

ASIAN-PACIFIC RESOURCE & RESEARCH CENTRE FOR WOMEN

Promoting and defending women's health and rights







ANNUAL REPORT

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Our mission

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

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 in decision-making structures; and
- 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 (VAW).

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 handled by the Management Team, led by the Executive Director and assisted by

- an Administration Manager and two Programme Managers.
- ARROW is governed by a Board of Directors, made up of five committed and experienced voluntary members and the Executive Director.
- The Programme Advisory Committee (PAC), composed of skilled and knowledgeable activists from the region, provides programme advice and direction.
- ARROW's programmes and activities are implemented by paid staff. There were 12 full-time staff positions at the end of 2006.
- ARROW also retained a number of consultants who contributed to specific projects and activities in 2006.

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—and of ARROW itself—is seen as an important mechanism to facilitate effective participation. We believe in a united effort to make a difference in women's lives, including their sexual and reproductive health. ARROW's programme strategies are:

- Production and dissemination of innovative materials for advocacy, policy and programme implementation;
- Policy advocacy with governments and other key stakeholders backed by research-based monitoring of implementation of the 1994 International Conference on Population and Development and the 1995 Fourth World Conference on Women; and
- Capacity building of women's NGOs and strengthening the women's movement.

2006 was a year of transitions and reflection, and thus an extremely challenging and rewarding year for ARROW. We concluded our "2002-2006/7 Work Programme and Budget" (WPB 2002-2006/7) and successfully developed the next five-year strategic plan ("2006-2011 Work Programme and Budget" or WPB 2006-2011). In developing this project document used to source core funding for the organisation, we had to be more strategic and guarantee the continued relevance of the issues we confront and the strategies we employ given an external environment that is increasingly becoming more difficult for advocating SRHR and women-centred and affordable health services.

We held a Strategic Planning Meeting in April together with 17 partners from nine countries across Asia-Pacific and were able to get key information to construct a strategic plan that is more closely reflective of the region's needs. A very significant result of the meeting was the identification of new critical areas of concern for ARROW in the next five years. These are:

- Pregnancy and childbirth-related deaths and disabilities (PCRDD);
- Equity issues in the face of globalisation, privatisation and health sector reforms; and
- The impact of religious and political conservatism and fundamentalism on SRHR.

The first critical area challenges the prevailing gender biases against women, especially those young and unmarried, which make it difficult to address unsafe abortion in the same breath as maternal health. It is with this aim of exposing the inherent prejudices against abortion and "dematernalising" women's reproductive health and rights that such an overarching framework as PCRDD was suggested. The next two issues relate directly to two main challenges faced in implementing gender-

sensitive and rights-based policies on SRHR — the growing strength of conservative and fundamentalist forces in the region and internationally coupled with the lessening state accountability for health services and increasing health sector reforms.

Internal reflections by ARROW staff, guided by the Board and with inputs from the PAC, also contributed to the construction of the strategic plan. Findings from the ARROW external evaluation, a critical process with incisive evaluators who looked into many aspects of the impact of ARROW's work in the region, were also used. The evaluation results include ARROW achieving a measure of success in creating dialogues with government representatives responsible for women's development and the health sector, and in opening up new platforms of engagement on women's health and rights.

In the end, ARROW was able to complete a comprehensive WPB commended by the Oxfam Novib Project Appraisal Committee. Oxfam Novib's "Opportunity and Risk Appraisal of the Agency" stated that:

The Novib's Southeast Asia team is very positive in continuing the partnership with ARROW. The evaluations outcomes, the reported strategic planning process, the extensive proposal and work plan including a detailed budgeting; in addition to two extensive face-to-face discussion at ARROW's, provided us with a clear and very positive picture of ARROW's work and achievements, and its strength to continuously embark on a review and learning process for institutional strengthening and broadening the impact of advocacy for women's rights.

2006 was also the second year of effective transitional leadership between founding director Rashidah Abdullah and the in-coming executive director (ED) Saira Shameem. Recognising this important organisational milestone, Malaysian women non-government organisations (NGOs) commended ARROW's transition as successful. Both

reflections from the executive director

in-coming and out-going EDs were invited to share our transition experience and lessons learned at a Network of Malaysian NGO Executive Directors' meeting.

ARROW also renewed its commitment to good organisational practices last year. Among others, we:

- commissioned a human resource management firm to conduct an organisational salary review;
- invested in the development of the "Competency Model for the Programme Managers and the Programme Officers";
- created a "Code of Ethics for ARROW" and a "Conflict of Interest Policy for Staff"; and
- documented organisational wisdom accumulated through 13 years of advocacy in women's health and rights through the "Administrative Guidelines" and the "Management Guidelines."

Programmatically speaking, the year was also very demanding for ARROW as human resources continued to be a challenge. With critical information and communication posts filled within the year, however, ARROW was able to do the following:

- complete the "Information and Documentation Centre (IDC) Plan," which reinvigorated the IDC;
- begin discussions on the comprehensive "Information and Communications Strategic Plan";
- reactivate the sending of electronic proactive information;
- produce ARROWs For Change (AFC) Vol. 12 No. 1 on pregnancy and childbirth-related deaths and disabilities;
- begin work on AFC Vol. 12 No. 2 on intersections between HIV/AIDS and SRHR; and
- launch the ARROW-Center for Reproductive Rights publication, Women of the World: Laws and Policies Affecting Their Reproductive Lives, East and Southeast Asia.

While some critical deliverables need more attention in 2007—such as the AFC, the website and the database—the increased vibrancy of ARROW's information and communications work reflected and inspired all other areas of work of the organisation. By the end of the year, ARROW was again receiving regular positive feedback on its information dissemination from users coming from all over the world, including from the Philippines, Vietnam and the USA.

We believe women's health and rights is a social change agenda that is deeply rooted in women's realities. This organic connection means that through strengthening information and communications, we have the potential to initiate transformative change. In ARROW's WHRAP initiative in four South Asian countries, we have seen in 2006 how grassroots women's groups demand accountability from state duty-bearers once they are organised with the necessary information on government obligations to ensure their health and wellbeing. In Pakistan, for example, advocacy efforts led to the appointment of a doctor and the replacement of the inactive Lady Health Visitor at the Basic Health Unit of Iamal Town. In Indonesia, our national partners used evidence from the Indonesian Sexual and Reproductive Health and Rights Monitoring and Advocacy (IRRMA) Project to advocate for the inclusion of abortion services and unmarried youth as clients in the health law amendment.

Partnership was a key strength of ARROW this past year. ARROW's role in enhancing both regional- and national-level partnerships for advocacy has been critical. Some milestones in 2006 include the establishment of WHRAP's South Asian Sub-regional Steering Committee and the creation of the South Asian Regional Task Force on Sexual and Reproductive Health and Rights. The Steering Committee signalled moving towards collaborative and shared decision-making processes in WHRAP, while

the Task Force is a multi-country NGO-government collaboration that has great potential for change. Both were possible partly due to the facilitating role played by ARROW and partly due to the inspiration and sense of ownership that the WHRAP process has given to the partners.

Aside from these activities, ARROW took on the Indonesian Reproductive Health and Rights Monitoring and Advocacy (IRRMA) end-of-project evaluation; production of final IRRMA report and the IRRMA research publication; the WHRAP Regional Policy Dialogue Follow-up Meeting; and the WHRAP Phase II meeting series (First Steering Committee, First Working Group and First Planning Meetings).

