



## **Asian-Pacific Resource & Research Centre for Women**

**Promoting and defending women's health rights**



**annual report 2004**



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Annual Report 2004

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## Annual Report

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Asian-Pacific Resource and Research Centre for Women

## REFLECTIONS FROM THE OUTGOING EXECUTIVE DIRECTOR

Working with ARROW has been a very exciting and satisfying twelve years. Rita Raj and I as co-founder directors, first dreamed of a women's information and resource center to provide the knowledge base for effective policy change. In the mid 1990s this developed into an innovative information programme supported by new research aimed at influencing population, reproductive health and health policies and programmes to be more responsive to women's needs. Now ARROW is proud to have an evidence- based advocacy programme on women's health and rights in partnership with inspiring and committed women's activist NGO's in 12 countries.

ARROW found her niche very quickly, both in the region and globally. From the Cairo conference in 1994, our work has been in full swing and constantly challenging. This is partly because we are the only regional women's NGO working on women's health and rights and the needs are so great. But it is also related to the US right-wing opposition to sexual and reproductive rights and the global neo-liberal development agenda which has led to a de-emphasis on SRHR and less government responsibility and funds for provision of quality, affordable health care. This has meant that women NGOs like ARROW have had to work even harder and more strategically.

While I am very pleased with our achievements to date, there has not yet been a lot of significant change in women's lives or in national policy implementation which is particularly disappointing when we had such high hopes after the Cairo and Beijing conferences. Our ICPD 10 monitoring findings show that in the eight countries, two million women have died due to maternal mortality since Cairo and for 260,000 women this was from unsafe abortion. Primary health services have become less accessible and less affordable due to ineffective health sector reforms and many women who do not want a pregnancy are still not accessing contraceptives. Only China provides government

contraceptive services for unmarried youth and a sexual and reproductive rights framework is not yet implemented in national health policies and programmes.

I thus believe that the most challenging time for ARROW is still to come and that we have a lot of work ahead which needs to be planned, implemented and funded more strategically. I have full confidence in our ability to do this. ARROW has the good fortune to have always had a very active, committed, and competent Board of Directors. Our Programme Advisory Committee members provide excellent strategic planning and evaluation advice. ARROW staff continue to be enthusiastic and dedicated to achieving objectives and high quality standards. We have very responsible core funders in The Swedish International Development Agency (Sida) and The Netherlands Organisation for International Development Cooperation (Novib). However, ARROW needs more such funders, as core funds contribute only 20 % of our budget. Finally, we have wonderful partners and sisters in the women's movement globally.

I have thus stepped down as the Executive Director with an easy heart, particularly happy that Saira Shameem has become the new Executive Director in a smooth transition in January 2005. Carefully chosen by the Board, Saira is an idealistic and pragmatic Malaysian NGO human rights activist who has very useful regional information, advocacy and management experience in both the UN and APWLD.

I remain committed to ARROW as a Board member and for technical assistance while enjoying my sabbatical from full time work. I look forward to the new energy and insights that come from organisational change and to continuing to work with all of you in this important and dynamic organisation.

Rashidah Abdullah, January, 2005



## Our mission

ARROW is committed to advocating and protecting women's health rights and needs, particularly in the area of women's sexuality 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 a Programme Manager. The Executive Director leads the Management Team.
- ARROW is governed by a Board of Directors, made up of four voluntary members and the Executive Director.

- The Programme Advisory Committee, composed of skilled and experienced activists from the region, provides programme direction and advice.
- ARROW's programme and activities are implemented by paid staff. There were 12 full-time staff positions at the end of 2004.
- ARROW also retained a number of consultants who contributed to specific projects and activities in 2004.

## 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:

- 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 Cairo and Beijing implementation.
- Capacity building of women's NGOs and strengthening the women's movement.

What we are



## Reflections of ARROW 2004

2004 was significant as the year in which the ten year implementation of both the Cairo and Beijing Conferences were assessed. ARROW and country partners entered these processes and participated full of enthusiasm and energy, taking part in five regional and three international meetings. ARROW ensured that the key issues of the women's health and rights agenda were put forth and dealt with at each of these events.

Armed with findings from the eight-country ICPD 10 monitoring study and the WHRAP advocacy activities, ARROW highlighted the evidence of the negative impact of health sector reforms on women's access to affordable, accessible health services, which was a shared objective of both Cairo and Beijing. Maternal mortality rates were found to have remained disappointingly high, and it was deduced from the evidence of the ICPD 10 reports that two million women within the eight countries had needlessly died since Cairo, of which 260,000 had died from unsafe abortions.

As for young people, most countries now had policies on adolescents but only China allowed unmarried young people the right to contraceptives through primary health services.

### Reflections

With regard to ARROW's monitoring and advocacy work, we strategically teamed up with the Initiative for Sexual and Reproductive Rights in Health Reforms (Rights and Reforms) as well as the Network for Asia Pacific Youth (NAPY), to help set directions on the two issues of health sector reform and youth access to sexual and reproductive health and rights.

On another front, ARROW organised the ICPD 10 Strategic Planning Meeting which brought together the Rights and Reforms group, NAPY, DAWN, CRR, WGNRR, IWRAW and the People's Health Movement, to work with ARROW and her partners in advocacy activities for the future.

Internationally, we gained strength and insight as a member of the Women's Right Track of ICPD at 10, comprising the international and regional networks and organisations of AMANITARE, ASTRA, DAWN and LACWHN. Together, we worked very well to organise this theme for the International Roundtable, as well as convened a useful meeting in London for the international and regional women NGOs on issues and directions of the women's health movement.

By the end of the year, we could see definite outcomes of the monitoring and advocacy work of ARROW. Health sector reform had been placed on the agenda and within the declarations of the three ICPD 10 Roundtables, while the excellent Rights and Reform papers were widely distributed as most recent evidence. The work of ARROW and her partners were increasingly recognized with invitations received to provide input at three international and regional level policy meetings, one of which was towards strengthening SRHR within the MDGs. Additionally, the ICPD 10 monitoring findings were used in two publications that were produced by WEDO and the APWW assessment of Beijing implementation, which paid credit to the value and credibility of the findings.

One important factor for these achievements was the influential leadership role which ARROW played regionally and internationally. ARROW made its presence felt through providing strategic leadership at a number of key events including the International Planned Parenthood Federation of East and Southeast Asia and Oceania Region (IPPF ESEAOR) ICPD Regional Roundtable, at which ARROW was an advisory committee member. ARROW was also a member of the Global Steering Committee for the Countdown 2015: Sexual and Reproductive Health and Rights for All Global Roundtable Meeting. ARROW was represented at the Meeting of Conveners for the Asia-Pacific NGO Forum on Beijing +10, and is a member of the International Steering Committee of the 3<sup>rd</sup> Asia Pacific Conference on Reproductive and Sexual Health, and the International Women's Health Meeting.

