

COPASAH

Debriefing Review and Strategising Future Directions Meet



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CONTENTS

1	Executive Summary	4-5
Day 1		
2	Introduction and Setting the Context	6
3.	Session I: Presentation On COPASAH OD by External Reviewer, Florencia Guerzovich	7-10
4.	Session II: Future Strategic Discussions (1)	11-12
5	Session III: Future Directions (2)	13-15
6.	Session IV: Discussions on Substantive Issues of COPASAH Organization Strengthening: Mission, Shared Values, Form, Membership, Strategies	16-17
Day 2		
7.	Session I: Strengthening Solidarity and Finding Common Ground Introducing Ideas And Opportunities	18-21
8.	Session II: Discussion On Global Symposium	22-24
9.	Session III: Strategizing For Strengthening COPASAH	25
10.	Session IV: Summing up and Action Plans: Major Agreements And Decisions	26-28
11.	Summing Up	29
12.	Annexure I: Schedule	30-32
13.	Annexure II: Presentation of external reviewer	33-36
14.	Annexure III : list of Participants	37

EXECUTIVE SUMMARY

After traversing an unassuming journey of five years, at Community of Practitioners on Accountability and Social Action in Health (COPASAH), it was a significant juncture to look at the future in ways to innovate, evaluate, and strengthen its practices. Thus, in an effort to look ahead, a global consultation to set the future strategic directions of COPASAH was held in Vancouver on November 19, 2016 with key stakeholders of the network. The deliberations provided critical and rich insights for COPASAH's future directions. The focus of the discussions were on the vision of COPASAH, prioritizing and identifying strategic directions as the way ahead for the network, emphasizing that COPASAH is playing a key role in the global ecosystem of accountability and related discourses that is shaped by global policy processes such as the Sustainable Development Goals (SDGs). With the insights gained from this discussion, it was mooted by the core group of COPASAH to hold a review of the network to understand the field of practice, the collective strengths and also to know the challenges that the network is facing as a community of practice in the rapidly changing global and local contexts of policy making in health.

Accordingly, COPASAH commissioned an external review of its processes and organizational mechanisms. The review took place during July-August 2017 through an external reviewer, Florencia Guerzovich and her team. The review took stock of progress to-date of the network and informed about key directions and its mission, structure, and plan of action for the next five to seven years. To take the learning's from the review forward and evolve plans for strengthening of COPASAH, a de-briefing and strategic meeting was convened in Delhi on Sept 6 and 7, 2017. In this meeting the discussions revolved around the recommendations that were provided by the reviewer. Besides this intense discussions were held with a larger group of COPASAH associates and experts to chart pathways for COPASAH's future, expand its outreach thematically at policy level and strengthen its presence regionally as well deepen its presence and responsiveness in the East Southern Africa region. In addition the discussions focused on refurbishing of the oversight SC group suggesting for adequate gender balance and regional representation and strengthening of the guidance manual of COPASAH. The discussions also pivoted on a

global symposium that COPASAH is going to organize in 2019, in collaboration with other like-minded organisations on the proposed theme '**Citizenship, Participation, Governance and Accountability in Health**'.

Day 1- September 6, 2017

INTRODUCTIONS AND SETTING THE CONTEXT

STRATEGIC FUTURE DIRECTIONS – SHARPENING COPASAH'S STRATEGIC DIRECTIONS AND STRENGTHENING SOLIDARITY

The first day of the meet began with an introduction session in which each participant introduced oneself, and shared about work of the organizations and institutions they are affiliated to, their association with COPASAH and expectations from the two day strategic meeting. The participant's main concern was how as practitioners, academicians, researchers and as members of COPASAH the field of practice could be taken forward. Be it by working with the community to help them to be aware of their entitlements and demand the same from the Health systems etc. This was followed by a brief account of the evolution of COPASAH, and an update on the outcome of the Vancouver Strategy Meeting and Review which were outlined by Abhijit Das, Convener COPASAH, Renu Khanna, OD Chair and COPASAH SC member and E. Premdas, COPASAH Global Secretariat Coordinator.

It was outlined by them collectively that COPASAH has traversed a journey of five years since its genesis in 2011 in Johannesburg and in the steady journey in bringing together the field of practice of community practitioners together COPASAH has covered a substantial ground in centre-staging the community centredness and citizen leadership in accountability praxis and discourse. These five years have laid the foundation of realizing the vision and aspiration of COPASAH and the network has evolved as a community, a Southern based community of accountability practitioners. Referring to the Global consultation held in Vancouver in 2016, it was shared that the global consultation brought together experts on social accountability from diverse arenas along with academicians, researchers, accountability practitioners and human rights activists. The Global consultation gave expressions to the creative tensions, plurality of perspectives and diversity of experiences. While reflecting on the OD review it was noted that it is a 'third eye' view to COPASAH.

SESSION I: PRESENTATION ON COPASAH OD BY EXTERNAL REVIEWER, FLORENCIA GUERZOVICH

Moderator: Renu Khanna, COPASAH OD chair and COPASAH SC Member

Following the preliminary introduction sessions and context setting, the Session I of the day witnessed the presentation of the external reviewer, Florencia Guerzovich. She presented the key findings of the OD exercise to the select group of COPASAH internal and external stakeholders in this session. Through her presentation she highlighted the global South footprint of COPASAH and relevance of the network in the current context.



She showcased that COPASAH has evolved rapidly from 2011 to 2017 and has created a global presence, social capital and a good reputation for supporting southern practitioner-led knowledge and learn for social accountability in health but the organizational tensions reflected, a misalignment between the organization, its strategy and context, the weak feedback loops to its southern practitioner membership.



