



## ASIAN-PACIFIC RESOURCE & RESEARCH CENTRE FOR WOMEN



*Promoting and defending women's health and rights*



annual report 2005



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# ANNUAL REPORT

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## Our mission

ARROW is committed to advocating and protecting women's health rights and needs, particularly in the area of women's sexual and reproductive health. We believe that good health and well-being and access to comprehensive and affordable gender-sensitive health services are a fundamental human right.

## Our long-term objectives

ARROW's work will be done when:

- Health, reproductive health and population policies and programmes are re-oriented to become more accessible, affordable, and comprehensive, and include a gender and rights approach.
- The women's movement and civil society become stronger and more effective in holding governments accountable to international commitments, influencing policy agendas on women's health and rights, and gaining sustained representation on decision-making structures.
- Women's health outcomes and women's lives improve, especially for poor and marginalised women and girls, particularly in the area of sexual and reproductive health and rights (SRHR), and violence against women.

## Our structure

ARROW is a regional non-profit women's NGO founded in 1993 by Rita Raj and Rashidah Abdullah. Its office is based in Kuala Lumpur, Malaysia.

- ARROW's affairs are managed by its Executive

Director, assisted by an Administration Manager and two Programme Managers. The Executive Director leads this Management Team.

- ARROW is governed by a Board of Directors, made up of five voluntary members.
- The Programme Advisory Committee, composed of eight skilled and experienced activists from the region, provides programme direction and advice.
- ARROW's programme and activities are implemented by paid staff. There were 14 full-time staff positions at the end of 2005.
- ARROW also retained a number of consultants who contributed to specific projects and activities throughout the year.

## Our strategy

As part of our crosscutting strategy for success, ARROW relies on effective partnerships and collaborations. Our partners are seen as integral to our structure, and capacity building with them is seen as an important mechanism to facilitate effective participation. We believe in a united effort to make a difference in women's reproductive health and lives.

ARROW's programme strategies include:

- Production and dissemination of innovative materials for advocacy, policy and programme implementation.
- Policy advocacy with governments and other key stakeholders backed by evidence-based monitoring of Cairo and Beijing implementation.
- Capacity building of women's NGOs and strengthening the women's movement.

ARROW marked the year 2005 with a number of firsts for the organisation:

1. In January, ARROW saw the transition from the co-founder and Executive Director of ARROW, Rashidah Abdullah, to the new in-coming Executive Director, Saira Shameem;
2. ARROW published and launched two critical publications this year - *Monitoring Ten Years of ICPD Implementation: The Way Forward To 2015* and the *Women of the World: Laws And Policies Affecting Their Reproductive Lives - East and Southeast Asia*, which informed critical people as well as decision-making processes on the status of sexual and reproductive health and rights (SRHR) in the region;
3. The culmination of ARROW's work in capacity building for monitoring at the grassroots level; taking this evidence to local, national and regional level advocacy; and all this based on the concept of genuine partnerships for advocacy; lead to the first Women's Health and Rights Advocacy Partnership (WHRAP) high-level and very successful Regional Policy Dialogue in June;
4. It was the first time ARROW's work in building partnerships lead to international recognition of not only ARROW's capacity for coordinating joint advocacy interventions with partners, but that of a whole partnership that was conceptualised, established and coordinated by ARROW, when ARROW-WHRAP was selected as one of 200 organisations chosen internationally to speak at the United Nations NGO Hearing in New York, as a lead up to the Millennium Development Goals (MDG) +5 Inter-governmental Summit that was held later in the year;
5. It was also the first time that a national level partnership that was established and coordinated by ARROW and aimed at building capacities for advocacy on women's sexual and reproductive health and rights (Indonesian Reproductive Rights Advocacy and Monitoring Project

- IRRMA) was represented internationally to share their study results at a symposium held during the Asia-Pacific Conference on Reproductive and Sexual Health (APCRSH);

6. ARROW also moved from its home of 12 years in the FELDA (Federal Land Development Agency) Building, to a new office building located within the central district of Brickfields, Kuala Lumpur.

In the area of information and communications for transformative change, which has been ARROW's core function since its establishment in 1993, we continued to be creatively challenged in re-establishing the centrality of information and communications, both within ARROW as well as the women's health and rights movement in the region. Our database of women's NGOs, civil society organisations, government agencies, academia, United Nations agencies and individuals stood at 4800 contacts, all of whom receive our quarterly publication, *ARROW's for Change*. In 2005, *ARROW's for Change* touched on the results of our eight-country ICPD+10 Monitoring Study, as well as the importance of meaningful youth participation at all levels of decision-making in SRHR. Our website which had just been revamped, received an average of 1037 visitors per month.

ARROW has been involved in the monitoring of government commitments at the International Conference on Population and Development (1994) as well as the Fourth World Conference on Women (Beijing 1995) on a consistent basis throughout the last 13 years. In 1999 and 2005 respectively, ARROW coordinated and published the ICPD+5 and +10 Monitoring Reports. The ICPD+10 Monitoring Report was launched by Steve Sinding, Director-General of the International Planned Parenthood Federation (IPPF) at the Asia Pacific Conference on Reproductive and Sexual Health (APCRSH). The publication remains the only eight-country regional NGO

monitoring report of ICPD ten years on, and has been positively reviewed both regionally and globally.

Throughout 2005, ARROW contributed towards creating impact in the international advocacy arena. We participated, with partners, at the 49th Session of the Commission on the Status of Women in New York in March; at the International Women's Health Meeting in Delhi in September; and at the Asia Pacific Conference on Reproductive and Sexual Health in Kuala Lumpur in November. Each of these opportunities allowed ARROW to ensure in various ways that women's interests, experiences and participation informed and influenced policies and decision-making on women's health and rights.