We also had a critical opportunity to dialogue with human rights commissions through the Rights and Reforms Initiative (RRI) training. This initiative, coordinated by the Women's Health Project of the University of Witwatersrand in South Africa with ARROW as the Asia-Pacific partner, was a global research that documented the impact of World Bank-driven health sector reforms on women's SRHR. Aside from representatives from four Southeast Asian human rights commissions, academics, civil society organisations, government officials and our Indonesian partners attended the training based on the results of the RRI. Interesting reflections from the training included the need to monitor acts of commission that violate SRHR by both private and public sector health service provision systems, as well as acts of omission, whereby rights are violated through the lack of service provision.

ARROW likewise made inroads in collaborating with other SRHR groups and in building linkages with other movements. We contributed significantly to the *Strategies for the South: Building Synergies in HIV/AIDS and Sexual and Reproductive Health and Rights* dialogue, held in May in Buenos Aires, Argentina. Among other contributions, we pushed for an emerging affirming sexuality framework

which contravenes the morality-driven framework of fundamentalists and political conservatives. ARROW also provided crucial support to the Committee for Asian Women, a regional network of 39 organisations working on globalisation, women workers' rights and issues of occupational safety and health. This was during their regional consultation on the impact of globalisation on women workers in Kuala Lumpur, Malaysia in November, which involved over 100 participants from the region. Organisations there were keen to collaborate with ARROW on our core issues of globalisation and the impact of religious and cultural conservatisms and fundamentalisms. Finally, ARROW participated in the preparatory meeting for the 2008 Conference on Rural Women's Liberation in August in Chennai, India. This was a good opportunity for ARROW to explore partnerships with non-traditional women's networks and organisations and to put SRHR in their agenda.

New venues of engagement with associations of medical professionals also opened up in 2006. ARROW organised the ARROW-FIGO Parallel Forums on SRHR during the XVIII FIGO World Congress of Gynecology and Obstetrics, contributing significantly to local discussions and strategising on controversial issues such as contraception and VAW in Kuala Lumpur, Malaysia. This event came about through the invitation of the head of the International Federation of Gynecology and Obstetrics (FIGO) Committee on Sexual and Reproductive Health, in recognition of ARROW's work in the region.

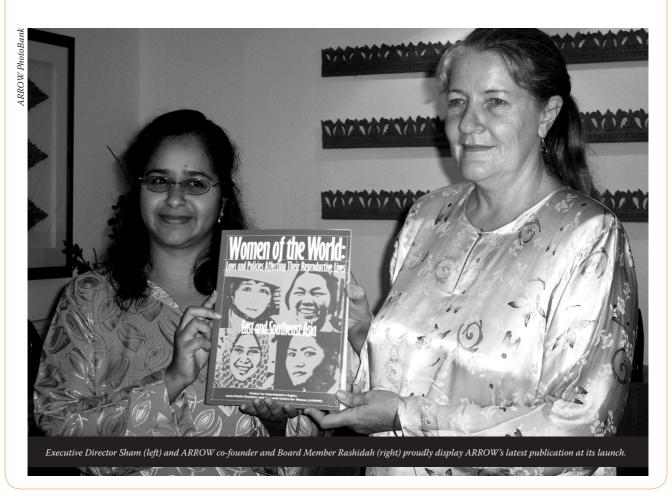
All these achievements would have been impossible without the solid commitment of staff despite the extraordinary demands of a transitional year. The strong and effective governance provided by an experienced Board of Directors, and the strategic guidance of a team of committed PAC members also had a significant impact, especially in the improvement of both internal and external processes.

reflections from the executive director

ARROW's strong and committed partners were also a critical factor that helped us achieve good results despite the year's challenges.

Overall, 2006 was an exceptional year. Some important

milestones were achieved and the organisation was put on track towards a creative and challenging five-year strategic plan to address the need for improving sexual and reproductive health rights in the Asia-Pacific region.



RROW works to collect, produce, disseminate, translate and promote conceptual, practical and innovative resources that can be used to advocate for and implement effective, rights-based and womencentred health policies and programmes for women. In 2006, we re-established the centrality of information and communications work within the organisation and invested in the development of evidence-based information that will be a contributing factor to processes of change in the region.

The Information and Documentation Centre (IDC)

The IDC has played a pivotal role in ARROW's information and communication strategy since ARROW was founded in 1993. The centre continues to maintain the region's most comprehensive collection on women's sexual and reproductive health and rights.

ARROW's IDC objectives in 2006 were to revitalise, maintain and refine its services, especially the provision of practical, cutting edge SRHR information for key target groups, including focal points, national partners, researchers and other networks. The first half of 2006 was taxing for the IDC not only because the post of Programme Officer for IDC was unfilled, but because ARROW moved offices. The IDC collection of over 15,000 information pieces had to be dismantled and reassembled, which resulted in regular IDC processes being disrupted for a number of months. A positive outcome of the move, however, was that it allowed current IDC staff to reflect on their work and provided a fresh start for the incoming IDC staff.

The presence of new staff allowed for the revitalisation, assessment and streamlining of IDC processes and services in the latter half of the year. A documentation system for the IDC to track processes and services in spreadsheets

was established. By the end of 2006, IDC was caught up on some regular IDC tasks, such as cataloguing and ordering of publications. There was a 62.7% increase in the number of materials ordered in 2006 compared to 2005 and a 73.6% increase in the number of monographs catalogued in the MIBIS database.

Throughout 2006, the IDC continued to expand its women and health collection, particularly in the following areas: maternal and child health; HIV/AIDS; violence against women; abortion; adolescent SRHR; sexuality; and ICPD and Beijing implementation, advocacy and monitoring. At the end of 2006, ARROW's collection included 9,219 monographs; 7,038 articles; 449 periodicals; 255 conference papers; 86 audio visual tapes; 83 CDs and 19 cassettes. A total of 633 materials were received in 2006.

The IDC also has created a database in ARROW's public server for publications downloaded from the Internet. Available to all ARROW staff and to researchers and partners asking for information, the database had 195 publications (monographs, articles, conference papers, fact sheets) by the end of 2006. Acquiring electronic copies of publications has proven to be extremely useful as it allows materials to be easily retrieved and sent quickly via e-mail to address information requests and as part of pro-active information; it saves money and time, in that we need not photocopy and fax/mail all or part of the IDC materials requested; and we can review a publication before we decide to purchase it for the IDC collection.

ARROW's focal point system supports in the collection of practical, action-oriented national and local publications on women's health and rights in order to develop ARROW's IDC collection. In recent years, however, the system has lost momentum and ARROW only had five active focal point partners in 2006, which contributed 22 materials in the collection. A mapping of more than 90 women's and development organisations that maintain resource centres

information services and publications

was done in 2006. This mapping will be useful in identifying new resource centres to partner with as IDC assesses the focal point system strategy in 2007.

ARROW's information services upon request promptly supplied interested parties with the latest and most accurate information on women's SRHR. In 2006, 35 individuals and organisations have been provided with information through ARROW's IDC. Over 20 individuals—a number of whom were from overseas (e.g., Australia, Canada, India, Indonesia and the Philippines)—visited ARROW's IDC and were shown its collection. Popular information requests included materials on abortion, fertility, maternal and child health, men's responsibility in SRHR, sex work, trafficking and women and migration.