It was elaborated by the presenter that the review discussed three areas of work by COPASAH including capacity building, South-South research, communications and knowledge management, and field building and reflected that there have been strategic iterations over the four phases of COPASA in the six years and it has come forth as a complex and evolving organization. Reflecting further on the network the presenter showcased different set of risks that potentially undermine the sustainability of COPASAH and these require urgent attention and mitigation.

The reviewer through her presentation COPASAH's future development for COPASAH by



pointing towards the challenges and opportunities available to the community and had recommendations and value propositions for the network.

It was emphasized by the presenter that clarifications on the nature and purpose of COPASAH should inform definitions about the organizational structure and implementation of the strategy. In terms of membership the focus should be on the applied value and there should be identification and engagement of the members besides sustained ownership and rhythm of engagement. The presenter also focused upon the funding aspect and suggested to vigorously pursue priority funding sources. In addition she suggested exploring Northern fiscal sponsors also. At the regional level deepening of engagement

within and across the regions was suggested by the presenter. Other recommendations came forth as improvement in by-laws and manual of operation, and mitigation of risks of real and perceived asymmetries of power and conflicts of interests within the network.

For immediate future of COPASAH the presenter put forth some suggestions and areas to consider such as the symposium, re-engaging in membership, responsiveness vis-à-vis ESA mapping, and creating ownership of the Thematic Hubs, values and links to regions/membership and codifying processes of COPASAH. *(The detailed presentation can be accessed in Annexure II)*

Questions, Comments from the Participants

Presentation of the external reviewer led to some discussions in the larger group of COPASAH and the group of participants had some questions and comments on the findings made by the presenter. Some of the queries and comments made are:

- How the three phases of COPASAH have been in its six year journey, since its inception?
- How the future of COPASAH can be viewed in the current political context?
- What was the extent of donors, membership etc. in COPASAH?
- What global presence does COPASAH have on achieving a common understanding of health issues?
- What is COPASAH's concrete action of social accountability?
- If COPASAH positions itself to right to health, how has its engagement been with People's Health Movement. Is the name a problem, community health practitioners-exchange of learning, global discourse of social accountability?
- What is the role of academicians, how does COPASAH see involving them within the context and work of COPASAH?
- Has there been a constant dialogue or discussion within the core members of COAPASAH about the vision and goals of COPASAH and what the future goal of COPASAH?

- It should be decided what COPASAH wants to focus on, and what it wants to advocate at the global level. On the local front, the network first needs to mobilize people and to build capacities of people.
- It was outlined by Masuma Mamdani from IFI, Tanzania that when one speaks about capacity building, one should understand that whose capacities are being built. One needs to need to be careful about such statements, she emphasized. The power dynamics need to be clear, when such statements are made as one is also getting into the notion of Superior vs. Inferior.

SESSION II: FUTURE STRATEGIC DISCUSSIONS (1)

Moderator: Renu Khanna, ODC Chair and COPASAH SC Member

Following the presentation of the external reviewer the second session for the day focused on future strategic discussions for COPASAH. Some participants elaborated their suggestions on how COPASAH could be strengthened and mooted the challenges ahead for COPASAH. The suggestions came forth as:

- There should be no communication gap between the members of COPASAH. The rationale of COPASAH should be clear to its members. The purpose and process of social accountability should be clear and should focus on getting an identity (sharing of common principles among the members), forming coalitions etc. Active participation of COPASAH members was also suggested.
- A concern was raised by one of the participant, pertaining to the underlying difference between **Individual and COPASAH**, it was queried how balance can be achieved between these two dimensions. There is always a struggle between formalized ways and in-formalized ways in which COPASAH functions, it was pointed out.
- Patrick Ojulong, from AGHA Uganda, raised the point of the future prospects of COPASAH. He enquired whether COPASAH intended to move globally only towards Advocacy or does it intend to remain as a community of practitioners. Also he asked whether Social accountability was just a means to empower communities. Patrick also had a question on whether COPASAH intended to change the Global picture.
- A participant reflected upon the global discourse of social accountability and queried how advocacy partnerships can be formed. An example was cited by the participant about the domain of women's health rights, and it was suggested that the field of women's rights has always been much grounded and the kind of advocacy that was required in it, could not be achieved. It was opined by the participant that when the future of COPASAH is being strategized, the local struggles and problems tend to lose its grip there and cautioned that there is a need to be well aware of the structural problems here.

- A participant noted that advocacy is different from community practice and also different within civil society and beyond civil society. The participant also outlined that when speaking of values it is necessary to understand how much progress these values have made and also it is necessary to decipher as to what understanding one has about our practice and praxis.
- In the closing note the deliberations focused on how members of COPASAH can keep themselves engaged in the whole enterprise of global prophecies and with the ever changing political conditions across the globe. It was also suggested that the vision and mission of COPASAH should be clear among the members of COPASAH and to have an understanding of the whole notion of structures, processes and the complex social web under which the network exists is also necessary. In this discussion the difference between Global Advocacy and Global Engagement was also highlighted.

SESSION III: FUTURE STRATEGIC DISCUSSIONS (2)

STRATEGIC AND CRITICAL REFLECTIONS: REGIONAL REPRESENTATIVES, ASSOCIATES ON STRENGTHENING ALLIANCES AND FINDING COMMON GROUND

Moderator: Walter Flores, CEGSS (Guatemala) and COPASAH SC Member

In the third session for the day, the focus was on regional presence of COPASAH and deliberations centered on the regional issues and engagements, challenges and the future directions for COPASAH in the respective regions. Regional representatives shared their experiences, reflections and strategies for COPASAH in the regions.

