



**AFRICA HEALTH
BUDGET NETWORK**

‘HOW TO’ GUIDE GFF COUNTRY SPOTLIGHT

*... for improved civil society engagement,
accountability and transparency*

**FISRT EDITION
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This ‘How To’ Guide is designed and produced by the Africa Health Budget Network with headquarters in Abuja, Nigeria

 info@africahbn.org  www.africahbn.info  [AHBNetwork](https://twitter.com/AHBNetwork)

ACRONYMS

AHBN - Africa Health Budget Network

CSES - Civil Society Engagement Strategy

CSOs - Civil Society Organizations

CSCG - Civil Society Coordinating Group

EWEC - Every Woman Every Child

GFF - Global Financing Facility

H6 - Global Health Partnership (UNAIDS, UNFPA, UNICEF, UN Women, World Health Organization and World Bank Group)

IC - Investment Case

IDA - International Development Association

PAD - Project Appraisal Document

RMNCAH+N - Reproductive, Maternal, Newborn, Child, and Adolescent Health plus Nutrition

WCAH - Women, Children and Adolescents Health

WB - World Bank

PMNCH - Partnership for Maternal, Newborn and Child Health

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1.0 INTRODUCTION AND BACKGROUND

The Global Financing Facility (GFF), launched in 2015, and currently supporting efforts in 36 of 67 eligible countries, contributes to filling the financial gap for women's, children's and adolescents' health (WCAH) by supporting governments to prioritize high impact WCAH interventions, align external and private funding and increase domestic resources for health.

Civil Society Organization (CSOs) has important knowledge, expertise, and access to a range of communities, which can be leveraged to make the GFF processes and outcomes in countries stronger and responsive to country populations. Recognizing this, the GFF Investors Group has approved a Civil Society Engagement Strategy (CSES) and Implementation Plan (including an Adolescent and Youth Addendum) to support CSOs, including youth led CSOs engagement in the GFF.

These resources developed by civil society engaged in the GFF to date and the Guidance Note on Inclusive Multi-stakeholder Country Platforms, developed by the GFF, the Partnership for Maternal, Newborn and Child Health (PMNCH), Every Woman Every Child (EWEC), and the H6 and the GFF Country Implementation Guidelines developed by the GFF, provide guidelines for ensuring robust multi-stakeholder engagement in the GFF mechanism. CSOs engagement in the

GFF has steadily improved since its inception. The GFF Civil Society Coordinating Group (CSCG) hosted by PMNCH, provides support and guidance to civil society organizations (CSOs) engaging in the GFF at country and global levels and aims to align a broad and diverse CSOs constituency around common priorities, in support of the GFF and national goals. To date CSOs working groups and coalitions have emerged in some countries, providing a space for consultation and coordination.

These groups have undertaken advocacy around investment case priorities, have implemented activities in support of achieving the investment case goals and have undertaken advocacy and accountability efforts in support of the achievement of investment case goals.

The Global Financing Facility (GFF) has also prioritizes country ownership and leadership for improving reproductive, maternal, newborn, child adolescent health and nutrition (RMNCAH+N) outcomes. Within this, information about the GFF operations through content analysis and review of the RMNCAH+N Investment case and Project Appraisal Document (PAD) at country level is very key to ensuring improving and deepening civil society engagement and accountability and transparency.

The Africa Health Budget Network (AHBN) led regional training for West Africa on Budget Advocacy for RMNCAH+N in Lagos Nigeria in December 2018 and the online survey conducted via random sampling of CSOs at country level have revealed the following;

