



AFRICAN COALITION FOR MENSTRUAL HEALTH MANAGEMENT (ACMHM)



2020 LEADERSHIP MEETING REPORT

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INTRODUCTION

With support from the East and Southern Africa Regional Office (UNFPA ESARO), the African Coalition for Menstrual Health Management (ACMHM) is governed through a leadership team, comprising the leads and co-leads of the seven task forces of the Coalition, and supported by a Secretariat. The leadership team holds quarterly meetings to share progress, highlights, issues and challenges and to advise the Secretariat on key developments. The virtual quarterly meetings culminate into an annual face-to-face meeting for the leadership team to review progress, update annual plans and discuss the next steps for the Coalition.

The leadership team held its 2020 annual meeting at Birchwood hotel in Johannesburg, South Africa from 17 – 18 February 2020.

MEETING OBJECTIVES

1. To review progress and highlights from the East and Southern Menstrual Health Management Symposium: **Call to Action**; and plan for the MHM Symposium 2020. The concept note, draft budget and roadmap will be reviewed, and suggestions made to improve the draft programme, and identify more resource mobilisation opportunities for the Symposium.
2. To review the Coalition progress against the strategic plan.
3. To make inputs into the MHM / ACMHM Theory of Change.
4. To agree on the key priorities for 2020, including opportunities for resource mobilisation.

Day 1: Monday 17 February 2020

Meeting deliberations

Led by the ACMHM Coordinator Ms Puleng Letsie, the meeting was opened with welcome remarks and reflections from the UNFPA ESARO Programme Specialist, Ms Maja Hansen. In her remarks, Ms Hansen welcomed all participants, expressed gratitude from UNFPA and the Coalition Secretariat. She emphasised the strong commitment and partnership with all the represented and other partner organisations, with a specific note to acknowledge the contribution and leadership of WaterAid to co-host the 2020 leadership meeting.

She highlighted the global and continental progress made since the past year during which MHM is getting more traction as a multi-sectoral issue and increasingly recognised as an human rights issue, development and public health issue, that is strongly linked to sexual and reproductive health and rights (SRHR). However, even though the body of evidence and research is growing, there is still a critical need to document experience from successes and challenges from the work that is happening on the ground. The key challenge is the absence of and use of measurement tools, even though there has been progress; for instance, the inclusion of MHM indicators in the Demographic Health Surveys (DHS), and the MHM Green paper developed by the Global Measurement Group, led by Columbia University.

Other areas of progress globally and in Africa since the past year include:

- Removal of tax on menstrual product in Zimbabwe, Lesotho, South Africa, Tanzania and Kenya.

- Adaption of a stand-alone and integrated MHM focused policies and strategies in South Africa, Kenya, and Ethiopia.
- The reflection of MHM as one of the development issues in the journal supplement of the Adolescent Health Journal which was released during the Nairobi ICPD Summit in November 2018.
- Adoption of regional and national standards for MHM products in EAC, Uganda and South Africa.
- Strengthening and expansion of national programmes and projects led by UN partners, NGOs and CSOs.

However, in spite of the positive progress, there are still gaps and challenges that need to be addressed, and these include:

- In promoting choices and various products, there is need to acknowledge some socio-cultural issues and challenges in the use and roll out of some products, especially the washable pads and menstrual cups,
- In some countries like South Africa, there are challenges in the implementation of comprehensive sexuality education (CSE). Efforts are underway to integrate MHM into existing SRHR and school health programmes, but there is need to strengthen efforts to support the national curriculum to train teachers on MHM and enhance multisectoral collaboration.
- There is need to track country commitments on MHM and related issues made at the ICPD25 Summit in Nairobi.
- Limited reach and awareness of initiative being implemented outside East and Southern Africa and therefore a need to intensify partnership mobilization and ACMHM membership, especially in West, Central and Northern Africa.

It was further highlighted that there should be ways and mechanisms to link and mobilise partners at national levels, while also taking onto consideration the different interests and priorities of the various partners. National coalitions should be established for coordinated advocacy and leadership, and they should facilitate the linkages between upstream (policy dialogue, integration) and downstream knowledge sharing, and networking. Finally, the need to roll out national MHM programmes in an integrated manner, while strengthening advocacy with national governments was acknowledged.