ARROW used its position as a facilitator, and the fact that we had the resources, to enable the participation of country partners at these meetings. ARROW's involvement in many instances was critical in ensuring that SRHR, from a rights-based and gender perspective, was put on the agenda and discussed.

## Organisational Matters

2004 was the second year of implementation of ARROW's five-year Work Programme Budget (WPB) that spans July 2002 – June 2007. The WPB guides our strategy and direction through the practical application of organisational objectives.

A number of projects moved towards their conclusion in 2004 - namely Women of the World (WOW), ICPD Ten Years On Monitoring and Advocacy, and the Initiative for Sexual and Reproductive Rights in Health Reforms (Rights and Reforms).

The three issues of **ARROWs For Change** produced and distributed in 2004 on *Understanding Men's Responsibilities in Addressing Gender Inequality*, *Strengthening Community Participation and Accountability in Sexual and Reproductive Health and Rights*, and *Assessing Evidence on Health Sector Reforms* were cutting edge issues that were being discussed internationally. In collaboration with the Asian Rights and Reforms team, the most important findings on the impact of health sector reform were the focus of two issues which were strategically distributed at the ICPD and Beijing meetings. The issue on clarity of the concept of men's responsibility was disseminated as an input to the Commission on the Status of Women which had an agenda item on men and gender equality.

In line with the objective to achieve a wider reach, **ARROWs For Change** Vol 6 No 2 was translated into Bahasa Indonesia, while Vol 3 No 2 was translated into two languages, Hindi and Gujarati. The outflow of information from ARROW's IDC remained at high capacity throughout the year, with distribution occurring at key regional and international events. In the future, more attention needs to be placed on developing a strategic plan for information dissemination as a core area of the organisation. The ARROW website was revamped and launched in June, enabling us to make both ARROW and our materials more accessible to a wider audience.



The introduction of organisational Quarterly Progress Reports have been soundly commended for their usefulness in keeping ARROW's Board of Directors (BoD) and Programme Advisory Committee (PAC) members up-to-date with ARROW's activities. Internal financial processes continued to improve with the production of monthly financial reports that facilitated better and closer monitoring of programme and project under-expenditure, a concern that had been raised in 2003.

Perhaps the most significant event in 2004 was the announcement by founder-director, Rashidah Abdullah, of her decision to retire from her post as Executive Director. ARROW owes its very existence and success to the past 11 years of her continuous efforts. As co-founder and first Executive Director of ARROW, Rashidah has been instrumental in shaping ARROW into the highly regarded NGO that it is, within the global women's health arena. This was a huge decision, but also the right one for her.

Although Rashidah's presence will be keenly missed by partners as well as staff at the office, we are happy to note that she will continue to contribute her expertise to ARROW in her capacity as a BoD member. We wish Rashidah much happiness and peace in her future endeavours.

A detailed change management plan was put in place to deal effectively with this transition, with the help of a professional human resource management firm. The recruitment process was based on a Competency Model for the Executive Director, developed especially for this purpose. The active participation of ARROW's BOD contributed to a constructive and fruitful plan of action that resulted in the identification of a new Executive Director by the end of December 2004. Saira Shameem began her duties in January 2005.

ARROW continued to emphasize creative, effective and efficient organisational development. The human resources of ARROW were utilised above capacity given the demanding pace set by the Mega Work Plan of 2004 as well as necessary commitments to project deliverables. The staff and BoD held the annual evaluation and planning retreat in Ahmedabad, India, this year, home of ARROW's long-time partner, CHETNA. The staff took the opportunity to explore the historical streets of the ancient city, in addition to reviewing and assessing our processes and outcomes in 2004.





## The Information and Documentation Centre (IDC)

Since its inception, ARROW's Information and Documentation Centre (IDC) has maintained the region's only collection on women and health. As part of ARROW's core information strategy, the IDC plays a fundamental role in all ARROW's activities by gathering and disseminating information. 2004 was a year of considerable activity and change for the IDC section, with two new staff members in the IDC team.

Acquisitions in 2004 have broadened the IDC collection significantly, particularly in the areas of health sector reforms, ICPD, advocacy, young people and SRHR, and globalisation. Most of the materials were purchased, collected from conferences and meetings or downloaded from the internet. By the end of 2004, the IDC collection had amassed 8,157 monographs, 6,921 articles, 441 periodicals, 243 conference papers, 54 CDs, 19 cassettes and 81 videos.

The IDC continued to receive and respond effectively to information requests from individuals and organisations in 2004. An average of 3 to 4 requests were received each month. Additionally, as part of its proactive information services, the IDC keeps its partners, focal points, other NGOs and interested individuals up-to-date with new information in the area of women and health via email and post. There has been a

sharp increase in the number of materials sent out proactively via email compared to the previous year. Feedback received indicates that the IDC is widely recognised as a reputable source of relevant, useful and up-to-date information.

In 2004, six Accessions Lists (ALs) and Selected Titles Lists (STLs) were produced and disseminated to alert users to new materials in the IDC collection. Four existing bibliographies were updated (violence against women, health sector reforms, young people's SRHR, and safe motherhood). Two new bibliographies (strategic policy advocacy, and gender and health training) were produced for project work. These AL/ STLs and bibliographies have been uploaded onto the ARROW website for wider dissemination.

The IDC promoted its collection and services through display booths at regional and international conferences and meetings and through the development of the new IDC promotional flyer. About 5,500 copies of the flyer were also disseminated as inserts with *ARROWs for Change* Vol 9 No 2.

## Focal Point System

The Focal Point System is an acquisition and collection development strategy for the IDC. A worrying trend in the last three years has been an increasing decline in focal point activity. With the view to evaluate and review the focal point system, the IDC team visited three focal points in India (CHETNA, Sahayog and IWID) in December 2004.

Future priority focus of IDC:

- Enhance IDC's role to act as an effective resource and information support for ARROW's advocacy activities
- Strengthen and improve the focal point system
- Review and update the Cataloguing Tools and Classification Scheme
- Implement an annual library stock check or audit
- Serials evaluation

## Information services and publications

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.

## ARROWs for Change

**ARROWs for Change** (AFC), our main information and advocacy agenda-setting tool, is a compact and practical bulletin with women's and gender perspectives on health policies and programmes in the Asia Pacific region. During the year, three issues of AFC were produced. Backlogs from 2003 and a revamped layout made it difficult to bring our production schedule up-to-date.

*Understanding Men's Responsibilities in Addressing Gender Inequality* (Vol 9 No 2) was published in March, and was aimed primarily at providing a clearer understanding (as intended in the ICPD) of the relationship between gender equality and men's responsibility and participation in relation to SRHR. It also aimed to give policymakers and programme managers some insight into designing programmes that involve men in empowering women with regards to SRHR. The draft copy of this AFC was sent to the Commission on the Status of Women as input for the gender equality session, and the editorial written by Rashidah Abdullah was featured in the Women's Global Network for Reproductive Rights (WGNRR) newsletter in 2004.

