

GFF Civil Society Orientation Workshop

Lilongwe, Malawi

July 23-25, 2018

WORKSHOP REPORT¹



**MALAWI CIVIL SOCIETY GLOBAL FINANCING ORIENTATION WORKSHOP
23-25 JULY 2018, SUNBIRD CAPITAL HOTEL, LILONGWE**

¹ Report written by Maty Dia, Independent Consultant and lead workshop facilitator.

Introduction

Malawi joined the GFF in November 2017 to improve health and nutrition of Malawian people, especially women, children and adolescents, and has officially launched the GFF on August 16, 2018.

To foster early participation and engagement of Malawian Civil Society Organizations (CSOs) in the GFF process, PAI on behalf of the global Civil Society Coordinating Group on the GFF (CSCG), supported an interim Malawi CSO GFF Platform leadership team² to host a national GFF CSO workshop in Lilongwe-Malawi, July 23rd to 25th. This meeting drew on the experience of GFF CSO Coalition building in Senegal, Cameroon and other countries.

This report provides a synthesis of the main issues covered during the workshop and highlights key areas, priorities and next steps.

Workshop objectives

The overall purpose of the workshop was to strengthen CSOs understanding of the GFF at global and local level, with regards to structuring a health CSO coalition and defining a harmonized and coordinated approach for national civil society engagement in the GFF process. The workshop specific objectives were to:

1. Map the GFF processes in Malawi and opportunities for CSO engagement
2. Create a unified, effective CSO GFF platform in Malawi
3. Develop a CSO an advocacy action plan, and/or joint communication strategy for civil society engagement in GFF.

The first two workshop objectives were achieved: Participants have an understanding of the GFF process in Malawi (Part I), and established a unified GFF CSO platform with governance structure (Part II). The CSO platform began developing a GFF action plan (summarized in Part III), but more time and facilitation support is needed to refine the objectives and activities.

Participants

The workshop was attended by 35-40 people, mainly CSOs from local organizations. Sectors represented included health, media, research, youth and education. There was also representation from international partners, such as Oxfam and Amref. Participants included 2 senior officials from the Malawi Ministry of Health and Planning, 3 resource persons from the global CSCG (Suzanna Dennis/PAI, Susannah Hurd/Global Health visions and Maty Dia/independent consultant).

(See Annex 2 for the list of participants).

Workshop format

The workshop covered a wide range of topics and was structured around presentations, plenary discussions and group work. Key elements covered included an overview of the GFF at global and local level, resources for enhancing GFF CSO engagement, experience of CSO engagement in

² The interim GFF CSO leadership team was composed of MANASO, HREP, MAIKHANDA TRUST

other GFF countries, building effective CSO coalitions, and developing a civil society national action plan.

Part I: GFF Process in Malawi

Malawi joined the GFF in November 2017. Initially, the GFF process was led by the Ministry of Health's Division of Reproductive Health. However, the Ministry of Health's Department of Planning assumed the planning process to ensure that the multi-sectoral nature of the GFF is reflected.

Malawi is using the existing Health Sector Working Group as the GFF Country Platform, which consists of several ministries, and multi-stakeholder partners, including local and international CSOs, academia, professional associations, development partners, foundations, media etc. A GFF Taskforce of the Health Sector Working Group is spearheading the development of the country investment case, and meets quarterly to coordinate action across partners and the MoH.

CSO engagement to date

Dr. Gerald Manthalu represented the Department of Planning of the Ministry of Health at the meeting. Dr. Manthalu highlighted CSOs contributions in various national policy consultation processes, and their instrumental role in driving the Reproductive, maternal, newborn, child and adolescent health (RMNCAH) agenda forward. He commended the existing good collaboration between MoH and civil society, and looks forward to continuing the collaboration. Dr. Manthalu stressed the importance of partners to work across sectors to contribute to the objectives of the GFF. He further encouraged CSOs to be more proactive when engaging with Government of Malawi, which is making the process inclusive, transparent and accountable. Government of Malawi welcomes inputs from CSOs in a structured manner, as it has been the case in the Global Fund Country Coordinating Mechanism and GAVI platform.

Malawi Health Equity Network (MHEN), Civil Society Organization Nutrition Alliance (CSONA), Health and Rights Education Program (HREP), Maikhanda, and the National Youth Network represent CSOs on the Health Sector Working Group and GFF Taskforce, thus indicating early CSO engagement in the GFF process. At the meeting, participants voted to add two more CSO representatives to the GFF Taskforce moving forward: Oxfam and the Association of Early Childhood Development in Malawi (AECDM).