In the area of partnerships and capacity building, ARROW achieved some significant milestones, as mentioned above, involving both the Women's Health and Rights Advocacy Partnership (WHRAP) as well as the Indonesian Reproductive Rights Advocacy and Monitoring Project (IRRMA). The year began with an intense period of assessment, as it was the conclusive project implementation year for both projects. In order to ensure maximum level of impact, both WHRAP and IRRMA were revised with partners' input, leading to a highly interactive and involved leadership (through the use of new communication technologies which made international strategic advocacy possible) and unexpected achievements.

WHRAP's intervention at the United Nations was significant - not so much in that the work of the partnership was represented internationally, including the dissemination of a set of alternative SRHR indicators which WHRAP partners created as an advocacy tool to influence the way in which existing MDG-linked funding was flowing - but because it realised the possibility of partnerships for advocacy, which could achieve impact far beyond what any of us could have achieved on our own. Our subsequent experience of the very constrained and contested space

for advocacy in New York contributed towards the development of alternative venues of engagement. The WHRAP Regional Policy Dialogue that was held with high-level government representatives resulted in a pivotal mandate from the government officials as well as from network NGO partners, to establish the first ever GO-NGO Task Force on Sexual and Reproductive Health and Rights. The WHRAP Evaluation and Planning meeting contributed to further clarifying the various roles of the partnership, of the Task Force, of the WHRAP working groups as well as of ARROW itself, and helped to construct a concrete plan for up-scaling the WHRAP experience. In January 2006, DANIDA approved second phase funding for WHRAP.

Organisationally, ARROW grew stronger in the face of various challenges, including leadership transition, the conclusion of three out of five ARROW Board Members' tenures, an organisational re-structuring process that increased the number of managers from two to three, and finally, the notice of termination of tenancy from ARROW's home of 10 years that led to the office relocation in December 2005. ARROW's inherent resilience, sound governance, solidarity of our partners, excellent financial health and ARROW's values as an organisation working committed to women's empowerment, were all cornerstones that enabled not only successful conclusion of all these challenges, but a sense of having come out stronger as a result of the experience. One of the most critical lessons learned was the importance of good processes that were transparent and participatory, as well as good documentation that lent integrity to the basis upon which decisions were made. Finally, the role of ARROW's Board of Directors, who not only had an unwavering commitment to the organisation, but the critical skills and experience in guiding institutional development, were essential ingredients to a successful conclusion to the year.

### The Information and Documentation Centre (IDC)

The Information and Documentation Centre has been key to ARROW's work since our inception. The IDC has continued to improve the quality of its collection, particularly in ARROW's priority issues such as Beijing and ICPD implementation, advocacy and monitoring. ARROW's focal points have also contributed relevant materials towards enhancing ARROW's collection includes materials on maternal mortality, family law, women and empowerment, women's health and advocacy.

By the end of 2005, the IDC collection comprised 8,923 monographs, 6,923 articles, 449 periodicals, 248 conference papers, 70 CDs and 19 cassettes and 86 videos. The increase in monographs in 2005 was fifteen per cent compared to the previous year. A total of 977 new IDC materials were received in the year 2005. There has been an increase in the acquisition of new materials compared to 2004.

The IDC continued to receive and respond effectively to information requests from users in 2005. The number of materials sent out in 2005 increased by 11 per cent. These were sent to **fulfil requests of 25 individuals and 163 organisations from different countries. Of these, 90 per cent were from the Asia-Pacific region while 10 per cent were from the Americas and Europe.** There was a 5 per cent increase in the total number of information requests compared to 2004. The areas or issues on which information was sent out included violence against women (domestic violence, rape, sexual harassment, one-stop crisis centres, gender-based violence), gender issues (women's access to gender-sensitive health services), advocacy, reproductive health, maternal health and safe motherhood,

*ARROW works to collect, produce, disseminate, translate and promote conceptual, practical and innovative information and materials that can be used to advocate for and implement good policies and programmes for women.*

health sector reforms, ICPD and women's rights. Most of this information was sourced from ARROW's IDC collection, while the rest were retrieved from Internet-based searches, by ARROW staff.

**Walk-in visitors to ARROW increased by 9 per cent in 2005.** ARROW's IDC service was also promoted by the IDC staff at ARROW's exhibition stalls in conferences last year.

Proactive information services included the dissemination of books, articles, and other information that were assessed as very important materials for the work of key organisations. **A total of 3,399 materials were sent out as proactive information in 2005.** The IDC sent out proactive information via e-mail to 358 recipients who make up the ARROW Global Proactive Information List.

However, there was a decrease of 70 per cent in the number of materials sent out in 2005 as compared to 2004, mainly due to staff turnover. There were 3,364 materials circulated as proactive information at two main conferences in 2005, namely the International Women's Health Meeting (IWHM) and the Asia-Pacific

Conference on Reproductive and Sexual Health (APCRSH). This information was in the form of bibliographies, articles and publications relevant to the conference themes.

In 2005, the IDC produced six Accessions and Selected Titles Lists. The IDC also produced bibliographies upon request for either internal or external usage. A bibliography details a thorough list of materials available at IDC under the specific issue, as a source of reference for the user. Three existing bibliographies on "Violence against women", "Health sector reforms" and "Women's sexual and health rights" were updated. Two new bibliographies on "Population policies" and "Women's rights and medical technologies"

were produced specifically for dissemination at the Third Asia-Pacific Conference on Reproductive and Sexual Health (APCRSH).

A contributing factor to ARROW being an outstanding women's health resource in the region is in part due to the contributions of our focal points in a number of countries.

## ARROWs For Change

ARROW produced two issues of *ARROWs* for Change (AFC) in 2005.

*ARROWs* for Change, Vol. 10 No. 2 was printed on 12 February. This issue entitled *ICPD: Reasserting Reproductive Health in the Global Agenda*, focused on the findings from 'ICPD+10: Country Monitoring and Advocacy of Sexual and Reproductive Health and Rights' project and insights and discussion from the ICPD+10 NGO Global Round Table in 2004.

