)<sup>17</sup></li> <li>Expanding civil society access to information on the GFF through various communication channels (i.e. webinars, calls, written materials and tools etc.)</li> <li>Holding and/or supporting consultations with a range of CSOs and networks to ensure adequate representation of diverse interests and perspectives, with special attention to those representing marginalized groups (e.g. youth groups, community-based organizations)</li> <li>Providing guidance, technical support and capacity building for national CSOs, including the development of a <u>CSO Guide to the GFF</u></li> <li>Mobilizing resources for civil society coordination and accountability activities at all levels</li> <li>Developing annual costed workplans, to operationalize this civil society engagement strategy</li> </ul>
<b>Country CSO Focal Points</b>		<p>Civil society in GFF countries will self-select a country focal point to participate in the Global CSO Coordinating Group. The Country CSO Focal Point should be an active participant or leader within an RMNCAH CSO coalition. Focal point engagement in the global CSO Coordinating Group will mirror the role of the CS representatives in the IG. The Country Focal Point:</p> <ul style="list-style-type: none"> <li>Will participate in the Global CSO Coordinating Group and act as a liaison between the global group and national efforts.</li> <li>May or may not be the same as the CSO representative(s) to the Country Platform</li> </ul>
<b>CSO Rep(s) to RMNCAH Multi-Stakeholder Country Platforms</b>	Technical inputs and alignment for Investment Case development, implementation, and monitoring	<p>Country Platforms will be grounded in the principles of inclusivity, transparency, and mutual accountability. CSO representatives (self-selected by civil society) will be active, contributing members of the Country Platform, with a range of responsibilities, such as:</p> <ul style="list-style-type: none"> <li>Providing technical assistance</li> <li>Representing community and CSO voices and reporting back to civil society and communities</li> <li>Supporting resource mobilization efforts</li> <li>Contributing to monitoring and accountability</li> <li>Ensuring adherence to the Minimum Standards for Country Platforms<sup>18</sup></li> </ul>
<b>National RMNCAH CSO Coalitions AND Individual CSOS</b>	Technical assistance, implementation, information sharing, elevating community voices, policy advocacy, resource mobilization, monitoring, &	<p>Existing national RMNCAH CSO coalitions will be strengthened, with particular focus on inclusion of local CSOs and those representing marginalized groups (e.g. adolescents). Strengthening these coalitions will allow them to:</p> <ul style="list-style-type: none"> <li>Align civil society around the goals of the GFF and the country investment case</li> <li>Provide a platform for sharing GFF information, supporting implementation, advocacy and resource mobilization, elevating community voices, and supporting monitoring and accountability</li> </ul> <p>Civil society will play an important role in filling gaps in the current accountability architecture for the GFF, by:</p>

<sup>17</sup> GFF. Guidance Note: Inclusive Multi-stakeholder Country Platforms in Support of Every Woman Every Child. *forthcoming*

<sup>18</sup> GFF Guidance Note on Country Platforms. January 2017. *forthcoming*

	independent accountability for results	<ul style="list-style-type: none"> <li>Independently tracking GFF commitments, indicators, and financing flows, where possible</li> <li>Tracking implementation of the Minimum Standards for Country Platforms</li> <li>Independently verifying reported results</li> <li>Collecting and disaggregating data at the sub-national level; assessing implementation of Investment Cases, particularly at sub-national and community levels</li> <li>Engaging communities in accountability and decision-making processes</li> <li>Connecting data to action, when implementation is off track</li> </ul>
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## 2. Roles and Responsibilities: Country Governments

Government leadership of Country Platforms should capitalize on the diverse functions that civil society offers, when developing plans for GFF priorities, implementation, communication, resource mobilization, and accountability. As outlined in the Guidance Note on Country Platforms, the Country Platform “plays a central role in the country-level process to develop, implement and monitor national RMNCAH Investment Cases and health financing strategies, and is at the core of the GFF approach.”<sup>19</sup>