IDC users included academics and students, activists, government workers, health care providers, journalists and programme managers and officers. Approximately 30% of the requests for information came from outside of Malaysia. Feedback from those requesting information suggest they were very satisfied with both the materials they received and how fast the service proved to be:

I am going through the documents that you sent me. There is a lot of information there that I could use. Thanks a great deal. (Amy, researcher for the Malaysian Parliament)

Thank you so much, you have been so helpful! These are very interesting cases! (Emma, law student working with the Centre for Reproductive Rights, USA)

Thank you for your mail. And yes, we shall be in touch time and again as we build SCRIBES in Ifugao. (Sharon Sarol, researcher and activist, Philippines)

Through the information received from ARROW about

Toolkit for Implementing and Monitoring the East Asia and Pacific Regional Commitment and Action Plan against Commercial Sexual Exploitation of Children (CSEC); we find that this new toolkit will be very useful for our work and research related to CSEC in Vietnam. (Pham Kim Ngoc, Research Centre for Gender, Family and Environment in Development or CGFED, Vietnam)

Thank you very much for sending us your publications. These are indeed useful to our library users. (Mina G. Talatala, Records and Archives Assistant, SEARCA, Philippines)

ARROW's proactive information services continued to play a significant role in ARROW's IDC strategy. The proactive information initiative disseminates timely and summarised information on books, articles, job postings, events information and other opportunities determined to be particularly valuable to the work of partners, focal points, women's organisation, academics, researchers and others. The service operates via post, as well as via e-mail through the global list, a strategic database containing approximately 350 individuals and organisations interested and actively working on women's health and rights issues. In 2006, 23 proactive materials were sent via post and 34 proactive emails were sent out. In particular, the email sending a list of over 20 excellent women's websites elicited positive response, with a number of individuals asking that their organisation be included on the website list and that it be continuously updated and circulated again in the future.

Aside from the above activities, ARROW maintains 16 core bibliographies representing key thematic areas in the IDC collection, which are updated upon request. In 2006, the bibliographic list on men's responsibility in women's SRHR was updated. Special bibliographies were also created

for the ARROW-FIGO Parallel Forums, putting together the most recent, practical and innovative publications on contraception, health sector reform, women and HIV/AIDS, and violence against women.

ARROW website

In 2006, ARROW's website continued to serve it basic purpose: to inform website visitors on ARROW's organisational history and objectives, programmes, projects and other activities; to provide access to ARROW's online virtual catalogue; to highlight and make available ARROW's publications in PDF format; and to feature approximately 80 excellent websites on women's health and development. The emphasis in 2006 was routine website maintenance, such as adding new links to the 'Useful Links' section, announcing events and employment positions and minor updates in the staff information section. ARROW plans to have a new content management system in place in 2007 that is more administrator-friendly and will facilitate updating of different sections by relevant staff.

ARROWs For Change

In 2006, ARROW produced one issue of *ARROWs For Change* (AFC), our practical, action-oriented bulletin targeted at Asian-Pacific decision-makers in health, population, family planning and women's organisations. AFC Vol. 12 No.1 entitled "HIV/AIDS and SRHR: How Has Funding Fuelled the Divide?" looked at the intersection between HIV/AIDS and SRHR. A second issue on pregnancy and childbirth-related deaths is being put together and will be ready for publication in early 2007. AFC's targeted distribution of 4,853 readers ensures the bulletin's impact. It reaches a sizable number of individuals and organisations in need of evidence-based analysis on critical women's SRHR

issues and inspiring regional examples of change in action. In 2006, 87% of AFC's readership is from the Asia-Pacific region and 13% from other regions, and is composed of 54% NGOs, 38% government, 3% media, 1% donors and 4% others.

Other publications: Promotional materials

Despite internal restructuring which delayed publication work, the *2005 Popular Annual Report* (PAR) was printed. About 500 copies were distributed to ARROW's key stakeholders, such as women and health NGOs, partners and focal points, donor agencies and BOD and PAC members. Oxfam *NOVIB* and Sida funded the production and dissemination of the PAR. A *2007 Year Planner* and commemorative calendar for the International Day of Action for Women's Health were also produced.

Promoting our information

ARROW continued to promote and market its work and publications through setting up display booths in strategic international events in order to stimulate interest in its work and publications. Our objective is to ensure that ARROW's publications are disseminated to our target groups, namely, programme managers from health and rights NGOs, donors, health practitioners, policymakers and government agencies, researchers, resource centres and UN agencies. In addition to publication dissemination, new contacts are sourced for inclusion into ARROW's strategic mailing list database and the Global Proactive Information List. The standard feature of the publication booths is a display of all ARROW publications, the ARROW banner, pamphlets, publication order forms and contact database forms. Most publications are provided either free of charge or on an exchange basis.

Various ARROW publications were disseminated through booths at various events, including the following:

- the XVIII FIGO World Congress of Gynaecology and Obstetrics in Kuala Lumpur, Malaysia;
- the Fundacion para Estudio e Investigacion de la Mujer (FEIM) International Dialogue in Buenos Aires, Argentina;
- the Knowledge, Infrastructure with and between Counterparts Project (KIC) Conference and Workshop in Amsterdam, the Netherlands;
- the WHRAP Regional Policy Dialogue Follow-up Meeting in Bangkok, Thailand; and
- the IRRMA End-of-Project Evaluation Meeting in Jakarta, Indonesia.

The number of ARROW publications distributed in 2006 at IDC booths and various events were:

- 4,900 copies each of the latest ARROWs For Change Vol.12 No.1 and the 2007 year planner
- Approximately 1,080 copies of past issues of *ARROWs For Change*
- 1,860 copies of Monitoring Ten Years of ICPD

- Implementation: The Way Forward to 2015, Asian Country Reports
- 488 copies of the ARROW Popular Annual Report 2005
- 200 copies of The Right Reforms: Health Sector Reforms and Sexual and Reproductive Health
- · 450 copies of ARROW's calendars
- 160 copies of Access to Quality Gender-Sensitive Health Services: Women-Centred Action Research
- 20 copies of the Women's Health Needs and Rights in Southeast Asia: A Beijing Monitoring Report
- 31 copies of the Resource Kit
- 160 copies of the *Information Package* 2
- 648 copies of ARROW's latest publication, Women
 of the World: Laws and Policies Affecting Their
 Reproductive Lives, East and Southeast Asia (WOW

 East and Southeast Asia)
- 9,800 policy briefs on health sector reforms by the Rights and Reforms Initiative.



Women's Health and Rights Advocacy Partnership (WHRAP)

2 1 (January 2003-June 2006) concluded and moved to Phase II (July 2006-June 2010). Phase I focussed on placing maternal health and young people's SRHR issues on the local, national and regional agenda. Phase II, on the other hand, focusses on demanding government accountability for women's health and rights and on increasing marginalised women's access to SRHR decision-making circles. With respect to capacity building, the focus is now on increasing the capacity of the partnership rather than of individual partner organisations (although that will still continue).

Table 1: Current WHRAP partners

Country	Organisation
Bangladesh	Bangladesh Women's Health Coalition (BWHC); Naripokkho
India	Centre for Health Education, Training and Nutrition Awareness (CHETNA); SAHAYOG
Nepal	Beyond Beijing Committee (BBC)
Pakistan	Shirkat Gah Danish Family Planning Association (DFPA)

Phase I. WHRAP's advocacy efforts continued to gain momentum in 2006. In Phase I, a critical milestone was the establishment of the South Asian Task Force on SRHR during the Regional Policy Dialogue Follow-up Meeting in Bangkok, Thailand in 29-31 May. The Task Force, a non-governmental multi-country body on SRHR with high-level government participation, aims to:

 ensure that the WHRAP advocacy agenda (which is focussed on maternal and young people's SRHR),

- as informed by evidence from WHRAP initiatives, is represented and put onto the agenda of relevant South Asia-level forums and processes; and
- influence local and national-level policy changes, including budget allocation and utilisation, and monitoring progress towards improved maternal health conditions and YSRHR.

All four WHRAP countries participate in the Task Force, together with country partners, high-level government officials and NGO representatives. Thirteen members out of 16 have already accepted nomination in 2006.