*Giving Meaning to Youth Participation* was the theme for Vol. 10 No. 3, published in early September. This issue was done in collaboration with the Network of Asia-Pacific Youth (NAPY). Apart from providing an avenue for young activists to articulate their SRHR concerns, the objective of this issue also meant to highlight NAPY and its issues of concerns. A flyer on NAPY was disseminated together with this issue of the AFC.

## Other publications

### *Monitoring and Advocacy on Sexual and Reproductive Health and Rights (SRHR): ICPD Ten Years On*

This publication was the output of the ICPD monitoring and advocacy project in its third and final year in 2005. This eight country ICPD monitoring study by ARROW and NGO partners shows that the state of women's SRHR in the region is generally grim with only a few bright areas of progress.

This Asian study which includes Cambodia, China, India, Indonesia, Malaysia, Pakistan, and the Philippines is the only study in Asia and one of the few globally to provide much needed evidence of progress for the ICPD's ten year review. This is surprising and an issue in itself, as evidence is critical for systematic assessment of ICPD progress and identification of strategic action to take for the next ten years.

The findings have also been used as a reference in two 2004 Beijing 10 publications, one being WEDO's global monitoring report *Beijing Betrayed; Women Worldwide Report That Governments Have Failed to Turn The Platform Into Action* and the other the Asia Pacific Women's Watch report on Beijing 10 *The Small Purple Book* presented to the Commission on the Status of Women.

Content and copy editing of eight country reports and a regional overview was done by Urvashi Butalia, chief editor of India's prominent feminist publishing house, Zubaan Books. Design and layout of the book was done by Michael Voon, who designed and laid out ARROW's previous publication on *Women's Access to Gender-Sensitive Services (2003)*.

The report, entitled *Monitoring Ten Years of ICPD Implementation: The Way Forward to 2015* was launched during the Asian-Pacific Conference on Reproductive and Sexual Health (APCRSH) in Selangor, Malaysia on 18 November 2005 by Steve Sinding, Director-General of the International Planned Parenthood Federation (IPPF). Sinding, in his speech, praised ARROW for being a wonderful partner in the planning and execution of 'Countdown 2015: Sexual and Reproductive Health and Rights for All' which was held in 2004 when the NGO community took stock of the ten years of ICPD implementation. He added that, very few in the NGO community delivered on the promises they made to act as watchdogs for the ICPD, yet ARROW did. ARROW was also complimented on its effective networking and partnerships



which resulted in this substantive report. He urged those present at the launch to read it and use it as a guide for their advocacy work.

More than 100 guests were present at the launch including some project partners who came for the conference, namely, Likhaan, Shirkat Gah, the Federation of Family Planning Associations, Malaysia (FFPAM) and the Indonesian Reproductive Rights Monitoring and Advocacy Project (IRRMA) group. Ranjani Krishnamurthy, who was the consultant to the country studies and regional overview was also present and received ARROW's appreciation. ARROW

also thanked the founding director and current Board member, Rashidah Abdullah, for the conceptual work behind the report.

Two thousand copies of the *Monitoring Ten Years of ICPD Implementation: The Way Forward to 2015* were printed in October 2005. A total of 350 copies were distributed during the launch as well as at ARROW's booth during the 3<sup>rd</sup> APCRSH. A total of 1,251 copies were disseminated in December. At the end of the year, 399 copies of the publication were left in stock. Ford Foundation, New York was ARROW's funding partner for this initiative.

In 2005, ARROW saw steady progress in all capacity-building projects with our partners. In all key areas of our work – information dissemination, monitoring Cairo and Beijing implementation, advocacy and capacity building as well as international networking – ARROW was not only doing, but also working with others to enhance our collective capacities.

Two projects drew to a close in 2005 – ICPD + 10 and Women Of the World: Laws and Policies affecting their Sexual and Reproductive Lives (WOW), and both involved the production of critical publications, as well as follow-up advocacy engagements by partners who organised national level policy dialogues within their countries.

All in all, there were 5 key ongoing or concluding projects in 2005:

- Indonesian Sexual and Reproductive Health and Rights Monitoring and Policy Advocacy (IRRMA) Project;
- Women of the World (WOW): Laws and Policies Affecting their Reproductive Lives – East and Southeast Asia;
- Women’s Health and Rights Advocacy Partnership (WHRAP);
- ICPD Ten Years On: Monitoring and Advocacy on Sexual and Reproductive Health and Rights (SRHR);
- Asia Pacific Initiative for Sexual and Reproductive Rights in Health Reforms (Rights and Reforms Initiative - RRI).

### Projects Coordinated in 2005

Project title	Countries	Status
Indonesia Sexual and Reproductive Health and Rights Monitoring and Policy Advocacy (IRRMA)	Seven provinces in Indonesia	Jul 2002 - Dec 2005; no-cost extension till Dec 2006.
Women’s Health and Rights Advocacy Partnership (WHRAP)	Bangladesh, India, Nepal, Pakistan	Mar 2003 – Dec 2005; no-cost extension till June 2006.
ICPD Ten Years On: Monitoring and Advocacy on SRHR	Cambodia, China, India, Indonesia, Malaysia, Nepal, Pakistan and Philippines	Completed.
Rights & Reforms (Health Sector Reforms)	Asia Pacific	August 2005 - September 2006
Women of the World: Laws and Policies Affecting Their Reproductive Lives – East and South-east Asia	Cambodia, China, Japan, Malaysia, Philippines, Thailand and Vietnam	Completed.

## Indonesia Sexual and Reproductive Health and Rights Monitoring and Policy Advocacy (IRRMA)

IRRMA aims to increase NGO capacities for monitoring and policy advocacy on SRHR in Indonesia and seeks to address key reproductive health issues throughout Indonesia. The project involves collaboration and cooperation between NGOs, government agencies, research and academic institutions, and religious-based organisations. IRRMA is funded by the Ford Foundation in Indonesia.

There are six IRRMA partners, each from a different area in Indonesia, who monitors government actions and progress within specific SRHR concerns within their respective areas.