While recognizing that each country context is different, several key principals are expected to be part of all Country Platforms, including: leadership by the Ministry of Health, meaningful engagement of a broad range of interested stakeholder groups, inclusiveness, transparency, and accountability. As such, the government leadership is responsible for supporting and ensuring that more than one civil society member is engaged in the platform itself, wherever feasible; that the CSO representatives are selected by the civil society constituency; and that participation from youth and representatives of other affected communities is prioritized.<sup>20</sup>

**Table 2. Country Government Roles and Responsibilities to Support Civil Society Engagement**

Roles	Purpose	Responsibilities
<b>Ministry of Health AND RMNCAH Multi-Stakeholder Country Platforms</b>	GFF national governance, implementation, accountability	The Country Platform, under the leadership of the Ministry of Health will: <ul style="list-style-type: none"> <li>Embody and operationalize the recommendations outlined in the Guidance Note on Country Platforms, including the Minimum Standards, to ensure that civil society and other stakeholders are meaningfully engaged</li> <li>Enhance communication and transparency about GFF processes, and opportunities for civil society to engage in them, such as a roadmap for investment case development with consultation opportunities (see <i>Mozambique example in GFF Guidance Note</i>)<sup>21</sup></li> </ul>
<b>Country Platform Focal Point</b>	Coordination, communication	<b>(TBD – more information to be gathered from the GFF Secretariat)</b> Each Country Platform will identify a focal point to serve as a liaison between the Country Platform and other interested stakeholders, including civil society. The Focal Point will aim to enhance communication about GFF processes, decisions, and results

<sup>19</sup> GFF Guidance Note on Country Platforms. January 2017. *forthcoming*  
<sup>20</sup> GFF Guidance Note on Country Platforms. January 2017. *forthcoming*  
<sup>21</sup> GFF Guidance Note on Country Platforms, January 2017. *forthcoming*



### 3. Roles and Responsibilities: GFF Partners

The GFF Investors Group, Trust Fund Committee, UN partners, PMNCH, and other donors have an important role to play in supporting civil society engagement that enhances the impact of the GFF, and ensuring that resources are made available to do so. This includes support for civil society to organize itself, and to enhance communication and “buy-in” so that the constituency can be effective advocates and partners to the GFF in accomplishing its goals. This includes support for civil society’s role in accountability – ensuring an independent, impartial review of GFF processes and results. The GFF Secretariat should take a leadership role in ensuring that the GFF principals of inclusivity, transparency, and mutual accountability are operationalized at all levels, by supporting the Investors Group and Country Platforms.

Finally, PMNCH will continue to play an important role in driving greater coordination, communication, and alignment among GFF civil society stakeholders, and between civil society and other relevant GFF partners, building on its broad network of constituency members, and its pivotal role in implementing the Global Strategy for Women’s, Children’s and Adolescents’ Health. This will include identifying and leveraging opportunities for alignment with [PMNCH’s strategic objectives](#), particularly around country engagement and accountability.

**Table 3. GFF Partner Roles and Responsibilities to Support Civil Society Engagement**

Roles	Purpose	Responsibilities
<b>GFF Investors Group and Trust Fund Committee</b>	GFF financing mechanism for civil society engagement (within GFF)	<b>(TBD – under discussion with GFF IG &amp; Secretariat)</b> An official stream of funding will be established and funded at the global level within the GFF Trust Fund to: <ul style="list-style-type: none"> <li>Support civil society engagement at global, regional, and national levels including support for the Global CSO Coordinating Group (with PMNCH), national RMNCAH CSO coalitions, and civil society’s role in monitoring and accountability at all levels</li> </ul>
<b>Donors</b> (outside of GFF formal structures)	Funding for independent accountability efforts, resource mobilization, capacity strengthening	Bilateral and foundation donors have a critical role to play in supporting: <ul style="list-style-type: none"> <li>Civil society-led accountability efforts outside of formal GFF structures, to ensure independent, impartial review of GFF processes, resource flows, and results.</li> <li>Other civil society efforts and needs that will enhance the GFF, such as: advocacy and resource mobilization, civil society capacity strengthening</li> </ul>
<b>GFF Secretariat &amp; Country Focal Points</b>	Guidance on Country Platforms; technical assistance for country governments	The GFF Secretariat will: <ul style="list-style-type: none"> <li>Finalize and disseminate the GFF Guidance on Country Platforms, which includes the Minimum Standards, and serves as a resource for fully operationalizing a successful Country Platform, and leveraging the valuable contributions of all constituencies, including civil society</li> <li>Provide guidance and technical assistance for country governments that need support in implementing the Minimum Standards.</li> <li>Hold regular calls with the civil society IG representatives to address challenges and opportunities for enhancing civil society engagement in the GFF</li> <li>Enhance communication channels to improve the sharing of information about GFF processes, decisions, and results</li> </ul>

