



**REGIONAL WORKSHOP**  
**“CSOs’ DIALOGUE FOR EFFECTIVE**  
**ACCOUNTABILITY”**

**BLUE-PEARL HOTEL, DAR ES SALAAM, TANZANIA**

**26<sup>TH</sup>– 27<sup>TH</sup> AUGUST 2014**

## **ABBREVIATIONS AND ACRONYMS**

AIDS	Acquired Immune Deficiency Syndrome
CCM	Country Coordinating Mechanisms
CS	Civil Society
CSS	Civil Society Systems Strengthening
EANNASO	Eastern Africa National Networks of AIDS Service Organizations
GES	Gender Equality Strategy
GF	Global Fund
HIV	Human Immune-deficiency Virus
M&E	Monitoring and Evaluation
MNCH	Maternal and Newborn Health Care
NFM	New Funding Model
PMTCT	Prevention of Mother to Child Transmission of HIV
QA	Quality Assurance
Q&A	Question and Answer
SRH	Sexual Reproductive Health
TA	Technical Assistance
TSF ESA	Technical Support Facility – Eastern and Southern Africa
UNAIDS	Joint UN Programme on AIDS

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## **BACKGROUND AND CONTEXT**

### **Introduction**

The Country-Coordinating Mechanism (CCM) is the cornerstone of the Global Fund's commitment to local ownership and decision-making. CCMs are country-based partnerships that develop and submit all Global Fund grants. The CCM also provides an essential oversight function to the implementation of the grants while identifying challenges as they arise. CCMs are a 'multi-stakeholder' structure; which under Global Fund requirements must include representatives from the public sector, private sector, civil society organizations (CSOs) and people living with HIV and affected by TB and malaria. The success of a CCM is based on its ability to draw on the country's collective skills, knowledge and experience through the genuine engagement of all members.

In the ten years of its existence, the Global Fund has gradually strengthened the requirements related to the proportion of representatives of the civil society on CCMs, the processes by which members are selected and the management of conflicts of interest for CCM members who are also involved in implementation of Global Fund programs. The Global Fund continues to turn down requests for funding from countries with CCMs which do not meet the criteria. The Global Fund is currently developing an enhanced performance framework which will aim to ensure this and basic requirements of eligibility. CCMs will play a stronger role in overseeing programs.

### **Efforts to make CCMs more effective: what has worked?**

Country actors from government and civil society, technical partners, and advocacy and technical support organizations have invested considerable effort in supporting CCMs to meet the criteria for eligibility and to coordinate and oversee Global Fund grants at country-level. EANNASO, through the CSAT (Civil Society Action Team) initiative, has itself been involved in the work of strengthening CCMs since 2007 through three modes: guidance to country-level civil society organizations on how to organize and advocate as a sector within the HIV response; short-term training and technical support in response to requests for capacity building or crises within CCMs; and structured, on-going financial and technical support designed to strengthen community sector advocacy and communications related to the Global Fund at country-level

### **Challenges faced by CSO**

Although there have been clear improvements in the composition and functioning of CCMs in many countries, civil-society organizations and organisations of key-populations in particular, continue to report that they have little or no impact within CCMs. Common challenges faced by CCMs include: limited capacity of civil society Organizations to operate effectively within the CCM environment; poor communication between CCM members and the constituencies they

represent; continued non-transparency in member selection; lack of meaningful involvement of key populations; and continued domination of CCMs by government representatives.

These challenges need to be understood as part of broader national context for instance:

1. Legal frameworks and policies in the country, in particular those that marginalize or criminalize populations affected by AIDS, tuberculosis and malaria, or that limit the role of civil society.
2. The range of other forums where decisions and policies on AIDS, tuberculosis and malaria are formed
3. Processes associated with the national strategy and policy-planning – these include informal processes where senior government officials, donors and technical agencies are influential.
4. The fact that CCMs are not policy-making entities in their own right but are instead made up of individuals who occupy institutional position or identity. It is instructive to note that some have far more institutional power than others.
5. The artificial nature of civil society and key-population “constituencies” and the expectation or requirement that civil-society organizations should have common positions or agreements on matters related to AIDS, tuberculosis or malaria while the reality is that organizations from the civil-society often have divergent and even antagonistic view-points.
6. The generally marginalized status of the “community sector” and the lack of recognition of the roles it can play in implementing and monitoring programs.

### **What change is needed?**

CCMs have enabled the voice of the civil-society and affected communities, particularly people living with HIV/AIDS, to be heard in the response to the three diseases in a way that has not been possible before. However, there are matters that still need to be resolved and wide variation in the performance and inclusiveness of CCMs. Any reforms to the funding model must protect the integrity of the CCM and its focus on multi-stakeholder engagement. CSOs are central to the response to TB, HIV and malaria and the Global Fund must now focus specific efforts on building the capacity of CSOs within the CCM. Instead there are concerns that the reforms plan to scale-back the role of CCMs and the support provided to them; this would undermine a mechanism which offers a crucial forum for the voice of those directly affected by these diseases.

### **Purpose and objectives of the regional workshop**

The main goal for the regional workshop is to enhance the voice and technical capacity of Eastern Africa CSOs and communities to contribute to effective functioning of Country Coordinating Mechanisms (CCMs) through a regional CCM forum.

**Specific Objectives were:-**

1. Sharing experiences and lessons in line with the New CCM Guidelines in the context of the NFM.
2. Taking stock (achievements, challenges and lessons learnt) of the current CSO and community constituency coordination and accountability mechanisms relating to the GF Country Coordinating mechanisms (CCM) existing in East Africa;
3. Building the skills of CSOs in CRG (CSS, Rights and Gender) programming, concept note template and the Grant Management Platform to influence the New Funding Model.
4. Agreeing on working modalities and mechanisms for a Regional CCM including development of Terms of Reference.

**Expected Outcomes were:-**

1. Participants would be updated on the new developments within the GF including CCM reforms and NFM and the role of CSO CCM representatives.
2. Gaps would be identified and strategies developed towards improved coordination of CSO CCM representation
3. Knowledge and strategies would be devised to improve content of CRG (CSS, Rights and Gender) in country concepts.
4. A regional CCM would be developed/established

**Proposed agenda:-**

The full agenda is attached as Annex 1 to the report.

## **DAY 1**

### **Introduction and objectives**

After the participants registered, Amani Golugwa, of EANNASO, welcomed the participants to Dar es Salaam. He hoped each of the participants had had a safe journey into Dar es Salaam. He observed that the workshop would be a 2-day event. He wished the participants an exciting and productive workshop.