Youth engagement in the GFF

The Malawi National Youth Sector participates in the GFF discussions, as well as a youth representative from Maikhanda (present at the workshop). The Government hopes to receive guidance from the CSO Coalition on how to include more youth forums in the discussion. The Ministry representative reiterated the Government openness to work with the National Youth Council of Malawi (NYCOM), thus demonstrating strong support for inclusiveness and participation from young people and adolescents in the GFF process.

Investment case development

The development of the country investment case considers additional existing policies and strategies based on the SDGs, such as the Health Sector Strategic Plan II (HSSP), the National Sexual and Reproductive Health Program (SRH), the Youth-Friendly Health Services Program (YFHS), and the National Nutrition Strategy.

A draft Investment case has been developed and has yet to be costed and validated, and is focused on 4 strategic areas: RMNCH, nutrition, civil registration and vital statistics (CRVS), and early child education (ECD). The timeline for next steps is described below:

- A stakeholder engagement strategy (August – September 2018)
- Situation and bottleneck analysis (August)
- Review of draft investment case and costing (October 2018)
- Investment case submission (December 15).

Health financing strategy development

The Ministry of Health is in the process of developing a Health Financing Strategy for the country, building primarily on the Essential Health Package (EHP). A fiscal space analysis undertaken by the Government, with support from the World Bank, revealed little possibility for additional tax revenues. The government will focus on increasing efficiency as a way to generate domestic funds.

The health financing strategy process is being led by the Health Financing Task Team of the Health Sector Working Group, which includes HREP and MHEN. More work is needed to refine the process for gathering CSO inputs beyond those represented on the Health Financing Task Team.

Part II: Malawi CSO GFF Platform

Joining forces in a national health coalition

A rapid assessment of RMNCAH coalitions/alliances in Malawi revealed a large number of coalitions and networks³ covering the full RMNCAH continuum of care. While several of the coalitions have different mandates and work on or advocate for diverse SRMNCAH issues, these efforts were not coordinated at the national level. Participants discussed the characteristics and principles, as well as steps in building effective coalitions. Given the current context of limited funds available and competition among CSOs, it became clear that the benefits of working in a coalition outweigh the risks. There was general consensus from organizations to come together and harmonize their advocacy efforts under a unified health coalition, working towards common objectives in order to achieve more impact. All agreed it would provide more legitimacy to their work, help minimize duplication, increase collaboration and linkages across sectors, harness each other's expertise and leverage knowledge.

³ SSRH Alliance, ECD Coalition, MHEN, MANASO, CSONA, UHC Coalition, National Youth Network, Youth Hub Alliance, Youth Act Alliance, Girls not Brides, CSEC, HRH Coalition, COPUA, AYP living with HIV, Cisonet, Malawi Business Coalition against HIV, MANET, Y+

SWOT analysis

Participants engaged in group discussions to conduct a SWOT analysis and map out their strengths, weaknesses, opportunities and threats in an effort to make strategic decisions about the future of the coalition and develop shared objectives and identify key interventions. The table below summarizes the results of the SWOT exercise:

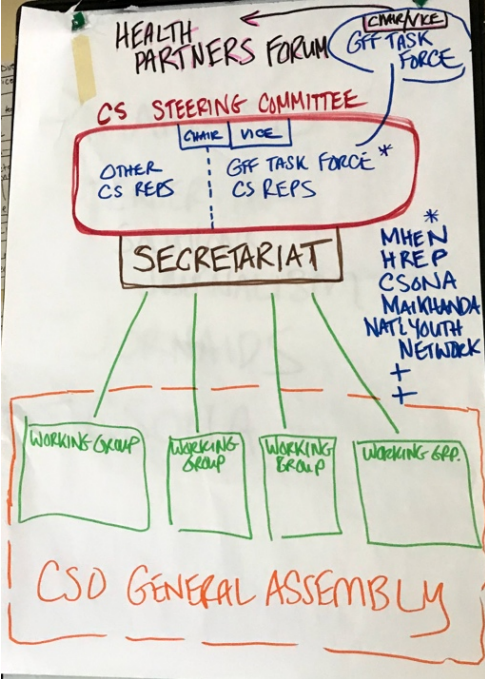
S Strengths	W Weaknesses	O Opportunities	T Threats
<ul style="list-style-type: none"> • Early GFF engagement • Diversity • Capacity to mobilize, maximizing reach and impact • Credibility & legitimacy • History of RMNCAH/ Nutrition advocacy • Social accountability, budget tracking • Service delivery, & health systems support • Building capacity of the media 	<ul style="list-style-type: none"> • Limited funding • Donor dependent • Weak governance • Power imbalance • Limited knowledge on the GFF • Resource mobilization skills • Poor communication • Limited youth engagement/ leadership • Advocacy skills • Lack of M&E structure • Building consensus • Thematic based eg. (SRHR, HIV) 	<ul style="list-style-type: none"> • GFF • Strengthened partnerships • Newly established governance structure & strategy • Improved communication & coordination • Pooling of resources & expertise • Improved capacity in advocacy & resource mobilization • Accountability tools (GFF Scorecard) • Political will • Policies in place 	<ul style="list-style-type: none"> • Competing CSO priorities • Competing donor priorities • Sustainability due to funding • Lack of adherence to organizational values • Political manipulation • Elections • Lack of political will

Since there was no consensus building process during the SWOT analysis, no issues identified can be attributed to the coalition or its full membership. However, this presents a good overview of the perspectives of the participants.

Defining a governance structure for the coalition

Participants had an engaging discussion about the importance of establishing a clear governance structure from the outset. Participants agreed that a first step would be to set up a governance structure based on transparency, equity and accountability, to increase coordination and guide the work of the Coalition.

Drawing on examples of CSO coalitions, networks, and platforms in Kenya, Senegal and Uganda, participants established a governance structure (see picture) and elected MANASO through a voting process, as the organization assuming the role of the Coalition Secretariat. The Secretariat will be supported by a Steering Committee composed of an expert group of thematic leads, MHEN, HREP, CSONA, Maikhanda, National Youth Network (existing members of the GFF Taskforce) plus the two new additions to the GFF Taskforce: Oxfam and AECDM. Other CSOs that are not currently part of the GFF Task force will be invited to join the Steering Committee in the following months.



The Secretariat will be supported by a Steering Committee composed of an expert group of thematic leads, MHEN, HREP, CSONA, Maikhanda, National Youth Network (existing members of the GFF Taskforce) plus the two new additions to the GFF Taskforce: Oxfam and AECDM. Other CSOs that are not currently part of the GFF Task force will be invited to join the Steering Committee in the following months.

The guiding principles of the Coalition are:

- **Commitment and ownership:** The Coalition Secretariat, with support from the Steering Committee members should take an active role in ensuring member engagement and mobilization to support the finalization and implementation of GFF action plan
- **Coordination and communication:** The Coalition will have a critical role in keeping up to date on the GFF and its processes and ensuring all members and other partners at national and subnational level are informed and have the opportunity to provide inputs to the GFF platform. Regular channels of communication should be established among CSOs and with key partners supporting efforts of the Coalition. The Coalition should take advantage of consultation space with the Government and partners to present their work and contribution to the objectives of the GFF

The Secretariat will also lead and coordinate the activities listed with the members, and follow-up with the different working groups set up to lead on some of the activities. Below is a table showing the established working groups and the member organizations listed under each working group, based on their interest and expertise.

Research & Advocacy		Coordination & Communication	Monitoring, Evaluation & Accountability	Resource Mobilization
AECDM	Maikhanda	CECARGOP	Bless Bay Foundation	AECISM
AMREF	MHEN	CESOCODC	CYECE	AMREF
Anglican Council	National Youth Network	CHAM	HREP	DAPP
Bless Bay Foundation	OXFAM	CSJ	MHEN	MANASO
CSJ	PYAO	DAPP	National Youth Network	MHEN
CESOCOD	SAFE	Good future Organization	OXFAM	OXFAM
CHAM	WRA	Maikhanda	PYAO	National Youth Network
CYECE	Y+	MANASO	SDI	SAFE
Good Future Organization	YICOD	MHEN	Self Help	
HREP		National Youth Network	Stream of Life	
JOURNAIDS		OXFAM	Y+	
		Stream of Life	YCOD	
		Y+		

Part III. Action plan – key priorities

The final sessions of the workshop aimed to start developing an action plan for the Coalition with key priority strategies for 2018. The participants started to develop a draft action plan based on the strategic focus areas laid out by the Ministry representative: RMNCH, Nutrition, CRVS, ECD-- and an understanding on the policy environment. Following are the objectives agreed upon by the participants. More time is needed to refine the objectives and develop strategies to achieve each.