LATIN AMERICAN REGION (PERU AND GUATEMALA)

Walter Flores from CEGSS, Guatemala reflected that COPASAH can take lead for social accountability in the Latin American region and explore the domain of marginalized populations and Sustainable Development Goals (SDG'S). He raised some questions like

- Users of Public service, to navigate systems
- No one is providing electronic platforms
- How do we take into account observations of the organizations working on the ground

SOUTH ASIA REGION

Different representatives from the South Asia region voiced their opinion on the position of COPASAH in the region and the strategic directions COPASAH could follow. It was noted by the participants that it is necessary to have an understanding of the particular fields of practice within organizations in the region.

Jashodhara Dasgupta, Senior Adviser, SAHAYOG (India) raised a concern of lack of funding for the accountability in the Indian subcontinent. In the view of lack of funds, she queried that could COPASAH be viewed as a financial organization in such a scenario and also opined that there is need to see the network beyond that also. She pointed to viewing

from the lens of system of entitlements and elaborated that community based monitoring comes under the framework of this system. She cited example of the organization SAHAYOG which has carried out community based monitoring (CBM) and outlined that CBM has helped young adolescent girls and women to demand and claim their entitlements and negotiate for their rights with different stakeholders. She added that in this venture it was an experience about doing community based monitoring of social determinants of health and going beyond the health systems. As future pathways she suggested for making the youth take up the lead in taking the way forward and also initiate working for the marginalized communities like manual scavengers and sex workers etc. She also suggested for providing trainings for collectives and networks and for a shared reflection to partake strategic learnings out of these workshops or training sessions.

K B Obalesh from Thamate (India), a community based organization working for the rights and dignity of manual scavengers showcased a presentation on the situation of manual scavengers in India. Embedding the discussion of the rights of the marginalized sections like the manual scavengers, in the Dalit movement in India, he highlighted upon the continued discrimination on caste based occupations inspite of strong legislation. He spoke about the association of Thamate with COPASAH and the experiences gained by being part of different capacity building activities and initiatives of COPASAH. He illustrated that initially they were not aware of the various techniques and tools which could be utilized for documentation of the evidences to show the ground realities of caste based discrimination, indignity, lack of access different entitlements that the manual scavengers are facing. With different ICT based capacity building trainings conducted by COPASAH, Thamate practitioners were able to document and gather evidence of denials and use it for negotiation of rights of manual scavengers. He suggested that COPASAH as a network could provide support to organizations like Thamate to move forward and also suggest pathways for evidence based advocacy.

While sharing the experiences of the organization of Naripokkho's association with COPASAH, Shireen Huq from Nariphokkho Bangladesh, reflected that COPASAH is viewed by the organization as a platform for practitioners to help out on the training front. She opined that COPASAH can be used as a platform for coming together to learn, share

knowledge and skills from the network. She added COPASAH as a network can help for the work on ground; help in expansion of work on community based monitoring and so on, besides providing with strategic inputs to move forward and also play a role in influencing policies.

Abhay Shukla, from SATHI (India) and SC member of COPASAH, pointed out concerns of formulating trainings and workshops for practitioners at the regional level. He opined that it could be a challenging task for COPASAH to organize such trainings and there are constricted spaces of social accountability and the budgets would also be required to be created for it. He added that deliberations were required on the way forward and there was also a need to understand the strategies for COPASAH to take responsibility and help the South Asian countries.

EAST SOUTHERN AFRICA REGION

Geoffrey, Freelance Consultant from Uganda noted that it was essential to understand the benefits of COPASAH. Moses Mulumba, from CEHURD, Uganda added that it was significant to understand the language, in which one talks about COPASAH, and it is also significant to define the ideology and the institution by which we need to work. He also suggested that it was also important to understand the thematic and the regional variations in COPASAH.

The agreed view of the larger group of participants was that there is a need to question and deliberate whether COPASAH can also become a platform where group members can provide trainings for capacity building.

SESSION IV: DISCUSSIONS ON SUBSTANTIVE ISSUES OF COPASAH ORGANIZATION STRENGTHENING: MISSION, SHARED VALUES, FORM, MEMBERSHIP, STRATEGIES

Moderator: Abhijit Das, CHSJ, Convener COPASAH

Abhijit Das, convener of COPASAH initiated the discussion in this session. While deliberating over the issue of regions he reflected that the regions would have also to think for themselves. Different comments, questions and opinions were voiced on the mission, vision, shared values and membership of COPASAH by the participant members. The larger views of the group were:

Mission: On the mission front the larger viewpoint was how COPASAH as a practitioner's network, through the process of social accountability or social action could counter the existing system.

Shared Values: It was mooted on shared values that a clear understanding of the processes, contextual understanding needs to be there apart from a shared value and concerns among members.

Membership: On the membership front the larger concern was how to ensure the participation of members of COPASAH. It was also pointed out that it is significant to deliberate as where we see ourselves and where do we intend to go in future and what are the expectations from the group members.

Strategies: It was advocated that documentation is a key significant strategy. While documenting the work and experiences from the field, it needs to be taken into consideration that documentation is done and more comparative work is also done, as evidences can be significant when the difference across the nation are also documented.

Other suggestions noted by the participants include:

- The need for community reviews and need for publications
- Broadening the domain of the work that can be included in social accountability
- The need to understand the role academia could play from Global South in COPASAH

- To understand the differences between 'Researchers and Practitioners' and creating a balance between Researchers and Practitioners. Besides this do the ground work and formulate few success case stories of the work done on ground.
- Discuss different perspectives and different expectations
- Identify the need to nurture, strengthen and promote active citizenship to make health systems responsive, equitable and people centered.
- Five years from now strengthen citizenship, participation and governance
- Support the building of Knowledge of ground work around citizenship in health
- Highlight the importance of community accountability and involvement in Public Health
- It was also suggested that as a group if the network aspired to make advancements in the health domain then it may have to narrow down the approach

Funding

- The issue was also discussed and queries were raised as would funding lead to the formalization of the organization or what form of structure are we looking and aspiring for making COPASAH formal?