He then gave the participants an opportunity to introduce themselves. He requested them to disclose the following as part of their introduction to the co-participants:

- a) Name
- b) Country of origin
- c) The constituency they represent in the CCM

### **Objectives**

Olive Mumba, of EANNASO, welcomed the participants to the workshop. She urged them to feel at home and demonstrate candour during the deliberations. She underlined that the workshop would provide the participants with opportunities for learning from the experiences gained by counterparts in other countries within the region, networking and sharing. She encouraged the participants to mingle and network in the course of the workshop.

She gave the purpose, specific objectives and expected outcomes of the workshop as laid out in the matrix below:

Aspect of workshop	Detail
Purpose	To enhance the voice and technical capacity of CSOs and communities in Eastern Africa to contribute to effective functioning of Country Coordinating Mechanism (CCMs) through a regional CCM forum
Specific objectives	<ol style="list-style-type: none"><li>1. Sharing of experiences and lessons in line with the new CCM guidelines.</li><li>2. Taking stock of achievements challenges and lessons (learnt) of the current CSO and community constituency coordination and accountability mechanisms relating to the GF country-coordinating mechanisms existing in East Africa</li></ol>

	<ol style="list-style-type: none"> <li>3. Building of skills of CSOs in CRG (CSS, Rights and Gender) programming, concept-note templates and the grant management platform to influence the New Funding Model</li> <li>4. Agreeing on working modalities and mechanisms for a regional CCM including the development of terms of reference</li> </ol>
Expected outcomes	<ol style="list-style-type: none"> <li>1. Updating of participants on the new developments within the GF including CCM reforms, the NFM and the roles of the representatives of CSOs in the CCM</li> <li>2. Identification of gaps and development of strategies towards improved coordination of representation of CSOs in the CCM</li> <li>3. Devising of knowledge and strategies to improve the content of CRG (CSS, Rights and Gender) in the country concept-notes</li> <li>4. Development and establishment of a regional CCM</li> </ol>

### **Welcoming remarks**

Joan Chamungu, a member of the board of EANNASO and the chairperson of the Tanzania AIDS Forum (TAF), told the participants that she was pleased to be at the workshop. She welcomed the participants to Dar es Salaam underscoring that the cardinal purposes of the workshop were raising the voices of CSOs in the Country Coordinating Mechanism and building the technical capacity of CSOs. She urged the participants to dream of creating a regional forum for the CCMs. She expressed gratitude to all the planners of the workshop. She ended her address by asking the participants to enjoy their time in the workshop.

### **Opening remarks**

Mark Ndayiragije, the chair of the EANNASO board, welcomed the participants to Dar es Salaam for the workshop. He sought to know if there were any participants who did not know what the abbreviation 'EANNASO' stood for in full, the mission, vision and objectives of the organization.

He stressed that EANNASO brings together CSOs working in the areas of HIV and health from East Africa, as part of its members, through networking, capacity-building, policy advocacy and knowledge-management. He emphasized that the CSOs were gathered, in the workshop, to contribute to country-level responses to HIV. He observed that the CSOs had a role in

addressing community or grass-root needs and gender imbalance factors which lead to new infections. He said that the roles played by CSOs demonstrate how they would lead to the achievement of the goal of 3-zeroes. He remarked that he was pleased to declare the workshop open.

Olive Mumba, of EANNASO, took the participants through the agenda and participants expectations of the 2-day workshop.

### **Epidemic updates in East Africa (HIV, TB and Malaria) and Health Financing updates**

The PowerPoint presentation was made by Emmanuel Baingana of UNAIDS. The presentation elicited the following questions and comments.

#### Comments

1. Two ways in which progress may be measured are: (1) Looking at the road-not-yet-travelled and (2) The road-already-travelled. There has been significant progress made reflected in the overall lower rates of infections, low incidence of the disease, lower number of new-infections and lower AIDS-related deaths in the Eastern and Southern African region compared to the past.
2. A number of those involved in same-sex relationships are also involved in hetero-sexual partnerships. This should inform how we design responses and interventions. Responses and interventions should not merely target individuals who are KPs but the risk-factors and acts that predispose them to infection or poor health. It may be more effective to target the behaviour than the identities.

#### Questions and responses

R	Question	Response
1	Does the attitude of service providers affect the behaviour of seekers of testing services?	<ul style="list-style-type: none"> <li>• It would appear that many are involved in self-diagnosis. There is low incidence of testing in the facilities but high incidence of treatment. In Rural areas, for example, there seems to be a preference for Traditional Birth Attendants to the health facilities.</li> <li>• Understanding the reasons for the low rates of testing may help inform how to address weaknesses associated with testing and dispensing in facilities</li> </ul>

2	Paucity of data, except for the case of Kenya, on MSMs	<ul style="list-style-type: none"> <li>• The cultural, legal and policy frameworks, which are not favourable, may make it difficult to raise or access credible data on MSMs.</li> <li>• Financial constraints may also prevent one from carrying out comprehensive reliable studies that may be used to generate such data.</li> <li>• Prevalence rates in regional or national general population might appear low yet the main driver or contributors may be in the KPs</li> </ul>
3	Should our response or interventions target the behaviour associated with or identity of the KPs?	We need to look at our messaging; it may be more effective to target the risky-behaviour rather than those individuals who carry the tag 'KPs'
4	How do we measure and ascertain risk/ vulnerability?	In certain instances the legal frameworks or social/ cultural contexts make it difficult to measure or even ascertain risk.

### **Overview of NFM and the roles of CSOs**

Russell Rensburg, of TSF ESA, used a PowerPoint presentation to discuss 'Overview of the NFM and the roles of CSOs'. He stressed that stakeholders need to be conversant with GF, its structures and process. The starting point would therefore be in understanding the changes brought about by the NFM.

The interactive session characterized the past model as one:

1. That did not begin with a Strategic Plan as its basis
2. In which proposal-writing appeared to be the forte of technical people only
3. That had high chances of failure of proposals

In a nutshell, stakeholders hoping to use the NFM needed to ask the question. "How do we re-design the whole framework in order to meet the requirements of the NFM?"

## Comments

1. The NSPs should be broad-based and meaningful in order to inform the response to HIV&AIDS in an effective way
2. We should consider translation, from English and French, to local languages for effective participation in national dialogues.
3. Owing to the limited space or opportunities available to CSOs, it may be necessary to voice our opinions through representation. The number of CSOs involved, in certain instances, is quite high. Representation is fraught with the danger that messages may be lost or distorted

## Questions and responses

R	Question	Response
1	Is our mandate as CSOs, in the NFM, to provide checks and balances eroded?	No it is not. CSOs should develop common strategies in order to deepen their engagement in GF grants and platforms
2	How should we address the perception on 'GONGOs' – that government and 'NGOs' are the same thing? Shouldn't we be seen partners-in-development with government or its agencies?	<ul style="list-style-type: none"><li>• We need to understand the respective SPs, look for opportunities and develop responses. This way CSOs will be seen as partners not appendages of government.</li><li>• CSOs need to identify their partners and allies and disseminate information to all of them</li></ul>
3	Do CSOs lack the technical capacity to engage in country-dialogues?	Technical support is available but CSOs do not tap into it sufficiently. Currently there is an impression that technical support is out of reach.
4	Considering that the NFM is not clear on the roles of CSOs, how do we concretize our engagement of the CCM?	Work-plans are a requirement in the NFM. They demonstrate that we represent legitimate constituencies.

