

Ravi - PHM Secretariat

From: Ravi - PHM Secretariat - ravi@phmovement.org
 To: <maria@ontocolab.org>
 Sent: Monday, February 16, 2004 2:32 PM
 Subject: Re: PERSONAL

Dear Maria,

Greetings from PHM Secretariat (Global)!

I have just been recovering from the exhaustion and excitement of IHF - WSF and beginning to catch up the mail accounts and follow up to the steering support group meeting. Everyone, who attended seems to have enjoyed the event and been both inspired and motivated. It was a lot of work, perhaps more than we had originally bargained for, but having the PHM / CHC team of young students, fellows and staff members, especially like Prasanna, Abraham, Naveen was a great support - their boundless enthusiasm, energy and high spirit helped to make the task easier, in spite of many avoidable and unavoidable constraints. Whimbat was a depressing experience as usual - a commercial city decaying with effects of globalization but the IHF and WSF did boost the morale - even if only temporarily and I could not help feeling that the PHM - Steering Group was feeling quite revived and animated - even though it has meant a lot of personal effort and communication on our part - mine specially. I also felt that not being able to meet you for a short while to personally discuss the 'Latin American Shift' potential was a missed opportunity. Anyway, I shall respond to all your points in a personal capacity at this stage and we can widen the dialogue when we feel comfortable doing so.

1. First, I feel the secretariat should move to a region, which already has an established tradition of collectivity and working and deciding together and in that sense Latin America is the most obvious choice after 4 years in South Asia. Perhaps in spite of the interregional constraints that may be there particularly with reference to North America, I think an inclusive strategy pulling in PHM resources from USA and Canada would be very good to strengthen this shift process. So the shift could be seen as to the Americas & not just central or south.
2. The shift is possible also if a person with capacity to function as a center of a collective is available. With your IPHC background, this is eminently feasible, though you need support.
3. We had tried to delink PHA - II Secretariat from PHM Secretariat, since a large international meeting is always very distracting and distorting - but I feel if the shift to Latin America means the PHA - II Secretariat to South (Ecuador) and PHM Secretariat to Nicaragua (Central) - this could be very complementary.
4. With regard to IPHC, you have been coordinator for quite some time, so perhaps the shift of co-ownership could now be to another region and resource person - e.g. Delen in South East Asia, just as an idea. Also in

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principle. I feel that IPHC is also the core of PHM even if PHM is a larger and more diverse entity. If IPHC project proposal could include hosting PHM Secretariat - so that the linkages are mutually supportive - this could help the gradual shift.

5. Regarding structures, I think that some change is necessary. The idea of a larger assembly with country representatives and network representatives and perhaps even sector/issue representatives and a small more manageable group (5-6) of broader regional representatives decided by regional voting of assembly members may be more workable. Already, the reality of support to PHM secretariat as experienced by us is of this nature.

Many present regional representatives are just figureheads with no real links to countries - so though they may have a vested interest in continuing, we should democratize to country level and reduce the regional representatives - say one each from Asia, America, Europe, Africa and Middle East primarily to support the coordinator in decision making and execution.

6. There is definite need for organizational support. Having CHC with its 20 years history and very wide network of associates and fellows and a close link with the younger generation of so many Community Health professionals and activists is a huge advantage. We have also worked earlier (pre PHA) with 12 out of the 18 networks that came together to form PHM India (JSA). This credibility and history of inclusiveness was very useful in getting the sort of acceptance and support in the region even though as always there were some hiccups to begin with. I think it may be necessary for you all in Latin America to build a process of identifying networks that already support IPHC/PHM and together decide to host the secretariat in the region. With your contacts in the region, this is feasible - but I can assure you from South Asian experience that this is very necessary as well.

7. You will definitely need a bilingual person working on a regular basis. I think someone like Lanny may be a great support and I am not sure whether he may even agree to shift base and pitch in. He is bilingual, inclusive, a good networker and has the energy levels that are required. There may be other younger technical people, who may also be willing to give full time for 2-years, someone like Prasanna, but from America. The PHA - II planning process may be a strategy to identify such people. Perhaps DGH and Hasperian and the Canadian Coalition can also be helpful in this identification process.

Let me warn you that the secretariat is demanding on time and health. Even with all the support I got, I wish I was 45, not 55, when I took it up, but though I am sure I will make it up safely to December 2004 or even March 2005, if that is really necessary, I have felt the strain.

8. Actually, by March 2005 - the focus will be on PHA - II so the shift at that stage could be helpful - with all the support group members continuing to do what they are doing from wherever to support the new secretariat. I would continue to co-ordinate (some functions perhaps), if that were really necessary. I have a dream that if all the secretariat functions could actually be shared in a decentralized way, then this shift every 2-years for PHM need not be a very difficult process. Some region and some resource

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person in that region with capacity and perspective agrees to be a hub of the circle for a short while 2-years (making a personal choice to give full time) and the spokes of the wheel i.e. the support group continue to function from wherever and the PHM wheel keeps moving.

MFC, which is celebrating its 30 year shift, has had a 2-year shift of convenor and bulletin editor and has survived 3 decades - of course we were more a 'thought current', rather than an action current or movement, so burnout was less. Most of the key resource persons from India at IHP wearing so many different hats were MFC at some part of their lives.

9. While we had initially thought that website could be a function that Bangalore could continue to support, Prasanna is keen to get beyond the secretariat to field work, since he was making a paradigm shift from Engineering and Management to Development and supporting me in the PHM Secretariat, was only temporary phase to make the shift easy.

We are considering whether other group (volunteers), who have similar capacity could take it up gradually - they need to be creative communicators, not activists and we are looking around. David Lorge seemed interested and we need to follow up.

10. At a personal level and perhaps also based on CHC capacities (post PHM Secretariat shift), I would like to be part of a regional capacitation training / learning process that focuses on building regional human resources in areas where PHM is weak. We have been having informal discussion with both the Davids, Prem John, GK and others - to evolve some practical modules that can be offered in sequence or simultaneously for country level contacts or younger PHM activists in the region. I would be willing to travel to run such courses - from GK resource center or the institutions that Davids are linked with etc, perhaps once in a few months. This has been my strength and vocation and health permitting I would like to focus on this. Prem is also quite keen. Parts of Africa, Middle East, even South East Asia and perhaps even Europe could be focus in sequence and always in partnership with local regional resources to make it more sustainable. The focus would be on young, energetic, potential leadership.

About African capacitation, I have tried many initiatives and I shall write separately and frankly about what I feel are constraints and challenges.

11. Incidentally, in a spirit of solidarity, the PHM secretariat may be able to pull together and facilitate a small band of volunteers for PHA - II to help you run temporarily a bilingual secretariat. So many have been inspired by IHP and anti-globalization and pro-CHC. T-shirts are doing the rounds. The interest and energy levels are so high, we may even be able to start basic Spanish lessons as motivation! So as we explore the dynamics of the potential shift in a year, there will always be support from PHM - Bangalore, since this is part of our commitment to people and movement and the secretariat responsibility was only one of many responsibilities we have facilitated. It won't stop when we give up that specific responsibility.

12. My deepest concern, however, is to constantly ensure that PHM, like

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other campaigns and movements, doesn't remain event oriented but leads to action however small and however diverse that makes some changes in people's health. The Charter has to live in communities, not just be printed and promoted. A group of us need to seriously reflect on strengthening this process and strategy and selection of resource persons and contact points should become a more serious and thoughtful process, otherwise superficiality and mediocrity will thrive and the 'people' in PHM will remain only symbolic. While we need structures and processes to bring it all together, we also need to be careful to ensure that the final purpose of all

new initiatives is not a good type of relationship. I agree with you
leader because there is the hope that this connection will be made. This
it should also strengthen this dimension in its programme.

Perhaps enough at this point. Lets continue the dialogue

Best wishes,

Ravi Narayan

2/16/04

Ravi - PHM Secretariat

From: Maria Hamlin Zúñiga <maria@phglobal.org>
 To: <ravi@phmovement.org>
 Sent: Wednesday, February 11, 2004 3:32 AM
 Subject: PERSONAL

Dear Ravi,

How quickly the time has passed since we were frantically working and carrying out all the activities related to the IFH and the WSP. What a huge adventure. I sincerely want to thank and congratulate you and all your staff, especially all the young students who were so generous with their time and boundless energy.

I must say it is admirable that people can maintain their sanity in that busy, horribly contaminated city. I was exhausted after the event, and became quite ill with a terrific cold upon settling down in the plane. I still have a slight bronchitis as a reminder of the virus that hit me. I suspect that that is true of many others.

We never had a chance to have a personal, private discussion in the chaos of Mumbai. I wanted to react before it ever becomes a public discussion about your suggestion that we take over the Secretariat in Latin America. I appreciate your suggestion, but would want to have a much deeper discussion about the PHM and how it might develop.

If I were to accept the challenge I would really not be able to do so until AFTER the event in 2005. Late 2004 is just NOT feasible.

I also think it is necessary to rethink the structures. The present Steering Committee plus the contact persons is too large a group for coming to decisions. We need an assembly. By that I mean that these facilitators and contacts, etc can become a world wide assembly which meets periodically and communicates by e mail.

Then we need a small executive group, somewhat like a board, that is always there for the coordinator. The main decisions on every day matters would be determined by that group, rather than the Assembly. This executive group could be elected by the assembly with very strict criteria to be established to assure representativity.

Actually, I am waiting to see the reports of our meetings, the minutes, and the outcomes of the exercises we carried out the last few days. I offered to participate in a small group, with you, to set out possible terms of reference for the new secretariat. That will be important.

There are other constraints:

1. I could not continue to be the global coordinator of IPHC. So, who will do that job? That is important to determine as we prepare our new IPHC project proposal.

2. I do not have an organization any longer where I have the backup you have at CHC. So would there be funding for a small secretariat here, such as I have for IPHC??? I work with only two other people who do NOT speak English. I would need to have a bilingual person working on a regular basis.
3. I do not think there should be a shift of the website, but that be permanent in Bangalore where there is expertise and backup. You had mentioned to Mwajuma and I that that was an idea you discussed in the funding meeting in London.
4. I think there needs to be a special relationship to develop capacities in Africa. We all say that. How will it be implemented?

These are some very initial reactions. I have wanted to write for days, but I am just catching up with so many things that were waiting these days.

What are your thoughts Ravi? Can we keep this a very personal correspondence for the time being? I have to be very sure that this is the best for the Movement.

My greetings to Thelma and your son.
Thank you for all your hard work and your concern for people.

Fondly,
Mama

Main Identity

From: "Prasanna - PHM Communications" <prasanna@phmovement.org>
 To: "Dr Prem Chandran John" <prem_john@vsnl.net>; "Jihad Mishal" <jihad@shabaka.net>; "Sarah Shannon" <sarahs@hesperian.org>; "Lanny" <vze2x6qm@verizon.net>
 Cc: <secretariat@phmovement.org>
 Sent: Friday, July 02, 2004 1:24 PM
 Subject: PHM Secretariat Shift

Dear Prem / Jihad / Sarah / Lanny

Greetings from PHM Secretariat (Global)!

As per the minutes of the steering committee meeting (January 2004), a note was to be prepared in coordination with you all for circulation. I am circulating the first draft for any comments on clarity and background and any suggestions for improvements or additions. If its okay, then please send your endorsement return mail so that it can be circulated to steering group at the earliest.

Dr. Ekbal and I start a PHM tour of Pakistan in a spirit of People to People Solidarity between the two countries on 5th July.

Also please note that since there is some temporary problem in sending the emails from **secretariat@phmovement.org** email id, I am sending this mail through **prasanna@phmovement.org**. Please send all your comments / suggestions to **secretariat@phmovement.org**, as we don't have problem in receiving the emails.

Best wishes

Kavi Narayan

Dear Friends,

July 2, 2004

Greetings from PHM Secretariat (Global)!

Re: Shift of Secretariat

Context

- At the last steering group meeting held in Mumbai before and around the International Health Forum and World Social Forum events (12th to 19th January 2004), I had indicated that the initial two year phase of the Bangalore based secretariat would end by March 2005. To ensure that the gradual transition of the secretariat to another region, in a spirit of shared responsibility and solidarity takes place smoothly, I had also suggested that a process of identification of the next region that would be ready to host the secretariat should begin this year.
- With reference to the minutes of the Steering group meeting circulated in April 2004 (p22), the following additional points were noted.
 - Early identification of the next region and coordinator would ensure that they could work with the present secretariat and coordinator from then onwards to enable a gradual shift.
 - The current secretariat / coordinator have encouraged different PHM members (both Steering group and others) to support distinct functions of the secretariat and needs of PHM, so that the whole process is more decentralized and the secretariat is like the hub of a wheel with each spoke representing a function by some person in another region, rather than as a centralized, over extended apex of a pyramidal organization.
 - The shift of the secretariat to a new region with a new coordinator would therefore be basically the shift of the hub of the wheel, which takes over the coordinating / facilitating / linking role and can therefore be undertaken without too much upheaval in the ongoing evolution of the People's Health Movement.

Process

- It was also decided that the process of identification / selection should be enhanced by a note prepared by me, supported by Prem, Jihad, Sarah and Lanny by end April 2004. (This note was, however, delayed due to the ongoing follow up of the more urgent decision of the steering group relevant to the current year, including the interim funding needs; the follow up of IHF - WSF; the evolution of GHW; the World Health Assembly advocacy initiatives; the dialogues around MDG; CMH and HSR

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and a host of ongoing initiatives in different regions and countries).

4. However, during this phase, this issue has been discussed informally with a wide range of PHM members individually and in groups and the following additional issues in the context of the shift have also been emphasized by many.
 - o Some members have suggested that the shift every 2 years may be too soon and perhaps a 3-year phase in each region is more suitable, since it takes some time for each new region to learn the ropes and build further.

[In the present situation, however, since the secretariat has already been in the South Asian region for 4 years – two years in Bangladesh and two years in India (by December 2004), even though they are considered different regions, a shift to another region is advisable. In any case the present coordinator has been given a secondment from his parent organization (CHC) till end of March 2005 and this is extendable perhaps only till the next PHA – II July 2005 and not beyond].

The process of the identification of the next region / coordinator should be transparent with regions putting up proposals that address all the important needs and framework for the secretariat outlined in the steering group meeting of November 2002 (see next section). The decision by the steering group should be collective and consensual.

Regions who are interested to host the region in later years should also put up their ideas and have some one from the region linked to the existing secretariat to build capacity gradually for the future.

5. Evaluation Report – Some Guidelines on PHM Challenges and Secretariat:

The Evaluation report to be circulated shortly has noted that over the last two years during the present secretariat phase, there has been a great revival of enthusiasm and spirit; wider credibility of PHM; increasing inclusiveness and linkages; and greater decentralization. The shift must sustain and strengthen these aspects even more.

“Now in mid 2004, it is safe to begin to describe PHM as a young, strong and growing movement, one that is drawing on a wealth of wisdom, knowledge and experience from around the world and one that offers hope that social change to improve people’s health can be more of a reality”

“There is now increasing dialogue and communication among key movement focal points. Externally, there is a great visibility of the PHM in some arenas and fora”.

“More clarity and transparency on how activities are funded, how funds are being shared and made to work more effectively is combination and with complementarity”.

“The concept of PHM participants bringing their own contributions to the table to enable things to happen, rather than looking to PHM (particularly the secretariat) as a source of resources is beginning to be internalized. This focus on contributions is one of the key indicators in determining the strength of a network or a movement”.

- o There has been some enhanced cooperation. Links that are evolving with the World Social Forum, the strengthened connections with WHO and PAHO, the development of working relationships with the Global Equity Gauge and Medact around a global health watch process are simply a few of the most visible positive trends.
- o Enabling dialogue and discussion in a number of forums is increasing, but there is scope for more. The Secretariat is demonstrating leadership in this, as are some national groups. The AlmaAta-related meetings throughout 2003 are good examples.
- o Communication strategies and practices – both internal and external – are improving. Again the Secretariat is demonstrating leadership, but the response of many participants in the movement to share information is becoming more evident.

“Enhanced cooperation is important so that the PHM is visibly seen as a pro-active, inclusive and welcoming movement and is a platform that enables people to participate, without them having to convert to a particular belief, ideology or approach”.

“Above all, the pictures they drew were a celebration of diversity and it is that diversity that is the main strength of the PHM. Sustaining and maintaining a diverse, flexible and effective movement that serves as a platform for social change is the challenge that now faces the PHM”.

6. For all the regions considering plans to shoulder this responsibility and host the secretariat, it is advisable to reflect and discuss their proposals around the framework and criteria for the secretariat that emerged in the steering group meeting minutes November 2002, which was later compiled into a short note called "People's Health Movement – Organization Structure and Framework: Some Guidelines".

The sections relevant to the Secretariat are:

SECRETARIAT

- The Secretariat will be hosted by different regions in rotation
- Some of the activities will be retained at the previous secretariat
- 2-3 years will be the period for the secretariat to be in one region.
- Use of a letterhead renamed as People's Health Movement reflecting steering group of networks / regions will be promoted
- The secretariat will be supported by a steering group in the decision making process
- Secretarial support group will be evolved for communications and publications, media, PHM exchange, funding and other PHM supportive function.

a. Functions

- Facilitation and empowerment of PHM vision
- External / Internal communication in PHM between member and circles
- Management of collective initiatives and events
- To designate planning, monitoring and evaluation
- Fund raising and financial management
- Working with members, donors, facilitators, contact points etc.

b. Minimum needs for smooth functioning of the Secretariat

- Full time Secretariat coordinator (on deputation to PHM secretariat from hosting organisation)
- A communication officer (website) capable of dealing with communication challenges
- A technical officer to help the coordinator (could be short term volunteers or short term linkage)
- A person for accounts
- Some office infrastructure, computer, telephone, fax, basic library, office space drawn from hosting organization and supported by PHM budget.

c. Secretariat – Criteria for selection of host in a region

- Willingness to host the secretariat by the organization and endorsement by the regional circle
- Must have skills in communication, management, finances, project implementation and reporting
- Must be inclusive and have skills in networking and advocacy
- Must be committed to the PHM vision and the People's Charter for Health

Secretarial support group

d. Steering committee

- A steering committee consisting of the 8 networks and the 13 regional centers along with the incoming and outgoing coordinators help in collective decision making. It will meet at least once a year to take stock of the evolution and challenges of the movement and plan responses and strategies
- It will also constantly identify regional / international events that could be used as strategic opportunities for both PHM participation and smaller group steering committee meetings and dialogue
- A steering committee discussion group (yahoo group) will be established to help the secretariat keep all members involved and informed in all the key decisions

e. Funding group

A 6 member funding group assists the secretariat in financial and funding matters helping to evolve the project proposals, budget, logical frame and identifying and dialoguing with potential partners on behalf of PHM

f. Communications and media circle

- Will facilitate both internal and external communication and thereby contributing to the expansion of the decentralized movement.
- Website and related communication activities and through this increase the visibility of the movement.
- PHM Exchange – as an egroup.
- E-mail communication with usage of PHM signatures
- Issue of timely press releases and publication of the same
- Devising methods to overcome the digital divide
- Launch of campaigns (for eg. Million signature campaign)
- Regular press releases on health issues of global concern

Other details about regional circles, issue circles and other supportive functions available in the note].

Publications / PHM resource center

- The GK Savar centre, which hosted the secretariat for the first two years will continue as a PHM resource centre
- It will bring out a Newsbrief and related newsletters to highlight the activities during a specified period (keeping the digital divide in sight)
- It will publish the policy/ background papers and in coordination with organizations / individuals from the regions
- A small editorial group would support this activity.
- Sometimes a small additional group would be formed for a specific publication
- The centre will also keep track of all the publications, handouts, educational and promotional materials that evolved in the PHM –Globally, regionally and at country level

7. The Secretariat in India: To help new host regions to understand the dynamics of the whole process, enumerated below are some important features of the India based secretariat as it evolved from January 2003 has the following characteristics.

- I. PHM India met in Bhopal in July 2002 and unanimously decided that the India region would host the secretariat for the next phase starting January 2003 and that CHC a constituent of PHM India would host the secretariat. It was agreed that CHC had the capacity and organizational linkages and experience to take on this job. These included skills in networking and advocacy, communication management, finances, project implementation.
- II. CHC agreed to depute Dr. Ravi Narayan (Community Health Adviser and a Public Health Consultant and activist for nearly 30 years (1973 – 2002) to be the coordinator on a full-time basis till March 2005. A full time Communication Officer, Prasanna with communication / management background, was also identified and appointed on a full time basis to handle the communication needs of PHM including the gradual takeover of the PHM website. A full time Office Secretary, Srinidhi, was also deputed from CHC for the same period.
- III. While it had been earlier proposed that the secretariat could have a full time technical officer as well it was decided by CHC that its technical team members and fellows would support the coordinator as required in solidarity with PHM objectives and hence a separate appointment was not made.
- IV. To maintain the distinct identity of the PHM secretariat from the host organization a separate office across the road from CHC was rented and this had a separate phone number and email identity as well. In order to reduce the burden on PHM budget, CHC also decided to advance the rental deposit and provide most of the furniture, telephone and computers and other equipment as well.
- V. A separate letter head was prepared as a template in the secretariat computer to be used as required. Apart from the local addresses and contact details, it also had the list of regions and founding networks to highlight the global diversity and solidarity of CHC.
- VI. The secretariat was supported by the steering group consisting of representatives of the 8 founding networks and 13 regions. It met on November 2002 to endorse the shift and plan for 2003. It again met on IHF – WSF in January 2004 to review 2003 and plan for 2004.
- VII. To establish a larger host-base in the region, a small India region secretariat support group was also established consisting of B.Ekbal (PHM India Convener); Mira Shiva (PHM Steering group member); Amit Sengupta (PHM India Joint Convener) and Mohan Rao (PHM India Resource person). All communications and decisions were marked to this four member group to maintain a close link of the secretariat in the region and to enable various forms of support and accountability and transparency through this process.
- VIII. A six member funding group consisting of Andy Rutherford (One World Action, UK); Olle Nordberg, (DHF, Sweden); Qasem Chowdhury (GK, Bangladesh); K. Bala (HAI – AP, Sri Lanka); Maria Zuniga (IPHC, Nicaragua) and Prem John (ACHAN, India) helped the coordinator to plan for the finances for PHM activity. Most of the dialogue was done through e-group discussion and once a year meeting usually in April in London (April 2003 and April 2004).

IX. One World Action in UK continued to support PHM Secretariat by hosting a PHM Account in UK and processing and receiving all the International grants and donations facilitated by the funding group. During the 2003 / 2004 phase, the main style of fundraising was entitled 'Friends and Neighbors Policy' and involved negotiating small focused grants and donations for specific events / needs and initiatives and encouraging all the regions and networks to raise funds for their own participation or as a contribution to PHM. The whole process was rather risky, required a lot of perseverance and initiative but on the whole helped to revive greater solidarity in the movement as has been specifically commented upon in the evaluation report.

X. To enhance the capacity of PHM secretariat – volunteers from different regions and organizations were entrusted to support specific functions apart from the funding group:

- a. Website: Nand (Costa Rica)
- b. Communications advises: Andrew Chetely (Exchange, UK)
- c. Publications: Qasem / Zafrullah (Bangladesh), PHM Resource center
- d. News brief: Prem John (India), Qasem (Bangladesh); Hani Serag (Egypt)
- e. PHM Exchange: Claudio Schuftan (Vietnam)
- f. Media: Unnikrishan (India), Satya Sivaraman (Bangkok)
- g. PHM Charters: Pam Zinkin (UK)
- h. India Secretariat Support Group: Ekbal (Kerala), Mira (VHAI), Amit (DSF), Mohan (JNU)

XI. Over the months, the Bangalore secretariat established close personal contacts with all the country focal points and issue circle points (see PHM website www.phmovement.org for details). This involved a lot of personalized communication to build trust and solidarity and to understand local, national and regional needs and priorities.

XII. In October 2003, PHM Secretariat took over managing the PHM website from Nand (Costa Rica). Prasanna of the secretariat began to manage it from end 2003.

XIII. The PHM Secretariat has over the last 18 months organized 4 meetings (ASF – January 2003, WHA – May 2003, IHF/WSF – January 2004 and WHA – May 2004).

It has also supported particularly the

- (a) evolution of new PHM processes in USA, Sri Lanka, Iran, Germany, Italy, Pakistan,
- (b) active dialogue with WHO, GFHR, UNESCAP, MDG and CMH advocacy units,
- (c) more recently dialogue with three units of WHO HQ – HIV / AIDS; Research and Evidence in Policy; Equity and Social Determinants Commission.

XIV. It has been the practice that when a secretariat moves to new region, the outgoing secretariat will retain one support function. For GK, it was Publications and News brief. For the Bangalore secretariat the most obvious choice, especially in the context of its location, would be website management.

Communication, another option is capacity building at regional levels through short-term training / learning inputs. This decision will emerge nearer the end of the phase.

8. The above detailed background has been provided to help regional focal points discuss with their country contacts and other members, the possibility of hosting the next secretariat. We request regions to seriously consider this need and get back to the steering group with proposals as soon as possible, but not later than 31st August 2004. The steering group could then help to endorse a decision collectively and by consensus.
9. The present secretariat team would be willing to provide any further details or background for regions to help make a decision.
10. WE hope the process initiated will help to identify a region / coordinator as soon as possible so that they could work in close coordination with the Bangalore secretariat and all the secretariat support group, steering group, country coordinators and issue circles to allow for a smooth transition in 2005.

With best wishes

Yours sincerely,

Ravi Narayan
Coordinator
People's Health Movement Secretariat(global)
CHC-Bangalore
#367 "Srinivasa Nilaya"
Balkasandra 1st Main, I Block Koramangala

02/07/04

Bangalore-560034, India

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Website: www.phmovement.org

Join the "Health for all, NOW" campaign in the 25th anniversary year of the Alma Ata declaration visit

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FROM: Sarah Shannon <sarsh@hesperian.org>
 DATE: Fri, 02 Jul 2004 09:14:39 -0700
 TO: "Prasanna - PHM Communications" <prasanna@phmovement.org>, "Dr Prem Chandran John" <prem_john@vsnl.net>, "Jihad Mishal" <jihad@shabaka.net>, "Lanny" <vze2x6qm@verizon.net>
 SUBJECT: Re: PHM Secretariat Shift

Dear friends,

I've just received this and will review it over the weekend, thank you for sending it. I will get comments back by Tuesday July 6. With best wishes,
 Sarah

At 01:24 PM 7/2/2004 +0530, Prasanna - PHM Communications wrote:

Dear Prem / Jihad / Sarah / Lanny

Greetings from PHM Secretariat (Global)!

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Best wishes

Ravi Narayan

Dear Friends,
 "<?xml:namespace prefix = st1 ns =
 urn:schemas-microsoft-com:office:smarttags" />July 2, 2004<?xml:namespace prefix = o ns = "urn:schemas-microsoft-com:office:office" />

Greetings from PHM Secretariat (Global)!

*Secretariat Shift
 letter*

*RN
 3/7/04*

*RN
 3/7/04*

**PEOPLE'S HEALTH MOVEMENT – ORGANISATIONAL STRUCTURE AND
FRAMEWORK – SOME GUIDELINES**

(To be put on the website. Any suggestions / corrections?)

A. BACKGROUND

1. Two years since the historic People's Health Assembly at the Gonoshasthaya Kendra (GK) campus at Savar (Bangladesh) in December 2000, the People's Health Movement has evolved as a dynamic and responsive voice of the voiceless. Further, it has put a challenge at the academic and intellectual level by challenging anti-health and anti-poor policies at the International level.
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B. STRUCTURE OF PHM

- PHM should be an enabling process and decentralised actions should be the building block. Any structure for PHM should be based on this foundation and should ensure synergy.
- The challenge for a growing movement is to ensure how we link and relate with the existing structures of other networks and movements to ensure synergy
- There should not be any centralized decision making process.
- Circles and other constituents of the movement should be encouraged to take decisions and move on and the secretariat should facilitate the pace and spirit with no bureaucracy
- Facilitation and empowerment should be the objective of geographic and working regional circles
- The Structure of the PHM will be intersecting circles of 2 types

- Geographical circles

- (a) Regional circle (13 Regions, see table)

- (b) National circle (92 +)

- (c) Local circle (These could be at village / town / city / district / state level – depending on situation)

Each region will consist of a coalition of national circles. National circles depending on the size of the country would consist of state circles and state circles could consist of district circles and so on.

- Issue based working circles (membership of this would be drawn from different geographical areas on a purely voluntary basis)
- Secretariat
 - Regions will host the secretariat from time to time
 - The secretariat will coordinate, facilitate the working together of all the geographical and issue based circles
- Secretarial support group
 - Steering group
Earlier called the Core group, this 23 member group will steer the decision making process of the movement, particularly the international and collective initiatives
 - Funding group
Helps in the decision making process of funding, finances etc.,
 - Communication and media group
Helps and supports the secretariat on all the communication and media related work

GEOGRAPHICAL CIRCLES

General working principles:

- 13 geographical circles have been formed. Generally a network organization would be the host of a geographical circle.
- Identification of groups / networks in regions is important (not only individuals or NGO's) to provide extra support to consolidate and facilitate PHM activities
- Circles should be inclusive and help to reach out to more people who are working on issues that are important to PHM. This will be one way to expand the reach and domain of the PHM as a movement
- The evolution of geographical circles at country and state levels is a gradual process
- Each geographical circle will have a facilitator elected from the region, country or state. S/he must have the following capacities to enable the movement building process
- People/ organizations / networks need to be constantly identified by the Secretariat and the steering group to facilitate activities in locations where PHM doesn't have any presence. The constituting bodies of PHM, who may have their presence or links in such places could take the initial responsibility to identify facilitators in such places. Eg: IPHC in Americas, Australia and ACHAN in South East Asia, WGNRR in East Africa, HAI, CI and TWN in other regions. Focal points from neighbouring regions could help the PHM secretariat in this process

Responsibilities of Facilitators and Link Persons

- **Facilitator**

- Should be representative – of a group / network in the region/ country
- Must have an understanding of the ground reality of the region / country and policies
- Must have skills of motivation, networking, and capacities to communicate, accounting, computer etc.,
- Must be responsible to a parental organization/ network for support
- Must be inclusive and able to dialogue with a wide cross section of networks and individuals

- **Link person**

The initial selected/ nominated contact in a geographical area- country or region will be called a link person. When the group increases in size and representation then the facilitator should be elected democratically for a period of 1-2 years

ISSUE CIRCLES

- An issue circle will facilitate the initiation of dialogue on the specialized issues
- Each issue circle will have a Convenor, who will facilitate the sharing, perspective building and communication process.
- S/he will strengthen the work done by individual members of the circle
- It will help PHM understand such issues better and at times take positions and provide input to the PHM process on specific issues and give suggestions about who could represent PHM when PHM gets invited for events on these specific issues
- S/he will be responsible mainly to the circle members and to the steering committee and PHM secretariat

- **Link person**

The initial selected/ nominated contact in a geographical area- country or region. When the group increases in size and representation then the convenor will be elected democratically for a period of 1-2 years. Convenorship could rotate within the group.

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- The Secretariat will be hosted by different regions in rotation
- Some of the activities will be retained at the previous secretariat
- 2-3 years will be the period for the secretariat to be in one place
- Use of a letterhead renamed as People's Health Movement reflecting steering group of networks will be promoted
- The secretariat will be supported by a steering group in the decision making process
- Secretarial support group will be evolved for communications and publications, media, PHM exchange, funding etc.,



- **Functions**
 - Facilitation and empowerment of PHM vision
 - External / Internal communication in PHM between member and circles
 - Management of collective initiatives and events
 - To designate planning, monitoring and evaluation
 - Fund raising and financial management
 - Working with members, donors, facilitators, contact points etc.,
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 - A communication officer (website) capable of dealing with communication challenges
 - A technical officer to help the coordinator (could be short term volunteers or short term linkage)
 - A person for accounts
 - Some office infrastructure, computer, telephone, fax, basic library, office space drawn from hosting organization and supported by PHM budget
- **Secretarial support group**
 - **Steering committee**
 - A steering committee consisting of the 8 networks and the 13 regional centers along with the incoming and outgoing coordinators help in collective decision making. It will meet at least once a year to take stalk of the evolution and challenges of the movement and plan responses and strategies
 - It will also constantly identify regional / international events that could be used as strategic opportunities for both PHM participation and smaller group steering committee meetings and dialogue
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- Website and related communication activities and through this increase the visibility of the movement
- E-mail communication with usage of PHM signatures
- Issue of timely press releases and publication of the same
- Devising methods to overcome the digital divide
- Launch of campaigns (for eg. Million signature campaign)
- Regular press releases on health issues of global concern

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- The GK Savar centre, which hosted the secretariat for the first two years will continue as a PHM resource centre
- It will bring out a Newsbrief and related newsletters to highlight the activities during a specified period (keeping the digital divide in sight)
- It will publish the policy/ background papers and in coordination with organizations / individuals from the regions
- A small editorial group would support this activity.
- Sometimes a small additional group would be formed for a specific publication
- The centre will also keep track of all the publications, handouts, educational and promotional materials that evolved in the PHM –Globally, regionally and at country level



- **Secretariat – Criteria for selection in a region**

- Willingness to host the secretariat by the organisation and endorsement by the regional circle
- Must have skills in communication, management, finances, project implementation and reporting
- Must be inclusive and have skills in networking and advocacy
- Must be committed to the PHM vision and the People's Charter for Health

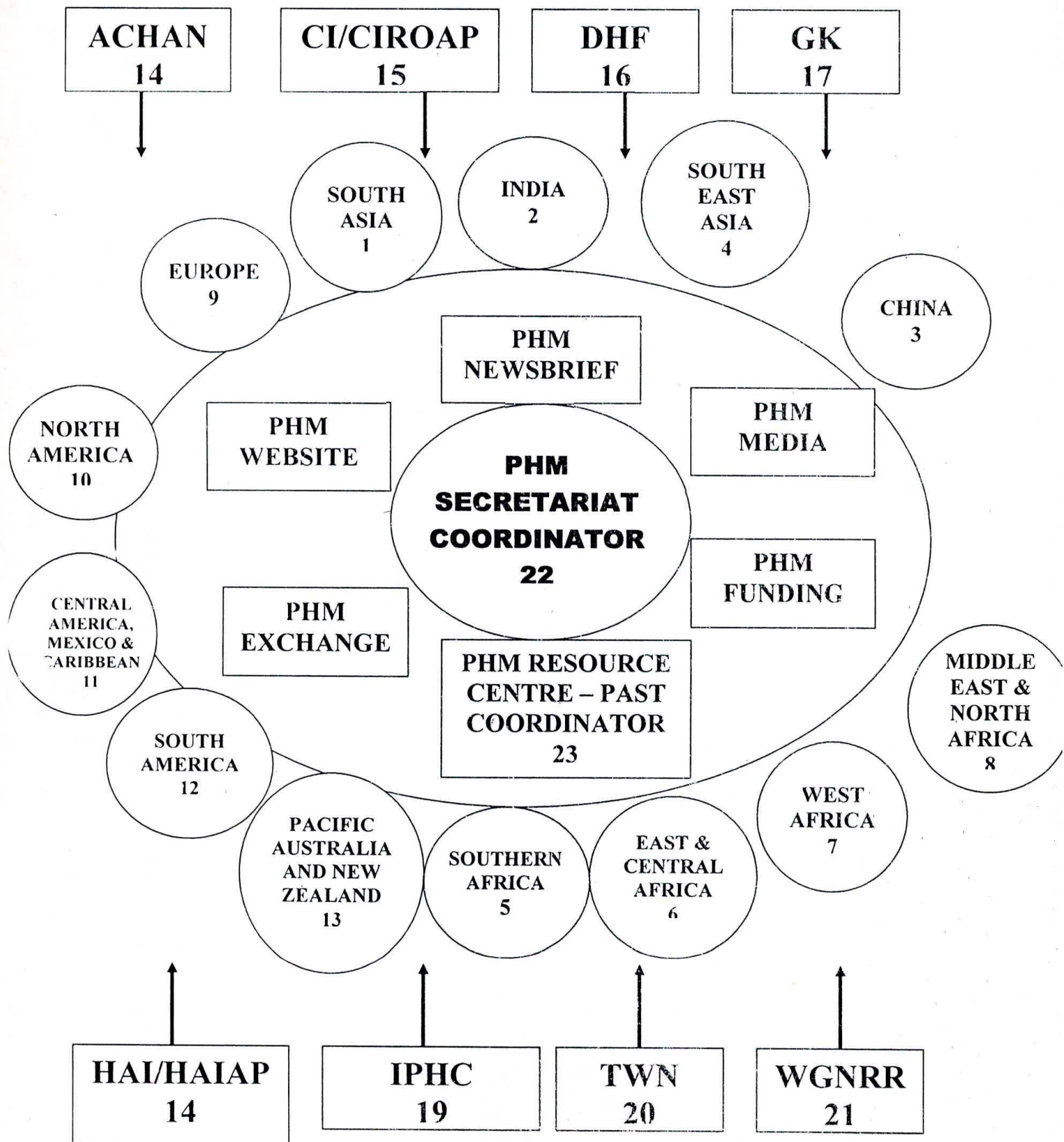
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Countries represented in PHA 2000	Country contact points established after PHA 2000	Countries not represented
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CHINA		
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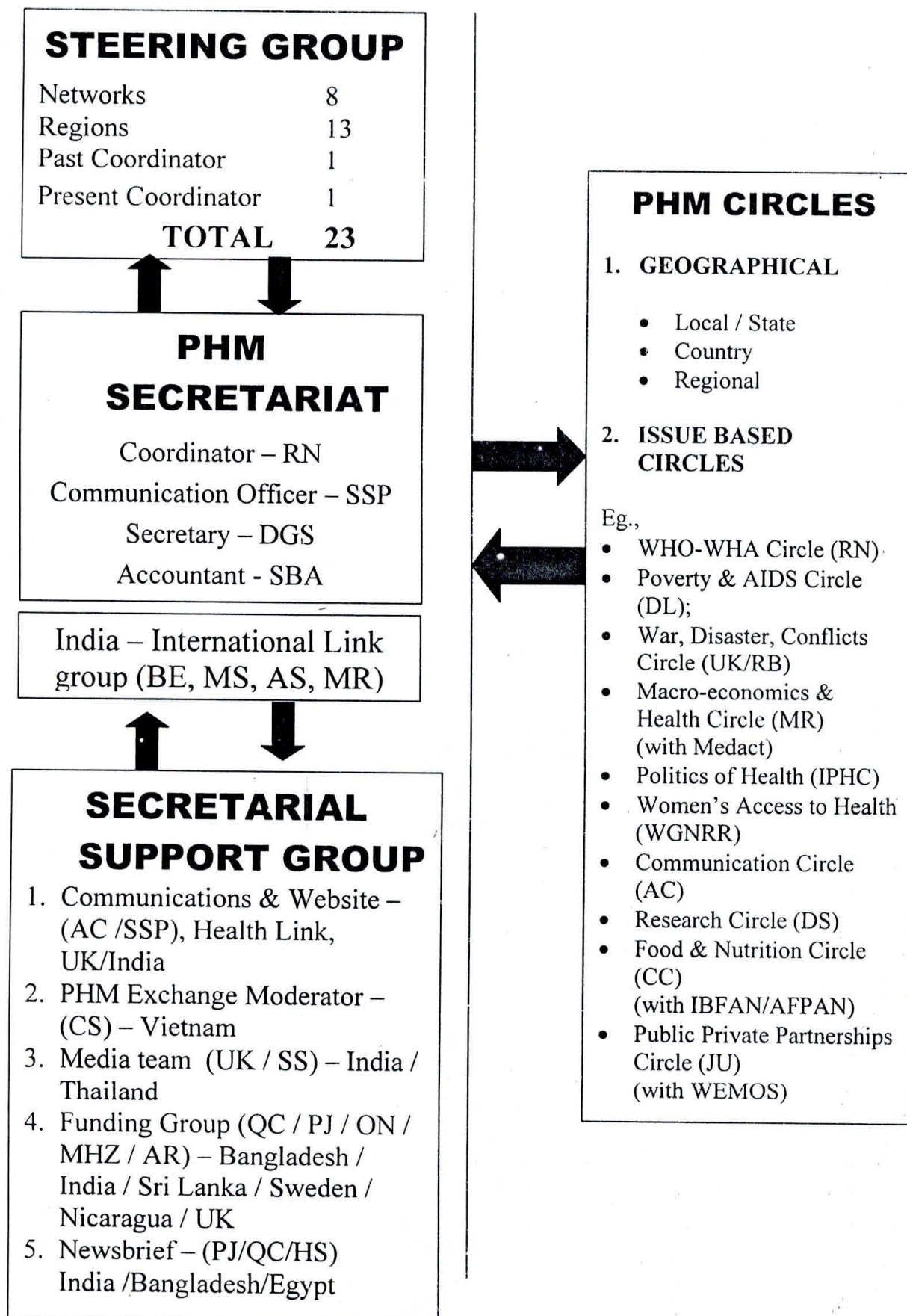
PEOPLE'S HEALTH MOVEMENT - EMERGING ORGANISATIONAL STRUCTURE - I

Secretariat, Regions & Networks



PHM ORGANISATIONAL STRUCTURE – II

Secretariat, steering group, support groups, circles



PEOPLE'S HEALTH MOVEMENT - ORGANISATIONAL STRUCTURE - III

Regions - Country - focal / contact points

FACILITATOR: Elected

CONTACT POINT: Nominated / Invited

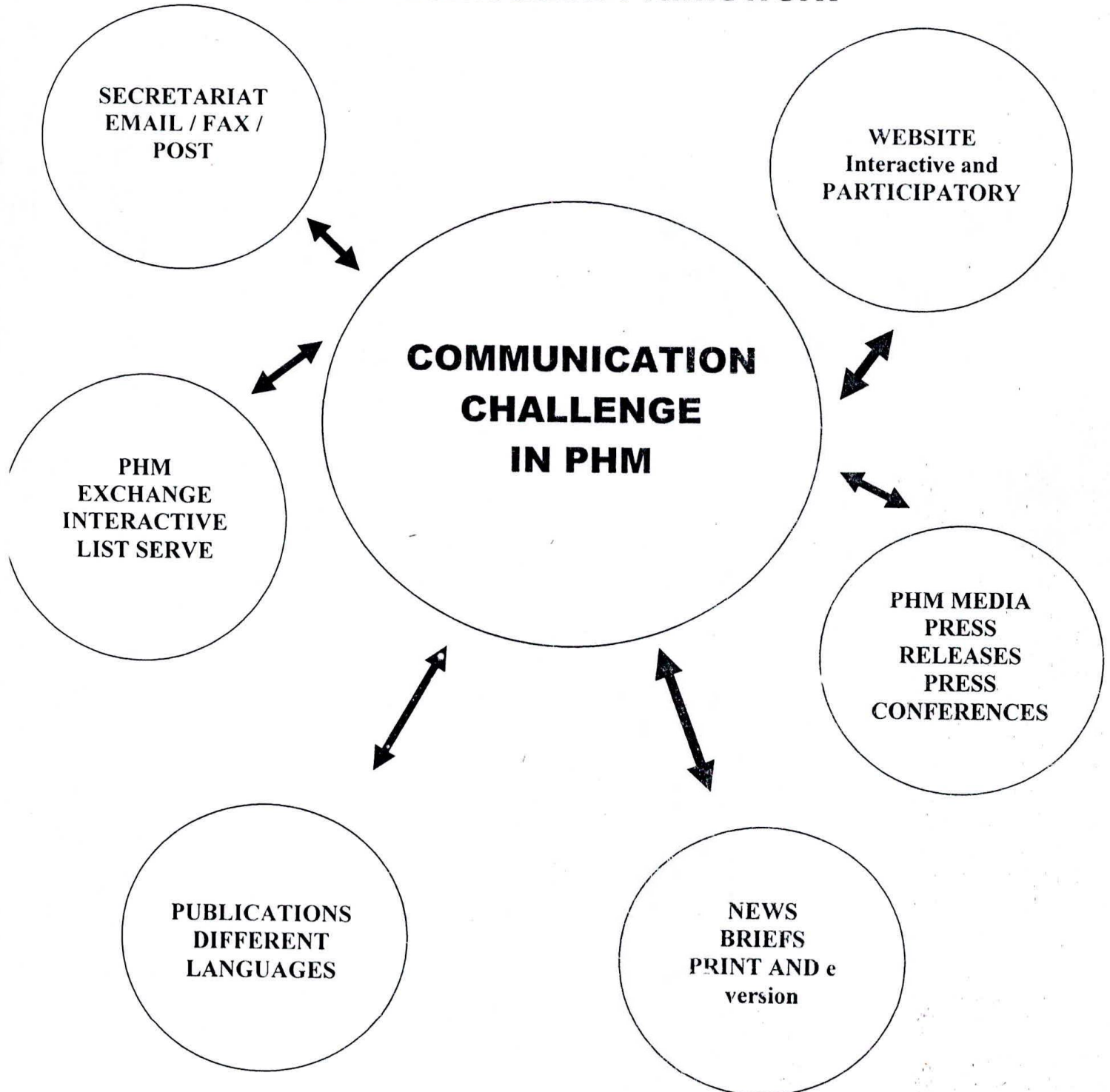
Criteria for election / selection as

Facilitator / Contact Point

- 1. Must endorse the Charter**
- 2. Ability to motivate and link persons and network**
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- 5. Ability to take PHM forward by inclusive approach**
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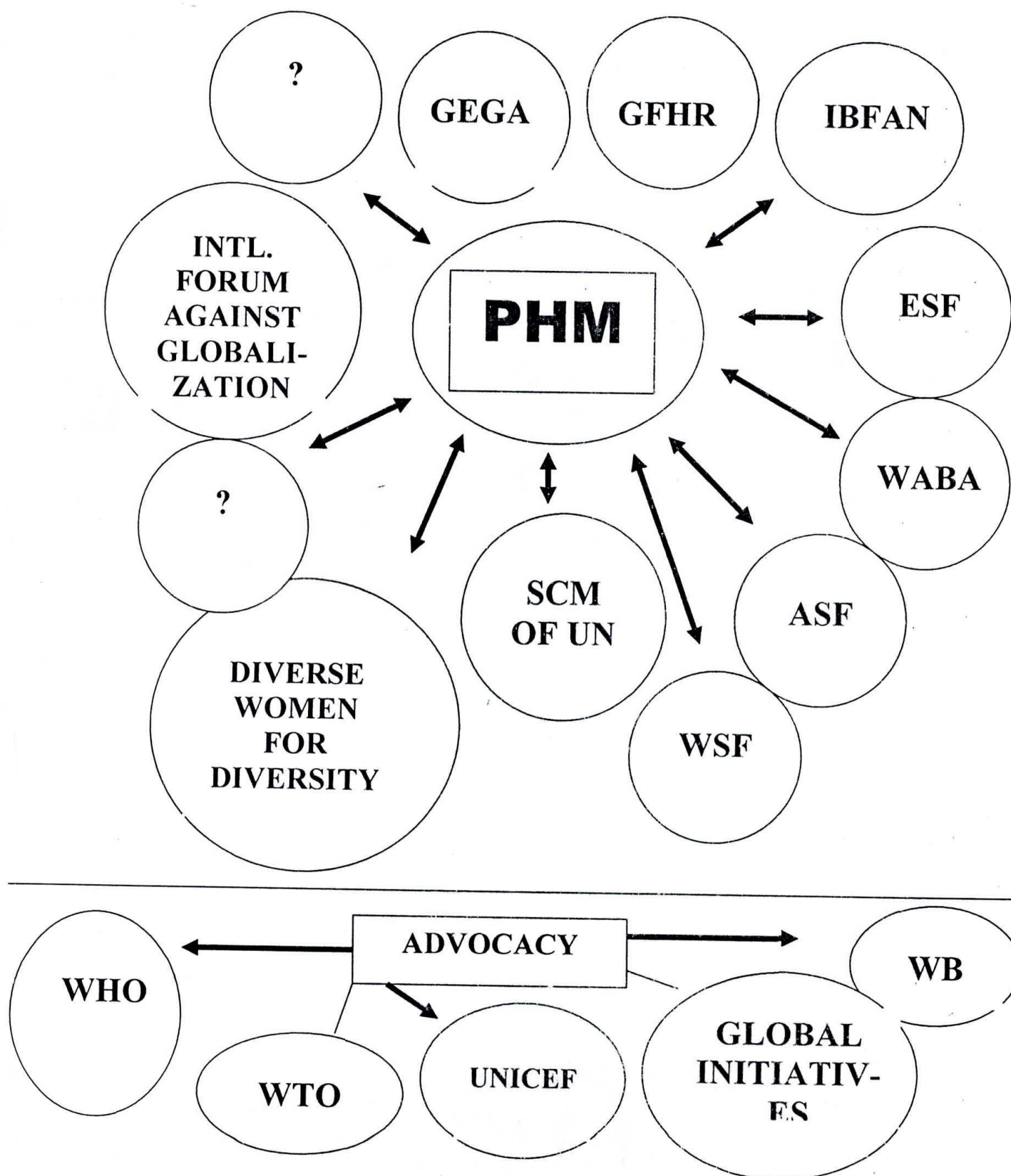
PEOPLE'S HEALTH MOVEMENT - ORGANISATIONAL STRUCTURE - IV

Communication Framework



PEOPLE'S HEALTH MOVEMENT - ORGANISATIONAL STRUCTURE - V

Networking and Coalition building



**PEOPLE'S HEALTH MOVEMENT – ORGANISATIONAL STRUCTURE AND
FRAMEWORK – SOME GUIDELINES**

(To be put on the website. Any suggestions / corrections?)

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People's Health Movement — Organisational Structure And Framework — Some Guidelines (Updated as of July 2005) – Will be circulated separately.

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3. People's Health Movement's Core Group meeting at Savar (GK: 20th-22nd Nov 2002) reviewed and endorsed the strategies once again and evolved a plan for synergic and decentralized action towards this new framework. The following are the important guidelines that emerged about the process, organisation structure and working principles of people's health movement and its various circles.

B. STRUCTURE OF PHM

- PHM should be an enabling process and decentralised actions should be the building block. Any structure for PHM should be based on this foundation and should ensure synergy.
- The challenge for a growing movement is to ensure how we link and relate with the existing structures of other networks and movements to ensure synergy
- There should not be any centralized decision making process.
- Circles and other constituents of the movement should be encouraged to take decisions and move on and the secretariat should facilitate the pace and spirit with no bureaucracy
- Facilitation and empowerment should be the objective of geographic and working regional circles
- The Structure of the PHM will be intersecting circles of 2 types

Geographical circles

- (a) Regional circle (13 Regions, see table)

(b) National circle (92 +)

(c) Local circle (These could be at village / town I city / district / state level — depending on situation)

Each region will consist of a coalition of national circles. National circles depending on the size of the country would consist of state circles and state circles could consist of district circles and so on.

- Issue based working circles (membership of this would be drawn from different geographical areas on a purely voluntary basis)
- Secretariat
- Regions will host the secretariat from time to time
- The secretariat will coordinate, facilitate the working together of all the geographical and issue based circles
- Secretarial support group
- Steering group

Earlier called the Core group, this 23 member group will steer the decision making process of the movement, particularly the international and collective initiatives

- Funding group

Helps in the decision making process of funding, finances etc.,

- Communication and media group

Helps and supports the secretariat on all the communication and media related work

GEOGRAPHICAL CIRCLES

General working principles:

- 13 geographical circles have been formed. Generally a network organization would be the host of a geographical circle.
- Identification of groups! networks in regions is important (not only individuals or NGC's) to provide extra support to consolidate and facilitate PHM activities

- Circles should be inclusive and help to reach out to more people who are working on issues that are important to PHM. This will be one way to expand the reach and domain of the PHM as a movement
- The evolution of geographical circles at country and state levels is a gradual process
- Each geographical circle will have a facilitator elected from the region, country or state. S/he must have the following capacities to enable the movement building process
- People! organizations I networks need to be constantly identified by the Secretariat and the steering group to facilitate activities in locations where PHM doesn't have any presence. The constituting bodies of PHM, who may have their presence or links in such places could take the initial responsibility to identify facilitators in such places. Eg: IPHC in Americas, Australia and ACHAN in South East Asia, WGNRR in East Africa, HAI, CI and TWN in other regions. Focal points from neighbouring regions could help the PHM secretariat in this process

Responsibilities of Facilitators and Link Persons

- Facilitator
- Should be representative — of a group / network in the region! country
- Must have an understanding of the ground reality of the region I country and policies
- Must have skills of motivation, networking, and capacities to communicate, accounting, computer etc.,
- Must be responsible to a parental organization! network for support
- Must be inclusive and able to dialogue with a wide cross section of networks and individuals
- Link person

The initial selected! nominated contact in a geographical area- country or region will be called a link person. When the group increases in size and representation then the facilitator should be elected democratically for a period of 1-2 years

ISSUE CIRCLES

- An issue circle will facilitate the initiation of dialogue on the specialized issues
- Each issue circle will have a Convenor, who will facilitate the sharing, perspective building and communication process.

- S/he will strengthen the work done by individual members of the circle
- It will help PHM understand such issues better and at times take positions and provide input to the PHM process on specific issues and give suggestions about who could represent PHM when PHM gets invited for events on these specific issues
- S/he will be responsible mainly to the circle members and to the steering committee and PHM secretariat
- Link person

The initial selected! nominated contact in a geographical area- country or region. When the group increases in size and representation then the convenor will be elected democratically for a period of 1-2 years. Convenorship could rotate within the group.