ARROW's role is to facilitate the project, to provide technical assistance for monitoring and policy advocacy, and to link Indonesian NGOs with regional and international SRHR networks.

Key activities in 2005 included a training and planning meeting and a satellite session to share IRRMA findings with the Third Asia-Pacific Conference on Sexual and Reproductive Health (APCSRH). The training and planning meeting was based on the partners' needs for strategic advocacy based on the monitoring findings done in the first phase of the project. The four key modules of the advocacy training included writing and disseminating policy briefs; public policy making; advocacy strategies, evaluation, monitoring and collaboration; and planning advocacy campaigns and message crafting.

It was during this meeting that the partners and ARROW also discussed the revised work plan of IRRMA for the extended timeline of the project during the no-cost extension, and to revisit our hopes and vision for the project as well as take a strategic look at the activities and plans for the following period until conclusion of the IRRMA project.

During the planning component, the partners strategically decided to focus IRRMA's advocacy on the amendment of the existing Health Law and to frame the amendments using the rights perspective and incorporating

### Current IRRMA partners

Region	Organisation	Issue of concern
Sumatera	Planned Parenthood Association of Indonesia, Jambi	Adolescent SRHR
Jakarta	Women's Health Forum	Unsafe Abortion
Madura	Gender and Health Study Club	Safe Motherhood
East Java	Surabaya Hotline Centre	STD/HIV/AIDS
Jogjakarta	Rifka Annisa Women's Crisis Centre	Sexual Violence Against Girl Children
Sulawesi	Consumer Association of Indonesia, South Sulawesi branch	Decentralisation of Health Services

the spirit of ICPD. IRRMA's advocacy strategy is to be implemented both at national and local levels which was a change from the original project document, in which much of the advocacy was targeted primarily at the national level only.

During the satellite session on "The Impact of Monitoring on Sexual and Reproductive Health and Rights-Improving the Rights of Women: Results of the IRRMA Initiative" in conjunction with APCS RH the six IRRMA partners shared key findings on the relevant SRHR area of concern. The team gained much confidence and experience in the process and felt it to be an invaluable component of their journey towards capacity-building for evidence-based advocacy.

## Women's Health and Rights Advocacy Partnership (WHRAP)

The Women's Health and Rights Advocacy Partnership (WHRAP) entered into the final year of the project phase with renewed enthusiasm and commitment from all WHRAP partners. The regional level activities gained momentum as the partnership graduated to its third year of implementation.

In 2005, it was inspiring and motivating to see this regional vision slowly begin to be realised. Throughout the year, ARROW continued to provide strategic project implementation, regional advocacy leadership through the creation of critical and opportune advocacy spaces at international and regional fora, and facilitate and commit to the effective enhancement and enabling of the partnership as an independent advocacy partnership.

Key activities for 2005 included a regional NGO seminar, a regional policy dialogue, national policy dialogues and an evaluation and planning meeting. The regional NGO seminar developed a distinct set of South Asian SRHR

Indicators for the MDGs which was then brought to the UN General Assembly Hearing. The indicators have since been picked up and quoted by UNFPA and other partner networks that collaborated with ARROW and WHRAP who attended the UN-NGO Hearing on the MDG+5 Review.

### Current WHRAP partners

Country	Organisation
Bangladesh	Bangladesh Women's Health Coalition (BWHC); Naripokkho
India	CHETNA; Sahayog
Nepal	Beyond Beijing Committee (BBC)
Pakistan	Shirkat Gah

These efforts formed a clear regional/international advocacy agenda that was disseminated at the national level. Various ministries were pursued and engaged in dialogue by WHRAP partners.

These Ministries were subsequently invited to the WHRAP Regional Policy Dialogue, held in July 2005 in Bangkok, where very high level government representatives participated. The Secretaries General of the Ministries of Health of Bangladesh, Nepal and Pakistan, as well as senior members of the Planning Commissions of each of these governments, and in fact the Secretary of the Ministry of Women of Pakistan, participated in the WHRAP Regional Policy Dialogue. The high level of presentations and debate from both sides, government and non-governmental, created an intense air of solidarity, support and common advocacy agendas for realising the rights-based goals of ICPD. The highlight of the event was the creation of the Regional GO-NGO Mechanism for Monitoring SRHR in South Asia, which should be realised in 2006.

## Monitoring and Advocacy on Sexual and Reproductive Health and Rights (SRHR): ICPD Ten Years On

The ICPD monitoring and advocacy project entered its third and final year in 2005 which saw two national activities (in India and Malaysia) carried out and the publication launched. National activities were conducted in achieving the project's second objective of increasing dialogue with the government and other key players on critical issues of women's health and rights so that these dialogues become part of the process in producing health and population policy and programme change. In India, Chetna and Academy of Nursing Studies (ANS) organised a national consultation in Ahmedabad to share the data compiled on changes observed by different stakeholders (government, NGOs, media and health activists) about various aspects of health during the past decade. In Malaysia, FFPAM, under the purview of the Malaysian National Coordinating Committee on Reproductive Health (MNCCRH) organised a dissemination seminar on Malaysia's ICPD at Ten monitoring report. The seminar's aim was to share Malaysia's country monitoring report as well as disseminate vital lessons in the country's path towards achieving ICPD's goals and objectives.

## Rights and Reforms (The Initiative for Sexual and Reproductive Rights in Health Reforms)

This project was initiated in January 2002 and coordinated by the Women's Health Project (WHP), South Africa. This is an international research and advocacy initiative that aims to:

- Strengthen understanding amongst activists and decision-makers of the role of health sector reforms in facilitating or undermining efforts to achieve

sexual and reproductive health and rights policies and programmes.

- Identify and advocate for strategies to maximize positive outcomes with regard to sexual and reproductive health and services.