5	Does the NFM guarantee that proposals won't fail?	<ul style="list-style-type: none"> <li>• A checklist, which enumerates the requirements of the NFM, exists. These requirements must be met right from the stage of the concept-notes.</li> <li>• Accountability is a key requirement in the NFM</li> <li>• Do not hesitate to use the available TSF and organs of the GF to escalate any challenges that you may encounter</li> </ul>
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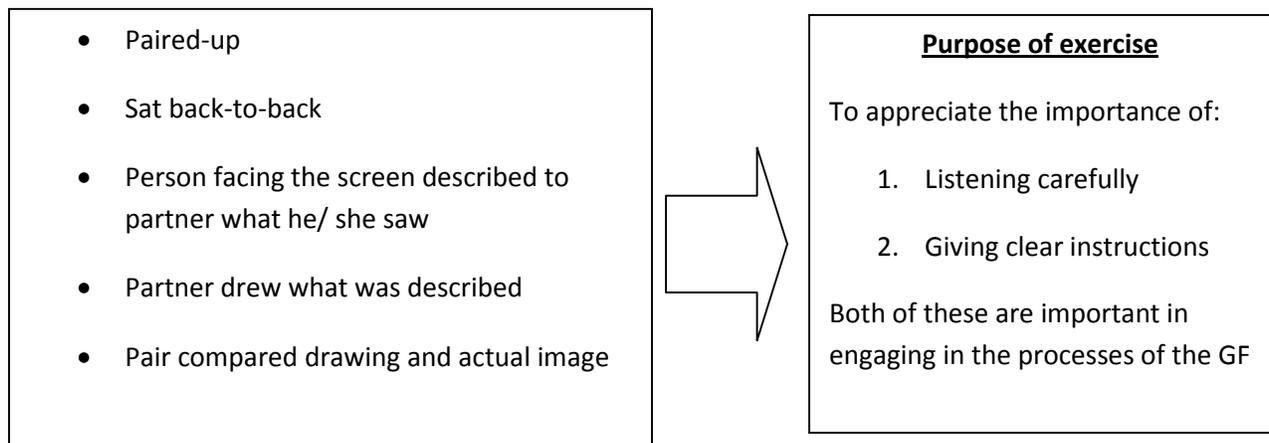
**Accountability literacy: What is accountability and how do we get it?**

Gemma Oberth, of AIDS Accountability International, used PowerPoint to deliver her presentation. She said the civil society was privileged to occupy space which it should use for the benefit of communities. The 2 questions that the civil society must ask are:

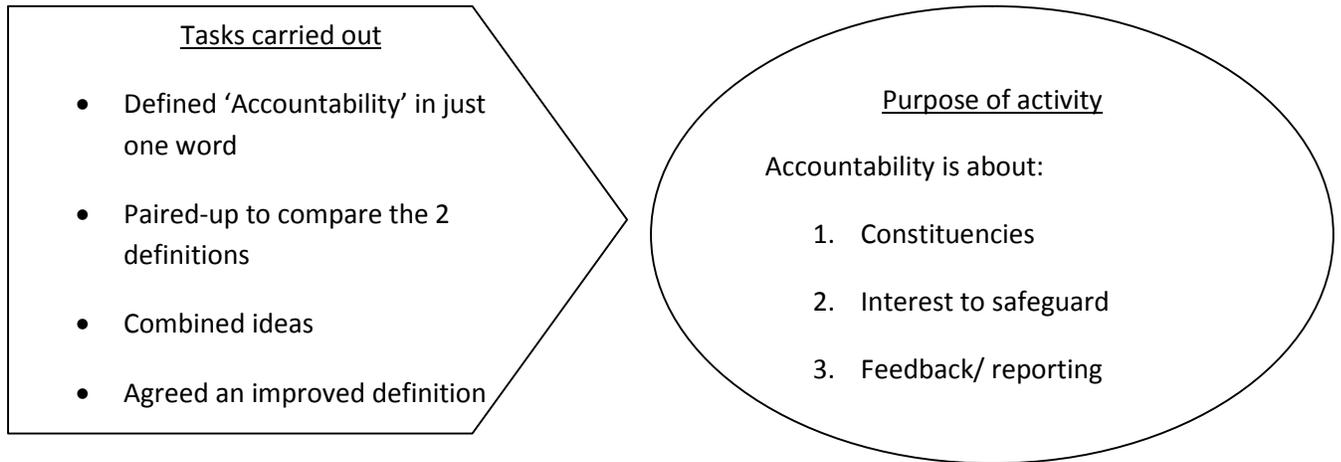
1. What should we say?
2. Is our voice heard?

Gemma then took the participants through a number of activities.