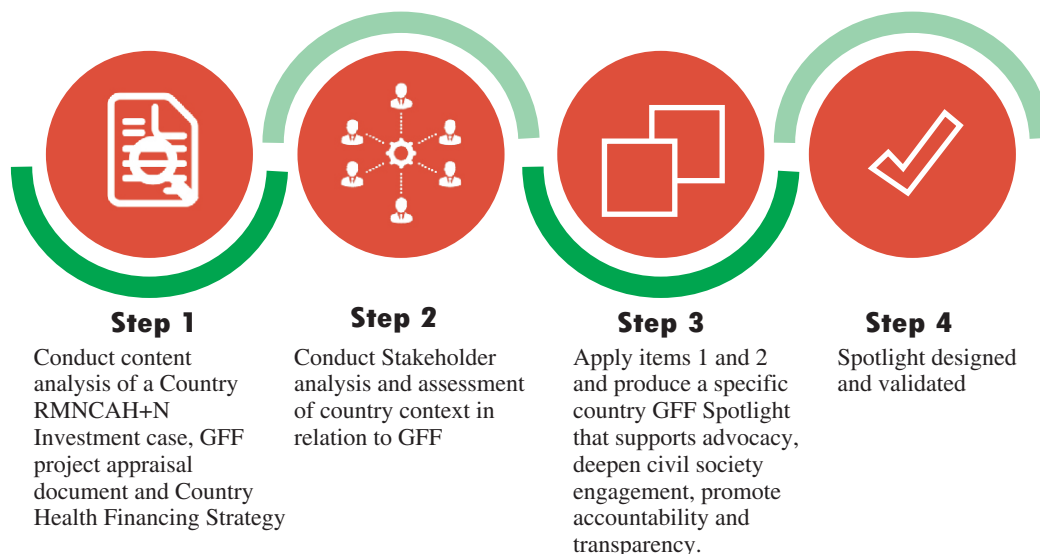
- Inadequate knowledge and understanding of country RMNCAH+N investment case and GFF project appraisal document by country CSOs
- Fewer in-country CSOs know the earmarked GFF Trust Fund and World Bank IDA.
- Inadequate skills in content analysis by country CSOs to review Investment Cases and PAD and develop simple

advocacy messages to use and advocate meaningful CSOs engagement and promote accountability and transparency.

- Majority of the country CSOs engage in GFF process have no evidence based advocacy tools on GFF to support meaningful engagement.

The Aforementioned, led AHBN to produce a global good tagged 'How To' Guide: Country GFF Spotlight to guide the design and production of Country Specific GFF Spotlight aimed at improving civil society engagement, accountability and transparency of GFF implementation at country level.

'How To' Guide is a step by step tool to support Country CSOs and Country CSOs Platforms



Target Audience for 'How To' Guide

The 'How To' Guide may be use side by side with a facilitator's guide in a training, meeting or focus group discussion in order to administer the 'How To' Guide. The following audience may use the 'How To' Guide to support specific country CSOs to develop Country GFF Spotlight;

- 1 Country CSOs Platforms for the GFF
- 2 Country Multi-stakeholders Platforms
- 3 Global CSOs Coordinating Group for the GFF
- 4 Consultants and Resource Persons

2.0 DEVELOPMENT OF COUNTRY GFF SPOTLIGHT

2.1 Step one: Understanding Country context and Key stakeholders

Understanding the political context of the countries that CSOs are working, is essential in developing a GFF Spotlight as well as in identifying who needs to be engaged. This also means studying the underlying trends that facilitate and enhance CSOs engagement and overall GFF implementation. In understanding the country context as it relates to GFF, participants in a workshop or focus group discussion (see the box below) should brainstorm and answer the following questions, which support gathering the information for the development of the spotlight.

- The role of the ministry of finance, ministry of budget and national planning, ministry of justice and ministry of health in the development of health financing strategy RMNCAH+N investment case and PAD. The link between World Bank IDA and the specific GFF Trust Fund earmarked for particular country.
- The decision making processes and mechanisms for IDA and GFF Trust Fund
- The International Development Partners supporting and/or financing the Investment Case
- The table below demonstrates how to conduct focus group discussion

How to conduct Focus Group Discussion

The moderator of this session during a training workshop or meeting will convene 6 to 10 homogeneous participants such as (CSO, professional bodies, youths, women group etc) using guided open ended questions to have a robust discussion to come up with a specific country context and list of relevant stakeholders being involve in GFF. A note taker documents all the proceedings and writes a brief report with common themes that will be used to develop keyadvocacy messages and recommendations.