C. SECRETARIAT

- The Secretariat will be hosted by different regions in rotation
- Some of the activities will be retained at the previous secretariat
- 2-3 years will be the period for the secretariat to be in one place
- Use of a letterhead renamed as People's Health Movement reflecting steering group of networks will be promoted
- The secretariat will be supported by a steering group in the decision making process
- Secretarial support group will be evolved for communications and publications, media, PHM exchange, funding etc.,
- Functions
- Facilitation and empowerment of PHM vision
- External I Internal communication in PHM between member and circles
- Management of collective initiatives and events
- To designate planning, monitoring and evaluation
- Fund raising and financial management
- Working with members, donors, facilitators, contact points etc.,
- Minimum needs for smooth functioning of the Secretariat

- Full time Secretariat coordinator (on deputation to PHM secretariat from hosting organisation)
- A communication officer (website) capable of dealing with communication challenges
- A technical officer to help the coordinator (could be short term volunteers or short term linkage)
- A person for accounts
- Some office infrastructure, computer, telephone, fax, basic library, office space drawn from hosting organization and supported by PHM budget
- Secretarial support group

Steering committee

- A steering committee consisting of the 8 networks and the 13 regional centers along with the incoming and outgoing coordinators help in collective decision making. It will meet at least once a year to take stalk of the evolution and challenges of the movement and plan responses and strategies
- It will also constantly identify regional / international events that could be used as strategic opportunities for both PHM participation and smaller group steering committee meetings and dialogue
- A steering committee discussion group (yahoo group) will be established to help the secretariat keep all members involved and informed in all the key decisions
- Funding group
- A 6 member funding group assists the secretariat in financial and funding matters helping to evolve the project proposals, budget, logical frame and identifying and dialoguing with potential partners on behalf of PHM
- Communications and media circle
- Will facilitate both internal and external communication and thereby contributing to the expansion of the decentralized movement.
- Website and related communication activities and through this increase the visibility of the movement
- E-mail communication with usage of PHM signatures
- Issue of timely press releases and publication of the same

- Devising methods to overcome the digital divide
- Launch of campaigns (for eg. Million signature campaign)
- Regular press releases on health issues of global concern

Publications I PHM resource centre

- The GK Savar centre, which hosted the secretariat for the first two years will continue as a PHM resource centre
- It will bring out a Newsbrief and related newsletters to highlight the activities during a specified period (keeping the digital divide in sight)
- It will publish the policy/ background papers and in coordination with organizations I individuals from the regions
- A small editorial group would support this activity.
- Sometimes a small additional group would be formed for a specific publication
- The centre will also keep track of all the publications, handouts, educational and promotional materials that evolved in the PHM

—Globally, regionally and at country level

- Secretariat — Criteria for selection in a region
- Willingness to host the secretariat by the organisation and endorsement by the regional circle
- Must have skills in communication, management, finances, project implementation and reporting
- Must be inclusive and have skills in networking and advocacy
- Must be committed to the PHM vision and the People's Charter for Health

Main Identity

From: "Sunil Deepak" <sunil.deepak@aifo.it>
 To: "PHM - Secretariat" <secretariat@phmovement.org>
 Sent: Thursday, August 11, 2005 12:44 PM
 Subject: Highlights of the Steering Group meeting held on 23rd July 2005

Dear Ravi,

I hope you got the much needed rest after the conclusion of PHA2. I am writing to you to thank you for all that you have done in these past years to take forward the PHM. I am sure that without you, the Movement would not have achieved all that it managed to do under your guidance. I also hope that the next coordinator, with his/her personality will be able to move ahead, possibly in new directions, without losing what we have gained. Warm regards, Sunil

PHM-Secretariat

RN
11/8/05

11/8/05

Dear Sunil

Thanks for your prompt response and for the words of appreciation. It has been a great experience to give so much time to PHM and I learnt a great deal about people, organisations, networking and movements over the last three years specially. I am sure whoever and whichever region takes over will build further and better. The movement is much bigger than any one individual and like a relay race one has to inevitably hand over the baton for the next leg of the race towards Health For All.

A special thanks for friends like you, who have done so much to make my phase of coordinators-ship seem so supported and encouraged. Do continue to be ^{as} involved as before. PHM needs AIFO, Sunil and all your colleagues

Best wishes

Ran.

8/11/05

✓
Sent on
11/8/05
Ravi

Main Identity

From: <claudio@hcmc.netnam.vn>
To: <PHM_Steering_Group_02-03@yahooogroups.com>
Sent: Saturday, July 30, 2005 6:34 PM
Subject: Re: [PHM_Steering_Group_02-03] Observations Personal on the PHM Global, PHA2 and Our Future as a Movement

P.S. At the end of the steering group meeting - in a rather rushed way we decided on the issue of North American representation - even if only for the evolving short transition phase. Sarah and Maya will represent NA region on the steering group till we phase into the next form of organizational structure (EC and advisory council!). You will join me in a regional capacity endeavour since we both have proved our travelling PHM salesman capabilities but all this only after Sept when the transition is complete. Stay in touch.

Dear Lanny,

Thanks for your long note. We ended the meeting around 6:30 PM since we had to vacate the bldg. Aug 23 was set for written proposals for Global secretariat locatin: latinamerica and a joint proposal MENA/Africa. Fran will review them and advise rest of St Gr. Re campaigns, proposers have to send a written proposal for PHM adoption of the campaign in next 6 weeks. So we will be working on a Right to health proposal.

Your concern re US PHM is well taken although i think everybody sees the important role you play within. Agree indirect jokes are bad taste. At least I am 101% with you.

We will sort out the apparent divisiveness in the St Gr. We just need to look at things from a vantage point way of the mood that sat afternoon. Reason will prevail.

Abrazo
 Clau back home.

 This mail sent through Netnam-HCMC ISP: <http://www.hcmc.netnam.vn/>

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Yahoo! Groups Links

<*> To visit your group on the web, go to:
http://groups.yahoo.com/group/PHM_Steering_Group_02-03/

<*> To unsubscribe from this group, send an email to:
PHM_Steering_Group_02-03-unsubscribe@yahooogroups.com

<*> Your use of Yahoo! Groups is subject to:
<http://docs.yahoo.com/info/terms/>

so do involve her as well and he is touch Best wishes Rari

Did you see Karen's letters note to steering group? Claudio has replied and so have I, in spite of the pile of post PHA2 demands. We welcome such reflections to help our development but we must also constantly encourage engagement.

(D)
 Dear Lanny
 I saw Claudio's response to a long note from you - but could not trace the 'long note' in the mail. Please send me the note. I always appreciate your frank reflections and at this phase of transition it may be a relevant contribution.

VNR

where is original Lanny's mail?



*Rari
 21/8/05*

See you 21/8/05 Rari

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
To: "Sarah Shannon" <sarahs@hesperian.org>; "Lanny Smith" <lannysmith@post.harvard.edu>;
 "Tawnia Queen" <phm@hesperian.org>
Cc: "Dr Prem Chandran John" <prem_john@vsnl.net>
Sent: Tuesday, August 09, 2005 4:28 PM
Subject: Re: Lanny and PHM US co-representation on Steering Group

Dear Sarah, Lanny, Tawnia,

Greetings!

I read Sarah's letter and was a bit perplexed! The decision to allow two NGOs to represent North America which is one country was purely a practical one between us considering the nature of evolution of PHM circle in USA in 2003. Many people have asked me why USA is the only country that has two representatives as focal points. The only other two countries are India and Bangladesh - but the logic for these two are very different. India has one focal point (Ekbal) and one founding member (Mira) who has stayed on because of public pressure by SG in spite of my efforts to rationalize this since Mumbai - January 2004. Also Prem represents ACHAN not India. Bangladesh has a GK representative and the ex-coordinator. One of the sore points for North America is the lack of clarity of the involvement of Canada in this decision to identify a focal point. One could argue that one each from USA and Canada (if two are okay in principle) is better than two from USA. Alternatively one could move towards one from USA or one from Canada alternating each year or every two years - so that the rule of one focal point person per region is maintained. I think the purpose of suggesting that Lanny be replaced by Maija even if only for a few months as new organizational structures of governance evolve was to strategically, set right this discrepancy. Maija and you separately have told me about Martha. When she takes over then we can just replace Maija by her. Lanny was quite happy to be part of a regional capacity building team with me after the coordination moves in September 2005. Karen Leitner has already sent a mail asking how these decisions are made! The need to reduce from two to one focal point for USA ultimately is inescapable, whether Canada comes on board or not. I think if you and Lanny are not seen only as wearing Hesperian and DGH hats but also as PHM-USA leaders, this dilemma can be sorted out.

Please discuss this carefully in the light of the above arguments and get back to me at the earliest.

Best wishes,

Ravi.

Ravi Narayan

.....
 Coordinator

PHM Secretariat (Global)

8/9/05

Dear Sarah, Lanny, Tawnia,

Greetings!

and was a bit perplexed.

I read Sarah's letter ~~with some concern~~! The decision to allow two NGOs to represent North America which is one country was purely a practical one between us, considering the nature of evolution of PHM circle in USA in 2003. Many people have asked me why USA is the only country that has two representatives as focal points. The only other two countries are India and Bangladesh – but the logic for these two are very different. India has one focal point (Ekbal) and one founding member (Mira) who has stayed on because of public pressure by SG in spite of my efforts to rationalize this since Mumbai – January 2004. ^{Also} Prem represents ACHAN not India! Bangladesh has a GK representative and the ex-coordinator. One of the sore points for North America is the lack of clarity of the involvement of Canada in this decision to identify a focal point. One could argue that one each from USA and Canada (if two are okay in principle) is better than two from USA. Alternatively one could move towards one ^{rule of} from USA or one from Canada alternating each year or every two years – so that the ^{rule of} one focal point person per region is maintained. I think the purpose of suggesting that Lanny be replaced by Maija even if only for a few months as new organizational structures of governance evolve was to strategically ^{set} right this discrepancy. Maija and you separately have told me about Martha. When she takes over, then we can just replace Maija by her. Lanny was quite happy to be part of a regional capacity building team with me after the coordination moves in September 2005. Karen Leitner has already sent a mail asking how these decisions are made! Ultimately it is ~~inescapable~~ ^{or not} whether Canada comes on board. I think if you and Lanny are not seen only as ^{wearing} Hesperian and DGH hats but also as PHM-USA leaders, this dilemma can be sorted out.

*The need
to reduce
from two
to one focal
point for
USA ultimately
is inescapable*

Please discuss this carefully in the light of the above ^{arguments} ~~context~~ and get back to me at the earliest. #

Best wishes,

Ravi.

cc Prem,

Main Identity

From: "Sarah Shannon" <sarahs@hesperian.org>
To: "PHM - Secretariat" <secretariat@phmovement.org>; <prem_john@vsnl.net>
Cc: "Lanny" <vze2x6qm@verizon.net>; "Tawnia Queen" <phm@hesperian.org>
Sent: Tuesday, August 09, 2005 3:56 AM
Subject: Lanny and PHM US co-representation on Steering Group

Dear Ravi and Prem,

Greetings! I hope this finds you well and recovering from your Herculean efforts to pull off a very successful PHA despite many complicating organizational challenges.

I am writing specifically to clarify Lanny's status on the Steering Committee. We (PHM-US) have not accepted Lanny's resignation from co-representing PHM-US to the Steering Group. As you will recall from our conversations previous to and in Cuenca, PHM-US is in the process of transitioning to a new organizational structure to take into account the significant growth reflected in and resulting from the organizing of the US delegation to the PHA. During the next few months we will be working out our new internal coordination structures and also how these structures will function to strengthen coordination with our friends in Canada and Mexico. We do not feel it would be helpful to this transition process if Lanny steps down at this point from his role as "co-convenor" of PHM-US, and thus "co-representer" of PHM-US to the Steering Group. Our new representation will be determined by our internal PHM-US processes over the course of the next several months.

Also related to this point regarding North American representation, you may not know (since Claudio did not allow Maija the floor, she wasn't able to say anything about this) that Maija is in the process of turning over the "point person"/ focal point responsibilities for Canada to Martha Roberts, a young, very capable activist from British Columbia who attended the IPHU. Maija and Martha, along with Lanny, Tawnia and myself, are working out a new, hopefully more functional coordination for the PHMs in our respective countries. Building on the cooperation that began at the meetings in Cuenca, I believe that we can sort out an appropriate and adequate North American representation for PHM over the next month or so.

For these and other reasons internal to PHM-US, we'd prefer to leave our current representation intact as we work out our structural evolution through these concurrent processes. It is important to us for Lanny to remain a member of the Steering Group during these transitions.

This shared/ collective representation has served us well to this point, and we think it is the best form to use while our internal discussions on structure carry through to their conclusions. We are not aware of any complaints generated by this shared leadership, and are of course open to considering whatever suggestions Steering Group members or others might make.

Thanks again for all your hard work in support of our work and PHM. I look forward to seeing you all again soon.

With best wishes,

Sarah

evolve was to strategically
right this discrepancy. Maybe
for separately have told me about
Mahe. When she takes over then
we can just replace by player by her.
Larry was quite happy to be part of
second capacity building team with me of
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I think the need to reduce from two to one USA
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Larry are not seen only as PHM USA
and DEH hubs but also as Hesperus
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Please discuss this
carefully in the light
of the above context
and get back to
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Best wishes
Ran

Dear Sarah, Larry, Tawnee

I read Sarah's letter with some concern.

The decision to allow two reps to represent North America which is one country was purely a practical one between us considering the nature of evolution of PHM circle in USA. Many people have asked me why USA is the only country that has two representatives as focal points. The only other two countries are India and ~~Pakistan~~ Bangladesh but the logic for these two are very different. India has one focal point (Ekbal) and one founding member (Mure) who has stayed on because of public pressure by SG in spite of my efforts to relocate him since Mumbai - Jan 2004. Bangladesh has a GK representative and the ex-coordinator. One of the sore points for North America is the lack of clarity of the involvement of Canada in this decision to identify a focal point. One could argue that one each from USA and Canada (if two are okay in principle) is better than two from USA. Alternatively one could move toward one from USA or one from Canada alternating each year or every two years so that there are focal point persons per region in maintaining a
I think the purpose of suggesting that Larry be replaced by Mahe even if only for a few months as new organisational structures of governance

Main Identity

From: "Mike Rowson" <mikerowson@medact.org>
To: "Ravi Narayan" <phmsec@touchtelindia.net>; "david sanders" <sandersdav@yahoo.com.au>
Sent: Friday, August 05, 2005 2:18 PM
Subject: New PHM leadership?

Hi Ravi and David

Just wondered whether there was agreement on where the PHM secretariat was moving next and who was going to be running it? Thought it might be a good idea to invite that person to the GHW review meeting in September.

cheers

m

Mike Rowson

Consultant policy adviser

Medact

mikerowson@medact.org

www.medact.org

020 7324 4735 (w)

07703 214469 (mb)

8/11/05

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
To: "Claudio" <claudio@hcmc.netnam.vn>
Sent: Friday, January 01, 1999 4:30 PM
Subject: Re: [PHM_Steering_Group_02-03] THANK YOU LETTER

Dear Claudio,
 Greetings from India!

I just looked through Thelma's detailed notes of the steering group meeting and discovered that adding your name to the list was wishful thinking on my part. You did such a good job of facilitating the meeting on 23rd that I just presumed you were in the list. Anyway, I am sure you will be proactive as various documents get circulated. I have just had a very serious letter from Hani and others that a MENA - Africa proposal is actually in the offing. Unlike the Latin Americans who have not shown any inclination to dialogue with the Bangalore team about your experience - learning from our successes and our weaknesses - the group led by Hani have sent a detailed list of questions and requested guidelines etc. I do hope that having two regions put up proposals will not be divisive of PHM. Your help to Fran and others to ensure that the process strengthens our unity of resolve rather than become divisive will be important. Anyway let's wait and watch as all these ideas evolve. You deserve more than a hug for being so supportive. Hope we shall meet before PHA3!!

Best wishes,
 Ravi Narayan

.....
 Coordinator
 PHM Secretariat (Global)
 c/o CHC
 No. 359 (old No. 367)
 Srinivasa Nilaya, Jakkasandra 1st Main
 1st Block, Koramangala
 Bangalore - 560 034. India
 Tel: 00-91-80-51280009
 Fax: 00-91-80-25525372
 Email: secretariat@phmovement.org
 Website: www.phmovement.org

----- Original Message -----

From: Claudio
To: PHM - Secretariat
Sent: Wednesday, August 03, 2005 8:15 PM
Subject: Re: [PHM_Steering_Group_02-03] THANK YOU LETTER

In Bangalore, we are preparing for the transition over the next two months – hoping that Fran, David, Claudio, Prem, Thelma, Maria and others who have been mandated by the steering group to facilitate various aspects of the transition, get the process going.

DEAR RAVI,

I AM SURPRISED TO SEE MY NAME HERE. as far as I can remember, my name was not proposed for that group. If asked, I'll be glad to help.

Hug
 Claudio

Main Identity

From: "Claudio" <claudio@hcmc.netnam.vn>
 To: "PHM - Secretariat" <secretariat@phmovement.org>
 Sent: Wednesday, August 03, 2005 8:15 PM
 Subject: Re: [PHM_Steering_Group_02-03] THANK YOU LETTER

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DEAR RAVI,
 I AM SURPRISED TO SEE MY NAME HERE. as far as I can remember, my name was not proposed for that group. If asked, I'll be glad to help.
 Hug
 Claudio

Only to Claudio

Dear Claudio

4/8/05

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I have just had a very serious letter from Henri and others that a MENA-Africa proposal is actually in the offing. Unlike the Latin Americans who have not shown any inclination to dialogue with the Bangalore team about our experience - learning from our successes and our weaknesses - the group led by Henri have sent a detailed list of questions and requested guidelines etc. I do hope that having two regions put up proposals will not be divisive of PHM.

Your help to Fran and others to ensure that the process strengthens our unity of resolve rather than become divisive will be important. Anyway

Let's wait and watch as all these ideas evolve. You deserve more than a Hug for being so supportive. Hope we shall meet before PHA3!!

Best wishes
 Ron

Sent on
 4/8/05
 11:15 AM
 to: [redacted]
 from: [redacted]

4/8/05


Dear Prem,

I was very very disappointed with the whole 'transition process' discussion outside SG and during SG meeting. Whether Central America or Latin America or even Middle East / Africa all were very amateurish and cavalier about the proposal. Not one of these groups even cared to spend half hour with me to explore what is required, how it was done so far, what are the challenges. Anyway, I have done my best and am quite exhausted. I am quite happy to leave it to Fran, David, Claudio, Thelma, you and others to sort it out and facilitate the process. I too think Eduardo is a good co-coordinator with Arturo. But that is now for all of you to facilitate.

Thanks for all that you and Hari did for PHA2 and as representatives of PHM secretariat including keeping Abraham on the leash even though he had a short fuse. I have been a little worried about him and look forward to a review with you someone soon.

Please bring back all the details regarding accounts etc (India registrations, other expenses). We shall sort it out as soon as you return.

Best wishes, for the rest of the travel till then,
Ravi



Main Identity

From: <prem_john@vsnl.net>
 To: <secretariat@phmovement.org>
 Sent: Tuesday, July 26, 2005 10:19 PM
 Subject: For Ravi

Dear Ravi,

For the first time, today, Arturo spoke to me about the Secretariat.

He told me Central Americans returned unhappy!

I told him all that was because he didn't take a strong stand and say he would accept the coordinatorship.

He says he will take it up but since he has other commitments as well he would like to have Maria's help. I said Eduardo is a much better idea. That he should not ask any one. That we will select/nominate people to assist him. That Maria cannot be his mentor. He says he knows how to handle her but I seriously doubt that!

Now we have encouraged Hani to submit a proposal too!

I really think that Eduardo who has been in public health, has written a lot, been in prison for his beliefs and is well respected is a good alternative but we never really considered this when we met.

We are giving a small party to all PHA 2 secretariat people (personal party, at our expense!) Arturo will be there too.

Warm regards,

Prem

Dr. Prem Chandran John,
 Comision De la Logistica,
 II Asamblea Mundial de la Salud de los Pueblos, Travel Villa
 Facultad de Ciencias Medicas, Av. 12 de Abril, Cuenca, Ecuador
 ++593-7-288 0319 Fax: 288 0219
 Mobile:00593-98716931
 ¡Salud para todos ahora!

Please bring back all the details regarding accounts etc (Indic registrations, other expenses). We shall sort it out as soon as you return for the rest of the travel will be taken care of.
 Best wishes for the rest of the year.
 Ron

Thanks for all that you did for PHA2 and Hani as representatives of PHA2 secretariat including Abraham on the least even though he had a short fuse. I have been a little worried about him and look forward to a review with him a far soon.

Dear Prem (P)

I was very very disappointed with the whole 'Transition process' discussion outside SG and during SG meetings. Whether Central America or Latin America or even Middle East/Africa all were very amateurish and cavalier about the proposal. Not one of these groups even cared to spend half hour with me to explore what is required, how it was done so far, what are the challenges.

Anyway I have done my best and am quite exhausted. I am quite happy to leave it to Fran, David, Claudio, Thelma you and others to sort it out and facilitate the process. I too think Eduardo is a good coordinator now with Arturo. But that is now for all of you to facilitate.

7/28/05

Main Identity

From: "Hani Serag" <hserag@yahoo.com>
To: <secretariat@phmovement.org>
Sent: Friday, August 05, 2005 3:37 AM
Subject: Guidelines

Dear Ravi,

Thank you for your reply. I will be waiting for the guidelines you will send.

Hani

PHM-Secretariat Staff
Middle East Region

RN
stolos

1/1/99

1/1/99
5/8/05

Main Identity

From: "Hani Serag" <hserag@yahoo.com>
To: "Ravi" <ravi@phmovement.org>; "PHM Secretariat" <secretariat@phmovement.org>
Sent: Wednesday, August 03, 2005 10:37 PM
Subject: Needed the Application form (Guidelines) for the proposal for the global secretariat

Dearest Ravi,

Hope you had a safe trip back to India.

Right now, we have a consultation process with the MENA region for proposing to the global secretariat. This consultation should very soon extend to include the Africa group. however, I also have talked to David Sanders in Cuenca before leaving.

I e-mailed you and Fran before asking if there is guidelines for the needed proposal. I learned from Fran that you both made some sort of application form while being in Chile. She does not have a copy right now, so she asked me to e-mail you. I need these guideline as soon as convenient to you. In addition, i wish you can e-mail me with the expected functions from the secretariat (as detailed as possible) to be able to build the discussions on these 2 documents.

I know how busy you are but i really need your help.

You may know that AHED was chosen as a focal point for facilitating the process of engagement of the civil society with the CSDH. I like to inform you that we were asked to suggest other organizations from the region. Accordingly, the Palestinian Medical Relief Foundation (for which Jihad is the director) was also chosen. Alaa shukrallah will represent AHED in the Geneva meeting. I believe that the meeting will be dominated by the PHM as Birdget, Mwaguma, Amit, and others will be there.

It was really great to talk to you in Cuenca and please keep in touch.

Yours sincerely,
 Hani Serag

4/8/05

Dear Hani

I am not sure what guidelines Fran is referring to since I do not remember any application form discussed in Chile but I am working on your request and will send you the document early next week. Sarah, Jihad and I wrote a document last June 2004 after Mumbai meeting. I am updating this. It should address most of your questions and requests.

Best wishes

Ravi

✓
 got
 at 4/8/05
 or 4/8/05

1/1/99

cc Fran, David.S

Main Identity

From: "Hani Serag" <hserag@yahoo.com>
 To: "PHM Secretariat" <secretariat@phmovement.org>; "Ravi" <ravi@phmovement.org>
 Sent: Monday, August 01, 2005 8:30 PM
 Subject: Re-"Commission of Social Determinants of Health" and Proposal from MENA-Africa regions

Dearest Ravi,

Warmest greetings!

I hope that you had a safe trip back home.

I am right now still out of Egypt (in the USA right now) but there are some few items I want to share with you.

1. The Association for Health and Environmental Development (AHED), the organization i am working for in Egypt, has been selected by the EMRO/WHO to play the role of the facilitator of engaging the civil society with the "Commission on Social Determinants of Health". This was the outcome of a long dialogue with EMRO and of course an outcome of Fran's invitation to us to participate in one of the sessions of the Commission's meeting in Cairo last month, in which Fran presented the PHM in a wonderful way and we presented the activities of PHM-MENA beside some activities of our organization. We were also asked to recommend other 3 organizations/networks from region to play the same role. We did and among the organizations we recommended was the Palestinian Medical Relief Foundation (for which Jihad and Ghassan work) in addition to the consumers' rights network in Pakistan, a women's network in Maghreb and another regional network for health rights and human rights. I already informed Fran.

2. Regarding the proposal of the MENA-Africa for hosting the PHM secretariat, I had long discussions through e-mails and in person with David Sanders, Jihad Mashal, Ghassan Hamdan, Alaa shukrallah (Chairperson of AHED's Board and colleagues in Egypt). We will jointly prepare a proposal after further communication and consultancy and we may call for a regional PHM meeting jointly between representatives of MENA and Africa. I want here to ask you for 2 things:

a. Can you kindly e-mail me with a list of functions you believe that the new host should be prepared for? I appreciate so much if you can give some details about each function from your experience in leading the PHM global secretariat.

b. are they suggested guidelines for the proposal? in other words, what are the items you think that the proposal should include?

3. I had the sum of money you left me with Prem as a part of the reimbursement of the travel cost for me and Medhat. I understood that you will transfer the rest of the money later. Can you give me the figure of the final estimation of the sum you will send after justification. This will be very helpful as we need to estimate our financial resources in AHED for holding a regional PHM meeting with representative from Africa (we are discussing this possibility right now).

Looking forward to hearing from you soon.

Yours Sincerely,

Hani Serag

sent you
a letter
in Arabic

Are you attending the Geneva CSDH meeting next week? Prem will be there along with Amrit on behalf of PHM India/Africa. Discuss your proposals with him. He has been closely connected with the PHM-MENA-Africa proposal. Bangalore Secretariat

Regarding the travel reimbursements our accountant is working on a final statement and I shall send you the clarifications after it is ready.

R/S
2/8/05

Dear Hani
Greetings from the PHM Global Secretariat
I thank you for your letter and for the enthusiastic participation of the MENA team in PHAR. I am glad to hear about the links with WHO-CSDH and I am sure AHED will facilitate a meaningful process of engagement and dialogue.

Regarding the proposal I am preparing the list and guidelines and will send you the details shortly. Thanks for atleast trying to build the proposal based on the Bangalore experience.

Main Identity

From: "Lanny" <vze2x6qm@verizon.net>
To: "PHM - Secretariat" <secretariat@phmovement.org>
Cc: <lannysmith@post.harvard.edu>
Sent: Thursday, August 11, 2005 6:18 PM
Subject: RE: thank you

Dear Ravi:

Please ignore my last email, except insofar as I send again the communication you requested.

I have just understood better your current email in the context of the SG "main decisions" email (which does not mention the PHM US representation decision, thank you) and your quotation here: "SG arrangement continues till the transition takes place and the new secretariat / coordinator takes over."

I will continue as part of the SG until the transition, and will do my best to serve.

Thank you.

Health, Art and Social Justice,

Lanny

PHM-EG Meeting

RN
12/8/05

8/12/05

Main Identity

From: "Lanny" <vze2x6qm@verizon.net>
 To: "PHM - Secretariat" <secretariat@phmovement.org>
 Sent: Thursday, August 11, 2005 6:08 PM
 Subject: again, thank you, again, the question, and again, the communication

Dear Ravi:

[Below the communication in question.]

Thank you for writing.

You have still not answered my question: am I or am I not on the Steering Group GLOBAL! NOW, from your perspective, until the new structure in September or whenever? Please be direct.

For instance, you could say: "yes, of course you are on the Steering Group GLOBAL! until the new structure comes into place in September or thereafter, we have not yet made any changes and why would we," which could be interpreted as the "status quo" you mention. I would like that response, frankly. It would be useful to me in my PHM promotion around the world, and seems compatible with what we are doing.

Or, you could say, "actually, Lanny, the only part of the potential new structure- which might not even include PHM US and Canada because the two might be subsumed within the Americas-i.e. the only change we made in our structure NOW, which is something we decided on in the last few minutes of the meeting in Cuenca after you left, was to have you get OFF the Steering Group GLOBAL; you might then find yourself in the position of Region Builder in some uncertain future after September, but for now you have no overt role within the Steering Group GLOBAL."

The second option makes it look like the principle aim of the latter part of the meeting in Cuenca was to remove me (or more generally a PHM US person, with half a vote but a lot of work) from the PHM Global, immediately.

Or, you might say, "Lanny, don't be a fool. In the current political situation I cannot clearly define your status on the Steering Group, nor is it necessarily convenient for you that I do so, which is why I have not done so. You are free to call yourself a member until September, you will continue on the Listserve, etc. But, if someone drops you from the Listserve (ah, and that might well happen given my email below), there is nothing I can do, given those last few minutes of the meeting and my only having accomplished only half of the conversation we had agreed to, i.e. Sarah the sole representative, but not you becoming Region Building Coordinator."

Or, you say something different.

Or, you don't, which I will then have to interpret.

I am pressing you, with respect, to be clear on your perspective. The difference in how I can identify myself when promoting the PHM is enormous.

Yes, the DGH event was extraordinary. Report to follow.

Again, thank you for everything you do and have done with the PHM and otherwise to support and inspire me and others around the world.

Health, Art and Social Justice,

PHM-SG Meeting
 ZN
 12/8/05

8/12/05

Lanny

Dear Friends of the Steering Committee:

[Claudio, please do not send this message to the PHA Exchange in its entirety as it is highly personal and specific to the Steering Group; if you find anything worthy of excerpting for PHA Exchange, you are welcome to do that.]

Before I head this morning to our South Bronx Health Center, CHCC, I want to make a few comments—completely personal, i.e. not representing PHM US or the North American Circle/Region--about the last few weeks, beginning with the email that went out concerning my recognition as a founder of Doctors for Global Health but moving on to much more important subjects, albeit still from a personal viewpoint.

Abraham, thank you for sending round the notice about me. As you may have figured, I had already learned of the matter—Shirley herself in her efforts to tell anyone who knew me accidentally sent notice to ME using an email address I have recently invented, liberationmed@gmail.com. (While I try to use lannysmith@post.harvard.edu, which is a router address—the place I write from vze2x6qm@verizon.net is so ridiculously difficult to remember that people complain from India to The Gambia.) In any case the surprise happened, moved up a few weeks, but none-the-less a big surprise for me.

I wonder how the Steering Group finished up the weekend meeting? Is there more clarity about the upcoming Coordinator, Secretariat Region, Region definition, and next steps for the movement? Olie, Abhay, Shirley (the same as the email author), Professor Mathura Shrestha from Nepal, Dina Komari Chaudhary the Nepalese Health Promoter, Zafrullah and I had a most fascinating journey with a primary school teacher who was also a driver, Selsun—and his wife—from Cuenca to Quito. Many hours, including a midnight dinner with two waitresses named Blanca and Micaela in the mountain town of Chunche. We made it into the airport at 5:05 am. (Olie's Swedish calm as he contemplated missing his 6 am flight during our Quito airport-finding-moments was exemplary.)

Maria and Arturo, with all your fellow Cuencans and PHM Team, including of course Prem who somehow managed to also seem a host transplanted, THANK YOU for such an extraordinary, wonderful and important week in our social justice lives. Thank you for making the First Peoples Spiritual and Cultural Reality a foundation for the PHA2. Thank you for creating and bringing to fruition this next level of international solidarity. It is a week which has been said out loud to have changed the life of many, and even when unsaid I hope and believe in the importance of this Second People's Health Assembly. Unni, Satya, and all the folks—Cuencan (Gloria! Igor, Edgar, Wilson, students, such extraordinary and wonderful people!) and from South Asia—who put together the press, communications, and logistics, what an amazing job! Thank you.

Concerning the Steering Group Meeting. Perhaps you did not notice but I did not talk a lot in the meeting, beyond speaking up for Cipriana, the Health Promoter from Estancia, El Salvador, who is a complete survivor. (Even on the trip BACK to Quito from Cuenca her airplane had mechanical problems and she was put on the airline bus to Guayaquil to take the airplane from there—of course the airline then tried to tell her she had to pay again for her air ticket, sin verguenzas—shameless ones—that they are. But, she insisted and finally the manager of the airlines came to her aid. I hugged her goodbye Sunday morning at the airport in Quito.) I did not talk a lot in the Steering Group, but I listened, watched and tried to quietly be helpful logistically. Some of what I saw was disturbing.

We are a united movement, but as with any social movement, there are small or large

8/12/05

struggles for who will be in charge, who has confidence in whom, and in truth I am worried about our unity. I believe in the People's Health Movement, dedicate my hours and energy to who we are. But, at the moment—and this is not necessarily a bad thing, in fact it can be seen as an opportunity if we come through it in unity—I would say we are at a critical moment, if not actually in crisis.

On the other hand, we are growing in many important ways. This PHA2 brought together new persons, new organizations, new movements into the PHM.

All of us have had our part in these invitations. As you know, I have done my best in terms of Region Strengthening. Besides the PHM US delegation, which in the end was very strong and included such new groups as Partners in Health, PIH (they are now fully committed), Physicians for Human Rights, PHR, and many other groups which have begun strong circles including—it is wonderful—the potential of getting a book published by Dr. Salaam Ishmael about what is happening in Iraq!, there are new folks from around the world now involved.

[Following is a personal observation concerning Region Building, feel free to skip it please.] In the last few years I have had the privilege to visit and accompany in: France (I am a voting member of MDM-France and have done everything possible to bring that group on board with PHM; also managed to invite Violaine Grangon from L'Appel to the PHA2); England (presenting at LSHTM and Liverpool, meeting with Judy and Pam), Geneva (pre-WHA), Mexico (Beyond MDG's), Iran, Lebanon, Palestine, Egypt, Cuba, Canada, Argentina, India, Ecuador (20003), Brazil, El Salvador, the Philippines and other areas. I have been able to do this because (luckily, in recognition of how I really spend my time, and with complicity of an assistant Dean who supports our movement and is a founder of MEDICC with Cuba) 25% of my time at Albert Einstein College of Medicine is dedicated officially to being Global Health Advisor for that institution, for which I am expected to find international student rotations (many of you have generously hosted our students—thank you! And, some of you may have met Russ Wheelan, AECOM student at PHA2). Also, because during my time in the Bronx, when I am seeing fully as many patients as my colleagues, and teaching, etc. (as Ravi, Thelma, and Abhay know—Mauricio from ALAMES too—having visited me here), I rarely sleep. I am also privileged to be part of a Residency Program in Social Medicine which for instance allows me to teach an entire seminar in Liberation Medicine, do home visits in the Bronx, and prioritize being a doctor with a community which has been ignored by the US Government and society for decades (some of you may have met Ernestine Davis, South Bronx Health Promoter, at PHA2). In short even in my current employment I am very lucky—and highly PHM compatible—but, who knows how long that might last?

Most of what I have been able to do visiting other regions involves making "connections" between people or movements, then stepping back with the connections taking off and no longer involving me at all—that is what I like to do and perhaps am good at doing.]

One of the things about the PHA2 made me wonder, and while I might be a little sensitive here I am going to risk pointing it out. There seemed to be a confusion over opposing the US Government (and G8, World Bank, WTO, Trans-National, IMF, Pharma, etc. all together in some ways) and worrying about or minimizing the North America Circle—and PHM US within it—within the PHA2. Subtle things, including translation in the Official Program, leaving out the region in key pages, etc. I understand that feeling—it is what makes many of my friends in Latin America have a difficult time learning English, "the language of the oppressor," out of principle. But, it is—and I am speaking here for myself—one of the reasons which makes the North America Region reticent to be grouped within the Americas in terms of voice and vote. (The main reason is that in the North America Region we have a tremendously difficult job to do in terms of making a difference living within the USA or close beside it, under the influence so to speak. As PHM Global we have to do everything possible to be in solidarity with persons within the USA and Canada

who are trying to change things—not "from within" because be certain that with the Patriot Acts we are not considered model citizens at all and may soon be in danger of imprisonment for just being in solidarity, in fact are subject to discrimination and infiltration by agents of "the powers that be"—google "Co-Intel Pro" and you will see what I mean about that kind of problem, historic and present. And, also we are subject to simple co-optation of our stated ideas, like the World Economic Forum has done with the World Social Forum and like US AID and the World Bank will surely do with the PHM Charter sooner or later, as they did with Alma-Ata, mark these words.)

Here I think that it is worth remembering that we are all in this together, and that none of us chose where we were born, but that all of us choose how we will live. Take the Example of Maria Zuniga, born in the USA, still with a passport, who has lived and suffered, been part of and a leader within, the Struggle, and identifies completely with—and is respected completely by—those in our group from Latin American. Both Sarah and I have, if not the years of experience, a similar Identity and Conscientiousness and, certainly among those with whom we lived and worked (in El Salvador and Nicaragua) respect. It is tempting to make a list of the martyrs (Benjamin Linder, for example) from the USA and Canada who have given their lives for the Struggle in other areas in the world—not that they are any more to be admired than persons living and dying for social justice in their own country, or who were born into poverty anywhere, but just to remember that they exist. In a similar way, within countries there are many people from the oligarchy who choose to become part of the struggle of the people (Shaffick Handel, in El Salvador, for instance; Che Guevara, from Rosario, Argentina, who said accurately in view of his death in La Higuera, Bolivia, that he would be willing to shed his blood for social justice for any country in Latin America and then even expanded that premise by fighting in Congo, Africa for a year). On the other side of the equation are the people in the pay of the CIA (Central Intelligence Agency of the USA) and other entities of injustice who are not US Citizens—alas they are many and too often forgotten, but they are equally to be despised as traitors, even if they say they need the money... Having written these remarks, I want to say that no one in the Steering Group has ever made me (nor I hope others in the PHM US) feel bad individually for having been born in the US, since I think you know our commitment. But, sometimes persons have made snide remarks—always in jest but such jests can be very counterproductive where our PHM Global is concerned—about me meeting with PHM Europe ("be careful, that is what Tony Blair does with Bush," for example, said to the Europeans who themselves are sometimes already sensitive), etc. Again, I don't want to be sensitive—and we all know that the US Government needs to be exposed, challenged, struggled against in its state-sponsored terrorism, and brought to change—but within the PHM we have to trust each other and proactively promote that trust in our dealings with new members.

Also, for my part, be clear that I don't want to be a martyr or a saint, anywhere. Just that I am ready and willing to do whatever is necessary to promote social justice anywhere in the world, Bronx, El Salvador, Palestine, the Philippines, Uganda, anywhere I can be useful, with the inspiration of Che, of Alice Walker (poet revolutionary from Georgia), Malcolm X, Nelson Mandela, and other Examples. As Che said concerning revolutionaries, it is a matter of love, which for me implies confidence among all of us In The Struggle, every Steering Group Member, and all of those with whom we work. This is the confidence I feel usually in our meetings, the "Alta-Alegremia" which makes me know I am in the correct place with the Global People's Health Movement.

And, for that feeling of Alta-Alegremia, the energy and friendship with Dr. Salaam Ishmael, the renewed being with all of you, and all it has meant so far to my life and what I want for the future of our world, I want to again thank all of you for what we just experienced in Cuenca, PHA 2, a Movement Of The People.

Creando y Creando En La Victoria (Creating and Believing In The Victory),

LARRY

8/12/05

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
To: "PHM Steering Group" <PHM_Steering_Group_02-03@yahooogroups.com>; <PHA-Exchange@kabissa.org>
Sent: Wednesday, August 10, 2005 5:49 PM
Subject: Highlights of the Steering Group meeting held on 23rd July 2005

From the PHM Global Secretariat in Transition

Dear Friends,

As we all digest the PHA2 experience and reflect on the Cuenca Declaration, this is to inform you all that we had a very significant PHM steering group meeting on 23rd when various aspects of organizational dynamics, structures and functions were discussed and processes to enhance the transition from South Asia to a new region were initiated. While a more detailed note on the proceedings of the steering group meeting will be featured on the website and exchange soon, a short list of the main recommendations and action plan is outlined below.

1. Transition of coordination

A proposal from Central America was presented to host the Global Secretariat for the next phase of the movement. While further details and clarifications were requested, another potential proposal from Middle East along with Africa region was also mentioned. Fran Baum (PHM Australia and Pacific) was requested to facilitate a process to receive these proposals and help the steering group to assess them and take necessary action towards the transition. The last date for consideration of proposals was 23rd August 2005.

2. New organizational options

Many members participated actively in the discussion on the paper arising out of the last steering group meeting in Bangalore entitled '**PHM organizational development : Options and process including rationalization**' which had been put together by David Legge and Andy Rutherford. Some members especially Hugo (Guatemala) and Hani (Egypt) offered some interesting alternative organizational models. A small four member group was identified which included David Legge (Australia), Andy Rutherford (UK), Thelma Narayan (India) and Maria (Nicaragua) to consider all these ideas and options, collate reactions and responses from various steering group members and others and initiate a process towards evolving these changes by consensus and collective strategy in the next few weeks /months. Till the new options evolved the existing organizational structure and steering group would continue as the governance and decision making body of PHM.

3. PHM Communication Strategy

The Communication strategy of PHM needs organizational strengthening – especially if the four current components (PHM Exchange; PHM Media releases; PHM website and PHM News brief) need to become more central in the evolving organizational strategy and initiative of PHM. Prem John volunteered to steer a consultative process with all those who wish to contribute to them post - PHA2. David Legge (Australia), Bert / Wim (Belgium) and Sarah (USA) offered to assist him in this process.

4. PHM Campaigns

A discussion on PHM campaigns led to the decision that all those suggesting campaigns or strategies of action in which PHM involvement or participation or coordination was essential, be requested to send a proposal outlining further details of the campaign, the pre-requisites the goals, the

For further information, please write to PHM Secretariat. A more details proceedings of this meeting will be put on the website shortly.

Ravi Narayan

.....
Coordinator

PHM Secretariat (Global)

c/o CHC

No. 359 (old No. 367)

Srinivasa Nilaya, Jakkasandra 1st Main

1st Block, Koramangala

Bangalore - 560 034. India

Tel: 00-91-80-51280009

Fax: 00-91-80-25525372

Email: secretariat@phmovement.org

Website: www.phmovement.org

From the PHM Global Secretariat in Transition

Dear Friends,

As we all digest the PHA2 experience and reflect on the Cuenca Declaration, this is to inform you all that we had a very significant PHM steering group meeting on 23rd when various aspects of organizational dynamics, structures and functions were discussed and processes to enhance the transition from South Asia to a new region were initiated. While a more detailed note on the proceedings of the steering group meeting will be featured on the website and exchange soon, a short list of the main recommendations and action plan is outlined below.

1. Transition of coordination

A proposal from ~~Latin America~~ ^{Central} was presented to become the ~~new hub of global~~ ^{host next secretariat} co-ordination of the movement while further details and clarifications were requested, another potential proposal from another region was also mentioned. Fran Baum (PHM Australia and Pacific) was requested to facilitate a process to receive these proposals and help the steering group to assess them and take necessary action towards the transition. The last date for consideration of proposals was 23rd August 2005. W

2. New organizational options

Many members participated actively in the discussion on the paper arising out of the last steering group meeting in Bangalore entitled '**PHM organizational development : Options and process including rationalization**'. Some members especially Hugo (Guatemala) and Hani (Egypt) offered some interesting alternative organizational models. A small four member group was identified which included David Legge (Australia), Andy Rutherford (UK), Thelma Narayan (India) and Maria (Nicaragua) to consider all these ideas and options, collate reactions and responses from various steering group members and others and initiate a process towards evolving these changes by consensus and collective strategy. *in the next few weeks*

3. PHM Communication Strategy

The Communication strategy of PHM needs organizational strengthening – especially if the ~~current~~ ^{four} components (PHM Exchange; PHM Media releases; PHM website and PHM News brief) need to become more central in the evolving organizational strategy and initiative of PHM. Prem John volunteered to steer a consultative process with all those who wish to contribute to them post PHA2. David Legge (Australia), Bert (Belgium) and Sarah (USA) offered to assist him in this process.

4. PHM Campaigns

A discussion on PHM campaigns led to the decision that all those suggesting campaigns or strategies of action in which PHM involvement or participation or coordination was essential, be requested to send a proposal outlining further details of the campaign, the pre-requisites the goals, the components, the schedules and the definitive outputs or results and how these could be monitored so that PHM campaigns would become more focused and definitive.

For further information, please write to PHM Secretariat.

2
5/8

From the PHM Global Secretariat in Transition

Dear Friends,

As we all digest the PHA2 experience and reflect on the Cuenca Declaration, this is to inform you all that we had a very significant PHM steering group meeting on 23rd when various aspects of organizational dynamics, structures and functions were discussed and processes to enhance the transition from South Asia to a new region were initiated. While a more detailed note on the proceedings of the steering group meeting will be featured on the website and exchange soon, a short list of the main recommendations and action plan is outlined below.

1. Transition of coordination

A proposal from Latin America was presented ^{to} ~~for~~ ^e ~~ing~~ becoming the new hub of global co-ordination of the movement. While further details and clarifications were requested, another potential proposal from another region was also mentioned. Fran Baum (PHM Australia and Pacific) was requested to facilitate a process to receive these proposals and help the steering group to assess them and take necessary action towards the transition. The last date for consideration of proposals was 23rd August 2005.

2. New organizational options

Many members participated actively in the discussion on the paper arising out of the last steering group meeting in Bangalore entitled 'PHM organizational development : Options and process including rationalization'. Some members especially Hugo (Guatemala) and Hani (Egypt) offered some interesting alternative organizational models. A small four member group was identified which included David Legge (Australia), Andy Rutherford (UK), Thelma Narayan (India) and Maria (Nicaragua) to consider all these ideas and options, collate reactions and responses from various steering group members and others, and initiate a process towards evolving these changes by consensus and collective strategy.

3. PHM Communication Strategy

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- ^{PHM Campaigns}
4. A discussion on PHM campaigns led to the decision that all those suggesting campaigns or strategies of action in which PHM involvement or participation or coordination was essential be requested to send a proposal outlining further details of the campaign, the pre-requisites the goals, the components, the schedules and the definitive outputs or results and how these could be monitored so that PHM campaigns would become more focused and ~~purpose~~ ^{purpose. definitive}.

For further information, please write to PHM Secretariat.

Main Identity

From: "Community Health Cell" <chc@sochara.org>
To: <secretariat@phmovement.org>
Sent: Friday, August 05, 2005 3:16 PM

Dear Ravi,

The four key points raised capture the discussions. Please circulate. Should something also go on the website? I feel it may be helpful to keep people informed

With best wishes,

Thelma

PHM- SG Meeting Discussions

RJ
8/8/05

Dear Friends

- To steering group
 - To Claudio for Exchange
-

Main Identity

From: "David Legge" <D.Legge@latrobe.edu.au>
To: "PHM - Secretariat" <secretariat@phmovement.org>; "Dr Prem Chandran John" <prem_john@vsnl.net>; "Community Health Cell" <chc@sochara.org>
Sent: Monday, August 08, 2005 3:42 AM
Subject: RE: Letter from SG meeting

Dear Ravi (and Prem and Thelma),

I believe that this is a useful summary of the main points arising. I agree with Prem's comments about the proposal being essentially from CA rather than LA.

I propose to involve Abdelmajis Makni (not sure about his first name) from Morocco in the Organisational Options work; no point having lawyers available and not using them.

Warmest greetings to all.

d

From: PHM - Secretariat [mailto:secretariat@phmovement.org]
Sent: Friday, 1 January 1999 11:28 PM
To: Dr Prem Chandran John; Community Health Cell; David Legge
Subject: Letter from SG meeting

PHM - SG Meeting Discussion

RN
8/8/05

Main Identity

From: <prem_john@vsnl.net>
To: "PHM - Secretariat" <secretariat@phmovement.org>
Cc: <D.Legge@latrobe.edu.au>
Sent: Thursday, August 04, 2005 6:37 PM
Subject: Re: Letter from SG meeting

Dear Ravi,

Many thanks for the note on the SG meeting. It is a fair summary. Item 1. Transition Coordination - the proposal that was submitted was from Central America and NOT from Latin America. This needs to be corrected. For the Ecuadoreans and the others - Armondo and Denise from Brazil for example - that was the first time they were hearing the proposal. Therefore, inspite of all the talk of collegiality etc., it is streitly a Central American proposal.

Also, in the new scheme we are envisaging "a new hub of global coordinatorship" is a phrase that places undue importance on one area/position/person. You may have to re-phrase it.

Best regards

Prem

PHM SG Meeting Discussion

RJ
5/8/05

1/1/99

15
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22/11

Bangalore 1/8/05

From the PHM Global Secretariat in Transition

Dear Friends

As we all digest the PHA2 experience and reflect on the Ceasece Declaration this is to inform you all that we had a very significant PHM steering group meeting on 23rd when various aspects of organisational dynamics, structures and functions were discussed and processes to enhance the transition from South Africa to a new region were initiated. While a more detailed note on the proceedings of the steering group meeting will be featured on the website and exchange soon, a short list of the main recommendations and action plan is outlined below.

Transition of Coordination

1. A proposal from Latin America was presented for becoming the new hub of global coordination of the movement

While further details and clarifications were requested, another ^{potential} proposal from another region was also mentioned. From (PHM - Australia and Pacific) Baum was requested to facilitate a process to receive these proposals and help the steering group to assess them and take necessary action towards the transition. The last date for consideration of proposals was 23rd August 2005.

New organisational options

2. Many members participated actively in the discussion on the paper arising out of the last steering group Meeting in Bangalore ^{entitled} on PHM-organisational development: Options and process including, reorganisation. Some members especially Hugo (Guatemala) and Hani (Egypt) ^{offered} made some interesting alternative organisational models. A small four member group was identified which included David Legge (Australia), Andy Reithard (UK), Thelma Neryen (India) and

Marie (Nicaragua) to ~~not~~ ~~look~~ ~~at~~ consider all these ideas and options, collect reactions and responses from various steering group members and others and initiate a process towards evolving these changes by consensus and collective strategy.

PHM Communication strategy

3. The Communication strategy of PHM needs organisational strengthening - especially if the current four components of PHM Exchange; PHM Medic releases; PHM website and PHM Newshref need to become more central in the evolving organisational strategy and initiative of PHM. Ben Tolan volunteered to steer a consultative process with all those presently involved in these activities and all those who wish to contribute to Rem post PHA2. David Legge, ^(Australia) Ben ^(Belgium) and Sarah ^(USA) offered to assist him in this process.

11

PHM

4. A discussion on Campaigns led to the decision that all those suggesting campaigns or strategies of action in which PHM involvement or participation or coordination was essential be requested to send a proposal outlining further details of the campaign, the prerequisites, the goals, the components, the schedules and the definitive outputs or results and how these could be monitored so that PHM campaigns would become more focused and purpose

For further information please write to PHM secretariat

Main Identity

From: "Jihad Mashal" <jihad@shabaka.net>
To: <PHM_Steering_Group_02-03@yahooogroups.com>
Sent: Friday, August 26, 2005 3:38 PM
Subject: RE: [PHM_Steering_Group_02-03] RE: Proposal for Global Secretariat

Dear Prem,

You were always of great help and your willingness come and give a hand is highly appreciated.

Regards

Jihad

-----Original Message-----

From: PHM_Steering_Group_02-03@yahooogroups.com
[mailto:PHM_Steering_Group_02-03@yahooogroups.com] On Behalf Of
prem_john@vsnl.net
Sent: 26 August 2005 11:12
To: PHM_Steering_Group_02-03@yahooogroups.com
Subject: Re: [PHM_Steering_Group_02-03] RE: Proposal for Global Secretariat

My dear Jihad,

As I told Hani and Alla when I met him in Geneva, this is an excellent idea. Having had some experience, I would actually volunteer to come and stay with all of you for a few months should you need my help.

Warm regards,

Prem

*Middle Eastern
Proposal*

Dr.Prem Chandran John
Asian Community Health Action Network/ People's Health Movement 10, 32nd
Cross Street, Besant Nagar, Madras 600 090 , India
Tel: +91-44-2491 9890 Fax: +91-44-2821 6705
Mobile: +91-98410 08001
El Movimiento Mundial por la Salud de los Pueblos demanda ¡Salud para Todos
y Todas!
HEALTH FOR ALL NOW!

----- Yahoo! Groups Sponsor -----> Need
Help? Get Help! Tools and Strategies for Healthy Drug-Free Living.
<http://us.click.yahoo.com/v8.vgB/dbOLAA/xGEGAA/H9SolB/TM>

8/26/05

Main Identity

From: "Jihad Mashal" <jihad@shabaka.net>
To: "Fran Baum" <Fran.Baum@flinders.edu.au>
Cc: "PHM Steering Group" <PHM_Steering_Group_02-03@yahoogroups.com>
Sent: Friday, August 26, 2005 1:49 PM
Subject: [PHM_Steering_Group_02-03] RE: Proposal for Global Secretariat

Dear Fran ,

I was thinking primarily of a a general frame that we already prepared .

I their any form of application you think of !!!

Regards

Jihad Mashal

From: Fran Baum [mailto:Fran.Baum@flinders.edu.au]

Sent: 26 August 2005 01:58

To: Jihad Mashal

Subject: Re: Proposal for Global Secretariat

Dear Jihad

Thank you for the request for an extension - that is fine and I will look forward to receiving the formal application

Fran

At 08:10 AM 24/08/2005 +0200, you wrote:

Dear <?xml:namespace prefix = st1 ns = "urn:schemas-microsoft-com:office:smarttags" />Ravi, Fran and friends,<?xml:namespace prefix = o ns = "urn:schemas-microsoft-com:office:office" />

Greeting from Palestine,

As we get close to finalize our proposal for future global secretariat, I request the extension of the last date for considering any of the proposals for the end of this week(26th August). Since more consultation is taking place on the final draft.

With Best Regards,

8/26/05

Main Identity

From: "Fran Baum" <fran.baum@flinders.edu.au>
To: <PHM_Steering_Group_02-03@yahooogroups.com>
Sent: Saturday, August 27, 2005 9:53 AM
Subject: Re: [PHM_Steering_Group_02-03] RE: Proposal for Global Secretariat

Hi Jihad

No there isn't a formal form - I just meant that your email was saying you would be submitting an application and that a formal written one would follow.

Fran

At 10:19 AM 26/08/2005 +0200, you wrote:

Dear Fran ,
 I was thinking primarily of a a general frame that we already prepared .
 I their any form of application you think of !!!
 Regards
 Jihad Mashal

From: Fran Baum [mailto:Fran.Baum@flinders.edu.au]
Sent: 26 August 2005 01:58
To: Jihad Mashal
Subject: Re: Proposal for Global Secretariat

Dear Jihad
 Thank you for the request for an extension - that is fine and I will look forward to receiving the formal application
 Fran

At 08:10 AM 24/08/2005 +0200, you wrote:

Dear <?xml:namespace prefix = st1 ns = "urn:schemas-microsoft-com:office:smarttags" />Ravi, Fran and friends,<?xml:namespace prefix = o ns = "urn:schemas-microsoft-com:office:office" />

Greeting from Palestine,

As we get close to finalize our proposal for future global secretariat, I request the extension of the last date for considering any of the proposals for the end of this week(26th August). Since more consultation is taking place on the final draft.

8/29/05

only David/Henri/Budget

who spent a
day with us after the
General Assembly
this and related
matters
regarding
trans.