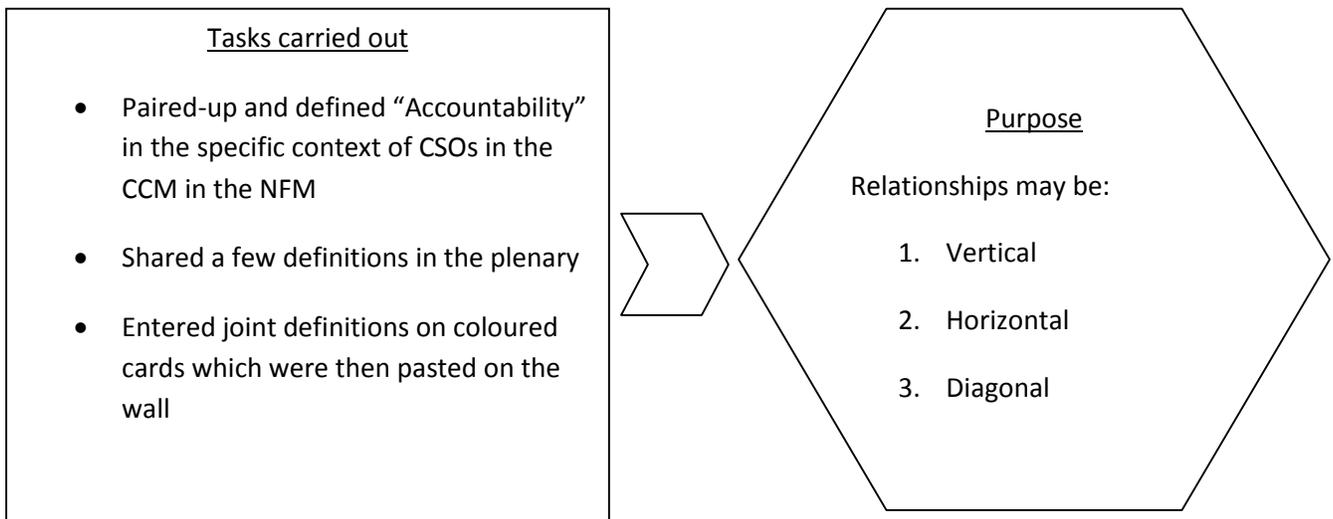
**Activity 1**



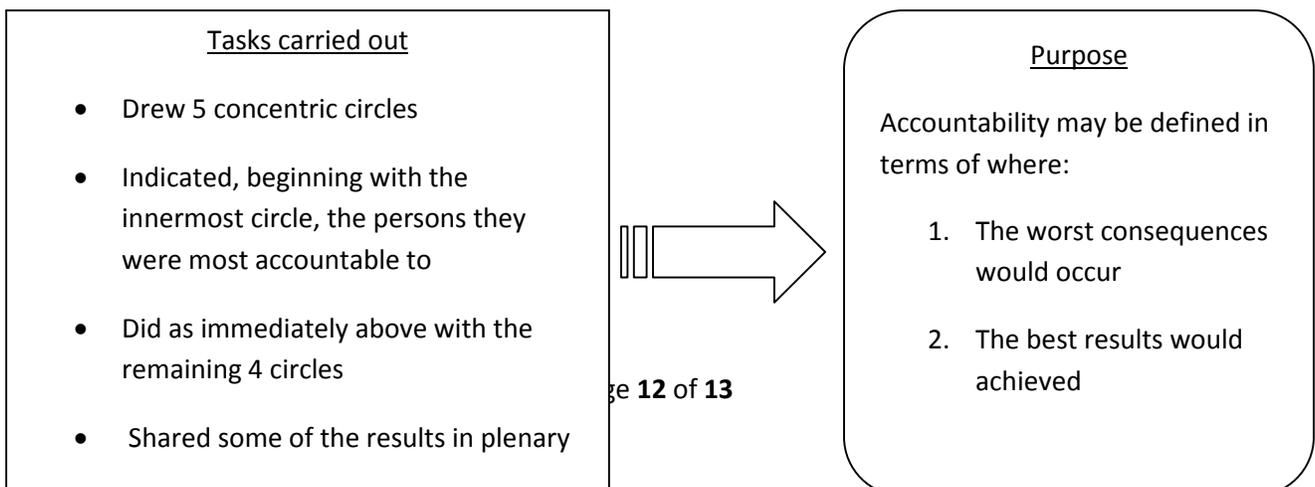
## Activity 2



## Activity 3



## Activity 4



## Activity 5

### Tasks carried out

- Shared 5 questions with multiple-choice answers
- Read out each of the 5 questions and the choices and asked the participants to select choices that best reflected them
- Shared a matrix of answer-scores: participants indicated the score against the answers they had selected for each question
- Participants added-up the scores to determine the overall performance/ score
- Shared a guide for interpreting the overall performance/ score
- Participants mapped their overall score to one of the 3 score-bands

### **Sharing of country experiences – NFM and CSO engagement: What roles have CSO/ community**

Ethiopia, Rwanda and Zanzibar shared their experiences as CSOs in the respective CCMs on engagement and representation in the in-country dialogues. The presentations drew the following reactions:

R	Reaction/ question	Addressed to	Response
1	External funding for activities in Ethiopia	Ethiopia	Huge percentages of grants are invested in development. For human-rights' work, 90% of the funding must be sourced locally – only 10% may be funded externally.
2	Representation of KPs in the CCM in Ethiopia	Ethiopia	<ul style="list-style-type: none"><li>• Contexts are not similar. The ease with which KP-related data may be accessed is dependent on the cultural, social, legal and</li></ul>

			<p>policy challenges in any given place.</p> <ul style="list-style-type: none"> <li>• In the context of Ethiopia, KPs refer to women, children, migrant-labourers, truck-drivers and marginalized communities.</li> <li>• Policies do not permit CSWs or MSMs to organize themselves as they do in other contexts.</li> </ul>
3	How WHO provides technical support to the CCM in Rwanda when it is vice Chair	Rwanda	No it does not. The CCM does not work on technical material; such functions are carried out through the various technical working groups.
4	Situation of KPs in Rwanda	Rwanda	KPs indeed exist and are not criminalized in Rwanda
5	Only 1 PR in Rwanda	Rwanda	It works well for Rwanda – our needs are met. Besides, the GF requires that the concept note should explicitly state why there is only one PR but promoted Dual-Track-Financing such that there are more than one PR in any country.
6	Submission of CN and how CSOs were organized, Did they have a plan	Rwanda	TB CN was submitted on 15 <sup>th</sup> August. CSOs participated in the country dialogue and didn't hold separate CSO-specific consultations.
6	Definition of MARPS and vulnerable groups on the Zanzibar CCM	Zanzibar	MARPs, in Zanzibar, basically are CSWs, IDUs and MSMs. Vulnerable groups, on the hand, refer to those in rehabilitation or correctional facilities such as prisons and sober-houses. CSOs were pleased to note that Zanzibar had a representative from these two groups on their CCM.
7	Existence of KPs in Zanzibar	Zanzibar	KPs exist in Zanzibar. They were referred to as MARPs in the past.

## General observations

1. CCMs work on the twin principles of 'Country-ownership' and 'Country-led/ driven'
2. Models that work in certain contexts may not work in others
3. Accountability is a challenge. In a number of countries, the strategies of the local MOH and the GF have not been fused. The GF should streamline the visions of the various countries to improve the coordination of the different CCMs. CCMs should rely on similar structures and documents in order to standardize their activities.
4. Engagement of CSOs in Zanzibar was easier to follow since they had developed a plan of engagement which was being followed. This plan supported them in being specific in knowing the needs and in being able to engage meaningfully. At the end of the process, the CSOs hoped to analyse the priorities/ recommendations from their consultations which will be incorporated into the final presentation.
5. Participants at international or regional fora should not have to apologise for expressing themselves in broken or poor English, French or any other language. EANNASO should consider using the services of translators in such fora to enable all participants use languages that they are comfortable in in order to participate effectively.