Meeting expectations

The participants shared their expectations for the meeting as follows:

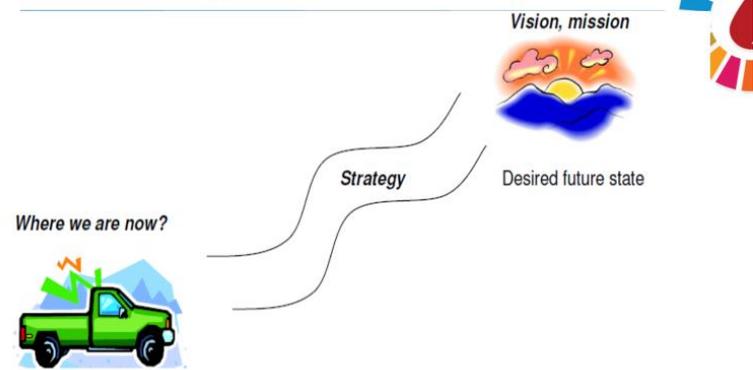
- There is a strong need to discuss how to strengthen collaboration among and within the various task forces, in order to break the siloes and enhance collaboration and cross sharing of ideas and initiatives.
- Mechanisms should be put in place to enable the leadership team to be aware of all the task forces' activities and updates.
- How do the task forces and leadership team collaborate and liaise during the course of the year?
- There is need to further strengthen engagement among taskforce members beyond the virtual and face to face meetings.

- How can the ACMHM Secretariat be strengthened, given the current capacity challenges in terms of human resources?

Progress update

The ACMHM Coordinator, Ms Puleng Letsie led the discussion on progress made by the Coalition, since the 2018 ESA MHM Symposium and its [Call to Action](#). The discussion focused on the reflections and updates from the last ACMHM Leadership Meeting held on December 2018, with highlights of how the Coalition has worked towards its vision and mission.

Did we manage to achieve all these??



A synopsis of the 2019 key achievements, issues and challenges, in alignment with the ACMHM Strategic Plan was presented. Some of the achievements highlighted included:

- Through its members' collaborative efforts, the Coalition contributed to **policy and strategy development and implementation processes** in the region. This includes work to develop the East African Community (EAC) & national (South Africa) standards for washable / reusable sanitary pads – with lessons sharing & guidance to other countries.
- ACMHM provided **technical support and guidance** to countries & regional partners in MHM programming & policy
- Joint **advocacy and partnerships** on key MHM issues - policy & strategic issues such as tax exemptions e.g. Lesotho, Ethiopia, Zimbabwe.
- Coalition **representation** at several strategic meetings & events - [CSW63](#), the successful hosting & commemoration of [\(MH\) Day 2019, Women Deliver Conference, ICPD25 Summit](#) - the Coalition co-presented the [joint MHM commitment](#).
- **Knowledge Management & Evidence generation**: significant contributions were made to the upcoming *Palgrave Handbook of Critical Menstruation Studies*.
- **Mobilisation, recruitment & maintenance** of coalition membership, as the Coalition realised a two-fold increase from 262 in 2018 to 505 members as of mid-February 2020.
- **Partnerships** – the Coalition Secretariat represents ACMHM in the Menstrual Health & Hygiene (MHH) Collective (Core Group) and has forged collaborative partnerships with several partners including WASH United (MH Day), MH Hub, Path, PSI and many others.
- **Resource mobilisation** - concept notes & proposals submitted to several donors including Procter & Gamble, the [ELRHA WASH Innovation Challenge for Safe, Dignified and Inclusive Menstrual Hygiene Management \(MHM\) Programming In Emergencies](#), to the [Global Affairs Canada \(GAC\) - Health and Rights for Women, Adolescent Girls and Children](#) and others.
- **Communications & information sharing** – ACMHM Website, brochure, other information & printed branding (pins, tablecloths); social media & ACMHM newsletter.

- **Monitoring & Evaluation** – represented in the Global Advisory Group (GAG) of the Global MHM Measures Advisory Group (released the [Monitoring Menstrual Health and Hygiene: Measuring Progress for Girls related to Menstruation](#) Green Paper (March 2019).
- **Governance & management** – the ACMHM Strategic plan & leadership matrix were developed; quarterly meetings (Leadership team & Task Forces) have been instituted; and collaborative & technical engagements continue to take place with other UNFPA ESARO's programme units, programmes and other UNFPA Country Offices in East and Southern Africa
- The Coalition was selected as a 2019 recipient of the **Power, Together Award** by the Women Political Leaders (WPL), and the award was presented at the [Women Leaders Global Forum](#) (WLGf) in Reykjavik, Iceland on 20 November 2019 (in absentia).