Dear David, Henri, Budget

I have seen all the

recent mail marked to me in
and also shared it with Prem
confidence and while I appreciate
your

concern to be supportive and

non-divisive; I suggest that a
detailed note of your consultative

process in the region - with your

final decisions and also cautionary
suggestions to the Central or Latin

Americas proposal should be sent

to Eric and the Steering group with

a certain transparency. By focusing

on issues and organisational

dynamics rather than individuals

you all may help us move this

process further. Leaving it at this

stage or some email dialogue

between a few of you after having

made a tentative offer at SG on

23rd would leave the whole matter in

NOT SENT

a sort of vacuum.

I feel Hearn's efforts to get me and several colleagues to respond to specific questions that help this proposal building is a good one since it seems to build on experience/reality. The Central American proposal seems to be evolving on its own (if at all) with no such consultation with us. But these are the realities. So do send a communication that is helpful and to everyone to support the transition process.

Best wishes

Ron Namy.

Main Identity

From: "Hani Serag" <hserag@yahoo.com>
To: "david sanders" <sandersdav@yahoo.com.au>
Cc: <bridgetl@mweb.co.za>; <secretariat@phmovement.org>
Sent: Thursday, August 18, 2005 1:55 AM
Subject: Re: From Hani Serag

(sorry to say it, but please, all receivers, consider all the content of this e-mail is confidential)

Dear David,

Warmest greetings!

So glad to hear from you. I hope you are doing very well!

(sorry to say it, but please, all receivers, consider all the content of this e-mail is confidential)

It is good that these e-mails are cc to both of bridget and Ravi, so, it would lead for a faster consensus.

First of all, I should say that I feel relieved to hear about the suggestion that considering Ecuador to host PHM secretariat. As I think, it was clear, we (MENA) proposed for the Secretariat for the next cycle (from 2007). This was expressed first by Jihad to Ravi (upon a discussion between Jihad and myself), then I repeated it in the steering committee meeting in Bangalore this year and also during the Assemble in Ecuador. Personally, I support very much that the secretariat to be hosted jointly by Africa and MENA. This would be because we, Egyptians, feel belong to both regions!

During the PHA-2 as well as the steering committee meeting (especially after the Central America Proposal), we were pushed to propose something. I only said that we (as MENA) any be able to propose for hosting the secretariat jointly with Africa during this cycle (2005-2007) responding to the pressure considering I am giving ourselves time to think and reach a consensus.

I should also admit that the easiest discussion was with you David during the next day to the steering committee meeting as we could reach a clear and reasonable suggestion which i tried to summarize it and attached it to you in my previous e-mail. I am saying that because the very long discussions during the past weeks (after the assembly) with people in the MENA region including Jihad was not so easy. I could not till now had their consensus on the suggestion we reach after the SC meeting. Also, discussions in AHED took time because people here did not want sensitivities with people from the region as it was felt from our suggestion which I promoted that the coordination will be dominated by Egypt and South Africa. People in the MENA region feel that they need more time to be ready to tackle bigger roles. We, in Egypt and I believe the same with South Africa, accepted the challenge as were afraid of the destruction might happen when the there is no proposal rather than the Central America one which was clearly not much supported by the SC.

For me, the objection expressed by Armando during the SC meeting when he said this is not a Latin America proposal as we have never been consulted as well as some other side discussions with different people let me feel that one of the criteria you considered David is difficult to be realized. My feeling was that Central America proposal has no big chance to be accepted by the SC.

I am not sure what is going on now as I was very taken by the negotiations with people in Egypt and MENA, especially Jihad.

If considerable number of people supporting the suggestion of moving the secretariat to Ecuador for

PHM Secretariat Transition
confidential
RL
19/8/05

8/18/05

these 2 years, I will support this too much and I can ensure that AHED (in Egypt) will be supportive as much as possible and also would accept to tackle some functions if we were required to do.

I endorse the certain requirements you suggested mentioned David that Latin America should respond to in their proposal and I would add language should be considered as an important issue. Many people felt during the PHA-2 that Spanish was very much dominant which is understood but should be solved. It would be solved by the organizational framework which is being done.

It is now very clearly to me that the deadline decided for the proposal for hosting the Secretariat during the SC meeting (23rd August) is very near to reach a decision.

Finally, to summarize my reaction,

1. I support that the secretariat go to Latin America (Ecuador would be the first choice if they really want it!).
2. Africa and MENA would be able to support the new secretariat. Some tasks / functions can be tackled by key organizations / countries in these 2 regions. this will be very useful to make an easy move of the secretariat to Africa/MENA in the next cycle and it will accumulate the experiences.
3. More time should be given to the process to realize the requirements needed from the Latin America Secretariat. I would add here that the organizational framework should be ready and agreed on as soon as possible as it will help a lot in clarifying the role of the secretariat and other helpers.
4. A regional meeting for PHM-Latin America would be very useful before providing a proposal. This would be pushed for by Ravi and Arturo (this is just a suggestion. I feel it is important from my experience when I was trying to reach a consensus in MENA region - communication through E-mail, phone and electronic chatting are not enough!).
4. I suggest that more details description for the secretariat functions is needed. It would be a part of the new organizational framework. I e-mailed Ravi to send me some details for the secretariat functions listed in the guidelines he circulated to be able to reach a draft proposal.
5. I will stop the communication I started in the MENA region, I will also stop writing a draft proposal for hosting the secretariat as well as and postpone any suggested meetings till I hear more from you all. I believe that the meeting I called for in Cairo will not be a problem to postpone as you David will not be able to come and Jihad did not reply me yet.

I wish that things will move towards consensus for the goodness of the movement.

Looking forward to hearing from you soon.

Yours Sincerely,
Hani Serag

david sanders <sandersdav@yahoo.com.au> wrote:

Dear Hani,

Good to hear from you. you have been busy!!

A quick response from me. I am also copying to Bridget so she can respond too.

1. I cannot make a meeting on 22 August. It is not possible at this stage. I do not think it would be useful to invite Mwajuma if I and/or Bridget are not there. (Please keep this confidential).
2. Discussion after the PHA with Africans and people like Pam and others suggested that we should, for various reasons let it go to Ecuador for 2 years and then do something joint between Mena and Africa. Most thought that we in Africa are not yet ready for such a job, and also that

Latin America would be very offended if we did this.

3. It is important however that there are certain requirements of Latin America eg no-one wants Nicaragua to do it. And if Ecuador does it they have to be more inclusive of other Ecuadorean and Latin American groups. How this will be enforced i do not know!

Lety me know your reaction to this. I will also copy it in confidence to Ravi so that he can see how some of us are thinking.

Best regards,

David.

Hani Serag <hserag@yahoo.com> wrote:

Dear David,

Warmest greetings from Cairo!

I hope you have a safe trip back from Ecuador and you are doing very well!

Upon our agreement in in Cuenca after the steering committee meeting regarding the coordination of the PHM, I have the following done:

1. I made a brief report on the on the Assembly as well as the steering committee meeting for the MENA group with special notes only for Jihad Mashal. Jihad then, circulated this report to all people in the region.
2. I made another detailed report for AHED (the organization I am working for) including the suggestion we reached regarding the PHM coordination. I attach to you my summary of the suggestion we reached in Cuenca.
3. I have a long discussion with Alaa Shukrallah and Jihad Mashal separately and all together.
4. Alaa and myself had discussions with the other members of AHED's board.
5. I communicated with Ravi to have have the guidelines for the functions of the secretariat and he sent them (I believe you also got them as he circulated to the SC group).

According to all of this, I can summarize the following for you:

1. In principle, AHED represented in its board members and key staff, is feeling honored to be a part of the PHM coordination in this cycle (2005-2007). The only concern, according to my reports and discussions with people here especially Alaa, is all sensitivities should be concerned and dealt with carefully, particularly those may be with people from Central America and some of people from MENA region (I told you that it would be some sensitivities with people from some Arab countries especially Palestine and Lebanon if Egypt will take a big role).
2. Jihad did not respond very clearly to the suggestion we reached in Cuenca. He said that it would be better for the MENA region to take the coordination in the coming cycle (from 2007), however, we would be assisting region that will be coordinating (that would be Africa) in it during the cycle (2005-2007). I had a long discussion with him and basically (and this is only for you) he thought that Palestine would be ready to host the coordination as a whole starting from the year 2007 and in this case, Egypt can help - which can not be happened right now because of the political situation).
3. Some people from the MENA region think that in 2007 they would be more ready for more responsibilities. I can feel that they assume that if MENA take it now with Africa, South Africa and Egypt will be more ready than other countries in both regions which I

believe that it will be true.

I know I am late in communication with you, but you can imagine that it took a lot of time from me to reach this stage!

According to our agreement in Cuenca, AHED can host a meeting in Cairo in the 22nd of August, participated by Your, Jihad, AHED and may be Mwaguma to get out with a clear proposal to send to Fran (according to my suggestion to you in Cuenca after our discussion).

I know that this is a short notice, but I wish you can make time for this as I believe that it will be very useful. Jihad can be able to participate if I confirmed with him. So, I really need your urgent confirmation to fix the date.

In case that this is still applicable for you, please let me know as soon and convenient to you to make the needed preparations. In addition, advice me if it is needed to invite Mwaguma as you may know that we don't have a specific budget for this meeting so, we need to limit it. But we will invite her if you think it is important to do. AHED will be responsible for the cost of the flight and accommodation in Cairo. The flight costs will be reimbursed as there is no time to transfer money, forgive us for that.

In case, you think that there is no enough time to have the meeting on 22nd of August, can we communicate with Fran to ask her for one week more instead of sending the proposal on 23rd? what do you think?

By the way, the Health Policies and Systems Program of AHED (which I am running) will organize a 2-day seminar on the Medicine (drugs) in Egypt (20th - 21st of August). You are more than welcome to participate and in this case we can have more time for discussion before our meeting, so, if you can make your arrival on 19th, it would be great. You can also be able to see more of Cairo!

Well! Very long e-mail and very urgent responses need as usual. Sorry for that!

I am really looking forward to meeting you in Cairo! Let me know your ternary when you make the flight booking.

By the way, Alaa was representing AHED in the meeting in Geneva with the WHO about the engagement of civil society with the CSDH. He could be able to talk with Birdget and Mwaguma and he felt they are afraid of the sensitivities with Latin America if Africa jointly with MENA propose for the coordination. He felt from the discussions that this would be also your own fear. Please respond to that.

Have all the best.

Yours Sincerely,
Hani Serag

Hani Serag
Director,
Health Policies and Systems Program (HPSP),

8/18/05

Main Identity

From: "david sanders" <sandersdav@yahoo.com.au>
 To: "Hani Serag" <hserag@yahoo.com>
 Cc: <bridgetl@mweb.co.za>; <secretariat@phmovement.org>
 Sent: Thursday, August 18, 2005 12:03 AM
 Subject: Re: From Hani Serag

Dear Hani,

Good to hear from you. you have been busy!!

A quick response from me. I am also copying to Bridget so she can respond too.

1. I cannot make a meeting on 22 August. It is not possible at this stage. I do not think it would be useful to invite Mwajuma if I and/or Bridget are not there. (Please keep this confidential).

2. Discussion after the PHA with Africans and people like Pam and others suggested that we should, for various reasons let it go to Ecuador for 2 years and then do something joint between Mena and Africa. Most thought that we in Africa are not yet ready for such a job, and also that Latin America would be very offended if we did this.

3. It is important however that there are certain requirements of Latin America eg no-one wants Nicaragua to do it. And if Ecuador does it they have to be more inclusive of other Ecuadorean and Latin American groups. How this will be enforced i do not know!

Lety me know your reaction to this. I will also copy it in confidence to Ravi so that he can see how some of us are thinking.

Best regards,

David.

Hani Serag <hserag@yahoo.com> wrote:

Dear David,

Warmest greetings from Cairo!

I hope you have a safe trip back from Ecuador and you are doing very well!

*informed/experienced
 of the Latin American
 dynamics and is
 eager to get this whole
 process and decision
 to move smoothly
 Best wishes
 Ravi*

Dear Hani, David and Bridget (in confidence)

I agree that the whole issue of two proposals if they do evolve by the 23rd has to be handled in a very

non-dervsive win-win way for PHM and

some of David's points are important.

I would suggest that you write to Fran and Prem in confidence because they are fully seized of various opinions.

As the outgoing coordinator. I have to remain very unbiased but I thought it's

okay to keep me informed - we decided 8/18/05

unanimously that Fran would facilitate this

process. I include Prem because Harry been based in PHAZ secret and he is the best

Main Identity

From: "Bridget" <bridgetl@mweb.co.za>
To: "Hani Serag" <hserag@yahoo.com>; "david sanders" <sandersdav@yahoo.com.au>
Cc: <secretariat@phmovement.org>
Sent: Thursday, August 18, 2005 2:41 AM
Subject: RE: From Hani Serag

Dear Hani & David

Hope everyone is well!

A brief response. David's point 2 pretty much sums up the discussion with the African delegates on the last evening in Cuenca, and what Mwajuma and I subsequently discussed with Alaa in Geneva. I agree we should support Latin America and prepare ourselves to host the next secretariat. I do think there needs to be clear criteria to be met by future secretariats. It would also make fair decision making process should there be more than one proposal - I'm sure this will happen at some point. Most importantly, the criteria will help MENA and Africa increase capacity prior to 2007!

Best regards to all
Bridget

-----Original Message-----

From: Hani Serag [mailto:hserag@yahoo.com]
Sent: Wednesday, August 17, 2005 10:25 PM
To: david sanders
Cc: bridgetl@mweb.co.za; secretariat@phmovement.org
Subject: Re: From Hani Serag

(sorry to say it, but please, all receivers, consider all the content of this e-mail is confidential)

8/18/05

Main Identity

From: "Hani Serag" <hserag@yahoo.com>
To: "PHM Secretariat" <secretariat@phmovement.org>
Sent: Thursday, August 18, 2005 12:21 AM
Subject: From Hani Serag

Dearest Ravi,

Warmest greetings from Cairo!

Thank you very much for sending me the "Guidelines Relevant to PHM Global Secretariat". They were really useful and they will be very helpful in drafting a proposal of MENA/Africa if we agreed to propose it this way.

As I am working on a draft proposal that will be circulated and may be discussed through the e-communication and may be a small regional meeting (including key persons from the 2 regions), I need your help very much.

1. Included in the Guidelines you sent, section C is enumerating the functions of the secretariat. however, I would like some more details based on your experience as being the coordinator for a 3 years, i.e., in concrete terms, what would be the major sub-functions and tasks to achieved each of the listed functions. For example: do you suggest specific major tasks to facilitate and empower the PHM vision?

I know that what I asked you for is not easy at all to do in short time, but I only need your rapid response based on your experience during the past 3 years. I believe that you are the best one who can do that and it would be also very helpful and it will add a lot to the value of this document.

In parallel, I am trying to breakdown the listed tasks and I will keep in touch with you to discuss this. I wish you can send me something as soon as you can even if you only considered specific listed functions.

2. Is there any document describing the functions of the steering committee? In other words, is there a working paper defining the strategic decisions from the executive ones?

I can imagine how busy you are but I only want to accumulate the experiences.

Have all the best.

Yours Sincerely,
Hani Serag

8/18/05

Main Identity

From: "Hani Serag" <hserag@yahoo.com>
To: "PHM - Secretariat" <secretariat@phmovement.org>; "PHM Steering Group" <PHM_Steering_Group_02-03@yahoogroups.com>
Cc: "Hani Serag" <hserag@yahoo.com>; "Bridget Lloyd" <bridgetl@mweb.co.za>; "Community Health Cell" <chc@sochara.org>; "David Legge" <d.legge@latrobe.edu.au>
Sent: Saturday, August 13, 2005 8:23 PM
Subject: Re: A note on Guidelines for PHM Secretariat

Dear Ravi,

Warmest Greetings from Cairo,

Thank you very much for sending the guidelines. They will be very useful in drawing up the proposal. I may get back to you for some clarifications.

Best regards.

Yours Sincerely,
Hani Serag

PHM - Secretariat <secretariat@phmovement.org> wrote:

PHM-Secretariat Shul
MENA Proposal

RS
16/8/05

8/16/05

Main Identity

From: <prem_john@vsnl.net>
To: "ARTURO QUIZHPE" <aquizhpe@yahoo.com>
Sent: Saturday, August 27, 2005 10:33 AM
Subject: Re: ABOUT GLOBAL SECRETARIAT- CONFIDENTIAL

My dear Arturo,

My comments to Jihad were in the light of the Central American proposal and NOT the South American proposal that I have all along encouraged you to write and submit. As you know, several times, in Geneva and in Cuenca, I encouraged you and asked you to tell that YOU will take it up. But even in the last Steering Group meeting, you kept quiet. If you had said 'yes', the Steering Group would have straightaway confirmed you as the Coordinator and shifted the Secretariat to Cuenca.

But what was presented was a scratch Central American Proposal, which in spite of claims of participation and what they called as 'colegiality' was dictated by Maria to Hugo the morning of the Steering Group. That was not good for PHM. Also, the Central American proposal mentioned you and Maria will be the coordinators, not YOU which is what we wanted. There cannot be two masters.

Please know that if you (South America) has sent in a proposal (I am waiting for the translation from Ravi) then I will fully support it. Middle East was only going to take it up if Cuenca is not able to take it up. There was an offer for transition only not as a counter proposal to yours. They were trying to smoothen the situation.

If Hani and Jihad know that you will (Arturo will) take it up, I am sure they would whole heartedly support you.

Please know and be assured that I greatly admire what the Cuencans did for PHA 2 and would like to see the Secretariat there, provided you are able to give full time to it since it is more than a full time job.

Please know also that I am willing to come and help in setting up structures and systems, if you need me, during the initial period.

Warm regards,

Prem

Mi Arturo querido, Mis comentarios a Jihad estaban en la luz de la oferta americana central y NO de la oferta suramericana que tengo todos a lo largo de animado le a escribir y a someter. Como usted sabe, varias veces, en Ginebra y en Cuenca, le animé y pedí que usted dijera que USTED lo tome para arriba. Pero igual en la reunión de grupo pasada del manejo, usted guardó silenciosamente. Si usted hubiera dicho los 'sí', Group the Steering tendría straightaway confirmada le mientras que la American National Standard del coordinador cambió de puesto la secretaría a Cuenca.

Pero cuál era presentado era un rasguño Proposal americano central, que el in spite de las demandas de la participación y qué llamaron como 'colegiality' fue dictado por Maria a Hugo la mañana del grupo del manejo. Eso no era bueno para PHM. También, la oferta americana central le mencionó y Maria será los coordinadores, no USTED cuál es lo que deseamos. No puede haber dos amos.

8/29/05

Sepa por favor que si usted (Suramérica) ha enviado en una oferta (yo están esperando la traducción de Ravi) entonces que yo lo apoyará completamente. el Medio-este iba solamente a tomarlo para arriba si Cuenca no puede tomarlo para arriba. La suya era una oferta para la transición solamente no como oferta contraria el tuyo. Intentaban alisar la situación.

Si Hani y Jihad saben que usted (voluntad de Arturo) la tomará para arriba, soy seguro que heartedly ayuda entera usted. Sepa y asegúrese por favor que admiro grandemente lo que el Cuencans hizo para PHA 2 y quisiera que viera la secretaría allí, con tal que usted pueda darle a tiempo completo puesto que es más que un trabajo a tiempo completo. Sepa por favor también que estoy dispuesto a venir y a ayudar en strucutres y sistemas de la creación, si usted me necesita, durante el período inicial.

Respeto caliente, Prem

TRANSLATED BY ALTA VISTA BABEL TRANSLATOR IN THE COMPUTER. THERE MAY BE MISTAKES.

----- Original Message -----

From: ARTURO QUIZHPE <aquizhpe@yahoo.com>

Date: Saturday, August 27, 2005 5:31 am

Subject: ABOUT GLOBAL SECRETARIAT- CONFIDENTIAL

>
> My dear Prem:
>
> As you know, we, south america, are going to present a
> proposal for global secretariat. We had decided to
> make the proposal and I had accepted your and Ravi
> suggestions, and someother people. Therefore, I
> decided to accetpt if THE STEERING COMMITTE BELIEFS ON
> US and SPECIALLY IF WE ARE SECURE THAT WE WILL
> STRENGHENT THE MOVEMENTE..Maria had decided NO
> participate and agrees that south america should take
> the global secretariat.
>
> Anyway, whatever the decission could be, we appreciate
> you very much here in Ecuador and Latin America..We
> like you and we have strong feelings of symphaty to
> you and your generosity as human being, as our older
> brother.
>
> I told everybody here, that you advice me to take the
> secretariat...therefore everybody had been surprised
> with your communication to Jihad..our dear friend..
>
> I would like to advice you, take carefully your
> comments about this issue, we appreciate you so much
> and we trust in you and we know your generosity heart
> and all your good ideas and intentions.
>
> With great and warms regards,
>
> In solidarity

8/29/05

From:	maria@iphcglobal.org
To:	secretariat@phmovement.org , aquizhpe@yahoo.com
Cc:	prem_john@vsnl.net , arutherford@oneworldaction.org , prasanna@phmovement.org , d.legge@latrobe.edu.au
Subject:	Responding to Ravi 28-05 message
Date:	Sunday, May 29, 2005 6:28 pm

Dear Ravi, et al,

Thank you for this message. I am just reacting to the Logistics document that Prem sent out so you will have it for tomorrow. That will respond to some of the issues raised in this message.

Just a few comments:

Thanks for the reimbursements. That is helpful as the IPHC funds are fast diminishing.

I will send Andy details on CAFOD and Save the Children UK. if necessary, but actually he knows the CAFOD people do not know what amount they can give, but they are fully aware that we are awaiting a decision on their support do not think it will be significant. I understood from Andy that he had already sent an invoice to Regina for the fur Children. Perhaps your information from Andy is not current.(ANDY???)

RAVI: Yes, Latin America will make a revised proposal. Just so you rest a bit, I am willing to take on the coordinating interim period while some of the restructuring is worked out. But this information should not be sent out to all the the full Latin American proposal. So keep this as internal information.

We have a pre-assembly Central American event on June 2 and 3, then we hope to have a brief proposal for you making use of the comprehensive document that was prepared by David Legge and Andy. Of course we are counting on support from the Americas. My question is Will there be funds????

Actually I had a very long talk with Halfdan. Yes, He will do the photo journey bit. He will also be an honorary member of the IPHC panel and will make some comments there. I took the initiative to get the ticket because of the difficulties of finding spaces. I hope you understand that.

I am trying to get feedback from many of the facilitators about their sessions. This goes very slow. I will have the program, but this is not to be considered finalized, by any means. Too much is happening and things get very sometimes a bit difficult. But, rest assured I will send you something in English very soon even if incomplete. I am sending you the website information, but rather a detailed version of the program with names included.

I will send you a copy of the brief letter I am sending out to the facilitators. I am already working very closely with them and would appreciate it if Thelma and Hari would communicate with me so I can suggest to them ways in which they can follow the tracks. They will not have the background on it, so it would be better to begin coordinating with me soon. I am sending a separate letter to Thelma about several things later today.

When you have more information on the organizational track please inform me.

We are working closely with PAHO on trying to secure the equipment that is necessary for the simultaneous interpretation. I hope this all works out because it is a lot of money. The interpreters are fine, no problem there. But they need access to equipment.

Other comments follow in response to the logistics document.

Regards,
Maria

From: PHM - Secretariat [mailto:secretariat@phmovement.org]

Sent: sábado, 28 de mayo de 2005 6:15

To: Arturo Quizhpe; Maria Hamlin Zuniga

Cc: Dr Prem Chandran John; Andy Rutherford; Prasanna - PHM Communications; David Legge

Subject: some follow up

Importance: High

Dear Arturo and Maria

Prem, Hari, Abraham, Prasanna, Nisha and I meet on 30th / 31st May to follow up on all our discussion evolve under Prem's direction further supportive responses to PHA2 with greater clarity of roles and re prevent overlap.

Prem, Hari and Abraham are also making plans to reach Cuenca latest by 15th June to help the PHA 2 : few weeks before the event.

Just a few additional follow up:

1. Misereor and SIDA grants have been received and will be transferred next week. We shall keep amount to meet initial travel grant advances like that of Halfdan.
2. The Christian Aid grant for Tsunami / Steering group meeting has been received. Andy is sending pending reimbursement from the Bangalore meeting. I have also faxed reimbursement form for USD to cover Europe travel in May.
3. Oxfam Australia ? no to grant (see David Legge's letter) is a disappointment
4. Andy is following up on Cafod and SCF ? UK. Needs further details from Maria (what, where)
5. We have sent out SOS in response to Arturo's mail for lists of delegates, with passport details for Pakistan, Bangladesh, Sri Lanka, Iran. Others are also being followed up.
6. I was very glad to have been able to discuss with Arturo some options for global coordinatorship to hear that a Latin American proposal may be on its way.
7. Andy and David Legge have just sent a very comprehensive document from the Bangalore discussion may help the Latin American proposal. I would encourage you both to see your evolving proposal for the Americas because there are so many people, who could be greatly supportive of the secretariat to that part of the world. I had a very good South Asian support group that made it more effective in India, but Prem (ACHAN); Bala (Sri Lanka); Zafrullah / Qasem (Bangladesh) and they all support ways.
8. The GHW Advocacy document and the very first draft (primer) of Cuenca Declaration is also on its way.
9. The travel grant funding situation is still very problematic and a real challenge. I have just sent a request to Action Aid Bangkok has responded with 10,000 USD ? something but not enough! Will try to get more.

creative options.

10. Send details of any funding proposals made, which need to be followed up and chased. I think support I could do with Andy's help, since you three (including Prem) can easily facilitate the 1 checked with Andy. He does not have all the details
11. I am reworking the organizational note ? was awaiting some confirmations. Same dates and slightly different programme contents to make it more reflective of PHM realities.
12. Responses to the photo journey ? Savar to Cuenca ? are good. Will send details through Prem Any further ideas about the inaugural session? Halfdan said he would prefer to make a short refl photo journey at the inaugural session of what he feels is the significance of the Savar to C pilgrimage! He did not want to chair a session because he finds it hard to concentrate too lo Anyway, he gladly agreed to attend and I am glad that Maria arranged the ticket as well.
13. We have now confirmation ? 15 people ? all delegates from PHM India ? helping to support PHA the following ways. Prem can discuss this with you when he arrives and coordinate this further al and the volunteers as well.
 - a. PHA2 Logistics ? Prem, Prasanna, Chander
 - b. PHA2 Finances and protocol ? Andy, Ravi
 - c. PHA2 Communication / media ? Unni, Satya, Abraham, Lalit, Pervez Imam (film maker)
 - d. Track or Programme support ? Hari (ASM), Thelma (Equity), Sarojini (Gender).
 - e. Synthesis and documentation ? Abhay, Rakhal, Naveen

None are volunteers ? so need not be paid separately. They will support specific activities if req participate as delegates.

We have paid Registration and Quito ? Cuenca travel for all of them and they will also individually reg the registration process is viable. Passport details for visa authorization for all of them has been sent to us already have visas. Amit is working on the logistics of the rest of the PHM India delegation with I here.

Best wishes

Ravi
Ravi Narayan

.....
Coordinator
PHM Secretariat (Global)
c/o CHC
No. 359 (old No. 367)
Srinivasa Nilaya, Jakkasandra 1st Main
1st Block, Koramangala
Bangalore - 560 034. India
Tel: 00-91-80-51280009
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Email: secretariat@phmovement.org
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10. Send details of any funding proposals made, which need to be followed up and chased. I think support I could do with Andy's help, since you three (including Prem) can easily facilitate the process. I checked with Andy. He does not have all the details
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13. We have now confirmation ? 15 people ? all delegates from PHM India ? helping to support PHA 2 in the following ways. Prem can discuss this with you when he arrives and coordinate this further with all the volunteers as well.

- a. PHA2 Logistics ? Prem, Prasanna, Chander
- b. PHA2 Finances and protocol ? Andy, Ravi
- c. PHA2 Communication / media ? Unni, Satya, Abraham, Lalit, Pervez Imam (film maker)
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Website: www.phmovement.org

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X

Dear Friends,

In response to some recent enquiries by Hani Serag (PHM – Middle East) and others, regarding guidelines for the Secretariat, we have re-edited the note circulated on July 2, 2004 entitled "Shift of Secretariat", which had been prepared in coordination with Prem, Jihad, Sarah and Lanny, in response to a decision at the Steering Group meeting held in Mumbai, January 2004, during IHF-WSF events. This may be helpful to region/s who are evolving proposals for hosting the global secretariat from October 2005. If any one requires further clarifications, of any of the matters included in this note or any other matter associated with the responsibility of hosting the Secretariat, please be in touch with us. We would be very glad to send you any further details. We are looking forward to an early decision on this matter and are preparing for the transition.

Best wishes,

PHM Secretariat Team
Bangalore

UPDATE ON FUND REQUIREMENT FOR PHA 2 (as on 10 August 2005)

SI No.	Item of Expenditure [* indicate estimates]	PHA 2 Secretariat Cuenca	PHM / PHA 2 Account OWA - UK	PHM Secretariat Bangalore	TOTAL (USD)	Remarks
1	Media expenses *	10000				8 printed Pijuanos, Radio programs, National delegates
2	Ixa tours *	10000				Services, Carlos Padilla and family international ticket, Julio and Abuela tickets and more than 50 people who did not pay their internal flights (translators, interpreters, african delegates, etc.) and transfers
3	Venues *	15000				Includes taxes for services, rented equipments, sound system, computers, etc. during the assembly.
4	Opening and closing ceremony *	15000				Sounds, lights, venues, emergency teams, flight tickets (cultural groups)
5	Salaries (July & August) *	8000				
6	Translation and equipment *	14000				Total costs worked out to USD 34000, of which USD 20000 was supported by PAHO
7	Travel (OWA) and local costs reimbursements (PHM Secretariat)					
7.1a	Africa group (Mwajuma + 13 others)		48974	3365		1) Supported by CIDA, Canada - Bridget, Sureya, Louis (South Africa); Malachi (Kenya); T Molly (Uganda); Matthew Hamisi, Charles (Tanzania); Aimee (Congo); Santuah (Ghana). 2) Supported by SCF, UK - Lilian, Manyama (Tanzania). 3) Supported by Wemos - Mwajuma (Tanzania).
7.1b	Mary Sandasi (Zimbabwe)		3522	325		
7.2	Middle East delegation (9 people)		13831	2076		Includes Hani, Medhat (Egypt); Abdel, Sanaa (Morocco); Ghassan (Lebanon); Ghassan (Palestine); Bargar, Rezwan, Nazeem (Iran)
7.3	Asian delegation (15 people)		35398	8196		1) Includes Shama (Pakistan); Edelina, Romio, Darby (Phillipines); Jaikumar, Evelyn (Malaysia); Mathura, Deena (Nepal); Imamuddin, Shafiuddin, Rani, Qasem, Zafraullah (Bangladesh); Abhay (India). 2) Advanced by PHM Secretariat: Anita, Mira (India)
7.4	Europe delegation (3 people)		4576	296		Includes Halfdan (Denmark); Marjan (Serbia); Tom (UK)
7.5	PHM Secretariat advance team and media team - travel		7081	4340		Includes Prem, Hari and Abraham (PHM Secretariat); Unni, Sanjana, Rajiv and Sathya (Media team)
7.5	Press team hotel costs			950		Paid to Hotel Athahualpa
7.6	Additional contribution to local costs			3570		By Prem and team.
Total		72,000.00	113,381.75	23,117.56	208,499.31	

Main Identity

From: "Jihad Mashal" <jihad@shabaka.net>
To: "PHM - Secretariat" <secretariat@phmovement.org>; "Fran Baum" <Fran.Baum@flinders.edu.au>; "Ravi Narayan" <secretariat@phmovement.org>
Cc: "PHM Steering Group" <PHM_Steering_Group_02-03@yahoogroups.com>; "Mahmoud Masri" <mmasri@idm.net.lb>; "Abdelmajid MAKNI" <makni@maghrebnet.net.ma>; "Aed Yaghi" <ayediyaghi@yahoo.com>; "ALAM JARAR" <j_allam@hotmail.com>; "Alla'a Shukrallah" <alaashuk@yahoo.com>; "allam Jarrar" <Allam_jarar@yahoo.com>; "Amal Daoud" <amal@birzeit.edu>; "Babiker Badri" <asbadri@hotmail.com>; "Feletcia Samir" <feletcia@hotmail.com>; "Ghada F. Abdelnour" <ghada_diakonia@palnet.com>; "Ghassan Issa" <gissa@mawared.org>; <ghassanha@palnet.com>; "Hani Serag" <hserag@yahoo.com>; "Hani Sirag" <hpsp@ahedegypt.org>; "Hanna Edwar" <hanna.e@iraqi-alamal.org>; "Husein Al-ajami" <halajami@batelco.com.bh>; "Husien Mousa" <cdhrb@hotmail.com>; "Jamal Al-Jawahiri" <jamal.j@iraqi-alamal.org>; "Joan Jubran" <joan@hdip.org>; "kamal zeineh" <kamal_zeineh@hotmail.com>; "Kamal Zeineh" <uhwc@palnet.com>; "Kassem Aina" <niscvt@socialcare.org>; "Kinda Mohamadieh" <kinda.mohamadieh@annd.org>; "MALEK QUTTEINA" <mqutteina@yahoo.com>; "Natasha Shawarib" <natasha.shawarib@fco.gov.uk>; "PARD" <pard_b@cyberia.net.lb>; "Saad Khoury" <spl@inco.com.lb>; "safana alsalloom" <dschildren@yahoo.com>; "Salam Ismael Obaidi" <salam.obaidi@doctorsforiraq.org>; "Sanaa Merimi" <sanaamerimi@menara.ma>; "Siham Bencheckroun" <souihma@hotmail.com>; "Soraida (soraida@wclac.org)" <soraida@wclac.org>; "Tayseer Salah" <taysal785@hotmail.com>; "Umaiye Khamash" <umaiyeh@hotmail.com>; "Wamid Alkassab" <iraqi_alamal@hotmail.com>; "Yasser Ebeid" <y_ebeid@yahoo.com>; "Ziad Abdel Samad" <annd@cyberia.net.lb>; "Zouida Mustafa" <zouidamostafa@hotmail.com>
Sent: Wednesday, August 24, 2005 11:40 AM
Subject: [PHM_Steering_Group_02-03] Proposal for Global Secretariat

Dear Ravi, Fran and friends,

Greeting from Palestine,

As we get close to finalize our proposal for future global secretariat, I request the extension of the last date for considering any of the proposals for the end of this week (26th August). Since more consultation is taking place on the final draft.

With Best Regards,

Jihad Mashal

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8/26/05

Hacia la esperanza, hacia la alegremia, hacia un mundo saludable. Las voces de la tierra nos han convocado.

Solidariamente,

Arturo Quizhpe P.

OUR WEAKNESSES:

Limited capacity of financial management in the international scope, always we have worked with limited resources, on the basis of the Personal voluntary military service · with high decision and will, social, human and technical formation important, with much initiative, but with little experience international and limited communication in English. · Possible Global, Arturo Quizhpe Peralta, partially bilingual Coordinator, and possibility of on time partial dedication (20 hours weeks), and with multiple academic, scientific and social commitments. THE SECRETARY OF THE MOVEMENT: We are militant of the life, have walked with you from always, if Steering C considers by consensus and of shared in common way, that the SECRETARY Of the MOVEMENT and the GLOBAL COORDINATION CAN BE IN CUENCA, ECUADOR, we will assume once again the challenge with humility and energy, as long as the decision serves to unite, to add, to multiply, and to fortify the movement, to all and all. Towards the hope, alegremia, a healthful world. The Earth voices have summoned to us.

In solidarity
Arturo Quizhpe

Fundación Niño a Niño, con oficina permanente en Cuenca. Esta daría la cobertura legal a la Secretaría.

- *Tenemos una importante historia de activismo social y de compromiso, además de contar con el apoyo de varias organizaciones sociales, tenemos el respaldo de personal académico, de investigadores ligados a la lucha por la salud colectiva tales como CEAS, Facultad de Ciencias Médicas de Cuenca, y Asociación Nacional de Facultades de Medicina y Ciencias de la Salud.*
- *Hemos acumulado una importante experiencia en la organización social, investigación con un centenar de publicaciones científicas, sociales, y políticas.*

BASIS FOR the PROPOSAL OF the SECRETARY ·

The Secretariat of PHA2, would happen to constitute the Secretariat of the Movement, endorsed by the National Front of Health of the People of Ecuador. The proposal has been supported by the movement of the South America and the adhesion of America Center. · is counted humanly on technically described personnel and, with militant commitment in the movement. Their abilities have been demonstrated through the organization and direction of page Web, bulletin of the assembly, management of resources, construction of alliances and direction. · Its capacity of management made advances in the consolidation possible and extension of the movement · is the expression of the movement in Ecuador and the South Cone, therefore its personnel is it jeopardize with the postulates and principles of the movement, as well as of the letter of health of the people. · Contamos on a experience of militancy by the life of 40 years. The legally constituted organization with legal recognition according to the laws of Ecuador, registered as a nongovernmental organization is the Young Foundation to Boy, with permanent office in Cuenca. This would give the legal cover to the Secretariat. · Tenemos an important history of social activism and commitment, besides to count on the support of several social organizations, we have the endorsement of academic personnel, investigators bound to the fight by the collective health such as CEAS, Faculty of Medical Sciences of Cuenca, and National Association of Medicine Faculties and Sciences of the Health. · There are accumulated an important experience in the social organization, investigation with a hundred of scientific, social publications, and policies.

NUESTRAS DEBILIDADES:

- *Limitada capacidad de gestión financiera en el ámbito internacional, siempre hemos funcionado con recursos limitados, en base al voluntariado.*
- *Personal con alta decisión y voluntad, formación social, humana y técnica importantes, con mucha iniciativa, pero con poca experiencia internacional y limitada comunicación en inglés.*
- *Posible Coordinador Global, Arturo Quizhpe Peralta, parcialmente bilingüe, y posibilidad de dedicación a tiempo parcial (20 horas semanas), y con múltiples compromisos académicos, científicos y sociales.*

LA SECRETARIA DEL MOVIMIENTO:

Somos militantes de la vida, hemos caminado con ustedes desde siempre, si el Steering C considera por consenso y de manera solidaria, que la SECRETARIA DEL MOVIMIENTO y LA COORDINACION GLOBAL PUEDEN ESTAR EN CUENCA, ECUADOR, asumiremos una vez mas el reto con humildad y energía, siempre y cuando la decisión sirve para unir, sumar, multiplicar, y fortalecer el movimiento, a todos y todas.

limitaciones, agradecemos a todos y todas el desafío de haber confiado esta tarea que la asumimos como un nuevo desafío de la vida en la lucha por un amanecer mas saludable.

Ratificamos nuestro reconocimiento a todos los compañeros y compañeras que se involucraron directamente en la organización de la asamblea, destacamos con letras mayúsculas EL COMPROMISO, LA ENTREGA TOTAL CON MILES DE HORAS DE TRABAJO, a veces incomprendido, otras veces cuestionado, pero siempre bien INTENCIONADO DE MARIA HAMLIN.

TOWARDS THE HOPE, THE ALEGREMIA From our vision and, our militancy with the life, and the health of the people of the world, we celebrated PHA2, recognize our limitations, we thank for to all and all the challenge of to have trusted this task that we assumed it as a new challenge of the life in the fight by a healthful dawn but. We ratified our recognition to all the companions and companions who became jumbled directly in the organization of the assembly, we emphasized with capital letters the COMMITMENT, the TOTAL DELIVERY WITH THOUSANDS OF WORKING HOURS, sometimes misunderstood, other times questioned, but always well-meaning OF MARIA HAMLIN.

Decimos gracias de todo corazón a Prem, Hari, Abraham, que se movilizaron a Cuenca para brindarnos su apoyo. Resaltamos el rol de Ravi, de Andy, de Fram, de todos los compañeros y compañeras que siempre dieron su aliento. Abrazamos a todos y todas, sin excepción para decirles: VAMOS A CAMINAR, VAMOS HACIA DELANTE.

We say thanks of all heart to Prem, Hari, Abraham, that were mobilized to Cuenca to offer their support. We emphasized the role of Ravi, Andy, Fram, all the companions and companions who always gave their breath. We embraced to all and all, without exception to say to them: WE ARE GOING TO WALK, WE GO TOWARDS AHEAD.

BASES PARA LA PROPUESTA DE LA SECRETARIA

- *La Secretaría de la II Asamblea Mundial de Salud de los Pueblos, pasaría a constituir la Secretaría del Movimiento, respaldada por el Frente Nacional de Salud de los Pueblos del Ecuador. La propuesta ha sido apoyada por el movimiento de Sur América y la adhesión de Centro América.*
- *Se cuenta con personal calificado técnica y humanamente, con compromiso militante en el movimiento. Sus habilidades han sido demostradas a través de la organización y dirección de página web, boletín de la asamblea, gestión de recursos, construcción de alianzas y dirección.*
- *Su capacidad de gestión hizo posible avances en la consolidación y ampliación del movimiento.*
- *Se trata de la expresión del movimiento en el Ecuador y el Cono Sur, por lo tanto su personal está comprometido con los postulados y principios del movimiento, así como de la carta de salud de los pueblos.*
- *Contamos con una experiencia de militancia por la vida de 40 años. La organización legalmente constituida con reconocimiento jurídico de acuerdo a las leyes del Ecuador, registrada como una organización no gubernamental es la*

del Ecuador. Por supuesto, estas instituciones realizaron sus egresos directamente a través de la organización de algunos de los eventos de la asamblea.

Citamos unos pocos ejemplos:

It is possible to emphasize that the Secretariat made manifold efforts to count on the collaboration of diverse organizations and national institutions. In the Economic Report, it will be able to be observed that more of the 50 percent of the cost of the assembly it corresponds to the contribution of the popular organizations and democratic institutions of Ecuador. Of course, these institutions directly made their debits through the organization of some of the events of the assembly. We mentioned few examples:

La Dirección de Cultura del Banco Central, asumió prácticamente todos los gastos de promoción, movilización de sanadores andinos, músicos etnográficos de la región, alimentos, diseño, arreglos de la ceremonia de los pueblos originarios. Su costo está estimado alrededor de 50.000 dólares.

Acción Ecológica asumió la coordinación del eje temático: salud y ambiente. Organizó, movilizó recursos, planificó la inclusión de representantes, testimonios y expertos de todos los continentes. Su costo debió ser mayor a los 50.000 usa dólares.

The Direction of Culture of the Central bank, assumed practically all the expenses of promotion, mobilization of Andean, musical sanadores ethnographic of the region, foods, design, adjustments of the ceremony of the original people. Its cost is considered around 50,000 dollars. Ecological action assumed the coordination of the thematic axis: health and atmosphere. It organized, it mobilized resources, it planned the inclusion of representatives, testimonies and experts of all the continents. Its cost had to be greater to the 50,000 uses dollars.

Aclaramos, sin embargo que en todos los casos, la gestión, la justificación y el manejo lo hicieron de manera descentralizada a través de sus respectivas organizaciones.

Equipos de Traducción, e intérpretes: gracias a la tenacidad de María, su persistencia y por su puesto su capacidad de gestión, logramos que la OPS asigne 20.000 usa dólares para el pago de alquiler de equipos, Pero además, logró la contribución de interpretes y traductoras profesionales que EXONERARON sus remuneraciones para la asamblea.

We clarified, nevertheless that in all the cases, the management, the justification and the handling did it of way decentralized through their respective organizations. Equipment of Translation, and interpreters: thanks to the tenacity of Maria, their persistence and by its position its capacity of management, we obtained that the OPS assigns 20,000 uses dollars for the payment of rent of equipment, But in addition, obtained the contribution of you interpret and professional translators who EXONERATED their remunerations for the assembly.

HACIA LA ESPERANZA, HACIA LA ALEGREMI

Desde nuestra visión y, nuestra militancia con la vida, y la salud de los pueblos del mundo, celebramos la II Asamblea Mundial de Salud de los Pueblos, reconocemos nuestras

- c. *El fortalecimiento y producción del Informe Alternativo Latinoamericano y el incentivo a la participación de los movimientos populares en su elaboración y difusión.*
- a. The production of attractive and didactic material of education and communication, such as video clips, programs of radio, documentary video on the assembly, that serves as sustenance and support to the diverse campaigns,
- b. The activation with new contents of the page Web of the assembly, whose wealth and quality would have to be optimized in the future immediate. We stood out and we again invited to visit the page Web so that the effort of the team of companions is valued in their dimension who with extraordinary mystic and much technical knowledge. We thought that we would not have to waste the way walked by the companions.
- c. The fortification and production of the Latin American Alternative Report and the incentive to the participation of the popular movements in its elaboration and diffusion.

GOLDEN YEARS, JOVENES, CHILDREN And CHILDREN, PEOPLE WITH SPECIAL CAPACITIES.

Without a doubt the incluyente character of the assembly and its vision, were reflected in the programming. During long time they will remain in our memories, and the collective memory, the emotions and energy generated by the young protagonists and young, old, people with special capacities of the diversity of actions and event who understood the assembly.

FINANZAS, LOGISTICA, TALENTOS HUMANOS, PROGRAMACION

La Secretaría de la Asamblea inició sus actividades y continúa trabajando hasta el momento con recursos económicos muy limitados. Su fortaleza radicó en la gran cantidad de talentos humanos que logró involucrar, en la creatividad e ingenio de sus miembros y también en la capacidad de gestión, entre los que merecen destacarse:

Comité Internacional Organizador, que con la presencia, el liderazgo, el compromiso y la entrega total sin condiciones y la mística de María Hamlin Zúñiga así como el aporte de los demás miembros contribuyeron a superar las limitaciones, promovieron la confianza y el entusiasmo del Comité Nacional y de la Secretaría, garantizando el éxito de la asamblea.

FINANCES, LOGISTICA, HUMAN TALENTS, PROGRAMMING The Secretariat of the Assembly initiated its activities and continues working until the moment with economic resources very limited. Its strength was in the great amount of human talents that it managed to involve, in the creativity and talent of its members and also in the capacity of management, between which they deserve to stand out: Organizing committee the International, that with the presence, the leadership, the commitment and the total delivery without conditions and the mystic of Maria Hamlin Zúñiga as well as the contribution of the other members contributed to surpass the limitations, promoted the confidence and the enthusiasm of the National Committee and the Secretariat, guaranteeing the success of the assembly.

Cabe destacar que la Secretaría realizó múltiples esfuerzos para contar con la colaboración de diversas organizaciones e instituciones nacionales. En el Informe Económico, podrá observarse que más del 50 por ciento del costo de la asamblea corresponde a la contribución de la organizaciones populares e instituciones democráticas

PEOPLE ORIGINARIOS Of the WORLD, DECLARATION Of the FORUM OF The CHILDHOOD And YOUTH.

EDUCACION, MOVILIZACION Y CAMPAÑAS

El proceso de concienciación, cabildeo y generación de propuestas; así como la movilización para alcanzar las metas de las distintas campañas aprobadas por el PHM, implica un proceso también de educación, de producción de material didáctico.

La Secretaría de la II Asamblea, conjuntamente con el Frente Nacional de Salud de los Pueblos del Ecuador, y otras organizaciones como Acción Ecológica, a través de la coordinación del CEAS contribuyó para el informe global pero además editó EL INFORME ALTERNATIVO DE AMERICA LATINA, producto de la incorporación de mas de 30 instituciones académicas, científicas, sociales, de trabajadores y de gobiernos democráticos de la región. Además, publicó un libro sobre MILITARIZACION, OCUPACION Y SALUD, como aporte de América Latina a la lucha por la paz y la salud.

EDUCATION, MOBILIZATION And CAMPAIGNS The process of awareness, lobbying and generation of proposals; as well as the mobilization to reach the goals of the different campaigns approved by the PHM, also implies a process of education, production of didactic material. The Secretariat of II the Assembly, jointly with the National Front of Health of the People of Ecuador, and other organizations like Ecological Action, through the coordination of the CEAS contributed for the global report but in addition it published the ALTERNATIVE REPORT OF LATIN AMERICA, product of the incorporation of but of 30 academic, scientific, social institutions, of workers and democratic governments of the region. In addition, it published a book on MILITARIZATION, OCUPACION and HEALTH, as contribution of Latin America to the fight by La Paz and the health.

Perspective: To take advantage of the analytical wealth of the testimonies, documents, world-wide alternative report and of Latin America, declaration of Cuenca, declaration of the original people, synthesis of the documentation commission, production and analysis of the I Session of the University the International of Health of the People, and all the wealth of manifestations presented/displayed in the assembly for::

- a. La producción de material atractivo y didáctico de educación y comunicación, tales como video clips, programas de radio, video documental sobre la asamblea, que sirva de sustento y apoyo a las diversas campañas,*
- b. La activación con nuevos contenidos de la página web de la asamblea, cuya riqueza y calidad deberían ser optimizados en el futuro inmediato. Resaltamos e invitamos nuevamente a visitar la página web para que sea valorado en su dimensión el esfuerzo del equipo de compañeros que con mística extraordinaria y con mucho conocimiento técnico. Pensamos que NO deberíamos desperdiciar el camino andado por los compañeros.*

COMUNICACIÓN :

La edición del Boletín Diario y del Programa de Radio "Pijuano", constituyeron elementos esenciales en la difusión de los testimonios y análisis, la cohesión interna de los delegados, el incentivo a la discusión y el debate. El equipo local integrado por periodistas jóvenes pero con una larga historia de compromiso social adquirió experiencia, se cohesionó y logró construir una importante red de comunicación que en el futuro deberá consolidarse y fortalecerse.

Perspectivas: Deberíamos optimizar esa experiencia, consolidar el equipo, y mantener la edición virtual del BOLETIN DEL PIJUANO MENSUALMENTE, y al menos dos ediciones impresas por año. El equipo de Cuenca, está dispuesto, tiene la capacidad técnica y el compromiso para hacerlo, solo requiere el entusiasmo y la decisión del conjunto.

COMMUNICATION: The edition of the Daily Bulletin and the Program of Radio "Pijuano", constituted essential elements in the diffusion of the testimonies and analysis, the internal cohesion of the delegates, the incentive to the discussion and the debate. The local equipment integrated by young journalists but with one releases history of social commitment acquired experience, cohesioned and was managed to construct an important communication network that in will have to consolidate and the future to be fortified. Perspective: We would have to optimize that experience, to consolidate the equipment, and to maintain the virtual edition of the BULLETIN Of the PIJUANO MONTHLY, and at least two editions printed per year. The equipment of Cuenca, is arranged, has the technical capacity and the commitment to make it, single requires the enthusiasm and the decision of the set.

ORGANIZACIÓN:

En el marco de la II Asamblea Mundial de Salud de los Pueblos, se incentivó la organización y movilización popular en defensa del derecho a la salud. De manera particular en América Latina, surgieron importantes círculos del movimiento, se realizaron alianzas con sectores importantes del movimiento campesino, de trabajadores, de pueblos originarios, del arte y la cultura. Su presencia fue evidente durante la asamblea, gran parte del colorido, del entusiasmo y de la esperanza fueron protagonizados por estas organizaciones.

Perspectivas: consolidar y unificar el movimiento a través de la difusión, reflexión, análisis de la: DECLARACION DE CUENCA, DECLARACION DEL MILENIO DE LOS PUEBLOS ORGINARIOS DEL MUNDO, DECLARACIÓN DEL FORO DE LA NIÑEZ Y DE LA JUVENTUD.

ORGANIZATION: Within the framework of PHA2, one stimulated the organization and popular mobilization in defense of the right to the health. From particular way in Latin America, they arose important circles of the movement, were made alliances with important sectors of the movement farmer, workers, original people, the art and the culture. Its presence was evident during the assembly, great part of the colorful one, the enthusiasm and of the hope they were carried out by these organizations. Perspective: to consolidate and to unify the movement through the diffusion, reflection, analysis of: DECLARATION OF CUENCA, DECLARATION Of the MILLENIUM OF

The images of the multiple events that conformed part of the assembly are alive, dynamic, exciting messages, that they require to be compartidas..Necesitamos to take to the message all and all. He is urgent to run the voice of which a World Healthful is Possible, that an enchantment world is being born.

Las voces de los niños y niñas, el resonar de los tambores, la risa y hasta las lágrimas furtivas de muchos compañeros y compañeras han quedado impregnadas en nuestras retinas, y la energía generada por tanto amor a la vida de todos, continuarán alimentando nuestra lucha.

The voices of the children and children, resonating of the drums, the laughter and until the furtive tears of many companions and companions have been impregnated in our retinas, and the generated energy therefore love to the life of all, will continue feeding our fight.

UN PROCESO DE CONSTRUCCION COLECTIVA

A PROCESS OF COLLECTIVE CONSTRUCTION

La asamblea contó con la participación entusiasta, decidida y critica de muchos miembros del movimiento. Su proceso de construcción constituyó una experiencia colectiva, y una prueba de compromiso, historia, e ímpetu del joven equipo de la secretaría de Cuenca. La diversidad de acciones, de eventos y expresiones culturales visibilizaron algunos errores en la planificación, pero que de ninguna manera afectaron el éxito de la II Asamblea.

La II Asamblea Mundial de Salud de los Pueblos, mostró la diversidad del género humano, la potencialidad del movimiento, su carácter contra hegemónico e incluyente, así como la necesidad urgente de cohesión y unidad alrededor de metas inmediatas, y mediatas.

The assembly counted on the enthusiastic participation, decided and criticizes of many members of the movement. Its process of construction constituted a collective experience, and a test of commitment, history, and impetus of the young equipment of the secretariat of Cuenca. The diversity of actions, of cultural events and expressions visibilizaron some errors in the planning, but that of no way affected the success of II the Assembly. PHA2, showed the diversity of the human sort, the potentiality of the movement, its hegemonic and incluyente character against, as well as the urgent necessity of cohesion and unit around goals immediate, and mediate.

Según el balance del Comité Nacional Organizador, del personal de Secretaría de la II Asamblea de Salud de los Pueblos, y de múltiples comunicaciones postasamblea, para el análisis, reflexión, compromiso y fortalecimiento del movimiento, deberíamos destacarse entre otros los siguientes aspectos:

According to the balance of the Organizing National Committee, of the personnel of Secretariat of II the Assembly of Health of the People, and multiple communications postassembly, for the analysis, reflection, commitment and fortification of the movement, we would have to stand out among others the following aspects:

Propuesta de Sudamerica
— with half baked translation

¡LAS VOCES DE LA TIERRA NOS HAN CONVOCADO !
¡Construyamos un mundo saludable!

Desde todos los rincones del planeta, las voces de la tierra fueron respondidas con notable entusiasmo, energía y esperanza. El reto de construir un mundo saludable fue celebrado en Cuenca, Ecuador durante la II Asamblea Mundial de Salud de los Pueblos. Los errores, las dificultades, los obstáculos fueron y seguirán siendo derrotados con la voluntad y el compromiso de todos y todas.