2.1.1 How to conduct Stakeholder Analysis

Stakeholders buy-in is needed in developing and using Country GFF Spotlight as a tool to improve civil society engagement and promoting accountability as well as in validating and using information of the GFF Spotlight.

A stakeholder analysis allows the moderator and meeting participants to map out and establish the appropriate level of communication with the identified stakeholders and assess their level influence and interest in GFF implementation

How to conduct Stakeholder Analysis

A moderator will lead the stakeholder analysis and support the participants identify and categorize stakeholders in to nine categories and write on flip chart papers and paste them on the wall in a meeting room. Participants during the session guided by the moderator will go round the room and be writing names of stakeholders that they think fit into the nine categories.

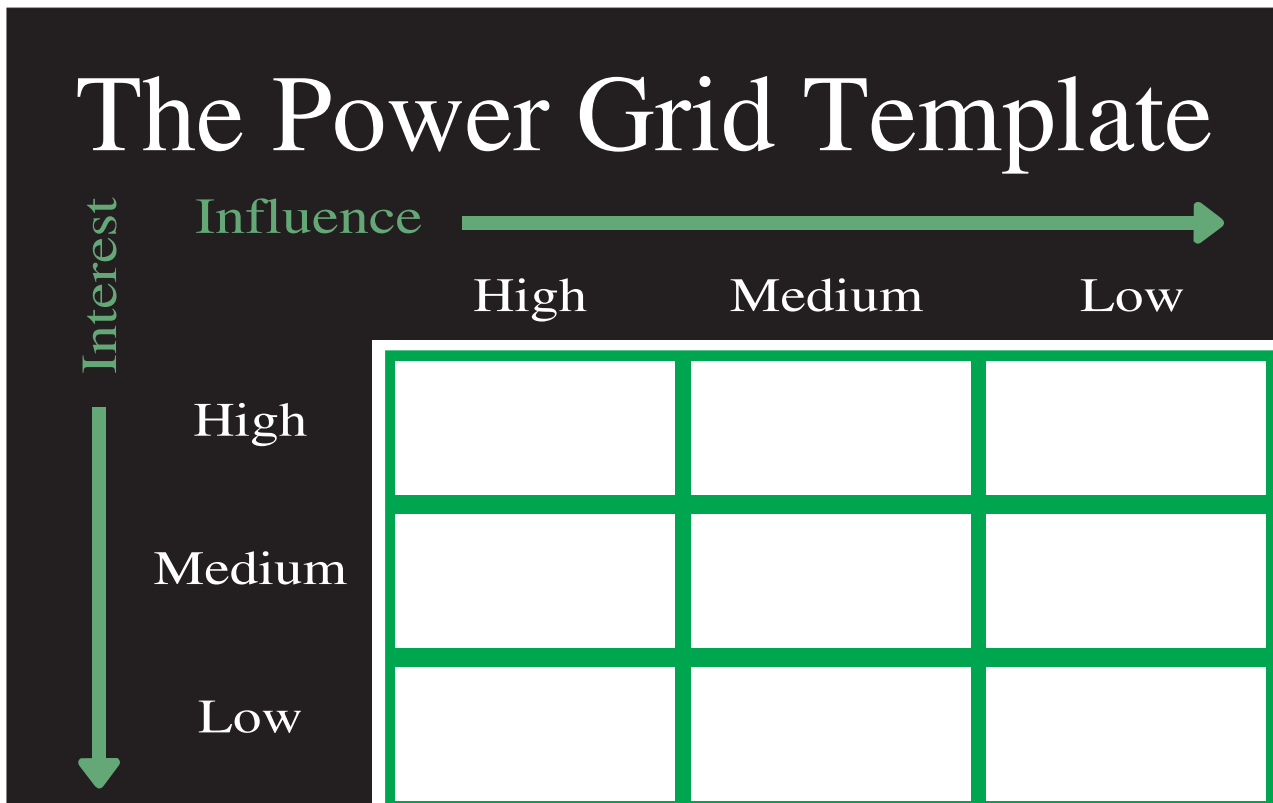
In the phase 2 of the exercise, the moderator will guide the participants to go round and reassess all the names placed in the 9 categories in the flip chart papers and build consensus until all the stakeholders are listed in the appropriate categories.