Some of the lessons learned are:

- Tax cuts on MHM products need to be monitored and guided. An example of the decision by the Government of Tanzania to revoke the decision to zero-rate menstrual health products is one of the key lessons to be documented.
- The MHM policy development process in Kenya.
- Political leadership in Ethiopia.
- Development of Standards – South Africa and EAC.

The Coordinator did however indicate that amidst the successes, there are still some critical issues and challenges, which include:

- Some resource mobilisation efforts were not successful due to time and scope limitations. The current resource-constrained situation puts the sustainability of the Coalition and menstrual health management efforts at risk.
- The sporadic participation and limited engagement of some task forces and members needs to be reviewed and steps taken to motivate the members.
- The Communications function and mandate of the Coalition is not as vibrant as desired due to the unavailability of a dedicated Communications & Advocacy staff member.
- Even though the vibrant progress and updates on MHM across various focus areas is a good thing, the many activities, updates & highlights sometimes lead to the Secretariat being overstretched and therefore leaving limited time for key strategic issues, knowledge management and technical guidance to countries & member organisations.

The session was then concluded with the below questions:

- Are we still on track to achieve our Vision & Mission?
- What is still relevant?
- What is missing?
- Are we doing the right things?
- What is our comparative advantage?

Among some of the issues raised during the discussions in response to the above questions, some members indicated that even though the African Coalition for MHM is a great idea and very much needed, the management and governance modalities are a bit ambitious given the

time constraints of members to actively lead and participate in joint activities and initiatives. The discussion focused on the Coalition membership vs leadership, as well as member engagement, as some members are more active and willing to engage than others.

Recommendations

- There is need for targeted planning and enrolment of Coalition members; and to define the different membership levels.
- The leadership and task forces' members should consider engaging in some smaller, medium term joint activities in order to motivate the membership.
- The next steps in the management and governance of the Coalition should be on the leadership team and members' assessment and reflections - are we fit for purpose?
- The Research and M&E Task Force should not be a stand-alone task force but provide overall support to all the task forces
- Task forces' leadership should do targeted recruitment of like-minded organisations to join the Coalition and the respective task forces.

The session ended with some priorities for 2020 being shared, and they include:

- Strengthen MHM Advocacy and leadership.
- Review & operationalisation of the ACMHM strategic plan & advocacy plan.
- Development of MHM Policy guidance documents for the ESA region.
- Documentation & knowledge management and sharing.
- Development of the ACMHM Theory of Change & M&E guidance tools.
- MHM African Symposium 2020 – draft concept note developed.
- Resource mobilisation.

Task Forces' Reporting

Due to the Marginalised Groups task force not being represented at the meeting, the six Task forces, being Education, Humanitarian settings, Products, Standards development & Value Chain, Research and M&E, Sexual and Reproductive Health & Rights (SRHR), and Water, Sanitation, Hygiene & Waste Disposal reported on key achievements, lessons learnt, issues and challenges, as well as opportunities.

Task Force	Key achievements	Lessons learnt	Issues & challenges	Opportunities
Education	<ul style="list-style-type: none"> ▪ Managed to conduct Task force meetings which were instrumental in sharing and adoption of the Terms of Reference and calling for organizations to grow the Coalition. ▪ Developed a Newsletter template that organizations can use to provide updates on the work they are doing. (3 Organisations) ▪ Advocacy for the Zimbabwe School Health Policy ▪ Advocacy for period friendly toilets in South Africa 	<ul style="list-style-type: none"> ▪ Need to explore an additional platform for continuous engagement, partnership formation and accountability (MHM Newsletter). ▪ Need to identify regional and international platforms, policies and commitments strategic for MHM and Education (ESA Ministerial Commitment). ▪ Need to work with the Secretariat to develop a social media engagement plan targeting organisations focusing on providing information on evidence-based interventions on MHM. 	<ul style="list-style-type: none"> ▪ The increasing number of members does not necessarily translate to active participation of members ▪ There is a thinking among some partners especially when developing commitments that when SRHR is mentioned automatically MHM is included. ▪ Limited integration with other Task forces. 	<ul style="list-style-type: none"> ▪ Develop a training manual on how to deliver sessions on Menstruation. ▪ Upcoming events - Africa Regional Forum on Sustainable Development (UNECA): <i>She Decides</i> Side event ▪ There is a desire among organisations to utilize the Coalition as a reference point for capacity strengthening ▪ The Coalition can co-opt champions targeting Government Officials, Parliamentarians and Advocates. ▪ Good relationship with some influential individuals who hold key positions ▪ Decentralize ACMHM social media platforms: Guidelines will be needed to make this successful. ▪ The Universal Periodic Review process.