From all the corners of the planet, the Earth voices were responded with remarkable enthusiasm, energy and hope. The challenge to construct a healthful world was celebrated in Cuenca, Ecuador during PHA2. The errors, the difficulties, the obstacles were and will continue being defeated with the will and the commitment of all and all.

La riqueza de propuestas, la rigurosidad académica, la energía y la fuerza de los testimonios, la decisión de avanzar venciendo la soledad y el individualismo, pusieron en evidencia el crecimiento cualitativo y cuantitativo de un movimiento que se abre paso en la historia de los pueblos reafirmando su derecho a la libertad, la dignidad y la alegría.

The wealth of proposals, the academic rigor, the energy and the force of the testimonies, the decision to advance overcoming the solitude and the individualismo, put in evidence the qualitative and quantitative growth of a movement that opens to passage in the history of the people reaffirming its right to the freedom, the dignity and the joy.

La II Asamblea Mundial de Salud de los Pueblos, marcó un hito en la historia en la lucha por el derecho a la salud, se ha afirmado, pero además se ha dicho que permanecerá en la memoria colectiva por mucho tiempo, y no desaparecerá si el fuego y la pasión por la vida de aquel acto simbólico de sanación del planeta es alimentado con nuestro compromiso y acción diaria, unitaria y solidaria.

PHA2, marked a landmark in history in the fight by the right the health, has affirmed, but in addition it has been said that it will remain for a long time in the collective memory, and will not disappear if the fire and the passion by the life of that symbolic act of sanación of the planet are fed with our commitment and daily action, unitary and shared in common.

"Hubo una mezcla de alegría, de indignación, y en momentos hasta de impotencia" afirma un artículo de una de las participantes en la asamblea; pero siempre se respiró un aire de optimismo, esperanza y solidaridad, se resalta.

"There was a joy mixture, of indignation, and at moments until of impotence" it affirms an article of one of the participants in the assembly; but always one breathed an air of optimism, hope and solidarity, is emphasized.

Las imágenes de los múltiples eventos que conformaron parte de la asamblea son mensajes vivos, dinámicos, emocionantes, que requieren ser compartidas..Necesitamos llevar al mensaje a todos y todas. Es urgente correr la voz de que un Mundo Saludables es Posible, que un mundo de encanto está naciendo.

Main Identity

From: <prem_john@vsnl.net>
To: <PHM_Steering_Group_02-03@yahoogroups.com>
Sent: Friday, August 26, 2005 2:42 PM
Subject: Re: [PHM_Steering_Group_02-03] RE: Proposal for Global Secretariat

My dear Jihad,

As I told Hani and Alla when I met him in Geneva, this is an excellent idea. Having had some experience, I would actually volunteer to come and stay with all of you for a few months should you need my help.

Warm regards,

Prem

Dr.Prem Chandran John
 Asian Community Health Action Network/ People's Health Movement
 10, 32nd Cross Street, Besant Nagar,
 Madras 600 090 , India
 Tel: +91-44-2491 9890 Fax: +91-44-2821 6705
 Mobile: +91-98410 08001
 El Movimiento Mundial por la Salud de los Pueblos demanda ¡Salud para Todos y Todas!
 HEALTH FOR ALL NOW!

----- Yahoo! Groups Sponsor ----->
 Need Help? Get Help! Tools and Strategies for Healthy Drug-Free Living.
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 ----->

Yahoo! Groups Links

<*> To visit your group on the web, go to:
http://groups.yahoo.com/group/PHM_Steering_Group_02-03/

<*> To unsubscribe from this group, send an email to:
PHM_Steering_Group_02-03-unsubscribe@yahoogroups.com

<*> Your use of Yahoo! Groups is subject to:
<http://docs.yahoo.com/info/terms/>

8/26/05

GUIDELINES RELEVANT TO PHM GLOBAL SECRETARIAT

Source : Extracts from People's Health Movement – Organizational structure and framework – Some Guidelines, November 2002
(Updated January 2004)

Please note that the information in boxes indicates the way these guidelines were operationalized by the PHM Global Secretariat, hosted by Community Health Cell (CHC), Bangalore, on behalf of the India region from January 2003 to date

A. SECRETARIAT

- The Secretariat will be hosted by different regions in rotation
- Some of the activities will be retained at the previous secretariat
- 2-3 years will be the period for the secretariat to be in one region
- Use of a letterhead renamed as People's Health Movement reflecting steering group of networks will be promoted
- The secretariat will be supported by a steering group in the decision making process
- Secretarial support group will be evolved for communications and publications, media, PHM exchange, funding etc.,

B. CRITERIA FOR SELECTION OF HOST OF THE SECRETARIAT IN A REGION

- Willingness to host the secretariat by the organisation and endorsement by the regional circle
- The organization must have skills in communication, management, finances, project implementation and reporting
- Must be inclusive and have skills in networking and advocacy
- Must be committed to the PHM vision and the People's Charter for Health

PHM Global Secretariat, Bangalore, India (2003-05)

1. PHM India unanimously decided in Bhopal, India, in July 2002 that it would host the next phase of the Global Secretariat and requested CHC to do so on its behalf.
2. CHC was selected because it had nearly two decades of experience of promoting community health concerns, building and supporting networks and skills in advocacy, communication, management, fund raising and project implementation .
3. CHC had also been deeply involved in the whole PHA1 mobilization process in India and had been a resource person for PHA1 as well. In addition CHC had worked with many of the networks that came together to form PHM India before 2000.
4. CHC agreed to depute Dr. Ravi Narayan, its Community Health Advisor, (who had been a public health consultant and people's health activists for nearly 30 years) on a full time basis from January 2003 till March 2005. A full time office secretary, Srinidhi, was also deputed from CHC for the same period.

C. FUNCTIONS OF THE SECRETARIAT

- Facilitation and empowerment of PHM vision
- External / Internal communication in PHM between member and circles
- Management of collective initiatives and events
- To design and execute planning, monitoring and evaluation of PHM activities
- Fund raising and financial management
- Working with members, donors, facilitators, contact points etc.,

PHM Global Secretariat, Bangalore, India(2003-05)

In addition to the above mentioned functions, the Bangalore Secretariat undertook two more additional tasks:

- i. Dr. Ravi along with Dr. Zafrullah was the convenor of the WHO Advocacy Circle, which in addition to regular advocacy initiatives with WHO, also organized PHM presence and related events at WHA in Geneva, in May 2002, May 2003, May 2004 and May 2005 respectively.
- ii. From November 2003 till March 2005, Prasanna – the Communication Officer also acted as the website manager. From April 2005 the website was supported by a PHA 2 related project with additional team members on a short term basis till September 2005.

D. MINIMUM NEEDS FOR SMOOTH FUNCTIONING OF THE SECRETARIAT

- Full time Secretariat coordinator (on deputation to PHM secretariat from hosting organisation)
- A communication officer capable of dealing with communication challenges including website
- A technical officer to help the coordinator (could be short term volunteers or short term linkage from the host organization or region)
- A person for accounts (part time or flexi time)
- Some office infrastructure - computer, telephone, fax, basic library and office space drawn from hosting organization and supported by PHM budget

PHM Global Secretariat, Bangalore, India (2003-05)

- i. In addition to full time coordinator and full time office secretary, a full time communication officer, Prasanna S.S. was also appointed to support the communication needs of the Secretariat.
- ii. While it had been proposed that the PHM secretariat should have a technical officer to support the coordinator, CHC did not appoint a separate technical officer since there were many staff members and fellows in CHC, who supported the PHM Secretariat in this function.
- iii. To maintain distinct identity of the PHM global secretariat from the host organization (CHC), a separate office was rented with a separate phone number and email identity.
- iv. In order to reduce the burden on PHM budget, CHC advanced the rental deposit for the new office and provided most of the furniture, telephone, computers and other equipments.
- v. A separate letterhead was prepared as Template and used as required. Apart from the local addresses and contact details, it also had the list of regions and founding networks to highlights the global diversity and solidarity of CHC.
- vi. A small India region secretariat support group consisting of B. Ekbal – PHM India Convenor, Mira Shiva – PHM Steering Group member, Amit Sen Gupta – PHM India Joint Convenor and Mohan Rao – PHM India resource person was established and all communications and decisions were marked to this four member group to maintain a close link of the secretariat with the region, elicit various forms of support and ensure accountability and transparency. Later this was expanded to other joint convenors of PHM India joint convenors as well.

E. SECRETARIAL SUPPORT GROUP

1. Steering committee

- A steering committee consisting of representatives of the 8 founding networks and the focal points of 13 regions of PHM along with the incoming and outgoing coordinators will help in collective decision making.
- It will meet at least once a year to take stalk of the evolution and challenges of the movement and plan responses and strategies
- It will also constantly identify regional / international events that could be used as strategic opportunities for PHM participation, promotion of PHM concerns and initiatives and smaller group steering committee meetings and dialogue.

- A steering committee discussion group (yahoo group) will be established to help the secretariat keep all members involved and informed in all the key decisions.

PHM Global Secretariat, Bangalore, India (2003-05)

- i. The steering group during this period consisted of representatives of IPHC, ACHAN, WGNRR, HAIAP, TWN, GK, DHF and CIROAP – the eight founding networks. Since April 2004 there has been no CI representative.
- ii. The steering group also consists of representatives of 11 of the 13 regions (South Asia, South East Asia, India, Southern Africa, East and Central Africa, Middle East, Europe, North America, Central America & Caribbean, South America, Australia & Pacific). China and West Africa had no representative.
- iii. Steering group meetings took place in January 2004 in Mumbai – India and April 2005 in Bangalore-India and informal steering group meetings during the WHAs in Geneva in May each year. A special group meeting was organized on 23rd July 2005 at Cuenca, post PHA2.
- iv. Steering of PHM through steering group email and annual meetings was not as successful or effective as the secretariat team expected due to inadequate responses by steering group members to email communications from secretariat and others; lack of clarity of roles and responsibilities and other constraints. Since April 2005, new organizational options to enhance governance structures and strengthen decision making processes are being explored. The division into 13 regions also doesn't seem practical or viable and during the proposed organizational restructuring, reducing the number of regions is being considered while at the same time increasing regional coordination responsibilities. This was further discussed at the Cuenca meeting.

2. Funding group

- A 6 member funding group will assist the Coordinator in financial and fund raising matters helping to evolve the project proposals, budget, logical frame and identifying and dialoguing with potential partners on behalf of PHM.

PHM Global Secretariat, Bangalore, India (2003-05)

- i. A 6 member funding group consisting of Andy Rutherford (One World Action, UK); Olle Nordberg (DHF, Sweden); Maria Zunega (IPHC, Nicaragua); K. Bala (HAIAP, Sri Lanka); Qasem Chowdhury (GK, Bangladesh) and Prem John (ACHAN) supported the coordinator in fund raising strategies and related financial management through e-group discussion and occasional meetings related to PHM events.
- ii. One World Action – UK, continued to support the PHM secretariat by hosting the PHM – OWA account in UK which processed and received all the grants and donations facilitated by the funding group. Andy Rutherford facilitated all these activities in an honorary capacity and without any contribution to OWA for providing his and related services.
- iii. During the 2003-05 phase, the fund raising shifted from large government or international funding agency grants (that had supported PHA1 and the early PHM phase) to small focused grants and donations for specific events, needs and initiatives of PHM. This was called the “Friends and Neighbour Policy” and regions and founding networks that also encourage to raise funds of their own to support PHM activities as expressions of their solidarity. This was a highly risky approach requiring lot of communication and perseverance but on the whole help to revive greater solidarity in the movement.
- iv. For PHA2, since this was a large international event, Maria Zunega was invited to be the convenor of the international organizing committee and also support additional fund raising activity. Some new additional members were invited to join the PHA 2 fund raising process and these included Sarah & Lanny (USA); Maija (Canada); WGNRR and SAMA (India); Sunil Deepak (AIFO); Manoj (WCC); Margaret Posada (Latin America); Thelma Narayan (India); Andrew Chetley (UK); Unni and others.

3. Communications and media circle

- A group of PHM members will volunteer to be part of the communications and media circle and will facilitate both internal and external communication and thereby contributing to the expansion of the decentralized movement.

- They will share responsibilities for
 - Website and related communication activities and through this increase the visibility of the movement
 - Facilitating and exchange of ideas and dialogues through E-mail communication, eg., PHA Exchange
 - Issue of timely press releases and publication of the same
 - Devising methods to overcome the digital divide, eg., in requesting regional contacts to download, photocopy and post mail to members in the region.
 - Launch of campaigns (for eg. Million signature campaign for Health for All)
 - Regular press releases on health issues of global concern

PHM Global Secretariat, Bangalore, India (2003-05)

- i. Andrew and Prasanna's efforts to organize a communication strategy and circle as an integrated activity of PHM did not succeed during this phase. However, all the above component communication functions were carried out with committed volunteers.
- ii. Newsbrief : Prem and Qasem brought out regular news briefs from No.8 to No.15 nearly every 3 months. These were printed at GK except No.15 (in Bangalore).
- iii. The PHA Exchange – a sort of e-group communication and discussion group was moderated by Claudio Shuftan, Vietnam, very effectively throughout the phase.
- iv. PHM Media releases : Unni and Satya regularly facilitated media releases throughout the phase and especially around WHAs, IHF and other events.
- v. PHM Website : Nand (Costa Rica) managed the web site till November 2003 and then handed over to Prasanna. From April 2005, the website was managed as a special pre PHA2 project supported by a Health Link –UK facilitated DFID grant which enabled the secretariat to have a full time web editor since the effort to run the website by an overworked secretariat was not very effective. It is now suggested that in the next phase, there is need to decentralize the web management to any region or organization volunteering to take up the responsibility without it necessarily having to be the responsibility of the next secretariat.
- vi. PHM Charters : The translations of the Charter into different languages and their promotion was facilitated by Pam Zinkin (UK) as a volunteer.

4. Publications / PHM resource centre

- The GK Savar centre, Bangladesh, which hosted the PHA 1 and the secretariat for the first two years will continue as a PHM resource centre
- It will bring out a regular News brief and related publications to highlight the activities of PHM during a specified period
- It will publish the policy/ background papers / charters in coordination with the Secretariat and organizations / individuals from the regions.
- A small editorial group would support this activity.
- Sometimes a small additional group would be formed for a specific publication
- The PHM resource centre will also keep track of all the publications, handouts, educational and promotional materials that evolved in the PHM –Globally, regionally and at country level.

PHM Global Secretariat, Bangalore, India (2003-05)

- i. The GK publication unit – Gonomudran – continued to print and publish the news briefs; the People Charter for Health; the PHM HIV / AIDS charter; the Mumbai Declaration and reprints of the PHA1 background documents and Voices of the People and other publications.
- ii. On some occasions, as in the case of Alma Ata Anniversary publication, HIV/AIDS Charter, News brief 15 etc., other options were also explored. Many regions printed their own publications as well.

F. SOME OBSERVATIONS FROM EXTERNAL EVALUATION REPORT (JUNE 2004)

As we evolve processes of transition to new regions and coordinators, it may be useful to keep the following observations from the evaluation report in mind – so that these trends may be sustained and strengthened further:

- “There is now increasing dialogue and communication among key movement focal points. Externally, there is a great visibility of the PHM in some arenas and for a”.
- “There is now more clarity and transparency on how activities are funded, how funds are being shared and made to work more effectively is combination and with complementarity”.
- “The concept of PHM participants bringing their own contributions to the table to enable things to happen, rather than looking to PHM (particularly the secretariat) as a source of resources is beginning to be internalized. This focus

on contributions is one of the key indicators in determining the strength of a network or a movement”.

- “There has been some enhanced cooperation. Links that are evolving with the World Social Forum, the strengthened connections with WHO and PAHO, the development of working relationships with the Global Equity Gauge and Medact around a global health watch process are simply a few of the most visible positive trends.
- “Enabling dialogue and discussion in a number of forums is increasing, but there is scope for more. The Secretariat is demonstrating leadership in this, as are some national groups. The Alma-Ata related meetings throughout 2003 are good examples.
- “Communication strategies and practices – both internal and external – are improving. Again the Secretariat is demonstrating leadership, and the response of many participants in the movement to share information is becoming more evident”.
- “Enhanced cooperation is important so that PHM is visibly seen as a proactive, inclusive and welcoming movement and is a platform that enables people to participate, without them having to convert to a particular belief, ideology or approach”.

PHM Global Secretariat,
Bangalore

10th August 2005

Main Identity

From: "Jihad Mashal" <jihad@shabaka.net>
To: "PHM - Secretariat" <secretariat@phmovement.org>; "Hani Serag" <hserag@yahoo.com>;
 "David Sanders" <lmartin@uwc.ac.za>; "Bridget Lloyd" <bridgetl@mweb.co.za>
Cc: "Fran Baum" <fran.baum@flinders.edu.au>; "Dr Prem Chandran John" <prem_john@vsnl.net>
Sent: Friday, September 09, 2005 5:11 PM
Subject: RE: CONFIDENTIAL

Dear Ravi ,

It is of prime importance not to delay things any more ,but I was under the assumption that Fran still waiting for proposals and was never left with the the feeling or the information that Latin America has some concrete suggestion that makes any other proposal for the future either needed or relevant .I promised Fran to send the Proposal today ,which I will do and I do hope that it helps in more clarity how we see our involvement in the movement .

Regards

Jihad

From: PHM - Secretariat [mailto:secretariat@phmovement.org]
Sent: 09 September 2005 12:53
To: Jihad Mashal; Hani Serag; David Sanders; Bridget Lloyd
Cc: Fran Baum; Dr Prem Chandran John
Subject: CONFIDENTIAL

Dear Jihad, Hani, David, Bridget,

Greetings!

I have seen some of the mail between all of you that was marked tome. Then I presumed that at one stage it was decided to drop the idea and to support the Latin American proposal ensuring as David had suggested that it was more inclusive and more clearly defined. I was then surprised to hear that you had asked for more time. So like Fran, I am also intrigued and awaiting a proposal. Don't delay too long. I did not send Hani further clarifications asked because of the understanding mentioned earlier that the proposal was dropped for now.

Strategically, it may be good to send the proposal even if it is for the period January 2008-December 2009 after the LA period October 2005 - December 2007. Also your region could consider one or two supportive functions for LA secretariat at this phase as well as an alternative. Wim and Bert (PHM Belgium) have offered to be the new hub of the PHM website and they are now evolving a collective proposal with the PHM website team, the LA group and the 12 other PHM related website managers. Perhaps MENA could organise the Newsbrief, or coordinate the WHO-CSDH - PHM link up or some other focussed activity so that you are in the loop of organisational decision making and the transition from LA to MENA is smoother next time. Whatever your decision take action as suggested by Fran immediately.

Best wishes,
 Ravi Narayan

.....
 Coordinator
 PHM Secretariat (Global)
 c/o CHC
 No. 359 (old No. 367)
 Srinivasa Nilaya, Jakkasandra 1st Main
 1st Block, Koramangala
 Bangalore - 560 034, India
 Tel: 00-91-80-51280009
 Fax: 00-91-80-25525372
 Email: secretariat@phmovement.org

*PHM Secretariat Shift
 MENA Proposal
 RN
 12/9/05*

9/9/05

Main Identity

From: "Fran Baum" <Fran.Baum@flinders.edu.au>
To: <phmsec@touchtelindia.net>; <secretariat@phmovement.org>
Sent: Friday, August 26, 2005 5:28 AM
Subject: Steering Committee members

Dear Ravi

Can you send me the list of the people who are on the steering committee and so will make the decisions about the next secretariat.

Fran

Action taken
list sent by 8/26/05
Fran

8/26/05

6. List of Participants

1. Final List of Participants. Perhaps even this will probably be tentative
2. Identify people with potential for taking on some roles during PHA 2
3. See who is funded, who has not been funded etc., for travel
4. SG members and Country contacts – how many are coming, funds?

7. Arrivals and departure Desk – timings, flights, bus and trains – details
Very important activity

8. Meeting in Cuenca, Guyaquil

1. Tickets for Quito-Cuenca-Quito, Guyaquil-Cuenca-Guyaquil
2. Who is in charge in Quito, Guyaquil
3. Volunteers for meeting flights and handing over tickets
4. Overnight accommodation inward and outward for those who don't connect

9. Visas

1. Visa on arrival
2. Visa extension when necessary (in Cuenca? In Quito?)
3. If in Quito, logistics
4. Collection of visa fees, when necessary

10. Accommodation Desk – 1

1. List of who has already asked for accommodation, arrange appropriate accommodation
2. List of those who have not pre-registered, assigning appropriate accommodation
3. Personally telling all hotel/guest house owners that participants will pay for their own stay

11. Accommodation Desk – 2

1. Except those who are used to traveling, most others will arrive at a central place to find out where they will stay. Therefore, the accommodation list to be with Airport meeting services as well as the Accommodations Desk – 2 that will function 24 hours till the end of PHA 2
2. Have appropriately trained volunteers to steer people to their final destination
3. Accommodate SG members and Country Contacts in appropriate places
4. Accommodation for those who are arriving early (like Abraham etc.,)

12. Local Transport Desk

1. For meeting and transporting Special Invitees to their accommodation-gratis
2. For others who may need it-gratis
3. Larger transport for block booked accommodation to meeting venues and back
4. Transporting volunteers to their sites of work and back
5. Transporting Steering Group members from their accommodation to sites of meetings
6. Transport available for collecting documentation

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
To: "Fran Baum" <Fran.Baum@flinders.edu.au>
Sent: Friday, August 26, 2005 1:59 PM
Subject: Re: Steering Committee members

Dear Fran,

As mentioned before Ravi is on leave till 29th August and hence would be back on Monday. In the meantime I am sending you the weblink which would give you the list of the Steering Committee members, <http://www.phmovement.org/steeringcommittee.html>. If you want their email address please roll the mouse over the 'Click to Email' link and then at the left hand side bottom the email address of the persons would be displayed.

Hope this much helps for the timebeing.

Prasanna

.....
 PHM Secretariat (Global)
 c/o CHC
 No. 359 (old No. 367)
 Srinivasa Nilaya, Jakkasandra 1st Main
 1st Block, Koramangala
 Bangalore - 560 034. India
 Tel: 00-91-80-51280009
 Fax: 00-91-80-25525372
 Email: secretariat@phmovement.org
 Website: www.phmovement.org

----- Original Message -----

From: "Fran Baum" <Fran.Baum@flinders.edu.au>
 To: <phmsec@touchtelindia.net>; <secretariat@phmovement.org>
 Sent: Friday, August 26, 2005 5:28 AM
 Subject: Steering Committee members

> Dear Ravi
 > Can you send me the list of the people who are on the steering committee
 > and so will make the decisions about the next secretariat.
 > Fran
 >
 >

8/29/05

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
To: "Jihad Mashal" <jihad@shabaka.net>; "Hani Serag" <hserag@yahoo.com>; "David Sanders" <lmartin@uwc.ac.za>; "Bridget Lloyd" <bridgetl@mweb.co.za>
Cc: "Fran Baum" <fran.baum@flinders.edu.au>; "Dr Prem Chandran John" <prem_john@vsnl.net>
Sent: Friday, September 09, 2005 4:22 PM
Subject: CONFIDENTIAL

Dear Jihad, Hani, David, Bridget,

Greetings!

I have seen some of the mail between all of you that was marked tome. Then I presumed that at one stage it was decided to drop the idea and to support the Latin American proposal ensuring as David had suggested that it was more inclusive and more clearly defined. I was then surprised to hear that you had asked for more time. So like Fran, I am also intrigued and awaiting a proposal. Don't delay too long. I did not send Hani further clarifications asked because of the understanding mentioned earlier that the proposal was dropped for now.

Strategically, it may be good to send the proposal even if it is for the period January 2008-December 2009 after the LA period October 2005 - December 2007. Also your region could consider one or two supportive functions for LA secretariat at this phase as well as an alternative. Wim and Bert (PHM Belgium) have offered to be the new hub of the PHM website and they are now evolving a collective proposal with the PHM website team, the LA group and the 12 other PHM related website managers. Perhaps MENA could organise the Newsbrief, or coordinate the WHO-CSDH - PHM link up or some other focussed activity so that you are in the loop of organisational decision making and the transition from LA to MENA is smoother next time. Whatever your decision take action as suggested by Fran immediately.

Best wishes,
 Ravi Narayan

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 Tel: 00-91-80-51280009
 Fax: 00-91-80-25525372
 Email: secretariat@phmovement.org
 Website: www.phmovement.org

9/9/05

Main Identity

From: Fran Baum <Fran.Baum@flinders.edu.au>
 To: <jihad@shabaka.net>
 Cc: <phmsec@touchtelindia.net>; <secretariat@phmovement.org>; <prem_john@vsnl.net>
 Sent: Wednesday, September 07, 2005 9:54 AM
 Subject: Proposal

Dear Jihad

Can you please let me know where you are at with the secretariat proposal. Should be expect it soon? I need to let the steering committee know. If you have decided not to submit a proposal could you also let me know this too.

Thanks a lot

Fran

8/9/05

Senders

confidential

✓ Sent on 9/9/05
 response

Dear Jihad, Henri, David, Bridget

I have seen some of the mail between all of you that was marked to me. Then I presumed that at one stage it was decided to drop the idea and to support the LA proposal ensuring as David had suggested that it was more inclusive and more clearly defined. I was then surprised to hear that you had asked for more time. So like Fran I am also intrigued and awaiting a proposal. Don't delay too long. I did not send Henri further clarification asked because of the understanding mentioned earlier that the proposal was dropped for now. Strategically it may be good to send the proposal even if it is for the period Jan 2008 - Dec 2009 after the LA period Oct 2005 - Dec 2007. Also your region could consider one or two supportive functions for LA secretariat at this phase as well as an alternative. Wim and Bert (PHM Belgium) have offered to be the new hub of the PHM website and they are now evolving a collective proposal for with the PHM website team, the LA group and the 12 other PHM related website managers. Perhaps MENA

Re: LA-CEDH. PHM link up or some of the proposed activity so that you are in the loop of organizational decision making and the transition from LA to MENA is smoother next time. Whatever your decision take action as suggested by Fran immediately.
 Best wishes
 cc: Fran, Prem
 Rem

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
To: "Dr Prem Chandran John" <prem_john@vsnl.net>; "Fran Baum" <fran.baum@flinders.edu.au>
Sent: Monday, September 12, 2005 4:25 PM
Subject: Regarding MENA proposal

Dear Fran and Prem,

I think the MENA is a great proposal for regional strengthening. It seems we should endorse the LA proposal with the suggestion that Arturo should enhance the LA representativeness / collectivity. Also Arturo should work on adding further details around the points raised by Prem and me in our recent communication. This will enhance greater clarity.

We can ask SG to consider the MENA proposal as following from Jan 2008. This will add to PHM sustainability and continuity.

The website process with Belgium as hub is well under way and we need just to link the Lebanon group or whoever interested in website in MENA region to the communication circle.

Both LA and MENA can be requested by you to identify how the Bangalore team could support the transfer and the capacity building or the training / orientation if required. Prem seems very keen that this should be more formalized rather than just through email. Qasem's visit to Bangalore after Asia Social Forum did help this process even though I had long standing links with GK. I am open to doing it in whatever way is feasible, even visiting Ecuador again to orient the local secretariat team or hosting a visit by Arturo to Bangalore. Please discuss this between yourself and we can follow this up telephonically since it seems I shall not be able to join the WHO – CSDH meeting.

Best wishes,

Ravi Narayan

.....
 Coordinator
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 c/o CHC
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 Tel: 00-91-80-51280009
 Fax: 00-91-80-25525372
 Email: secretariat@phmovement.org
 Website: www.phmovement.org

9/23/05

Main Identity

From: "Fran Baum" <fran.baum@flinders.edu.au>
To: <PHM_Steering_Group_02-03@yahoo.com>
Sent: Sunday, September 18, 2005 10:19 AM
Subject: Re: [PHM_Steering_Group_02-03] Proposals for Global Secretariat - PLEASE RESPOND BY 26-9-05

Thanks Delen will look forward to your comments

At 01:44 AM 18/09/2005, you wrote:

Dear Fran,

Hello! Thanks for our e mail. I can not respond yet as I am leaving soon for Dhaka, Bangladesh to participate in the plenary meeting of the Communicating for Advocacy project that HAIN is involved with, together with Healthlink Worlwide UK, SARPV in Bangladesh and CHEMS in Cambodia. I will be back in Manila on the 23rd and hope to be able to study this and make my comments.

Hope you are fine and well. Best regards to you and Paul. Take care.

Delen

--- fran.baum@flinders.edu.au wrote:

>
 >
 > Dear Friends
 >
 > PLEASE ACKNOWLEDGE RECEIPT OF THIS EMAIL AND LET ME
 > KNOW IF YOU ARE UNABLE TO
 > RESPOND TO IT IN DETAIL BY MONDAY 26-9-05
 >
 > I previously sent the proposal from the Latin
 > America group offering to host
 > the global secretariat. I have attached this again.
 > Ravi has suggested that we
 > need more detail and requested this from Arturo. I
 > suggest that if Arturo wants
 > to provide this he sends it directly to the steering
 > group in the next few
 > days. The operational details Ravi requested are a
 > specification of who would
 > be the co-ordinator, how much time they could
 > commitment to PHM, how the
 > administrative structure would be done and some
 > ideas about fund raising.

R1
 19/9/05

9/19/05

- >
- > Also attached is a proposal from the Middle East
- > region which sets out
- > proposals for the organisation in the Middle East
- > region and proposals regarding
- > the global secretariat.
- >
- > I am currently in Delhi at a Commission of Social
- > Determinants meeting and have
- > had the chance to meet with a variety of PHM
- > comrades including Prem, Thelma,
- > Bridget, Hani, Mwajuma, Narendra, Maria and Mira. The
- > main concern people
- > expressed is that we need to make decisions
- > regarding a sustainable future for
- > PHM will ensure our movement continues to grow.
- > People also expressed the view
- > that we need urgently to make a decision about the
- > future structure of PHM.
- > Some recommendations are due to be made by the group
- > appointed in Cuenca and
- > led by David Legge. This process has been delayed
- > because David computer was
- > stolen so we can't delay the process of considering
- > the secretariat issues
- > until the structure issue is resolved. Ravi has made
- > it very clear that he is
- > unable to continue and a new home has to be found
- > for the secretariat. I think
- > there is wide spread agreement that if we are to
- > adopt a new structural model
- > then the role of the global secretariat may change
- > in the future. But we don't
- > know at this stage how. A further crucial issue that
- > has been raised is that
- > PHM is, to put it bluntly broke. This means that the
- > new secretariat would have
- > to be involved in extensive fund raising in order to
- > fund the secretariat.
- >
- > Following discussion with other members of the
- > steering committee I suggest we
- > consider the two proposals following the process
- > below:
- >
- > People send me their thoughts about the proposals by
- > Monday 26th September. I
- > will then summarise people's thought and hope that
- > we can move towards a
- > consensus. We may need to repeat the process a few
- > times.
- >
- > In your comments it would be helpful to address the
- > following:
- > Do you require any additional information from

- > either region?
- > Should we consider appointing a global co-ordinator
- > for 2006-07 and then one
- > for
- > 2008-09 at this stage in order to have a forward
- > plan for PHM.
- > How should PHM conduct its fund raising should
- > this be the role of the
- > co-ordinator or should this be the responsibility of
- > a specialist fund raiser?
- >
- > Finally I will remind people that Ravi and Prem have
- > offered to help the new
- > secretariat and to provide transition support.
- >
- > With very best wishes to you all
- >
- > Fran
- > PHM-Australia and the Pacific
- >

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<http://us.click.yahoo.com/CjRcdD/rbOLAA/xGEGAA/H9SolB/TM>

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<*> To visit your group on the web, go to:

http://groups.yahoo.com/group/PHM_Steering_Group_02-03/

<*> To unsubscribe from this group, send an email to:

PHM_Steering_Group_02-03-unsubscribe@yahoogroups.com

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<http://docs.yahoo.com/info/terms/>

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and wellness](#)

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wellness](#)

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wellness](#)

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
To: "Pha-Ncc" <pha-ncc@yahoogroups.com>
Sent: Tuesday, September 13, 2005 5:36 PM
Subject: [pha-ncc] Fw: Transition News - 1

From: PHM - Secretariat
To: PHM Steering Group
Cc: Ravi@Phmovement.Org
Sent: Tuesday, September 13, 2005 5:32 PM
Subject: Transition News - 1

HRM/VNR
 Was this
 sent to
 PHM Steering
 Group?

TRANSITION NEWS - 1

From PHM Global Secretariat,

Dear friends,

Its nearly 50 days after PHA 2 at Cuenca and this short communication is an update of further developments on transition of the secretariat and related functions.

1. A formal proposal for the shift of secretariat to Cuenca with Arturo Quizhpe as coordinator and the PHA 2 Cuenca secretariat hosting the global secretariat has been received on behalf of the Latin America region. Some steering group members have asked for further clarifications and details.
2. The Middle Eastern region has also forwarded three short proposals as well
 - a) to strengthen MENA region
 - b) to host PHM Global secretariat in 2008-2009
 - c) to support website process

Fran Baum who was facilitating this process is following up to matter and will be communicating with all concerned shortly. Please write to her for further details.
 (Fran.Baum@flinders.edu.au)
3. Prem John who had volunteered to evolve a more relevant communication strategy has been actively guiding the process.
 - a) Wim of PHM Belgium has got the endorsement of his organization to coordinate the PHM website in close collaboration and dialogue with all those who have been involved with the PHM / PHA 2 websites in Bangalore, Cuenca and Nicaragua and also all the web managers of the 12 others PHM related organizational websites around the world.
 - b) An active process of collective planning is ongoing. Anyone else wishing to join this process may send a communication to Prem John (prem_john@vsnl.com) and Wim (wim.deceukelaire@intal.be).
 - c) The website management will move to Belgium at the end of the month.

Yes, we have
 23/9/05

PHM-Transition
 RJ
 22/9/05

9/22/05

4. While all these positive developments are taking place – symbolic of the vibrancy of the movement – the crisis on the funding front continues and the responses from most of you has been very disappointing. PHM is not an international foundation with a large endowment or access to large grants. We have managed support for all our recent activities through an innovative but risky “Friends and Neighbors policy tapping small and medium sized grants from friendly agencies and supportive funders. PHA 2 was quite a challenge for this approach. We still have a large deficit and many travel reimbursements and local costs in Cuenca are still to be settled. Andy, Arturo and I are still struggling through this challenge. A few steering group members have sent supportive suggestion and even offered small donations. WEMO’s has agreed to cover 3 travel reimbursement and we greatly appreciate this solid offer. However much more needs to be done.

Most have ignored the crisis – not a very good expression of solidarity. While we hope to tackle this – as we have done all the challenges in the past few years - some creative proactivity by each of you could be greatly appreciated. This is our challenge not some one else. It would be really great if in the next few weeks we all put our mind and efforts to this challenge so that the transition could avoid passing on debts to the next secretariat.

(A separate communication with further details will follow on this specific matter. Arturo will be in London in the last week of the month working on a final accounts and with Andy, OWA and assessing the pending debts).

5. As we in the Bangalore Secretariat begin the process of transition we would also like to take this opportunity to thank each and everyone of you who have been in touch with us for all the support and solidarity. We have collectively achieved many things – The PHM has grown. We have learnt many new lessons. There is lots to be done. We hope all of you will continue to do more than your best supporting the next secretariat team.

With best wishes,

Ravi, Prem, Prasanna, Abraham, Nisha and CHC team,
PHM Secretariat team till Sept. 2005.
Ravi Narayan

.....
Coordinator
PHM Secretariat (Global)
c/o CHC
No. 359 (old No. 367)
Srinivasa Nilaya, Jakkasandra 1st Main
1st Block, Koramangala
Bangalore - 560 034. India
Tel: 00-91-80-51280009
Fax: 00-91-80-25525372
Email: secretariat@phmovement.org
Website: www.phmovement.org

Main Identity

From: "K Bala" <kbala12@yahoo.com>
To: <PHM_Steering_Group_02-03@yahoogroups.com>
Sent: Friday, September 16, 2005 11:54 AM
Subject: Re: [PHM_Steering_Group_02-03] Proposals for Global Secretariat - PLEASE RESPOND BY 26-9-05

Dear Fran,

Thanks. I vey much want to respond to this important mail. I have certain constraints. We are closing the office today 16th and going to Negombo about 40 km away to organise the Second International Consutation in Undergraduate Medical and Pharmacy Education. We return to office on 26 sept. I shall mail it on 27th Sept. I trust this is agreeable to you. Best wishes
 Bala

--- Olle Nordberg <Olle.Nordberg@dhf.uu.se> wrote:

> >Dear Fran,

>

> Many thanks for this important mailing! I will

> react to it within the limit you have put. In the

> meantime,

> All the best,

> Olle

>

>

>

> >Dear Friends

> >

> >PLEASE ACKNOWLEDGE RECEIPT OF THIS EMAIL AND LET ME

> KNOW IF YOU ARE UNABLE TO

> >RESPOND TO IT IN DETAIL BY MONDAY 26-9-05

RJ
19/9/05

PHM-Transition

1

9/19/05

Main Identity

From: "Maija Kagis" <maija.kagis@sympatico.ca>
To: <PHM_Steering_Group_02-03@yahoogroups.com>
Sent: Friday, September 16, 2005 3:24 AM
Subject: RE: [PHM_Steering_Group_02-03] Proposals for Global Secretariat - PLEASE RESPOND BY 26-9-05

Thank you Fran for taking this on...and I will respond by the 26th.

mk

-----Original Message-----

From: PHM_Steering_Group_02-03@yahoogroups.com
[mailto:PHM_Steering_Group_02-03@yahoogroups.com] On Behalf Of
fran.baum@flinders.edu.au
Sent: September 15, 2005 1:44 PM
To: PHM_Steering_Group_02-03@yahoogroups.com
Subject: [PHM_Steering_Group_02-03] Proposals for Global Secretariat -
PLEASE RESPOND BY 26-9-05

PHM-Transition

*RJ
19/9/05*

Dear Friends

PLEASE ACKNOWLEDGE RECEIPT OF THIS EMAIL AND LET ME KNOW IF YOU ARE
UNABLE TO RESPOND TO IT IN DETAIL BY MONDAY 26-9-05

9/19/05

Main Identity

From: <hariprem@eth.net>
To: <fran.baum@flinders.edu.au>; <secretariat@phmovement.org>
Sent: Friday, August 26, 2005 9:34 AM
Attach: Proposed new HAI structure.doc

Dear Fran, dear Ravi,

Attached is the Proposed Structure for Health Action International for your consideration. As you may know, I have been the Chairperson of HAI-Asia Pacific for the last three years or more. They too have problems but the new structure seems to be good. We not consider it in its entirety.

Warm regards,

Prem

Hari and Prem John
10, 32nd Cross Street
Besant Nagar
Madras 600 090, India
tel: +91-44-2491 9890
Fax: +91-44-2821 6705

8/26/05

Proposed new HAI structure

Under the current relationship between the four HAI offices, HAI Europe has the responsibility for coordinating international projects, fundraising and acting as a conduit for the disbursement of funds. These are functions which more properly reside with an *international secretariat*. There is also a democratic deficit in that three of the regions are not represented on the Foundation Board, the ultimate oversight body for the organisation.

Developing an international secretariat does not add to existing structures, but takes over from HAI Europe certain functions which have an international, rather than purely European, scope.

It follows from more clearly separating the international roles of a coordinating secretariat from those of the four regions that there should be a comparable reordering of the roles and powers of the organisation's various oversight bodies. An *international board*, composed of representatives from each region, would serve as the oversight body for the international secretariat. The four regional offices themselves would be held to account by their own (Association) Boards, which in turn should be elected from, and open to scrutiny by, members. This means that it is important that each region has a membership who have a formal relationship with the relevant HAI office that defines rights and responsibilities. Members have the responsibilities to support HAI's aims and to not have links to the pharmaceutical industry and the rights to receive a newsletter and to have a stake in the organisation's decision-making processes.

The international secretariat would have the responsibilities to:

- Coordinate / manage international projects and campaigns;
- Lead international network development;
- Lead international fundraising;
- Act as a secretariat for an international board.

An international board, composed of representatives of each region, would have the functions of:

- Overseeing the work of the international coordinating office;
- Approving developments in HAI policy;
- Developing and approving HAI funding criteria;
- Approving strategic plans and budgets

Each regional office would have the responsibilities of:

- Regional input into international projects and campaigns
- Coordination / management of regional-specific projects, campaigns and fundraising
- Regional network development

Each regional board would have the responsibilities to:

- Oversee the work of the regional office;
- Approve regional strategic plans and budgets.

One further consequence of these changes would be that there would be no International Steering Group. Composed of a mix of staff and board members, the ISG

24. Registration Desk

THE most important desk

1. Pre-registration
2. Payment made already
3. New registration
4. Payment
5. Food coupons on payment
6. Badges
7. Special badges for SG, VIP, Language?
8. Bags with material
9. Language identification
10. Choice of workshops to be allotted daily?
11. Map of venue
12. Cashiers, cash registers, computers, receipt books
13. One, at the most two Chief Accounts Officers to receive, disburse funds from every day activities
14. Expenditure beyond a certain level (to be fixed by Arturo) to be handled only by Arturo but through a colleague. Expenditure below that figure to be authorised by the Accounts officers
15. Making all the above arrangements and overseeing them

25. Problem-solving Desk – (The Buck Stops Here Desk)

As Murphy says, if anything can go wrong, it will. *Let us look at some of the Corollaries:*

1. Nothing is as easy as it looks
2. Everything takes longer than you think
3. If there is a possibility of several things going wrong, the one that will cause the most damage will be the one to go wrong
4. If you perceive that there are four possible ways in which a procedure can go wrong and circumvent these, then a fifth way will promptly develop
5. Left to themselves, things go from bad to worse
6. Every solution breeds new problems
7. It is impossible to make anything foolproof because fools are so ingenious

In fact, a man called O'Toole says that Murphy was an optimist!

The fact is that any event of this nature develops glitches that need to be fixed immediately (believe me, I have gone through this in PHA I!). But, first and foremost, we in PHM are optimists. Otherwise, we won't be here. Just remember that even at the end of May we hardly had any money but here we are, just about to host, say 1,500, 1,700 people! Take heart!

Therefore this desk requires people of immense patience and the skills to know whom/what to use in fixing problems at any given point in time. Do you know many amongst us who have the above?

Prem Chandran John , Madras, 26th May 2005

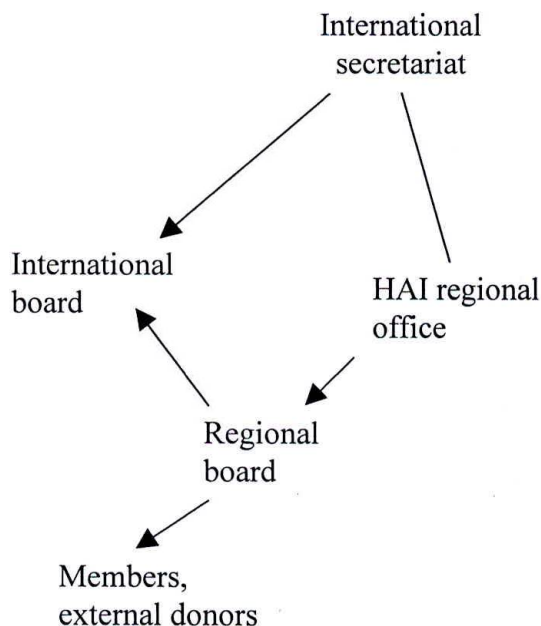
has had the dual roles of enabling coordination of projects and campaigns, and also discussion of policy and accountability issues. These roles would now be separated out: there would be a clear distinction between *accountability* issues to be discussed by the international board and *operational* issues to be discussed by the staff of each region and the secretariat. We could envisage that the international board would need to meet in person once a year. It would also be hoped that separately key staff from each regional office would also meet in person once a year.

Examples

A, how a regional office works and reports

e.g. a HAI regional office receives 80% funds from the centre and 20% from its own fundraising

- Staff are accountable to their own regional board for the delivery of work promised to donors, including those raised centrally by the HAI international secretariat
- The regional board reports to the international board on the delivery of work funded by central grants and also reports directly to other donors for delivery of work that those donors have funded
- Central funds imply that there must be an involvement in centrally organised projects and campaigns.



The line between the international secretariat and the regional office has no arrow, because the secretariat and the regional offices are equal and different. The lines with arrows show an obligation to report on work performed and money spent.

B, network development

- The international board tasks the international secretariat with developing and implementing a plan for the strategic growth of the HAI network
- the international secretariat analyses where the network should be developed and proposes, for example, Australia – New Zealand, Central America and Eastern Europe
- the international secretariat secures agreement from the regional branches for its plan, including the division of the responsibilities of the secretariat and the regions for its delivery;

4. Providing appropriate volunteers for all the above desks
5. Daily rota/shifts/roles/responsibilities eg. From collecting from group discussions and taking to the Synthesis group (we lost quite a lot in Savar)
6. Their food / accommodation / supervision and support
7. Bicycles/other transport for them

20. Physical Well being Desk (Care of the Body)

1. Post-graduate Internal Medicine specialists to be present in shifts
2. Cardiologist on call
3. Woman physician for women (Muslims?)
4. Resuscitation equipment and other appropriate equipment
5. Appropriate medicines
6. Stand by ambulance
7. Communication equipment
8. Other needed personnel such as nurses

21. Harmony Desk (Holistic Care)

1. Psychological Care: Desk where people will come if stressed out, for counselling, for having some one listen to sob stories, people who have lost their tickets/passports/money etc., while that is being sorted out
2. Indigenous Systems of Medicine and Alternative Health Desk
Offering care by Andean indigenous physicians, health workers, Homoeopaths, acupressure, reflexology etc., this would be for demonstration as well as for treatment and would work continually during day light hours.
3. Identification of such people and scheduling them
4. Support services and equipment for them eg. Massage tables
5. Chart boards, tables etc., for exhibition of indigenous medicines etc.,

22. Food

1. Enough number of food stalls and food so that no one has to wait for more than ten minutes for food
2. Vegetarian/non-vegetarian, spicy, non-spicy, low-calories, halal etc.,
3. Enough number of separate snack counters – no junk food, no junk drinks
4. Enough number of water fountains/water outlets
5. Check out if the Indian families of Cuenca would like to have an Indian food stall

23. Trinkets

1. Indigenous artifacts, tiger claws (?), charms, dream catchers etc.,
People/organisations offering to put up stalls should be whetted by some one knowledgeable and prices fixed.
2. NGOs and Women's groups may also like to exhibit their wares. Provision for exhibition and sale

- the plan is implemented and progress reported to the international board

C, international planning

- The international secretariat drafts an international strategic plan
- The plan would be submitted to regions for comments
- The regional offices would consult with own membership
- The regional offices submit their comments, as mandated by their membership, to the international secretariat which incorporates them for ultimate approval by the international board

What this might mean for staffing:

Now	Future	
HAI Europe	HAI Europe	International secretariat
Director	Campaigns coordinator	Director
Project coordinators x2	Campaigns assistant	Project coordinators x2
Campaigns coordinator		Communications officer
Financial manager		Fundraiser
Administrator		Financial manager
		Administrator

Only the posts in bold are new and of course these would be funding dependent.

13. Big Bill Board *(This is an important device)*

1. Announcement of official events
2. Pasting Daily Newspapers
3. Personal messages from participants to other participants arranged in an alphabetical manner
4. Post-it notes, pens to be made available

14. Utility Desk

1. Umbrellas, rain coats on hire against personal ID/cash refundable deposit
2. Bicycles for hire against ID/deposit (may prove to be very useful and appreciated)
3. Multi-plug adapters
4. Official T-shirts on sale
5. Official Beer mugs, pens, PHA logos on sale
6. Arrange with companies for hire of lap tops

15. Communications Kiosk

1. Pay phones
2. Postage stamps
3. Picture post cards
4. Arrange with company for installing computers with broadband access and Internet facilities (not the one used by Media!) WSF had many such points

16. Lost and Found Desk

1. Lost and found articles
2. Lost people

17. Travel Desk

1. Reconfirmations
2. New tickets if needed
3. Sight seeing tours during PHA 2
4. Post-PHA 2 visits to: Cuba, Colombia border, Mountains people

18. Interpreters / translators Desk

1. Accommodation and food during PHA 2
2. Daily Rota
3. Problem solving when needed
4. Translation equipment hiring, distribution during PHA 2 against ID such as Driving License or cash deposit (as in IHF/WSF)

19. Volunteers Desk

One of the most important of desks

1. Selection of appropriate volunteers, check their ability in language skills, people-skills
2. Language basis differentiation (different coloured T-shirts with imprints?)
3. Leaders / supervisors from among them or elsewhere

1176

Main Identity

From: "Fran Baum" <Fran.Baum@flinders.edu.au>
To: <prem_john@vsnl.net>; <carmicanila@yahoo.com>; <olle.nordberg@dhf.uu.se>;
 <gk@citechco.net>; <bala@haiap.org>; <maria@iphcglobal.org>; <tw@igc.apc.org>;
 <wahc@wgnrr.nl>; <mirashiva@yahoo.com>; <CentralAmerica@phmovement.org>;
 <EastAfrica@phmovement.org>; <europe@phmovement.org>; <india@phmovement.org>;
 <MiddleEast@phmovement.org>; <PacificAusNz@phmovement.org>;
 <SouthAfrica@phmovement.org>; <SouthAmerica@phmovement.org>;
 <China@phmovement.org>; <NorthAmerica@phmovement.org>;
 <SouthAsia@phmovement.org>; <bdelapaz@uplink.com.ph>; <WestAfrica@phmovement.org>;
 <gksavar@citechco.net>; <secretariat@phmovement.org>
Sent: Wednesday, August 31, 2005 5:18 PM
Attach: ECUADOR PROPOSAL FOR PHM SEC A QUIZHPE.doc; propuesta para la secretaria
 samerica.doc
Subject: Proposal to host PHM Secretariat 2005-07

Dear Fellow Members of the PHM Steering Committee

You will all recall that at our meeting on Saturday 23rd July we agreed that we would request those regions who were willing to host the Secretariat to submit a written proposal by the 22nd August. I was asked to facilitate an email process to enable us to make a choice about the location of the secretariat from the proposals we receive. So far we have received a response from two of our regions:

1. Arturo and comrades in Central and South America
2. A request from Jihad for an extension of the time for the proposal because further consultation needs to happen. Jihad now anticipates that we will have the proposal ready in two days time.

I hope you are all happy to agree with Jihad's request for the extension.

At this stage I am attaching a Spanish and English version of the Central/South American proposal so that we can start our reading and thoughts about the best future for our precious network.

While we await the final proposal I would really like to receive your responses to an idea that was hurriedly discussed at the end of the Steering Committee meeting. This idea was to the effect that one way forward for our movement would be to appoint one of the groups to host the secretariat for the period Sept 2005 until August 2007 and then agree that following that period the other group would be the "secretariat in waiting" to take over in September 2007 until August 2009.

The advantages of this would seem to be that the second region would have some time to prepare for taking over the secretariat and that the group that took over in 2005 would have the relief of knowing that the succession was planned. I know that not knowing this has been a major source of headaches for Ravi!

So I would be grateful if people could discuss this idea with local comrades and let me know their thought on this suggestion.

Meanwhile read the Central/South American proposal and I will send the Middle East and North Africa proposal as soon as it arrives.

Finally, I hope this process can be as much in spirit with the heart of our movement as possible. We

PHM Secretariat & shelf Communication

9/1/05

RJ
1/9/05

have all worked and struggled together to, first establish, and then strengthen PHM so I know we will all strive to ensure that this task of selecting the location of the Secretariat is completed in a way that will further strengthen PHM and ensure that we are as well equipped as possible for the many fights, struggles and frustrations we will face as we work towards our cherished dream of health for all.

In solidarity with you all

Fran

9/1/05

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
To: "Fran Baum" <Fran.Baum@flinders.edu.au>; "Dr Prem Chandran John" <prem_john@vsnl.net>
Sent: Tuesday, September 06, 2005 4:21 PM
Subject: CONFIDENTIAL

Dear Fran and Prem,

Greetings from the PHM Global Secretariat in Transition!

It was refreshing to have a 2 week break even though that was occasionally marred by some post PHA 2 funding emergencies that Andy, Arturo and I are trying to sort out.

1. Our appeal for active ideas and contributions to the funding challenges has, as usual, mostly had a non steering response except from Fran, Sarah, Lanny and Pam. So much for collective solidarity! Mira and Maria sent me additional bills and Maria list of IPHC advances? (I thought IPHC was a founding network of PHM!) Mwajuma and Evelyne as usual have spent more than others – sanctioning themselves higher grade of travel etc..!! The nightmare continues but I am determined with Andy to see it through and keep Arturo out of trouble so that he can coordinate if necessary without a backlog of problems.
2. Now to secretariat shift issues. Apologies for responding late. I reviewed Prem's note and Fran's balanced response
 - a. I endorse that the consensus was to have a global coordinator with greater roles and decentralized responsibilities for the region evolving as a post PHA2 follow up.
 - b. I have welcomed Arturo's proposal but on a one to one basis I have nudged him to move towards more definitive formulations and details. This has been marked to both of you only in confidence (not others).
 - c. I believe the best way forward is to get the overall consensus on LA proposal – give them feedback if necessary to clarify further or be more definitive and inclusive. (Though I am surprised that no one has responded to Fran's nice and prompt letter. Are they waiting for the Middle Eastern proposal? Or is it another example steering group non – response? Or have I missed any responses). Fran can reports in 2 weeks.
 - d. I suggest Fran's letter should also be marked on steering group – yahoo mail in which case it would go to all secretariat support group and some issue group – convenors as well. I believe some of them have shown more organizational commitment and steering /involvement, than some of the steering group.

This additional group will include people like Claudio, Andy, Andrew, Hani, Unni.

PHM secretariat shift
RN
6/9/05

9/6/05

Sathya, Jose, Thelma, Mike, Dave, Patricia, Manoj, Sunil, Nance, Eugenio etc., Maria has included most of them on the yahoo group.

- e. This is so important a matter that I would have also send it to key country contacts (or at least those who behave like real country contacts). But I need both your responses to this idea.
- f. The Middle Eastern / Africa proposal may not come if I am rightly informed about the e-group discussions in that region. If it does come we should suggest that they work as supportive of LA region and take over after 2 years. ie LA region Oct. 2005 – Dec. 2007 and ME region takes over Jan. 2008 till Dec. 2009 by which time Africa region would have completed GHW 2 and geared up for hosting PHA 3 as well and MENA (as North Africa) can support that process
- g. The four members 'organisational Reforms Committee' – of David L, Andy, Maria, Thelma should now work as an organizational advisory group to take the 'paper' and process' on regionalisation and decentralization forward. The committee can work on a constitution and more guidelines etc. The three coordinators, Qasem, myself, Arturo and perhaps Hani (fourth and future) can be ex officio members of the committee to help the process if that is considered relevant.