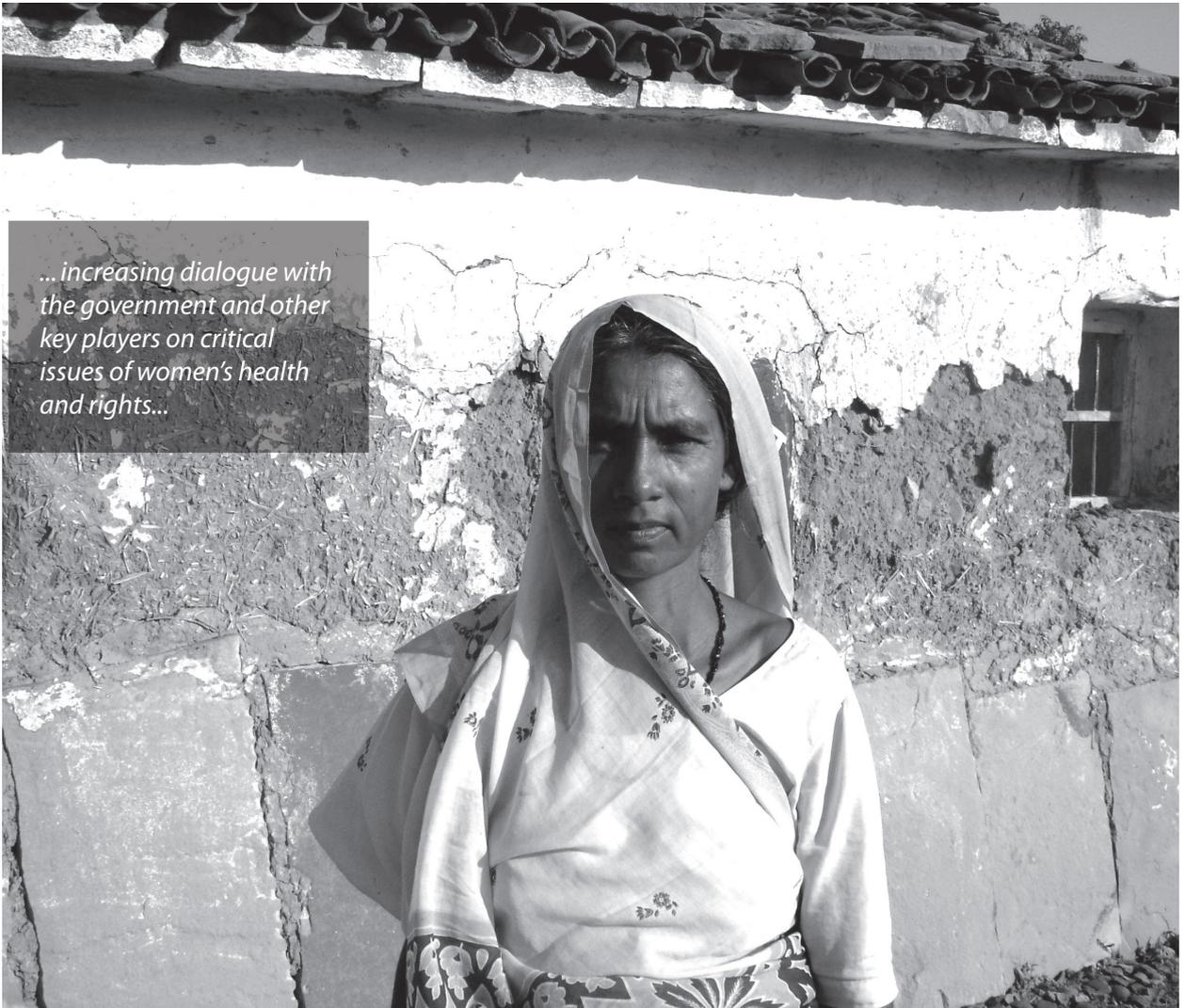
The project completed its first phase at the end of 2003. In early 2005, ARROW was informed of the discontinuation of Phase II activities due to a decision by the key funding partner. It was originally planned to have included a research component and a training and capacity building component through the regional networks. ARROW, in response, proposed to proceed with the capacity building component on a smaller scale involving current project partners to ensure opportune knowledge sharing. This involves adapting the global curriculum into the Asian context, and a plan to hold two capacity building workshops and strategic advocacy planning that included the dissemination of the policy briefs.

The WHP agreed to allocate a small amount of funds for ARROW to implement the remaining activities in Phase 1 with specific outreach to inform of the impact of Health Sector Reforms in a localised context amongst ARROW's current WHRAP and IRRMA partners. This localisation process would include the adapting of the Global Curriculum of the Rights and Reforms Initiative to Asia Pacific needs, specifically Indonesia, and the four countries of WHRAP, being Nepal, Bangladesh, India and Pakistan. The Rights and Reform original team of trainers and researchers from Asia would be invited to participate in this process.

## Women of the World: Laws and Policies Affecting Their Reproductive Health – East and Southeast Asia

ARROW and the Centre for Reproductive Rights' (CRR) collaborative effort saw the publication of the *Women of the*

*... increasing dialogue with  
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issues of women's health  
and rights...*



*World: East and Southeast Asia* report at the end of 2005. The report contained country chapters detailing critical information on the state of women's reproductive rights in the respective countries. The overview highlighted key issues derived from the country chapters and the international treaties that reaffirmed the rights of women in the area of sexual and reproductive health. ARROW provided the technical input into the overview based on data from its own monitoring project - 'Monitoring and Advocacy on SRHR: ICPD Ten Years On'.

ARROW staff participated in networking, collaborating and in certain arenas, providing technical input at 23 different meetings upon invitation by key stakeholders. ARROW was involved in the coordination and planning of two major international events, namely, the Tenth International Women and Health Meeting (IWHM) and Third Asia-Pacific Conference on Reproductive and Sexual Health (APCRSH). ARROW also participated as a member of the Malaysian National NGO Committee on Reproductive Health (MNCCRH).