Overall goal: Civil society in Malawi are meaningfully engaged in the GFF, from sub-national to national to global levels, such that the full breadth of their skills and expertise can contribute to determining and achieving mutual goals and targets, including those laid out by the GFF and GFF countries, the Global Strategy for Women’s, Children’s and Adolescents’ Health, and the Sustainable Development Goals.⁴

Draft objectives:

1. The Malawi CSO health coalition is strengthened in advocacy to meaningfully participate in and influence the GFF investment case development and implementation.

⁴ This goal is in line with the Civil Society Engagement Strategy: (https://www.globalfinancingfacility.org/sites/gff_new/files/documents/GFF-IG5-5%20CS%20Engagement%20Strategy.pdf)

2. The Government of Malawi increases the budget for (early child education, or CRVS, or nutrition, or adolescent health?) and ensures effective and efficient utilization of these resources
3. The Malawi CSO health coalition has established a strong monitoring, evaluation accountability and learning mechanism to monitor the implementation of the country investment case
4. The Government of Malawi increases the supply, availability and accessibility of quality, high-impact (early child education, or CRVS, or nutrition, or adolescent health?) interventions.

Part IV. Next steps and priorities

The coalition agreed upon a number of immediate next steps that the Secretariat, Steering Committee, and working groups will take forward in the coming months:

- Drafting the coalition's **Terms of Reference (TOR)** defining the governance structure, with descriptions of roles and responsibilities will be defined over the next months. They will share the TOR with thematic groups and wider CSO networks that will ensure the running of the action plan activities (Exercise started, to be continued with the Steering committee).
- Developing a **costed annual coalition workplan** with resource needs, and staffing for the Secretariat.
- Developing a **resource mobilization plan**. This plan will fund the coalition's workplan developed by the Secretariat, and the coalition's Action Plan (below). Funding has been listed as a major issue for most participants, particularly to support advocacy and accountability activities. A clear resource mobilization strategy will include donor mapping at local and international level, a fundraising plan, and proactive, structured outreach to donors.
- Refining and finalizing the **Coalition action plan** for 2018, with budgeted activities, resources, timeline, and division of responsibilities, and share for consultations with all members (*Journais has volunteered to lead the process, with support from MHEN and DAPP*). This draft action plan will be presented to the MoH and share update on the Coalition progress
- Drafting a **communications plan** to address the coalition's communication needs. This includes setting up listserv for sharing information & resources.
- Completing the **member organizations mapping**, and reaching out to partners with expertise in under-focused thematic areas (exercise already started). Coalition members have a diverse set of skills, particularly in services provision, but they could benefit from strengthening their technical skills in accountability, health financing, policy analysis and advocacy. A capacity assessment going deeper than the SWOT analysis could help identify where support is needed and whether resources can be identified within the Coalition.
- **Developing a policy brief** with support from the CSOs members of the GFF Task Force, to be presented to policy makers and members of parliament (*CHAM has volunteered to*

lead the process, with support from Maikhanda youth representative, HREP, Y+, Phalombe Youth Arms, CYECE, and Stream of Life)

- Conducting a **RMNCAH/nutrition policy analysis**. The policies shaping the Investment Case (EHP, HSSP, National Nutrition Strategy, etc.) and the Health Financing Strategy need to be well understood, as the gaps in implementation, in order to influence/advocate for investment case priorities and inform future advocacy activities.

Additionally, participants identified longer-term priorities that will take longer-term efforts to address:

- Strengthening **members' capacity in advocacy**. This can be accomplished through leveraging the existing skills of coalition members with strong advocacy experience for the entire coalition, and supplemented by support from external partners including the CSGC on the GFF.
- While recognizing there is CSO involvement and participation in the GFF process, there is no **accountability mechanism** put in place to monitor IC development and implementation. CSOs should be introduced to the GFF Result framework and GFF Scorecard to monitor GFF processes and results. This would help CSOs gather evidence, data, based on indicators identified and agreed upon in the upcoming country investment case.
- **Cross country relationships**: Engage GFF Coalitions in other countries in a proactive way to forge collaborative relationships and learn from past experiences. Looking forward, it will be important for more learning coming from first and second wave GFF countries to be available and Malawian CSOs will be able to capitalize on this learning, provided they get support to enhance their engagement in the GFF.