The theme for AFC Vol 9 No 3 was *Strengthening Community Participation and Accountability in Sexual and Reproductive Health and Rights*. This issue, published in April 2004, had the objectives of discussing in greater clarity the issue of community participation and accountability in the context of health sector reforms, and sharing findings from the Rights and Reforms project, focusing on effective implementation of existing mechanisms to improve accountability of both State and health service providers.

AFC Vol 10 No 1 was printed in October, on the theme *Assessing Evidence on Health Sector Reforms*. This issue featured the new layout of the bulletin incorporating ARROW's new colours and logo. Its objective was to analyse the impact of the World Bank-

initiated health sector reforms consisting of health financing reforms, priority setting, decentralisation and public-private partnerships; its impact on SRHR in the region and; to put forward an advocacy agenda based on the analysis done by the Rights and Reforms project. Copies of this issue were distributed at the ICPD Global Roundtable in London in August.

ARROW's Editorial Guidelines were updated in October 2004 to ensure consistency in copy editing of AFC and all ARROW's written outputs. An AFC readership survey was designed and sent out as part of ARROW's external evaluation conducted every three years.

## Translation of ARROWs for Change

In line with the objective to reach a wider audience, two issues of the AFC were translated during the year. AFC Vol 6 No 2 on *The Impact of Health Sector Reform on Reproductive Health* was translated into Bahasa Indonesia and has been uploaded onto the ARROW website. The other issue of AFC (Vol 3 No 2) on *Women's Rights to Health* was translated into Hindi and Gujarati. Printing is scheduled for early 2005.

## Electronic information and publishing

Our website ([www.arrow.org.my](http://www.arrow.org.my)) aims to provide relevant and up-to-date information on ARROW's priority SRHR issues, promote ARROW and its work, to highlight women NGOs' monitoring of Cairo and Beijing implementation and related advocacy, as well as provide useful links to other websites and resources.

In 2004, focus was given to finalising the revamped website and to launch it in June. A decision was made to do away with the Website Management Committee. Instead website matters are now managed by the Website Management Team, comprising the Executive Director, Programme Manager, Administrative Manager, and the Programme

Officer responsible for website coordination. Maintenance of the website was outsourced for the first six months.

As planned, the website went 'live' at the end of June. Feedback has been positive, and the website received approximately 14,000 hits between June and December 2004.

*'Congrats! ARROW's revamped website looks really good – attractive, informative and most important, quick access to all links...'*

Yew Bee Yee, Deputy Executive Director,  
International Women's Rights Action Watch Asia Pacific  
(IWRAP-AP)

*'Congratulations for the new web page. It's very friendly and fast!!'*

Mariana Romero, Center for the Study of State and Society  
(CEDES)

## Promoting our information

Our promotional and marketing efforts in 2004 continued to stimulate interest in our work and publications. These included running publications booths at various strategic events, regular updates of the ARROW marketing database, improving distribution of publications, and the development and dissemination of attractive promotional materials. Amongst the strategic promotional materials produced in 2004 were the new ARROW logo, a new ARROW banner, and the *Popular Annual Report 2003*.

ARROW capitalised on various regional and international opportunities to promote and disseminate our publications to target groups such as medical practitioners, programme managers from health NGOs, funding agencies, government agencies, resource centres, and researchers. Approximately 4,200 publications were distributed through publications booths at:

- World Social Forum, Mumbai, India
- Asia Pacific NGO Forum on Beijing +10, Bangkok, Thailand

- ICPD Regional Roundtable, Kuala Lumpur, Malaysia
- Countdown 2015: Sexual and Reproductive Health and Rights for All, Global Roundtable Meeting, London, UK

## Publications – 2004 Highlights

- 4,373 copies of 17 past issues of *ARROW's for Change* were distributed.
- *A Framework of Indicators for Action on Women's Health Needs and Rights After Beijing (2000)* has proven so popular since its publication that it is now out of stock, with only one display copy left in ARROW.
- 277 copies of *Access to Quality Gender-Sensitive Health Services: Women-Centred Action Research (2003)* were disseminated. This title was reprinted in May 2004 due to its popularity.
- *Women-Centred and Gender-Sensitive Experiences: Changing Our Perspectives Policies and Programmes on Women's Health in Asia and the Pacific (1996)* continues to be popular with 114 copies distributed in 2004.
- 750 copies of ARROW's second *Popular Annual Report (2003)* were distributed
- 149 copies of ARROW's video *The Women from ARROW* were disseminated



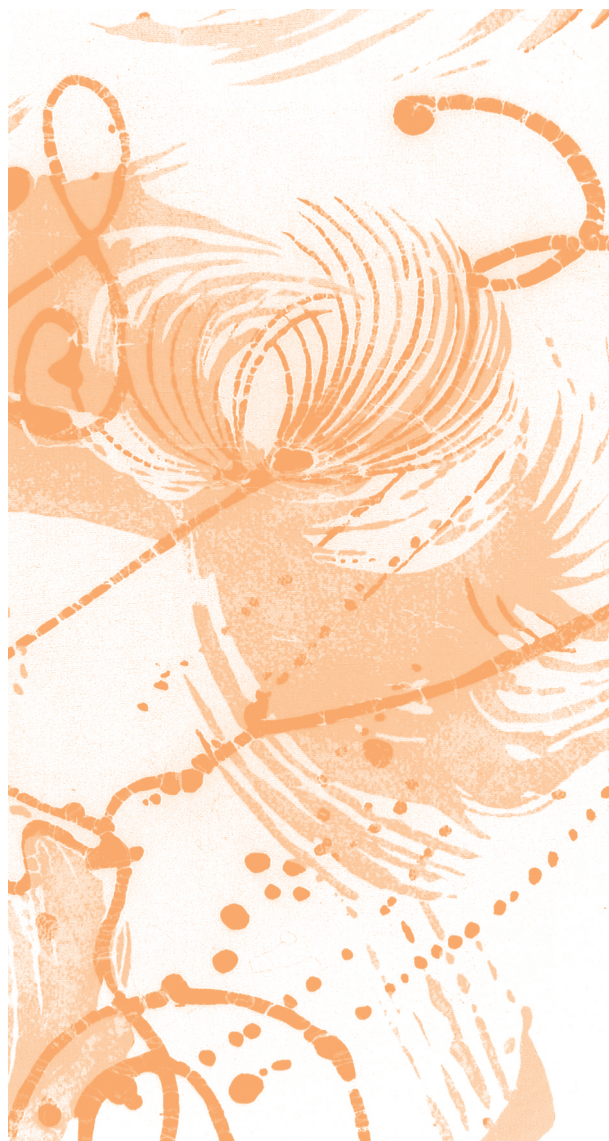
## Monitoring and advocacy

The work of ARROW in 2004 reflected the growing maturity of a regional organisation. In all key areas of our work – **information dissemination, monitoring Cairo and Beijing implementation, advocacy, capacity building and international networking** – ARROW was not only *doing*, but also *working with others to enhance our collective capacities*.