DAY 2: SEPTEMBER 7, 2017: STRATEGIC FUTURE DIRECTIONS – SHARPENING COPASAH'S STRATEGIC DIRECTIONS AND STRENGTHENING SOLIDARITY

SESSION I: STRENGTHENING SOLIDARITY AND FINDING COMMON GROUND INTRODUCING IDEAS AND OPPORTUNITIES

Moderator: Ariel Frisancho, CMMB (Peru), COPASAH SC member

The second day of the meet started on a note of discussion on the three thematic hubs of COPASAH i.e. the Reproductive/Maternal Health and Accountability; Private Medical Sector and Accountability and Indigenous People's Rights and Accountability. Besides this the strategies to mark future directions and pathways for COPASAH as well building solidarity with different stakeholders and alliances were also discussed.

Coordinator for each of the thematic hubs of COPASAH oriented the group of participants' on the purpose of the respective thematic hubs. Besides this the coordinators apprised the larger group about the constituents of the hubs, and plans to take thematic hubs forward, and also oriented on the aspect how each thematic hub raises questions of different processes. The coordinators also invited the participants to join the respective thematic hubs and sought suggestions for consultations for the thematic hubs contributions in COPASAH Global Symposium to be held in February 2019.

REPRODUCTIVE/MATERNAL HEALTH AND ACCOUNTABILITY THEMATIC HUB

Presenter: Sana Contractor, CHSJ (India)

Sana Contractor from, CHSJ coordinating the Reproductive/Maternal Health and Accountability Thematic Hub briefly oriented the participants on the thematic hub. She said that the hub was conceptualized with the logic that programming has mostly been around North and at the central level of the globe and it has been directed by targeting the marginalized communities, demanding accountability at the national and local level. She added that profound thoughts have gone into the conceptualization of the hub and different concerns were taken into account while discussion on the development of the hub like facts on what women get vs. what they are getting, the social accountability practices, concerns on whether the hub should be restricted to maternal health and family planning or should it go beyond this and concerns how voices could be visualized. It was also considered that

the role of academicians is very important in the hub. Besides this it has also been considered that Community led practices is something we need to take into account whether advocacy should be one of the things to influence the global policy

INDIGENOUS PEOPLE'S RIGHTS AND ACCOUNTABILITY

Presenter: Walter Flores, CEGSS (Guatemala)

Walter Flores while orienting on the thematic hub of Indigenous People's Rights and Accountability outlined that as practitioners the focus cannot be on health in isolation, there is a need to incorporate other social determinants of health. Within health also the focus should be on social inclusion of indigenous people and understanding individual right to health. The thematic hub ideates from this understanding of rights, he added. Flores noted that there is a need to start engaging with hegemonic narratives and also the need to initiate a discussion on and about discrimination, social determinants of health, social inclusion etc. He added that there was a need to understand the current thinking of organizations at the global level like the UN. He also outlined the need of understanding the new safe guards for indigenous population as well that of influencing the narratives on the Sustainable Development Goals (SDGs) and the need to engage with the communities and practitioners working on ground.

PRIVATE MEDICAL SECTOR AND ACCOUNTABILITY

Presenter: Abhay Shukla, Pune, SATHI (India)

Abhay Shukla oriented on the thematic hub of Private Medical sector and accountability. He outlined that the hub deals with the commercialization of the Private medical sector, and it strives to look forward how as COPASAH members through this thematic hub accountability of the private medical sector can be ensured to the people and patient's rights be claimed. He also shared the work being carried on by the organization SATHI in Maharashtra and at different levels in India in ensuring the accountability of the private medical sector.

Different questions, comments and queries were raised by the larger group of participants on the presentations made by the three thematic hub coordinators, which include:

- How can accountability be demanded from the Private sector and what is the alternative framework of regulation?
- How can a comparative approach be formulated across the three thematic hubs?
- How to include the unwanted term for reproductive health and maternal health?
- It was queried by a participant that in the indigenous people's rights and accountability hub can other marginalized communities be included, or can other marginalized communities based on caste be included and these made applicable across regions of COPASAH ?
- Where do the hubs see themselves going forward in their specific themes? What would be the value addition to move forward with these three hubs and why would others like to engage with COPASAH as there are other forums and networks as well? Why would the strategic allies want to join this network?
- The private practitioners hub is a relatively new area, does the thematic hub bring about a difference among the private practitioners who charge more? And how to encourage people to open about the malpractices that are prevalent in the private sector of medical practice?
- Beyond the Global South, what are the forces that take these hubs forward, as there has been a growth of private medical sector and venture capital has made these sectors, a machine to mint money from the individual?
- Abhijit Das, Convener COPASAH reflected upon why COPASAH should engage, how does it link to community participation, how does COPASAH add value to the work going beyond individual organizations phenomena and how does COPASAH create its niche. As all the three thematic hubs are extremely compelling areas.
- Geoffrey, Uganda asked the question on why the Private medical sector, accountability of private medical sector should be included.

Queries of the participants were responded to by the thematic hub coordinators:

- On the maternal Reproductive/Maternal Health and Accountability Thematic Hub, Sana Contractor responded that the uniqueness of this thematic hub was that it was looking at maternal health and reproduction together.
- Walter Flores coordinator for the Indigenous People's Rights, thematic hub described that it was noteworthy to understand the importance of Accountability. He added that it was not only engagement with research but there is a need to go beyond it. He outlined that there was a need to meet with the practitioners as well, especially community practitioners, and by demonstrating evidence, the hub aimed to build a national network and the reach out to international organizations was for funding.
- The mandate of the thematic hub was not providing a solution, doing research but what kind of research are we talking about. The realistic mandate of the hub should be clear; it needs to be translated into simple language.
- Advocacy can be done at every level, why do we always see advocacy at global levels.