WHRAP Phase I also saw advocacy outcomes at the national level in 2006. CHETNA worked with the state-level governments of Gujurat and Rajasthan to draft young people's sexual and reproductive health policies while SAHAYOG carried out a state-wide maternal health campaign in Uttar Pradesh.

In the area of finance and auditing, ARROW visited the Beyond Beijing Committee in Nepal to support the continued development of their accounting practices and procedures to meet the Danida accounting requirements. In addition, the Finance Officer of the DFPA paid a capacity building visit to ARROW for the preparation of the consolidated audit for the Phase I end-of-project reporting to Danida.

Partners also continued to share and exchange their experiences and knowledge through two exchange visits. Four WHRAP members (programme officers from SAHAYOG, BBC, BWHC and one from a Naripokkho community-based organisation or CBO) attended a two-week Center for Enquiry into Health and Allied Themes (CEHAT) Health and Human Rights training course. Participants found the course relevant to WHRAP as it deepened their understanding of the rights-based approach. In late June, SAHAYOG carried out a workshop to

capacity building for monitoring and advocacy

strengthen their monitoring of CBOs and invited other members of WHRAP CBOs to participate. Thirteen CBO members took up this offer and learned from SAHAYOG's monitoring framework, and in turn shared their own experiences in monitoring. In anticipation of Phase II of the project, ARROW coordinated a WHRAP Monitoring and Evaluation Workshop. At the workshop, participants reviewed general monitoring and evaluation concepts and began developing an M&E framework for WHRAP Phase II. A workshop to build partners' capacities to meet Danida financial requirements immediately followed.

Aside from the creation of the South Asia Regional Task Force mentioned earlier, key Phase I achievements identified by partners were:

- High participation of policymakers at regional and national level policy dialogues;
- Acknowledgement by decision makers of the importance of WHRAP's two critical issues (maternal health and YSRHR), resulting in concrete initiatives for improvement, such as the drafting of young people's sexual health policy in the states of Rajasthan and Gujarat in India;
- Monitoring of health services leading to improved practices by doctors, nurses and other health service professionals such as auxiliary-nurse midwives (Bangladesh, India and Pakistan);
- Successful capacity building on advocacy of CBOs and marginalised women, and their active participation in dialogues with decision makers and in drafting youth policies (India, Nepal, Bangladesh, Pakistan); and
- Strategically planned advocacy interventions to incorporate SRHR into the Millennium Development Goals (MDGs) (Pakistan and international).

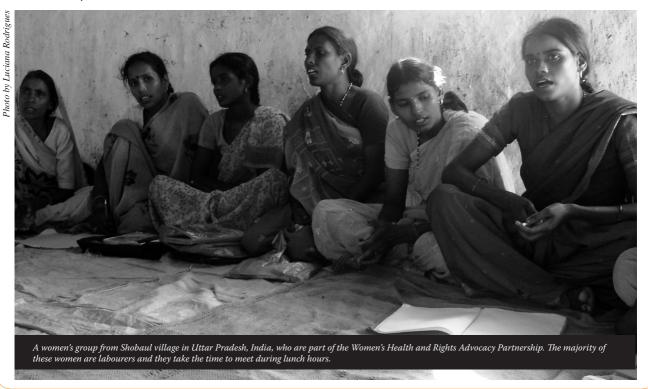
Phase II. The most critical Phase II outputs for 2006 were the creation of the Steering Committee (SC) and the Working Group (WG). It also included the organising of a series of meetings aimed to increase WHRAP ownership among the partners and to ensure that all partners were on the same page in project expectations, implementation and monitoring. The WHRAP Phase II Planning Meeting was held back-to-back with the 1st Working Group Meeting and the 1st Steering Committee Meeting on 19-26 September in Kathmandu, Nepal. The WG is composed of programme officers and managers from WHRAP and serves as a platform for discussion on implementation of the project. On the other hand, the SC comprises the directors of the all the WHRAP partners and is the initiative's decisionmaking body. It was added in WHRAP Phase II to increase ownership and to decentralise decision-making.

At the 1st WG Meeting, partners revised the Phase II indicators to ensure that all partners were in agreement with how progress towards WHRAP objectives will be measured. According to the partners, the most inspiring portion of the meeting was the sharing of organisational strategies for WHRAP, as it deepened their understanding of each other's organisational work. On the other hand, the 1st SC Meeting focussed on establishing the terms of reference (TOR) for the Steering Committee, the South Asian Task Force on SRHR, the Regional Animator and ARROW. The SC also reviewed the development of the WHRAP Monitoring and Evaluation (M&E) framework for Phase II, initiated a process to review the logframe indicators, and had an open and truthful discussion of the Phase II proposal process which occurred in early 2006. The planning meeting had the following outputs: the WHRAP mega-calendar; WHRAP communications framework and communications matrix; M&E systems development plan; finalised TORs for ARROW, the Regional Animator and the Task Force; and a proposed TOR for the Working Group.

Phase II also saw monitoring efforts of grassroots women's groups translating to improved health services. In Pakistan, as a result of the advocacy efforts made by the CBO partner of Shirkat Gah, a doctor was appointed and the inactive Lady Health Visitor at the Basic Health Unit (BHU) of Jamal Town was replaced by an efficient one. Both CHETNA and SAHAYOG presented papers to the Indian Planning Commission during a *Civil Society Window on Reducing Maternal Mortality: Some Workable Solutions*.

Overall, the partnership's activities and outputs over the course of the year have led to the achievement of ARROW's

objective of convening WHRAP as a regional forum of capacity building for evidence-based policy advocacy at local, national and regional levels and expanding spaces for women's NGO advocacy. WHRAP entered Phase II with a high level of ownership and great expectations. ARROW and current WHRAP partners are also excited about the possibility of expanding the WHRAP modality to the Asia-Pacific region which will broaden WHRAP's scope and reach in 2007.



Indonesian Sexual and Reproductive Health and Rights Advocacy and Monitoring Project (IRRMA)

The three-year IRRMA initiative, which begun in mid-2002 and was extended on a no-cost basis for an additional year, concluded in December 2006. The project involved a series of capacity building workshops for evidence-based monitoring, actual monitoring studies on seven aspects of SRHR, the publication of these reports, and the sharing of presentations based on these findings at national and international fora. These series of activities were planned in response to an assessed need to increase the number of NGOs in Indonesia that have the capacity to engage effectively at national and international level advocacy venues. ARROW was envisioned as the facilitator for this process, based on the quality of our advocacy work and a clear commitment to an empowering partnership process. Our approach to collaborative research also made this possible, as this approach has been proven to contribute to the generation of new evidence and the elevation of national partner's advocacies through association with good research methodology.

2006 marked the beginning of the IRRMA advocacy phase, as partners advocated for and defended the proposed amendments to the Health Law, which provide for the reproductive health and rights of women in Indonesia. Evidence gathered from partners' monitoring work was used to support, among others, the inclusion of abortion services and of unmarried youth as clients in SRHR information and service provisioning. Kicking off the campaign were the national-level advocacy events coordinated by YKP with strategic guidance from INAC members.