## **GF CCMs and the roles of CSOs**

Nelson Otwoma, of NEPHAK, used PowerPoint to deliver a presentation on 'GF CCMs and the roles of CSOs'. The following were general reactions, from the participants, to his presentation:

- It is important to create linkages not only for accessing increased funding under the NFM but also to support governance of the grants received. Stakeholders must therefore determine if new knowledge is required for engagement in the NFM to this end.
- Stakeholders should look-out for opportunities within and without government in order to create additional space for civil society on their respective CCMs.
- CSOs can only engage in the NFM if they understand their roles in the new framework. Once these roles have been clarified, they can understand reports and raise flags regarding the GF grants where need be.
- Certain CSO stakeholders regard the CCM as a political outfit/ structure; they shy away from it. They therefore fail to contribute technical expertise and expertise on capacity-building.

- The notion of ‘country-ownership’, required by the GF, creates contested space. There is a trend by governments to exclude non-state actors or even create or support government-friendly CSOs.
- CSOs should be beyond agonizing; they should organize themselves by getting proactive and positioning themselves strategically to engage the GF processes and make good use of the available opportunities. They should take the lead and set good examples.
- CSOs should use the opportunities that they have. They are members of the management committee which is a functional committee. This opportunity may be used to voice the opinion of the CSOs directly into the CCMs thereby influencing decision-making. This is an example of the in-built mechanisms that CSOs need to take advantage of in order to influence CCMs to do what the constituencies desire.
- Since inadequate funds are allocated for the functions of the CCM, CSOs should play a fundraising role in this regard. They should develop plans and mobilise resources.
- CSOs should play the representative role of ensuring that the priorities and voices of the constituencies are heard at the CCM.

There were questions about:

1. The specific role(s) of CSOs in the preparation of concept-notes
2. How to deal with the challenges of:
  - a) Under-funding
  - b) Transition into results-based financing

### **New CCM guidelines in the context of the NFM**

Angela Kageni, of AIDSpan, used PowerPoint to deliver a presentation on the new CCM guidelines in the context of the NFM. The presentation elicited the following reactions and responses:

R	Question	Response
1	Does the NFM come out clearly on KPs? What may be done to develop a good	The guidance given by the NFM, on KPs, is not conclusive.

	understanding on matters around KPs?	
2	Although the GF still talks about ‘country-ownership’, there are CSOs that are not part of the CCM. They still need to identify roles to play for the benefit of both the CCM and the country at large.	There are organizations, which although not part of GF system, are interested in seeing that GF money is used in an accountable way.
3	At what point would we say that conflict-of-interest has been managed adequately?	It is not possible to eliminate conflict-of-interest altogether. It can only be minimised considering that, in many countries, the MOH is the biggest recipient and beneficiary of funds.
4	What is the role of the alternate members of the CCM?	They step-in where the substantive memory of the CCM is non-existent – in other words they cover the gaps occasioned by the absence of the substantive members of the CCM. They can only perform this function well if: <ol style="list-style-type: none"> <li>1. They attend meetings regularly and</li> <li>2. They share in the burden of the CCM members that they alternate with.</li> </ol>
5	How do we address conflict-of-interest that goes completely out of control?	<ol style="list-style-type: none"> <li>1. Ordinarily there should be a process of appeal.</li> <li>2. The Fund Portfolio Manager should hear the cases where conflict-of-interest is not resolved.</li> </ol>
6	Who should chair the CCM?	Countries have different contexts. In some countries, understanding has been reached that the CCM is chaired by the government.
7	Does failing to comply with any aspect of the new GF CCM guidelines have negative consequences?	Non-compliance in one or a couple of areas may not necessary mean general non-compliance. However, non-compliance implies that further work, through clear work-plans, needs to be done to address the non-compliance.

## Reactions

- There is need, for the CSOs, to stay engaged in the process to its end.
- We are should consider applying the guidelines to our respective contexts as CSOs
- CSOs need to define where we are. This way they are able to know whether they have sufficient time and other resources to cover the works that needs to be done.

## **Demonstrating aspects of GF-related information and data**

This was an optional session in the workshop. However, participants were encouraged to attend it so that they would familiarize themselves with how to access and retrieve data or information relevant to GF grants that are under implementation. The session was led by Angela Kageni, of AIDSPAN, who used a PowerPoint presentation for this purpose.

## **Arrival and registration: DAY 2**

The participants turned up for the second day of the workshop. Some of them registered at the point of entry while others entered their details in the course of the day as the registration form went round the venue of the workshop.

Olive Mumba, of EANNASO, disclosed to the participants that Gemma Oberth, of AAI, would be the time-keeper during Day 2 of the workshop. She stressed the importance of keeping time since there was a lot of business meant to be transacted before the close of the workshop.

Gemma said she would use time-cards to indicate to the presenters how they were doing on the time allocated to them. She would, she added, indicate to each presenter when they had 5 minutes to go. She would also show-up the time-card with only one minute to go.

## **Re-cap of DAY 1**

Ben Awinda, the rapporteur at the workshop, took the participants through a re-cap of the key activities of Day 1 of the workshop.

## **East African Regional harm-reduction concept**

Allan Ragi, of KANCO, made a PowerPoint presentation on ‘The East African Harm-Reduction Expression of Interest’

## **Overview of GF concept-note templates and the grant management platform**

John Beku, of the International HIV&AIDS Alliance, made a presentation titled 'Overview of the GF concept-note templates and the grant management platform'. He, too, used a PowerPoint to deliver his presentation.

### **CRG responsive programming (CSS, Rights and Gender)**

This activity was delivered through 2 PowerPoint presentations made by Dr Yeronimo Mlawa, UNAIDS, and Olive Mumba, of EANNASO.

### **Technical support providers: opportunities in our region**

Gemma invited John Beku, Russell Rensburg and Olive Mumba, of International AIDS Alliance, TSF ESA and EANNASO respectively to share, with the participants, resources and technical-support opportunities available to CSOs within the region. Each of the three took turns to talk about what support their organisations offer to CSOs involved in CCMs and implementation of GF grants.