With David having lost his computer; Thelma – preoccupied with WHO – CSDH – India hearing; Maria recovering from post PHA 2 stress; and Andy preoccupied with funding challenge; - that committee has not started its work. Perhaps we need to nudge David L to start the process by designating him as convenor. Should I do this?

- h. Finally, the communication strategy process with Prem taking the lead is going well. Wim has officially agreed to host the web site responsibility and is busy building up a proposal very methodically with everyone – Andrew, Nand, Prasanna, Abraham, Nisha, Lalit, Sally, Latin American team etc. So that's off to a good start. I am waiting for Prem to return from Malaysia before announcing this development formally on SG and Exchange.
- i. We have in the PHM Secretariat started an assessment of PHM regional resources and potential based on our experience till PHA 2. Prasanna and I could put up a sort of table of resources / capacities / potential. More a sort of mapping to promote the process (but not being judgmental) since there is so much diversity in local history and experience would that be support to the process?

We should meet in India. But when is the question any ideas. We could perhaps work on a joint communication to be sent out on 15/16th.

Best wishes,
Ravi Narayan

.....
Coordinator
PHM Secretariat (Global)
c/o CHC
No. 359 (old No. 367)
Srinivasa Nilaya, Jakkasandra 1st Main

(Confidential)

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- This additional group will include people like Claudio, Andy, Andrew, Hani, Unni, Sathya, Jose, Thelma, Mike, ~~Daye~~, Patricia, Manoj, Sunil, ~~Nance~~, Eegenio etc., Maria has included most of them on the yahoo group.
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We should meet in India. But when is the question any ideas. We could perhaps work on a joint committee. ^{Communication to be sent out on 15/16"}

Best wishes,

Ran

①

②

(Confidential)

Dear Fran and Prem

Greetings from the PHM Global

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to have a 2 week break even though

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and I are trying to sort out.

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The nightmare continues but I am determined

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(2)

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(3)

shown more organisational commitment and steering/involvement sense than some of the steering group I had included this as policy because of the non-steering nature of steering group

- This additional group will include people like Claudio, Andy, Andrew, Henri, Unni, Selby, Jose, ^{Dave, Patricia} Thoma, Mike, Manoj, Sunil, Nance, Egenio etc. Mani has included most of them on the ychoos group

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(4)

organisational reforms

g) The four member committee' - of David L

Andy, Marc, Thelma and perhaps one or two additions should work as an

organisational advisory group to take

the 'paper' and 'process' on reorganisation and decentralisation forward. The

three coordinators, Quesen, myself, Arturo and perhaps Hani (forth and future) can

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- that committee has not started its work

Perhaps we need to nudge David L to

start the process by designating him as convenor
should I do this??

h) Finally the communication strategy process

With Ben taking the lead is going well. With

(3)

officially agreed to host the website responsibility and is busy building up a proposal very methodically with everyone — Andrew Nield, Resane, Arachon, Nisha, Lolit ^{Lolita American Team} Sally, etc etc. So that's off to a good start

We

i) I have in the PHM secretariat a detailed assessment of PHM regional resources and potential based on our experience with PHAR. Resane and I could put up sort of table of resources, capacities potential. More a sort of mapping to provoke the process but not being judgemental since there is so much diversity in local history and experience. Would that be support to the process.

ii) We should meet in India. But when is the question. Any ideas. We could perhaps work on a joint communication.
Best wishes
Ran.

Main Identity

From: "Fran Baum" <Fran.Baum@flinders.edu.au>
 To: <prem_john@vsnl.net>
 Cc: <phmsec@touchtelindia.net>; <secretariat@phmovement.org>
 Sent: Saturday, August 27, 2005 10:35 AM
 Subject: Confidential responses

Dear Prem (and Ravi although I have read you are on leave)

Thank you very much for your thoughtful email with reflections on the future of PHM. Yes we did have a good holiday but memories are fading fast as the business of everyday life kicks in! I've been running a course for our Dr PH students this week - which was good but very busy indeed.

Here are some of my thoughts in response to yours.

My sense was that the Steering Committee did want to have a Global Co-ordinator and my understanding was that we left the meeting in Cuenca with a decision that we would receive applications from regions to host the global co-ordination. I think the understanding is that the global co-ordinator would be supported by the regional co-ordinators in the way you suggest. Am I correct in this understanding or do I have something wrong?

I understood my task to be to receive the bids for the global co-ordination from the regions and then to run a process with the SG to decide which of the bids would be accepted.

It seems that we will have two bids: one from Central and Southern America (currently only received in Spanish) and one from the middle east region that will arrive in the next day or so.

My sense is that we can't now change this process. There would have to be a consensus decision to do and I doubt we could achieve this over email. Is this your sense?

Your suggestions about alternative structures are very valid but will have to be fully discussed, wouldn't they - and in Cuenca people seemed to have reservations about NOT having an identified focal point. Perhaps the thing is to ask those proposing the to host the global co-ordinator to confirm that they are prepared to work with regional co-ordinators. Certainly the HAI structure appears to have much to commend it.

In terms of your criteria for the global co-ordinator I agree with your list and that having a people person is essential. I also think efficiency and clear thinking is essential and would hope we can get someone with both these attributes. Certainly Eduardo Espinoza has these qualities, I agree, but from what I can understand of the Spanish application I received from Arturo it is proposing him as the co-ordinator. I agree that Maria is not the right person. While she has good organisational skills I have many concerns about accountability and transparency and her style is not very participatory.

I certainly agree we need a constitution but I imagine that would take some time to sort out.

How did you imagine we would elect a transitional executive from the SG- by email???

So here are some responses to your issues. I appreciate this is a critical time for PHM and we have to move with care and great consideration from here to the point where we have a new co-ordinator.

Can I check that you agree that we should follow through with the decision we made in Cuenca - ie to

8/29/05

appoint a co-ordinator from the applications we receive.

Will I see you in India??? I hope so

Very best wishes

Fran

At 12:35 PM 22/08/2005 +0500, you wrote:

Dear Fran,

I hope you had a good holiday and have come back refreshed. Refreshed enough to handle some of PHM problems!

Hari and I finally returned home on the 15th and after some internal travel after that, have started doing some work.

Not wanting to sound pontificating, I still have to put down some of my thoughts pertaining to PHM. As you know PHM is the logical culmination of our own journey in health care of the poor that started in a village, then involvement with the provincial-level (Tamilnadu Voluntary Health Association), after that at the national-level (VHA of India) and then for sixteen years with Asian Community Health Action Network at the regional level.

Therefore my involvement with PHM is very fulfilling and we can leave the scene, as it were, knowing that what started in 1973 will go on and now, around the world - and as the saying goes, with us, without us and even in spite of us! Apart from this I have no personal stakes in this. Here is some food for thought:

1. Latin American Proposal:

What was presented at the SG meeting on the 23rd of July was not a Latin American Proposal. It was a Central American Proposal which I saw being dictated that very morning by Maria to Hugo. That much for 'collegiality'!

Arturo did not know of this earlier, much less Armando.

For this reason and also because no one had asked Ravi what the implications are in terms of running a Secretariat! I would have thought that any serious proposal would have been circulated earlier for discussions and suggestions. After all we are dealing with a growing world-wide movement of people.

The movement is more important than personalities. Therefore I strongly discount Maria Posada's statement that "Maria Zuniga has been insulted in the past and therefore needs to become the Coordinator". (PHM didn't insult her, her own IPHC colleague did that).

2. Coordinator

I think any coordinator of any movement should be first and foremost, a 'people person'. You were not there when I made a presentation on this (David Legge was there) and I said being nice is more important than being efficient, not discounting efficiency of course.

We need to look at:

Age

Track record, as an administrator and as a human being
 Qualities such as the above
 Public Health Involvement
 Leadership qualities
 Acceptance by the majority (Otherwise he/she would be ineffective)

3. Suggestion

We accept the fact that Ravi does not want to continue beyond September. We do not, as of now, have any credible proposal for shifting of the Secretariat.
 My proposal for your consideration is that:

A. We no longer have a GLOBAL Coordinator who is solely responsible for everything under the sun.

Let us think of alternative styles of leadership.

Identify, build up, strengthen, support with human power and resources for a reasonable length of time Regional Coordinators.

Each region should focus on one area of work.

Strengthen also Issue Circles which should independently deal with those issues while keeping others informed (eg. WHO circle which is important at this point in time and I strongly suggest that Ravi be the focus person for this)

All coordinators are equal and among them one will be first among them for statutory purposes and to be the one contact person, for example by WHO.

Each region should raise its own funds but according to previously agreed upon terms.

I commend Health Action International pattern to you. Each region - Latin America, Asia-Pacific, Africa, Europe are all equal and they are in the process of electing one person as the Focal point.

Of course as already agreed upon, the Communication Team would have its own immediate and short term agenda - meaning the website, the newsbrief would go on. Hopefully we can raise funds separately.

The WHO Circle would have to become more proactive vis-a-vis especially CSDH.

The Trade and Health Circle is getting to be active.

The point is to get these regions and the circles to be interactive so that they don't go about doing their own thing but bring about synergy.

I have spoken with Ravi and he thinks we should have regional capacity building training programs some time in September. CHC and he would be happy to plan and implement this.

Ravi also is willing to give some of his time in visiting PHM partners where and when necessary. Personal visits have helped to strengthen such initiatives in Africa, USA, Pakistan, Sri Lanka etc., I too am willing, if asked to, donate my time to such initiatives.

B. Transitional team

The Steering Group has been, as Ravi has said many times, the Non-Steering Group. But we can use the SG to constitute a small, 3 or 4 Transitional Executive Committee with a life of say, two years or as needed.

This Committee would then fashion systems and structures (and perhaps even a constitution - if we had a Constitution, we wouldn't have been in this problem now. But that does not mean rigid structures or inflexibility or bureaucracy!)

and assist the Regional Coordination to be put into place as well as assist the First among the Coordinators in setting up an office etc.,

Shifting the Secretariat in a hurry or handing over to not very appropriate people in a hurry may not kill the movement but would certainly slow down its growth and reduce its effectiveness as a movement.

4. Spanish America

As you know, we spent six weeks in Cuenca and had the opportunity of observing life! We would have been able to run a far smoother PHA 2 if there had been a plan, team and team spirit, participation and not mere delegation, no paternal or maternal way of handling - the list would be endless. Most decisions were already made - like using one of the most inefficient Travel agents in the world, like not posting people in Quito and Guayaquil airports etc., etc.,

All these deficiencies could have been managed, if not set right, if we had had a team. There was no team. Delegation was there but no coordination. For example, the Programming was done entirely by Maria and it was, as we found in the Evaluation (which I have just collated) a bit of a disaster.

5. Finally, some unasked for suggestions: I can't think of a better person than Eduardo Espinoza for the First Coordinator. His activism and history of sacrifice for the cause, his undoubted public health credentials, his niceness all are exemplary. Only problem is that his English is rudimentary but the his other assets are vast. Arturo is a sensitive human being but has absolutely no public health involvement. He is also a practising Paediatrician who till the last week before PHA 2 went to his clinic every day. Maria's style perhaps suited and continues to suit IPHC but may not be good for PHM.

Thank you for your attention to this rather long and rambling message. I know you have a tough job on hand.

Warm regards,

Prem

Dr.Prem Chandran John

Asian Community Health Action Network/ People's Health Movement

10, 32nd Cross Street, Besant Nagar,

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Mobile: +91-98410 08001

El Movimiento Mundial por la Salud de los Pueblos demanda ¡Salud para Todos y Todas!

HEALTH FOR ALL NOW!

Main Identity

From: <prem_john@vsnl.net>
To: <fran.baum@flinders.edu.au>
Cc: <secretariat@phmovement.org>
Sent: Monday, August 22, 2005 1:05 PM
Subject: In Confidence to Fran and Ravi (not for general circulation)

Dear Fran,

I hope you had a good holiday and have come back refreshed. Refreshed enough to handle some of PHM problems!

Hari and I finally returned home on the 15th and after some internal travel after that, have started doing some work.

Not wanting to sound pontificating, I still have to put down some of my thoughts pertaining to PHM. As you know PHM is the logical culmination of our own journey in health care of the poor that started in a village, then involvement with the provincial-level (Tamilnadu Voluntary Health Association), after that at the national-level (VHA of India) and then for sixteen years with Asian Community Health Action Network at the regional level. Therefore my involvement with PHM is very fulfilling and we can leave the scene, as it were, knowing that what started in 1973 will go on and now, around the world - and as the saying goes, with us, without us and even in spite of us! Apart from this I have no personal stakes in this. Here is some food for thought:

1. Latin American Proposal:

What was presented at the SG meeting on the 23rd of July was not a Latin American Proposal. It was a Central American Proposal which I saw being dictated that very morning by Maria to Hugo. That much for 'collegiality'!

Arturo did not know of this earlier, much less Armando.

For this reason and also because no one had asked Ravi what the implications are in terms of running a Secretariat! I would have thought that any serious proposal would have been circulated earlier for discussions and suggestions. After all we are dealing with a growing world-wide movement of people.

The movement is more important than personalities. Therefore I strongly discount Maria Posada's statement that "Maria Zuniga has been insulted in the past and therefore needs to become the Coordinator". (PHM didn't insult her, her own IPHC colleague did that).

2. Coordinator

I think any coordinator of any movement should be first and foremost, a 'people person'. You were not there when I made a presentation on this (David Legge was there) and I said being nice is more important than being efficient, not discounting efficiency of course.

We need to look at:

Age

Track record, as an administrator and as a human being

Qualities such as the above

Public Health Involvement

Leadership qualities

Acceptance by the majority (Otherwise he/she would be ineffective)

8/22/05

3. Suggestion

We accept the fact that Ravi does not want to continue beyond September. We do not, as of now, have any credible proposal for shifting of the Secretariat.

My proposal for your consideration is that:

A. We no longer have a GLOBAL Coordinator who is solely responsible for everything under the sun. Let us think of alternative styles of leadership.

Identify, build up, strengthen, support with human power and resources for a reasonable length of time Regional Coordinators.

Each region should focus on one area of work.

Strengthen also Issue Circles which should independently deal with those issues while keeping others informed (eg. WHO circle which is important at this point in time and I strongly suggest that Ravi be the focus person for this)

All coordinators are equal and among them one will be first among them for statutory purposes and to be the one contact person, for example by WHO.

Each region should raise its own funds but according to previously agreed upon terms.

I commend Health Action International pattern to you. Each region - Latin America, Asia-Pacific, Africa, Europe are all equal and they are in the process of electing one person as the Focal point.

Of course as already agreed upon, the Communication Team would have its own immediate and short term agenda - meaning the website, the newsbrief would go on. Hopefully we can raise funds separately.

The WHO Circle would have to become more proactive vis-a-vis especially CSDH.

The Trade and Health Circle is getting to be active.

The point is to get these regions and the circles to be interactive so that they don't go about doing their own thing but bring about synergy.

I have spoken with Ravi and he thinks we should have regional capacity building training programs some time in September. CHC and he would be happy to plan and implement this.

Ravi also is willing to give some of his time in visiting PHM partners where and when necessary.

Personal visits have helped to strengthen such initiatives in Africa, USA, Pakistan, Sri Lanka etc., I too am willing, if asked to, donate my time to such initiatives.

B. Transitional team

The Steering Group has been, as Ravi has said many times, the Non-Steering Group. But we can use the SG to constitute a small, 3 or 4 Transitional Executive Committee with a life of say, two years or as needed.

This Committee would then fashion systems and structures (and perhaps even a constitution - if we had a Constitution, we wouldn't have been in this problem now. But that does not mean rigid structures or inflexibility or bureaucracy!)

and assist the Regional Coordination to be put into place as well as assist the First among the Coordinators in setting up an office etc.,

Shifting the Secretariat in a hurry or handing over to not very appropriate people in a hurry may not kill the movement but would certainly slow down its growth and reduce its effectiveness as a movement.

4. Spanish America

As you know, we spent six weeks in Cuenca and had the opportunity of observing life! We would have been able to run a far smoother PHA 2 if there had been a plan, team and team spirit, participation and not mere delegation, no paternal or maternal way of handling - the list would be endless. Most decisions

were already made - like using one of the most inefficient Travel agents in the world, like not posting people in Quito and Guyaquil airports etc., etc.,

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5. Finally, some unasked for suggestions: I can't think of a better person than Eduardo Espinoza for the First Coordinator. His activism and history of sacrifice for the cause, his undoubted public health credentials, his niceness all are exemplary. Only problem is that his English is rudimentary but the his other assets are vast. Arturo is a sensitive human being but has absolutely no public health involvement. He is also a practising Paediatrician who till the last week before PHA 2 went to his clinic every day. Maria's stuyle perhaps suited ands continues to suit IPHC but may not be good for PHM.

Thank you for your attention to this rather long and rambling message. I know you have a tough job on hand.

Warm regards,

Prem

Dr.Prem Chandran John

Asian Community Health Action Network/ People's Health Movement

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Mobile: +91-98410 08001

El Movimiento Mundial por la Salud de los Pueblos demanda ¡Salud para Todos y Todas!

HEALTH FOR ALL NOW!

Main Identity

From: "hesperian Pop Acct." <hesperian-sarahs@hesperian.org>
To: "Fran Baum" <fran.baum@flinders.edu.au>
Cc: <prem_john@vsnl.net>; "PHM-Secretariat" <secretariat@phmovement.org>;
<lannysmith@post.harvard.edu>; "Hani Serag" <hserag@yahoo.com>; "Jihad Mashal"
<jihad@shabaka.net>; <sarahs@hesperian.org>
Sent: Thursday, August 25, 2005 11:57 AM
Subject: Secretariat proposals?

Dear Fran,

Greetings! I noted Jihad's request for an extension through Aug 26 in order to finish consultations around a proposal for Secretariat, which I'll assume you've agreed to; I would certainly encourage you to do so! In the meantime, I would like to know if any other proposals for the Secretariat were submitted prior to the Aug 23 deadline?

Can you please let me know if there are any other proposals for Secretariat, and if so can you briefly summarize what has been submitted? Given how critical an appropriate transition of the Secretariat is for the Movement, this information is very important to all of us.

Please note that I am using web mail and thus am not able to send emails (and possibly not receive due to my auto-reply) on the Steering Group e-list. Can you please copy me on anything sent out on the Steering Group list for the time being?

Thanks!
Sarah

8/26/05

Main Identity

From: <prem_john@vsnl.net>
 To: <secretariat@phmovement.org>
 Sent: Tuesday, August 16, 2005 7:05 PM

My dear Ravi,

I started writing to Fran - a seriously thought out, frank letter about transition. Then I remembered that she and Paul went to Galapagos with Maria and Rebecca. Hence I stopped! BUT there is a lot to be written.

Mwajuma spoke to me about this. She said we should not make anyone unhappy! I said that the movement, which is now growing well, is more important than individuals, not speaking of any one in particular. While leaving I said, offhand, why doesn't North Africa do it for three years and then southern Africa, to merge with PHA 3.

Though I think communications are the key to the growth of PHM and agreed to be the focal point, shouldn't young people be in charge? I want to keep my earlier offer of retiring completely from PHM. It is preposterous to think that only I can contribute, even if I have done 2 PHAs! (And thought of the idea back in 1985 along with Bala and Zafrullah in France during a HAI meeting!)

What do you say? We may need an interim solution. My considered view is that Latin America, taking the present leadership on offer, is not good for the movement.

We may need to be explicit about this. Who are the others in the committee besides Fran and Thelma?

Had a small note from young Abe. No details. Just saying 'hello'. I am sure he will go on to One World.

Warm regards,

Prem

*Prem-Fran-Pan.
Dialogue*

19/8/05

Dear Prem

we shall wait to discuss all this on the 18th. You have only offered to facilitate a process to evolve a communication strategy with more than 10-12 people interested to do something.

So it's your age and experience of networking that is being called into demand for the process - not your expertise or credibility in communication.

As soon as you find these younger people who can shoulder the responsibility consistently and effectively you can retire, as I plan to

From Oct 2005. It may be a few weeks or a few months. Anyway, let's discuss it all when we meet

*Best wishes
for.*

8/17/05

Regarding the letter to Fran about transition. Knowing your style - serious and frank would be very responsibly outlined. So go ahead and do not hesitate - if it's for PHM since that is more than personalities

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
To: "Fran Baum" <Fran.Baum@flinders.edu.au>
Cc: "Dr Prem Chandran John" <prem_john@vsnl.net>
Sent: Friday, September 23, 2005 6:05 PM
Subject: Re: New secretariat

Dear Fran,

I was surprised at your letter. I was hoping to talk to you when you were in India. Prem was to arrange that but somehow we missed the opportunity. I was keen to update you on some new developments.

I just checked through all the emails and nowhere have I mentioned that it is definitely going to South America. All I have said that the Middle East proposal is for the next phase and they have endorsed LA as first choice. Anyway, at Mumbai, I got a chance to talk with Hani and others and I am sending a special detailed communication to you and Prem over the weekend which provides our perspective on these matters - based on various other communications to assist you in the task you are doing very well. So go ahead. My communication is just to be treated as a response to your communications. Also there is another take on the finances of PHM / PHA2 and some new possibilities / developments since the Mumbai meeting. I would not call it 'broke' (seems too blunt) but would explain the process of funding and the demands of PHA2. Anyway, we await all the responses from Bala, Delen, Sarah, etc., and my communication will add to the dialogue.

All the best for the WA launch,

Ravi Narayan

.....
 Coordinator
 PHM Secretariat (Global)
 c/o CHC
 No. 359 (old No. 367)
 Srinivasa Nilaya, Jakkasandra 1st Main
 1st Block, Koramangala
 Bangalore - 560 034. India
 Tel: 00-91-80-51280009
 Fax: 00-91-80-25525372
 Email: secretariat@phmovement.org
 Website: www.phmovement.org

----- Original Message -----

From: "Fran Baum" <Fran.Baum@flinders.edu.au>
 To: <phmsec@touchtelindia.net>; <secretariat@phmovement.org>
 Cc: <prem_john@vsnl.net>
 Sent: Friday, September 23, 2005 9:09 AM
 Subject: New secretariat

9/23/05

Main Identity

From: "Fran Baum" <Fran.Baum@flinders.edu.au>
To: <phmsec@touchtelindia.net>; <secretariat@phmovement.org>
Cc: <prem_john@vsnl.net>
Sent: Friday, September 23, 2005 9:09 AM
Subject: New secretariat

Dear Ravi

I had an email from you earlier this week (which I can't lay my hands on at the moment) in which you mentioned that the secretariat is definitely going to South America. Can you clarify this because if this is the case then there is no point me running the process we agreed on at the Steering Committee meeting in Cuenca.

Thanks very much
Fran Baum

LC Prem J Shah

Dear Fran

I was surprised at your letter.

I was hoping to talk to you when you were

Somehow we missed the opportunity. I was keen to update you on some new developments. In the Committee's ~~from the secretariat~~ ^{1/2} checked through all

~~In the communication transition~~ I just checked through all the emails and nowhere have I mentioned that it is definitely going to South America. All I have said that the Middle East proposal is for the next phase and they have endorsed LA as first choice. Anyway at Mumbai I got a chance to talk with Henri and others and I can

Sent on 23/9/05

9/23/05

Main Identity

From: "Sarah Shannon" <sarahs@hesperian.org>
To: <PHM_Steering_Group_02-03@yahooogroups.com>; <PHM_Steering_Group_02-03@yahooogroups.com>
Sent: Wednesday, September 21, 2005 9:50 PM
Subject: Re: [PHM_Steering_Group_02-03] Proposals for Global Secretariat - PLEASE RESPOND BY 26-9-05

Dear Fran,

Greetings! I am back in the office from travels and have now received this email. Thanks for sending it out. I will try to respond by end of the day (my time in California) on Monday 9/26. However, Lanny is currently out of the country, I would like to incorporate his comments as well and it may end up taking me until late in the day Tuesday 9/27 due to Lanny's travel schedule.

Best wishes,

Sarah

At 03:14 AM 9/16/2005 +0930, fran.baum@flinders.edu.au wrote:

>Dear Friends

>

>PLEASE ACKNOWLEDGE RECEIPT OF THIS EMAIL AND LET ME KNOW IF YOU ARE UNABLE TO

>RESPOND TO IT IN DETAIL BY MONDAY 26-9-05

PHM-Transition

*RW
22/9/05*

9/22/05

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
To: "Fran Baum" <Fran.Baum@flinders.edu.au>; "Dr Prem Chandran John" <prem_john@vsnl.net>
Sent: Tuesday, September 06, 2005 4:21 PM
Subject: CONFIDENTIAL

Dear Fran and Prem,

Greetings from the PHM Global Secretariat in Transition!

It was refreshing to have a 2 week break even though that was occasionally marred by some post PHA 2 funding emergencies that Andy, Arturo and I are trying to sort out.

1. Our appeal for active ideas and contributions to the funding challenges has, as usual, mostly had a non steering response except from Fran, Sarah, Lanny and Pam. So much for collective solidarity! Mira and Maria sent me additional bills and Maria list of IPHC advances? (I thought IPHC was a founding network of PHM!) Mwajuma and Evelyne as usual have spent more than others – sanctioning themselves higher grade of travel etc.,!! The nightmare continues but I am determined with Andy to see it through and keep Arturo out of trouble so that he can coordinate if necessary without a backlog of problems.
2. Now to secretariat shift issues. Apologies for responding late. I reviewed Prem's note and Fran's balanced response
 - a. I endorse that the consensus was to have a global coordinator with greater roles and decentralized responsibilities for the region evolving as a post PHA2 follow up.
 - b. I have welcomed Arturo's proposal but on a one to one basis I have nudged him to move towards more definitive formulations and details. This has been marked to both of you only in confidence (not others).
 - c. I believe the best way forward is to get the overall consensus on LA proposal – give them feedback if necessary to clarify further or be more definitive and inclusive. (Though I am surprised that no one has responded to Fran's nice and prompt letter. Are they waiting for the Middle Eastern proposal? Or is it another example steering group non – response? Or have I missed any responses). Fran can reports in 2 weeks.
 - d. I suggest Fran's letter should also be marked on steering group – yahoo mail in which case it would go to all secretariat support group and some issue group – convenors as well. I believe some of them have shown more organizational commitment and steering /involvement, than some of the steering group.

This additional group will include people like Claudio, Andy, Andrew, Hani, Unni,

9/23/05

Sathya, Jose, Thelma, Mike, Dave, Patricia, Manoj, Sunil, Nance, Eugenio etc., Maria has included most of them on the yahoo group.

- e. This is so important a matter that I would have also send it to key country contacts (or at least those who behave like real country contacts). But I need both your responses to this idea.
- f. The Middle Eastern / Africa proposal may not come if I am rightly informed about the e-group discussions in that region. If it does come we should suggest that they work as supportive of LA region and take over after 2 years. ie LA region Oct. 2005 – Dec. 2007 and ME region takes over Jan. 2008 till Dec. 2009 by which time Africa region would have completed GHW 2 and geared up for hosting PHA 3 as well and MENA (as North Africa) can support that process
- g. The four members 'organisational Reforms Committee' – of David L, Andy, Maria, Thelma should now work as an organizational advisory group to take the 'paper' and process' on regionalisation and decentralization forward. The committee can work on a constitution and more guidelines etc. The three coordinators, Qasem, myself, Arturo and perhaps Hani (fourth and future) can be ex officio members of the committee to help the process if that is considered relevant.

With David having lost his computer; Thelma – preoccupied with WHO – CSDH – India hearing; Maria recovering from post PHA 2 stress; and Andy preoccupied with funding challenge; - that committee has not started its work. Perhaps we need to nudge David L to start the process by designating him as convenor. Should I do this?

- h. Finally, the communication strategy process with Prem taking the lead is going well. Wim has officially agreed to host the web site responsibility and is busy building up a proposal very methodically with everyone – Andrew, Nand, Prasanna, Abraham, Nisha, Lalit, Sally, Latin American team etc. So that's off to a good start. I am waiting for Prem to return from Malaysia before announcing this development formally on SG and Exchange.
- i. We have in the PHM Secretariat started an assessment of PHM regional resources and potential based on our experience till PHA 2. Prasanna and I could put up a sort of table of resources / capacities / potential. More a sort of mapping to promote the process (but not being judgmental) since there is so much diversity in local history and experience would that be support to the process?

We should meet in India. But when is the question any ideas. We could perhaps work on a joint communication to be sent out on 15/16th.

Best wishes,
Ravi Narayan

.....
Coordinator
PHM Secretariat (Global)
c/o CHC
No. 359 (old No. 367)
Srinivasa Nilaya, Jakkasandra 1st Main

Main Identity

From: <prem_john@vsnl.net>
To: "Fran Baum" <Fran.Baum@flinders.edu.au>; <aquizhpe@yahoo.com>
Cc: <secretariat@phmovement.org>
Sent: Thursday, September 01, 2005 9:29 AM
Subject: Re: Proposal to host PHM Secretariat 2005-07

My dear Fran, my dear Arturo,

Having seen Arturo's proposal for the first time, I am impressed with the philosophy and approach that underpin it. But we need to work out several things concretely:

1. Personnel, part time, full time
2. Roles and responsibilities
3. Role of Regional groups, building up regions, role of regional coordinators
4. Role of issue-based circle
5. How we plan to integrate all this
6. Training of Regional coordinators
7. Training of HQ staff
8. Learning from present secretariat
9. Budget in the short term and in the medium term
10. Proposal for fund raising

and many more. A transitional team that would help in transition would be a great help.

I want to bring to your attention a PHM Capacity Building paper that I circulated to SG members about two years back. If we had paid some attention to it, we would be having less problems now. For example, if we had identified the next secretariat we could have had one or more people from that region in Bangalore to have hands on experience in running a secretariat - this is not to say they won't know how to but actual hands on experience would have been a great help. Since we don't have that luxury now, let us see in what way we can bridge this gap. A small transitional team of three or four to help the next coordinator in the early stages would be a great help, I think.

Warm regards,

Prem

PS. I am presently in Malaysia for a meeting and will return to India on the 8th after which I can write in more detail.

PHM Secretariat Setup

*RN
1/9/05*

9/1/05

Main Identity

From: "Bala" <bala@haiap.org>
To: <kbala12@yahoo.com>
Sent: Monday, September 26, 2005 3:48 PM
Subject: PHM

Dear Fran,

The proposals from the Middle East Region and Aturo have in my opinion, given us some guidelines and directions for the growth of PHM.

The MENA proposal reflects my own thoughts. Very careful attention has been given to outline the growth of PHM from the real grass-roots levels. This proposal underscores the fact that PHM should plan its future growth from the periphery to the top and not from top to periphery.

The work for other regions have now been made easy. In my view MENA's proposal is a wake up call to all other regions. We should first get all regions strengthened to make PHM growth a reality.

MENA's proposal makes a very interesting point in how we should consider planning our global secretariat. Planners should focus on a more functional secretariat than simply a basic administrative organizational structure. This means planners should first identify functions and then build the structure. I believe that each hosting organization will have its own functional priorities.

These should be set out in a clearly stated 3 or 5 year proposal. In my view it is extremely important to have a prospective programme of activities ahead of us and not set up PHM global and look for activities, however interesting and international they may be.

This comprehensive project proposal should be prepared in consultation with the regions. This leads us with no alternative than to reactivate the regions. During the planning process for PHA 1, distinctive regional groupings were set up with named co-ordinators. As an emergency measure these co-ordinators, who have been networking with country groups should come forward to volunteer to be members of the international board or steering group of PHM Global. The 23 member steering groups has its duty. It has one more function.

Ravi has for more than a year requested the Movement to identify a host. He has worked under very difficult circumstances and kept PHM global going growing.

He has in fact volunteered to help the next PHM global co-ordinator. Prem, as usual, volunteered his services too.

*PHM-Secretariat
Transition*

*RN
26/9/05*

*5060
12 4928198*

9/27/05

In my opinion, Ravi and Prem will be source of strength to the next PHM Coordinator & the secretariat wherever it is.

And after one year we have only two volunteers, MENA and Aturo. The last function the Steering Group can do is to select one of the two volunteers to host the next secretariat.

I trust my views will be some what helpful.

Kind regards to all.

Bala

Dr K Balasubramaniam
Advisor and Coordinator
Health Action International Asia - Pacific
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Colombo 4
Tel: (94 11) 2554353
Fax: (94 11) 2554570
E-mail: bala@haiap.org

9/27/05

Main Identity

From: "UNNIKRISHNAN P.V. (Dr)" <unnikru@yahoo.com>
To: <PHM_Steering_Group_02-03@yahooogroups.com>
Cc: "intal - Wim De Ceukelaire" <wim.deceukelaire@intal.be>
Sent: Monday, September 26, 2005 8:35 PM
Subject: [PHM_Steering_Group_02-03] Next secretariat location- Responses

Dear Fran

I would like to summarise my key observations and suggestions as follows.

1. Good to note the spirit, optimism and a longer time-line in both the proposals. It is very promising to note a 'marathon run' with a vision for a few years.
2. Both the proposals explicitly state vision and commitment to take PHM beyond the 'NGO world'. This is perhaps the most important highlight especially when there is an increasing feeling that PHM is fast turning into an "open space for NGOs, INGOs and its people" as some of the participants expressed in Cuenca. Needless to say that PHM continues to get a portion of its energy (however limited it may be) from movements, but the proposals give room to expand and strengthen this constituency.
3. There is great scope to take some of the action points from both proposals and knit them together as organic actions- like mobilization and expansion of PHM to the world of 'not-yet converted'.
4. Irrespective of the fact that the proposal to host the secretariat in MENA region is for a later stage, the next secretariat may have to put the MENA region as a focus area from now onwards and not wait till the last moment. Lessons from the past may help us to prepare for the future. Africa also deserves attention as focus area.
5. **Two areas of concern:**
 - a. **Communication matters:** Proposals need to be more specific about this. It is good to note that the frequency and quality of communication has improved in the recent past. Unfortunately this has been limited to matters of administration and periodic updates than spontaneous and on-the-spot 'action-stimulating communication'. Wim's recent proposals on communication matters deserves special focus now especially because it is time to do a "reality check" on our communication challenges and capacities. Challenges are more complex especially when we have to deal with language issues and limited full time staff. A vibrant communication strategy and infrastructure can contribute a great deal in reaching out to the un reached, profile building and fund raising. IT IS TIME WE TAKE COMMUNICATION, MEDIA AND ADVOCACY WORK IN PHM MORE PROFESSIONALLY AND ENSURE DEFINITE ACTION THROUGH MORE HUMAN AND OTHER RESOURCES.
 - b. The LA proposal mentions about Arturo's time availability as 20 hours a week. It may be necessary to ensure that support is provided to Arturo and his team to optimize the 20 hours. Also not to limit the support just in Cuenca. Personally I believe that committing more hours is not the solution, but quality time and sufficient support to do the 'job'. I believe that Arturo and his team demonstrated their commitment, capacities and management skills through PHA 2. Given time, one can turn their experience into a best seller- something like "What they don't teach you in Harvard Management School on How to organize a PHA-2". (Not too late, any takers ? !)
6. Proposals, despite commitment and strategies, don't explicitly state several new initiatives and ideas. New ideas that can lead to definite action as well as serve as a 'face lift' to the dynamic side of PHM (hallmark of any movement). Well, this can happen only with the active contribution and support of individuals and organizations.

For example, PHM facilitated multidisciplinary response teams (drawn mostly from within the country and the neighbouring countries when disasters and wars devastate the lives and health of poor people) is a

PHM Secretariat Staff
RN
27/9/05

9/27/05

need that has come up several times in the recent past- during the crisis in Iraq, Sudan, Tsunami and now in the hurricane Katrina-devastated areas. Lessons from Tsunami, recent initiatives of Sarah, Lanny and team and other experiences may guide us on this further- an action that can definitely boost the image of PHM and help to push our ideas and agendas as well. I commit to support / work towards this dimension of the secretariat in the next phase. Several people have expressed interest for such moves.

I hope this helps

Regards and in solidarity

Unni

-----Original Message-----

From: PHM_Steering_Group_02-03@yahoogroups.com [mailto:PHM_Steering_Group_02-03@yahoogroups.com] **On Behalf Of** Fran Baum

Sent: Sunday, September 25, 2005 3:27 PM

To: PHM_Steering_Group_02-03@yahoogroups.com

Subject: [PHM_Steering_Group_02-03] Reminder - deadline for comments on new secretariat location

Dear Friends

Just a reminder that I would like to have comments on the two proposals for hosting the new PHM secretariat that I sent out last week by early in the coming week. A few people have contacted me to say that it would be the 28th before they can send comments.

Please make the time to read the two proposals and send your comments. Your comments will be vital to PHM's future and we need to have heard from all of you so we work towards a decision based on consensus. I am attaching the two proposals again in case they are buried in your email system.

If you are unable to reply then PLEASE LET ME KNOW THIS TOO.

I look forward to hearing from you

With very best wishes

Fran

9/27/05

Main Identity

From: "Maija Kagis" <maija.kagis@sympatico.ca>
To: <PHM_Steering_Group_02-03@yahoogroups.com>
Sent: Monday, September 26, 2005 5:30 PM
Subject: RE: [PHM_Steering_Group_02-03] Reminder - deadline for comments on new secretariat location

It appears that people are responding individually to Fran, or not at all, since I haven't read anything on line. I just sent out a note to the Canadian list...simply haven't had time to think in the past week or two, and hope that people forward comments if they have them. September seems to be our crazy month here, with everything happening at once.

Having read both proposals, it's fairly clear that Ecuador is prepared to actually host the secretariat, but needs some English language and perhaps infrastructure assistance. MENA is building up infrastructure expertise for 2008, but is willing to host the web site. And there are activities around the world, including here in the north: Vancouver, the US in SF and DC, Ottawa in November, etc.

One of my concern is still that there appears to be quite a bit of centralization, and I don't see or hear the Central American voices, but perhaps in terms of actually carrying out required tasks this is likely inevitable. The success of the last assembly did rest with many people, but Arturo and Maria devoted all their energies to it. I hope we can all recognize the work that was done, and the success of the assembly that attracted so many indigenous groups. (Incidentally, there is a forum in Formosa, Argentina from the 21 to the 23 of April 2006 of original peoples of the Americas)

The need for more regional work, for more movement building is quite evident, and certainly exists here in Canada. I still feel the need for more discussion of progressive health movement building, apart from all the coalitions, associations and bodies that already exist.

So, in typical Canadian fashion, I would think we can work with the LA proposal and improve some of the infrastructure aspects, and also look towards supporting a fuller MENA proposal for 2008, or perhaps 2009. I understand that the PHM was quite visible in Mumbai, and even impressed our research guru, Vic Neufeld....so congratulations to Ravi et al!!!

cheers to all

m

RN
29/8/05

-----Original Message-----

From: PHM_Steering_Group_02-03@yahoogroups.com [mailto:PHM_Steering_Group_02-03@yahoogroups.com] **On Behalf Of** Fran Baum
Sent: September 25, 2005 5:57 AM
To: PHM_Steering_Group_02-03@yahoogroups.com
Subject: [PHM_Steering_Group_02-03] Reminder - deadline for comments on new secretariat location

Dear Friends

Just a reminder that I would like to have comments on the two proposals for hosting the new PHM secretariat that I sent out last week by early in the coming week. A few people have contacted me to say that it would be the 28th before they can send comments.

9/27/05

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
To: "ARTURO QUIZHPE" <aquizhpe@yahoo.com>
Cc: "Dr Prem Chandran John" <prem_john@vsnl.net>; "Fran Baum" <fran.baum@flinders.edu.au>
Sent: Monday, September 05, 2005 5:35 PM
Subject: Re: PROPOSAL FROM SOUTH AMERICA

Dear Arturo,

Greetings!

Hope you received the circular letter from Fran attaching her English translation of your proposal. I enjoyed reading it. I hope you received the notes I had circulated about framework of secretariat.

I think it may be a good idea to be a little more definitive about your proposal. The broad principles and philosophy is good. Also the background about PHA2 planning.

1. What will be the role of all the PHM SG members from the region - Maria, Hugo. Also country reps - Eduardo, Julia, Margareta Posada, Any Whibey, Armando, etc.,

2. Will there be links with other Latin American groups like ALAMES and the groups in Peru, Nicaragua and others who attended the PHA2. Many are in direct touch with the present secretariat and other SG members.

3. Who will be in the Cuenca secretariat? Specific names and designations and work on a small budget? Will you need rent, telephone, fax, computers or will they use facilities of Nino el Nino (I have explained how Bangalore secretariat used CHC facilities).

4. Have you worked on a budget? I can send you the Bangalore one but it was very very low cost since CHC works on an equity salary policy, etc.

5. The communication circle facilitated by Prem has found a new hub for the website - Wim and Bert from Belgium. Now they from the European region can coordinate website as a decentralised activity and support any secretariat as Nand and Andrew used to do earlier. This activity would be in close coordination with the LA secretariat which will manage the Spanish section of the website and also coordinate other communication initiatives.

6. The Middle Eastern and Africa region may also be putting up a proposal - we can somehow link some ideas - so that they can be the next phase after Latin America but be involved with you - eg., the Africa region with David taking the lead is already planning to host GHW2. Perhaps Hani in Egypt could be encouraged to take up some other secretarial support activity (newsbrief or something else like that). So the next secretariat can have much more regionalised support than I had and this would be in keeping with the whole regionalisation, decentralisation process.

9/5/05

VNR →

Incomplete - item 7 missing
 printed ~~10/10/05~~
 PN
 6/4/05

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
To: "ARTURO QUIZHPE" <aquizhpe@yahoo.com>
Cc: "Dr Prem Chandran Johri" <prem_john@vsnl.net>; "Fran Baum" <fran.baum@flinders.edu.au>
Sent: Monday, September 05, 2005 5:35 PM
Subject: Re: PROPOSAL FROM SOUTH AMERICA

7. It would be great if you could come to Bangalore for a week once the decision is finalised or if I could come back to Cuenca for a week. We will have to explore some suitable conference / or regional meeting to cover travel costs and plan for this one week of transition. Qasem spent a few days after Asia Social forum in January 2003 - when I took over. We could organize a short intensive training programme for your local team to help the transition. If this is not possible - we shall have to do it over email.

All these comments are only personal - not for wider circulation. But I am taking Prem and Fran into confidence.

Best wishes,

Ravi Narayan

.....
Coordinator

PHM Secretariat (Global)

c/o CHC

No. 359 (old No. 367)

Srinivasa Nilaya, Jakkasandra 1st Main

1st Block, Koramangala

Bangalore - 560 034. India

9/6/05

Main Identity

From: "Fran Baum" <Fran.Baum@flinders.edu.au>
To: <prem_john@vsnl.net>
Cc: <phmsecc@touchtelindia.net>; <secretariat@phmovement.org>
Sent: Sunday, September 04, 2005 7:57 AM
Subject: Re: Proposal to host PHM Secretariat 2005-07

Dear Prem (and Ravi)

1. I agree with your assesment of the sort of practical information we need.
2. I haven't received anything from Jihad - I have sent reminders - should we keep waiting?
3. Will I see you in India during the CSDH visit?? - I hope so would be good to talk about the secretariat first hand!

Warm regards

Fran

At 01:59 PM 1/09/2005 +1000, you wrote:

My dear Fran, my dear Arturo,

Having seen Arturo's proposal for the first time, I am impressed with the philosophy and approach that underpin it. But we need to work out several things concretely:

1. Personnel, parft time, full time
2. Roles and responsibilities
3. Role of Regional groups, building up regions, role of regional coordinators
4. Role of issue-based circle
5. How we plan to integrate all this
6. Training of Regional coordinators
7. Training of HQ staff
8. Learning from present secretariat
9. Budget in the short term and in the mediumk term
10. Proposal for fund raising

and many more. A transitional team that would help in transition would be a great help.

I want to bring to your attention a PHM Capacity Building paper that I circulated to SG members about two years back. If we had paid some attention to it, we would be having less problems now. For example, if we had identified the next secretariat we could have had one or more people from that region in Bangalore to have hands on experience in running a secretariat - this is not to say they won't know how to but actual hands on expeience would have been a great help. Since we don't have that luxury now, let us see in what way we can bridge this gap. A small transitional team of three or four to help the next coordinator in the early stages would be a great help, I think.

Warm regards,

Prem

PS. I am presently in Malaysia for a meeting and will rreturn to India on the 8th after

9/5/05

Main Identity

From: "Folk Doctor Foundation" <fdf@doctor.or.th>
To: "Delen de la Paz" <delen27@yahoo.com>
Cc: "อำพล จินดาวัฒนะ" <amphon@hsro.or.th>; "Kanny" <kbunteongjit@hotmail.com>; "pitiporn" <pitiporn@hsro.or.th>; "นิรชรา อัศวธีรากุล" <niraussa@health.moph.go.th>; "วรรณวิมล แพรสีเจริญ" (Wanwimol HSRO) <wanwimol@hsro.or.th>; "สุรณี พิพัฒน์โรจนโกมล" <suranee11@hotmail.com>; "สุวิทย์ วิบุลผลประเสริฐ" <suwit@health.moph.go.th>; "อุกฤษฏ์ นิลินทางกูร" <ugrid@doctor.or.th>; "Abhay Shukla" <cehatpun@vsnl.com>; "Claudio Schuftan" <claudio@hcmc.netnam.vn>; "Dr Prem Chandran John" <prem_john@vsnl.net>; "Evelyne Hong" <twnet@po.jaring.my>; "Janet Maychin Wong" <wongj@un.org>; "Lawan Sarovat" <msfdrugs@asianet.co.th>; "Ravi Narayan" <secretariat@phmovement.org>; "Sureerat" <sureerat@aidsaccess.com>; "Thelma Narayan" <chc@sochara.org>; "ดวง อันทะไชย" <tuangun@thaimail.com>; "บัญชา พงษ์พานิช" <saveandaman@yahoo.com>; "ปิติพร จันทระหัตถ์ ณ อยุธยา" <pitiporn@health.moph.go.th>; "ไพศาล เจริญศิริจินดา" <paisan_may@thaimail.com>
Sent: Friday, October 07, 2005 7:41 AM
Subject: RE: PHM in SEA

Dear Delen:

I'm very glad to hear from you. I have tried to contact many of us but few responses. Perhaps we need more time to re-establish our connection while the newer partners should be identified.

So far, I got regarding response from Claudio, Prem, Ravi, Suwit and you. Prem informed me that there will be 2 consecutive meetings on determinants of health (SDH) in Bangkok by Oct and Dec. We are working with each other. I will forward our working e-mails to you.

Moreover I consulted my superiors for suggestion and support. The proposal on SEA-PHA could be possible in concurrent with the Thai National Health Assembly, during 3-4 Aug 2006. But we need to urgently identify our partners in the region. Claudio is trying to find someone in VN. Prem gave me many persons and organizations. I'm finding some in Laos and Cambodia. Perhaps we have to collect the potential partners and enlist them as well as propose on whom to be invited to the SEA-PHA 2006 (if decided). The clearing house would be done too soon. Meanwhile the SEA-PHA 2006 proposal should be drafted and approved. Then the organizing team(s) or focal persons should be obliged. I think we should have a face to face meeting at least twice for planning and implementation before the SEA-PHA wherever. I'd like to take opportunity in any meetings those will be held prior to the SEA-PHA to meet each focal person in order to save cost. Perhaps we may meet together somehow in the SDH in Bangkok.

According to the resources used in the SEA-PHA 2006, tentatively, the expenses for the meeting in Bangkok may be supported by the Thai funding agencies (I have to work out further). It is supposed to be saving because we have another concurrent event, NHA. But transportation and accommodation of the participants should be supported by their own organization. If you have any ideas on this please let me know.

Looking forward to hearing from you all.

Best Regards,

Ugrid Milintangkul

PHM-SEA SRC

*RN
10/10/05*

10/7/05

Main Identity

From: "Pam Zinkin" <pamzinkin@gn.apc.org>
To: <PHM_Steering_Group_02-03@yahoogroups.com>
Cc: "Alexis Benos" <benos@med.auth.gr>
Sent: Friday, October 07, 2005 5:22 AM
Subject: RE: [PHM_Steering_Group_02-03] Two comments for consideration

Just to say that Alexis Benos email is benos@med.auth.gr
 He is the PHM Europe person chosen at the PHA2 and I am just there for support during the handover but also I am continuing with keeping track of the translations etc.
 Pam

From: PHM_Steering_Group_02-03@yahoogroups.com [mailto:PHM_Steering_Group_02-03@yahoogroups.com]
On Behalf Of PHM - Secretariat
Sent: 06 October 2005 13:58
To: PHM_Steering_Group_02-03@yahoogroups.com
Subject: Re: [PHM_Steering_Group_02-03] Two comments for consideration

Dear Fran, Maria and friends,

The PHM Steering group – yahoo group consists of 21 steering group (SG) members and some others that are secretariat support group (SSG) and issue group convenors who were added to keep them in the communication loop. Maria was requested to add these over the years through requests from us.

There is no real confusion at the Bangalore Secretariat end. Some clarifications for all the others and for Fran to help with transition decisions will be necessary.

1. 21 members are S G and Fran has to primarily build consensus from their responses
2. Some alternatives and stand in's

i.	Europe	David Woodward (non responsive). So Pam was the email coordinator. Now we need to add Alexis Buenos (Greece)
ii.	South Africa	David had requested Bridget to be included as stand in or alternative for SA
iii.	North America	Had both Hesperian and DGH. In Cuenca we considered Canada being brought in and Lanny joining SSG for regional capacity building. But this was not confirmed
iv.	China and West Africa Regions	They are from old classification of PHM regions – no

Main Identity

From: "Fran Baum" <Fran.Baum@flinders.edu.au>
To: <prem_john@vsnl.net>
Sent: Thursday, October 06, 2005 4:17 AM
Subject: Re: Re:

Thanks Prem - my computer wouldn't open the attachment!

I think the best way forward would be for us to have regional networks with one of the regional network heads being "primus inter pares" (first among equals) - but I wonder if you have given thought to what we discussed in Ahmadabad ie you being the interim co-ordinator assuming that you would be supported by growing regions. I'd imagine you would take the job on for a year while PHM develops a more robust organisational structure - is this possible??

Fran

At 01:58 AM 6/10/2005, you wrote:

Dear Fran,

Even though we all know of the Gordian knot, most of us don't know the inside story. What is attached is what the Net has to offer. I am sorry I am clogging up your mailbox with something you prbably know already!

With all these things going around you, how do you maintain your composure? Are you naturally 'nice' which I think is a prized quality and what I think you are, or do you come by it honestly (i.e. father and mother are/were nice) or have you critically nurtured it? All said and done, you are nice!

But, even if I am often unable to wield the axe, there are times when it has to be wielded, provided some one else does it!

With affection, also to Paul,

Prem

----- Original Message -----

From: Fran Baum <Fran.Baum@flinders.edu.au>
Date: Wednesday, October 5, 2005 4:19 pm
Subject: Re:

> Hi Prem
 > Re the Gordian knot I'm not sure that I want to wield the axe!
 > Fran

*PHM - Secretariat
 Transition*
RS
6/10/05

10/6/05

Main Identity

From: <prem_john@vsnl.net>
To: "Sarah Shannon" <sarahs@hesperian.org>
Sent: Thursday, October 06, 2005 9:59 AM
Subject: Re: Advice

My dear Sarah, my dear Lanny,

Taks for your frank message. First of all, I greatly appreciate the energy, dynamism, forward planning etc., that you both specifically and PHM USA in general have exhibited. And have handled these "exclusionary" tactics pretty well. I agree that instead of building the network, a lot of energy went into handling divisive forces.

I think that PHM North America should be a separate region. I think Ravi's idea was to limit the number of regions only on reasons of administrative convenience. I hardly think he grouped LA and NA together in order to stifle both at all! My own idea is that whatever adds to the growth of the movement should be undertaken. Using that logic, PHM NA should be separate since it has produced its own momentum which needs to be kept up in order to make the Movement grow.

Having said that I should also mention the apprehensions of the Canadians as expressed in Cuenca. They feel excluded and marginalised. They feel that theyscope for such feelings will have no place, it is perfectly alright to have PHM NA. I know that both of you are perfectly capable of developing an 'inclusive' and equitable structure for NA in partnership with MAija and others.

Much like our plans to strengthen the regions, sub-regions should also be strengthened. For example, Middle East and North Africa. Palestine, Iran, Egypt all have completely different work cultures, though they have a common religious background. Often they don't even talk to each other. While PHM would like to strengthen MENA region, each sub-region would also have to be strengthened separately for which we need to evolve a plan. Rather, they should recognise this and evolve a plan of their own. The point is to have as many activists in as many places as possible, using reasonably similar strategies.

Stepping on toes, exceeding briefs, personality problems, leadership problems are all a recognised part of any network or movement building. We are yet a young movement. We should develop and practice strategies of inclusiveness which can synergise each other.

Warm regards and in solidarity,

Prem

*PHM-USA
Feedback on Se archnet*

*Ravi
6/10/05*

Main Identity

From: "María Hamlin Zúniga" <maria@iphcglobal.org>
To: <PHM_Steering_Group_02-03@yahoogroups.com>
Sent: Friday, September 30, 2005 8:15 PM
Subject: RE: [PHM_Steering_Group_02-03] Proposals for Global Secretariat - PLEASE RESPOND BY 26-9-05

Fran, this is to let you know that I have just returned to Nicaragua late last night. I will attempt to provide some reflections in the next few days.

Regards,
 Maria

From: PHM_Steering_Group_02-03@yahoogroups.com [mailto:PHM_Steering_Group_02-03@yahoogroups.com]
On Behalf Of Fran Baum
Sent: sábado, 17 de septiembre de 2005 22:49
To: PHM_Steering_Group_02-03@yahoogroups.com
Subject: Re: [PHM_Steering_Group_02-03] Proposals for Global Secretariat - PLEASE RESPOND BY 26-9-05

Thanks Delen will look forward to your comments

At 01:44 AM 18/09/2005, you wrote:

Dear Fran,

Hello! Thanks for our e mail. I can not respond yet as I am leaving soon for Dhaka, Bangladesh to participate in the plenary meeting of the Communicating for Advocacy project that HAIN is involved with, together with Healthlink Worlwide UK, SARPV in Bangladesh and CHEMS in Cambodia. I will be back in Manila on the 23rd and hope to be able to study this and make my comments.