2.1.1.1 Stage 1: Identify your stakeholders

Participants brainstorm on all the relevant stakeholders. To do this, they will list all the people who are affected or related with GFF and who have a vested interest or influence in its success or failure.

2.1.1.2 Stage 2: Prioritize your stakeholders

Participants prioritize stakeholders by assessing their level of influence and level of interest. The Stakeholder Grid is the template that can be used in visually assessing key stakeholders. The position that participants allocate to a stakeholder on the grid shows the actions needed to be taken with them.



HIGH INFLUENCE	HIGH INFLUENCE	HIGH INFLUENCE	LOW INFLUENCE	LOW INFLUENCE	LOW INFLUENCE	MEDIAN INFLUENCE	MEDIUM INFLUENCE	MEDIUM INFLUENCE
HIGH INTEREST PEOPLE:	MEDIUM INTEREST PEOPLE:	LOW INTEREST PEOPLE:	HIGH INTEREST PEOPLE:	MEDIUM INTEREST PEOPLE:	LOW INTEREST PEOPLE:	MEDIUM INTEREST PEOPLE:	HIGH INTEREST PEOPLE:	LOW INTEREST PEOPLE:
Engage these people and make the greatest effort to mobilize them.	Fully engage these people and make the greatest effort to mobilize them.	Fully engage them by showing them evidence needed to mobilize to action.	Adequately inform and involve these people so that they become strong advocates.	Strategically engage them by showing them evidence.	Again, monitor these people but don't bore them with excessive evidence.	Continue to show them evidence in a strategic manner	Work with them and engage them to mobilize more actions	Strategically engage them by showing them evidence.

2.1.1.3 Stage 3: Understand the stakeholders

After identification of stakeholders and prioritized using the Power grid as shown above, participants need to understand how they feel about GFF. Some good questions to brainstorm are:

- 1 What is their interest in GFF?
- 2 What motivates them the most to take actions?
- 3 What aspect of GFF is relevant to them?
- 4 What is the best way to relay that information to them?
- 5 Who influences their opinion, and are those influencers also relevant stakeholders?
- 6 What is the best way to relay that information to them?
- 7 If you can't win their support, what can you do to manage their opposition?

2.2 Step Two: Starting the conversation

This section is about conversation between a moderator, CSOs GFF focal person and the larger CSOs country platforms and networks. The discussion will cover the following topics;

- 1 What is RMNCAH+N Investment Case?
- 2 What is Project Appraisal Document (PAD)?
- 3 Relationship between PAD and Investment Case?

2.2.1 What is RMNCAH+N investment case?

“The Investment Case is a description of the changes that a country wants to see with regard to reproductive, maternal, newborn, child, and adolescent health (RMNCAH+N) and a prioritized set of investments required achieve these results. It is not a comprehensive description of all of the activities underway on RMNCAH+N in the country. Instead, it presents a compelling case for how a limited number of priorities will put the country on the path to improve the health of women,

children, and adolescents over the long term and thereby contribute to the achievement of the Sustainable Development Goals”.

2.2.2 What is Project Appraisal Document (PAD)?

Appraisal gives stakeholders the opportunity to review the project design in detail and resolve any outstanding questions. The government and the World Bank review the work done during the identification and preparation phases of investment cases development and confirm the expected project outcomes, intended beneficiaries and evaluation tools for monitoring progress. Agreement is reached on the viability of all aspects of the project. The Bank team confirms that all aspects of the project are consistent with all World Bank operations requirements and that the government has institutional arrangements in place to implement the project efficiently. All parties agree on a project timetable and on public disclosure of key documents and identify any unfinished business required for final Bank approval. The final steps are assessment of the project's readiness for implementation and agreement on conditions for effectiveness (agreed upon actions prior to implementation). The Project Information Document is updated and released when the project is approved for funding.