This role was keenly apparent in the five key ongoing or concluding projects of 2004, namely:

- Indonesia Sexual and Reproductive Health and Rights Monitoring and Policy Advocacy (IRRMA);
- 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)
- The Initiative for Sexual and Reproductive Rights in Health Reforms (Rights And Reforms)

Monitoring and advocacy





## Projects coordinated in 2004

Project title	Countries	Status
<b>Rights &amp; Reforms (Health Sector Reform)</b>	Argentina, India, Philippines, Asia-Pacific, South Africa	Completed Phase I Jun 2002 – Dec 2003
<b>Indonesia Sexual and Reproductive Health and Rights Monitoring and Policy Advocacy (IRRMA)</b>	Seven provinces in Indonesia	Jul 2002 - Dec 2005
<b>Women of the World: Laws and Policies Affecting Their Reproductive Lives –East and Southeast Asia</b>	Cambodia, China, Japan, Malaysia, Philippines, Thailand and Vietnam	Jan 2003 – Jun 2004 (extended to 2005)
<b>Women's Health and Rights Advocacy Partnership (WHRAP)</b>	Bangladesh, India, Nepal, Pakistan	Mar 2003 – Dec 2005
<b>ICPD Ten Years On: Monitoring and Advocacy on SRHR</b>	Cambodia, China, India, Indonesia, Malaysia, Nepal, Pakistan and Philippines	Jul 2003 – Dec 2004 (extended to April 2005) Publication pending





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

The Rights and Reforms project is a research and advocacy initiative to strengthen understanding amongst activists and decision-makers on the role of health sector reforms in facilitating or undermining efforts to achieve SRHR policies and programmes. It also aims to identify and advocate for strategies to maximise positive outcomes with regard to sexual and reproductive health services.

Coordinated by the Women's Health Project in South Africa, with ARROW as part of the international initiating team, this project, launched in January 2002, completed its first phase at the end of 2003. Phase I focused on strengthening the knowledge base on the implications of neo-liberal health sector reforms for sexual and reproductive health services. Research teams from Asia, Africa and Latin America carried out a review of documents on the six crucial elements of health sector reforms – health financing, priority-setting, integration of services, service accountability, public-private partnerships, and decentralisation.

Outputs were three regional papers on each of the



six topics, a total of eighteen papers, all of which are accessible on the project website: <http://www.wits.ac.za/wbhp/rightsandreforms> as well as ARROW's website. The papers were also widely distributed by ARROW to all our partners, and through general dissemination at the various ICPD and Beijing +10 events held in 2004.

ARROW presented its strategy for capacity building in Asia Pacific for Phase II at a coordination meeting held in Johannesburg, South Africa.

Regrettably, in 2004, the Women's Health Project was merged into the Gender and Health Division of the School of Public Health of the University of the Witwatersrand. Subsequently, the Rights and Reforms project was wound up due to a decision by the Ford Foundation, which was providing funding for the initiative, based on some issues pertaining to partner organisations in Africa and Latin America. ARROW, however, is keen to pursue the continuation of Phase II, as our partners have identified health sector reforms as a priority issue, and we have been laying the foundation for more substantial capacity building and advocacy on health sector reforms. These activities include focusing on health sector reform as one of the key areas in the ICPD Ten Years On monitoring reports and in WHRAP partners' country background papers, organising a workshop on health sector reforms at the Asia Pacific NGO Forum on Beijing +10, as well as featuring related topics in two of our AFC issues published in 2004. ARROW has approached the Ford Foundation, with support from the Women's Health Project, to continue with our proposed strategy for Phase II in the Asia Pacific and have recently had a small extension grant approved for disseminating the results of the Rights and Reform project as well as for conducting capacity building activities.

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

ARROW is collaborating with the Centre for Reproductive Rights (CRR) in New York to produce the final publication of CRR's Women of the World series, which focuses on East and Southeast Asia. The report will offer a resource for those interested in advancing and protecting women's reproductive health and rights through legal systems and establishing state accountability for violations of reproductive rights. The publication will present a broad view of the laws and policies that determine women's reproductive choices in these countries, to enable legal and policy reform, and the implementation of laws needed to improve women's health and lives.

ARROW's role is to coordinate meetings, select and work with six NGOs partners, write the Malaysian report and co-write the regional overview with CRR. Countries and partners involved include:

China	China Center for Population Health and Development, University of Peking
Indonesia	Mitra Perempuan
Japan	Japan's Network for Women and Health (WHJ)
Philippines	Institute for Social Studies and Action (ISSA)
Vietnam	Research Centre for Gender, Family and Environment in Development (CGFED)
Thailand	The Women's Health Advocacy Foundation (WHAF)
Malaysia	Asian-Pacific Resource and Research Centre for Women (ARROW)

The project, initiated in January 2003, was scheduled to end in June 2004 but has been extended into 2005. Malaysia, Indonesia, and the Philippines held their general elections during the year, and as a result, the legal and political data of these countries' drafts had to be revised. This meant a repeat of the legwork involved in contacting government officials and gathering materials to substantiate the facts mentioned. Eventually all country drafts except Indonesia's were completed and peer-reviewed by a government official and an NGO expert.

After CRR edited the drafts and completed the fact-checking exercise, partners had to identify peer reviewers again to assess the content of the CRR-edited reports as a final signing off. The first report sent out at this stage was the Malaysian report in late December. The other country reports will follow suit in batches in early 2005. ARROW will co-write the regional overview with CRR in 2005.



## 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. It aims to address key reproductive health issues throughout Indonesia and 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 seven IRRMA partners, each from a different area in Indonesia, who are monitoring government actions and progress in specific SRHR concerns within their respective areas. The seven partners and their respective issues are:

Sumatera	Planned Parenthood Association of Indonesia, Jambi	Adolescent SRHR
Jakarta	Women's Health Forum	Unsafe abortion
Madura	Gender and Health Studies Group	Maternal mortality
East Java	Surabaya Hotline Centre	STD/HIV/AIDS
West Timor	Women's Health Network of Eastern Indonesia	Family planning
Yogyakarta	Rifka Annisa Women's Crisis Centre	Sexual violence against girl children
Sulawesi	Consumer Association of Indonesia, South Sulawesi branch	Decentralisation of health services

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 for 2004 included a capacity building workshop, a strategic planning meeting on advocacy, completion of partners' monitoring reports, the involvement of partners in strategic advocacy planning and events such as the Asia-Pacific NGO Forum on Beijing +10, ICPD Regional Roundtable in Kuala Lumpur and the ICPD Global Roundtable in London.

2004 saw the end of Phase 1 where the focus was on evidence-based monitoring of seven SRHR areas. Five of the project partners have completed their reports which were translated into English and reviewed by an external consultant. Two remaining reports are pending. In Phase 2, findings from the monitoring reports will be used for policy advocacy at the district, provincial and national levels.