John Beku explained that the International HIV/ AIDS Alliance:

- Provides technical support to implementing partners in East and Southern Africa
- Provides support in GF-related matters ranging from designing to implementation of grants. It partners with GIZ to support implementers in accessing GF funds and implementing the grants. It also helps CCMs in preparing and submitting concept notes.
- Provides technical support both at the regional and local/ national levels

Russel Rensburg explained TSF ESA has interests in gender and human rights too. He stressed that TSF ESA does not receive direct funding from the GF. He noted that TSF ESA is happy to engage stakeholders in areas where they may need support. Specifically, TSF ESA:

- Supported each round of the GF applications
- Provides support in the development of concept-notes
- Provides support in the development of National Strategic Plans
- Works with SRs and PRs to participate meaningfully in the various GF processes
- Provides support in reviewing national documents for quality assurance to ensure that all relevant requirements are met
- Works with CSOs to access the full range of opportunities provided by the GF

Olive Mumba disclosed that the technical support centre at EANNASO:

- Can link and broker where CSOs are in need of support services but only upon written requests for the same
- Provides support in the CSO-consultations during the development of concept-notes
- Provides support in strengthening CSO CCM representation and constituency coordination
- Provides support in implementation of GF grants by giving, linking and brokering technical support as part of a continuous relationship
- Support CSOs to be part of the country dialogues in CRG

All the 3 speakers encouraged the participants to get onto the websites of the regional support facilities to see the resources available and opportunities in which they may engage, based on their unique needs, in respect of technical support. The presentations elicited the following questions and answers:

Question	Response
Is support given by TSF disease-specific?	Most interventions cut across HIV&AIDS, TB and malaria. TSF ESA, for example, does not offer support in the area of malaria. However support tends to be crosscutting.
How do CSOs contribute as full partners to government when the later takes the lead in domestic proposals?	The participation of the civil society in domestic financing is indeed limited. Officers from the treasury or ministries of finance tend to dominate discussions. Nevertheless we must devise strategies of raising demand for services, by the communities and constituencies, and use this to influence positions at and through the CCMs.

There were also questions on:

- Whether opportunities exist for supporting SRs which implement GF grants

- How the regions would engage in discussions post-MDGs/ post-2015

### **Country CSO-GF Coordination and accountability mechanisms**

The teams from Burundi, Kenya, Uganda and Tanzania made presentations on country-experiences regarding coordination of CSOs in the respective GF CCM and on mechanisms of accountability. Each of the 4 used PowerPoint presentations to this end.

#### Matters arising

R	Matter	Addressed to	Response
1	Coordination mechanism and feedback mechanism to constituencies	All	<ul style="list-style-type: none"> <li>• UNASO takes the lead in Uganda. However there are challenges emanating from budgetary constraints, diversity in the profiles/ stature of organisations and their sizes relative to each other.</li> <li>• Non-state actors act as a bridge to the TNCM in Tanzania</li> <li>• Kenya relies on existing networks to disseminate information to the constituencies</li> </ul>
2	Line between CSO and community	All	CSOs are organized and in most cases have some sort of processes and systems. Communities was a term used here in the context of a community of people living with the diseases as in the case of the three diseases of TB, HIV and Malaria responded to by the GF.
3	Orientation of new members of the CCM	All	Support is provided to new members of the CCM in all the countries through the CCM secretariat. EANNASO was requested to provide support in this area especially for new members.
4	Resolution of conflict-of-interest	All	<ul style="list-style-type: none"> <li>• Tanzania deals with this through pre-membership forms</li> </ul>

	in CCM		<ul style="list-style-type: none"> <li>• Burundi bars those with conflict-of-interest from being PR. There is a requirement of disclosure of conflict-of-interest where it exists</li> <li>• Disclosure of conflict-of-interest is a requirement, in Kenya, as a standard item in the agenda before any discussions commence</li> </ul>
5	Representation of the general population on the CCM	Burundi	This position that articulates concerns not restricted to a section of the community; it is used to give voice to non-structural concerns – those that affect the entire community (not just parts of it)
6	Pre-CCM meetings	Kenya	These are part of implementing eligibility criteria over long periods of time
7	Negative perception of GF since 2005	Uganda	<p>There has been significant transition in the membership of the CCM.</p> <p>There were negative effects from court cases about possible embezzlement of GF funds</p> <p>General sense of apathy regarding what the GF does in Uganda</p>
8	Effects of anti-gay bill on programming	Uganda	The operation of the law was reversed by a court of law, in February 2014, on grounds of requisite quorum to pass such law. It has since been returned to parliament as a bill. During its short-lived operation, it was pretty difficult
9	The contribution of breakfast meetings to meaningful participation in CCM	Uganda	These are treated as preparatory meetings to the actual CCM meetings. Matters are dealt with at depth and we develop a common voice and common response to specific issues

### CSO representation guidelines

Olive Mumba disclosed that draft-guidelines, aimed and enhancing the effectiveness of CSOs involved in GF activities, had been developed. She shared a 5-page document titled “**Draft guidelines for effective civil-society representation in national decision-making processes and platforms**”.

### Introduction of a Regional CSO CCM Forum (Rationale, objectives, modus operandi)

Olive Mumba, of EANNASO, used PowerPoint to go through a proposal on a regional CCM forum. The participants raised a number of questions such as:

R	AREA	QUESTIONS	RESPONSE/ COMMENTS
1	Scope of RCCM	The participants wanted to understand the scope of the Forum and the role of other regional organizations.	The regional forum would provide a platform to raise and talk about the experiences of countries.  The forum should explore ways in which information may be shared or exchanged. It should emphasize reliance on evidence that brings the stakeholders together.
2	Membership	Should membership be limited to specific number or left open to all CSO CCM members?  Wouldn't the regional platform be an opportunity to tap into as diverse constituencies as possible by allowing as many members from the region as possible?  Should we adopt the approach of minimum/ maximum per country, for membership or participation at the regional	There is need to define the circumstances where discussions may be limited or closed-off to certain members  There is need to define membership by seeking to know what the potential members bring to the forum. Care must be taken not to merely replicate structures.  The forum should avoid bringing in too many people just for the sake of it.

		<p>forum, so that we do not create discomfort at the level of countries? Isn't this the best way to ensure equity (because although these concerns do not arise in formal setting, they come up during tea-break)?</p>	<p>Membership should be determined on the basis of activeness/enthusiasm</p> <p>All CSOs should be admitted to the regional forum</p> <p>Organisations that belong to everyone belong to no one – membership should have some limits</p> <p>Membership into the forum should be restricted to only 2 CSOs per country. The forum should use its early life to create or re-design into structures that serve its purposes. These are what should determine the size of the membership.</p> <p>Membership should be thought of in terms of contributions made into the forum.</p> <p>It is important to distinguish between membership and representation. Whereas membership may be open to all CSOs, representation should be equitable by factoring in a dimension of fairness or inter-country balance.</p> <p>There is need to develop a mechanism for determining performance of members of the regional forum. Using this mechanism, the forum should remove members who are inactive</p>
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			or who do not participate effectively.
3	Venue for meetings		<p>Members should determine, on a yearly basis, where the next meeting should take place</p> <p>It is best to hold meetings in countries where the hosts have interest in the subject</p>
4	Existing structures	<p>Is there space for existing regional organizations and if the RCCF duplicates the role of EANNASO?</p> <p>Building of consensus at the international level is tricky because matters quickly take a regional dimension; which geographical regional regions do we have in mind for the forum and how do we grow? Are we merely brought together by regions or issues? Do we wish to grow to engage regional organs, at some point, such as the AU?</p>	<p>The regional forum should rope-in other stakeholders but not just limit itself to those which are part of GF initiatives; there are stakeholders who may bring in support in kind or even offer services in support of the regional forum and activities at subsidized rates</p>
5	Roles of EANNASO		<p>EANNASO should treat the regional forum as part of a programme - an activity created for the purpose of sharing of information</p> <p>EANNASO supports the formation of a regional forum to provide space for dialogue and capacity for effective representation to CSOs members on the CCMs. EANNASO</p>