2.2.3 Relationship between PAD and Investment Case?

Relationship between PAD and Investment Case? A moderator guides the participants of a training or meeting on how to review the RMNCAH+N investment case document and the PAD to identify common themes. Some areas to review are;

- 1 RMNCAH+N county priorities
- 2 Broad based objectives, strategies, and proposed intervention areas
- 3 Costed implementation plans
- 4 Sources of finance for the IC
- 5 Country funding mechanisms for the RMNCAH+N IC
- 6 RMNCAH+N financing mechanisms or models

2.3 Step Three: Content Analysis

The moderator will expose the country CSOs on how to conduct content analysis and review of RMNCAH+N Investment case and PAD. Information that will be generated from the analysis are;

- 1 What are the health challenges at country level that necessitated the development of the investment case?

- 2 What are the Key issues, gaps, and priorities that the investment case?

- 3 What are the Rationale for the development of the investment case?

- 4 What are the intervention areas proposed?

- 5 What are the costed implementation plans?

- 6 What are the GFF financing mechanisms in terms of allocation, disbursement and utilization?

- 7 What activities are paid or purchased by the GFF Trust Fund and IDA and other financing sources?

- 8 What are the disbursement timelines?

- 9 Are there any domestic resource mobilizations that are linked to GFF?

2.4 Step Four: Validating the Country GFF Spotlight

A draft country specific GFF Spotlight will be validated with the following representatives



Government

Ministries of Health, Justice, Finance and Budget and Planning



World Bank

GFF liason officer and health finance specialist



Private sector

Healthcare Federations and/or Associations



Civil Society

GFF CSOs country platforms and women groups



Youth

Youth leaders and/or Youth focused/led organization



Parliamentarians

Members of health and finance committees



IDOs

International Development Organizations

Validation can be done by sharing e-copies, visiting the stakeholders to elicit review as well as facilitating meetings. The lead facilitator responsible for developing the GFF Spotlight will answer the following;

- 1 How the analysis of the Investment case and PAD was done?

- 2 Who did the analysis?

- 3 What methodology was used?

- 4 Key Findings

2.5 Step Five: Utilizing the Country GFF Spotlight

The GFF Spotlight is developed and design as an advocacy and accountability flier. Key information from it will be utilize for the following purposes;

- 1 Guide the development of advocacy messages and recommendations.
- 2 Sensitization within the development partners and government cycle on GFF accountability.

- 3 Use the Spotlight to influence positive actions at country level and ensure transparent disbursement of funds, improved access to information and accountability.
- 4 Use the Spotlight to educate key stakeholders including members of the country multi stakeholders' platform, CSOs, professional bodies, parliamentarians and various relevant government agencies on the GFF operation at country level.

3.0 TARGET AUDIENCE FOR THE GFF SPOTLIGHT

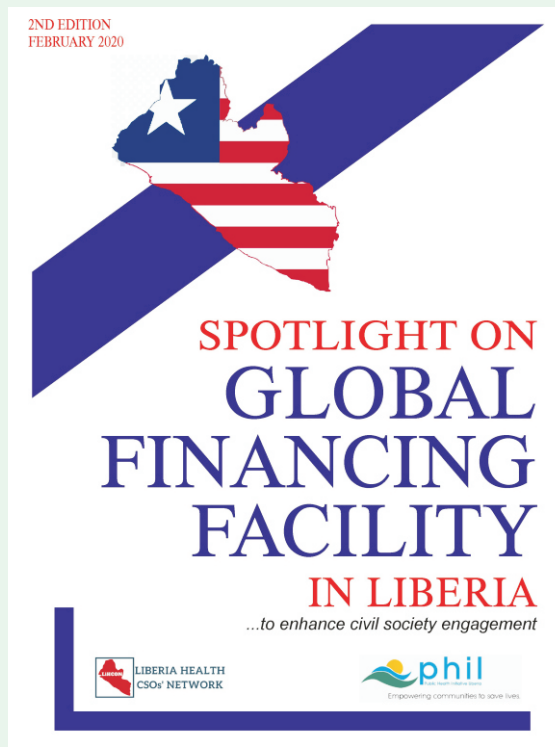
Who are the primary audience for the Spotlight?