The planned National Policy Dialogue and local-level advocacy were put on hold in 2004 due to the general and presidential elections that took place in that year. The advocacy activities will go ahead in 2005. As a run-up to the National Policy Dialogue in 2005, the partners have initiated contact with newly elected local officials and advocated for their respective issues.



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

The Women's Health and Rights Advocacy Partnership (WHRAP) is an initiative to build civil society capacity to effectively advocate for SRHR issues, in particular safe motherhood and young people's SRHR, at the local, national and regional levels. One of ARROW's Work Programme Budget objectives is the establishment of WHRAP as a regional forum spanning 12 Asia Pacific countries. The primary function of this forum would be for women's health and rights groups to pool their experiences and resources to strategise and advocate for SRHR more effectively. At present, WHRAP is being implemented as a three-year project in four South Asian countries, with six national NGO partners covering over 50 community-based organisations (CBOs) in these countries. The project is funded by DANIDA through the Danish Family Planning Association (DFPA).

The current WHRAP country NGO partners are:

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

It is anticipated that WHRAP will generate a synergistic process, whereby data collection, awareness raising, capacity building and strategic planning for advocacy by NGOs and CBOs at the local and national levels, coupled with evidence-based and strategically planned advocacy at the regional level, will create impact on policy and implementation of universal access to SRHR services, from a rights-based perspective. It is envisioned that calling

for improved policy formulation, effective implementation of policies, and provision of quality, affordable and accessible services, will lead to better SRHR conditions in the region.

Through capacity building with NGO and CBO partners, WHRAP aims to facilitate greater awareness of rights to health, women's health issues, and government commitments, policies and responsibilities, while transferring to partners a variety of skills and tools necessary for carrying out effective and strategic advocacy. In this way, the civil society actors involved will create opportunities to raise and defend issues affecting women and marginalised groups, and will gain experience through this process for achieving effective advocacy, especially regarding safe motherhood and young people's SRHR.

WHRAP began in March 2003 with strategic planning, needs assessments, and capacity building activities being the primary focus at the regional and national levels. By the first quarter of 2004, ARROW had completed two advocacy capacity building workshops for the six national NGO partners. By the end of the year, national NGO partners had completed similar advocacy capacity building workshops as well as strategic planning meetings for their CBO partners.



In addition to this, NGO and CBO partners in all the four countries had carried out their situation analysis/needs assessment studies and compiled data for the country background papers. At the national level, the national NGOs and CBOs began implementing their strategic plans, and have begun to register change, especially at the local level. All WHRAP partners were however behind schedule in implementation of project activities, in part due to the project starting later than expected.

As the regional level partner, ARROW has provided a measure of capacity building and technical assistance, and created key opportunities to advocate at the regional and international levels. ARROW took strong initiatives to introduce WHRAP at the regional level, making use of several international and regional opportunities that became available in 2004. The most significant of these events were the ICPD South Asia Regional Roundtable, the Asia Pacific NGO Forum on Beijing +10, and the ARROW-organised ICPD 10 Years On Strategic Planning Meeting.

Through these opportunities, ARROW promoted the concept of a regional NGO advocacy partnership; and initiated and/or strengthened relationships with other NGOs. Additionally, these events were used to disseminate findings and other data by partners on the status of women's health and rights in the four countries with a focus on maternal mortality, young people's SRHR and health sector reforms; and to influence the outcomes of such international meetings so as to promote WHRAP's development objectives.

During the international events, WHRAP partners gathered and strategised together on how to have the best impact on the processes and outcomes of those meetings. ARROW takes the lead in identifying which international events to take part in, positioning itself strategically on the steering/planning/advisory committees of these meetings, and influencing the agenda setting so that WHRAP's critical issues are featured. From there, ARROW informs partners, arranges for workshops, etc. and

finally makes sure that it takes on roles that will influence the outcomes of the meetings, as far as SRHR, safe motherhood, young people and health sector reforms are concerned. However, in order to be more effective, ARROW will need to develop its own strategic plan for regional-level advocacy, and upgrade the skills of its staff to provide stronger guidance on strategic planning and implementing an advocacy strategy. Advocacy activities, especially at the national level, the main focus of WHRAP according to the project document, will only begin to show significant results in 2005 after the Regional NGO Advocacy Seminar (outputs of which include fine-tuned strategic plans for advocacy at the national and regional levels), and the national and regional policy dialogues, as well as ongoing work with the media and increased mobilisation of various actors at the local and community levels.

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

The ICPD monitoring and advocacy project is a regional (Asian) effort by eight country NGOs to monitor governments' commitments on the ICPD Programme Of Action (POA). Since the review and appraisal process of progress in implementation of the ICPD recommendations took place (ICPD +5) in 1999, there has been no similar monitoring activity. It was thus felt that a regional monitoring project on the ten-year implementation of the ICPD POA would be important and timely.

China	China Center for Population Health and Development, University of Peking
Cambodia	Cambodian Midwives Association (CMA)
India	CHETNA and Academy of Nursing Studies (ANS-WERS)
Indonesia	Indonesia Sexual and Reproductive Health and Rights Monitoring and Policy Advocacy (IRRMA)



Malaysia Federation of Family Planning Associations, Malaysia (FFPAM)

Nepal Beyond Beijing Committee

Pakistan Shirkat Gah

Philippine Likhaan

This project, which is in its concluding stage, involves NGO partners from eight countries:

The three critical areas for ICPD monitoring were:

1. Gender equality, social equality and equity;
2. Reducing maternal mortality and promoting safe motherhood and safe abortion;
3. Promoting and protecting sexual health and rights, safe contraception, preventing and treating HIV/AIDS and reproductive cancers.

The partners completed their country monitoring studies using critical indicators jointly developed in 2003. During 2004, eight country monitoring reports and one regional overview were produced as planned. The idea was to use the findings as an advocacy tool to lobby relevant stakeholders in the country. Findings and recommendations from these outputs were extensively used as input for various strategic advocacy activities related to Cairo and Beijing. The draft regional overview has generated very positive feedback, particularly on its usefulness as a reference, being one of the few evidence-based ICPD monitoring studies globally and the only one initiated and carried out by NGOs.

- Preliminary findings of the regional overview were presented at the RFSU (Swedish Association for Sexuality Education) seminar on *Breaking Through, 10 Years Since Cairo*, in Sweden.
- The draft regional overview was referred to repeatedly by the Women's Environment and Development Organisation (WEDO) in their global monitoring report *Beijing Betrayed*.