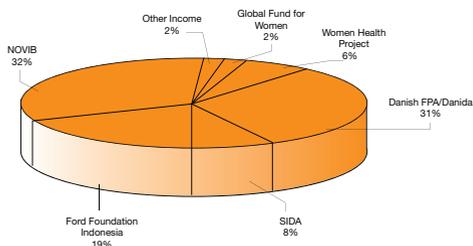
#### Technical Assistance by ARROW in 2005

Event	Organiser(s)
2 <sup>nd</sup> and final meeting of the International Advisory Committee to the 10 <sup>th</sup> IWHM	International Advisory Committee (IAC) & UBINIG (Policy Research for Development Alternative)
The Malaysian NGO Coordinating Committee for Reproductive Health (MNNCRH)	Federation of Family Planning Associations of Malaysia (FFPAM)
Maternal Health and Well-being in Sub-Saharan Africa and South Asia: Strategies for Meeting the Millennium Development Goals	Society for International Development/ South Asia Network (SID- SAN)
Informal Interactive Hearings of the General Assembly with Non Government Organisations, Civil Society Organisations and Private Sector	UN-NGLS (UN Non-Governmental Liaison Service)
International Steering Committee Meetings of the Asia Pacific Conference on Sexuality and Reproductive Health	ISC and Federation of Family Planning Associations of Malaysia (FFPAM)

ARROW's total income available for 2005 was RM2,550,075 (US\$669,441). Of this sum, RM2,501,061 (US\$658,174), representing 98% was in the form of grants.

An additional RM49,015 (US\$12,899 or 2% of the total income) was generated by ARROW's information services, project coordination fees, administration costs, interest on fixed deposits, and sales of publications. In addition, funds were available for expenditure in 2005 from balances carried forward from funds received in 2004.

### Sources of ARROW's Income

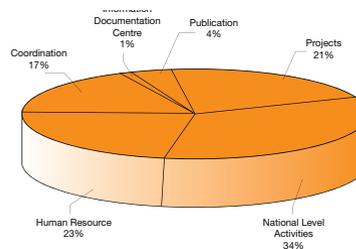


Source: Audited Accounts 2005

Funding from SIDA (Swedish International Development Agency) amounted to 8% of the total income of supporting ARROW's programme and institutional cost. Oxfam-NOVIB continued to support activities in women's health and rights advocacy and overall institutional costs and contributed 32% of the total income. DANIDA funding, comprised 31% of the total income, supported the activities for WHRAP while funding from Ford Foundation Indonesia (19% of the total income) supported the capacity building project of women's NGOs in Indonesia. Funds from the Gender and Health Division of the School of Public Health of the University of Witwatersrand, Johannesburg (6% of the total income) was for ARROW to coordinate the adaptation of the global training

curriculum of the Rights and Reform Initiative, to carry out a capacity building trainings, and to disseminate information products. The Global Fund for Women (2% of the total income) sponsored ARROW's and partners' participation at the 49<sup>th</sup> Session of the Commission on the Status of Women (CSW) in New York, USA, in February/March 2005.

### ARROW's Expenditure



Source: Audited Accounts 2005

In 2005, ARROW's total expenditure amounted to RM2,496,068 (US\$656,860) compared to RM2,387,925 (US\$628,401) in 2004. The direct programme costs of the organisation include projects incorporating regional research and meetings, (21%); publications (4%); and the IDC (1%), with all three of these programme costs contributing to 26% of the total expenditure.

An additional 34% of the direct programme costs went towards expenditure for activities carried out at the national level by ARROW's national partners. The other 40% of the total expenditure comprised management and administration costs which is divided into two sections: human resources (23%) and coordination (17%). It should be noted that the operational costs of the Publications and IDC activities included the expenses directly related to services and outputs but does not reflect staff costs.

## Governance

The Board of Directors is a critical component of ARROW, playing an important role in the life of the organisation by providing valuable guidance and support, and maintaining the focus on ARROW's mission and vision. As always, our dedicated Board contributed their time and effort over the year at various ARROW activities as well as attending the two annual Board of Directors meetings held in 2005 (April and September). The Annual General Meeting was held in June. Governance matters that remained a priority for ARROW's board through the year included the management of the ED's transition; fund-raising and diversification of the funding partners that ARROW has; preparation and planning for the construction of the five-year strategic plan of ARROW, which needs to be done in 2006; a staff restructuring as a result of the opportunity raised by staff transitions; as well as the potential purchase of an ARROW property.

In 2005, three members of the Board of Directors completed their terms: Di Surgey, Indu Capoor and Marina Mahathir. Di Surgey and Indu Capoor first became associated with ARROW when the two founder directors, Rashidah Abdullah and Rita Raj, noticed their information products when they were reviewing materials on women's health and rights at the Asian Pacific Development Centre's (APDC) Gender and Development Programme. The kind of women's health and rights information materials that both of them produced served to inspire ARROW's founders of the importance of sharing such materials with others in the region.

Marina Mahathir has been a well-known HIV/AIDS activist and her involvement with ARROW brought to the organisation a wealth of knowledge on partnership building and the management of networks. All three outgoing board members are extraordinary women and their contributions helped make ARROW what it is.

The incoming Board members include Susanna George, the ex-Executive Director of ISIS Manila, and M. Prakasamma, Director of the Academy of Nursing Studies in Hyderabad, India. Susanna comes from a strong information and communications background, and was one of the initiators of the Feminist Dialogues that have now become a critical space for women at the World Social Forums. Prakasamma founded the Academy for Nursing Studies and in 2005, her organisation was given the responsibility of training the 50,000 Accredited Social Health Activists (ASHA) to be deployed throughout India in primary health care services.

The Board also participated as session chairs and observers at the Programme Advisory Committee (PAC) Meeting and the Annual Staff & Board Planning and Evaluation Retreat.

## Guiding our programme

Much of ARROW's success and ability to stay on track is owed to our expert Programme Advisory Committee (PAC) who provides programme direction, guidance and advice. Our PAC is made up of dedicated and skilled researchers and activists, who are committed to women's health and rights and are actively engaged in the women's movement regionally or locally.