		<ul style="list-style-type: none"> <li>The Secretariat staff has a focal point for each GFF country, to serve as a contact person for information on country-specific processes and opportunities for engagement</li> </ul>
<b>PMNCH</b>	Coordination, communication, alignment, shared learning, capacity strengthening for civil society	<p>PMNCH will support civil society coordination, communication, and alignment including:</p> <ul style="list-style-type: none"> <li>Supporting the election of CSO representatives to the IG, through the NGO constituency and Board representatives</li> <li>Hosting and supporting the global CSO Coordination Group</li> <li>Supporting coordination and capacity strengthening at country level, in select countries, for civil society and RMNCAH multi-stakeholder Country Platforms, in alignment with PMNCH’s Strategic Objective 1, focused on country engagement through multi-stakeholder platforms</li> <li>Supporting coordination and alignment of GFF monitoring and accountability efforts with the broader <a href="#">Unified Accountability Framework</a> under the Global Strategy, including the engagement of civil society in those efforts</li> </ul>

## Conclusion

The SDGs set out a broad vision for the future, and women, children, and adolescents must be at the heart of efforts to achieve that vision. The GFF plays a critical role in financing for the SDGs, in support of the health goal, and more specifically, the Global Strategy. Civil society is invested in ensuring that that financing supports evidence-based, essential interventions and reaches the poorest and most marginalized communities, with sustainability and long-term impact. Civil society’s engagement in the GFF is essential for meeting common goals for accelerating progress on women’s, children’s and adolescents’ health, particularly in reaching the poorest and most vulnerable.

With this strategy, civil society is poised to contribute to strengthening global and country based GFF processes and results, including stronger planning, implementation, and accountability. And, with civil society meaningfully engaged as a partner in those processes, civil society will also step in to support the GFF with advocacy and communications, with champions, and with resource mobilization efforts. The concrete roles and responsibilities outlined in this strategy will ensure robust and meaningful participation by civil society in the GFF at all levels moving forward, and civil society and all GFF stakeholders must commit to implementing it.

## Annex 1: Examples of Civil Society Contributions to RMNCAH

Building on the key CSO functions outlined in Box 2 of the strategy, below are a series of illustrative (not exhaustive) examples of how civil society operationalizes those roles, towards the achievement of tangible outcomes and results for accelerating progress on RMNCAH.