Hope you are fine and well. Best regards to you and Paul. Take care.

Delen

*PHM-Steering Group
Transition*

*RS
4/10/05*

--- fran.baum@flinders.edu.au wrote:

>
 >
 > Dear Friends
 >
 > PLEASE ACKNOWLEDGE RECEIPT OF THIS EMAIL AND LET ME
 > KNOW IF YOU ARE UNABLE TO

Main Identity

From: "Sarah Shannon" <sarahs@hesperian.org>
To: <PHM_Steering_Group_02-03@yahoogroups.com>
Sent: Friday, September 30, 2005 11:14 PM
Subject: [PHM_Steering_Group_02-03] Comments on Secretariat proposals coming soon from PHM US

Dear Fran,

I'm dropping a quick note to let you know that I expect to be able to send comments on the secretariat proposals by the end of the weekend. Lanny has been out of the country traveling and this has complicated our communications on this matter. I have just been able to make contact with him; we will be finalizing our comments today.

Thanks for your patience! Best wishes,
Sarah

*PHM-Secretariat
Transition (USA)*

*RN
4/10/05*

10/3/05

Main Identity

From: "Olle Nordberg" <Olle.Nordberg@dhf.uu.se>
To: <PHM_Steering_Group_02-03@yahooogroups.com>
Sent: Monday, October 03, 2005 12:37 PM
Subject: Re: [PHM_Steering_Group_02-03] Report from CSDH Meeting in India

Dear Fran,

Please find below my views on the to proposals concerning the global secretariat.

Warm regards,
 Olle

*PHM-Secretariat
 Transfer
 RJ
 4/10/05*

Uppsala, 2 October 2005

Dear Fran,

Apologies for sending this note so late, but as explained earlier, this is a very busy time. I hope it is still useful.

I have been reading the two proposals and have found them both interesting and well prepared. Although different in scope and character they both give good guidance about the thinking in the two regions as well as their commitment and engagement.

Necessarily, there are areas in both proposals where one would have liked to know more and where information is missing. On the whole, I think they provide a satisfactory basis for making a recommendation.

My preference is for the Latin American region to take over the PHM Secretariat. The reason is that the teams there, both the core group and the wider regional network have been working together during the long preparations for PHA 2, and they have shown that they can manage a task of this size. The particular areas that they have emphasised in their proposal are interesting and make sense.

The MENA proposal is very clear but it is evident that the region is building the organisation systematically and that the timing would not be ideal as there seem to be many functions that need to be put in place before the organisation works optimally. I am very positive to the scenario presented that the MENA region organises PHA 3 in the period 2008-2009 and then takes over the Secretariat function. That will allow for careful preparation and cooperation with the Africa region(s).

I hope this makes sense; I am, of course, available for further clarifications.

With warm wishes,

Olle Nordberg

Dear Friends

Please find attached a report on the Third Meeting of the Commission on the Social Determinants of Health which met in India from the 12th-14th September 2005.

I have noted a number of action points so please read and react if you would like to.

Most of all I would really value your perspective on how you think the Commission is progressing and what issues you feel I should be using my position on the CSDH to bring

10/3/05

Main Identity

From: "Olle Nordberg" <Olle.Nordberg@dhf.uu.se>
To: <PHM_Steering_Group_02-03@yahooogroups.com>
Sent: Friday, September 30, 2005 1:23 PM
Subject: Re: [PHM_Steering_Group_02-03] Report from CSDH Meeting in India

Dear Fran,

I am sorry that my views on the move of the PHM Secretariat have been delayed. I have been totally absorbed by issues that are even more critical. I will try to deliver my views over the weekend and hope it is not too late.

Warm regards,
Olle

*PHM-Secretariat
Transition*

*2N
30/9/05*

9/30/05

Main Identity

From: "david sanders" <sandersdav@yahoo.com.au>
 To: <secretariat@phmovement.org>
 Sent: Monday, October 03, 2005 7:18 AM
 Subject: Transition team

PHM Transition

Dear Ravi,

I received an email from Maria that mentioned a PHM transition team. Since I may have missed some emails please send me some information about this.

Regards,
 David.

Do you Yahoo!?

Yahoo! Photos: Now with unlimited storage

cc Rem

4/10/05

*✓ sent for
4/10/05*

Dear David

① I had written to Maria that since there would be a little delay, as I am still receiving responses from members of the steering group, and I need to start active transition process from 1st October - I had suggested a Transition Team - Rem and Maria to help me handle the email as Corelaken coordinator for a few weeks. Maria has written that she will help me with post PHA2 reporting/documentation tasks but cannot take on any additional responsibilities. Would you join the team and follow up on all the mail from Africa Middle East and Europe till the coordinator/secretariat is finally identified. It could take a few more weeks.

② The WHO-GPW Review in Stockholm is now rescheduled for 17-19th November. I have agreed only because I may use it as an option to meet SIDA to negotiate additional funding for PHA2 debts and some core start up funds for next secretariat. Are these dates suitable to you to stand in for me | PHM

10/3/05

*If the completion of SIDA negotiation before the end of Oct (He and Miguel are speaking on PHM or SIDA on 5th Oct) then I will not attend and ask WHO to allow you to represent PHM. Let me know soon. Perhaps you could offer to put together all the responses that PHM SG and others make to the GPW document. Best wishes
 Ravi*

Main Identity

From: "Mwajuma S. Masaiganah" <masaigana@africaonline.co.tz>
To: <PHM_Steering_Group_02-03@yahoogroups.com>
Sent: Friday, September 30, 2005 5:09 AM
Subject: RE: [PHM_Steering_Group_02-03] Reminder - deadline for comments on new secretariat location

Dear Fran,

I hereby give my short views as follows. Generally all proposals are okay but on the first instance, for the strength of and togetherness of PHM (in order to keep the spirit and unity), I strongly propose Latin America to host the Secretariat. However, I am not optimistic if the idea of Arturo giving only his part time will work. I have a strong feeling that the Global Secretariat needs someone who is free for the said period of two years as it has been before. The Global Secretariat is a nucleus – stretching its tentacles and holding all circles and need someone to be on the alert at all times. I wonder if the Latin American group can sit down and reconsider, for example Maria (if she is free then to bury all the old feelings) and take the lead with support from Arturo, Margarita, Anne, our colleagues from Brazil etc. This is just a suggestion to them as I feel we need someone who understands more the movement to lead. Apart from that, we will have crossed from a patriarchy system leading to a gender balanced system in the Global secretariat. I know people might think that I am bringing in feminist ideas but this is also crucial as we talk about human rights we have to look at all these issues including race, class etc. On the MENA proposal, I do support them on their proposal but do not agree with them on the second point of Africa taking the lead and their suggestions that SA be the Secretariat point for Sub Saharan Africa. This is because during PHA2 most (not all) African's had the idea of applying for the Secretariat. We planned to have a meeting and discuss on this the previous evening before our departure at Prado hotel. When we reached there, there was an idea from David that he thought it was not time yet and that we get prepared to take the Secretariat just before the PHA3; and all members agreed and went back to their countries knowing that SSA is not yet taking the Secretariat until that time. Therefore, for now, the second option is out unless if we consult our colleagues and agree, but/and I do not think that we have that time. I do support MENA however to take the Secretariat on the proposed period.

I also would like to raise the issue of considering the mentoring of the Africa region as this has been said rather than acted upon. I know we are doing better now after being supported greatly by being brought together by EQUINET as Civil Society Organisations in the region, but I think action is needed now.

I want to know where we put the Caribbean. I have come across various people from the Caribbean who are interested in PHM but do not know where and how to start. Which region are they belong to and because I was not sure, I always said I will ask and contact them or gave them to go to the web site and contact the Secretariat. We have to start thinking of them and other forgotten regions of the world.

Best regards,
Mwajuma

From: PHM_Steering_Group_02-03@yahoogroups.com [mailto:PHM_Steering_Group_02-03@yahoogroups.com]
On Behalf Of Pam Zinkin
Sent: 29 September 2005 01:52
To: PHM_Steering_Group_02-03@yahoogroups.com
Subject: RE: [PHM_Steering_Group_02-03] Reminder - deadline for comments on new secretariat location

Dear Fran

I don't intend to comment on the detail of either proposal but suggest that Option 1 of the MENA proposal (First Latin America then MENA) and would help the movement to build up its regional and country bases without Latin America losing the enthusiasm and contacts made in Cuenca. But it would be important to look at how the secretariats in Latin America and then MENA could use the know how gain to support the Africa region to develop the capacities and experience that our friends identify are needed to develop the movement. We in Europe also need to build from the base as MENA suggests and with Alexis Benos as the PHM Europe focal point we will work for progress.

Pam

*PHM Secretariat
Transition*

*RW
30/9/05*

9/30/05

Global Campaign Against Indian Patents Amendment

C/o Lawyers Collective, 4 / A, I Floor, MAH Road, Off Park Road, Tasker Town, Shivajinagar, Bangalore 560051
Tel: 51239130 / 1, Fax: 51239289, Email: aidslaw2@lawyerscollective.org website: www.gcaipa.org

To,
Shri Ananth Kumar
Member of Parliament
Bangalore South Constituency
Bangalore

Date: 24.02.2005

Dear Sir,

Sub: The Presidential Ordinance pushed by the Present UPA Government to Amend Indian Patents Act of 1970

Greetings from the Global Campaign against the Indian Patents Amendment (GCAIPA)!

We are a group of networks, organizations, public health and other public interest groups who have come together to oppose the Presidential Ordinance brought in to amend the Indian Patents Act of 1970

As you very well know the present UPA Government sensing wide spread opposition to the Amendment to the Patents Act, bypassed Parliament and brought in the Amendment as a Presidential Ordinance totally ignoring the opposition both by the members of the Parliament and the public at large. We strongly believe that the Ordinance in its present form seriously compromises the accessibility and availability of life saving medicines.

We would like to give a case study for you to understand the effects of the Present Ordinance. There is a very effective anti-cancer medicine called as Gleevec. In India this drug for Chronic Myeloid Leukaemia (CML) produced by the Indian drug manufacturing companies at present costs **Rs. 10,000-12,000 per patient per month**. But because of the change brought in by the Ordinance, it would create monopoly to the multi national drug Novartis, the same drug would now **cost Rs. 1,20,000 per patient per month!**

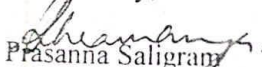
At this point of time we would request you to oppose the Amendment, in its present form, on the following grounds:

1. No Patents for new usage and dosage of known drugs
2. Definition of a clear "Patentable Criteria"
3. Retain pre-grant opposition as before to stop frivolous Patents
4. Introduce Ceiling on Royalty
5. Set time limit for grant of Compulsory Licensing and tighten the Compulsory Licensing procedures

We would like to also inform you that globally people are coming together to fight for their Health Rights and in that connection a **Global Day of Action of February 26, 2005** has been announced. **Even the World Health Organisation has written a letter to our Health Minister on this.** Globally People are opposing the Amendment in its present form. We are also enclosing a list of events happening in India and elsewhere (as of 16.02.2005) against this Amendment. We are attaching some more documents for your further information. In case you need further help please feel free to contact us

We now hope that this representation would be given due consideration and the Public Health interest of the people is safeguarded by yourself as a representative of the people

Yours Truly,


Prasanna Saligram

(98455 18382 (M))

for GCAIPA

- Encl:
1. A fact sheet regarding the Amendment
 2. A critique of the Presidential Ordinance
 3. WHO letter to the Union Health Minister Dr. A. Ramadoss
 4. A list of medicines and their estimated prices before and after the Ordinance has been passed
 5. A list of events in the build up to the Global Day of Action (as of 16.02.2005)

From: PHM_Steering_Group_02-03@yahoogroups.com [mailto:PHM_Steering_Group_02-03@yahoogroups.com]
On Behalf Of Fran Baum
Sent: 25 September 2005 10:57
To: PHM_Steering_Group_02-03@yahoogroups.com
Subject: [PHM_Steering_Group_02-03] Reminder - deadline for comments on new secretariat location

Dear Friends

Just a reminder that I would like to have comments on the two proposals for hosting the new PHM secretariat that I sent out last week by early in the coming week. A few people have contacted me to say that it would be the 28th before they can send comments.

Please make the time to read the two proposals and send your comments. Your comments will be vital to PHM's future and we need to have heard from all of you so we work towards a decision based on consensus. I am attaching the two proposals again in case they are buried in your email system.

If you are unable to reply then PLEASE LET ME KNOW THIS TOO.

I look forward to hearing from you

With very best wishes

Fran

YAHOO! GROUPS LINKS

- Visit your group "[PHM_Steering_Group_02-03](#)" on the web.
 - To unsubscribe from this group, send an email to:
PHM_Steering_Group_02-03-unsubscribe@yahoogroups.com
 - Your use of Yahoo! Groups is subject to the [Yahoo! Terms of Service](#).
-

9/30/05

From: ARTURO QUIZHPE <aquihpe@yahoo.com>

Sent: Wed Sep 28 6:32

To: PHM - Secretariat <secretariat@phmovement.org> ...

Priority: Normal

Subject: GREETING FROM ARTURO > URGENT REPLY NEEDED

Type: Text

Dear Ravi>

Thank you very much for all your support. It was a pleasure to talk with you yesterday.

I left all the report with Andy, so he will send you it. We reviewed with him everything. There was only a misunderstanding..besides the total deficit of 43.000 usa dollars, we have to add aproximately 9.000 usa dollars' grant from SAVE THE CHILDREN UK for the CHILDREN GLOBAL FORUM, whichs expenses were paid by Child to Child Center.

I WOULD LIKE TO ASK YOU, PLEASE, AUTHORIZE IMMEDIATELY ANDY SUPPORT WITH MY TRAVELLING EXPENSES AND STAYING IN LONDON>

I DO NEED SOME MONEY BECAUSE MY CREDID CARD IS OUT..AND I HAVE TRIED SEVERAL TIMES AND NO CARD WORKS ANY MORE. I had asked some money here, but I would like to cancel before my departure. I am returning Ecuador friday early.

All the expenses will be around 200 pounds..I will also need some money for transport and hotel, from Guayaquil. I am sorry about this. Usually, I do not like to ask these things.

With best wishes,

Arturo

I WILL GIVE RECEIPTS AND ALSO I WILL SIGN WHATEVER IS NECESSARY. Please, reply to Andy urgent.

--- PHM - Secretariat <secretariat@phmovement.org> wrote:

> Dear Todd and all,
>
> I agree with David's strategic suggestion that we do

③ They have to be general commitments since a more detailed proposal with the budget and specific details can follow after Frac's facilitation. proven leads to a definite decision and endorsement

④ Most people have been concerned about the need to include Brazilian / Peruvian and other groups in the advisory board to make it more inclusive since so many of us know these groups but they do not

PHM - Sec church
LA Proposal

✓ Sent 29/9/05
replied

29/7/05

Dear Arturo

① I just spoke

to Andy a few minutes

ago and have sent

the authorized

reimbursement form

to him by fax. You

can send him the receipts

and accounts asap after

the trip.

② I can also resending

a letter from me and

Prem that was sent to

you earlier in response

to the LA proposal to

encourage you to be

more definitive. Please

send quick responses

to as many of these

as possible

seem to feel
so much included
The Regional
building process
in MENA
proposal is
a good example
of building
this larger
inclusiveness
Bedhurst
Rom
cc Andy
Rem

<https://host334.ipowerweb.com:8087/webmail4/reademail.pl?id=419&folder=Inbox&cache=...> 9/29/05

Main Identity

From: <prem_john@vsnl.net>
To: <secretariat@phmovement.org>
Sent: Thursday, September 29, 2005 4:10 PM

Mails sent to Arturo

My dear Arturo,

I think it is time all of us together started preparing for the next phase. The first thing to do would be putting down some thoughts for the new Proposal. Fortunately we have every thing on hand:

We have ample material on PHA 2
 A Brief Report on it in English, I think is being prepared by Abraham
 I am sure a report on PHA 2 in Spanish is ready too
 Financial accounts hopefully would be ready shortly
 Delineation of responsibilities between various regions and circles has been made

We should see that there is no gap in either activities or in funding.
 My concern is that with your vision and energy, you say you can give only 20 hours a week. I personally think it is atleast a 50 hour job!

Warm regards,

Prem

*PHM-Secretariat
LA Proposal*

*RS
30/9/05*

My dear Arturo,

Haven't heard from you in a long while! Is every thing going on well?

On the 27th I will be in Bangalore to help wind up the PHM office there. Have you been able to finish accounts? There is a possibility that Ravi mentioned of getting some funds - for paying up debts as well as to run the new Secretariat for some time but this will depend upon submission of accounts soon.

Please be sure to wish all my dear colleagues in Cuenca. Please know too that I would be more than willing to come and assist you should you need my help.

Warm regards, also to Suzanna,

Prem

My dear Arturo,

I am happy that the financial statement has been audited. This was a big head ache to you! You can rest easy now.

Listening to Ravi just now, I think atleast we have reduced the problem to manageable limits. I think we should be able to pay off debts and have enough funds for the Secretariat till December at least. By that time, we should put together a Proposal for future funding.

9/29/05

Main Identity

From: "Pam Zinkin" <pamzinkin@gn.apc.org>
To: <PHM_Steering_Group_02-03@yahoogroups.com>
Sent: Thursday, September 29, 2005 2:22 PM
Subject: RE: [PHM_Steering_Group_02-03] Reminder - deadline for comments on new secretariat location

Dear Fran

I don't intend to comment on the detail of either proposal but suggest that Option 1 of the MENA proposal (First Latin America then MENA) and would help the movement to build up its regional and country bases without Latin America losing the enthusiasm and contacts made in Cuenca. But it would be important to look at how the secretariats in Latin America and then MENA could use the know how gain to support the Africa region to develop the capacities and experience that our friends identify are needed to develop the movement. We in Europe also need to build from the base as MENA suggests and with Alexis Benos as the PHM Europe focal point we will work for progress.

Pam

From: PHM_Steering_Group_02-03@yahoogroups.com [mailto:PHM_Steering_Group_02-03@yahoogroups.com]
On Behalf Of Fran Baum
Sent: 25 September 2005 10:57
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If you are unable to reply then PLEASE LET ME KNOW THIS TOO.

I look forward to hearing from you

With very best wishes

Fran

*PHM-sec over lunch
Fran Baum*

YAHOO! GROUPS LINKS

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 - Your use of Yahoo! Groups is subject to the [Yahoo! Terms of Service](#).
-

*RJ
30/9/05*

9/29/05

Main Identity

From: "Garance Upham" <g_upham@club-internet.fr>
To: <PHM_Steering_Group_02-03@yahooogroups.com>
Sent: Tuesday, September 27, 2005 9:47 PM
Subject: [PHM_Steering_Group_02-03] Proposals for Global Secretariat - PLEASE RESPOND BY 26-9-05

Dear friends

Just a few notes of comments since I am just a "guest" on the list.

1- The Latin American proposal.

Clearly most of us expect the Secretariat will go to LA, so it was a bit surprising to receive a proposition that highlighted the problems discussed in the steering committee. The LA proposition was more of an Ecuadorian proposition, and if the Assembly was an extraordinary success, still to rise to the challenge of a secretariat, some agreement would have to be made with other LA countries and some "bridges" to Brazil, whose representative expressed strong misgivings.

Reinforcements could be sought from the Peruvian union rep who came, (which represents a powerful right to health network in LA), from Espinosa, the brilliant Salvadorian who attended the steering com mtg. Or, would it be workable to have a shared secretariat with the strong US component- Sarah-Lenny? After all the battle to be a separate region, I know it may sound like a funny proposal- Yet, we should pay attention to the heart of the beast. The US population may be the most volatile today aspecially after New Orleans.

2- The African ME proposal was a much stronger effort at structure, with a Palestine- Egypt- SA- Tanzania axis, although they volunteer for the next one, this is unclear. And Who will represent the movement as an ambassador? Be that as it may the GFHR being in Egypt next year should be a good opportunity to build for some Africa-ME wide meeting around it.

3- If things remain the way they are, perhaps we should have regional secretariat as had been proposed, and have roving ambassadors?

Ravi est excellent in that role, in representing the movement internationally and in negotiating...

Shouldn't we clear up the structure: know if the secretariat is to run things inside or be an embassy outside?

Here in Geneva, WHO is dismantling itself a bit more every day, but if we build an alternative WHO for the future, we got to put our affairs in order and put efficiency and ideals before self..

Nance

RN
28/9/05

PHM - Secretariat
To com lon

9/28/05

Main Identity

From: "Pam Zinkin" <pamzinkin@gn.apc.org>
To: <ali@sendika.org>
Cc: "Alexis Benos" <benos@med.auth.gr>; "PHM - Secretariat" <secretariat@phmovement.org>; <prem_john@vsnl.net>
Sent: Friday, October 07, 2005 5:16 AM
Subject: RE: from Turkey, about phm

Dear Ali

I am writing to you now about your questions and views. Firstly let me say that the present PHM Europe focal person is now Alexis Benos from Greece so I will send him copies of our exchanges. (His email address will be on this email). Also the secretariat is a temporary one at present as the secretariat is likely to move to Latin America or the Middle East in the next month or so. In the mean time we have a temporary secretariat.

However, as someone associated with PHM for a long time I would like to make it clear to you that we are a movement and not a political party nor a tight organisation as such. The process was started by 8 main ngos, most of them based in the South and we estimate that about 1000 organisations were represented in one way or another at the First People's Health Assembly in Bangladesh and perhaps more in Cuenca.

Thus the charter is a consensus document. The process was quite complex. The draft was discussed by email and at meetings over at least a year before the first Assembly and then presented and discussed at daily sessions at the first PHA. All comments, verbal and written were studied and considered and the draft approved by the whole Assembly (of 1500 people from 75 countries). It is the greatest consensus document on health and we are getting agreements and endorsements all the time.

The issues you mention are the views of many of those in the movement, but not everyone.

As you see we could not change it except at an even bigger movement. But we do not expect people to treat it as dogma. People and organisations who identify with any part, especially the spirit and vision, may consider themselves part of the movement. We don't have a membership list, just participants and email list and web site. We have some difficulties as there have been peace movements and women's movement but as far as we know this is the first international people's health movement so it will grow and develop as we all learn together..

Personally I agree with what you said but I have no problem working with those who do not as long as they have the vision of health for ALL with no exclusions, recognise the social economic determinants of health and try to work in an inclusive and movement building way.

I am sure you would include yourself in this so we look forward to working with you.

Alexis may answer you as well.

Pam

*PHM-Europe
Turkey*

From: ali@sendika.org [mailto:ali@sendika.org]
Sent: 05 October 2005 17:33
To: pamzinkin@gn.apc.org; secretariat@phmovement.org
Subject: from Turkey, about phm

*RH
10/10/05*

Dear Friends,

I'm writing you for the second time. I have sent you the Turkish translations of Charter and Declaration and some questions. I'm not sure whether you have received it, or not. If you hadn't please tell me, so that I will send them again.

in solidarity,

ali ergin - editor

ali@sendika.org

10/7/05

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
To: <PHM_Steering_Group_02-03@yahoogroups.com>
Sent: Thursday, October 06, 2005 6:36 PM
Subject: Re: [PHM_Steering_Group_02-03] Report on funding reflection December 2004

Dear Maria and friends,

Thanks for bringing back this report (Dec. 2004) to steering group notice. I am writing a detailed note on the actual funding process of PHM from Jan. 2003 till Sept. 2004 (including PHA 2). Of course just this week we have received Arturo's statement of accounts and are aware of all the debts. There are also some potential grants in the pipeline etc.,

I shall try and build the brief report in the context of the discussions and concerns listed in the report (December 2004). Just need 2-3 weeks to handle the rush of transition activity.

Best wishes,

Ravi Narayan

.....
Coordinator
PHM Secretariat (Global)
c/o CHC

PHM-Transition (Funding)
RA
10/10/05

10/10/05

Main Identity

From: "Maria Hamlin Zúniga" <maria@iphcglobal.org>
To: "PHM_Steering_Group_02-03" <PHM_Steering_Group_02-03@yahooogroups.com>
Sent: Monday, October 03, 2005 7:48 PM
Subject: [PHM_Steering_Group_02-03] Report on funding reflection December 2004

Friends, I think it imperative to revisit this report from December 2004
 Maria

Funding reflection meeting
 Held at One World Action, London UK
 Thursday, December 09, 2004

Present: Andy Rutherford, One World Action
 Andrew Chetley, The Exchange, Healthlinks
 Jorge Sanchez-Chiaro, Healthlinks and The Exchange * partial attendance.
 Pam Zinkin, UK, IPHC and PHM
 Patricia Morten, Global Health Watch * partial attendance
 Unni - arrived in the late afternoon.
 Maria Hamlin Zuniga, IPHC, IOC -PHA2

The first part of the meeting was spent in discussions about the present situation.

There are very few persons with strong fund raising experience involved in the past and present PHM fund raising groups or in the PHM generally. Most persons have been receivers of funds and have not generated funds. There are exceptions, but in general this is the situation.

PHA1 had support of DFID, the Dutch government, Ford, Rockefeller, SIDA through DHF, Finida through ISF and OWA and Belgian Government through WSP. There were some NGO funders mainly based in Bangladesh and through GK. PHA 1 and PHM have been heavily dependent upon OWA, DHF, and European donors. Ravi's policy of Friends and Neighbors has been successful for small grants since PHA and has been able to keep the PHM secretariat going and enable significant PHM presence at a series of international events.

PHM has visibility and an important advocacy position with WHO, but this does not assure general direct funding for the PHM.

At present PHA2 and PHM do NOT have core funding. The Dutch refusal to the grant application was symptomatic of the institutional trends at this time. There is potential for funding sources in some bilaterals and NGOs but this is also becoming very difficult.

There is a need to decentralize, to breakdown the PHM into a series of projects and into regions and sub regions and to look for funding for specific activities. For the PHA2 this can involve such as workshops, publications, communications, as well as enabling representation from the

4/10/05

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 I shall try
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 looked in
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 Just need 2-3 weeks
 to handle the
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 activity
 Best wishes
 10/4/05
 Ron

different regions at Cuenca. The PHM and PHA2 categories need of course to be complementary and coherent.

We need to respond to the organizational pressures and the recommendations of the PHM evaluation. The structure and the funding are interrelated and there is a need to strengthen the parts of PHM and the types of work.

However, who does this? This requires time, efforts, clarity, understanding of the different activities and who is involved, etc. That is why the development of a plan of action is essential. This is expected to be an outcome of PHA2.

The regionalization issue:

- . If PHM is to be strong and viable it needs other organizations around it and within it to also be strong and viable.
- . There is a need for regional structures owned by the regions and countries with stakeholders who own the project.
- . Potential for regionalization exists with differing experiences and capacities according to the region.
- . Need for connecting activities across countries building local expressions of the movement. Build upon common issues and learn from one another.

Reality check: What are the core maintenance areas or core functions of the current secretariat that must be undertaken regardless of the structure of the PHM

- . Representation
- . Communications
- . Charters and other publications
- . WHO Circle
- . Decision making: debate and discussion.
- . Finances and reporting

These correspond to some of the areas agreed in our agreed plan for the structure of the PHM. There can be a link between say a Communications Circle and attempts to raise the funding for it. This can also be true for regions and countries. (This is effectively what is the basis of the planned application to DFID for PHM work in Asia.)

We need institutional buy in to these functions. Therefore it is necessary to identify core individuals, institutions, organizations that are willing to provide time, energy and salaries for persons to be involved in PHM. What regional initiatives have a global reach?

We need to develop a framework set of proposals to open opportunities for funding and to sell the "chunks" that are marketable. Funding can then be secured for the key functions rather than the total of the PHM. This is done through coordinated fund raising, rather than competitive fund raising. This must be done in a way that responds to the current funding climate and

the many changes in the structures and priorities of the donors.

It is increasingly clear that there simply will not be large chunks of global funding.

Identify those who want to engage and move forward as an outcome of PHA2.

Taking stock:

Basically there are no funds available to PHA2 and to PHM at this time (Nov. 23).

Actually there is a balance of 168. Pounds sterling in the OWA account. There are effectively no funds in Bangalore, or Cuenca.

Patricia reported on the GHW which has funds until February and is presenting proposals for the advocacy phase and 2006 - 2007 of the GHW. Proposals are being presented to SIDA Sweden through Gega. Medact and GHW are approaching other funders and potential funders including IDRC, BMA, and IFHHR. Interest has been expressed by Greenpeace, Tear Fund, World Vision, and Water Aid.

We reviewed and made additions to the funding update information. Additional information was provided concerning the rejection of the PHM project by the Dutch government. A request is being made to DFID Asia section for PHM, but the outcome is uncertain.

PHA2 information was shared putting emphasis on the strengths of the work to date. Actually we are far ahead of the PHA1 process in terms of venues, plans, staff, volunteers, communications, logistics and the strong vision and commitment of the groups in Ecuador. We also have moved along considerably on the overall program plan. The foundations are in place for PHA2 to be a great success.

So now we need to find the additional funds, and emergency funds to tide over the secretariat until the funds from the northern NGO donors start coming in during January and February.

Andrew suggested working with the Communications Initiative and with the Reuters Foundation for funding young journalists to participate in the PHA2 and then make links for follow up on stories in different areas of the world.

Unni reported on the initiatives that will receive support from Action Aid in Asia and Africa. He will provide further information about this in a short report.

Conclusions:

We agreed to continue to work on strategies for the sustainability of PHM, and looking carefully at regionalization. We need to develop a proposal and

circulate it for discussion and decision making at the PHA2.

Future funding will depend on our capacity to repackage our thinking related to fund raising looking for support for thematic as well as regional support throughout the world.

We strongly urge persons on the funding group and all the members of the PHM Steering Group to actively search out funding opportunities, even the smallest grants from southern based organizations.

Mehz 7/12/04

Main Identity

From: <prem_john@vsnl.net>
To: <secretariat@phmovement.org>
Sent: Thursday, October 06, 2005 9:30 PM
Subject: For Ravi

My dear Ravi,

Till CREDIBLE alternatives are in place, it is absolutely impossible for you to give up! The movement you have built up is at stake.

Regards,

Prem

Dr. Prem Chandran John
Asian Community Health Action Network (ACHAN) and People's Health Movement (PHM)
10, 32nd Cross Street, Besant Nagar,
Madras 600 090 , India
Tel: +91-44-2491 9890 Fax: +91-44-2821 6705
Mobile: +91-98410 08001
El Movimiento Mundial por la Salud de los Pueblos demanda ¡Salud para Todos y Todas!
PHM demands HEALTH FOR ALL NOW!

PHM-Transition

RN
10/10/05

10/7/05

Main Identity

From: "Delen de la Paz" <delen27@yahoo.com>
To: <PHM_Steering_Group_02-03@yahoogroups.com>
Sent: Sunday, October 09, 2005 11:11 PM
Subject: Re: [PHM_Steering_Group_02-03] Regarding the Secretariat Shift

Dear Ravi,

Hi! I was out of the country, then out of town several times that my e mail is now really all piled up. I can not locate the e mail which Fran sent with the two proposals from MENA and from Latin America. Please re send this to me and any other pertinent e mail so I can make my comments soon. ✓

Thanks and best regards to all.

delen

--- PHM - Secretariat <secretariat@phmovement.org> wrote:

> Dear Friends,
 >
 >
 >
 > I have been reading / reviewing all the interesting,

PHM Transition
Philippines

HRM

Please send
 →

RN
 10/12/05

Action taken
 10/10/05

10/10/05

Main Identity

From: "ARTURO QUIZHPE" <aquizhpe@yahoo.com>
To: <PHM_Steering_Group_02-03@yahoogroups.com>
Sent: Monday, October 10, 2005 8:55 PM
Attach: TIMES TO RENEW OUR DREAMS AND TO ADVANCE.doc
Subject: [PHM_Steering_Group_02-03] RENOVATION AND ADVANCEMENT

Dear Friends:

Please find attached a message to all of you. Thanks for your warm feelings and comments, but the decision that I had taken is to strengthen the movement.

In solidarity

Arturo

PHM-Steering Group Transition

RN
11/10/05

10/11/05

TIMES TO RENEW OUR DREAMS AND TO ADVANCE

Dear colleagues and friends,

During the last few days I have received various messages from many of you. They show the predisposition that we all have to advance. The feelings of unity are profound in each one of you, the enthusiasm and the confidence of each one will some day make the right to health a reality in our countries and among our peoples.

We are a young movement, I would say in adolescence, with an impressive leap in growth that provokes changes in our emotions, in our feelings, and also in our hypothesis, in our dreams and our hopes. While looking at a series of photographs of the PHA2, of the participation of the PHM in Mumbai and in Porto Alegre, in concentrations and meetings in communities, in places far away, but at the same time, so close, I feel this energy, this enthusiasm and the force of our movement.

Our force is in the youth of our movement, in its energy, in truth and in reason. And we will preserve our youth, if we also maintain fresh ideas for change and renovation, when we are conscious of the construction of another world that is possible and that is being born.

Like all processes of change, the state of youth generates crises that are transitory, that generate energy to advance and consolidate, to construct, to respond positively to the global expectations that we have created in relation to our movement. This is the challenge for each one of us.

The challenge is to construct a genuine movement of the people with a collective, unitary leadership based on solidarity. The challenge is to create the appropriate conditions for the exercise of a broad based democracy, to promote the organization and mobilization of the people for their rights, to maintain independence from the international financial organizations and from privatizing governments

“MY” decision

I have reflected and I am convinced that all of us must act with another rhythm, with the spirit of the native peoples that in that special ceremony returned forever to Tumipamba. I think that I have committed myself to the movement. I come from the people and my future is to advance in the construction of this people's health movement: diverse and singular, mature and young, energetic and tender, proud and dignified, based on consensus but free, ethical and democratic.

For these reasons I ratify my decision, and at the same time wish to communicate to all of you that we have begun the following urgent plan of action to construct the movement and to globalize solidarity.

1. Election and definition of focal points in each country of the Latin American region, through meetings, encounters and/or assemblies.

2. Conformation of a Coordinating Committee for the region, elaboration of a plan of action, mobilization, and campaigns. Strengthening of Spanish language list serve, REDLATINOAMERICANO, and the definition of a communications strategy.
3. Ample promotion, diffusion and discussion of the following documents considered as basic instruments for our mobilization and struggle: the People's Charter for Health, the Cuenca Declaration, the Declaration of the Native People's of the World, and the plan of action of the Global Health Watch.
4. Integration of teams or working circles in the region to coordinate mobilization, collection of histories and testimonies according to the priorities and the orientations corresponding to the strengthening of the Global Health Watch and the Latin American alternative report.

We are inviting everyone to promote unity in each community, in every country and region. With time a general committee for global coordination with clearly defined roles for each person will develop.

Now is a time for action and for commitment. I think that we have passed through a stage of reflection, but we urgently need to continue and to move forward. The future is ours, my friends; this earth that belongs to nobody will one day belong to all of us.

We have valued all of your words because we know that they come from our brothers and sisters in the struggle. Each one of us has our own way, our own style, but all of us are equal and different at the same time. Let us go forward. Nothing and nobody should detain us because the movement was born to grow, always and forever.

In Solidarity,

Arturo

Main Identity

From: "iphcglobal" <maria@iphcglobal.org>
To: <PHM_Steering_Group_02-03@yahoogroups.com>
Sent: Monday, October 10, 2005 7:10 PM
Subject: [PHM_Steering_Group_02-03] DECISION TO RESIGN FROM PHM SG

PHM STEERING GROUP

ANNOUNCEMENT OF DECISION TO RESIGN FROM PHM SG

For over a year I have been considering my resignation as the representative of the IPHC in the Steering Group of the PHM. However, with the responsibility for the coordination of the International Organizing Committee of the PHA2 I refrained from discussing this and making a decision.

Given the recent situation and the difficult discussion around the PHM Coordination I have decided that I should no longer serve as a member of the Steering Group. I am asking my comrades in the IPHC to decide who will represent IPHC in the future. Some IPHC representatives are already serving in other capacities as country representatives or in other capacities. So it is up to the group to make the decision as to who will assume the IPHC representation.

I have a commitment to terminate the tasks related to finalizing the reports about the PHA2. There is a process that is being carried out during the next three months between the PHA2 secretariat in Cuenca and me which should be terminated by the end of the year.

I will not participate on the Steering Group task force related to the future organization of the PHM. However, I will make available documents which may help in this direction to David Legge as the person who is responsible for that task force.

Of course, this is a difficult decision, but in a spirit of providing you with an atmosphere free of my presence perhaps the group can move forward. I am sorry that my contributions have been misunderstood or misinterpreted, and that I am viewed as a "difficult person". I am also certain that what I have done has been in the spirit of advancing the movement.

My thanks to those of you who have expressed your support and solidarity. As for those who have been offended in any way, I am sorry for whatever actions or non actions may have caused problems.

I will continue to work as a participant in the movement, particularly in collective efforts to build a strong and healthy phm at the community level and with others committed to full participation of the bases in the PHM.

PHM-Steering Group Transition

*RS
11/10/05*

10/11/05

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
 To: <maria@iphcglobal.org>
 Cc: "Dr Prem Chandran John" <prem_john@vsnl.net>; "Arturo Quizhpe" <aquizhpe@yahoo.com>;
 "Andy Rutherford" <arutherford@oneworldaction.org>; "K Bala" <kbala12@yahoo.com>; "Bala"
 <bala@haiap.org>; "Olle Nordberg-DHF-Sweden" <olle.nordberg@dhf.uu.se>; "Qasem
 Chowdhury" <gksavar@citechco.net>
 Sent: Tuesday, August 09, 2005 4:41 PM
 Subject: Re: PHA 2 Funding

Dear Maria,

Thanks for your clarifications. As mentioned to you earlier, we received no communications on this matter earlier, except the verbal confirmation by you of some of these items mentioned in this note at Cuenca. Thanks for the details. I am surprised to hear that you expect IPHC to be refunded by PHA2 since IPHC is a constituent of PHM and PHA2 is a joint responsibility along with other networks and regions. Also in IPHC case funds are fast diminishing but as of now PHM is near rock bottom after Africa travel grant advance.

Considering the precarious nature of PHM/PHA2 funding (not for lack of efforts by all of us) it would be realistic to thank IPHC for its contributions to PHA2 and consider reimbursing (if at all possible) after all PHA2 secretariat costs at Cuenca and travel reimbursements for PHA2 are complete.

CHC had advanced 10000 USD as a short term loan to PHM to enable me to pay some of the local costs of delegates that PHM was supposed to support through travel grants including incidentals. My recent appeal being sent out tomorrow requests other networks and funding groups to do the same. IPHC like CHC would then be seen to have already responded in advance.

I am working on a detailed overview of all the accounts and pending payments so that all of us – funding group and steering group – have a clear picture and are motivated to respond to help us tackle this financial gap between commitments and availability of funds.

From your statement, I am a little confused so I seek further clarifications:

1. How was the IPHU project grant used at Cuenca? Is there a balance? Some IPHU candidates / resource persons were requesting travel support – Djamila, Romy, Darby, Nazeem, etc. Can they be supported so that we can release PHM funds for other PHA2 needs.
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3. We have had no news from CAFOD in spite of repeated attempts to contact them by Andy. Any suggestions of how to follow this up.

I am really keen to try and complete meeting this financial challenge before end of September so that the next secretariat does not start with a debt. Any suggestions will be welcome.

How was your trip to the Galapagos? Hope you have recovered from the exhaustion of PHA2. We are looking forward to the Central American / Latin American proposal.

Best wishes,

11/9/05

Dear Maria,
 Greetings from the PHM Global
 Secretariat in transition. I have just
 returned after a two week break,

which was necessary due to PHM/PHA2 exhaustion. I was
 hoping to have received your reply to the enclosed letter
 which was sent on 9th Aug. Do reply asap. I am sure you too must
 be suffering from post PHA2

Maria's Bill (PHA2)

8/9/05

Exhaustion. Have been in touch with Andy and Arturo trying to sort out funding matters. Quite a nightmare but we shall see it through. All the best Rem.

Dear Maria,

Thanks for your clarifications. As mentioned to you earlier, we received no communications on this matter earlier, except the verbal confirmation by you of some of these items mentioned in this note at Cuenca. Thanks for the details. I am surprised to hear that you expect IPHC to be refunded by PHA2 since IPHC is a constituent of PHM and PHA2 is a joint responsibility along with other networks and regions. Also in IPHC case funds are fast diminishing but as of now PHM is near rock bottom after Africa travel grant advance. / Considering the precarious nature of PHM/PHA2 funding (not for lack of efforts by all of us) it would be realistic to thank IPHC for its contributions to PHA2 and consider reimbursing (if at all possible) after all PHA2 secretariat costs at Cuenca and travel reimbursements for PHA2 are complete. / CHC had advanced 10000 USD as a short term loan to PHM to enable me to pay some of the local costs of delegates that PHM was supposed to support through travel grants including incidentals. My recent appeal ^{being sent out tomorrow} requests other networks and funding groups to do the same. / I am working on a detailed overview of all the accounts and pending payments so that all of us – funding group and steering group – have a clear picture and are motivated to respond to help us tackle this financial gap between commitments and availability of funds.

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Best wishes,

Ravi

IPHC
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already
responded
in advance.

Main Identity

From: "Maria Hamlin Zúniga" <maria@iphcglobal.org>
To: "PHM - Secretariat" <secretariat@phmovement.org>; <prem_john@vsnl.net>; "Andy Rutherford" <arutherford@oneworldaction.org>
Cc: "ARTURO QUIZHPE" <aquizhpe@yahoo.com>
Sent: Tuesday, August 09, 2005 2:53 AM
Attach: REPORT OF EXPENSES FOR PHA2.xls
Subject: RE: PHA 2 Funding

Dear friends,

Actually I am not sure why you keep asking about funds received for PHA2 in Nicaragua.

The ONLY funds that have been received directly by IPHC, as I have explained in earlier communications, are:

1. the \$20,000 for the IPHU as that is an IPHC project.
2. \$6,250 US from WABA for the scholarships for 6 children and youth from Central America. A report on these funds is being prepare for WABA and will be sent to you. We never received any other funds, including the funds from NOVIB last year. All funds have gone directly to the OWA account.

The PAHO funds for scholarships for indigenous personas were given directly to the participants in their respective countries and not to IPHC.

The PAHO funds for the interpretation equipment went to the PHA2 account in Cuenca.

However, IPHC has spent a considerable amount of funds over the last year directly related to the PHA2 process. I am attaching a detailed accounting of those funds, only for 2005, some of which we expect to be reimbursed to IPHC.

I stress this because IPHC funds are fast diminishing and we have NO NEW funds from NOVIB nor any other donor at this time.

This is an extremely serious matter, but the funding requests that I have worked on during the last year have all been for PHA2 to the serious detriment of IPHC.

I hope this information is adequate.

Regards,

Maria

RAVI; PLEASE NOTE THAT THE DATE ON YOUR COMPUTER IS MISTAKEN

Dear Maria

(D)

Thanks for your clarifications. As mentioned to you earlier we received no communications on this matter earlier, except the verbal confirmation by you of some of these items mentioned in this note at Cuenca. Thanks for the details. I am surprised to hear that you expect IPHC to be refunded by PHA2 since IPHC is a constituent of PHM and PHA2 is a joint responsibility along with other networks and regions. Also in IPHC case funds are fast diminishing but as of now PHM is near rock bottom after Africa. As of now considering the precarious nature of PHM/PHA2 funding (not for lack of efforts by all of us) it would be realistic to thank IPHC for its contributions to PHA2 and consider reimbursing (if at all possible) after all PHA2 secretariat costs at Cuenca and

near
 rock
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 after Africa
 1/1/09
 great
 advice.

Travel reimbursements for PHA2 are completed. CHC had ~~now~~ advanced 10000 USD as a short term loan to PHM to enable me to pay some of the local costs of delegates that PHM was supposed to support through travel grants including incidentals. My recent copped requests other networks and funding groups to do the same. I am working on a detailed overview of all the accounts and pending payments so that all of us funding group and steering group have a clear picture and are motivated to respond to help us tackle this financial gap between commitments and availability of funds.

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- i) How was the IPHU project grant used at Quencia? Is there a balance? Some IPHU candidates ^{resource person} were requesting travel support - Djamelc, Romy, Derby, Nazem etc. Can they be supported so that we can release PHM funds for other PHA2 needs
- ii) From the table it is not clear which column is to be reimbursed - IPHC or PHA2 or both. Does the PHA2 column represent items supported by PHA2 secretariat.
- iii) We have had no news from CAFOD in spite of repeated attempts to contact them by Andy. Any suggestions of how to follow this up.

I am really keen to try and complete meeting this financial challenge before end of September so that the next secretariat does not start with a debt. Any suggestions will be welcome

How was your trip to the Galapagos? Hope you have recovered from the exhaustion of PHA2

Best wishes

Ron.

cc Ben, Arturo, Andy, Bala, Olla, Nazem

EXPENSES

PEOPLE'S HEALTH ASSEMBLY 2

Date	Ref.	Concept	US\$	Funds from:		
				IPHC	WABA	PHA2
PEOPLE'S HEALTH ASSEMBLY 2						
PREPARATORY TRIPS			1,848.82	1,848.82		
14/1/05	589	Expenses for IPHC. PHA2 meeting in El Salvador	118.65	118.65		
08-02-05	596	Expenses on credit card for airfare to El Salvador	253.15	253.15		
28/2/05	601	Expenses for trip to Ecuador	365.77	365.77		
03-10-05	604	Expenses for airfare to Ecuador	643.62	643.62		
27/4/05	615	Expenses for meeting in El Salvador to work on the Program PHA2	171.94	171.94		
10-06-05	628	Airfare for trip to Guatemala, preassembly regional encounter.	254.10	254.10		
10-06-05	592	Expenses for Guatemalan preassembly regional encounter	41.59	41.59		
GASTOS DE VIAJE A CUENCA, ECUADOR			25,541.54	6,062.41	6,250.00	13,229.13
10-06-05	626	Airfare for interpreter Claudia Ferreira.	743.54			743.54
10-06-05	627	Airfare for Luis Virgilio Medina, volunteer, PHA2.	743.54	743.54		
10-06-05	629	Airfare for Perrozompopo musical group.	5,948.32			5,948.32
10-06-05	630	Visa expenses for Perrozompopo	1,380.00			1,380.00
14-06-05	631	Trip expenses for Perrozompopo	500.00			500.00
14-06-05	635	Airfare Maria Hamlin Ecuador PHA2	816.30	816.30		
20-06-05	CD 06-02	Transfer of funds for airfares of Peruvian interpreters	1,416.45			1,416.45
04-07-05	600	Visa expenses Luis Virgilio Medina	60.00	60.00		
30-07-05	607	Taxi to airport Rebeca Zúniga	8.96	8.96		

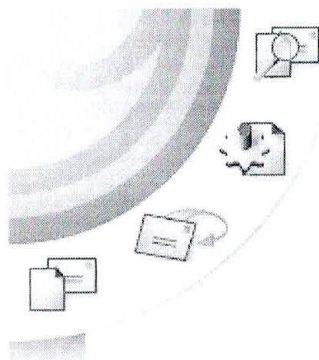
IPHC/CISP -2005
EXPENSES
PEOPLE 'S HEALTH ASSEMBLY 2

Date	Ref.	Concept	US\$	Funds from:		
				IPHC	WABA	PHA2
27-07-05	647	Airfare for Rebeca Zúniga, Ana Quirós Viquez, PHA2	1,442.03	1,442.03		
03-08-05	648	Excess baggage, PHA2 materials	56.00	56.00		
05-07-05	CD 08-01	Expenses of María Hamlin Zúniga - airport tax, internal transportation in Cuenca, during period of June 22 to July 23	456.16	456.16		
05-07-05	CD 08-01	Registration for PHA2, María Hamlin Zúniga, Ana Quirós y Maija Kagis	150.00	150.00		
05-07-05	CD 08-01	Hotel costs in Cuenca, María Hamlin Zúniga and Maija Kagis	282.01	282.01		
05-07-05	CD 08-01	Internal transport costs for Luis Virgilio Medina y Rebeca Zúniga to Cuenca	100.00	100.00		
05-07-05	CD 08-01	Contribution to trip costs of Dulcinea da Silva Gomez, Brasil	700.00	700.00		
05-07-05	CD 08-01	Video production, doblaje, Poor Rich Country	300.00	300.00		
05-07-05	CD 08-01	Trip expenses for Leticia Artilles,	80.00	80.00		
05-08-05	CD 08-01	Airfare and trip expenses for Susan Greenblatt, interpreter, and for hotel expenses for Eduardo Espinoza and María Isabel Rodríguez	1,076.00			1,076.00
05-08-05	CD 08-01	Airport taxes for interpreters Andrew Martin, Patricia Durán, Peruanas (4), Claudia Ferreira y Tess Lanning	430.00			430.00
05-08-05	CD 08-02	Airfare and trip costs for Eduardo Espinoza, Margarita Polanco, (Cordaid partner)	1,734.82			1,734.82
05-08-05	CD 08-02	Airfare and trip costs for Margarita Posada	867.41	867.41		
08-08-05	CD 08-03	Airfare and trip costs for six (6) participants with scholarships from WABA, Costa Rica(1), República Dominicana(1), Nicaragua(1), Guatemala(1), El Salvador (2),	6,250.00		6,250.00	

IPHC/CISP -2005
EXPENSES
PEOPLE'S HEALTH ASSEMBLY 2

Date	Ref.	Concept	US\$	Funds from:		
				IPHC	WABA	PHA2
		Total Expenses	27,390.36	7,911.23	6,250.00	13,229.13

Managua, August 8, 2005



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From: <ravi@phmovement.org> **Sent:** Fri Sep 9 4:59
To: secretariat@phmovement.org, Andy Rutherford
<ar ...> **Priority:** Normal
Subject: Re: Fwd: Questions on PHA2 funding and IPHC **Type:** HTML Msg

Dear Maria,

Thanks for your detailed explanation about IPHC and PHA2. Its much clearer now - since none of this had been circulated to us earlier. None of us in the funding group are on the IPHC e-group so it was really useful to get these clarifications. Thanks for your patience. Actually, CHC and OWA also have similar problems because all the funds we receive except those that are very specifically earmarked to PHM/PHA2 cannot be used for PHM except perhaps as emergency advance.

I am now working on a detailed statement which will include the IPHC debt and will be circulating it to the extended funding group early next week. So far, since 2003 - funding based on 'friends and neighbours' policy has always been touch and go without debt accumulation - though the demands of PHA2 were very different. I am sure with some concerted effort, we will get these challenges behind us but till then (I hope not too long) CHC and IPHC will have to hold the debt. I am hoping to meet some funders at Forum 9 (GFHR) next week in Mumbai to try and sort this problem.

Arturo will soon be visiting Sweden, London perhaps Netherlands as well and we are trying to organise meetings with funders to help meet the unmet needs. Hope we will have some good news soon.

Best wishes,

Ravi Narayan

*PHA2 funders
IPHC apus*

From: María Hamlin Zúniga
<maria@iphcglobal.org>
To: 'PHM - Secretariat'
<secretariat@phmovement.org>
Cc: 'Dr Prem Chandran John'
<prem_john@vsnl.net>,
'Arturo Quizhpe' <aquizhpe@yahoo.com>,
'Andy Rutherford'
<arutherford@oneworldaction.org>,

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From: Andy Rutherford <arutherford@oneworldaction.org>

Sent: Fri Sep 9 2:40

To: ravi@phmovement.org

Priority: Normal

Subject: Fwd: Questions on PHA2 funding and IPHC

Type: Embedded HTML/Text

Date: Mon, 05 Sep 2005 10:37:48 -0600

From: Maria Hamlin Zúniga

<maria@iphcglobal.org>

To: 'PHM - Secretariat'

<secretariat@phmovement.org>

Cc: 'Dr Prem Chandran John'

<prem_john@vsnl.net>,

'Arturo Quizhpe' <aquizhpe@yahoo.com>,

'Andy Rutherford'

<arutherford@oneworldaction.org>,

'K Bala' <kbala12@yahoo.com>,

'Bala' <bala@haiap.org>,

'Olle Nordberg-DHF-Sweden'

<olle.nordberg@dhf.uu.se>,

'Qasem Chowdhury'

<gksavar@citechco.net>

Reply-to: maria@iphcglobal.org

Organization: International People's Health Council

X-Mailer: Microsoft Office Outlook, Build 11.0.6353

Importance: High

Thread-index:

AcWc1JsnM4mzwkmtTk6BkKnWpCyAbwVVqAjw

Subject: Questions on PHA2 funding and IPHC

Dear Ravi and Members of the Funding Group,

I will try to explain the situation which is being faced by the IPHC. I thought it was clear, but evidently it is not.

IPHC has very limited funding from NOVIB for 2005. This is the final funding to be expected from NOVIB as they did NOT accept our new 3 year plan presented last October.

The funds from NOVIB are limited to certain categories, and this does not include funding for PHA2.

Novib provided funding directly to OWA for the PHA2 secretariat last year. These funds were sent to Ecuador and were spent for the secretariat work in 2004.

In 2004 IPHC spent \$8,343.55 directly related to PHA2

Dear Maria
Thanks for your detailed explanation about IPHC and PHA2. It's much clearer now since none of this had been circulated to us earlier. None of us in the funding group are on the iphc e-group so it was really useful to get these clarifications.

Thanks for your patience. Actually CHC, OWA also have similar problems because all the funds we receive except those that are very specifically earmarked to PHM/PHA2 cannot be used for PHM except perhaps as emergency advance. I am now working on a detailed statement which will include the IPHC debt and will be circulating it to the extended funding group early next week. So far since 2003 - funding based

on 'friends and neighbours' policy has always been tough and so without debt accumulation - though the demands of PHA2 were very different I am sure with some concerted effort we will get these challenges behind us but will need to have to hold the debt. I am hoping to meet funders (CHC and IPHC) next week in Mumbai to try and sort this problem out.

<https://host334.ipowerweb.com:8087/webmail4/reademail.pl?id=75&folder=Inbox&cache=5....> 9/9/05

organizational work. There was \$3,127.93 that was from OWA but in my account, and \$5,215.62 from IPHC funds. This included expenses related to organization were sent to Arturo for holding the planning meeting in September of 2004, my trip to that meeting including air fare and hotel costs, and materials for the meeting.

In 2005 IPHC has spent the funds indicated in the report that I sent to you, that is a total of \$27,390.36. See column D.

IPHC is willing to assume all the expenses in Column E. which is \$7,911.23.