Humanitarian settings	<ul style="list-style-type: none"> ▪ Webinar 10 July 2019 – Addressing menstrual health supply needs in humanitarian contexts hosted by the Reproductive health supplies coalition ▪ Uganda - MHM training and sexual reproductive health education to women, girls and men (Northern and Western Uganda). ▪ Distribution of MHM Kits and washable pads. ▪ Male involvement in MHM activities for family and peer support. 	<ul style="list-style-type: none"> ▪ Need to solidify membership with other players in refugee settlements for choice. ▪ Field staff need high level of protection against communicable diseases while working on MHM among the refugee populations. ▪ MHM education at reception centres be heightened during the initial period after arrival-Humanitarian cycle. 	<ul style="list-style-type: none"> ▪ Access to hard to reach areas and weather challenges. ▪ Translation of training materials into refugee languages. ▪ Limited acceptance and uptake of different menstrual products. ▪ Lack of consultation causing resistance. 	<ul style="list-style-type: none"> ▪ Positive membership growth and engagement. ▪ Newsletter, quarterly meetings and WhatsApp updates have allowed interaction and collaborations. ▪ There's need to maintain constant momentum and information sharing.
Products, Standards development & Value Chain	<ul style="list-style-type: none"> ▪ Significant progress on product standards (but reusable pads only) ▪ Uganda standards moved to compulsory (March 2019) ▪ South Africa standard through public review, Ethiopia standard ▪ Kenya – National MHM Policy approved by cabinet, includes recommendation for standards for MH products and multi-product approach ▪ Regional – ARSO and EAC standard have final draft standards ▪ Menstrual Cups <ul style="list-style-type: none"> ○ South Africa Department of Women supports the 	<ul style="list-style-type: none"> ▪ Standards <ul style="list-style-type: none"> ○ Learning opportunities from Menstrual Health Alliance India (MHAI) approach to systematic and inclusive response to standard development ○ Link between standards bureau and Ministry of Health is very important ▪ Value Chain <ul style="list-style-type: none"> ▪ Taxes – understanding what we lobby for, and what the implications can be if the outcomes of the tax exemptions do not go to plan. (ex. Government of 	<ul style="list-style-type: none"> ▪ Standards <ul style="list-style-type: none"> ○ Current momentum is around standards reusable pads, not yet expanding to menstrual cups and biodegradable pads ○ Reusable pad standard - challenges with Kenya, Rwanda ○ Content of national standards varies considerably across countries, and stakeholder participation in development is limited ○ In countries where standards exist, there is 	<p>Standards</p> <p>National standards</p> <ul style="list-style-type: none"> ○ South Africa to be finalized in 2020 ○ Kenya – now a 2020 possibility, in light of National MHM Policy <p>Regional standards</p> <ul style="list-style-type: none"> ○ EAC standard for reusable pads is a 2020 possibility, now that Kenya MH Policy is signed ○ ARSO standard for reusable pads is a 2020 possibility <p>Government (guidelines)</p> <ul style="list-style-type: none"> ○ National MHM guidelines/policies can include a push for development of MH product standards, including multi-use products

	<p>convening of technical committee to develop a standard for menstrual cups (2020)</p> <ul style="list-style-type: none"> ○ Tanzania approves entry of 2 menstrual cups (Lunette + Hedhi) using TFDA approval process <ul style="list-style-type: none"> ▪ Products <ul style="list-style-type: none"> ○ Government pledges for free sanitary pads to girls in schools – South Africa, Kenya, Zimbabwe ○ Advancements in compostable pads + packaging (GHI South Africa, EcoSmart Uganda) ○ Growth in manufacturers and providers of menstrual cups ▪ Value Chain <ul style="list-style-type: none"> ○ Import duties removed – Ethiopia, Zimbabwe ○ VAT removed – South Africa ▪ ACMHHM <ul style="list-style-type: none"> ○ Contribution to newsletter – Tanzania tax issue ○ Webinar for Save the Children about product standards 	<p>Tanzania and VAT removed/reinstated)</p>	<p>limited compliance and enforcement</p> <p>Products</p> <ul style="list-style-type: none"> ○ Limited discussion going on about lifecycle approach of products <p>Value chain</p> <ul style="list-style-type: none"> ○ Distribution and supply chain challenges of reaching end consumers, of tax incentives reaching the right places ○ 18% VAT in Tanzania– TZ reinstated 18% VAT in July 2019, only 1 year after removal ○ Disposal of MH products is a key but under-looked aspect of the MHM value chain <p>Taskforce Membership</p> <ul style="list-style-type: none"> ○ Active participation is a small core, and (active) representation within Taskforce is largely South Africa + East Africa. One male member, not active. 	<ul style="list-style-type: none"> ○ Webinar series – upcoming on product standards (disposable, reusable, menstrual cups) <p>Products</p> <ul style="list-style-type: none"> ○ National sanitary pad distribution programs – possible national case study opportunities in Kenya, South Africa, Zimbabwe based on the learnings? <p>Value Chain</p> <ul style="list-style-type: none"> ○ How can we learn from and leverage the learnings from the exemption on import duties + VAT in Zimbabwe and Ethiopia as national case studies?
<p>Research and M&E</p>				