			<p>requested the CSO CCM members to determine the kind of structure that should be established at the regional level to support the initiative.</p> <p>EANNASO is ready to aid the regional forum through training or support in attaining its regional stature but would not like to define the specific operational procedures that the forum may require.</p>
6	Operational matters		<p>There may be need to develop structures, such as sub-forum, at national level.</p> <p>As an upstart, it may be useful to agree on a transitional period for the regional forum. In this period, EANNASO should nurse the forum, lead to a review and where needful plan and coordinate the process of constructive disengagement.</p>
7	Partners		<p>Partners should be restricted to the role as observers.</p> <p>Partners should be limited to roles of support – they should not take ownership of the regional forum. Ownership is important in the growth of the vision. There is risk that partners which have the benefit of institutional memory may over-run particularly new members of the forum.</p>

8	General matters		<p>This workshop should limit itself to broad strategic matters only given that we appear agreed on the need for such a regional forum. EANNASO or a steering committee should take the lead in all other operational concerns.</p> <p>The need to know and agree on the current situation. An M&amp;E function would then be used to ascertain if progress is made</p>
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### **Group-work (TORs and POA)**

This activity was led by Gemma Oberth, of AAI. First, she asked each participant to draw a picture of 'Accountability'. This activity would not involve the use of words – each participant was expected to give a pictorial impression of 'Accountability'. A few of these were then shared out in the plenary.

She then asked the participants to form 3 groups adding that each group would carry out some tasks then report to the plenary. Membership in the groups was determined by the model of cellphone or computer that the participants owned or used. Each participant would, however, belong to only one group. The groups were:

1. Samsung – Owners/ users of Samsung devices
2. Nokia – Owners/ users of Nokia devices
3. Apple – Owners/ users of Apple devices

Each group was tasked to do the following in respect of a regional forum for CCMs:

1. Identify 3 potential challenges and how to address them
2. Identify 3 activities that the forum should engage in in support of country-level representation

3. Identify the next steps in ensuring the establishment of a regional CSO CCM forum by mentioning 3 action-points

**Feedback and plenary discussion**

The 3 groups were allocated 20 minutes for the group-work then reported as in the tables below:

R	Required	Group Samsung
1	Potential challenges and how to address them	<ol style="list-style-type: none"> <li>1. Effective coordination of the RCCF: Write a precise and clear concept-note and how it will function</li> <li>2. Lack of defined goals and outcomes: Come up with indicators of success (concept-note content, KPs involved in implementation and improved CSO PR rating)</li> <li>3. Resources for the forum: Develop a resource mobilization strategy which should include donor-mapping</li> <li>4. Gap in skills and knowledge of representatives: Carry out gap-analysis for skills, for example by using a score-card, then design training accordingly</li> <li>5. Imbalance of knowledge and progress: Develop broad mandate with more strategic-level information sharing and peer support</li> <li>6. Buy-in from other CSO CCM members not at this workshop: Those in attendance at this workshop should act as ambassadors of the RCCF</li> <li>7. Duplication through other networks and platforms: Developing a clear and refined goal</li> </ol>
2	Activities that the forum should engage in in support of country-level representation	<ol style="list-style-type: none"> <li>1. Donor mapping</li> <li>2. Resource mobilization strategy</li> <li>3. Communications' strategy</li> <li>4. Designing the gap-analysis for skills</li> </ol>

3	Next steps in ensuring the establishment of a regional CSO CCM forum	<ol style="list-style-type: none"> <li>1. Defining structures</li> <li>2. Determining short-term and long-term needs</li> <li>3. Establishing a Steering Committee to develop a broad discussion document followed by a regional consultation, programme of action, determination of strategies, donor mapping, determination of who is accountable, the accountability framework etcetera</li> <li>4. Developing of a concept-note (RMS, M&amp;E framework, value-proposition)</li> <li>5. Provision of RMS support by the TSF</li> </ol>
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R	Required	Group Nokia
1	Potential challenges and how to address them	<ol style="list-style-type: none"> <li>1. Link between the proposed regional CCM forum and the national CCM: CCM members should use convincing language to persuade regional CCM forums (Role should be played by CSO CCM members)</li> <li>2. Inadequate funding for the planned actions: Resource mobilization particularly from the GF and engage more partners where possible (Role should be played by the secretariat with the support of CCM members?)</li> </ol>
2	Activities that the forum should engage in in support of country-level representation	<ol style="list-style-type: none"> <li>1. Development of strategic documents, like the strategic plan, for the forum</li> <li>2. Sharing of information</li> <li>3. Assessment of capacity</li> </ol>
3	Next steps in ensuring the establishment of a regional CSO CCM forum	The group did not discuss this point

R	Required	Group Apple
1	Potential challenges and how to address them	<ol style="list-style-type: none"> <li>1. Administration capacity to support the SC during the interim period: <ul style="list-style-type: none"> <li>❖ Funding proposal</li> <li>❖ Identification of donor(s)</li> <li>❖ Developing of relevant tools</li> </ul> </li> <li>2. Country ownership and buy-in <ul style="list-style-type: none"> <li>❖ Phase 1 target EAC countries</li> <li>❖ Phase 2 target other Horn of Africa countries</li> <li>❖ Phase 3 target other countries</li> </ul> </li> </ol>
2	Activities that the forum should engage in in support of country-level representation	<ol style="list-style-type: none"> <li>1. Conducting a mapping exercise and constructing a database of CCM CSOs in all member-countries</li> <li>2. Securing co-funding for the forum so that it has its own resources</li> <li>3. Developing best-practices model and sharing cross-country experiences</li> </ol>
3	Next steps in ensuring the establishment of a regional CSO CCM forum	<ol style="list-style-type: none"> <li>1. Finalise TORs for forum</li> <li>2. Constitute the interim Steering Committee, giving them an interim period of 9 months, with clear deliverables</li> <li>3. Organize the launching event including the adoption of the constitution, election of leadership and proper representation</li> </ol>

Gemma, finally, gave each person in attendance time to compare the proposed regional CSO CCM forum to an animal and explain the reason for the choice of that animal.