Each FPG brought along partner NGOs and local level parliamentary representatives to engage with the Women's Empowerment, Health, and Legal and Human Rights Ministries, as well as to participate in a public hearing at the Parliamentary Select Committee. This was followed by a national-level dissemination seminar involving over 80 NGO partners. In the event, the participants established a small group to work on the IRRMA data and to develop the indicators further. There was also opportunity to obtain additional funding from UNFPA, and a demand from the NGOs present to expand the IRRMA network to include a larger number of organisations. It was inspiring to have been a part of these significant engagements and to see

Table 2: IRRMA Focal Point Groups (FPG)

Issue	FPG and Area	
Young People's SRHR	Perkumpulan Keluarga Berencana Indonesia (Jambi)	
Abortion	Yayasan Kesehatan Perempuan (YKP) (Jakarta)	
Sexual Violence	Rifka Annisa Women's Crisis Centre (Jogjakarta)	
HIV/AIDS among girls and women	Yayasan Hotline Surbaya (Surabaya)	
Maternal Mortality	Kelompok Studi Gender Surabaya, Universitas Surabaya (Madura)	
Decentralisation of Health Systems	Yayasan Lembaga Konsumen Sulawesi Selatan (Makasar)	
(Provision of Strategic Guidance)	Indonesia National Advisory Committee (INAC)	

how project investments had translated to more effective intervention at the national level.

IRRMA produced advocacy materials for the meetings, including six policy briefs in Bahasa Indonesia stating the facts, problems and recommendations for each issue of concern. Having catchy titles (e.g., "Every Hour, Two Women Die;" and "Why Not Reproductive Health?"), these materials were effective in paving the way for a dialogue among Parliament Members and the IRRMA group. These opportunities contributed to the attainment of the goal to increase the advocacy capacity of local groups working on SRHR.

Another IRRMA key area of work involved publishing the IRRMA partners' reports, titled Rights and Realities: Monitoring Reports on the Status of Indonesian Women's Sexual and Reproductive Health and Rights, Findings from the Indonesian Reproductive Health and Rights Monitoring and Advocacy (IRRMA) Project. Through close collaboration with the partners, all the reports were brought to a common level of quality and scope. More content were also added through a desk research utilising resources available at ARROW's Information and Documentation Centre. In the IRRMA End-of-Project Evaluation Meeting, two partners stated in their final presentations that the IRRMA publication far exceeded in quality their first cut of the report, and that they learned a lot in the process of improving the papers. This was an unanticipated but highly appreciated gain. They also thought that the quality of editing directed them not only toward improvements needed in their reports, but on the rationale and methodology for the changes. The book is in print lay-out by the end of 2006 and will be published in early 2007.

In addition, the FPGs shared some critical milestones and made recommendations on the future of IRRMA at the IRRMA End-of-Project Evaluation Meeting held at the end of the year.

The IRRMA project's achievements went beyond the project objectives, as shown by the partners' assessment as follows:

- All partners said that the IRRMA initiative increased collaborative efforts with agencies such as midwives associations, the police and other NGOs.
- They cited the process of converting data to advocacy materials, such as policy briefs and research reports, as helpful in building their capacities.
- The partnership and the evidence the project generated also strengthened partners' personal and organisational confidence levels. It also affected positively others' perception of them.
- The team in Jambi, Sumatera managed to include an adolescent SRHR (ASRHR) training module that they developed into the school curriculum, either as what is called 'locally included content' or in extracurricular activities. In clarifying IRRMA's exact contribution to this, the partner FPG said that the partnership approach emphasised in IRRMA, and the opportunities it provided to implement actual collaborative activities, enabled the programme to be implemented in six of the seven Sumateran provinces (exluding Aceh). If not for IRRMA, it would have been applied in only three provinces.
- The government allocated a budget for ASRHR activities by youth groups that are part of IRRMA's extended local FPG network in Jambi, Sumatera.
- ASRHR services are now provided in primary health centres in three provinces in Sumatera (Jambi, Lampung and West Sumatera), whereas previously they were unavailable. This was a direct result of the advocacy conducted by the IRRMA partners at the local level.
- An NGO task force to monitoring progress on ASRHR has been created in Jambi, Sumatera.

- The Jakarta group set up a network of individuals and NGOs that worked to facilitate the process of seeing the health law amendment through. The group also countered the efforts of groups that were against the regulation of abortion services.
- In the city of Surabaya, as a result of IRRMA evidence-based advocacy, the LOKAKARYA (an IRRMA-initiated network of NGOs at the local level) began working together with the local health department.
- As a result of the Surabaya partner using evidence emerging from her study, the essential reproductive health services package was implemented as a model in four local health centres.
- Similarly, the Surabaya partner partly attributes to IRRMA the success of achieving the country's first local ordinance on prevention and control of HIV/AIDS. The ordinance includes very progressive content that ensures the rights of those affected are protected.
- The Surabaya partner was asked to present her study findings, independently of ARROW, at the University of Singapore. In the event, she engaged directly with the Minister of Health of Singapore.
- The coordinator of the Surabaya Hotline was nominated to the National Working Group of Indonesia on the Prevention and Control of HIV/ AIDS.

IRRMA partners recommended strongly a phase II for the initiative, and emphasised their intention to include ARROW in this process. The partners also suggested a more extensive component on sharing of experiences and capacities among the IRRMA partners themselves.

The Rights and Reforms Initiative (RRI)

RRI was originally a global research project coordinated by the Women's Health Project of the University of Witswatersrand and funded by Ford Foundation. The project aimed to conduct a global research on the impact of World Bank-driven Health Sector Reforms (HSR) on SRHR. It was divided into various global teams of researchers designated at specific geographic regions for study. Meanwhile, three regional organisations—ARROW from the Asia Pacific, Red de Salud de las Mujeres Latinoamericanas y del Caribe (LACHWN) from South America and the African Partnership for Sexual and Reproductive Health and Rights of Women and Girls (AMANITARE) from Africa participated in the process with the aim of implementing trainings aimed to disseminate the findings of the Rights and Reform Initiative. These trainings were scheduled to take place upon conclusion of the research component of the project.

In 2004, owing to various contributing reasons, the Ford Foundation decided to discontinue the dissemination part of the original project plan. ARROW tried to suggest continuing with the agenda, at least at the Asia-Pacific level, but this did not push through. Instead, as the Women's Health Project had some balance funds that were available from the previous RRI phase, they worked with ARROW on a plan to dovetail the dissemination training workshop with ARROW's ongoing projects.

ARROW's partner in Indonesia, Yayasan Kesehatan Perempuan (YKP), co-hosted the training workshop, while Fatima Castillo, Ranjani Krishnamurthy and Sundari Ravindran served as resource persons. The training was conducted with ARROW's IRRMA partners, academics, Indonesian government representatives and human rights commissioners.

The RRI was thus a critical opportunity to engage four human right commissioners from Malaysia, Indonesia, Philippines and Thailand through the RRI. This was a result of a discussion held between the ARROW Executive Director and the Chair of the Thailand Human Rights Commission during the launch of the Women of the World: Laws and Policies Affecting their Lives—East and Southeast Asia, and perhaps also reflects a clear priority of needs of the Commissions themselves. The Thailand and Indonesia commissions sent high-level commissioners to the training, while the commissions of Malaysia and the Philippines sent the officers who were directly working on gender, health and rights issues.

Some key lessons learned include the serious dearth of data and evidence on how reforms are affecting women's lives nationally and locally, and the concern that there is an overwhelming bias in equating decentralised to democratised (as this in turn is too easily interpreted as being good and wholesome). The training team also faced a significant challenge in dealing with the impact of our clever opponents' strategy of using progressive sounding words such as "health sector reforms" (because we all want our health systems reformed!). This strategy masks a fundamental shift in responsibility for health provision away from government and into the hands of the profit-driven private sector. While the private sector does have a role to play in research and the provision of high-end, low volume services, basic health care cannot become profit-driven. This is because many services, especially SRHR services, are essentially unprofitable or are only subscribed to by poor communities when they are free, as cost is a significant barrier to access.