IPHC received a WABA donation for youth attendance from Central America. Those funds were expended accordingly. There is a report being done for WABA which will be in Spanish as it is the experience of the young people from Guatemala, El Salvador, Nicaragua, and the Dominican Republic. The young man from Costa Rica is preparing a report in English with Mun Tip from WABA. These reports are not available at this moment.

IPHC advanced funds directly to the PHA2 for the items in Column G. We did this upon agreement with Arturo and with the good faith that IPHC would be reimbursed for these funds. We are NOT able to assume this additional expense.

You ask that IPHC give more to PHA2. Let me remind you that I worked almost exclusively on PHA2 from July 2004 until July 2005. This should be considered an important donation of IPHC to the PHA2. That is my time and salary. I did this at the detriment of IPHC, because I was fund raising for PHA2 and NOT for IPHC. That is actually one of the reasons that NOVIB will not continue to fund IPHC, because all of us in IPHC gave our time to PHA2. My small staff of two other persons have also been in function of the PHA2 since September 2004. We arranged for the original Spanish language site associated with the IPHC website, we gave direct support, through internet, to the PHA2 secretariat in Cuenca. IPHC will not be able to sustain either these two persons or myself after December 2005. If we do not receive our reimbursement IPHC will not be able to meet the legal obligations to the other two staff members. Long ago, when I accepted the IPHC global coordination on a full time basis, I gave up any legal obligations of IPHC to myself. I cannot expect these other two people to do the same.

IPHC also advanced funds (\$2000.00 US) for the publication of the booklet "America se escribe con sangre" by Adolfo Maldonado. We still have to finish paying off this publication expense as well.

IPHU. The funding for IPHU was limited to the \$20,000 provided to IPHC strictly for certain items. I will not have the final data on expenditures until I return to Cuenca in early October and finalize this SEPARATE account with the Child-to-Child accountant. In other words, these IPHU funds are not mixed up with the PHA2 funds.

We explained before the course that IPHU could NOT provide travel costs for the students, I am sorry about that, but that was our

position. We urged people to get scholarships, we also said we expected them to be present at the PHA2. That is not the case for Djamila who left at the beginning of the PHA2.

I can tell you that IPHU funds covered ALL the translation costs, that is equipment and professional translators during the week of the IPHU. This also include the translation services for the Forum on Investigation held at on Thursday, July 14 and Friday, July 15. These expenses were at least \$5000.00US.

Other expenses included all of the materials for promotion of the course and for the course itself, the room and board for most of the faculty members for the week of the course, all of the refreshments, the lunches for students and faculty, the room and board for the indigenous and peasant students from Ecuador, the mobilization of the groups and the 90 guests that participated in the visit to Cañar and to Incapirca, the cost of the closing ceremony of the two events - IPHU and Forum. There are also expenses to be covered with the University itself. In other words, these funds are accounted for and a proper accounting and report will be made after my meeting in Cuenca in October. A report on the IPHU will also be forthcoming, when David Legge recovers information and gets caught up with his own University obligations.

As for CAFOD, with the major restructuring I do not think it is reasonable to think that they will be able to respond now. Andy is closer to that situation than I am, and I believe this is his perception as well.

I hope this information is clear and I certainly hope that sooner or later the PHM - PHA2 will have sufficient funds to honor the debt to IPHC.

Regards to all,
Maria

From: PHM - Secretariat [mailto:secretariat@phmovement.org]
Sent: martes, 09 de agosto de 2005 5:12
To: maria@iphcglobal.org
Cc: Dr Prem Chandran John; Arturo Quizhpe; Andy Rutherford; K Bala; Bala; Olle Nordberg-DHF-Sweden; Qasem Chowdhury
Subject: Re: PHA 2 Funding

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Best wishes,

Ravi
Ravi Narayan

.....
Coordinator
PHM Secretariat (Global)
c/o CHC
No. 359 (old No. 367)
Srinivasa Nilaya, Jakkasandra 1st Main
1st Block, Koramangala
Bangalore - 560 034. India

Tel: 00-91-80-51280009
Fax: 00-91-80-25525372
Email: secretariat@phmovement.org
Website: www.phmovement.org

----- Original Message -----

From: María Hamlin Zúniga
To: 'PHM - Secretariat' ; prem_john@vsnl.net ; Andy Rutherford
Cc: ARTURO QUIZHPE
Sent: Tuesday, August 09, 2005 2:53 AM
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1. the \$20,000 for the IPHU as that is an IPHC project.
2. \$6, 250.US from WABA for the scholarships for 6 children and youth from Central America. A report on these funds is being prepare for WABA and will be sent to you. We never received any other funds, including the funds from NOVIB last year. All funds have gone directly to the OWA account.

The PAHO funds for scholarships for indigenous personas were given directly to the participants in their respective countries and not to IPHC.

The PAHO funds for the interpretation equipment went to the PHA2 account in Cuenca.

However, IPHC has spent a considerable amount of funds over the last year directly related to the PHA2 process. I am attaching a detailed accounting of those funds, only for 2005, some of which we expect to be reimbursed to IPHC. I stress this because IPHC funds are fast diminishing and we have NO NEW funds from NOVIB nor any other donor at this time.

This is an extremely serious matter, but the funding requests that I have worked on during the last year have all been for PHA2 to the serious detriment of IPHC.

I hope this information is adecuate.

Regards,

Maria

RAVI; PLEASE NOTE THAT THE DATE ON YOUR
COMPUTER IS MISTAKEN

From: PHM - Secretariat
[mailto:secretariat@phmovement.org]
Sent: jueves, 31 de diciembre de 1998 14:13
To: Arturo Quizhpe
Cc: Dr Prem Chandran John; Maria Hamlin Zuniga
Subject: PHA 2 Funding
Dear Arturo,

A detailed letter about many issues follow but do send me and Andy the following at the earliest:

- a) A detailed account of how the money transferred to PHA 2 secretariat has been utilized. (Actual expenditures not estimates)
- b) An account of all the other grants received from PAHO and other agencies directly or via Nicaragua (Maria – IPHC) so that we can estimate the shortfall and take necessary action.
- c) Without these detailed statements we can not approach our funding partners or newer ones to help us meet the shortfall. At present we just need the statements. Andy will send you further accounting guidelines after he returns to his work on 15th Aug.
- d) I had given you 2000 USD in Geneva in May 2005 to cover registration (25 USD) and Internal travel (100 USD) of 16 PHM delegates who were also secretariat support group. Please send details of this grant as well. Many of these Indian delegates used taxis to Guayaquil rather than flights. Perhaps Isabel can supply details.
- e) In the hustle of PHA 2 I had to give out local support for many delegates. I have just completed my accounts and need your help to get the following receipts if possible:
 - i. Communication banners - given through Nand for PHM English banners 200 USD
 - ii. PHM Steering group lunch on 23rd July - 240 USD
 - iii. Taxi to Quito for Zafrullah, Mathura, Lanny (300 USD) on 23rd evening.
 - iv. Taxi to Guayaquil on 24th July for Thelma , Lalit and myself. We paid 120 USD to your

brother and need a receipt

v. Did I give you or your secretary any small amount for anything else? I am still to account for 300 – 400 USD

Funds are an inevitable post - event headache but I am sure we will all meet the challenge together. I await further details of other needs from you.

Best wishes,

Ravi Narayan
Ravi Narayan

.....
Coordinator
PHM Secretariat (Global)
c/o CHC
No. 359 (old No. 367)
Srinivasa Nilaya, Jakkasandra 1st Main
1st Block, Koramangala
Bangalore - 560 034. India
Tel: 00-91-80-51280009
Fax: 00-91-80-25525372
Email: secretariat@phmovement.org
Website: www.phmovement.org

Best wishes

Andy Rutherford
Head of International Partnerships
One World Action

Bradley's Close
White Lion Street
London N1 9PF

Tel 44-20-7833-4075 or (020) 7833 4075
Fax 44-20-7833-4102 or (020) 7833 4102

Visit One World Action's new website
www.oneworldaction.org

direct email <arutherford@oneworldaction.org>

ravi narayan

From: "Claudio" <claudio@hcmc.netnam.vn>
To: "Ravi Narayan" <ravi@phmovement.org>
Cc: "Ravi+ Thelma" <chc@sochara.org>; "Prem Chandran John" <hariprem@eth.net>
Sent: Saturday, October 08, 2005 1:44 PM
Subject: Clau re Arturo: Urgent

Dear Ravi, Prem and Thelma,

I am a bit shocked about Arturo's email.

I do not think PHM USA's note was intended as a personal attack, but as a need for clarification.

The only way out I see is a personal mediation by two St Gr members directly bringing Arturo/Maria and Sarah/Lanny virtually together.

Can this be done quietly and not thru the list?

They need to clear this situation among themselves in a way that ends in a hug or honest hand-shake putting the recriminatory chapter away and pledging to work together from now on.

Nothing less than this, I feel, will make Arturo change his mind. This cannot be swept under the carpet. Quiet diplomacy is needed.

Can you facilitate such a process ASAP?

Hug

a worried Claudio

Dear Claudio

10/10/05

Prem and I are on the job and I hope Prem and Sarah's reply also help. Write to Arturo directly and put it on SG yahoo group to ~~build~~ provoke others to respond as well.

Most people have forgotten that I faced the same experience but we managed to go beyond it and the endorsement of the Dhoke meeting in Nov 2002 made me reconsider. We shall cross this hump as well!!

Best wishes

Ravi

Sent on
10/10/05
for
Ravi

10/10/05

Main Identity

From: "hesperian Pop Acct." <hesperian-sarahs@hesperian.org>
To: <prem_john@vsnl.net>
Cc: "PHM - Secretariat" <secretariat@phmovement.org>
Sent: Tuesday, October 11, 2005 11:29 AM
Subject: ?

Dear Prem,

Greetings! I have appreciated your emails during the past week or so regarding the Secretariat shift. I must say I am finding it disconcerting that no one else is corresponding openly on the steering group list. Maria's note speaks of criticisms for example that we didn't make (that she is a "difficult person"), and seems to be responding to more than just the letter from Lanny and myself...

What is your understanding of Arturo's position at this point?

Also, can you clarify who, what and when is the process for looking at "structure" for the movement at this point and how this dove-tails with the current discussions about Secretariat. (I noted in Maria's email that she's sending documents to David Legge, who else is dealing with this issue and in what kind of a process? do you know?) I enjoyed looking at the HAI document. Several PHM US folks have been reading the sequel to the book Empire -- it is called "multitude" and it discusses networks as the emerging form of purest democracy. According to the author, there isn't yet a clear model for leadership and direction of a decentralized and vast inclusive network. Too bad as it would be rather helpful advice. At least it generates discussion.

We look forward to hearing from you...

By the way, we are trying to organize a conference call between Majia and Martha Roberts (who Majia agreed should take over as focal person for PHM Canada), Lanny and myself in the next two weeks. Our hope is to set these up monthly to facilitate communications until things can be better organized. The Right to Water Campaign we're building seems like the best fit for a "cross-border" campaign; but there is also good potential on trade issues. But we'll have to see...

Best wishes,

Sarah

PHM-Secretariat Transition

RS
11/10/05

10/11/05

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Main Identity

From: <prem_john@vsnl.net>
To: "hesperian Pop Acct." <hesperian-sarahs@hesperian.org>
Cc: <secretariat@phmovement.org>
Sent: Tuesday, October 11, 2005 1:12 PM

Dear Sarah and Lanny,

When difficult people and difficult circumstances are concerned, discretion is the better part of valour. In order for the movement to be safeguarded, open exchanges should be limited, notwithstanding the American propensity for "directness"!

I think, by default we have come to a situation which is manageable. NOW that Maria's 'issue' is out of the way and Arturo's problem has sorted itself out, we can go ahead and take steps purely on the needs of the Movement and NOT on the needs of personalities! As Paul Krugman writes in his column in today's newspaper here, talking of the inaction of Bush with regard to Katrina: "the Republicans, who have won recent national elections with the slimmest of margins have nonetheless been able to advance a 'radical' rightist agenda. One of their new rules for radicals is, "don't just do something, stand there". He quotes Jacob Hacker and Paul Pierson from their book, OffCenter - "some times decisions not to act can be a powerful means of reshaping the role of government". I think we have achieved this!

A small interim group that would analyse existing models, look at our history and our future needs and make workable suggestions is what we need. I think Ravi, in consultation with those from the SG who have shown interest, will shortly do something about this. This should have happened last year so that at the SG meeting we would have had a smooth transition but in hindsight, probably all things happen to our good. I think you should rest assured that: i) you will surely be involved in the process of restructuring and ii) we will have a structure that is not too rigid or bureaucratic and will allow for course corrections as and when needed.

The teleconference with Canada looks good and hopefully productive. So do the campaigns on the Right to Water - do you know that the UN does not explicitly state that water is a fundamental human right? Today's newspaper also states that over a billion people worldwide lack safe drinking water and that 2.5 billion lack even basic sanitation. Of course we all know that politicians and powers that be make grandiose plans but very little is actually implemented. In the mean time, we have this earthquake where over 40,000 people have died. THE task of PHM has become that much more challenging!

Warm regards,

Prem

*PHM-Secretariat
 Prem
 11/10/05*

Dr. Prem Chandran John
 Asian Community Health Action Network (ACHAN) and People's Health Movement (PHM)
 10, 32nd Cross Street, Besant Nagar,
 Madras 600 090 , India
 Tel: +91-44-2491 9890 Fax: +91-44-2821 6705
 Mobile: +91-98410 08001
 El Movimiento Mundial por la Salud de los Pueblos demanda ¡Salud para Todos y Todas!
 PHM demands HEALTH FOR ALL NOW!

10/11/05

Main Identity

From: <Paulettmckean@aol.com>
To: <secretariat@phmovement.org>
Sent: Tuesday, September 13, 2005 6:16 PM
Subject: Re: Requesting Permission

Dear Ravi Narayan

I thank you very much for your email granting us permission, we will of course include a full

Please could you let me know when you hear from Evelyn Hong.

With best wishes

Paulette Dooler

Main Identity

From: "Fran Baum" <Fran.Baum@flinders.edu.au>
To: <prem_john@vsnl.net>
Sent: Tuesday, October 11, 2005 4:34 AM
Subject: Re: Arturo

Hi Prem

I'm very glad to hear that you and Ravi are meeting - if it would be useful for me to call you at any point then please provide me with a phone number and time!

Fran

At 12:31 AM 11/10/2005, you wrote:

My dear Fran,

Taking all things into consideration, I am actually not averse to the suggestion you have made but Ravi and I will meet in the next few days to discuss this. Actually we have talked over the phone but his understanding of the whole situation is so vast that a meeting would be truly beneficial. While not panicking we need to do something quickly. As we make interim arrangements, we should accept the offer of MENA and give them some hands on training. It is one step but a crucial one. Regional strengthening is the plank on which we will base our hopes but how we do this, where and when, we should decide. A small transition group - You, Ravi, me, Claudio and David Legge perhaps and we shouldn't apologise for not being democratic. Democracy and participation, even for a Movement, at this stage are not as important as building viable and workable structures and systems. I really think we should consider the HAI-AP model seriously. I think I sent this to you.

Warm regards,

Prem

Dr. Prem Chandran John
 Asian Community Health Action Network (ACHAN) and People's Health Movement (PHM)
 10, 32nd Cross Street, Besant Nagar,
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 Tel: +91-44-2491 9890 Fax: +91-44-2821 6705
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 El Movimiento Mundial por la Salud de los Pueblos demanda ¡Salud para Todos y Todas!
 PHM demands HEALTH FOR ALL NOW!

PHM-Secretariat Transition

*RJ
10/10/05*

10/11/05

Main Identity

From: <prem_john@vsnl.net>
To: <aquizhpe@yahoo.com>
Cc: <secretariat@phmovement.org>; <fran.baum@flinders.edu.au>
Sent: Tuesday, October 11, 2005 2:36 PM
Subject: RENOVATION AND ADVANCEMENT

My dear Arturo,

With much regret and reservations, personally I accept your decision not to be the Global Coordinator. I think that some of your assumptions are correct and some of them are not but I respect your decision. I know that your heart and mind are with people's movements to assert their health and other rights. But I am sure you also know that when you are dealing with diverse people with diverse ideologies and diverse agendas not to speak of diverse personalities, as it would be in any Network and Movement, dissensions are inevitable. After all, as a Movement, we are teaching, training people to question systems and structures. When they actually do this, people at the helm of affairs, should not get upset! This of course, includes me!

Personally I am gratified that you have said that you would keep the Movement alive and seek its growth in Latin America. Not in any "official" capacity but in my personal capacity, I would be grateful if you can accept to do this officially on a Latin America-wide basis as the PHM Coordinator for Latin America. Like Julius Caesar, you have declined the crown but atleast at this point in time, for the Movement, rising above all problems, currents, undercurrents and slights, you should accept the position of PHM Coordinator for Latin America which does not involve much time and requires only reasonable effort. Please think over this and don't make any hasty decision but the Movement needs you.

Warm regards,

Prem

Dr. Prem Chandran John
 Asian Community Health Action Network (ACHAN) and People's Health Movement (PHM)
 10, 32nd Cross Street, Besant Nagar,
 Madras 600 090 , India
 Tel: +91-44-2491 9890 Fax: +91-44-2821 6705
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 El Movimiento Mundial por la Salud de los Pueblos demanda ¡Salud para Todos y Todas!
 PHM demands HEALTH FOR ALL NOW!

*PHM- Secretariat
Transition*

*RN
11/10/05*

10/11/05

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Main Identity

From: "Fran Baum" <Fran.Baum@flinders.edu.au>
To: <prem_john@vsnl.net>
Sent: Tuesday, October 11, 2005 4:34 AM
Subject: Re: Arturo

Hi Prem

I'm very glad to hear that you and Ravi are meeting - if it would be useful for me to call you at any point then please provide me with a phone number and time!
Fran

At 12:31 AM 11/10/2005, you wrote:

My dear Fran,

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Warm regards,

Prem

PHM - secretariat
Transition RN
11/10/05

Main Identity

From: <prem_john@vsnl.net>
To: "Fran Baum" <Fran.Baum@flinders.edu.au>
Cc: <secretariat@phmovement.org>
Sent: Monday, October 10, 2005 8:31 PM
Subject: Re: Arturo

My dear Fran,

Taking all things into consideration, I am actually not averse to the suggestion you have made but Ravi and I will meet in the next few days to discuss this. Actually we have talked over the phone but his understanding of the whole situation is so vast that a meeting would be truly beneficial. While not panicking we need to do something quickly. As we make interim arrangements, we should accept the offer of MENA and give them some hands on training. It is one step but a crucial one. Regional strengthening is the plank on which we will base our hopes but how we do this, where and when, we should decide. A small transition group - You, Ravi, me, Claudio and David Legge perhaps and we shouldn't apologise for not being democratic. Democracy and participation, even for a Movement, at this stage are not as important as building viable and workable structures and systems. I really think we should consider the HAI-AP model seriously. I think I sent this to you.

Warm regards,

Prem

PHM-Secretariat Transition

Ravi
11/10/05

10/11/05

ravi narayan

From: "Claudio" <claudio@hcmc.netnam.vn>
To: <ravi@phmovement.org>
Sent: Monday, October 10, 2005 7:49 PM
Subject: Re: Clau re Arturo: Urgent

I chose to write to him a personal note in Spanish asking him to reconsider.
Clau.

Prem and I are on the job and I hope Pam and Sarah's reply also help. Write to Arturo directly and put it on SG yahoo group to provoke others to respond as well.

PHM-Secretariat Transition

RN
11/10/05

10/11/05

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
To: "PHM Steering Group" <PHM_Steering_Group_02-03@yahooogroups.com>
Sent: Saturday, October 08, 2005 2:59 PM
Subject: Regarding the Secretariat Shift

Dear Friends,

I have been reading / reviewing all the interesting, thought provoking and critical comments that have come from various steering group members in response to Fran's facilitation of the process to identify the next regional host of the Secretariat and the next coordinator particularly in the context of the Latin American and Middle Eastern regional proposals.

Some of these responses and comments call for a clarification from the secretariat since for the last, nearly three years, we have been receiving communications feedback and reports – both collective and confidential from all of you. I propose to send such a clarification when all the comments from SG members are in.

I think we are still expecting comments from Mira, Ekbal, Zafrullah, Qasem, Evelyn, David Sanders or Bridget, Maria and WGNRR, Delen, Hugo. Please send them soon.

I have seen comments from Jihad, Mwajuma, Pam, Olle, Prem, Bala, Lanny, Sarah and Arturo. Excluding Fran and myself – this completes the SG list.

As a general principle, I request all steering group members to help in the resolution of the discussion by accepting the following:

1. Let's separate the issue from the individual even if specific experiences have been disconcerting.
2. Let's see how the presence of two proposals can be contextualised in a win-win situation rather than dividing PHM by accepting one or the other.
3. Let our suggestions or requests for further clarity be in the context of strengthening the proposal rather than criticizing them as inadequate or incomplete.
4. Let us encourage inclusiveness and transparency and collectivity in a supportive PHM regional capacity building attitude.

Best wishes,

Ravi

.....
 Coordinator
 PHM Secretariat (Global)
 c/o CHC
 No. 359 (old No. 367)
 Srinivasa Nilaya, Jakkasandra 1st Main
 1st Block, Koramangala
 Bangalore - 560 034. India
 Tel: 00-91-80-51280009
 Fax: 00-91-80-25525372
 Email: secretariat@phmovement.org
 Website: www.phmovement.org

*PHM-Transition
 Secretariat shift*

*RN
 10/10/05*

Draft
7/10/05

Dear Friends,

Dahan Zeken

I have been reading / reviewing all the interesting, thought provoking and critical comments that have come from various steering group members in response to Fran's facilitation of the process to identify the next regional host of the Secretariat and the next coordinator particularly in the context of the Latin American and Middle Eastern regional proposals.

Some of these responses and comments call for a clarification from the secretariat since for the last, nearly three years, we have been receiving communications feedback and reports – both collective and confidential from all of you. I propose to send such a clarification when all the comments from SG members are in.

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3. Let our suggestions or requests for further clarity be in the context of strengthening the proposal rather than criticizing them as inadequate or incomplete.
4. Let us encourage inclusiveness and transparency and collectivity in a supportive PHM regional capacity building attitude.

Best wishes,

Ravi

Main Identity

From: <prem_john@vsnl.net>
To: <secretariat@phmovement.org>
Sent: Wednesday, October 05, 2005 3:25 PM
Attach: Proposed new HAI structure.doc
Subject: Secretariat shift

My dear Ravi,

As the days go by, I am more and more worried about the shift. Having read through all the suggestions, I fear that nothing really worthwhile in terms of concrete suggestions has come in. We need to address the following:

1. MENA proposal is more concrete, they have the commitment and the capacity and with a little bit of help from you and me, can take off immediately.

2. Arturo - my estimate

Commitment +++

Philosophy +++

Ideology+++

Ability ++

English+

Niceness +++

Leadership ++ (Total Plus 17)

Team work minus 3

Organisation minus 2

dependency minus 3

Exclusion of other Latin Americans minus 5

public health exposure minus 3

20 hours a week idea is non-sense to me-minus 10

Does not want to raise funds minus 5

Maria will do it minus 5 (Total minus 36)

3. One idea is to have two offices plus strengthened regions plus strong issue circles

4. One idea is to have a small team of three or four running PHM for a year till things settle down.

Please see what I wrote to Sarah and Lanny.

Also attached is the proposed HAI structure. Spoke with Bala yesterday. He thinks we should have a permanent office. I think so too. Originally in ACHAN we thought of shifting too with each coordinator but the minute we shifted to Manila, things sagged!

With what is available poor Fran cannot make any decision. What shall we do?

Warm regards,

Prem

6/10/05

✓ Sent on 7/10/05
Best wishes
Ravi
ACHAN

Dear Prem
 I am the coordinator not the champion of PHM! You have to share some of these ideas/assessment/analyses/creative options with the larger steering group as a means to greater learning, transparency and dialogue. How else will the group move forward?
 10/6/05

Proposed new HAI structure

Under the current relationship between the four HAI offices, HAI Europe has the responsibility for coordinating international projects, fundraising and acting as a conduit for the disbursement of funds. These are functions which more properly reside with an *international secretariat*. There is also a democratic deficit in that three of the regions are not represented on the Foundation Board, the ultimate oversight body for the organisation.

Developing an international secretariat does not add to existing structures, but takes over from HAI Europe certain functions which have an international, rather than purely European, scope.

It follows from more clearly separating the international roles of a coordinating secretariat from those of the four regions that there should be a comparable reordering of the roles and powers of the organisation's various oversight bodies. An *international board*, composed of representatives from each region, would serve as the oversight body for the international secretariat. The four regional offices themselves would be held to account by their own (Association) Boards, which in turn should be elected from, and open to scrutiny by, members. This means that it is important that each region has a membership who have a formal relationship with the relevant HAI office that defines rights and responsibilities. Members have the responsibilities to support HAI's aims and to not have links to the pharmaceutical industry and the rights to receive a newsletter and to have a stake in the organisation's decision-making processes.

The international secretariat would have the responsibilities to:

- Coordinate / manage international projects and campaigns;
- Lead international network development;
- Lead international fundraising;
- Act as a secretariat for an international board.

An international board, composed of representatives of each region, would have the functions of:

- Overseeing the work of the international coordinating office;
- Approving developments in HAI policy;
- Developing and approving HAI funding criteria;
- Approving strategic plans and budgets

Each regional office would have the responsibilities of:

- Regional input into international projects and campaigns
- Coordination / management of regional-specific projects, campaigns and fundraising
- Regional network development

Each regional board would have the responsibilities to:

- Oversee the work of the regional office;
- Approve regional strategic plans and budgets.

One further consequence of these changes would be that there would be no International Steering Group. Composed of a mix of staff and board members, the ISG

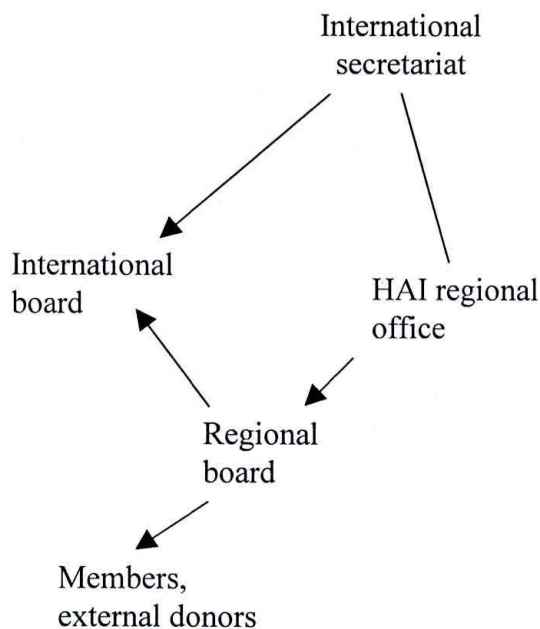
has had the dual roles of enabling coordination of projects and campaigns, and also discussion of policy and accountability issues. These roles would now be separated out: there would be a clear distinction between *accountability* issues to be discussed by the international board and *operational* issues to be discussed by the staff of each region and the secretariat. We could envisage that the international board would need to meet in person once a year. It would also be hoped that separately key staff from each regional office would also meet in person once a year.

Examples

A, how a regional office works and reports

e.g. a HAI regional office receives 80% funds from the centre and 20% from its own fundraising

- Staff are accountable to their own regional board for the delivery of work promised to donors, including those raised centrally by the HAI international secretariat
- The regional board reports to the international board on the delivery of work funded by central grants and also reports directly to other donors for delivery of work that those donors have funded
- Central funds imply that there must be an involvement in centrally organised projects and campaigns.



The line between the international secretariat and the regional office has no arrow, because the secretariat and the regional offices are equal and different. The lines with arrows show an obligation to report on work performed and money spent.

B, network development

- The international board tasks the international secretariat with developing and implementing a plan for the strategic growth of the HAI network
- the international secretariat analyses where the network should be developed and proposes, for example, Australia – New Zealand, Central America and Eastern Europe
- the international secretariat secures agreement from the regional branches for its plan, including the division of the responsibilities of the secretariat and the regions for its delivery;

Main Identity

From: <simoncomer@eircom.net>
To: <secretariat@phmovement.org>
Cc: <fran.baum@flinders.edu.au>
Sent: Tuesday, September 20, 2005 11:16 PM
Subject: PHM Ireland a possibility?

Dear colleagues and friends

I am a health services researcher and health promotion graduate in Galway, Ireland. I have downloaded, read and endorsed the People's Charter for Health.

Since there is a PHM India, PHM Australia, PHM USA and PHM Italy, I would like to initiate a PHM Ireland. This country is undergoing rapid change, and our public health services are under threat from corporatism, privatisation, financial cutbacks and misdirected government policies.

Can you let me know your views and procedures regarding the setting up of PHM organisations in other countries? Obviously I fully support your principles and goals, but clearly I can't just 'borrow' your identity! Do you have a system for 'franchising', as it were, that promotes the movement while maintaining and developing the core principles?

Please note that I am copying this email to Dr Fran Baum, who I know is the PHM focal point for Australia, and who has written about the PHM in the Journal of Epidemiology & Community Health. I'm hoping to learn from the Australian experience...

I look forward to hearing from you. Good luck with all your efforts.

Regards,

Simon Comer
Galway
Ireland

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- the plan is implemented and progress reported to the international board

C, international planning

- The international secretariat drafts an international strategic plan
- The plan would be submitted to regions for comments
- The regional offices would consult with own membership
- The regional offices submit their comments, as mandated by their membership, to the international secretariat which incorporates them for ultimate approval by the international board

What this might mean for staffing:

Now	Future	
HAI Europe	HAI Europe	International secretariat
Director Project coordinators x2 Campaigns coordinator Financial manager Administrator	Campaigns coordinator Campaigns assistant	Director Project coordinators x2 Communications officer Fundraiser Financial manager Administrator

Only the posts in bold are new and of course these would be funding dependent.

Main Identity

From: <ravi@phmovement.org>
 To: "Claudio" <claudio@hcmc.netnam.vn>
 Cc: <fran.baum@flinders.edu.au>; <prem_john@vsnl.net>; <secretariat@phmovement.org>
 Sent: Wednesday, October 19, 2005 5:14 PM
 Subject: Re: Claudio

Dear Claudio,

There's lots going on behind the scenes. Arturo and Maria's resignation in response to Lanny / Sarah's communication is being tackled by Prem, Fran and myself with a contingency plan. I am personally surprised that no one reacted to Maria's resignation? Was it a sign of something in SG? More than half SG is still not very responsive. No news yet on the proposals from Mira, Evelyn, Ekbal, Olle, Zafrullah, Qasem, Nadia.

Talk to David S in Ottawa separately. The Maria matter is really IPHC matter spilling into PHM even though Sarah / Lanny's letter precipitated this recent resignation. Zafrullah's outburst was the last one.

Try to get Maria to join Prem and me as part of a transitional team. She can phase out after that. I wrote to her personally. Ideally David S could be part of it as well. See our communication suggesting all this soon.

I have purposely not reacted as I always do, since a caretaker coordinator should slow down a bit to give space and opportunity for new SG member initiatives at personal and collective level!

Thanks for the alert as usual.

Best wishes,

Ravi

*PHM-Secretariat
Trans Mon*

*RN
20/10/05*

On Tue Oct 18 21:02, 'Claudio' <claudio@hcmc.netnam.vn> sent:

My dear Ravi,

I am amazed at the electronic silence re location of next global Sec and the resignation of Maria from St Gr. Oblivious attitudes? Something cooking, but not yet shareable? Should we do smthg about it in PHM St Gr and IPHC list servers?

Hug

Claudio leaving Fri for US

I will see Maria and Maija and David S in Ottawa.

10/19/05

ravi narayan

From: "Claudio" <claudio@hcmc.netnam.vn>
 To: "Ravi Narayan" <ravi@phmovement.org>
 Cc: "premjohn" <prem_john@vsnl.net>
 Sent: Wednesday, October 19, 2005 9:32 AM
 Subject: Claudio

My dear Ravi,

I am amazed at the electronic silence re location of next global Sec and the resignation of Maria from St Gr. Oblivious attitudes? Something cooking, but not yet shareable? Should we do smthg about it in PHM St Gr and IPHC list servers?

Hug

Claudio leaving Fri for US

I will see Maria and Maija and David S in Ottawa.

Confidential

19/10/05

Dear Claudio

Theres lots going on behind the scenes. Arturo and Maria's resignation in response to Lanny/Sorch's communication is being tackled by Prem, Fran and myself.

with a contingency plan. I am personally surprised that no one reacted to Maria's resignation? Was it a sign of something in S.G.? More than half S.G. is ^{still not very} non responsive.

No news yet on the proposals from Minc, Evelyn, Ekkel, Marille, Zafullch, Quern Nadia. / Talk to David S in Ottawa separately.

The Maria matter is really IPHC matter spilling into PHM even though Sorch/Lanny's letter precipitated this recent resignation. Zafullch's

outburst was the last one / Try to Maria to join Prem and me as part of a transitional team. Ideally David S ^{or} should be part of it as well. See our communication suggesting

all this soon. / I have purposely not reacted as I ^{always} do, since a caretaker coordinator should slow down a bit to give space and opportunity for new SG member initiatives at personal and collective level!

Thanks for the alert as usual!
Best wishes

Ravi

She can phone out after that I wrote to her personally

cc Fran Prem

10/19/05

Main Identity

From: <prem_john@vsnl.net>
To: <fran.baum@flinders.edu.au>
Cc: <secretariat@phmovement.org>
Sent: Saturday, October 15, 2005 3:25 PM

My dear Fran,

Countn't get to Bangalore this weekend due several reasons. Perhaps next week. Will contact you

Warm regards,

Prem

PHM-Secretariat
Trans. team

Raj
17/10/05

10/17/05

Main Identity

From: "Mira Shiva" <mshiva@nda.vsnl.net.in>
To: "Fran Baum" <Fran.Baum@flinders.edu.au>
Cc: <PHM_Steering_Group_02-03@yahooogroups.com>
Sent: Wednesday, October 19, 2005 10:34 PM
Subject: [PHM_Steering_Group_02-03] PHM Secretariat

Dear Fran,

Sincere apologies for the delay in responding to the issue of PHM Secretariat. I had tried sending an email myself and was up till 3:30 am, when I checked it just disappeared. I wrote up another one in long hand to be sent to you and PHM Steering Committee members by email.

My sister Vandana has just been discharged having been in hospital for over one month, for suppurative cholangitis and obstructive jaundice, operated and readmitted with complications. I had to be with her throughout. It has been a bad year and with last few months being terrible.

PHM Secretariat

My humble views - I think unlike in PHAI where PHA Secretariat was where PHAI took place, where all resources could be pooled by PHA II Secretariat being separate from PHM Secretariat, at a time lot of global activities are also taking place, the raising of resources has been a problem. Keeping in mind that the PHAI Secretariat is still in deep red and resources will have to be raised for the global secretariat too, besides some of the ongoing activities from the Bangalore Secretariat eg contribution to the WHO circle and it may be better to have the Secretariat in Latin America/South America.

1. The identification of Cuenca with PHAI/PHM by the participants, donors and others;
2. Building on the energy released at the PHAI;
3. For prevention of emergence of hard feelings and delinking with PHM;
4. For a sense of continuity as Latin American/South American region expected to be the next Secretariat;
5. The region has strong community health movement, women's movement, peasant movement for decades and could project the grassroot community based component of PHM and complement the global initiatives.

My concern is that for various reasons there has been a lot of delay. There are numerous other organizations and networks aggressively seeking the same resources and the same space. They may mouth some progressive words but are totally supportive of the neoliberal policies and they would be found to be "more convenient" by many donors too.

I think planning for the next phase should be in 3 parts:

I. Next HM Global Secretariat which could be in Latin America/South America.

- i) it would have to respond to the regional needs
- ii) Coordinate closely with the various countries in the region
- iii) with the other regions
- iv) with past Secretariats - Bangladesh, Bangalore and next Secretariat Global Secretariat which should be decided at the

*PHM-secretariat
in transition*

*RN
20/10/05*

10/20/05

earliest too ie MENA region

II. Certain global activities should be planned for WHO circle.

i) This could be continued by Ravi, Claudio, Eugenia and the WHO circle.

ii) Preparation for Hong Kong Ministerial - TWN, HAIAP, Commission on Social Determinants, Global Health Research etc.

Some of these activities can't wait and may not be linked up with the Global Secretariat shifting at the moment.

III. Regional plans, country plans

Lack of resources has been a problem in some regions. A supportive working relationship between regions and organizations and networks in the North could be worked out eg., AIFO and Africa because they are working there anyway on leprosy, disability etc and efforts could be made that after the MENA region Africa becomes the next Global Secretariat. Regions where organizations, networks and groups have already existed and worked in health for past 2-3 decades as in India, it is relatively easier.

As democratic spaces close, as support for pro people development decreases, as market becomes more ruthless and as basic needs become more privatized, those who have struggled for long will face greater challenges. Efforts to delegitimize them will increase. At such time there is a need for better understanding and tolerance. Disagreement and dissent can be communicated, without demolishing and delegitimizing people, groups and their efforts.

I recall the rumour spread at PHAI that GK had taken money from the World Bank, when GK had taken loan from a Commercial Bank. Both times PHAI and PHAI left the organizers in debt. Both were major contributions to the people's health movement and for the larger collective good. The negative consequences being faced are by those who sunk their personal and organizational resources.

Their proposal may not be the best but with the help of the transition team, the components they need to add and modify could be done.

Components II and III as suggested will have to be also put together.

When the global secretariat moved from GK to Bangalore, there was no such proposal, but the Bangalore team under leadership of Ravi with contribution from Prasanna, Abraham, Nisha, Prem, Lalit, Unni has made rich contribution to PHM.

Having been associated with the process from the beginning in fact when Goran Sterky mentioned the need for an alternative to WHA in 1986, I very strongly feel that the challenges have become more severe, more acute and more ruthless.

There is a need for competence as well as wisdom, understanding and tolerance, integrity and mutual respect (as far as possible in our dealings with each other). Dissipation of energy should not be allowed.

I believe in the spirit of PHM and will always work for it. My sincere apologies again for the delay.

My warmest wishes to our friends for Ed, Diwali festival of lights is on the 1 Nov. We just celebrated Dussehra and Vijaya Dashami (symbolic victory of good over evil) in India (mainly North and East India).

With best wishes and solidarity,

Mira Shiva

10/20/05

Main Identity

From: "Delen de la Paz" <delen27@yahoo.com>
 To: "PHM - Secretariat" <secretariat@phmovement.org>; <PHM_Steering_Group_02-03@yahooogroups.com>
 Sent: Wednesday, October 12, 2005 7:02 AM
 Subject: Re: Fw: [PHM_Steering_Group_02-03] Proposals for Global Secretariat - PLEASE RESPOND BY 26-9-05

Dear Ravi,

Hi! Thanks for re-sending this.

Dear All,

Hello! My apologies for this delayed response as I have been out of the country, then out of town on several occasions that I was not able to keep track of my e mails.

I have read both proposals from the MENA and Latin American regions and while there are issues that need further discussion, I recommend that in the next two years the PHM Secretariat be based in Cuenca, Ecuador because we need to follow through the gains and commitment that were generated by the last PHA2. I think the social analysis that came out strongly from many of the presentations in PHA2 has to be further bolstered with the people's actions that are coming out clearly from the organized people's organizations and movements that are quite strong in the Latin American region. The Secretariat in Ecuador has to also pursue the gains even at their region and this can be enhanced by having the PHM Secretariat there. The spirit of volunteerism was very high in Ecuador during the PHA2 and I am sure that the committed people who have injected us with their social activism will help propel the PHM to become a stronger voice of the marginalized, oppressed and unheard.

Then, after two years, the secretariat can now be moved to the MENA region in preparation for the PHA3 in MENA. Of course, there has to be a smooth turn over and transition process, which can be done with close communication with both regions even at the onset.

I appreciate MENA's offer to host the website and I think this can be done outside of the secretariat as long as there is clear and constant communication between the two.

PHM Secretariat transfer
 RJ
 14/10/05

10/14/05

Fran, I hope these comments can still be considered in your deliberations.

Warm regards to all,
Delen

--- PHM - Secretariat <secretariat@phmovement.org>
wrote:

>
> From: <fran.baum@flinders.edu.au>
> To: <PHM_Steering_Group_02-03@yahoogroups.com>
> Sent: Thursday, September 15, 2005 11:14 PM
> Subject: [PHM_Steering_Group_02-03] Proposals for
> Global Secretariat -
> PLEASE RESPOND BY 26-9-05
>
>
>>
>>
>> Dear Friends
>>
>> PLEASE ACKNOWLEDGE RECEIPT OF THIS EMAIL AND LET
> ME KNOW IF YOU ARE UNABLE
> TO
>> RESPOND TO IT IN DETAIL BY MONDAY 26-9-05
>>
>> I previously sent the proposal from the Latin
> America group offering to
> host
>> the global secretariat. I have attached this
> again. Ravi has suggested
> that we
>> need more detail and requested this from Arturo. I
> suggest that if Arturo
> wants
>> to provide this he sends it directly to the
> steering group in the next few
>> days. The operational details Ravi requested are a
> specification of who
> would
>> be the co-ordinator, how much time they could
> commitment to PHM, how the
>> administrative structure would be done and some
> ideas about fund raising.
>>
>> Also attached is a proposal from the Middle East
> region which sets out
>> proposals for the organisation in the Middle East

10/14/05

Main Identity

From: "Fran Baum" <Fran.Baum@flinders.edu.au>
To: "PHM - Secretariat" <secretariat@phmovement.org>
Sent: Friday, October 21, 2005 6:48 PM
Subject: Re: Secretariat Transition Plan

Hi Prem what is your number?
 Fran

URGENT

At 10:20 PM 21/10/2005, you wrote:

Dear Fran,

<?xml:namespace prefix = o ns = "urn:schemas-microsoft-com:office:office" />

This is a draft of our discussion today sent to you for your consideration. Please feel free to alter and add as you see fit from what you have received from everyone till now. Ravi needs to be pushed to accept these suggestions that involve him by you and me. This letter could go out to the SG as from you and if necessary, I do not mind signing it as well. I am taking the liberty of sending this to Bala since he has experience with HAI whose model we can follow with some success.

Feel free to call me on Sunday (around noon, Indian time or after that) if you feel it to be necessary. We spent the whole day talking about this and taking stock of all the suggestions. Ravi has agreed to work on the 2 appendices which he will forward to you shortly. I think we should be able to send it by Tuesday or Wednesday next week.

Warm regards

Prem

→ TN - Please read the proposal
 as it is worded as of now
 and send comments
 immediately.

RN
 24/10/05

RN
 24/10/05

Draft for approval

10/24/05

This is a very important communication, Please give quality time to read and answer immediately, at the latest by 31st of October 2005

Dear Friends,

First we want to thank all of you who took the trouble to spend time thinking about the Proposal for the Secretariat and in writing to us about it. We acknowledge receipt of messages from the following:

Bala, Pam, Mira, Olle, Mwajuma, Delen, Sarah, Lanny, Jihad, Arturo, Maria and Nadia of the Steering Group. We have not heard from Qasem, Zafrullah, David Sanders, Ekbal and Evelyn. We have also had additional responses from Claudio, Unni, Nance of the Secretariat Support Group. Are we missing some one?

The overall consensus has been that Latin America with Cuenca, Ecuador as the potential venue of the global Secretariat with Arturo as the Coordinator should be the likely choice for the next Secretariat for a period of at least two years (January 2006 – December 2007). This would build on the enthusiasm and solidarity generated by PHA 2. However many of the Steering Group members made various suggestions to enhance the existing proposal highlighting i. The need for greater inclusiveness and involvement of other countries and partners in the regional proposal, ii. Greater clarity about the actual team that would be in place and related infra-structural details (keeping in mind the guidelines circulated earlier by the PHM Secretariat), iii. The necessity of the Coordinator being available more than 20-hours a week because the existing workload needs already a full time presence and other such helpful suggestions.

Everyone endorsed the offer of the Middle Eastern region as well and suggested that they should be the venue of the next secretariat, i.e. January 2008 – December 2009 but also be involved in the present phase in a more substantial way as preparation for taking up the responsibility later. The proposal that MENA sent included a strong regionalisation process, which was so precise, and comprehensive that several people led by Bala felt that it would be a roadmap for all the regions to follow. (*See appendix 1*)

However during the process of this interactive dialogue which included some free and frank exchanges between some members, two additional developments took place: i) Arturo sent a communication on 10th October reconsidering his earlier offer to be the coordinator and informing us about a plan of action evolving in the Latin American region to “construct the

movement and globalise solidarity”, and ii) Maria who had played a crucial role in PHM and in organising PHA 2 decided to resign from the PHM Steering Group as a representative of IPHC and ^{as} her requested her IPHC comrades to decide who will represent IPHC in the future.

While this has caused a delay in the decisions about the transition, we three have reviewed all the correspondence carefully and taking into account the discussions at the Steering Group meeting in Cuenca on the 23rd of July, we suggest the following plan of transition:

1. The choice of the venue of the next Secretariat and the potential global Coordinator is decided during a transitional phase, i.e. from October 2005 till March 2006.
2. During this phase a transitional team consisting of seven individuals with very specific tasks to keep up the momentum of PHM movement building and PHA 2 follow-up be constituted. This would consist of: the following seven, if they agree.
 - Prem – Website transfer, communications strategies including News brief and WHO CSDH- CSO Dialogue
 - Maria – PHA 2 documentation and reporting, PHA 2 Evaluation, post PHA 2 regional meetings, reporting on IPHU and evolving new IPHU proposal
 - Claudio – PHM exchange and Global Right to Health campaign
 - David Sanders – Global Health Watch 2 process and WHO advocacy
 - Andy Rutherford – Follow up PHA 2 funding and PHM funding for the next phase
 - David Legge – Catalysing Regionalisation process with the present Secretariat and supporting IPHU project follow up and proposal
 - Ravi – Evolve further PHM Secretariat guidelines from 2003-2005 experience and guide regional capacity building processes.
3. Logically, Ravi, having been the Global Coordinator for the last three years and now divested of some the responsibilities as shown above, should be the Convenor of the Transitional Team if he agrees. He may have to give at least part time to PHM for the next five months.

The PHM Secretariat phase in Bangalore came to a close on 30th September with all the staff moving into alternative jobs. However if we are able to provide some support, Ravi may be persuaded to continue to be the hub of PHM till March 2006
(secretariat@phmovement.org) forwarding appropriate communications to the above.

- 4 Towards greater Regional Coordination: There are currently eight viable regions. We

suggest that each region identifies one person – either an existing Steering Group member or some one else selected through a transparent process in each region to start building a regional coordination process in coordination with Ravi and David Legge. To begin with this may just be a regional focal point who is linked to all those in that region who have been supportive of and have been active in PHM in some way already. In some regions such an e-group may already exist.

5 To start this process, we are taking the liberty based on experience of the current Secretariat to suggest a small committee in each region consisting of existing steering group members and others where a specific person designated as a the regional focal point does not exist. A series of tasks will be suggested to them and they will also be supported with information from the transitional secretariat. (*See appendix 2*)

6 Once this process of identification is over in each of the regions which should not be later than the end of this year, we will plan for a short planning and capacity building program in a suitable venue early in 2006. We can work out the content and modalities later. This would mean that the regions would start getting stronger and develop independently in the spirit of the Movement.

7 At a suitable event, not later than May 2007 (next World Health Assembly), we would organise a meeting of the Transitional Team and the 8 Regional Coordinators to complete the process and move towards a new pattern and structure for PHM . This would involve the setting up of a PHM Governing Council and the selection of a Global Coordinator who will be the first among equals and some form of participatory and supportive representative structure.

Fran Baum

Prem John

Convenor – Transition

Convenor–Communication Strategy

To be sent by : 25th or 26th October 2005 after discussion over the weekend.

Ravi Narayan

.....
Coordinator
PHM Secretariat (Global)
c/o CHC
No. 359 (old No. 367)
Srinivasa Nilaya, Jakkasandra 1st Main
1st Block, Koramangala
Bangalore - 560 034, India
Tel: 00-91-80-51280009
Fax: 00-91-80-25525372
Email: secretariat@phmovement.org

10/24/05

Main Identity

From: "Fran Baum" <fran.baum@flinders.edu.au>
 To: <PHM_Steering_Group_02-03@yahoo.com>
 Sent: Monday, October 31, 2005 6:28 AM
 Subject: Re: [PHM_Steering_Group_02-03] Red alert in Nicaragua, Hurricane Beta made landfall

Dear Maria

I fully understand your difficulties and am sure we can extend our deadline - is it possible to let us know when you might be able to make a response by? Fran

At 06:32 AM 31/10/2005, you wrote:

Dear friends,

Our small poor countries do not often make the news around the world. It is not surprising that Fran had not heard information about Guatemala or El Salvador, or the rest of us for that matter. Katrina and Rita make the mass communications, not so with our disasters. We are among the disposable people, communities and nations, as a Chilean sociologist puts it..

Early this Sunday morning Hurricane Beta made landfall in the center of the Nicaraguan Caribbean coast. Fortunately it did not strike the major population centers on the coast. The country is on red alert as this Hurricane moves slowly toward the center and western areas of Nicaragua. It is extremely erratic, changing its route quite often. In any case the severe winds and the rains will cover all of our country during the next 24 to 48 hours, and it will probably cause severe rains in the neighboring countries. It will leave Nicaragua, going into the Pacific Ocean and then may go on to cause problems in El Salvador and Guatemala later this week.

All of Central America is saturated with water, all our highways and roads are in terrible conditions, and in many cases have been destroyed. Our hillsides are fragile and there are many landslides and mud slides. Bridges have been destroyed. Our rivers and lakes are already swollen and many people have been evacuated from their homes and communities. We have been suffering tropical storms for over one month: the hurricanes that struck Mexico, the US and Cuba caused tropical storms in our region

The local and national civil defense committees are doing a fine job here in Nicaragua, but many of the communities have no land access, only by rivers, lakes or from the ocean, so people are in difficult situations and there is lack of communication from the isolated areas. It is impossible to know the extent of the damage of the Hurricane Beta at this time.

Our colleagues in Guatemala and El Salvador have been attending communities for over a month now, and so have many people in Nicaragua. Right now everyone has a task to do in preventing the loss of human lives and attention to persons in vulnerable areas, which really is most of Nicaragua given the extent of poverty and misery in urban and rural areas.

It has not been possible for us to have our Central American post PHA2 meeting which was scheduled for October 18-20th. It has been impossible to consult with our colleagues about the PHM transition period.

*Benjamin
31/10/05*

*Thanks Fran for accepting
convenorship. A great relief.
Best wishes
Roni*

11/1/05

Dear Fran & Ron

3/11/05

I have only seen Maria's and Ron's response to
 Re letter as of today. We shall have to make a shorter
 announcement on the PHM exchange for wider circulation - at least as soon as
 all the PHM members agree to Maria, David S, Andy
 David L

Therefore, we are asking that you give us additional time to prepare our response to the proposal set forth by Fran, Ravi and Prem.

We want to respond, but it is just not possible to do so at this time.

We want to express our solidarity with the people of India in their grief over the attacks in Delhi. We are aware of the floods and accidents in Southern Indian also.

We must begin to heed the cry of our planet, we need to protection of our planet. That is part of our work in the People's Health Movement around the world.

Regards,
Maria

From: PHM_Steering_Group_02-03@yahooogroups.com [mailto:PHM_Steering_Group_02-03@yahooogroups.com] On Behalf Of Fran Baum
Sent: Saturday, October 29, 2005 9:41 PM
To: PHM_Steering_Group_02-03@yahooogroups.com
Subject: [PHM_Steering_Group_02-03] Guatemala: Crisis after the Storm

Dear Maria

Thanks for the update - we certainly have not been hearing this information in Australia. I will circulate it among networks here.

Love
Fran

At 06:51 AM 29/10/2005, you wrote:

Subject: Guatemala: Crisis after the Storm

It has been overshadowed by the earthquake in the Kashmir, but, almost unnoticed, Guatemala has been in the throws of a major crisis since the night of the fourth of October.

That was the day when the remnants of Tropical Storm Stan battered much of the country, causing flooding and landslides which have devastated the country.

Harvests, infrastructure and tens of thousands of homes were destroyed. How many lives were lost will probably never be known. The community of Panabaj, in the Department of Sololá, may yet be declared a burial ground, after rescuers managed to pull around a hundred bodies from the mud, leaving

Main Identity

From: "WAHC (WGNRR)" <wahc@wgnrr.org>
 To: "PHM - Secretariat" <secretariat@phmovement.org>
 Sent: Monday, November 07, 2005 7:26 PM
 Subject: RE: new host secretariat

Thank you very much!

Best wishes,
 Trinh Ngo

-----Original Message-----

From: PHM - Secretariat [mailto:secretariat@phmovement.org]
 Sent: maandag 7 november 2005 10:31
 To: WAHC (WGNRR)
 Cc: Fran Baum; Dr Prem Chandran John
 Subject: Re: new host secretariat

Dear Trinh Ngo,

You may include the following in the WAHC update.

"The PHM Global Secretariat and coordination will move from its present host - India region in Bangalore to a new region shortly. From 1st November, the PHM Coordination has been taken over by a small PHM transitional team with Dr. Prem John of Asian Community Health Action Network (ACHAN) and a member of the PHM Global Steering Group as the Convenor. The other members include Fran Baum, Ravi Narayan, David Sanders, David Legge and Andy Rutherford. The transition team will continue all the ongoing movement building initiatives of PHM till the new coordinatorship structure and governance is defined latest by 31st March 2006. For further details continue to write to secretariat@phmovement.org " - 7-11-2005"

Best wishes,

Ravi Narayan

.....
 Coordinator
 PHM Secretariat (Global)
 c/o CHC
 No. 359 (old No. 367)
 Srinivasa Nilaya, Jakkasandra 1st Main
 1st Block, Koramangala
 Bangalore - 560 034, India
 Tel: 00-91-80-51280009
 Fax: 00-91-80-25525372
 Email: secretariat@phmovement.org
 Website: www.phmovement.org

PHM Transition
WAHC News

RN
 8/11/05

11/8/05

Prof. Education and Social Justice,

Main Identity

From: "WAHC (WGNRR)" <wahc@wgnrr.org>
 To: <secretariat@phmovement.org>
 Sent: Thursday, November 03, 2005 3:20 PM
 Subject: new host secretariat

Dear Ravi Narayan,

I got your email address from Nadia van de Linde of WGNRR. She left our office last week. At the moment I am responsible for the WAHC update and I have some questions about the PHM developments for our PHM update section. Nadia told me that there are plans to move the secretariat to Ecuador, but that it is not certain yet. Can you tell me what I can write about the PHM moving to another country in the WAHC update? I need the information as soon as possible, because my deadline is due Monday next week.