A moderator will guide the discussion to list them and plan on how to engage them meaningfully.

Below are suggested lists to review, agree and develop an engagement plan;

- GFF CSOs focal persons at country level
- CSOs country platforms
- Development partners supporting and/or financing the RMNCAH+N at country level
- Ministry of Health
- Ministry of Finance
- World Bank- GFF liaison officers and focal points.
- Media
- Academia and research institutions
- Youth organizations including adolescents groups

EXAMPLE OF COUNTRY GFF SPOTLIGHT



KEY ISSUES, GAPS, AND PRIORITIES

- Large variations and gaps exist in key RMNCAH+N services and intervention
- Poor quality of care is a major cause of high maternal and under-five mortality.
- There are large geographical disparities in health services that need to be urgently addressed.

WHAT DOES THE LIBERIA RMNCAH+N INVESTMENT CASE IDENTIFIED AND PRIORITIZED?

Six counties based on a comparison of 20 health indicators/interventions across the 15 counties were identified. The results revealed large differences in the number of low performing indicators (i.e., lower than national average) across counties. Based on this analysis, the RMNCAH+N IC identified the following six priority counties, which are both remote and have comparatively worse RMNCAH+N indicators

1. Gbarpolu
2. Grand Bassa
3. Grand Kru
4. Rivercess
5. Rivergee
6. Sinoe

RATIONALE FOR THE IDENTIFICATION OF THE 6 PRIORITY COUNTIES

The identification was based on a comparison of key health indicators across the 15 counties which revealed large differences in the number of low performing indicators (i.e., lower than national average) across counties. The 6 counties selected were both remote and have comparatively worse RMNCAH+N indicators as listed below:

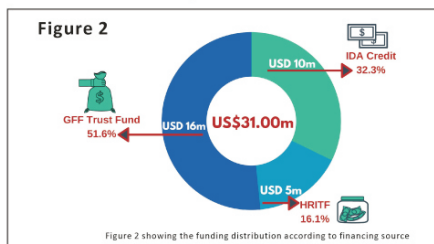
- Skilled birth attendance at birth.
- Birth delivered at health facility.
- Child vaccination 12-23 months fully vaccinated.
- Improved drinking water source.

FINANCING THE RMNCAH+N INVESTMENT CASE

The RMNCAH+N Investment Case built on an existing Health System Strengthening Project (HSSP) which consists of:

- An IDA Credit of SDR 6.7 million (US\$10 million equivalent).
- A US\$5.0 million Grant from the Health Results and Innovation Trust Fund.

With the support of the GFF Trust Fund of US\$16 million to co-finance the RMNCAH+N IC, which together with the original HSSP allocation of US\$15 million makes the total financing of US\$31.00 million.



DISBURSEMENT TIMELINE (IN USD MILLION) FOCUSING ON HSSP AND GFF

Fiscal Year	2015	2016	2017	2018	2019	2020
Annual	6.00	1.00	5.00	8.00	8.00	3.00
Cumulative	6.00	7.00	12.00	20.00	28.00	31.00

KEY RECOMMENDATIONS FOR ACTION

- 01 Facilitate meetings and dialogue with relevant senior government officials, GFF Liaison and focal officers and development partners to ascertain the role of GFF in catalyzing any related domestic financing towards addressing funding gaps for RMNCAH+N in Liberia.
- 02 Use the GFF spotlight to continue to educate and sensitize civil society organizations and relevant stakeholders about GFF implementation in Liberia especially in the 6 targeted counties.
- 03 Use the GFF Spotlight to improve access to information and promote accountability for the GFF in Liberia
- 04 Use the GFF spotlight to facilitate meetings to ascertain the level of progress and compliance to the agreed disbursement Timeline focusing on HSSP and GFF
- 05 Use the GFF spotlight to facilitate meetings to review implementation, key challenges and commitment of partners supporting the government's targeted intervention throughout the period of implementation.

To read the full version of the spotlight, **CLICK ON**

<https://africahbn.info/resources/spotlight-global-financing-facility-liberiato-enhance-civil-society-engagement>

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