Annex 1. Workshop evaluation

Participants were given a feedback evaluation form at the end of the 3 days on the overall workshop content and methodology. The workshop was very successful and participants felt it was of high quality and timely. Participants valued the methodology, quality and participatory approach of the sessions, and the collective and interactive approach used. The workshop was also valued for its opportunity for CSOs to better get to know each other, network and interact.

Following are the key aspects participants saw as the most useful part of the workshop:

- The facilitation and participatory approach
- Coalition building to engage in the GFF
- Bringing CSOs from different sectors together in a Coalition
- Leveraging internal technical expertise
- Democratic process in decision making
- Using the Coalition's members capacity to contribute to the development of the country investment case

When asked to identify possible areas for improvement the following suggestions emerged:

- Bringing more INGOs to the workshop, wider stakeholder mapping
- Conduct a capacity mapping particularly around advocacy (not assuming all CSOs are trained on developing an advocacy plan)
- The timing of the workshop came often as too short.
- A deeper dive into fundraising would have been very useful
- Provide a more comprehensive session of the GFF structure and its relationship to CSOs
- Provide accommodation for participants to allow further discussions after workshop

The participants were asked to rate the following out of 5 (1 being the lowest and 5 the highest) as a result of their participation in the workshop:

- Better comprehension about the GFF and how to engage in the process: 4,5
- Better understanding of the benefits of working in a coalition: 4,5
- The Coalition has established a CSO health mechanism with concrete actions on Governance, communication, responsibilities and working groups: 4,2
- The Coalition has defined concrete actions to better utilize the resources and expertise that each organization can bring to contribute to the goals of the Coalition: 4
- The Coalition has defined a strategic action plan with clear objectives, activities and roles and responsibilities: 3,8
- I strengthened my relationship with the other Coalition members: 4,4

What did you get of the workshop that you particularly want to apply in the coalition work

- Create a forum for policy engagement
- Increase Networking and avoid working in an isolated manner
- Support collective activities that could benefit the Coalition
- Contribute to the Coalition as an individual organization
- Put more focus on accountability

Most important next steps for the Coalition

- Finalize action plan
- Better understanding of the policy environment, develop policy briefs
- Develop a communication strategy
- Develop a funding strategy and improve fundraising skills
- Ensuring ownership and member engagement in the Coalition and implementation of IC

A follow-up meeting with the Steering Committee will be the next step following the report and finalization of the action plan. PAI, through MANASO and the CSO Coalition will play a facilitation role to support moving the process forward.

Annex 2. List of Participants

Abigail Dzimadzi	MANASO
Agnes Mangoche	SUSTAINABLE DEVELOPMENT INITIATIVE MALAWI
Akwete Sande	CSJ (Communications Officer)
Andrew Bwanali	YICOD (Director)
Anthony Masamba	Oxfam International
Archie Malisita	Association of Early Childhood Development in Malawi (AECDM)
Benedict Chinsakaso	Amref
Caesar Kondowe	STREAM OF LIFE
Caroline Bakasa	PSI (RH TA)
Chilungamo Phiri	CYDT (Program Officer)
Christina Chilimba	Maikhanda Trust/GMT (Environment-Health Specialist and Youth Leader)
Christopher Bauti	JournAIDS
Dingaann Mithi	JournAIDS
Dyson Telela	CHAM (Program Manager)
Ephraim Chimwaza	Centre for Social Concern and Development (CESOCODE)
Eric Tsetekani	MaiKhanda
Florence Longwe	DAPP
Florence Mgeni	ANGLICAN DIOCESE OF SOUTHERN MALAWI
Godfrey Nkhoma	Hope for AIDS Vulnerable Orphan Children (HAVOC AIDS)
George Jobe	MHEN
Gerald	DAPP (Resource Mobilization)
Grace Mwale	CYECE (PSO)
Grenald Dzuwa	Centre for Environmental Conservation and Rice Growing Outreach Program (CECARP)
Happy Makala	Sub-Saharan African Family Enrichment (SAFE)
Henry Thoza	Bless Bay Foundation (Project Officer)
Joseph Chalemba	MANASO (Finance and Admin)
Lamecks Kiyare	Youth Response (Executive Director)
Matthias Kefunda	Oxfam/UHC Coalition (Program Coordinator)
Maziko Matemba	HREP
Michael Mollen	Good Future Organization (Project Coordinator)
Nancy Kamwendo	WRASM (National Coordinator)
Pacharo Matchere	CHAM (Project Manager)
Rosemary Kambewa	MHEN
Sarah Nanthoka	CYECE (P.S.O.)
Vincent Thom	PYAO (Programs Coordinator)
Violet Banda	Y+ (Chair)