ARROW also realised that even within the government, the need for the kind of capacity building training provided by the Rights and Reform Training is of high demand. National policy makers are looking for alternative sources of information and knowledge to counter the very heavy pressure applied by international agencies such as the World Bank and Asian Development Bank. The opportunity that has been opened up now with the human rights

commissions must be pursued, as it means we already have a few champions who are committed to developing a system for monitoring violations of women's health and rights, specifically in the face of the push towards privatisation of health services. ARROW is fortunate that the 2006 Strategic Planning Meeting clearly identified globalisation, privatisation and health sector reforms as critical issues that the organisation is committed to.

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technical assistance, networking and collaboration

he ARROW staff provided technical input to 23 different meetings upon invitation by key stakeholders. Technical assistance included paper presentation, programme planning and coordination, meeting facilitation and meeting documentation. These exclude technical input given at ARROW-organised

activities. Generally, funding was provided by the organisers of these events, while ARROW was successful in raising funds to participate in other meetings. Some of these events, which have been explained in the "Reflections from the Executive Director" section, are listed in Table 3.

Table 3. Some events where ARROW provided technical input

Event	Date and Venue	Organiser/s
Malaysia Study Tour – Delegates from the Ministry of Women and Children Affairs, Bangladesh	3-7 May 2006, Kuala Lumpur and Sabah, Malaysia	ARROW/Government of Bangladesh
Strategies for the South—Building Synergies in HIV/AIDS and Sexual and Reproductive Health and Rights Dialogue	15-18 May 2006, Buenos Aires, Argentina	Fundacion para Estudio e Investigacion de la Mujer (FEIM)
Overseas Study Tour to Malaysia by the Women Cadres Training School, Vietnam	24-28 July 2006, Kuala Lumpur and Penang, Malaysia	ARROW/Government of Vietnam
Preparatory Meeting for the Conference on Rural Women's Liberation	29-30 September 2006, Chennai, India	Pesticide Action Network (PAN) Asia-Pacific
ARROW-FIGO Parallel Forums 2006	5-9 November 2006, Kuala Lumpur, Malaysia	ARROW & the FIGO Committee for Women's Sexual and Reproductive Health and Rights
Regional Conference on Globalisation and its Impact on Women	24-30 November 2006, Kuala Lumpur, Malaysia	Committee for Asian Women (CAW)
Malaysian ED's Networking Meeting - Presentation of the ARROW Experience	19 September, Petaling Jaya, Malaysia	Malaysian NGO Network of Executive Directors

ARROW also coordinated and planned a major international event, the ARROW-FIGO Parallel Forums on Women's SRHR. These were organised in conjunction with the XVIII FIGO World Congress of Gynecology and Obstetrics held in Kuala Lumpur, Malaysia on 5-10 November. ARROW was invited by Dr. Anibal Faundes, the Chair of the FIGO Committee on Sexual and Reproductive Health and Rights, demonstrating international recognition of our technical expertise, leadership and strategic position in the region with regard to SRHR advocacy.

ARROW had four different interventions at the FIGO World Congress:

- a. Through the ARROW-FIGO Parallel Forums on Unmet Need for Contraception, Violence against Women, Health Sector Reforms, and Feminisation of HIV/AIDS. The forums reached about 160 local participants from institutions of higher learning, public and private medical colleges and other universities, NGOs, services providers, health workers, consumer groups, public sector organisations and the government. These were extensively covered by the media and participated in by the main individuals, organisations and networks committed to improving SRHR in Malaysia as well as technical experts from FIGO. The forums were assessed as a major contribution to the local discussion and strategising on SRHR, having been a venue to share recent data (or be aware that critical data are unavailable), to dialogue on controversial and difficult issues among SRHR advocates, the media and medical practitioners, and to propose ways of changing the policy and practice environment in the country.
- Through a media sensitisation workshop for Malaysian journalists, which aimed to enable media

- professionals to better understand and communicate the SRHR issues arising from the FIGO Congress and the Parallel Forums in particular. A set of media briefs were developed by ARROW and given to the 11 media people from all major multilingual newspapers, health magazines, journals and television channels in Malaysia who participated in the workshop. An immediate outcome of the workshop was the publication of a number of articles on SRHR issues in the local media, including a Malay newspaper, Berita Harian. This was an achievement as the prevailing social and religious constraints makes it difficult for journalists to bring up such sensitive matters as unmet need for contraception, youth's access to contraception and unsafe abortion, within a rights- and gender-sensitive framework. This is seen as a first step towards getting the issue of SRHR into the media agenda and subsequently on to the public agenda.
- c. Through the dissemination of ARROW materials at the FIGO exhibition booth, where we were able to reach a diverse, international 5,000-strong group of obstetricians and gynecologists.
- d. Through the launch of the ARROW-Center for Reproductive Rights publication Women of the World: Laws and Policies Affecting Their Reproductive Lives—East and Southeast Asia. Heads of organisations from the academic and government institutions, local Malaysian NGOs, the UN and the FIGO speakers at the parallel forums were invited to this launch. The book launch was well-covered in the national media.

Income for 2006

RROW received grants for 2006 amounting to RM3,099,637 (US\$849,216), representing 98.5% of our total income (see Figure 1 for details). Funding from the Swedish International Development Cooperation Agency (Sida) (6.5% of the total income) supported ARROW's programme and institutional costs.

Oxfam Novib (19% of the total income), on the other hand, continued to support activities in women's health and rights advocacy and overall institutional costs. Oxfam Novib's programme and institutional funding to ARROW for the period 2002-2006 ended in October 2006. However, the new programme funding for period 2006-2010 began in November 2006 with a total support grant amounting to RM2,628,000 (US\$720,000 or EUR550,000), which is a 24% increase from the earlier funding (based on approved funding in Euro). Aside from this, ARROW received three other grants from Oxfam Novib to implement project activities. These are: capacity building for evidence-based advocacy in China (RM176,675; US\$50,007 or EUR 38,200); initiative for better research- and evidence-based advocacy and information and documentation practices to advance women's SRHR in the Asia-Pacific (RM233,100; US\$65,455 or EUR50,000); and ARROW's external evaluation process activities (RM67,400; US\$19,132 or EUR14,615). The total project funding from Oxfam Novib represents 15% of the total income.

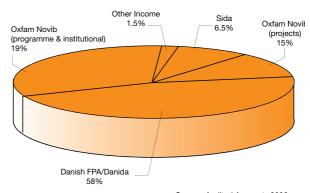
Funding from the Danish International Development Agency (Danida) (58% of the total income), which began in 2003, supported WHRAP activities with six NGOs in four South Asian countries (Bangladesh, India, Nepal and Pakistan). WHRAP Phase 1 activities ended in June 2006 but Danida has continued funding the WHRAP Phase 2 project from July 2006 to June 2010, with a total funding of RM4,560,530 (US\$1,249,460 or DKK7,247,820). This amount showed a 27% increase from previous funding (based on

approved funding in Danish Kroner).

A total of RM23,419 (US\$5,594) was raised to organise a media sensitisation workshop and the ARROW-FIGO Parallel Forums at the XVIII FIGO World Congress. The funds were received from Embassy of the Kingdom of the Netherlands in Kuala Lumpur (RM15,000 or US\$4,100); the World Health Organization (WHO) Department of Reproductive Health and Research (RM6,737 or US\$1,845) and the Center for Reproductive Rights, New York (RM1,682 or US\$450). An additional RM46,515 (US\$12,743 or 1.5% of the total income) came from ARROW's own income from interest on fixed deposits, information services, and administration costs.

ARROW's total income for the year 2006 was RM3,146,152 (US\$861,959) compared to RM2,550,075 (US\$669,441) in 2005. The increase was contributed by project-related grants received from Oxfam Novib and Danida during the year. Including the balances carried forward from grants received in 2005, the total funds available for expenditure in 2006 was RM5,190,439 (US\$1,422,038).