Sexual and Reproductive Health & Rights (SRHR)				
Water, Sanitation, Hygiene & Waste Disposal	<ul style="list-style-type: none"> ▪ Quarterly meeting discussion on MH waste management ▪ To respond to the escalating resistance around MHM, there is need to influence the narrative and highlight the emerging social, economic, cultural and environmental challenges, hence the increasing advocacy for MHM ▪ In terms of products and environmental sustainability, there is need to emphasise issues of choice, especially in the current and upcoming MHM policies. ▪ The issues around the classification of menstrual waste sometimes pose challenges as in some countries, menstrual waste is classified as solid waste and not easily managed, while in others it is classified as medical waste; hence there is need to continuously explore the various disposal mechanisms and strategies – while also taking into consideration issues of taboos and choices. 	<ul style="list-style-type: none"> ▪ It is important to acknowledge that ACMHM members joined the Coalition and related task forces for various reasons, and those should be noted. 	<ul style="list-style-type: none"> ▪ Task force leads need to have the time to follow-up ▪ Member participation was low but active for the few committed members ▪ Time challenges due to competing demands ▪ Language barrier as some members are from Francophone countries. 	<ul style="list-style-type: none"> ▪ To learn from places like India where progress and innovation on community approaches and waste management has been tested ▪ Membership from various regions across the globe

	<ul style="list-style-type: none">▪ There is need to maintain a balance between the need to manage disposable pads Vs the current toilet infrastructure and the lack of disposal mechanisms, especially in schools.▪ WaterAid commissioned an assessment in 6 countries in Southern Africa to inform programme development on MHH/SRHR and WASH▪ Members involved in various national and global initiatives - Kenya policy consultation; pre-ICPD event; menstruation at the margins etc▪ WSSCC doing an MHM review and documentation in Kenya and Tanzania.			
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Governance

In discussing the governance issues of the Coalition and related structures, the leadership team discussed issues of membership to the Coalition, representation and participation of national coalitions on MHM, as well as how the Coalition can enhance inclusive membership. Issues around communication were also discussed at length, with possible suggestions on how the leadership team can contribute to ACMHM social media updates for instance. In order to overcome some of these challenges, the team recommended that:

Review TORs and taskforce structures & coordination

- The Leadership team will review the ACMHM Terms of Reference and enhance their engagement.
- Updates from other task forces should be widely shared among the task forces in order to strengthen linkages across and among task forces.
- The ACMHM structure should be revised to reflect Research and M&E as a cross-cutting function and not an independent task force. The current membership will remain and lead the support to the Coalition and various task forces on more strategic issues and actions.
- To overcome some of the challenges facing the Marginalised groups task force, it was recommended that the task force should not be merged with any other, but rather be supported to overcome the challenges, and for the team to do targeted recruitment of key organisations such as those for people with disability. The Coalition should also define vulnerable groups within the scope of the Task Force; and the leadership to consider how to mainstream 'marginalised groups' within the task forces' mandates and key activities.

Increasing membership and involvement of members

- A membership questionnaire should be distributed to all listserv members on their perception of the Coalition, their aspirations and suggestions to make their coalition membership valuable and beneficial. The questionnaire will be distributed through as many channels as possible, with a specific focus on reaching out to new members in West, Central and Northern Africa.
- Membership should be structured such that national coalitions feed into the work of the ACMHM – to strengthen coordination, collaboration and communication at national level.
- Task forces to be more deliberate to include government ministries, while acknowledging the multi-sectoral nature of MHM and related issues.