The annual PAC meeting was held on 26-27 April 2005 in Kuala Lumpur. Unfortunately, this time around, two members were not able to attend. Issues raised during the meeting, for which the PAC members offered valuable input, included:

- ARROW's strategic plan in relation to partnerships
- ARROW's advocacy plan
- *ARROWs for Change* themes and possible contributors
- ARROW's planned activities

## Growing and changing

ARROW began 2005 with 13 full-time staff positions, and ended the year with 15 posts due to the restructuring process that was undertaken by ARROW's Board of Directors.

In January, Saira Shameem joined the organisation as the incoming Executive Director, and Rashidah Abdullah retired from a position she had held since she co-founded ARROW in 1993. Rashidah is still a member of ARROW's Board of Directors and continues to provide guidance and share her wealth of experience with all staff members within the organisation.

Soon after, in February 2005, ARROW's Information and Communications Officer, Augusta Khew decided to take up an excellent opportunity with a firm that delved in internet legalities, which was a combination that was an ideal fit for her as she had qualifications in both law and information technology. Augusta had been with ARROW since January 2004, and we will miss her enthusiasm and cheery attitude that energised all of us.

In April 2005, ARROW's Programme Manager, Nalini Keshavaraj decided to conclude her two year contract and return home to her first grandchild, born earlier in the year. Her contribution to the organisation will be remembered for its innovative and participatory approach.

In May, Rathi Ramanathan, who had been with ARROW since October 2002, left the organisation to explore further advocacy opportunities. Her contributions in coordinating *ARROWs for Change* as well as facilitating ARROW's interventions at such advocacy events as the consultative sessions of the Commission on the Status of Women (CSW) are appreciated.

Finally, in June 2005, Nandita Solomon, our Programme Officer who had been coordinating the Women's Health and Rights Advocacy Partnership (WHRAP), left the organisation to pursue many diverse dreams that she had at

both personal and professional levels. ARROW will miss her insight, eloquence and work ethic, which contributed greatly to WHRAP.

The ARROW Board of Directors maximised the opportunity presented by the transitions in staff to review the organisation's structure. As a result, at the September meeting, the Board approved an increase by two posts in the full-time staff complement, with the addition of another Programme Manager as well as the post of an Administrative Assistant. As of December 2005, both the programme managers, the administrative assistant as well as two out of five programme officer posts were being advertised. This recruitment process was initiated in October and carried right through to 2006.

## Internships

Rodelyn Marte, fondly known as RD, a co-coordinator of the Network for Asia Pacific Youth (NAPY) concluded her six-month internship at ARROW in May. Her internship was made possible with the collaboration and support from the International Women's Health Coalition (IWHC). While she was with ARROW, RD focused on NAPY's organisational development, fund-raising for the long-term establishment of the network, and the production of an *ARROWs for Change* on youth participation. RD brought value to the organisation with her maturity, knowledge of the issues as well as significant experience in international advocacy.

In November 2005, Hilary Gorman joined ARROW on a six-month internship sponsored by Human Rights Internet, a Canadian organisation committed to advancing human rights internationally. Hilary was assigned to provide support to our work in Indonesia, ARROW's participation at the Asia Pacific Conference on Reproductive and Sexual Health, as well as the production of a calendar to commemorate the International Day of Action on Women's Health, which occurs on the 28th of May every year.

## Developing our capacity

ARROW's commitment to staff development and concern for their issues continued throughout 2005. ARROW invests in the development of staff based primarily on the information derived from the annual personnel appraisal process, in which staff in consultation with their supervisors, and identify specific areas for capacity development as priorities for the year. This process takes into account organisational human resource needs, including specific skills or knowledge related to the effective implementation of ARROW's programme and projects. In addition to this process, opportunities that may arise as a result of information that becomes available during the year, are also avenues for training and capacity development. The staff participated in the following training and development opportunities:

- International Conference on Achieving the Millennium Development Goals (MDG) in Malaysia, organised by UNDP Malaysia
- Seminar on Integrated and Comprehensive Reproductive Health Services in the Primary Health Care System
- Public Lecture by Prof. Jeffrey D Sachs entitled "Poverty Reduction in the Islamic World – Lessons from the UN Millennium Project", organised by UNDP Malaysia
- Publications Provision Systems by the National Library, Kuala Lumpur, Malaysia.
- Consultative Forum on the Introduction of Sexuality Education in the National Curriculum
- Business English Course, British Council Malaysia
- Interpersonal Counselling, organised by Pelita Leadership, Petaling Jaya, Malaysia
- Visit to Kelantan Family Planning Association and University Hospital Science Malaysia, Kelantan, Malaysia

- Social Policy Dialogue on Compensating Malaysian Women for their Multiple Roles in Society, Kuala Lumpur, Malaysia
- Dreamweaver MX by Informatics Sdn. Bhd., Kuala Lumpur, Malaysia
- Conference on Women and the Environment, Putrajaya, Malaysia.
- Forum on the Right to Health – Achieving Health MDGs (Goal 4,5,6), Kuala Lumpur, Malaysia
- The International PRA Thematic Training, Hyderabad, India
- ASEAN Civil Society Conference 2005 " Building a Common Future Together", Shah Alam, Selangor, Malaysia.

In addition, ARROW staff attended an internal one-day session on strategic advocacy planning at the Rubber Research Institute, RRI, in Selangor, Malaysia.

A reading schedule was also instituted in the first quarter of the year, whereby all staff were requested to have a weekly reading, which also allowed time for feedback and discussion of the issues that ARROW deals with.

## Reviewing and planning how we work together

Since 2002, ARROW's internal evaluation and planning exercise has been combined with the staff retreat, making it an annual event both staff and Board members look forward to. The general objective of the annual Staff & Board Evaluation and Planning Retreat is to focus on the development of programme and staff objectives for the coming year. Staff and all members of the Board of Directors participated at the fourth ARROW Staff & Board Evaluation and Planning Retreat 2005 in Kota Kinabalu, Malaysia, with the view to evaluating the main achievements and lessons learned in 2005, reviewing the 2006 Mega Work Plan and identifying the main challenges, risks and key activities ahead.