Kind reagrds,

Trinh Ngo

Urgent

Women's Global Network for Reproductive Rights

Red Mundial de Mujeres por los Derechos

7/11/05

ReproductivosRéseau Mondial de Femmes por les Droits Reproductifs

Vrolikstraat 453-D

(10)

1092 TJ Amsterdam

Dear Trinh Ngo

The Netherlands

You may include the following

www.wgnrr.org

in the WAHC update.

Phone: +31 20 620 96 72

[The PHM Global secretariat and coordination will move from its present host-Indoregion in Bangalore to a new region shortly. From 1st November the PHM coordination has been taken over by a small PHM Transitional Team with Dr Prem John of Asian Community Health Action Network (ACHAN) and a member of the PHM Global steering group as the Convenor.

Fax: +31 20 622 24 50

For further details continue to write to secretariat@phmovement.org

7/11/05

cc Fran
Prem

(Sent on 7/11/05)
self aware

The other members include ~~Dr~~ Fran ^(Australia) Baun, ~~Dr~~ Ravi Narayan (India), ~~Dr~~ David Sanders (South Africa), ~~Dr~~ David Legge and Andy Rutherford. The Transitional Team will continue all the ongoing movement building initiatives of PHM till the new coordination structure is defined latest by 31st March 2006.

11/4/05

Main Identity

From: <vze2x6qm@verizon.net>
 To: <PHM_Steering_Group_02-03@yahooogroups.com>; <secretariat@phmovement.org>
 Cc: <liberationmed@gmail.com>
 Sent: Monday, November 07, 2005 5:15 AM
 Subject: GHW Launch France and Torino Presentation Liberation Medicine and PHM

Dear Friends,

Last evening (5.11.2005) was the Global Health Watch Launch in France, held at the 25th year birthday celebration of Medecins du Monde France (Physicians of the World) at the central office in Paris. There were more than 1.200 persons at the celebration during the day. All of them learned about the GHW and the PHM, and many were actually in the room for the launch. We should send an official thank you to MDM for supporting this event and for the donation to support PHA2 (sent last week). Julie, Katherine, Françoise (MDM President) who were in Cuenca, led the launch, along with Olivier Bernard (MDM Board) and Mike Rowson (GHW Editor in Chief). Olivier expressed in clear and strong terms the ways in which MDM France might be able to work with the PHM in supporting the next GHW.

Tomorrow night (7.11.2005) at 6:30 pm I will give a presentation in Torino, Italy (Via Porta Palatina 9, ring "Psicologi per i Popoli" tel 4361812) invited by Psychologists for the People with the theme "Liberation Medicine and the People's Health Movement" at the office of Psychologists for the People. Call Maria Teresa Ferroglio at cel 3393988309 or write her at choros@iol.it for more information and for future coordination with PHM Europe).

Anyone is welcome and I would especially welcome anyone else from PHM Europe, though what I will be talking about mostly is the concept of Liberation Medicine. (Representatives of this group attended the Tenth General Assembly of Doctors for Global Health at Columbia University in New York City last August and wanted to know more.)

Maria Teresa looks forward to being contacted by persons from PHM Europe about involvement in the PHM in the future, and would be glad to talk about an Italian launch of GHW if there is not one already in the works.

Next week is the GHEC (Global Health Education Consortium) Board Meeting in New York (one of the places Ravi and Thelma presented in their 2003 US visit), where we will discuss the next Annual Meeting that will happen in April in Toronto, obviously a place where PHM Canada could be involved in presentations on the movement. Will send around the call for papers and abstracts to Claudio next week when I am in the Bronx.

From 16 to 19 November in Liberia, Costa Rica, is a meeting of the Liberation Social Psychology Group, more than 500 sociologists, psychologists and social workers and students. I will be doing a small workshop there, also on Liberation Medicine and promoting the PHM, as I have done at the last three meetings.

Let me finish this email by stating the enthusiasm and sense of struggle which the PHA2 has left as seeds growing into action by all who were in Cuenca and who have talked with those in Cuenca, as people have expressed to me in diverse places in the world, in person, by email and by telephone. I want to especially thank Arturo and Maria for making Cuenca so amazing and enduring, including the IPHUI, together with your team and the PHM Secretariat Global.

In Health, Art, Education and Social Justice,

They are rejuvenating PHM-Europe especially after PHA2 and would be glad to get more details and more contacts. They are working towards April 2006 as Europe Social Forum - opportunity.

iv) Bern is the new convenor of the Transition Team from 1st November - so as a process I shall stop replying to secretariat mail and will

sent on 7/11/05

7/11/05

Dear Lanny,

i) Thanks for all the news of the meetings globally - France, Italy, USA, Costa Rica. You are truly our global ambassador and qualify to be on the PHM steering group as global capacity builder (!!!) even though we do not yet have that role defined separately.

ii) Glad to hear about the donation from MDM to PHA2. Andy is looking forward to receiving it. So do be in touch with him and ensure that MDM has Andy's Bank details etc. (PHM-GWA)

iii) Write also specifically and personally to Alexis Benos who is PHM Europe coordinator and Pam Zupko who was till recently PHM Euro representative on steering group. (Alexis replaced her in Cuenca)

respond primarily to rari@phmovement.org mail. All the best in your effort and travels as always Ravi

Main Identity

From: "Community Health Cell" <chc@sochara.org>
To: "PHM PHM PHM" <secretariat@phmovement.org>
Sent: Monday, November 07, 2005 10:52 AM
Subject: Fw: Urgent request

Original Message -----

From: Andreas Wulf
To: chc@sochara.org
Sent: Thursday, November 03, 2005 8:02 PM
Subject: Re: Urgent request

Dear Ravi,

I hope you are better and work at CHC is replenishing you with down to earth energy after three years at the heights of PHM Global.

thank you so much for your help in finding a replacement for Sundar. We are really relieved as the presence of PHM is really crucial for the conference. (thomas is the main organizer, as you might have reconned, so i only be on the sideline of the day to day organisational issues)

May i bother you with another thing? I hope i told you that we had a chance to meet with David Sanders at the frankfurt airport on monday and discussed possible support of medico for the PHM globally. Given the actual interim period without an located global secretariat and the discussions on the restructuring of the steering comitee, one idea that came up during our discussion was a strategic workshop of a limited number of PHM steering comitee people (6-8?) to discuss and come up with a proposal for PHM structures in this next phase of PHM after the second successful assembly. This might be back to back with a meeting of some IPHU people to evaluate the first course and develop the concept further. In this combination, transport costs could be reduced when a number of people would attend both meetings.

As the May meeting of WHA is quite far away, such a meeting should possibly be earlier, maybe January or February and possibly in Europe which is easiest to reach for all. I could look into medico for support for such an idea if this is brought to us by PHM, so I would be happy to hear your ideas about it and if you would possibly bring such an idea into the steering group of PHM for reflection.

Thank you very much and best regards
 Andreas

*Sent 8/7/11/05
 subject: Urgent request*

*cc Fran
 Prem*

7/11/05

Dear Andreas

I was glad to discover that Narendra agreed to step in at short notice and that Thomas has contacted him and the 'road hump' has been crossed, so you have a good Indian ex-vice person - apart from Dave and others. Thanks also for the generous offer of Medicos support.

There's also for the strategic workshop on PHM-next phase. David wrote to me about it and I am taking the liberty of sharing the idea with Fran and Prem who have recently facilitated the transitional team concept. I enclose the letter which went to all the steering group recently and will go out on exchange as well shortly after all the transitional team members have agreed. Only Maria has declined so far even though she has agreed to do the things alloted to her.

Incidentally I am pleased that it can be back to back with an IPHU meeting since I had written to Maria and David in confidence recently that we need to better align the relationship-linkage of IPHU with PHM. So your suggestion offers an opportunity to discuss this agenda as well.

11/7/05

I think if we can have the meeting in February rather than January - there may be better outcome. I expect from a Prem's response to this idea before and perhaps Prem as convenor could take it further. Best wishes, Fran.

Main Identity

From: "Andreas Wulf" <wulf@medico.de>
To: "PHM - Secretariat" <secretariat@phmovement.org>
Sent: Monday, November 07, 2005 6:50 PM
Subject: Re: Urgent request

Dear Ravi,

Thank you very much for this quick response and we will wait for the discussion in the transitional team and steering committee to be concluded.

Best regards
Andreas

*PHM-Transition
Medico Supper*

*RW
8/11/05*

ravi narayan

From: "david sanders" <sandersdav@yahoo.com.au>
To: "Ravi Narayan" <ravi@phmovement.org>
Sent: Tuesday, November 08, 2005 9:32 AM
Subject: Re: URGENT re: WHO Stockholm meeting

Dear Ravi,

Sorry to hear about your stress etc. I hope (and feel confident) that it is nothing serious and organic. We need you still involved.

I am still negotiating my travel with WHO re Stockholm.

Re Medico, shall I let others on the transition team know? Or shall I leave it with Prem for the time being?

Best regards,

David.

PHM-WHO-GPW
Transition Team

RN
8/11/05

11/8/05

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
To: "Fran Baum" <fran.baum@flinders.edu.au>; "Dr Prem Chandran John" <prem_john@vsnl.net>
Sent: Thursday, November 03, 2005 5:22 PM
Subject: Re: [PHM_Steering_Group_02-03] Red alert in Nicaragua, Hurracane Beta made landfall

Dear Fran & Prem,

I have only seen Maria's and Pam's response to the letter as of today. We shall have to make a shorter announcement on the PHM Exchange for wider circulation - at least as soon as all the rest of the transitional team members agree i.e., Maria, David S, Andy, David. L

Thanks Prem for accepting convenorship. A great relief.

Best wishes,

Ravi Narayan

.....
Coordinator
Transitional Team - PHM Secretariat (Global)
c/o CHC
No. 359 (old No. 367)
Srinivasa Nilaya, Jakkasandra 1st Main
1st Block, Koramangala
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Tel: 00-91-80-51280009
Fax: 00-91-80-25525372
Email: secretariat@phmovement.org
Website: www.phmovement.org

PHM-Transitional

*Ravi
11/11/05*

11/4/05

Main Identity

From: "Olle Nordberg" <Olle.Nordberg@dhf.uu.se>
 To: <PHM_Steering_Group_02-03@yahoogroups.com>
 Sent: Tuesday, November 08, 2005 12:53 AM
 Subject: Re: [PHM_Steering_Group_02-03] IMPORTANT MESSAGE ABOUT FUTURE OF PHM
 RESPOND BY 31/10/06 PLEASE

Dear Fran,

Please find below, unfortunately delayed, a few thoughts in relation to your communication of 26 October.
 With kind regards,
 Olle

Uppsala, 7 November 2005

Dear Fran, Prem and Ravi,

Many thanks for your communication of 26 October and apologies for being late in my response. I agree with your short summary of the situation and find your proposal interesting and valuable in the present situation. I see also that all of us in the Steering Group need to make a concerted effort to realise the intentions of the Transitional Team and support the seven members in handling these crucial issues ahead.

I am not sure if this is the right time to comment in detail on the seven points outlined in the proposal, but some short questions may be adequate at this point. For example, it may be worthwhile to understand in some further detail how the Transition Team intends to work over the coming five months on point one and two, and particularly on the invitation to other regions to consider a bid to host the secretariat. To me, it does not seem ideal to complicate the matter further with such invitations; rather, the time available may be used by the Transition Team to create more clarity around the questions members of the SG have put in relation to the existing bids.

The emphasis on regionalisation is a direction that has been gaining ground over the last few years in strengthening the building up of PHM and seems to be agreeable to most members of the SG. It will have to be based, though, on some basic principles concerning coordination and communication between the global coordinator and the regions and between the regions on substance, decision-making, finance and so on, issues that we have not been able to deal with in a systematic way in earlier meetings. As I understand it, good preparatory work is being done in this area and proposals will be forthcoming. My hope is that these proposals are given ample time to be discussed and that the whole SG will engage in such discussion. It is a delicate balance to strike between the independent development of the regions and the importance of speaking with one voice at the international scene.

Finally, I support the suggestion under point seven on a new governance structure for PHM. Here, again, ample time for discussion is a must, but I believe that such a new structure may serve PHM well for this stage of development. But we must also keep in mind the need to evolve, in the long term, a structure that reflects the most effective ways to support and give voice to people's efforts to create health and human dignity. And this new structure may look very different, as time goes along, to what is now useful but also more conventional and possibly limiting.

PHM Transition
RN
8/11/05

11/8/05

May I also end by encouraging fellow members in the SG to engage vividly in this discussion. So far, according to what I have seen, most members have not commented. I know very well how busy people are and I am quite late myself, but it is very important issues we are dealing with and those who have taken responsibility to devote their time and energy to penetrate these issues need our support and solidarity.

With warm regards from Uppsala,
Olle

11/8/05

Main Identity

From: "Fran Baum" <Fran.Baum@flinders.edu.au>
To: "PHM - Secretariat" <secretariat@phmovement.org>
Sent: Monday, October 24, 2005 6:15 PM
Attach: New global coordination 24-10-05.doc
Subject: Re: Question about paper on PHM co-ordination

Dear Ravi

I am also revising the paper in light of my reading of the responses I'm attaching my revision to date
Fran

At 09:51 PM 24/10/2005, you wrote:

Dear Fran,

Thanks for your mail in response to Prem's letter. We are changing the

10/25/05

This is a very important communication from Fran, Prem and Ravi ,
Please give quality time to read and answer immediately, at the latest by
31st of October 2005

Dear Friends,

First we want to thank all of you who took the trouble to spend time thinking
about the Proposals for the Secretariat and Global Co-ordinator and in writing
to us about it. We acknowledge receipt of messages from the following:

Who responded?

Bala, Pam, Mira , Olle, Mwajuma, Delen, Sarah, Lanny, Jihad, Arturo, Maria
and Nadia of the Steering Group. We have not heard from Qasem, Zafrullah,
David Sanders, Ekbal and Evelyn. We have also had additional responses
from Claudio, Unni, Nance and Maija of the Secretariat Support Group. Are
we missing some one?

Nature of Responses

The responses reflected considerable reflection about the nature of PHM and
the desired future for the PHM. In addition the responses confirmed the very
high level of commitment we all have to the future of PHM and to ensuring
that it is as strong as possible to face the future. Some of the responses were
very frank about views of past events and signalled that among us there are
some very real issues of concern that our Movement has to deal with. We
won't reiterate these here because you have all had the chance to read these.

There were differing views among the responses but the main consensus that
emerged has seen Latin America as the preferred location. This was
assuming the Secretariat would be based in Cuenca, Ecuador with Arturo as
the Coordinator for a period of at least two years (January 2006 – December
2007). The reasons given for this is that this location would build on the
enthusiasm and solidarity generated by PHA 2 and because people were
impressed by the strong commitment of the Ecuador bid. . However many of
the Steering Group members made various suggestions to enhance the
existing proposal highlighting i. The need for greater inclusiveness and
involvement of other countries and partners in the regional proposal, ii.
Greater clarity about the actual team that would be in place and related infra-
structural details (keeping in mind the guidelines circulated earlier by the PHM
Secretariat), iii. The necessity of the Coordinator to be available more than
20-hours a week because the existing workload needs already a full time
presence.

Everyone endorsed the offer of the Middle Eastern region as well and
suggested that they should be the venue of the next secretariat, i.e. January
2008 – December 2009 but also be involved in the present phase in a more
substantial way as preparation for taking up the responsibility later. The
proposal that MENA sent included a strong regionalisation process, which
was so precise, and comprehensive that several people led by Bala felt that it
would be a roadmap for all the regions to follow. (See appendix 1) Certainly

the group that David Legge is leading should consider the MENA proposal very seriously as a good basis for designing PHM regional model.

There were also comments that PHM should seek to reflect greater gender equity in its leadership.

Some people suggested that there may be benefits in establishing two secretariats – one English speaking and one Spanish speaking.

New Information

However during the process of this interactive dialogue which included some free and frank exchanges between some members, two additional developments took place: i) Arturo sent a communication on 10th October reconsidering his earlier offer to be the coordinator and informing us about a plan of action evolving in the Latin American region to "construct the movement and globalise solidarity", and ii) Maria who had played a crucial role in PHM and in organising PHA 2 decided to resign from the PHM Steering Group as a representative of IPHC and ~~he~~ requested her IPHC comrades to decide who will represent IPHC in the future. *has*

Our proposal

While this has caused a delay in the decisions about the transition, we three have reviewed all the correspondence carefully and taking into account the discussions at the Steering Group meeting in Cuenca on the 23rd of July, we suggest the following plan of transition:

1. The choice of the venue of the next Secretariat and the potential global Coordinator is decided during a transitional phase, i.e. from October 2005 till March 2006.
2. During this phase a transitional team consisting of seven individuals with very specific tasks to keep up the momentum of PHM movement building and PHA 2 follow-up be constituted. This would consist of: the following seven, if they agree.
 - Prem – Website transfer, communications strategies including News brief and WHO CSDH- CSO Dialogue
 - Maria – PHA 2 documentation and reporting, PHA 2 Evaluation, post PHA 2 regional meetings, reporting on IPHU and evolving new IPHU proposal
 - Claudio – PHM exchange and Global Right to Health campaign
 - David Sanders – Global Health Watch 2 process and WHO advocacy
 - Andy Rutherford – Follow up PHA 2 funding and PHM funding for the next phase
 - David Legge – Catalysing Regionalisation process with the present Secretariat and supporting IPHU project follow up and proposal
 - Ravi – Evolve further PHM Secretariat guidelines from 2003-2005 experience and guide regional capacity building processes *with David*

Follow up on PHM/PHA2 debts and clear before Dec 2005.,

Due to health and other commitments and other reasons he is not able to continue.

3. Ravi has made a tremendous ^{full time} contribution to PHM over the past three years in particular. ~~and we hope that he and Prem will agree to be the~~ ^{he is} ~~Convenors of the Transitional Team.~~ ^{refuse act as} (Both have reservations because they had assumed that the major responsibility for PHM would be moving in October 2005 to the new Co-ordinator and Secretariat)

The PHM Secretariat phase in Bangalore came to a close on 30th September with all the staff moving into alternative jobs. However if we are able to provide some support, ~~Ravi and Prem may be persuaded to~~ ^{supported by Ravi to the extent possible may} continue to be the hub of PHM till March 2006

(secretariat@phmovement.org) forwarding appropriate communications to the above.

- 4 Towards greater Regional Coordination: There are currently eight viable regions. We suggest that each region identifies one person – either an existing Steering Group member or some one else selected through a transparent process in each region to start building a regional coordination process in coordination with Ravi and David Legge. To begin with this may just be a regional focal point who is linked to all those in that region who have been supportive of and have been active in PHM in some way already. In some regions such an e-group may already exist.

- 5 To start this process, we are taking the liberty based on experience of the current Secretariat to suggest a small committee in each region consisting of existing steering group members and others where a specific person designated as a the regional focal point does not exist. A series of tasks will be suggested to them and they will also be supported with information from the transitional secretariat. (See appendix 2)

- 6 Once this process of identification is over in each of the regions which should not be later than the end of this year, ^(December) we will plan for a short planning and capacity building program in a suitable venue early in 2006. We can work out the content and modalities later. This would mean that the regions would start getting stronger and develop independently in the spirit of the Movement. ^{and as suggested by the Latin American and other regions in Chile.}

- 7 At a suitable event, not later than May 2006 (next World Health Assembly), we would organise a meeting of the Transitional Team and the 8 Regional Coordinators to complete the process and move towards a new pattern and structure for PHM. This would involve the setting up of a PHM Governing Council ^{to be supported by} and the selection of a Global Coordinator who will be the first among equals and some form of participatory and ^{supportive} representative structure.

(Consisting of 8 regional coordinators and a chairperson)

Fran Baum Convenor – Transition

Prem John Convenor – Communication Strategy

Main Identity

From: "Fran Baum" <Fran.Baum@flinders.edu.au>
 To: "PHM - Secretariat" <secretariat@phmovement.org>
 Sent: Wednesday, October 26, 2005 6:15 AM
 Subject: Re: Secretariat Shift

Ok Ravi

I will amend letter and add in a point that came from a phone conversation I had with David Sanders and get the letter out in the next 24 hours. I'm so glad that Prem has agreed to assist - the Movement will be very indebted to him!

Fran

At 09:21 PM 25/10/2005, you wrote:

Dear Fran, Bala and Prem,

Further to my last communication, in which I had resent Fran's modified lettet with a few more

Incidentally my last Keednull
 Kes did not so very well so I am now
 booked for an angiogram next week and
 have been asked to keep the next 8 weeks
 free of travel so that there is space and time
 to find out what is going on and undertake
 preventive life style changes. So thanks for the relief
 of the Keednull team. Best wishes
 Ran.

PHM-Transition Team

RN
 28/10/05

Dear Fran + Prem

Except Marie there has been no
 dissenters for the Transitional Team. So should
 we go ahead and announce the arrangement
 in the Exchange for wider circulation. Perhaps
 we can diplomatically mention that Marie
 is following up on PHA2/1PHU matters without
 specifically mentioning that she declined to be
 on it.

Many people have been enquiring about it
 so it will be reassuring that there is a definitive
 and accountable process and not a lausanne
 Best wishes Ran

10/26/05

ravi narayan

From: "Ravi Narayan" <ravi@phmovement.org>
 To: "david sanders" <sandersdav@yahoo.com.au>
 Sent: Tuesday, November 08, 2005 5:14 PM
 Subject: Re: URGENT re: WHO Stockholm meeting

Dear David,

Thanks for the discussion with Medico and for exploring the idea of support to a meeting as well. Excellent idea! Unfortunately I was going to meet them enroute to Stockholm but a recent treadmill test has shown that PHM stress among other things has had some long term consequences and I am scheduled for an angiogram in the week of the Stockholm meeting. So we shan't meet at Stockholm - but perhaps some other time early next year. I have been advised to reduce air travel to a minimum for the next 8 weeks and I am thankful to Prem, Fran and you for helping with the transition just before the discovery of this new personal constraint. I am sure all will be well with some life style changes but anyhow one is now temporarily in the phase of 'following orders' not 'giving them'. I saw that you are at Salzburg (OSI) as well. David, L and Claudio have both been now invited as replacements for me to strengthen PHM presence.

Best wishes,

Ravi Narayan,

----- Original Message -----

From: david sanders
 To: Ravi Narayan
 Cc: Dr Prem Chandran John ; fran.baum@flinders.edu.au
 Sent: Thursday, November 03, 2005 5:15 PM
 Subject: Re: URGENT re: WHO Stockholm meeting

Dear Ravi,

I may still go to Stockholm. I will let you know. And I hope you will be there.

Re PHM transition: I met in Frankfurt with Medico a few days ago and we discussed future of PHM. They are keen, as you know, to support us. I suggested that it is urgent that the transition team meet and plan strategically for the next period.

They were very interested in this and are currently seriously discussing supporting a meeting of the transition team in Europe early next year. they will communicate with us.

What do you all think?

Best,

David.

Ravi Narayan <ravi@phmovement.org> wrote:

Dear David,

I was down with a viral fever and didn't get to the Secretariat to check the mail -hence the delay. I have written to WHO and I hope they will be responsive.

There's much to discuss with you and Bridget on the opportunities that WHO-CSDH CSO dialogue and the GHW-2 secretariat (that you both will be hosting) offers for a truly grassroots and authentic Africa region mobilization which is long overdue and would take the process beyond the Lusaka consensus hopefully supported by the Africa delegation presence in PHA2 (inspite of the travel grant hiccup).

From 1st - we start a PHM transitional team process in which you are also invited to be a part with Prem as Convenor. I am greatly relieved that Fran and Prem have managed this process well and I am freed of this tiring responsibility from 31st October. It has been challenging but quite exhausting and I am booked for a treadmill test this week to know what have been the long term consequences. So let's keep in touch about all this since we shall not meet in Stockholm,

Best wishes,

Ravi Narayan

PHM-Transition

11/9/05

RN
11/11/05

ravi narayan

From: "david sanders" <sandersdav@yahoo.com.au>
 To: "Ravi Narayan" <ravi@phmovement.org>
 Cc: "Dr Prem Chandran John" <prem_john@vsnl.net>; <fran.baum@flinders.edu.au>
 Sent: Thursday, November 03, 2005 5:15 PM
 Subject: Re: URGENT re: WHO Stockholm meeting

Dear Ravi,

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They are keen, as you know, to support us. I suggested that it is urgent that the transition team meet and plan strategically for the next period. They were very interested in this and are currently seriously discussing supporting a meeting of the transition team in Europe early next year. they will communicate with us.

What do you all think?

Best,

David.

31/11/05

Dear David

Thanks for the discussion with Medico and for exploring the idea of support to a meeting as well. Excellent idea. Unfortunately I was going to meet them enroute to Stockholm but a recent treadmill test has shown that PHM stress among other things has had some long term consequences and I am scheduled for an angiogram in the week of the Stockholm meeting. So we should meet at Stockholm but perhaps some other time early next year. I have been advised to reduce travel to a minimum for the next 8 weeks and I am thankful to Prem, Fran and you for helping with the transition ^{just} before the discovery of ~~the~~ ^{new} personal constraint. I am sure all will be well with some lifestyle changes but any ^{how} ~~one~~ ^{is} now temporarily in the phase of 'following orders' not 'giving them'. I saw that you are at Salzburg (OSI) as well. David and Claudio have both been now

Sent on 31/11/05
Ravi

Best wishes

Ran

invited as replacement for me to strengthen PHM presence.

11/4/05

Main Identity

From: "Pam Zinkin" <pamzinkin@gn.apc.org>
To: "PHM - Secretariat" <secretariat@phmovement.org>; <benos@med.auth.gr>
Cc: "Dr Prem Chandran John" <prem_john@vsnl.net>; "McCoy Dave"
<Dave.McCoy@haringey.nhs.uk>; "Nadia van der Linde (WGNRR)" <nadia@wgnrr.org>; "Jose
Utrera" <j.utrera@wxs.nl>; "Wim.Deceukelaire@Intal.Be" <wim.deceukelaire@intal.be>;
"Andreas Wulf" <Wulf@medico.de>
Sent: Friday, November 04, 2005 5:13 AM
Subject: RE: Europe PHM news

Dear Ravi

Thanks for your good wishes, confidence and help. We feel at last that we will make some progress in Europe. It seems much better than the co-ordination has moved to Southern Europe as that is where there is more activity.

I note all your suggestions for contacts. The Rome meeting is planned for 17th and 18th December. I will probably not be able to go as I had already had commitments but those are the dates that suit REDS so I hope some of the others can go.

Thanks so much for all your support and confidence in the many difficult periods. Let us hope for a positive push forward.

Pam

PHM-Europe

RN
15/11/05

11/4/05

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
 To: <prem_john@vsnl.net>
 Sent: Tuesday, November 08, 2005 5:31 PM
 Subject: Re: Maria's message

Dear Fran & Prem,

I saw Prem's reaction to Maria's comments and Fran's as well. I think this is basically an IPHC problem of a convenor being unaccountable to a larger group process and collectivity and hence tending to make statements in a reactive manner rather than in a way to enhance solidarity and team building. I was surprised to read this last para of Maria's letter - because as the outgoing coordinator, I feel you both, the two Davids and Andy have been those among the SG with 'most initiative, decision making skill, commitment, respect for others and sensitivity' - so whom does she mean falls out of this group. A real mystery! Or is it a sort of shadow boxing responding to comments made by some others on her style! Quite a paradox. But I agree with Prem that we should ignore it and let the IPHC response mentioned by Fran, help us to decide what she does with her time for IPHC and for PHM as IPHC contribution. I feel we should mark our responses to Andy and the two Davids so that they know that we are ignoring it as part of focus on the larger issues and the collectiveness. *ky*

Best wishes
 Ravi Narayan

.....
 Coordinator
 PHM Secretariat (Global)
 c/o CHC
 No. 359 (old No. 367)
 Srinivasa Nilaya, Jakkasandra 1st Main
 1st Block, Koramangala
 Bangalore - 560 034. India
 Tel: 00-91-80-51280009
 Fax: 00-91-80-25525372
 Email: secretariat@phmovement.org
 Website: www.phmovement.org

----- Original Message -----

From: <prem_john@vsnl.net>
 To: <secretariat@phmovement.org>
 Cc: <fran.baum@flinders.edu.au>
 Sent: Wednesday, November 02, 2005 9:28 PM
 Subject: Maria's message

Dear Ravi and Fran,

You and me and everyone else we have suggested for the Transition Team should take exception to what Maria has written and I quote from her letter:

"Finally, I would like to suggest that it is important to incorporate persons with initiative, decision making skills, commitment and especially sensitivity and respect for others in the transition team at this time".

Seriously, we can do without disrupting influences such as Maria at this point in time. Is there any one on the list that has been suggested who does not fulfill these? Does the Movement matter or not? Are we seeing a

VNR This should be sent to Fran as well? RN 11/11

*PHM-Transition
 RN
 15/11/05*

Main Identity

From: <prem_john@vsnl.net>
 To: <secretariat@phmovement.org>
 Cc: <fran.baum@flinders.edu.au>
 Sent: Wednesday, November 02, 2005 9:28 PM
 Subject: Maria's message

Dear Ravi and Fran,

You and me and everyone else we have suggested for the Transition Team should take exception to what Maria has written and I quote from her letter:

"Finally, I would like to suggest that it is important to incorporate persons with initiative, decision making skills, commitment and especially sensitivity and respect for others in the transition team at this time".

Seriously, we can do without disrupting influences such as Maria at this point in time. Is there any one on the list that has been suggested who does not fulfill these? Does the Movement matter or not? Are we seeing a powerplay (as the recent Cricket vocabulary states!!) between IPHC and PHM which we shall disregard because that is not the way PHM operates.

I suggest one more criterion to Maria's list above: integrity and selflessness which should be the fundamental criterion.

But keeping the Movement in mind, let us downplay this. Let this be only between us but the unhappiness is genuine.

Prem

✓ Sent on 8/11/05
 Dear Fran & Prem

cc David
 David L
 Andy

8/11/05

I saw Ravi's reaction to Maria's comments and Fran's as well. I think this is basically an IPHC problem of a convenor being unaccountable to a larger group process and collectivity and hence tending to make statements in a reactive manner rather than in a way to enhance solidarity and team building. I was surprised to read this last para of Maria's letter - because as the outgoing coordinator I feel you both, the two Davids and Andy have been those among the S.G with 'most initiative, decision making skills, commitment, respect for others and sensitivity' - so whom does she mean - falls out of this group. A real mystery! Or is it a sort of shadow boxing responding to comments made by some others on her style!

Quite a paradox. But I agree with Prem that we should ignore it and let the IPHC response mentioned by Fran help us to decide what she does with her time for IPHC and for PHM as IPHC contributions should be made by Andy and the two Davids and let her know that we are ignoring it as part of focus on the larger issues and the collectivity. Best wishes for

11/3/05

Main Identity

From: "Fran Baum" <Fran.Baum@flinders.edu.au>
To: <prem_john@vsnl.net>; <secretariat@phmovement.org>
Sent: Thursday, November 03, 2005 3:27 AM
Subject: Re: Maria's message

Hi Prem and Ravi

I agree. The key issue is that Maria has no accountability mechanism through IPHC. She should decide in consultation with the Council what she does with her time - there is no transparency or even structure there. I will dsicuss with other IPHC members and see what is happening
Fran

At 02:28 AM 3/11/2005, prem_john@vsnl.net wrote:

Dear Ravi and Fran,

You and me and everyone else we have suggested for the Transition Team should take exception to what Maria has written and I quote from her letter:

"Finally, I would like to suggest that it is important to incorporate persons with initiative, decision making skills, commitment and especially sensitivity and respect for others in the transition team at this time".

Seriously, we can do without disrupting influences such as Maria at this point in time. Is there any one on the list that has been suggested who does not fulfill these? Does the Movement matter or not? Are we seeing a powerplay (as the recent Cricket vocabulary states!!) between IPHC and PHM which we shall disregard because that is not the way PHM operates.

I suggest one more criterion to Maria's list above: integrity and selflessness which should be the fundamental criterion.

But keeping the Movement in mind, let us downplay this. Let this be only between us but the unhappiness is genuine.

Prem

I. Strengthening the Regional Network (Targets and Strategies)

I.1. Expanding the PHM to all countries in the MENA region.

To be able to achieve this, the following actions are suggested:

- o Agreeing on the geographical coverage of the region, i.e. identify the particular countries that are all to be included and represented as PHM MENA region.

Why: the definition of the PHM MENA region (i.e. the specific geographical coverage of the PHM MENA region) has been one of the debatable topics in almost all regional meetings and some PHM global secretariat meetings. Clear definition of the geographical coverage will allow us to clearly and realistically consider the efforts needed for expanding the PHM to all included countries. It will also allow better distribution of the various necessary functions amongst all possible countries in that MENA region.

How: This can be decided through consensus by the representatives of the countries included in MENA at the present time. This issue could be one of the topics on the agenda on the suggested forthcoming regional meeting (see later). In addition, e-mail consultation should be done between the regional coordination and the PHM global steering committee.

Determinants to consider: we believe that the definition of the geographical coverage of what is called "MENA region" should be drawn taking the following criteria into consideration:

- The cohesion (regarding shared contexts and challenges): i.e. in terms of language, culture, history. In addition, and possibly most important here, is the status of civil society in these countries.
 - The regional divisions of international organizations such as the WHO, the UN and the World Bank. This aspect is a very important consideration regarding our effectiveness in influencing and engaging with these organizations if we have the same or similar geographical divisions.
 - History of networking or joint activities.
 - Flexibility of this geographical coverage: i.e., that this geographical coverage can be altered to include or exclude countries according to the work experience and strategic assessments regarding optimal effectiveness. For example, if experience shows that the country would function better within that alternative PHM regional division, then a country can move to that other region, based upon a shared decision between the two regions and the Global Steering Committee.
- o Expand the PHM to those countries within the geographical area that are presently not included within the PHM MENA region. Upon realizing a clear, however flexible, geographical coverage, urgent steps should be taken to establish a PHM movement in each of the those 'new' countries from the region that are presently not included in the PHM.

I.3. Enhancing networking among the different Countries / groups within the region

This would be achieved through:

- Drawing-up regional joint plans: MENA region is supposed, within the PHM framework, to identify priority themes, issues and campaigns for joint work. This would also include joint projects with clear and well distributed activities among countries, networks and organizations. The report of the regional strategic meeting that was held in Cyprus 2 years ago, from our point of view, remains a very good base upon which to begin, review and possibly make modifications for developing more detailed strategies.
- Establishing a MENA regional website: This would be very critical for enhancing networking among PHM members within the region, and should be considered one of the basic ongoing functions of regional efforts. It must be developed to ensure, as far as possible, interaction amongst different countries within the region, and between this region and others.

The website can be hosted in a rotational manner, as far as possible, amongst member organizations within the region. However, technical capabilities must be taken into careful consideration, as well as the various capabilities needed to regularly, appropriately and usefully update the website. For such a task, we strongly recommend that a special committee is chosen by member organizations in the region, to assist in the initial and crucial establishment process as well as the regular provision of support for choice of material, updates and translation. We also recommend that one of the important functions of each country coordinator would be to nominate an appropriate individual from a member organization to provide material, news, and country members' comments, etc. for this website.

- Convening regional strategic and consultation meetings on a regular basis.

I.4. Enhancing the participation of the region in the global PHM activities

- To ensure good representation of the region in all PHM global events, all countries – to the extent possible - should be represented in the global meetings and activities. Resources for this participation should be secured by efforts made at both regional and country levels.
- Convening global events within the MENA region: Member organization should be keen to include within their own work plans the organizing of regional and/or international-level events whenever possible, in which key PHM representatives from the region and from outside can be invited to further promote direct networking with the global movement.
- PHM global campaigns, activities and concerns should be represented, as much as possible, in regional and country PHM plans as well as in the plans of individual organizations.
- Hosting of some global activities. The region should be able to host some of the global PHM functions. These functions can be hosted by the regional secretariat, country focal point or an individual organization within the region.

I.5. Strengthening the organizational framework of the PHM-MENA.

Principles

- Widening the base of participation in regional decision-making.
- Distribution of the regional functions amongst the largest possible number of countries / organizations. However, the balance between such wider involvement and efficiency should be also considered and achieved.
- Promoting organizational-based membership.
- Enhancing linkages with already existing and like-minded networks in the region.

Suggested organizational framework

The above mentioned principles must be considered in establishing and sustaining the regional organizational framework. In addition, equal consideration must also be given to the representation of the thematic regional circles as much as the country-specific circles. If all the above, therefore, are taken into thorough consideration, the result would enable a more functional rather than simply a basic administrative organizational structure. The following functional organizational structure is suggested (which can be a replication of the global organizational structure).

- o Country level circles: The Country-level PHM circle includes all member organizations in each country. Each Country-level circle should nominate a **Country PHM Coordinator**. Where the PHM is new in any country, a key organization would represent the country in the PHM on both regional and global levels. Obviously, to avoid one-organization domination, this single initial organization can not be a part of the regional steering committee and can not host the regional secretariat until more organizations at country level are involved and the circle is properly established.
- o Sub-geographical circles: Additional geographically-based workable divisions will be made upon consensus among the member countries. For example, the Magreb region, Gulf region, Levant, etc. These sub-divisions should be based upon common characteristics which would be decided in the first forthcoming regional meeting. A **Sub-Regional Coordinator** would then be nominated by each particular sub-region.
- o Thematic Regional Circles: these specifically are the following:
 - **The host organizations for the main regional functions** such as regional PHM newsletter, regional website, etc.
 - **The regional coordinators (organizations and not individuals) of the PHM global or regional campaigns** (These campaigns are the only ones that were and will be decided as global campaigns by the global steering committee, or as regional campaigns by the regional steering committee).
 - **The regional coordinators (organizations and not individuals) of the globally or regionally agreed Thematic PHM Circles** (Again, these are branches of the PHM thematic circles decided by the global steering committee, or regional thematic circles decided by the regional steering committee.)

- The Regional Steering Committee: It will be formed of:
the organization hosting the regional secretariat (1), Sub region coordinators (3-4), and the coordinators of the thematic circles (number variable)
- The Secretariat-Hosting Organization: to be selected by the Regional Steering Committee upon provided proposal. It must be ensured that the host organization has sufficient capacity to fully undertake and sustain the required functions. The regional secretariat host should be rotatory. It should move to another capable organization in another country in the region every 2-3 years.

Notes:

- As the regional steering committee will be the authority to decide the regional campaigns, we can assume that this steering committee will be mostly starting on a geographical basis (by country or sub-regional representation), and expand gradually to include the thematic representatives.
- The suggested structure of the regional steering committee will make its number variable, which we believe is much healthier and supportive of a proper participatory process. Regional campaigns' coordinators will be a part of the regional steering committee throughout the lifespan of each particular campaign.
- We definitely do not assume that this structure can be reached immediately at the present time. It is for this reason that we strongly endorse the Medical Relief Foundation (Palestine) remaining the host of the regional secretariat for the first 2 years, which will begin just after the planned forthcoming regional meeting. In addition, an initial transitional regional steering committee should be chosen in this coming regional meeting, to achieve the organizational structure finally agreed within the same 2 year interval.

II. Urgent Activities for Priority Implementation

II.1. Convening a regional meeting, the agenda of which must respond to organizational as well as functional tasks. Among these tasks, the following would be included:

o Organizational

- Reviewing the suggested organizational structure and making the needed modifications.
- Responding to the agreed structure in terms of deciding the regional campaigns, regional PHM circles, sub-regional geographical circles, etc.
- reach a clear consensus on the composition of the transitional regional steering committee.

o Functional

- Revisit the results of the last regional meeting for continuity and possible updating and modifications.
- Identify the priority themes to work on in the next 2 years.

- Drawing-up a regional plan of operation, including decisions on the regional campaigns and thematic circles.

III. Proposal for the Global Secretariat

During the global steering committee meeting in Bangalore in April 2005, the representative of the MENA region stated that the MENA region was willing to host the global PHM secretariat in its next cycle (2007-2009). This was even expressed by the regional coordinator to the global secretariat before the meeting. The proposal was based upon consensus reached amongst key-PHM member organizations in the region.

The proposal was again expressed during the PHA-2 that convened in Cuenca in July 2005.

It was highly expected that the PHM-Latin America will provide a proposal for hosting the global secretariat during the cycle (2005-2007).

During the steering committee meeting in Cuenca (23rd July 2005), representatives of Central America provided a verbal proposal to host the secretariat, which almost all participants felt was unclear.

Accordingly, representatives of MENA region expressed that MENA can consider submitting a proposal to host the secretariat jointly with Africa for the cycle (2005-2007), but only if the steering committee decided to postpone the decision of selecting the new host. This proposal was only made after reaching a consensus among MENA representatives and making consultations with the Africa representative to make another option available in case there were no other proposals forthcoming.

Based on the above, we propose the following:

Option I:

1. The MENA region endorses the hosting by Latin America of the Global PHM Secretariat for the cycle (2005-2007) if there is a clear proposal from the region that should guarantee clear responsibilities and promote the participation of different countries of the Latin American region as much as possible. Whichever the host country or the region that will be agreed upon, we also strongly recommend the distribution of some global functions to other regions. At this juncture, MENA would like to declare that it is prepared to carry certain of these functions.
2. If Latin America is chosen to host the PHM secretariat for 2005-2007, MENA region reaffirms its proposal to host the Global PHM Secretariat in the next cycle (2007-2009). A full proposal would be submit later, and a joint proposal with Africa will be considered upon further consultations within the region and with the African representatives.

Option II:

In case that Latin America does not submit a proposal to host the global PHM secretariat or in case submitted, proposals do not meet the required criteria that should be considered, the following proposal is to be considered:

MENA region jointly with Africa can host the Global PHM Secretariat for 2 cycles (i.e. both 2005-2007 and 2007-2009). The suggestion to host for the 2 cycles is based on the fact that the two regions would be hosting the secretariat for those two cycles.

During the first Cycle (2005-2007):

1. An Executive body is to be formed from representatives of the two regions. In this executive body, two countries from each region will be represented (we suggest; South Africa, Tanzania, Palestine and Egypt). A representative from the previous host of the global secretariat, (we suggest the previous global coordinator) is to be added to this executive body to help ensure continuity, particularly in the initial stage of this cycle.
2. Two organizations, one from Africa (we suggest South Africa) and one from MENA (we suggest Egypt) will jointly host the Global PHM Secretariat.
3. Two coordinators (executive officers) will be nominated by the two host organizations (in South Africa and Egypt).
4. The functions will be distributed clearly between the two host organizations (in South Africa and Egypt).
5. Certain specific functions of the global secretariat would be distributed amongst other countries in the two regions as well as, amongst other regions, so as to widen the circle of countries and regions involved.
6. A clear description of the roles of these different positions will be drawn-up clearly upon further consultation with the representatives from the two regions.
7. The experience of the joint hosting should be fully evaluated by the end of this first cycle.

During the second Cycle (2007-2009):

Results of the suggested evaluation of the joint hosting should be considered and needed modifications accordingly should be made to the following proposal for the second cycle:

1. An Executive body is to be formed from representatives of the two regions. In this executive body two countries from each region will be represented (to be nominated later). A representative from the previous host of the global secretariat (i.e. South Africa and Egypt) are to be added to this executive body to help ensure continuity at the start of the second cycle.
2. Two organizations, one from MENA (we suggest Palestine) and one from Africa (to be suggested by the Africa group) will jointly host the Global PHM Secretariat.
3. Two coordinators (executive officers) will be nominated by the two host organizations in the 2 countries.
4. The functions will be distributed clearly between the two host organizations in Palestine and (??).
5. Certain specific functions of the global secretariat would be distributed amongst other countries in the two regions as well as, amongst other regions, so as to widen the circle of countries and regions involved.
6. A clear description of the roles of these different positions will be drawn-up clearly upon further consultation with the representatives from the two regions.

Main Identity

From: "Fran Baum" <Fran.Baum@flinders.edu.au>
To: "PHM - Secretariat" <secretariat@phmovement.org>; "Dr Prem Chandran John" <prem_john@vsnl.net>
Sent: Thursday, November 10, 2005 4:43 AM
Subject: Re:

Hi Ravi
The letter wasn't attached - could you please send again?
Fran

PHM-Transkon
which letter ?

RJ
10/11/05

VNR Letter sent on??

RJ
14/11/05

11/10/05

PHM REGIONS

Suggested New Classification 1-11-2005

1. **ASIA SOUTH**
Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka.
2. **ASIA-SOUTH EAST**
Brunei, Cambodia, China, Hong Kong, Indonesia, Japan, North Korea, South Korea, Laos, Malaysia, Myanmar, Philippines, Taiwan, Thailand, Vietnam.
3. **AFRICA**
Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Congo, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Ivory Coast, Kenya, Lesotho, Liberia, Mali, Madagascar, Malawi, Mauritius, Mauritania, Mozambique, Niger, Nigeria, Rwanda, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, Sudan, Swaziland, Tanzania, Uganda, Zaire, Zambia, Zimbabwe.
4. **MIDDLE EAST and NORTH AFRICA**
Afghanistan, Algeria, Armenia, Azerbaijan, Bahrain, Egypt, Eritrea, Iran, Iraq, Israel, Jordan, ~~Kazakhstan~~, Kuwait, Kyrgyzstan, Lebanon, Libya, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Syria, Tajikistan, Tunisia, Turkey, Turkmenistan, UAE, Uzbekistan, Yemen.
5. **PHM-EUROPE**
Albania, Andorra, Austria, Belarus, Belgium, Bosnia-Herzegovina, Bulgaria, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Kazakhstan, Latvia, Lithuania, Liechtenstein, Luxemburg, Macedonia, Malta, Moldova, Monaco, Netherlands, Norway, Poland, Romania, Russia, Spain, San Marino, Slovakia, Slovenia, Sweden, Switzerland, Turkey, United Kingdom, Ukraine, Vatican City, Yugoslavia.
6. **NORTH AMERICA**
Canada, United States of America
7. **LATIN AMERICA**
Argentina, Antigua, Bahamas, Bolivia, Belize, Barbados, Brazil, Columbia, Chile, Cuba, Costa Rica, Dominica, Dominican Rep., El Salvador, Ecuador, Fr. Guyana, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Trinidad & Tobago, St. Kitts-Nevis, St. Vincent and the Grenadines, Surinam, Uruguay, Venezuela.
8. **AUSTRALIA AND PACIFIC**
Australia, Fed. States of Micronesia, Fiji, Jonoa, Kiribati, Marshall Islands, Nauru, New Zealand, Northern Marianes, Palau, Papua New Guinea, Samoa, Solomon Islands, Tuvalu, Vanuatu.

NB: Countries marked in bold are those who have registered at PHA2

corrected list

11-11-05

S. Gr.

*Hungary
Zimbabwe
Mongolia
Simon Endre*

Main Identity

From: "PHM - Secretariat" <secretariat@phmovement.org>
 To: "Fran Baum" <fran.baum@flinders.edu.au>; "Dr Prem Chandran John" <prem_john@vsnl.net>
 Sent: Wednesday, November 09, 2005 4:38 PM
 Attach: PHM_Circles(New).doc

Dear Fran & Prem,

- i. In addition to Olle and Claudio we also have Maria's response and Arturo's endorsement and Pam's as well. I think your plan to write to Maria is a good one.
- ii. I attach an edited version of the letter for exchange. You and Prem can add to it if necessary.
- iii. Prem could start the process as the new convenor of the transitional team to help identify the dates for the organizational meeting keeping the following in mind:
 - a) Medico is willing to support it in Frankfurt and raise some funds as well.
 - b) They are suggesting it as back to back with IPHU meeting – so we need to keep track of that with David.L and Maria. Medico supports IPHU as well and hence the suggestion.
 - c) We had planned a four member group at Cuenca to work on organizational structure. David.L, Andy, Maria and Thelma. Maria has opted out but may be willing to join as IPHU at least (?). It must include Prem, you and myself and perhaps David.S and Olle who have shown strong organizational sense. Perhaps if we include Arturo and a MENA representative as potential PHM secretariat host, we have a full group of 12. Thelma or I could opt out because its not easy for both to attend and we can invite Bridget, Delen or Alexis instead to balance gender and geography. This finally depends on the funds. I don't know which of these will be covered by IPHU funds – Maria, David.L, Claudio for sure –others? If its too big we can reduce the numbers. Any suggestions?
 - d) Another way of planning this would be to invite David.L, Andy and Thelma (respecting Maria's decision to opt out) to plan a process and the nature of the meeting and identify or co-opt participants according to the scheme suggested by them. Everyone can participate through email but only some will be supported to attend and this group would meet, discuss, plan and report back to SG at WHA when the new phase / structure / governance could begin. What do you think?
- iv. Incidentally many have asked us what the 8 regions are. I attach a revised clarification of 13 regions into eight. Would you like to send this around with our shorter notice for the exchange.

Best wishes,
 Ravi Narayan

Coordinator
 PHM Secretariat (Global)
 c/o CHC
 No. 359 (old No. 367)
 Srinivasa Nilaya, Jakkasandra 1st Main
 1st Block, Koramangala
 Bangalore - 560 034. India
 Tel: 00-91-80-51280009
 Fax: 00-91-80-25525372
 Email: secretariat@phmovement.org
 Website: www.phmovement.org

*Sent on
 12/11/05
 Ravi Narayan*

*They have been
 included in the
 list (bold). This is the correct
 version. The earlier list
 was incomplete
 in those
 marked
 bold.*
 Ravi

Dear Fran and Prem
*In the list of 8 regions with
 countries lists - we forgot to indicate that
 all those countries marked in bold were
 those represented at PHA2. 85 of them.
 Some countries in this list were registered
 participants but could not make it because of visa
 and other travel challenges But*

11/9/05

PHM REGIONS

Suggested New Classification 1-11-2005

1. **ASIA SOUTH**
Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka.
2. **ASIA-SOUTH EAST**
Brunei, Cambodia, China, Hong Kong, Indonesia, Japan, Korea, Laos, Malaysia, Myanmar, Taiwan, Thailand, Vietnam.
3. **AFRICA**
Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Ethiopia, Gabon, Gambia, Ghana, Guinea, Ivory Coast, Kenya, Lesotho, Liberia, Mali, Madagascar, Malawi, Mauritius, Mauritania, Mozambique, Niger, Nigeria, Rwanda, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, Sudan, Swaziland, Tanzania, Uganda, Zaire, Zambia, Zimbabwe, Zanzibar.
4. **MIDDLE EAST and NORTH AFRICA**
Afghanistan, Algeria, Armenia, Azerbaijan, Bahrain, Egypt, Eritrea, Iran, Iraq, Israel, Jordan, Kazakstan, Kuwait, Kyrgyzstan, Lebanon, Libya, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Syria, Tajikistan, Tunisia, Turkey, Turkmenistan, UAE, Uzbekistan, Yemen.
5. **PHM-EUROPE**
Albania, Andorra, Austria, Belarus, Belgium, Bosnia-Herzegovina, Bulgaria, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Liechtenstein, Luxemburg, Macedonia, Malta, Moldova, Monaco, Netherlands, Norway, Poland, Romania, Russia, Spain, San Marino, Slovakia, Slovenia, Sweden, Switzerland, Turkey, United Kingdom, Ukraine, Vatican City, Yugoslavia.
6. **NORTH AMERICA**
Canada, United States of America
7. **LATIN AMERICA**
Argentina, Antigua, Bahamas, Bolivia, Belize, Barbados, Brazil, Columbia, Chile, Cuba, Costa Rica, Dominica, Dominican Rep., El Salvador, Ecuador, Fr. Guyana, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Kitts-Nevis, St. Vincent and the Grenadines, Surinam, Uruguay, Venezuela.
8. **AUSTRALIA AND PACIFIC**
Australia, Fed. States of Micronesia, Fiji, Jonoa, Kiribati, Marshall Islands, Nauru, New Zealand, Northern Marianes, Palau, Papua New Guinea, Samoa, Solomon Islands, Tuvalu, Vanuatu,

Bold: Countries registered at PHM

LIST OF COUNTRIES

- | | | |
|------------------------|--------------------|-----------------------|
| 1. AFGHANISTAN, | 30. GUATEMALA, | 59. PALESTINE, |
| 2. ANGOLA, | 31. GUINEA-BISSAU, | 60. PARAGUAY, |
| 3. ARGENTINA, | 32. HAITI | 61. PERU, |
| 4. AUSTRALIA, | 33. HONDURAS, | 62. PHILIPPINES, |
| 5. BAHRAIN, | 34. HONG-KONG, | 63. RUSSIA, |
| 6. BANGLADESH, | 35. HUNGARY, | 64. SOUTH AFRICA, |
| 7. BARBADOS | 36. INDIA, | 65. SOUTH KOREA, |
| 8. BELGIUM, | 37. INDONESIA, | 66. SPAIN, |
| 9. BOLIVIA, | 38. IRAN, | 67. SRI LANKA, |
| 10. BOTSWANA, | 39. IRAQ, | 68. SUDAN, |
| 11. BRAZIL, | 40. ITALY, | 69. SWEDEN, |
| 12. CAMBODIA, | 41. JAMAICA | 70. SWITZERLAND, |
| 13. CAMEROON, | 42. JAPAN, | 71. SYRIA, |
| 14. CANADA, | 43. KAZAKHSTAN, | 72. TANZANIA, |
| 15. CHILE, | 44. KENYA, | 73. THAILAND, |
| 16. CHINA | 45. LEBANON, | 74. TRINIDAD & TOBAGO |
| 17. COLUMBIA, | 46. LESOTHO | 75. UGANDA, |
| 18. CONGO, | 47. MALAYSIA, | 76. UK, |
| 19. COSTA RICA | 48. MAURITIUS, | 77. URUGUAY, |
| 20. CUBA | 49. MEXICO, | 78. USA, |
| 21. DENMARK, | 50. MOROCCO, | 79. VENEZUELA |
| 22. DOMINICAN REPUBLIC | 51. MOZAMBIQUE, | 80. VIETNAM, |
| 23. ECUADOR, | 52. NEPAL, | 81. YEMEN |
| 24. EGYPT, | 53. NETHERLANDS, | 82. YUGOSLAVIA — X |
| 25. EL SALVADOR, | 54. NEW ZEALAND | 83. ZAMBIA, |
| 26. FRANCE, | 55. NICARAGUA, | 84. ZANZIBAR, |
| 27. GERMANY, | 56. NIGERIA, | 85. ZIMBABWE, |
| 28. GHANA, | 57. NORWAY, | |
| 29. GREECE, | 58. PAKISTAN, | |