Strengthening results-based management

- The indicators for success should be more pronounced, and the ACMHM needs to manage the upstream work while also supporting and strengthening the downstream efforts.
- Each task force should develop 2 – 3 key actions / key activities for the year. Research and M&E team to develop the ACMHM Research Agenda.
- Issues of policy, research and advocacy should become standing agendas of all the task forces.
- The Coalition agreed to develop some guidance documents on each of the thematic areas covered by the ACMHM (Task Forces), under the leadership of the leads and

co-leads with administrative support from the Secretariat. The intention is to launch the guidance documents at the planned Africa MHM Symposium in October 2020.

- The need to document Coalition, task forces and national experiences on standards, products, MHM myths and misconceptions was emphasised. As a number of countries are going through the processes of developing standards and introducing new products, there is need to document the processes of how national movements were able to advance an advocacy agenda towards the processes and implementation of some of the national and regional commitments.

Coordination and communication

In discussing the key coordination issues, it was agreed that partnerships and collaboration within the ACMHM need to be continuously strengthened, and that the Secretariat should develop a calendar of events and share with the leadership team for wider distribution. The team also agreed to:

- Review current plan in line with identified priorities and new ways of working.
- Define ACMHM priorities, including the need to explore mechanisms to increase ACMHM membership, engagement & reach.
- The indicators for success should be more pronounced, and the ACMHM needs to manage the upstream work while also supporting and strengthening the downstream efforts
- Membership should be structured such that national coalitions feed into the work of the ACMHM – to strengthen coordination, collaboration and communication at national level
- More effort to be put towards the development of guidance documents and position papers, including operational guidance documents.
- Member organisations to document and share such interventions and processes that enhance the integration of MHM into existing and ongoing initiatives.
- Task forces to be more deliberate to include government ministries, while acknowledging the multi-sectoral nature of MHM and related issues.
- The communication function of the ACMHM and options to make it more vibrant were discussed.
- Announce all meetings and share agenda and minutes according to the timelines agreed during the 2018 annual leadership meeting.
- The ACMHM shared folder should be revived and key updates, processes and other critical documents to be shared through the website. ACMHM website needs to be reactivated and updated.

It was then concluded that ACMHM should focus more on the creation of an enabling environment, and not necessarily focus on programming. This will be aided by the various task forces exploring more joint activities that will increase the visibility of ACMHM.

DAY 2: TUESDAY 18 FEBRUARY 2020

Based on discussions from the first day on the need for the Coalition to strengthen its partnerships and engagement with other networks and partners, the second day commenced

with a presentation on the Menstrual Health and Hygiene (MHH) Collective by Ms Virginia Kamowa (PhD), from the Water Supply and Sanitation Collaborative Council (WSSCC). The presentation highlighted the MHH Collective's purpose, structure and plans to strengthen coordination and knowledge sharing on MHM at a global level. Issues of membership, alignment and cooperation between ACMM and MHH Collective were discussed.

Theory of Change

In collaboration with the ACMHM Coordinator, the Research and M&E task force Ms Jennifer Rubli led the team in the discussion of the ACMHM Theory of Change, during which the key steps towards the development of the Theory of Change were outlined. The team was divided into groups and they worked on the key foundational themes of the theory of change. Due to time constraints, it was then decided that more time should be devoted to the Theory of Change development process, and the ACMHM Research and M&E team will make recommendations on the next steps.

MHM 2020 Symposium

With plans underway, the team discussed the 2020 African menstrual health symposium, scheduled for mid-October 2020. The discussion was guided by the draft symposium concept note which had been shared with the leadership team prior to the meeting. The team worked on the proposed agenda and the structure of the symposium and provided general comments on the concept note. Critical partnerships were also discussed, and a stakeholder analysis for the symposium was done. It was also agreed that mechanisms to follow up on the ICPD Summit commitments on MHM should be developed and implemented before and during the symposium. ACMHM members will also be urged to consider funding participants to the symposium or include a percentage in funding proposals for the symposium.

In terms of cross cutting themes, the following were suggested:

- Gender
- Sexual Orientation and Gender Identities (SOGIE)
- Vulnerable populations, including people with disability
- Government leadership and Policy
- Social Norms
- FemTech & Innovations
- Creating local markets and economies for MHM products

It was recommended that the Symposium concept note should include clear deliverables that would then be guiding the programme design and methodologies. The Secretariat will incorporate the comments into the draft concept note and finalise and share the Symposium roadmap. The ACMHM Secretariat will also share TORs for the programme steering committee and share it with the Coalition leadership within the coming weeks.

NEXT STEPS

- The advocacy and communications functions of the Coalition need to be strengthened, and the Secretariat will circulate the ACMHM Communications and Advocacy strategy again to the leadership team.