Following the presentations by the thematic hub coordinators, few suggestions were made by the larger group of participants and experts, which include

- Formation of a group which links the three thematic hubs together
- Discussion over issues that what new is being brought to the three thematic hubs
- The idea of legalizing litigation mechanisms

SESSION II: DISCUSSION ON GLOBAL SYMPOSIUM

Moderator: Renu Khanna, COPASAH OD Chair and COPASAH SC member

The discussion in this session focused primarily on a Global Symposium to be held by COPASAH in association with its alliances on the theme of Accountability and related issues. The discussions in the session began with citing the importance of the platforms such as symposiums. It came to fore through the discussions that practitioners are engaged in discussions and debates but such platforms provide a space for learning's to be shared and these are a part of field building and attempt to consolidate everything together.

Few points were also flagged for the design of the Global Symposium (GS) that

- There should be equal representation of the members from regions
- People should be engaged through different audio-visual apps in the GS
- Diverse themes for Global Symposium were suggested as Sustainable development Goals (SDGs) Reproductive health and maternal health, Rights of Indigenous people, Private sector accountability etc.
- It was also suggested for involving and engaging key individuals working on different themes in the GS
- An Organizing committee was suggested for the GS, which would focus on providing support in organizing the events and managing other logistics etc.

Significant inputs were given by the larger group of participants for the GS

- Ariel Frisancho, CMMB, Peru noted highlighted upon the importance of gathering people from various walks of life working on health rights or working with marginalized communities in the GS, he noted that, 'we have to capture the voices of people.'
- A concern was also expressed by Walter Flores, of capacity of COPASAH for organizing the GS.

- Geoffrey Opio Atim, Uganda noted that numbers weren't that significant for the GS, but the focus would be more important on what kind of added value the symposiums will be for COPASAH. There are different platforms where practitioners are communicating with each other, so the need of the hour was to focus on what COPASAH would be providing that would be out of the box through the GS. He added that it was also significant to focus on the impact and critical kind of participation in the GS.
- Anuj Kapilashrami, University of Edinburgh pointed that a well thought out time planning was required for the GS. She also cautioned on selecting the forums for the GS and also highlighted the need to establish the thematic strands that would be focused on in the GS.
- Moses Mulumba, CEHURD, Uganda raised a question on how COPASAH intended to focus on Social action and Social Accountability in the GS and what was the value of the GS?
- Abhijit Das, Convener COPASAH pointed out few of the objectives of the Symposium. He added that the meet attempted to create more ownership of the symposium and suggested for creating a normative framework for the GS.
- Walter Flores, CEGSS, Guatemala pointed towards conducting bigger events and gathering people for the Symposium.
- Suggestions also came from participants on taking into consideration the multiple crisis for the GS and also have an understanding the neo-liberal attacks focus more narrowly on health different state and international organizations, whom are we targeting, is it only health practitioners
- It was mooted by the group that at least four sub-themes could be explored in the Symposium and SDG'S were significant for a cross -sectoral understanding of issues. The Public -Private medical sectors could be explored and was also significant to include the ideas of citizenship. Writing blogs on various themes would also add visibility to the network, it was suggested.

- What is the purpose of COPASAH can we create common platforms, does it allow future platform to be created, thematic hubs and prophecies, Liverpool conference they have to be used very strategically.

SESSION III: STRATEGIZING FOR STRENGTHENING COPASAH

Moderator: Abhay Shukla, SATHI (India) and COPASAH SC Member

The discussions in this session premised around different strategies that could be implemented to strengthen COPASAH in the future. The suggestions, comments and viewpoints came as:

- It was suggested that to strengthen COPASAH it was necessary to have constant dialogues within members, either through Skype, calls etc.
- Identification of the themes and conducting meetings and discussions in regions as an initiating point
- Conducting larger meetings in various regions and understanding own capacities
- Understanding the bottom up approach, grassroots level analysis and conducting brief situational analysis
- Renu Khanna, COPASAH OD chair and SC member stressed conducting webinars and developing a multi country panel of experts and practitioners, further open it up to other South Asian countries as well.
- Another suggestion came forth for virtual seminars, where tool sharing, conducting small exercises with shared agendas could be done. It was also suggested for designating a person in-charge who could disseminate the discussions in the virtual seminars and could communicate the same to all the members. It was pointed that sending minutes of the discussions and communication was quite significant.
- Corroborating on the advantage of networks it was suggested that the networks help to gather people and develop an outreach of people. It was also shared that conducting strategic seminars would be significant besides having exchanges between Global South and Global North.

SESSION IV: SUMMING UP AND ACTION PLANS: MAJOR AGREEMENTS AND DECISIONS

Moderator: Renu Khanna, COPASAH OD Chair and SC COPASAH member

This session focused upon taking major decisions and agreements on the various issues in meet besides summing the two days meet.

FORMULATING GUIDELINES ON OPERATION MANUAL FOR COPASAH

The SC members, COPASAH Global Convener and the Organizational Development (OD) Chair, Renu Khanna discussed with the larger group on the point of formulating guidelines on operation manual guidelines of COPASAH. A team was convened after discussions that would formulate the guidelines on operation manual for COPASAH under the leadership of Renu Khanna. Members who volunteered for this process under the leadership of Renu Khanna include:

- **Lead** -Renu Khanna (COPASAH OD chair and SC member)
- Moses Mulumba (CEHURD, Uganda)
- Shanta Laxmi Shreshtha (BBC, Nepal)
- Tracy Woodman (Health Alliance International, University of Washington)

2. GLOBAL SYMPOSIUM, 2019

There was a common agreement in the strategy meeting that the Global Symposium (GS) would be held around February, 2019 in association with different alliances. An Organizing Committee for the GS was formed and volunteers invited which include, Geoffrey Opio Atim, Uganda and Anuradha Joshi, from IDS volunteered to be a reviewer.