Figure 1: 2006 Income

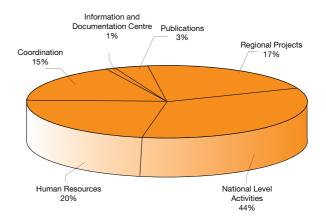


Expenditure for 2006

ARROW's total expenditure in 2006 amounted to RM3,353,354 (US\$918,727) compared to RM2,502,788 (US\$685,695) in 2005, as 2006 saw an increase in project activities, personnel and organisational costs. The direct programme costs of the organisation—comprised of projects (17%), including expenditures at regional level for research and meeting costs; publications (3%); and the IDC (1%)—contributed to 65% of the total expenditure. An additional 44% of the direct programme costs went towards expenditure for activities carried out at national level by ARROW's national partners. The other 35% of the total expenditure was for management and administration costs, which is divided into two sections: Human Resources (20%) and Coordination (15%).

It should be noted that the operational costs of the Publications and IDC activities includes the expenses directly related to services and outputs such as mailing costs and communications, but does not reflect the cost of maintaining staff. Overall, 88% of the total budget amount for expenditure in 2006 was expended.

Figure 2: 2006 Expenditure



Source: Audited Accounts 2006

Governing ARROW

RROW continued to benefit from the experience and wisdom of our committed Board of Directors (BOD). In 2006, they contributed to the creative and organic growth of the organisation, particularly in direction setting and policy making. Among others, they developed the "ARROW Management Guidelines" (written by Rashidah Abdullah), the "Conflict of Interest Policy for the Staff" and the "ARROW Code of Ethics." They also supervised the external evaluation, Strategic Planning Meeting and work programme budget construction, staff salary review and the development of the competency models for ARROW's Programme Managers and Officers.

The BOD had four members at the start of 2006, with one position unfilled. In April, the Board resolved to invite Ninuk Widyantoro, a well-known abortion rights activist from Indonesia, and a member of ARROW's Indonesia National Advisory Committee, to become a member of the Board. Ninuk accepted and attended her first Board Meeting in December 2006 in Kuala Lumpur, Malaysia. Recommendations were also made on potential persons to be invited in anticipation of the next board member's retirement in October 2007.

The Board also recommended a number of names for invitation to ARROW's Programme Advisory Committee (PAC), resolving to expand the number of PAC members from eight to ten in order to meet the requirements of the challenging and wide-ranging issues of the next Work Programme and Budget of 2006-2011. As part of ARROW's commitment to ensure young people's participation within the organisation structure, it was also decided that two seats will be reserved for young people.

Guiding our programmes

Much of ARROW's success and ability to stay on track is owed to our expert Programme Advisory Committee (PAC) members, who provide 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 19 April 2006 in Pulau Perhentian, Malaysia. Unfortunately, the meeting was truncated as only two members were 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, and ARROW's planned activities.

Remembering amazing ARROW women: Rita and Nasreen

Rita Raj (1944-2006)

Rita, co-founder of ARROW, passed away on 23 November 2006 in Boston, Massachusetts. Rita, known for her courageousness, professionalism and refined and gentle nature, worked tirelessly throughout her life to further women's health and rights in Malaysia and beyond. Rita founded ARROW in 1993 with Rashidah Abdullah and remained a director until 1995.

Before ARROW, Rita worked for ten years with the Malaysian Federation of Family Planning Associations, where she helped to establish their evaluation system and later worked for the National Family Planning Board. In 1988, she joined the gender and development team at the Asian and Pacific Development Centre and afterwards coordinated Women's Aid Organisation's trailblazing national domestic

violence research, which helped influence domestic violence legislation in Malaysia. Rita was a member of the Board of Directors of the International Women's Rights Action Watch Asia Pacific, a position she maintained even after leaving Malaysia.

After ARROW, Rita went on to study traditional Chinese medicine in the United States and became a licensed acupuncturist, fulfilling a life-long dream to become a healer. She was also able to continue her work in women's health through her involvement with the Boston Women's Health Collective, UNFPA and Rutgers University Center for Global Women's Leadership. Throughout her life, Rita inspired many with her deep commitment to fighting the inequities and injustices many women face, which she translated into action to improve women's health and rights around the world. She will be deeply missed.





Nasreen Huq (1958-2006)

Nasreen, former Programme Advisory Committee (PAC) member, died on 24 April 2006 in Dhaka, Bangladesh. She was one of the women activists that ARROW co-founders Rita Raj and Rashidah Abdullah most admired when setting up ARROW. Nasreen's analysis, insights, courage and fresh perspectives dazzled them at the International Health Meeting in Manila in 1990 and she was invited to become a founding PAC member, remaining so until 2001.

Nasreen was a tireless, passionate activist and helped shape the Bangladeshi women's movement and civil society. After studying in the US, she joined the Bangladesh Rural Advancement Committee, then Helen Keller International, and finally Action Aid as Country Director. For almost

strengthening our organisation

20 years, Nasreen also worked with the women's NGO Naripokkho, for whom she had coordinated both the Women's Health and the Safe Motherhood Teams and founded a national campaign against acid violence. Nasreen was also a regular advisor on gender issues to the Government of Bangladesh, playing a critical role on the government delegation during ICPD in Cairo and at the ICPD+5 Meeting in Bangkok.

We remember her very fondly both for all the wonderful activist work she did, as well as for her beaming smile, incredible warmth and beauty.

Growing and changing

Several staff left ARROW in 2006. In February 2006, Assistant Programme Officer for the IDC Elita Fariza Shafee resigned to focus on resource centre work on HIV and AIDS in Malaysia. ARROW will remember her for her cheerfulness and willingness to help people. In June, Mae Tan Siew Mann, who had been with ARROW for two years as a Programme Officer, resigned to work regionally in the area of HIV and AIDS. Her diligence and commitment to women's rights will be missed. And lastly, in September, Syirin Junisya, also a Programme Officer with ARROW since 2002, moved on to work in the area of women's legal rights. Her warmth and efficiency in organising project work is appreciated and will be remembered.

On the other hand, ARROW was infused with the energy and vibrancy of the new staff who came in during the year. In March 2006, Luciana Rodrigues joined ARROW as our Programme Officer for the Women's Health and Rights Advocacy Partnership (WHRAP), and worked effectively at meeting the very challenging implementation of a large and complicated project. Lu comes to us from a background in public health, specifically SRHR. ARROW's new Information and Communications Officer, Michelle Rogers, joined us in July 2006, bringing with her the experience of women in

migration and their sexual and reproductive health needs.

In October, ARROW recruited its Information and Communications Programme Manager, Sivananthi Thanenthiran. Siva had worked at a regional UNDP programme on governance, and has extensive publications and information management experience, including working on training journalists at the regional level. In November, we filled the Programme Manager for Advocacy and Capacity Building post through the successful recruitment of Rodelyn Marte, an ARROW Programme Advisory Committee Member since 2005. RD is co-coordinator of the Network of Asia Pacific Youth (NAPY) and has extensive experience in national and regional SRHR advocacy. And finally, December saw the hiring of Nor Azurah Zakaria as Assistant Administration Officer. Azurah has ten years experience in administrative work at various national-level organisations.

Information and Documentation Centre ongoing tasks were temporarily taken on by Nor Ajlaa Mohd Azam and Monisha Bhat in two separate periods. We also had Sabrina Sunderraj, who was with us for three months to support the IRRMA project as a short-term project person, as well as Mariyana Estet Zaidel and Azura Ismail, who both provided support in the administrative area when the Assistant Administration Officer post was vacant.