- The ACMHM leadership terms of reference will be re-circulated to remind the leadership team of the internal communication protocols and processes.
- The annual calendar of events will be developed by the Secretariat and circulated.
- Revised concept note, draft programme and TOR for the programme steering committee for the 2020 African Symposium on MHM will be shared by the Secretariat
- The meeting report will be developed and shared by the Secretariat.

CONCLUSION

The team acknowledged that even though there were challenges, especially regarding the engagement and participation of some members, good progress has been made. Gratitude was conveyed to WaterAid for co-hosting the meeting, to the leadership team for their active participation, engagement and for prioritizing the leadership meeting over other competing priorities; and to the Secretariat for the strides that have been made in the past year. The team concluded that the ACMHM needs to continue learning from other Coalitions and networks, and to continue leading the coordination and collaborative efforts that are yielding results.

ANNEX 1: LIST OF PARTICIPANTS

Name & Surname	Organisation	Country	Task Force	Email address
Leone Nezi	Precious Pearls	Zimbabwe	Humanitarian Settings	makekanan@gmail.com
Alethea Osborne	Amplify Change	Uganda	SRHR	alethea.osborne@mansiondaniel.com
Ntsiki Manzini-Matebula	Department of Women	South Africa	Products & Standards Development	Ntsiki.Manzini-Matebula@women.gov.za
Joseph Njowa	MyAge	Zimbabwe	Education	jaynjowa@gmail.com
Halima Lila	Hope Centre	Tanzania	SRHR	halimalila1@gmail.com
Eva Nakidde	Lutheran World Federation	Uganda	Humanitarian Settings	evelynnakidde9@gmail.com
Chilufya Chileshe	WaterAid	Zambia	Water, Sanitation & Waste Disposal	chilufyachileshe@wateraid.org
Charity Nshimbi	WaterAid	South Africa	Water, Sanitation & Waste Disposal	CharityNshimbi@wateraid.org
Diana Nelson	Days for Girls	South Africa	Products & Standards Development	advocacy@daysforgirls.org
Dimpho Chweneyagae	Department of Health	South Africa	SRHR	dimpho.chweneyagae@health.gov.za
Renjini Devaki	MIET	South Africa	Education	renjini@miet.co.za
Jennifer Rubli	Femme International	Tanzania	Research and M&E	jennifer@femmeinternational.org
Mary Grace Sanday	WoMena	Uganda	Humanitarian Settings	grace.sanday@womensa.org
Mathato Nkuatsana	Ministry of Health	Lesotho	SRHR	konosoang@gmail.com
Sophia Grinvalds	AFRIPADS (U) Ltd.	Uganda	Products & Standards Development	sophia@afripads.com
Virginia Kamowa	Water Supply and Sanitation Collaborative Council	Switzerland	Water, Sanitation & Waste Disposal	virginia.kamowa@wsscc.org
Maja Hansen	UNFPA ESARO	South Africa	SRHR/ UNFPA	mahansen@unfpa.org
Puleng Letsie	African Coalition for Menstrual Health Management	South Africa	Secretariat	letsie@unfpa.org

ANNEX 2: MEETING PROGRAMME



**Programme: African Coalition for Menstrual Health Management (ACMHH) Leadership Meeting
17 – 18 February 2020 (Birchwood Hotel)**

Meeting Objectives

1. To review the Coalition progress against the strategic plan and the *East and Southern Menstrual Health Management Symposium: Call to Action*
2. To develop the 2020 MHM Africa Symposium Roadmap
3. To contribute to the ACMHH Theory of Change
4. To agree on the key priorities for 2020, including opportunities for resource mobilisation.

SUNDAY 16 FEBRUARY 2020 – Arrival		Birchwood Hotel		
MONDAY 17 FEBRUARY				
Time	Activity / Item	Session Lead	Format	Session Outputs
08:15 - 08:30	Registration	ACMHH Secretariat		
Rapporteurs:	Alethea & Joseph			
<i>Chair: Products & Standards Task Force</i>				
08:30 - 09:00	Introductions, Welcome Remarks and Opening	Maja	Plenary	
09:00 - 09:15	Setting the Scene <ul style="list-style-type: none"> ➤ Expectations ➤ Meeting Objectives & Expected Outputs 	Maja	Plenary	- Meeting objectives and expectations agreed upon