3. **EAST SOUTHERN AFRICA REGION**

A Provisional Convening Group for the East Southern Africa (ESA) region was formed during the discussions of regions. It was unanimously agreed that Moses Mulumba from CEHURD (Uganda) would lead the provisional convening group

- **Lead** – Moses Mulumba (CEHURD, Uganda)
- Masuma Mamdani (Ifakara Health Institute, Tanzania)
- Patrick Ojulong (AGHA, Uganda)
- Geoffrey Opio Atim (Uganda)

The group reflected that PSAM would also be part of the convening group, and active member from Zambia was also to be invited in the group.

i. Mandate: The mandate agreed for the region was that the team would hold a consultation in the region with key persons to strengthen COPASAH and take it forward.

ii. Online Discussion: The Provisional Committee proposed for an online discussion to propose a way forward.

4. **ESA REPRESENTATIVE IN THE GLOBAL STEERING COMMITTEE**

The ESA region member representatives Geoffrey, Patrick and Masuma unanimously proposed Moses Mulumba from CEHURD, Uganda as the ESA representative in the COPASAH Global Steering Committee and Moses accepted the nomination.

5. **LATIN AMERICAN REGION**

- It was agreed that the Latin American Regional node of practice of COPASAH would include Guatemala, Peru, Columbia and Mexico.
- The new leadership emerging from Peru and Guatemala will be mentored to be Global SC members.

6. STRENGTHENING AND CONSOLIDATING THE COPASAH SC

- It was agreed in principle that new regions should be represented in the Steering Committee and there should be a balance in the representation
- It was cited that there was overrepresentation from India. COPASAH SC from India, Abhay Shukla proposed to step down from the COPASAH Global Steering Committee. (It was proposed that the issue of Abhay Shukla stepping down be taken on after the Global Symposium)
- Representation from the Balkans (East Europe & Macedonia) was proposed and agreed upon
- In the South Asia region it was proposed to have representation from outside India also.

7. NORMS AND CRITERIA PROPOSED FOR INCLUSION OF MEMBERS IN COPASAH STEERING COMMITTEE

Norms and criteria were also proposed for inclusion on new members in the COPASAH SC. The focus was on maintaining a gender balance, representations from all regions and association with accountability practice apart from other criteria. The norms and criteria proposed are:

- i. Person should be engaged with practice and practitioners
- ii. Regional representation should be there
- iii. Gender balance in the SC
- iv. Engagement with COPASAH for considerable amount of time
- v. Belongs to an organization or network in the region
- vi. SC members should be recommended by regions or themes/Thematic Hubs
- vii. A person also to represent the knowledge building space (research/Academia) in the SC
- viii. At-least one person should be representing social movements
- ix. Number of the SC to be around **7-10**

SUMMING UP:

The summing up session of the two day strategic meeting focused upon the Strategic Action Plan for COPASAH which proposed to include the major decisions and agreement points. It was suggested by the participants that it was significant to take into consideration that how COPASAH as a network and the members could help each other and respective organizations working in the health domain and working for the health rights in the present social-political climate. The two day strategic meet concluded with a vote of thanks from the COPASAH Global Secretariat Coordinator, E. Premdas Pinto.

ANNEXURE I: SCHEDULE

SCHEDULE OF THE COPASAH DEBRIEFING REVIEW AND STRATEGISING FUTURE DIRECTIONS

- **Date:** September 6 & 7, 2017
- **Venue:** Silver Ferns, Saket, Delhi
- **Chair:** Renu Khanna (OD Committee Chair)
- **Participants:** SC Members & COPASAH Secretariat, practitioners, associates and special invitees

September 6, 2017: Strategic future directions – Sharpening COPASAH’s strategic directions and strengthening solidarity

Objectives

- **Presentation of the strategic review findings to the broader core group and associates of COPASAH**
- **To facilitate critical discussions in the associates of COPASAH on the future directions and strengthening of COPASAH alliances**
- **To discuss and finalize on the Global Symposium of COPASAH**

9.30 – 10.30	Welcome Introductions Setting the context (including brief account of the evolution of COPASAH, the Vancouver meeting & Review)	Abhijit Das Renu Premdas
10.30 – 11.30: Session 1	Presentation/discussion	Moderator: Renu Presenter: Florencia
11.30 – 11.45 : Break		
11.45 – 13.15 : Session 2	Future Strategic Discussions (1) – moderated discussion on COPASAH	Moderator: Renu Presenter: Florencia
13.15 – 14.00 : Lunch Break		
14.00 – 15.30:	Future directions (2) Strategic and	

Session 3	critical Reflections: Regional representatives, associates on strengthening alliances and finding common ground <ul style="list-style-type: none"> • ESA region • South Asia • Health Movement/civil society collaborations • Latin America • Academic associates 	Moderator: Walter Flores
15.30 15.45 : Break		
15.45 – 17.30: Session 4	Discussions on substantive issues of COPASAH organisation strengthening : Mission, shared values, form, membership, strategies etc.	Moderator: Abhijit Das
17.30 – 18.00	Summarizing and wrap up	Moderator: Renu
20.00 – 22.00	Organized Dinner Departure - 19.30	Venue: COASTAL Hauz Khas

September 7, 2017: Strategic Future Directions – Sharpening COPASAH’s strategic directions and strengthening Solidarity