- ✓ **Implementation: Improving health outcomes by introducing and scaling up innovative solutions and reaching the most vulnerable**
  - **Example:** In Liberia, the Ministry of Health recently partnered with Plan International Liberia to leverage their expertise and skills in distributing long-lasting insecticide treated nets for malaria prevention to over 930,000 households, including the most hard-to-reach.<sup>22</sup>
  - **Example:** The Planned Parenthood Federation of Nigeria piloted the ClusterPLUS program in Oyo State, working in partnership with local government and communities to implement an innovative service delivery model that significantly improved uptake in family planning and sexual and reproductive health services, with a focus on the poorest and those who could not otherwise afford contraception.<sup>23</sup>
  - **Example:** In Bihar, India, Project Concern International's Parivartan women's self-help group program, has increased the adoption of key maternal and child health, and sanitation behaviors in marginalized communities, through an innovative approach to health education, women's empowerment, and microfinance support.<sup>24</sup>
- ✓ **Research & Data Analysis: Driving effective services and programs**
  - **Example:** In Tanzania, the Population Council worked with the Tanzania and Zanzibar AIDS Commissions and UNICEF to analyze data from three key national surveys, and develop a comprehensive report on the situation of adolescents in Tanzania, with recommendations to inform policies, programs, and monitoring and evaluation across sectors.<sup>25</sup>
- ✓ **Technical Assistance: Supporting decision-makers to implement policies and programs based on the best available evidence**
  - **Example:** In Ghana, PATH worked alongside the Ghana Health Service to capitalize on evidence from local and global research, provide technical assistance to key decision makers, and convene a multi-stakeholder technical working group to develop a national strategy for the prevention of post-partum hemorrhage.<sup>26</sup>
- ✓ **Elevating Voices of Affected Populations: Ensuring that policies and programs reflect local communities' needs and priorities**
  - **Example:** In Uganda, the MACIS CSO network supports a local-to-national immunization information chain by working with community health volunteers to collect data and report on

<sup>22</sup> Plan International. 2015. Amid Liberia's Ebola Crisis: Mass Mosquito Net Distribution to Prevent the Spread of Malaria.

<sup>23</sup> International Planned Parenthood Federation. [Changing Lives in Nigeria](#). Accessed 17 January 2017.

<sup>24</sup> Mehrotra, P., Saggurti, N., Porwal, A., (2015). *Community mobilization project (Parivartan) for improving family health behaviors in Bihar: Midterm Evaluation*. New Delhi, India: Population Council. And: Project Concern International. [Parivartan Project: Mobilizing Communities for Maternal and Child Health and Sanitation](#). Accessed 18 January 2017.

<sup>25</sup> Population Council, Tanzania Commission for AIDS (TACAIDS), Zanzibar AIDS Commission (ZAC), and UNICEF Tanzania. 2015. [The Adolescent Experience In-Depth: Using Data to Identify and Reach the Most Vulnerable Young People, Tanzania 2009-2012](#). Dar es Salaam: Population Council, TACAIDS, ZAC and UNICEF Tanzania.

<sup>26</sup> PATH. December 2014. [Saving Mothers' Lives by Preventing Post-Partum Hemorrhage in Ghana](#).

immunization gaps, health worker shortages, and supply problems to inform district health officers and national health officers in planning and policymaking.<sup>27</sup>

✓ **Advocacy: Mobilizing resources and driving policy change**

- **Example:** In Zambia, Planned Parenthood Association of Zambia and the Centre for Reproductive Health and Education worked with the government to reinstate the budget line for reproductive health supplies, including a significant portion from locally generated revenue.<sup>28</sup>

✓ **Monitoring and Accountability: Holding leaders accountable to ensure results**

- **Example:** White Ribbon Alliance Uganda collaborated with local midwives, district health officers, and community members to conduct health facility assessments to identify gap in services, supplies, and health workers; and then worked with government officials to respond to the gaps and challenges identified through the assessments, such as training and deploying additional health workers, improving the availability of lifesaving commodities, and addressing facility infrastructure deficiencies.<sup>29</sup>

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<sup>27</sup> Catholic Relief Services. [Completing the Chain: Bridging the Gap Between Policymakers and Communities](#). Gavi CSO Constituency, June 2015.

<sup>28</sup> Kyongo, Brian and Amos Mwale cited in Couture, Taryn and Suzanna Dennis. [Towards A Common Framework for Measuring Government Spending on Family Planning](#). Washington, DC: PAI, July 2014.

<sup>29</sup> White Ribbon Alliance. [Preventing Maternal and Newborn Deaths: Prioritizing Emergency Obstetric and Newborn Care in Uganda](#). 2015.