Internships

Florine Lawrance interned at ARROW from October 2006 until February 2007, with her internship supported by the Canadian organisation, Centre for Asia Pacific Initiatives (CAPI). Florine assisted ARROW with the ARROW-FIGO Parallel Forums as well as the IRRMA End-of-Project Evaluation Meeting.

Hilary Gorman, who had first joined ARROW as an intern in November 2005, concluded a short term contract with us in July 2006. This was a short extension of her

stay with us to conclude work on the IRRMA as well as to complete the commemorative calendar on the International Day of Action on Women's Health, which occurs on May 28th each year.

Developing our capacity

ARROW's commitment to staff development and concern for their issues continued throughout 2006. ARROW invests in the development of staff based primarily on the information derived from the annual personnel appraisal process. In this procedure, the staff in consultation with their supervisors, 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.

Opportunities that may arise as a result of information that becomes available during the year are also sources of training and capacity development instances in ARROW. The staff participated in the following training and development opportunities:

- "The US-Malaysia FTA: Implications for Malaysian Society," organised by Third World Network, Kuala Lumpur, Malaysia
- Fifth Workshop on the ASEAN Regional Mechanism on Human Rights, Kuala Lumpur, Malaysia
- Briefing on the NGO Shadow Report on the Initial and Second Periodic Report of the Government of Malaysia, Kuala Lumpur, Malaysia
- "Malaysia—US Free Trade Agreement: Issues, Implications, Challenges and Dilemmas," organised by the Third World Network, Consumers Association of Penang and Sahabat Alam Malaysia, Kuala Lumpur, Malaysia
- National Conference to "Stop Trafficking in Persons: A Transborder Crime in the Region" organised

- by Tenaganita, PDRM and the Malaysian Crime Prevention Foundation, Kuala Lumpur, Malaysia
- International Seminar "Towards Universal Access to Reproductive Health: Policies, Systems and Capacity Building Innovations," organised by ICOMP, Kuala Lumpur, Malaysia
- Knowledge and Learning between Counterparts Conference organised by Oxfam-Novib, The Netherlands

ARROW's Talent and Leadership Management Course (TLC), a complementary component of our human resource management system, was also developed in 2006. Aimed at building internal human resource capacities to effectively meet the challenges of the next five-year strategic plan, the TLC recognises our human resources as key to the quality of ARROW's work. The course includes a brief curriculum of mandatory training for all new staff members, as well as a plan for periodic in-house training and growth.

Evaluating our work and strategic planning

A major challenge in 2006 was to complete an effective process of evaluation of the preceding five years, while at the same time, putting in place a strong strategic plan for the impending five-year period.

ARROW's 2006 External Evaluation, conducted by Vimala Ramachandran and Ranjani K. Murthy in June 2006, examined the impact of ARROW's work in the region. Findings of the evaluation include:

- ARROW's 2002-2006/7 WPB strategy of combining information dissemination, Cairo and Beijing monitoring, evidence-based policy advocacy, and WHRAP is a much needed and unique approach in the region.
- Strategies and partnerships to address globalisation and religious fundamentalism in the context of

strengthening our organisation

SRHR require strengthening.

- ARROW's modality of dialogues with the government has directly contributed to greater understanding of government officials on SRHR. It is also a significant factor in the setting up of sub-regional and country-level task forces, and the inclusion of references to reproductive health in critical documents, e.g. the speech written by the Secretary of the Pakistan Ministry of Women's Development, intended for use at the World Summit 2005.
- At the local level, partners' advocacy and pressure from below have led to increases in local health budgets in one province of Indonesia, as well as the passing of a government order on the required and regular functioning of Upazilla (sub-district level) Health Advisory Committees in Bangladesh.
- At international and regional levels, ARROW had contributed to the build-up in pressure to include SRH within MDG targets and to ensure that ICPD and Beijing commitments are maintained.
- The areas for strengthening are the following: looking beyond "comfort zones" to address issues of SRHR and globalisation and fundamentalism; broadening partnerships with organisations working on these issues; expanding partners so that ARROW emerges as a broad-based forum for SRHR; and investing in ARROW organisational development.

The Strategic Planning Meeting, held on 18-20 April 2006 and attended by partners throughout the Asia-Pacific, evaluated the impact of ARROW's work, as well as the strength of its partnerships with organisations in the region. An analysis was made of prevailing as well as emerging political, economic, social and technological challenges in advancing women's health and rights. As mentioned in the "Reflections from the Executive Director," from this analysis,

three of the most critical issues were identified for the focus of ARROW's work in the next five years. These were pregnancy- and childbirth-related deaths and disabilities or PCRDD; equity issues in the face of globalisation, privatisation and health sector reforms; and religious and political conservatism and fundamentalisms and their impact on SRHR. The meeting was successful in gathering key information necessary for the creation of the Work Programme and Budget, and in strengthening ARROW's partnerships across the region.

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. 2006 was different in that two staff-Board retreats were held in the same year, one in February, reflecting on the work of 2005, and one in December 2006, which reviewed the achievements and lessons learned in 2006. The 4th Annual Staff-Board Retreat held in February in Kota Kinabalu, Sabah, and attended by the staff and all BOD members, evaluated the performance of the preceding year as well as planned for the impending challenges of 2006. The February retreat also dealt with management issues and the evaluation of the internal management processes, with the result that the team came out of the process stronger and with greater clarity on these issues.

All staff and one member of the Board of Directors participated at the 5th ARROW Staff and Board Evaluation and Planning Retreat in Mulu, Sarawak, Malaysia. The retreat consolidated the plans that emerged from the Strategic Planning Meeting. Ways of achieving the five objectives of the WPB were discussed, including effective information and communications strategies that will cut across all five objectives. Significant team-building was also successfully



achieved, and the ARROW team came out of the December retreat energised, motivated, and ready to meet the challenges of the new strategic plan.

Partners for change

Over the years, ARROW has built, enhanced and maintained international, regional and national partnerships with many organisations and individual activists in the region. We believe this is 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 and women's health and rights, particularly sexual and reproductive health and rights;
- Commitment to achievement of gender equality, operating as a gender-sensitive organisation;
- Involvement in policy advocacy backed by research and monitoring nationally and/or at a state level (or planning to be);
- · Reputation for credibility and professionalism;

strengthening our organisation

- 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 which 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 preferably led by women, or have a strong gender perspective; and
- 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.



RROW thanks everyone who supported our work and shared a commitment to enhancing the health and rights of women in the Asia-Pacific region.

Our country partners in 2006

- Bangladesh: Bangladesh Women's Health Coalition (BWHC); Naripokkho
- Cambodia: Cambodian Midwives Association (CMA)

- China: China Center for Population Health and Development, University of Peking; Yunnan Reproductive Health Association (YHRA)
- Denmark: Danish Family Planning Association (DFPA)
- India: Academy for Nursing Studies/Women's Empowerment Research Studies (ANS-WERS); Centre for Health Education, Training and Nutrition Awareness (CHETNA); Initiatives: Women in Development (IWID); SAHAYOG

- Indonesia: Consumer Association of Indonesia, South Sulawesi branch; Gender and Health Studies Group (University of Surabaya), Surabaya Hotline Centre; Planned Parenthood of Indonesia –Jambi chapter; Rifka Annisa WCC; Women's Health Forum; and Women's Health Network of Eastern Indonesia
- Japan: Japan's Network for Women and Health (WHJ)
- Malaysia: Federation of Family Planning Associations, Malaysia (FFPAM)
- Nepal: Beyond Beijing Committee (BBC); Resource Centre for Primary Health Care (RECPHEC)
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