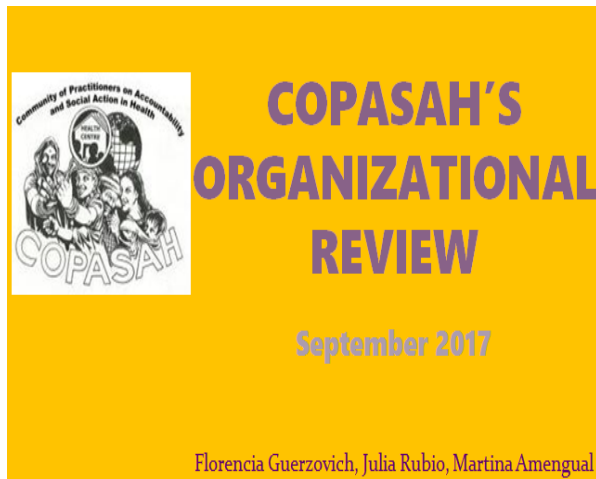
9.30 – 11.00	Strengthening Solidarity and Finding common ground Introducing Ideas and opportunities: <ul style="list-style-type: none"> • Thematic Hubs 	Moderator: Ariel Thematic Hub 1: Sana (Repro-Maternal H&A) Thematic Hub 2: Walter (Indigenous People & Acc) Thematic 3: Abhay (Private Medical Sector & A)
11.00 – 11.15 : Break		
11.15 – 13.00 : Session 2	Discussion on Global Symposium	Moderator: Renu Presentation: Abhijit & Premdas
13.00 – 14.00 : Lunch Break		
14.00 – 15.45: Session 3	Strategising for strengthening COPASAH	Moderator: Abhay
15.45 – 16.00 : Break		

16.00 – 17.30: Session 4	Summing up and Action Plans: Deadlines and responsibilities	Moderator: Renu
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Secretariat Team: E. Premdas, Surekha and Sambit

Rapporteur: Eashani

ANNEXURE II: PRESENTATION OF EXTERNAL REVIEWER (FLORENCIA GUERZOVICH)



COPASAH HAS CREATED A GLOBAL PRESENCE, SOCIAL CAPITAL & A GOOD REPUTATION FOR SUPPORTING SOUTHERN PRACTITIONER-LED K&L FOR SOCIAL ACCOUNTABILITY IN HEALTH.

BUT THE ORGANIZATIONAL TENSIONS REFLECT:

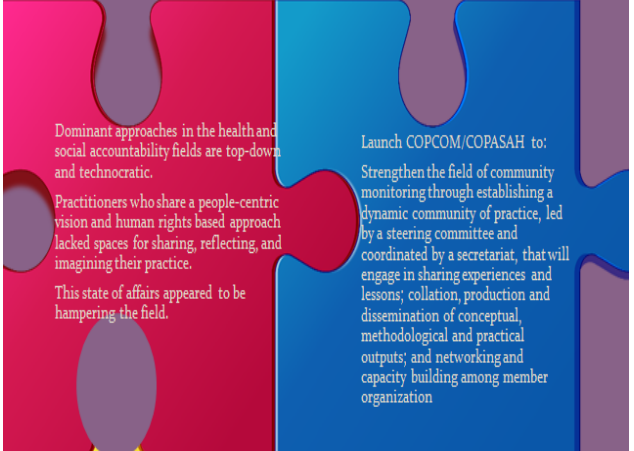
- A MISALIGNMENT BETWEEN THE ORGANIZATION, ITS STRATEGY & CONTEXT.
- THE WEAK FEEDBACK LOOPS TO ITS SOUTHERN PRACTITIONER MEMBERSHIP

COMPARATIVE ADVANTAGE



- No comparable Southern-based organization, bringing together community grounded practitioners to strengthen social accountability in health.
- Key strength are its principal stakeholders - practitioners of accountability across diverse cultural and political contexts.

COPASAH AS PROBLEM-SOLVING



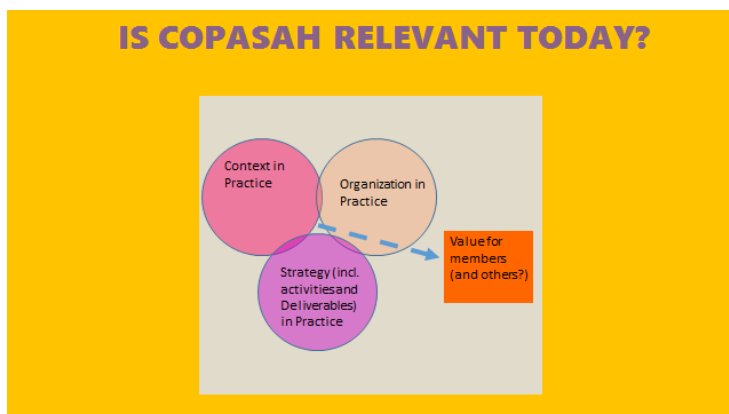
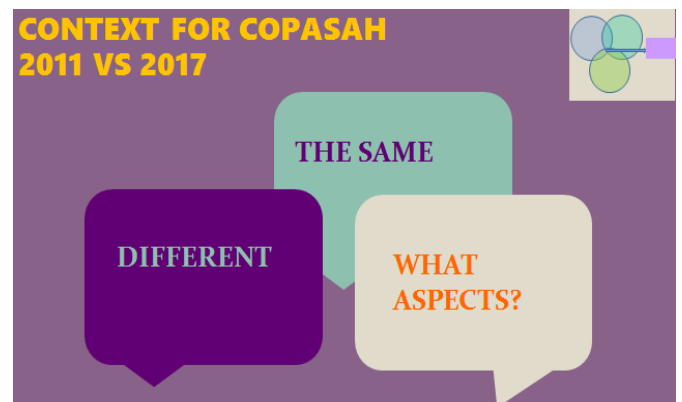
Dominant approaches in the health and social accountability fields are top-down and technocratic.

Practitioners who share a people-centric vision and human rights based approach lacked spaces for sharing, reflecting, and imagining their practice.