- The country and regional findings were used as a basis for a regional advocacy action plan during the Monitoring ICPD Ten Years On: Strategic Planning Meeting held in Malaysia.
- Based on the findings and recommendations of the regional overview, seven draft policy briefs were produced by ARROW and five were submitted to the Asia-Pacific Women Watch (APWW) network for inclusion into the '*Little Purple Book*' to be used as an advocacy tool for the Commission on the Status of Women's meeting on the review and appraisal of Beijing's Platform for Action in 2005.
- ARROW presented the findings and recommendations from the regional overview at the ICPD ESEAO Regional Roundtable in Kuala Lumpur, the ICPD South Asia Regional Roundtable in Kathmandu, and the Countdown 2015: ICPD Global Roundtable in London. Copies of the draft regional overview were widely disseminated at these events as well.
- Six country partners (China, Pakistan, Indonesia, Cambodia, Philippines and Nepal) held national dissemination seminars/policy dialogues in 2004.
- The findings of the regional overview were shared at the plenary session of the Technical Meeting on Promoting SRHR – Reducing Poverty and Achieving the MDGs organised by the Swedish Ministry of Foreign Affairs, and UNFPA in Sweden in September.
- Copies of the draft regional overview were distributed at the UNESCAP Sub-committee Meeting on Health and Development in December in Thailand.

We look forward to launching the publication in 2005, once the final drafts of the country reports and regional overview are edited. This ICPD monitoring project was supported by the Ford Foundation and Novib.

## SIGNIFICANT FINDINGS OF THE ICPD 10 MONITORING STUDY

The ICPD monitoring study produced the following findings which were extracted from the eight country studies and subsequently collated in the regional overview.

Some of the important new findings for the region and globally were:

- There has been minimal progress in achieving the ICPD objective of making the full range of reproductive health affordable and accessible.
- Since Cairo and Beijing, a much more conducive national policy environment for achieving gender equality exists in all the countries but the concern is the extent of actual implementation and the quality of the policies.
- Two million women are estimated to have died from maternal mortality causes in the eight countries since the ICPD and of these, 259,530 women died due to unsafe abortions.
- Only China achieved 50% reduction in maternal mortality rates by the year 2000, with six of the eight countries continuing to have an unacceptably high rate, i.e. Cambodia [437], Indonesia [307], India [440], Nepal [905] and the Philippines [172].
- Seven of the eight countries studied in the project did not achieve the ICPD objective of a 50% decline in the gap between contraceptive use and the proportion of women wanting to space or limit their children but not using contraception [i.e. unmet need].
- The Philippines government has been influenced by the Catholic Church to promote a preference for natural family planning.
- No national data were reported on the ICPD objective of the reduction of unsafe abortion in any of the countries nor was the incidence of abortion available despite the ICPD commitment to urgently address this public health problem.
- In countries with liberal abortion laws like Cambodia and Malaysia, the public, women, and providers, do not know of the legal abortion rights of women and in India and Nepal where abortion is unrestricted the right to access services is similarly not a reality.
- There has been reversal of good policy progress in India and the Philippines with less emphasis on reproductive rights.
- Although progress on passing new legislation on domestic violence is very good [i.e. seven countries have changes in VAW legislation status since Cairo] actual implementation has been slow.
- All countries except Cambodia now have official policy statements on adolescent health but only in China do unmarried youth have the right to contraception and RH services within primary health care.
- Women NGOs were not centrally involved in the formulation of new population policies in India, China, Pakistan and Indonesia.
- Very little information continues to be available at country level on issues and services on sexuality and sexual health whereas all countries have new or improved sexual violence legislation.
- ESCAP's Population Division did not support the ICPD agreements on reproductive rights in the ICPD 10 reporting framework for governments and the implementation of the regional conference.
- Unlike sexuality and unsafe abortion, all the government ESCAP reports include a section on HIV/AIDS, but less attention is given to monitoring implementation of the programme which is a crucial aspect as an estimated 2.85 million women in our region now have AIDS and in 2003 alone, 411,000 women were newly infected.
- For RTT's and STD's, none of the eight government ESCAP reports, said anything at all on the prevalence, treatment and care of these RH problems.
- No NGO or government ICPD report gave figures of women suffering or dying from reproductive cancers and in the government ESCAP reports, no mention at all was made of reproductive cancers.

## ICPD 10 Years On Strategic Planning Meeting

The ICPD Ten Years On Monitoring and Advocacy project is a priority project in ARROW's five-year implementation plan. The two ARROW objectives in relation to this project are:

- National and regional findings and recommendations from credible research-based monitoring of Cairo and Beijing implementation in seven countries on critical women's health and rights issues are produced and extensively used by women NGOs and ARROW as the basis for policy advocacy and strategic planning as well as by other NGOs, government agencies, the UN and other stakeholders.
- National and regional research-based policy advocacy activities of women NGOs in dialogue with the State and other key players/agencies on critical issues of women's health and rights increase and are more effective in producing health and population policy and programme change.

To this end, ARROW held a Strategic Planning Meeting in Langkawi, Malaysia in June 2004. The purpose of the meeting was to use the country and regional findings as a basis for a regional advocacy plan of action. All ARROW projects and programmes will converge with the goal of advocating SRHR issues in the context of health sector reforms.

The meeting brought together 37 participants comprising ARROW's current project partners, Board of Directors and Programme Advisory Committee members and NGO allies such as CRR, Development Alternative with Women for a New Era (DAWN), International Women's Rights Action Watch – Asia Pacific (IWRAP-AP), Network of Asia Pacific Youth (NAPY), Women's Global Network on Reproductive Rights (WGNRR) and People's Health Movement (PHM).

ARROW's current 5-year plan states the objective of WHRAP's establishment as a regional forum for effective strategic planning and national and regional action in policy advocacy through the mobilisation and exchange of women NGO experiences and resources



### **The meeting objectives were to:**

- Learn from each other's country contexts and ICPD progress as a basis to strengthen country and regional advocacy and develop the Women's Health and Rights Advocacy Partnership (WHRAP);
- Strengthen the country reports (content, accuracy, analysis, recommendations);
- Develop strategic policy recommendations for governments, UN agencies and NGOs at regional and international levels, based on the findings of the monitoring studies conducted by ARROW partners and the regional overview;
- Develop a broad advocacy action plan to input these findings into ICPD and Beijing 10 reviews and other key processes and events in 2004 and beyond at national, regional and international levels.

### **Outcomes of the meeting:**

- Participants agreed to expand WHRAP to countries in which ARROW has strong partnerships, as well as to NGO allies.
- Deliberations resulted in outputs specific to WHRAP's development, i.e. two clusters of WHRAP advocacy issues with one cluster containing SRHR areas such as maternal mortality and unsafe abortion; young people's SRHR; access to services and sexual rights as human rights. The other cluster defined issues impacting on SRHR as health sector reforms; role of donors and the politics of aid; religious fundamentalism and laws and policies.
- Participants also identified allies and agencies in relation to health sector reforms that are crucial for WHRAP to link-up with. Two task forces based on the second cluster were established to crystallise further these general outputs into a meaningful action plan according to the issues identified.