Over the years, ARROW has built, enhanced and maintained international, regional, and national partnerships with many organisations and individual activists. We believe that partnerships with key organisations are an important strategy to pool resources, talent and expertise to ultimately improve the sexual and reproductive health and rights of women. We work collaboratively with a variety of partners, and we firmly believe that ARROW's partnerships are the foundation for our success.

ARROW's approach to partnerships is directly connected to our core values of commitment to empowerment through capacity building, quality, teamwork and effective collaboration. We believe in true partnerships developed out of mutual respect; not top-down relationships.

In selecting partners, we look for:

- Commitment to ICPD and Beijing implementation or women's health and rights, particularly sexual and reproductive health and rights
  - Commitment to achievement of gender equality and operates as a gender-sensitive organisation
  - Involvement in policy advocacy backed by research and monitoring (or planning to be) nationally and/or at a state level.
  - Organisations that are regarded as credible and professional NGOs respected by government and other NGOs
  - Ability to work well with other NGOs, and preferably playing a leading role nationally or at a state level
  - NGOs which work directly with poor communities, or who support the work of NGOs/CBOs who do so
  - Organisations which operate an information resource centre or have an information programme on women's health and rights
- NGOs that are led by women preferably or have a strong gender equality perspective
  - Established NGOs of at least three years which are able to communicate and manage finance and administration aspects reliably and professionally

ARROW will continue to explore and develop new opportunities for partnerships that will help us effectively meet our vision, mission and long-term objectives.

## Our country partners in 2005

**Bangladesh:** Bangladesh Women's Health Coalition (BWHC); Naripokkho

**India:** Sahayog; CHETNA; Initiatives: Women in Development (IWID); Academy for Nursing Studies/ Women's Empowerment Research Studies (ANS-WERS)

**Nepal:** Resource Centre for Primary Health Care (RECPHEC); Beyond Beijing Committee (BBC)

**Pakistan:** Shirkat Gah

**Indonesia:** Rifka Annisa WCC; Women's Health Forum; Consumer Association of Indonesia, South Sulawesi branch; Gender and Health Studies Group (University of Surabaya), Surabaya Hotline Centre; Women's Health Network of Eastern Indonesia; Planned Parenthood of Indonesia –Jambi chapter

**Malaysia:** Federation of Family Planning Associations, Malaysia (FFPAM)

**Philippines:** Institute for Social Studies and Action (ISSA); Likhaan

**Cambodia:** Cambodian Midwives Association (CMA)

**Thailand:** Women's Health Advocacy Foundation (WHAF)

**Vietnam:** Research Centre for Gender, Family and Environment in Development (CGFED)

**China:** China Center for Population Health and Development, University of Peking; Yunnan Reproductive Health Association



*ARROW thanks everyone who supported our work and shared a commitment to enhancing the health and rights of women in the region.*

**Japan:** Japan's Network for Women and Health (WHJ)  
**Denmark:** Danish Family Planning Association (DFPA)  
**USA:** Center for Reproductive Rights (CRR)  
**South Africa:** Women's Health Project

### **Researchers & country project coordinators**

Indu Capoor, Jashodhara Dasgupta, Anjana Shakya, Khawar Mumtaz, Julia Ahmed, Shireen Huq, M. Prakasamma, Henny Hansen, Lotte Jensen, Ninuk Widyantoro, Sapparinah Sadli, Rita Serena Kolibonso, Triningtyasasih, Atashendartini Habsjah, Zohra Andi Baso, Hambali, Elly Yuliandari, Esthi Susanti, Ayesha Khan.

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- The Ford Foundation
- The Global Fund for Women
- The Gender and Health Division of the School of Public Health of the University of Witswatersrand, Johannesburg

## Board of Directors

*Dr M Prakasamma*,  
Academy for Nursing Studies (ANS-WERS)  
*Rashidah Abdullah*,  
Malaysia, ARROW Co-Founder  
*Rashidah Shuib*,  
Universiti Sains Malaysia  
*Susanna George*  
Independent Consultant

## Executive Director

*Saira Shameem*

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National University of Singapore  
*Junice Melgar*,  
Philippines, Likhaan  
*Khawar Mumtaz*,  
Pakistan, Shirkat Gah  
*Raijeli Nicole*  
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*Rodelyn Marte*,  
Philippines, Network of Asian Pacific Youth (NAPY)

## Staff

*Augusta Khew*, Programme Officer (until February)  
*Elita Fariza Shafee*, Assistant Programme Officer (IDC)  
*Khatijah Mohd Baki*, Assistant Administrative &  
Finance Officer  
*Mae Tan Siew Mann*, Programme Officer  
*Nalini Keshavaraj*, Programme Manager (until April)  
*Nandita Solomon*, Programme Officer (until June)  
*Norlela Shahrani*, Administration Manager  
*Rathi Ramanathan*, Programme Officer (until May)  
*Rosnani Hitam*, Executive Assistant

*Sai Jyothirmai Racherla*, Programme Officer  
*Shanta Anna Anthony Vincent Pillai*, Assistant  
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*Syrin Junisyia Mohd Ali*, Programme Officer  
*Uma Thiruvengadam*, Assistant Programme Officer (IDC)

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*Urvashi Butalia*, ICPD+10  
*Michael Voon*, Publications and promotional materials  
*Anthony Low Seng*, ARROWs for Change (Bahasa Indonesia)  
Nexus Intercultural Communication Resource ARROWs for  
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CHETNA ARROWs for Change  
*Lia Syed* ARROWs for Change  
*Anthony Chong* Promotional materials  
*Ong Lian Hoe* Mailing List Database & Accounting System  
Package  
*Ken Lee* Competency Model for Executive Director

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