## **Way-forward**

Olive Mumba, of EANNASO, led the participants in reaching the following resolutions, as part of the way-forward, in realizing a regional CSO CCM forum:

1. Deepening of communication with the hub at EANNASO
2. Finalizing of the TOR through a steering committee made up of:
  - a) Burundi – represented by Fredien
  - b) Ethiopia – represented by Dr Meshesha
  - c) Kenya – represented by Allan Ragi
  - d) Rwanda – represented by Dr Prince Bosco Kanani
  - e) Tanzania – represented by Joan Chamungu
  - f) Uganda – represented by Bharam Namanya
  - g) Zanzibar – represented by Salma Abhoud

The steering committee would lead this initiative in the interim period. The broad understanding was that the role of EANNASO would be limited to facilitation of the steering committee in finalizing the TOR. The committee would then share the revised TOR with the participants. It was hoped that the proposed regional outfit would come-up with clear roles to be played by CSOs as members of the CCMs. It was there necessary to share information and opportunities on regional proposals. The participants urged each other to support the development of the regional forum.

## **Closure of workshop**

Olive Mumba, of EANNASO, remarked that the workshop-programme had come to its end. She thanked the participants for attending and taking active part in the workshop. She thanked her colleagues at EANNASO for the support they had given. She noted that Esta had handled all the logistics to ensure that the participants were comfortable. She also expressed gratitude to Amani for the roles he had played to ensure the workshop succeeded. In her last statements, she urged the participants to recognize that, “It is time to make a difference using the opportunities that we have to ensure that key and affected populations feel that we engage them in all GF processes but to also hold their hand and walk step-by-step together as they

require our support ... it is time to educate members of our communities to empower them so that we are able to deal with the diseases that faces all of us”.

Peter Njane thanked the organisers of the forum. He underscored the need for a regional forum for CCMs noting that the workshop had been an eye-opener. He thanked EANNASO for inviting him, and the other participants, to Tanzania.

The vice-chair of the TNCM/ TAF, Joan Chamungu, stated that she had been impressed with the organization of the workshop. It meant that finally the fruits borne by the CSOs were visible. This, according to her, was evidence that the good work done by the CSOs was finally paying-off. She asked the participants to enjoy the rest of their time or stay in Dar es Salaam.

Mark Ndayiragije, the chair of the board of EANNASO, thanked the participants very much. He was pleased with the way the workshop had been organized. He noted that at the time of his arrival at EANNASO he would not have thought this was possible. He commended the secretariat for having worked well since June 2013. He thanked members of the board noting that their hard work had brought about the growth of EANNASO. He remarked that they drew inspiration from members of the board. Mark also thanked the CSOs for innovative ideas noting that they, CSOs, occupy a central place in the agenda of EANNASO. He concluded his speech by formally bring the workshop to a close. He wished everyone a safe trip back to their workstations.

## **ANNEXES**

### ANNEX 1: Agenda

DAY 1: Tuesday, 26 <sup>th</sup> August 2014		
Time and objective	Activity	Responsible
08:30 – 09:00	Arrival and registration	EANNASO/ TAF
09:00 – 10:30 Introduction and opening	Introduction and objectives	Olive Mumba, EANNASO
	Welcoming remarks	Julius Sabuni, EANNASO Joan Chamungu, TAF
	Opening remarks	Mark Ndayiragije, EANNASO chair
	Epidemic updates in East Africa (HIV, TB and Malaria) and Health Financing updates	Emmanuel Baingana, UNAIDS
10:30 – 11:00	TEA/ HEALTH BREAK	
11:00 – 11:30	Overview of NFM and the roles of CSOs	Russell Rensburg, TSF ESA
	Accountability literacy: What is accountability and how do we get it?	Gemma Oberth, AAI
	Q&A	All
13:00 – 14:00	LUNCH/ HEALTH BREAK	
14:00 – 15:00 CSO coordination for accountability	Sharing of country experiences – NFM and CSO engagement: What roles have CSO/ community CCM representatives played in country dialogues?	Ethiopia, Rwanda, Zanzibar
	Q&A	All

15:00 – 15:15	TEA/ HEALTH BREAK	
15:15 – 17:00  CSO coordination for accountability	GF CCMs and the roles of CSOs	Nelson Otwoma, NEPHAK
	New CCM guidelines in the context of the NFM	Angela Kageni, AIDSPAN
	CSO representation guidelines	Julius Sabuni, EANNASO
	Plenary session	All
17:00 – 19:00  GF-related data-clinic (optional session?)	Demonstrating aspects of GF-related information and data: <ul style="list-style-type: none"> <li>• Global Fund key data-sets</li> <li>• AIDSPAN key data-sets</li> <li>• AITI data-sets</li> </ul>	Angela Kageni, AIDSPAN
DAY 2: Wednesday, 27 <sup>th</sup> August 2014		
08:30 – 09:00	Arrival and registration	EANNASO/ TAF
	Re-cap of DAY 1	EANNASO/ TAF
09:00 – 10:30  Skills-building session: CCMs in the context of the New Funding Model	East African Regional harm-reduction concept	Allan Ragi, KANCO
	Overview of GF concept-note templates and the grant management platform	John Beku, HIV/ AIDS Alliance
	CRG responsive programming (CSS, Rights and Gender)	Dr Yeronimo Mlawa, UNAIDS Olive Mumba, EANNASO
	Technical support providers: opportunities in our region	HIV/AIDS Alliance, TSF ESA, GF CRG, WHO
	Plenary	All
10:30 – 11:00	TEA/ HEALTH BREAK	

11:00 – 13:00 CSO coordination for accountability  Regional CSO CCM Forum: working modalities	Country CSO-GF Coordination and accountability mechanisms	Tanzania, Burundi, Kenya, Uganda
	Plenary discussion	All
	Introduction of a Regional CSO CCM Forum (Rationale, objectives, modus operandi)	Olive Mumba, EANNASO
13:00 – 14:00	LUNCH/ HEALTH BREAK	
14:00 – 16:00  Regional CSO CCM Forum: working modalities	Group-work (TORs and POA)	EANNASO
	Feedback and plenary discussion	All
	Way-forward	
	Closure	
16:00	TEA/ HEALTH BREAK	

## ANNEX 2: List of participants

<b>No.</b>	<b>NAME</b>	<b>ORGANISATION</b>	<b>COUNTRY</b>	<b>MOBILE NUMBER</b>	<b>EMAIL ADDRESS</b>
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