## Technical Assistance, Networking & Collaboration

### Asia Pacific NGO Forum on Beijing +10

The Forum entitled *Celebrating Women's Gains...Confronting Emerging Gender Issues* was held from 1-3 July 2004 in Bangkok, Thailand. Concurrent workshops on the 12 critical areas of concern of the Beijing PFA were organised by women NGOs and other civil society groups at the Forum. As the focal point for women's health, ARROW was the overall coordinator responsible for the participation of women's health organisations. ARROW organised three workshops with special focus on SRHR-related issues:

- The negative impact of health sector reforms on women's access to SRH services
- Reducing maternal mortality and morbidity
- Increasing young people's access to SRHR information, services and education

As members of the Conveners' Group, ARROW representatives along with Asia-Pacific Women Watch (APWW) members and other women's organisations and networks, and UNIFEM and UNESCAP officials, met twice in 2004, at the Asia-Pacific NGO Conveners' Group Meeting to organise the Asia-Pacific NGO Forum on Beijing +10. ARROW staff was represented on the Programme Committee, the Lobbying Committee, and the Drafting Committee, where they contributed significantly to promoting and advocating for SRHR issues. Additionally, ARROW supported the participation of a number of our project partners to the Forum to enhance their international exposure and strengthen advocacy and overall input by women's health groups.

Outputs from the ARROW-organised workshops, key issues and recommendations were used as input into the *Purple Book*, the key output of the Forum, which was distributed at the UNESCAP High-level Intergovernmental Meeting (HLM) as an advocacy tool of the women's groups.

As a follow up to the Forum, ARROW brought a core team of four people consisting of two ARROW staff, one IRRMA representative, and a young person from NAPY to attend the UNESCAP HLM in September. This meeting was a review of regional implementation of the Beijing Declaration and Platform for Action. ARROW's objectives in attending the UNESCAP meeting were:

- To build UN advocacy capabilities among ARROW staff and partners
- To circulate the ARROW and partner Health Statement and the ICPD Ten Years On Regional Overview draft
- To sensitise government delegates and NGOs to the impact of health sector reforms on women's reproductive health.

ARROW held a one-hour workshop entitled *Have Reproductive Health Outcomes Improved For Women? Impact of Health Sector Reforms* at the event. ARROW and our partners also lobbied delegates from Pakistan, Nepal, India, Afghanistan, Indonesia, the Philippines, and Singapore, which resulted in a section on women's health being incorporated into the *Implementation Gaps and Challenges* chapter of the final UNESCAP HLM report. A key recommendation that governments must ensure that user fees for SRHR services for the poor are abolished was also added.

The team also successfully lobbied for the inclusion of the line, "increasing accessibility, availability, affordability and quality of health services, especially for poor, young and marginalised women" into the Bangkok Communiqué, the outcome document of the HLM. The output of the HLM will be the regional input into the global review and appraisal of the implementation of the BPFA, to be carried out by the United Nations Commission on the Status of Women at its forty-ninth session in March 2005. The International Women's Health Coalition (IWHC) provided funding support for the participation of ARROW and our partners at this meeting.



## **ICPD at 10 Events & Activities**

As part of the tenth anniversary of ICPD, a Global Roundtable and a series of national and regional events were organised by the International Planned Parenthood Federation (IPPF), Population Action International and Family Health International in 2004. These meetings brought together NGOs and regional organisations to take stock of progress, report back on experiences, identify regional priorities and develop future strategies for implementing the ICPD Programme of Action.

### **Countdown 2015: Sexual and Reproductive Health and Rights for All, Global Roundtable Meeting**

ARROW, together with Amanitare, LACWHN, ASTRA, and DAWN were members of the International Steering Committee and conveners of the Women's Rights Are Human Rights agenda-setting sessions at the Global Roundtable. The sessions aimed to (re)situate ICPD within a women's rights framework, and assess progress made in advancing women's rights to bodily integrity, sexual autonomy and freedom from violence across the world. They were also intended to provide the space to raise critical questions about the status of the women's rights agenda in current national and international policies, resource allocation and NGO activity around SRHR and development.

### **ICPD Regional Roundtable for East, South East Asia and Oceania Region**

As a member of the Steering Committee for this regional roundtable held in Kuala Lumpur and organised by the IPPF ESEAOR office, ARROW successfully lobbied for four presentations on health sector reforms, young people's issues, advocacy strategies and the ICPD Ten Years On Regional Overview. A declaration, which fed into the global roundtable in London, was issued at the end of the roundtable listing the SRHR priorities of the region and included an evaluation of the impact of health sector reforms on SRHR services. ARROW also facilitated the participation of partners from several Southeast Asian countries at this meeting.

### **ICPD Regional Roundtable for South Asia Region**

In recognition of ARROW's input into the draft programme and concept paper for this roundtable event as well as our efforts to support the participation of women and youth NGO partners, ARROW was specially acknowledged as a co-organiser of the event by the organisers, IPPF South Asia Regional Office and UNFPA. ARROW was also invited to present the regional overview of ICPD progress. ARROW successfully lobbied to sponsor a team of ARROW partners from South Asia (India, Nepal and Bangladesh) to attend the roundtable. ARROW and partners contributed significantly to the discussions and outputs of the meeting. The roundtable culminated in a declaration as input into the London global roundtable.

## **Creating spaces for women and health activists to strategise for more effective collaboration**

Prior to the ICPD Global Roundtable Meeting, ARROW initiated and chaired a meeting that brought together regional and international women's health activists, organisations and networks to discuss strategic directions and possible collaboration. The meeting was organised by the Women's Rights Working Group (Amanitare, ARROW, ASTRA, DAWN, LACWHN) of the Global Roundtable, as an independent initiative attended by women's organisations, networks and individuals including CRR, International Youth Coalition, Barbara Klugman (Ford Foundation), Women's Global Network for Reproductive Rights (WGNRR), Women for Women's Human Rights (WWHR- NEWWAYS), International Women's Health Coalition (IWHC), and Women's Health Foundation, Indonesia.

### **Meeting Objectives**

- To understand better each individual organisations' and regional networks' strategic directions on SRHR as a basis for deeper solidarity, inspiration and sharing resources
- To identify possible priority areas to collaborate on, both for international and regional advocacy and capacity building

### **Meeting Agenda**

- Introduction: Outline of background and structure of organisation/network
- Presentations: Current strategic directions, key challenges/threats and needs for international solidarity on advocacy issues and capacity building
- Conclusion: Discussion on possible future follow-up

The women and health activists who participated felt that it was a very useful meeting because spaces and opportunities for feminist groups to discuss issues relevant to the women's health movement such as global threats, collective strategies, diversity and fragmentation within the movement and so on, are few and far between. The general consensus at the end of the meeting was that the International Women's Health Meeting (IWHM) to be held in New Delhi in September 2005 would be the next space for discussion amongst the feminist groups.