Annex 3 – Workshop Agenda

DAY 1 – Monday July 23	
8 :30 – 9:00	Participants registration
09:00 – 09:15	Welcome words, participants introductions and expectations <i>Suzanna Dennis, Senior Health Financing Advisor, PAI</i>
9:15 – 9:30	Objectives of the meeting and overview of the workshop agenda <i>Maty Dia, Consultant</i>
9:30 – 10:30	Session 1. Presentation and discussion: Global Financing Facility introduction <i>Mr. Maziko Matemba, Executive Director, Health and Rights Education Programme</i> <ul style="list-style-type: none"> • Presentation (15 mins): Overview of the goal and approaches of the GFF; • Questions and discussion (40 mins)
10:30 – 10:45	Coffee/Tea break
10:45 – 12:00	Session 2. Presentation of the National RMNCAH and nutrition policy environment and status of GFF in Malawi <i>Dr. Gerald, Manthalu, Ministry of Health Department of Planning</i> <ul style="list-style-type: none"> • Presentation (20 mins) • Questions and discussion (40 mins)
12h00 – 13:00	Session 3. Presentation: Tools and resources for enhancing GFF CSO engagement and multi-stakeholder platforms at country level in support of country and global goals <i>Susannah Hurd, Vice President, Global Health Visions</i> <ul style="list-style-type: none"> • Presentation (25 mins) <ul style="list-style-type: none"> ○ Civil society Coordinating Group ○ GFF Civil Society Engagement Strategy and Costed Implementation Plan ○ Guidance Note on Inclusive Multi-Stakeholder Platforms in Support of Every Woman Every Child ○ Adolescent and Youth (AY) Addendum to the Global Financing Facility Civil Society Engagement Strategy ○ GFF Civil Society Guide ○ GFF Scorecards • Questions and discussion (35 mins)
13:00 – 1400	Lunch break
14:00 – 15:00	Session 4. Civil society engagement on the GFF to date: country-level experience and lessons learned (Senegal, Uganda, Kenya, Cameroun) <i>Maty Dia, Consultant</i> <ul style="list-style-type: none"> • Presentation of country case studies (25 minutes) • Questions and discussion (35 minutes)
15:00 – 16:00	Session 5. CSO engagement in Malawi - How best can the GFF coalition be harmonized into existing coordination mechanisms? <i>Suzannah Dennis, Senior Health Finance Advisor</i> <ul style="list-style-type: none"> • <i>Group work Exercise (25 mins):</i> <ul style="list-style-type: none"> ○ What are the existing national CS coordination mechanisms?

	<ul style="list-style-type: none"> ○ What are the strengths and weaknesses of the CS coordinating mechanisms? (highlight 3-4 each) ○ How can they be harmonized for better alignment of resources? ○ How can a working group on the GFF be integrated into this harmonized structure? <ul style="list-style-type: none"> • <i>Report back from Group work and discussion (35 min.)</i>
16:00 – 16:15	Coffee/Tea break
16:15 – 16:30	Wrap up and closing