This state of affairs appeared to be hampering the field.

Launch COPCOM/COPASAH to:

Strengthen the field of community monitoring through establishing a dynamic community of practice, led by a steering committee and coordinated by a secretariat, that will engage in sharing experiences and lessons; collation, production and dissemination of conceptual, methodological and practical outputs; and networking and capacity building among member organization



Capacity Building EXAMPLES OF VALUE FOR MEMBERS

- Learning visits has allowed us to think differently while strategizing about our work at the community level
- COPASAH helped position a member's work and grow relationships that are conducive for work opportunities
- Informed a grant-making decision to support the work of organizations in Loreto. Peruvian practitioners found synergies and tricks of the trade with the practice of Guatemalan practitioners
- "We did not know about these tools. We did not know how to demand our rights ... We see small changes, create self-confidence ... We are motivated to use this methodology not just in health but in other areas"

Capacity Building

EFFECTIVENESS: WHAT FACTORS MATTER?

YES

BUT

Geographical, logistical, technological, cultural, and language challenges
Regional coordinators tend to be busy individuals. Their organizations can also compete with COPASAH (Weak feedback loops between members, regional coordinators; the Secretariat and the Steering Committee. Limited Funding

REGIONAL VARIATIONS IN CIVIL SOCIETY CONTEXT, POLITICS, AND ORGANIZATION MATTER MORE THAN COPASAH'S PLANS SUGGEST

Capacity Building

MANAGING REGIONAL VARIATION



- CONTEXTUALLY RELEVANT STRATEGIES (INFORMED BY CIVIL SOCIETY DYNAMICS)
- WHAT IS EQUALITY?
- HOW TO ADDRESS CROSS-REGIONAL ASSYMETRIES OF POWER & RESOURCES (OR PERCEPTIONS OF)?
- VALUE OF DIVERSITY?

Field Building

A COPASAH III INNOVATION



Field Building

WHICH INTERFACE DO YOU PRIORITIZE?



RISKS

Strategic

Financial



Institutional

Operational

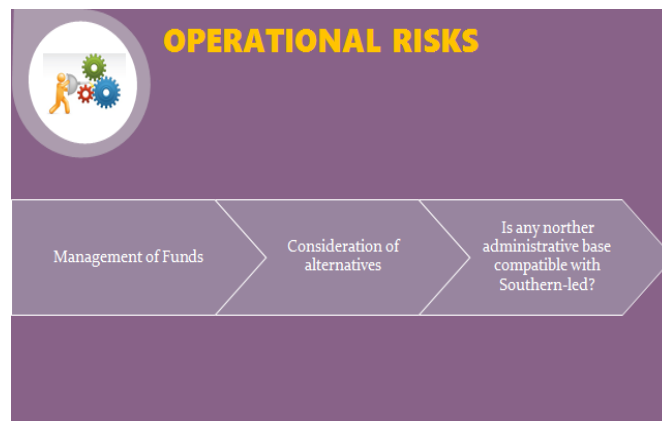


STRATEGIC RISKS

Addition of activities, but unclear there is a single portfolio?

No common understanding of COPASAH's mission & unique value add to its key constituencies

Risk mitigation for different strategic choices?



RECOMMENDATIONS & VALUE PROPOSITION

Clarifications on the nature and purpose of COPASAH should inform definitions about the organizational structure and implementation of the strategy

Members: Focus on the applied value. Prioritize identification and engagement. Sustain ownership. Rhythm of engagement	Vigorously pursue priority funding sources	Codify and improve by-laws and manual of operation, mitigating risks of real and perceived asymmetries of power and conflicts of interests
	Deepen the engagement within and across regions.	Explore Northern fiscal sponsor.



WHAT TO DO NOW?

Can the design and lead up to the symposium re-engage membership?	How to create ownership of the Thematic Hubs, values and links to regions/membership)?
Responsiveness vis-à-vis ESA mapping	Nuanced understanding of the funding footprint and trade-offs. Talk with funders early!
	Codify processes, lever MEL

ANNEXURE III: LIST OF PARTICIPANTS

S.No	Name	Institution/Organization
1.	Abhay Shukla	COPASAH SC member, SATHI-India
2.	Abhijit Das	COPASAH Convener, CHSJ - India
3.	Anuj Kapilashrami	University of Edinburgh, Scotland
4.	Anuradha Joshi	Institute of Development studies
5.	Ariel Frisancho	COPASAH SC member CARE, Peru
6.	E. Premdas Pinto	COPASAH Secretariat Coordinator, CHSJ India
7.	Eashani Malhotra	Rapporteur, CHSJ India
8.	Florencia Guerzovich	COPASAH OD Reviewer, Argentina
9.	Geoffrey Opio Atim	Independent Consultant, Uganda
10.	Jashodhara Dasgupta	SAHAYOG, India
11.	K B Obalesh	Thamate, India
12.	Marta Schaaf,	Columbia University, USA
13.	Masuma Mamdani	Ifakara Health Institute, Tanzania
14.	Moses Mulumba	CEHURD, Uganda
15.	Patrick Ojulong	AGHA, Uganda
16.	Renu Khanna	COPASAH OD Chair, COPASAH SC member, SAHAJ-India
17.	Sambit Mohanty	COPASAH Secretariat, CHSJ-India
18.	Sana Contractor	CHSJ, India
19.	Shanta Laxmi Shrestha	Beyond Beijing Committee(BBC), Nepal
20.	Shireen P Huq	Naripokkho, Bangladesh
21.	Surekha Dhaleta	COPASAH Secretariat, CHSJ-India
22.	Tracy Woodman	Health Alliance International, USA
23.	Walter Flores	COPASAH SC Member, CEGSS, Guatemala