09:15 - 10:30	<p>Stock-taking: Reflections and updates from the last ACMHM leadership meeting</p> <p>MHM 2018 Call to Action</p> <p>ACMHM Vision and Mission – Are we still on track?</p> <p>ACMHM Strategic Plan Review</p> <ul style="list-style-type: none"> ➤ Environmental scan – what has changed in MHM? ➤ Review of the key priorities & updates – what have we achieved? ➤ What is still relevant? ➤ What is missing? ➤ Are doing the right things? ➤ What is our comparative advantage as ACMHM? (<i>Value-add?</i>) 	<i>Puleng</i>	- Plenary	<ul style="list-style-type: none"> - Progress reviewed based on commitments - Key issues, updates and emerging issues in MHM discussed - Suggestions on improving ACMHM performance
10:30 - 10:45 Health Break				
10:45 – 11:45	<p>ACMHM 2019 Updates and Highlights</p> <ul style="list-style-type: none"> ➤ Key achievements, lessons & challenges ➤ Task Forces / Thematic updates 	<i>Task Force leads</i>	- Plenary	- 2019 performance highlights and results discussed
11:45 - 13:00	<p>ACMHM Governance</p> <ul style="list-style-type: none"> ➤ ACMHM Structure – does it still respond to the needs? ➤ Task Forces: Are the terms of Reference still valid? ➤ How do we strengthen the linkages between the task forces? ➤ Secretariat: Roles and Responsibilities – <i>how can the Secretariat be more efficient and effective?</i> 	<i>Maja</i>	- Plenary	<ul style="list-style-type: none"> - Progress reviewed - Linkages and suggestions presented - Membership and governance issues discussed, and recommendations made
13:00 - 14:00 Lunch Break				
Rapporteurs Halima & Virginia				
<i>Chair: Education Task Force</i>				

14:00 - 14:30	How do we strategically position ACMHM to implement its mandate? ➤ What needs to change? ➤ What needs to be improved? ➤ What needs to be included in our current and future work?	<i>Maja</i>		- Priorities identified - Mandate and comparative advantage revised
14:30 - 16:30	Group work ➤ Review current plan in line with identified priorities and new ways of working ➤ What should be prioritised? ➤ ACMHM membership - how do we increase our membership, engagement and reach? ➤ Indicators for success Ways of working ➤ Advocacy ➤ Communications and Visibility ➤ Knowledge management ➤ Research Agenda ➤ Policy Dialogue	<i>Puleng</i>	- Group work	- Revised priorities - Membership recruitment strategies developed - Improved ways of working
15:30 – 15:45	Working Tea			
16:30 – 17:15	Group Work	<i>Chilufya</i>	- Plenary	Presentations & suggestions validated
17:20	End of Day 1			
TUESDAY 18 FEBRUARY				
Rapporteurs	Eva & Jennifer			
Chair: Water, Sanitation, Hygiene and Waste Disposal Task Force				
08:30 - 08:45	Recap of Day 1	<i>Chair</i>	- Plenary	
08:45 – 09:00	Menstrual Health & Hygiene (MHH) Collective	<i>Virginia</i>	- Plenary	

09:00 – 09:45	Group Presentations	<i>Chilufya</i>	- Plenary	Presentations & suggestions validated
09:45 – 10:15	ACMHM Theory of Change	<i>Jennifer & Puleng</i>	- Exercise	Draft Theory of Change discussed
10:15 - 10:30	Coffee Break and social media break			
10:30 - 13:00	Looking ahead - MHM Symposium 2020 <ul style="list-style-type: none"> ➤ How do we plan for it? ➤ What should it look like? ➤ Who should be involved? 	<i>Maja</i>	- Plenary - Group work	- Draft 2020 Symposium concept note reviewed - Key speakers identified - Symposium structure discussed
13:00 - 14:00	Lunch Break			
Rapporteurs	Leone & Mathato			
Chair: Research and M&E Task Force				
14:00 - 15:30	Strategic engagements & Resource Mobilisation <ul style="list-style-type: none"> ➤ Identification of collaborative partnerships ➤ ACMHM & other global partners (e.g. MHH Collective) ➤ Opportunities for resource mobilisation (RM) 	<i>Maja</i>	- Plenary - Group work	- Opportunities for partnerships identified - RM opportunities and strategies shared
15:30 – 15:45	Health Break			
15:45 – 16:30	Next Steps	<i>Puleng</i>	- Plenary	- Key priorities validated
16:30 - 17:00	Closing session <ul style="list-style-type: none"> ➤ Leadership Commitments ➤ Official closing 	<i>Maja</i>	- Plenary	- Commitments made
WEDNESDAY 19 FEBRUARY: Breakfast and Departure				