DAY 2 – Tuesday July 24	
9:00 – 9:15	Recap of day one – Overview of daily agenda
09:15 – 10:30	<p>Session 6. Working together more effectively through a GFF CS Coalition <i>Maty Dia</i></p> <ul style="list-style-type: none"> • <i>Presentation (15 min):</i> Benefits and challenges of working in a coalition, principles of effective collaboration, examples of multi-sectoral coalitions working on RMNCAH issues • <i>Group work (30 min)</i> <ul style="list-style-type: none"> ○ Identify 3-4 opportunities and challenges of working in a coalition ○ How will you address the challenges? ○ Define the steps needed to build a coalition or GFF working group <p><i>Report back from Group work and discussion (30 min)</i></p>
10:30 – 10:45	Coffee/Tea break
10:45 – 12:00	<ul style="list-style-type: none"> • Group work continued <p>Self-assessment of Malawi CSOs</p> <ul style="list-style-type: none"> • <i>Group work (30 min)</i> <ul style="list-style-type: none"> ○ Looking at the CSOs who are currently engaging in or interested in engaging in the GFF, what are the strengths, weaknesses, opportunities and threats of the group of CSOs, with respect to the GFF? • <i>Group report back and discussion (45 min))</i>
12:00 – 13:00	<p>Session 7. Outlining a governance framework for stronger CSO engagement <i>Maty Dia, consultant</i></p> <ul style="list-style-type: none"> • <i>Presentation (10min):</i> <ul style="list-style-type: none"> ○ Benefits of a good governance framework ○ Examples of governance structures of other national coalitions • <i>Group work (50 min):</i> <ul style="list-style-type: none"> ○ Based on the self-assessment exercise done by the group, and the examples of governance structures presented, what should be different about the existing framework (s)? ○ What might be needed to strengthen the existing governance structure? ○ List potential roles and activities of a national CS coalition engaging in the GFF (Networking, Communication and coordination, advocacy, resource mobilization, accountability, monitoring and evaluation and learning, etc.) ○ Propose an institutional diagram to illustrate the results

	<ul style="list-style-type: none"> ○ How the CSOs will develop a good working relationship with government? Learning from Kenya
13:00 – 14 :00	Lunch break
14:00 – 14 :30	<ul style="list-style-type: none"> • Report back from Group work and discussion
14:30 – 15:30	<p>Session 7. (continued) Consolidating group work and agreeing on a governance structure</p> <ul style="list-style-type: none"> • <i>Plenary</i> <ul style="list-style-type: none"> ○ Choosing the right governance structure for Malawi CSOs ○ Establishing thematic groups ○ Assigning roles and responsibilities
15:30 – 15:45	Coffee/Tea break
15:45 – 16:15	<p>Session 8. Interactive discussion on how to increase coordination and communication <i>Susannah Hurd, Abigail Dzimadzi, National Coordinator, MANASO</i></p>
16:15 – 16:30	Wrap up and closing

DAY 3 – Wednesday July 25	
9:00 – 9:15	Recap of day one – Overview of daily agenda
09:15 – 10:30	<p>Session 9. Formulating an action plan <i>Maty Dia – Suzanna Dennis</i></p> <ul style="list-style-type: none"> • <i>Presentation (15 mins)</i> <ul style="list-style-type: none"> ○ <i>Senegal and Cameroon action plans</i> • <i>Group work:</i> Analyzing Malawi external policy framework, and the key issues for advocacy: <ul style="list-style-type: none"> ○ Are there policy and advocacy gaps which should be prioritized in the IC? ○ Which priorities should receive the first wave of GFF funding? ○ What are priorities for shaping Malawi’s health financing strategy development or implementation?
10:30 – 10:45	Coffee/Tea break
10:45 – 13:00	<p>Continued group work</p> <ul style="list-style-type: none"> • Developing strategic objectives and indicators <ul style="list-style-type: none"> ○ What are the key issues and challenges identified? What are the root causes of these challenges? Identify 3-4 objectives to work on collectively ○ What indicators are going to monitor and measure progress? ○ Consensus Agreement on objectives and indicators.
13:00 – 1400	Lunch break

14:00 – 15:30	<p>Continued group work</p> <ul style="list-style-type: none"> • Completing the action plan <ul style="list-style-type: none"> ○ Identifying activities necessary to achieve each objective ○ Who's leading them already? Who can lead them? Where to lead them? <p>Presentation of the first draft of the Malawi CSO action plan</p> <ul style="list-style-type: none"> ○ Discussion and validation of the plan
15:30 – 15 :45	Coffee/Tea break
15:45 – 16:15	<p>Resource mapping <i>Maty Dia – Abigail Dzimadzi</i></p> <ul style="list-style-type: none"> • Plenary and discussion (30 mins): <ul style="list-style-type: none"> ○ What resources are we missing? ○ How we can address these gaps based on the expertise and resources we have in the room? ○ What external resources might we need? • Discussion about the small grants for CSOs and possible funding opportunities for GFF CS engagement (15 min.)
16:15 – 16:45	<p>Next steps and closing remarks <i>Suzanna Dennis</i></p>