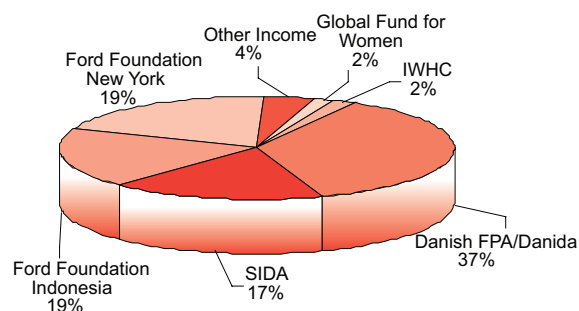
## Technical Assistance

Event	Organiser(s)
ICPD Roundtable Steering Committee meetings	IPPF, Central Office
1 <sup>st</sup> & 2 <sup>nd</sup> Meetings of Conveners for the Asia-Pacific NGO Forum on Beijing +10	APWW
Strategic and Technical Advisory Committee (STRATEC) and Foundation Council Meetings	The Global Forum for Health Research
APWLD Planning Meeting on Sexuality and Violence Against Women	APWLD
ICPD +10 ESEAOR Regional Roundtable Steering Committee Meeting	IPPF-ESEAOR
Seminar on Breaking Through, 10 Years Since Cairo	RFSU (Swedish Association for Sexuality Education)
Asia Pacific NGO Forum on Beijing +10	APWW
ICPD Regional Roundtable ESEAOR	IPPF-ESEAOR
ICPD Regional Roundtable SAR	IPPF-SARO
National Conference on the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)	Women's Aid Organisation, Malaysia
Countdown 2015: Sexual & Reproductive Health and Rights for All Global Roundtable Meeting	Countdown 2015 Initiative
Technical Meeting on Promoting Sexual and Reproductive Health and Reproductive Rights – Reducing Poverty and Achieving the MDGs	Ministry of Foreign Affairs, Sweden and UNFPA
Workshop on “Men and HIV/AIDS”	AIDS Action and Research Group of School of Medical Sciences, Universiti Sains Malaysia
United Nations University Workshop on Gender and Health	United Nations University
UNESCAP Sub-committee Meeting on Health and Development	UNESCAP

## Income and expenditure for 2004

ARROW's total income available for 2004 was RM4,107,915 (US\$1,080,030). Of this sum, RM2,299,715 (US\$605,188) was generated in 2004, with 96% or RM2,196,751 (US\$578,092) received in the form of grants. An additional RM94,577 (US\$24,889) or 4.1% cent of the total income came from income generated through ARROW's information services, project coordination fees, administration costs, interest on fixed deposits, and sales of publications. The rest of the funds available for expenditure in 2004 were from balances carried forward from 2003.

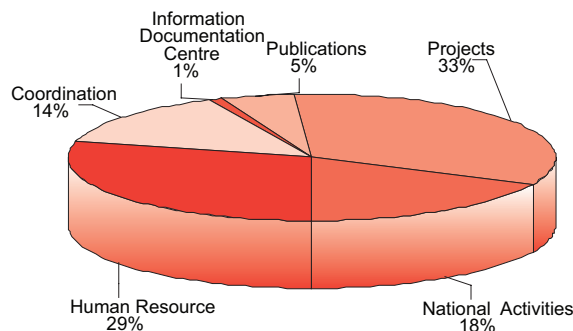
## Sources of ARROW's income in 2004



Source: Audited Accounts 2004

ARROW's fund raising activities for 2004 included proposals sent to eight funders for ARROW's and partners' participation at the Asia Pacific NGO Forum on Beijing +10 and the UNESCAP High-Level Intergovernmental Meeting in Bangkok. To these ends, funds amounting to RM64,600 (US\$17,000) were secured from the Global Fund for Women (RM38,000 or US\$10,000) and the International Women's Health Coalition (IWHC) (RM26,600 or US\$7,000). An application for RM17,290 (US\$4,550), submitted to IWHC for a six-month internship at ARROW for Rodelyn Marte, a coordinator of the Network of Asia Pacific Youth, was approved as well.

## ARROW's expenditure in 2004



Source: Audited Accounts 2004

ARROW's total expenditure in 2004 amounted to RM2,387,925 (US\$628,401) compared to RM2,415,829 (US\$635,744) in 2003. The direct programme costs of the organisation amounted to 57% of the total expenditure, and comprised projects (33%) including regional level research and meeting costs; publications (5%); and the IDC (1%). An additional 18% of the direct programme costs went towards activities carried out at the country level by ARROW's national NGO partners. The other 43% of the total expenditure comprised management and administration costs that are divided into two sections: human resources (29%) and coordination (14%). Operational costs of the publications and IDC include expenses directly related to services and outputs and does not reflect the cost of maintaining staff.



## Strengthening our organisation

### 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 2004 (April and November). The Annual General Meeting was held in April.

Policy matters decided by the Board in 2004 related to a performance increment for staff; review of annual salary increment; staff workload; the recommendation for a senior programme officer position to be created; and the competency model for the Executive Director's position. Ongoing matters included the Executive Director's Report, the Executive Director's annual appraisal and supervision session, and the Annual Operational Budget and Expenditure. Input from the staff was provided through their elected representative.

During the third and fourth quarters of the year, the Board also implemented the recruitment plan for a new Executive Director to replace Rashidah Abdullah, who will step down at the end of January 2005.

The Board also participated as session chairs and observers at the Programme Advisory Committee 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 13 and 14 April 2004 in Kuala Lumpur. Unfortunately, this time around, three members were not able to attend. Shireen Huq from Naripokkho in Bangladesh and Manisha Gupte from Masum in India, who were invited as guests, and gave very good presentations on the theme *Challenges of The Women's Movement in Relation to Advocacy on Sexual and Reproductive Rights and Strengthening Women NGO Relationships*.

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 for 2004-2005 and beyond (including a detailed discussion of WHRAP and its future expansion)
- *ARROWs for Change* themes and possible contributors for 2004 and 2005
- ARROW's planned activities for 2004-2005 (all conferences, seminars, meetings, etc.)

We are extremely pleased that Rajeli Nicole, Junice Melgar and Chee Heng Leng have accepted ARROW's invitation to extend their terms for another three years.





## Growing and Changing

ARROW had 12 full-time staff positions in 2004, all of which were filled. Augusta Khew joined the ARROW team as programme officer for information and communications, a new core post which started in January 2004. This is a core programme position for information services and the ARROW website. In January 2004, Rosnani Hitam started as Executive Assistant, a newly created position with the main function of supporting the Executive Director.

After seven years of loyal service with us, we were also sorry to lose N. Manimekaladevy, who retired from ARROW as Secretary to the Executive Director in March 2004. We thank her for her many years of service and wish her well for the future.

Focus on recruiting a new Executive Director has been a major activity in the last half of 2004. The recruitment process began in July and we are happy to announce that Saira Shameem was appointed as the new Executive Director in mid-December and will officially assume her responsibilities in January 2005. Sham, as she prefers to be known, was formerly with The Urban Governance Initiative (TUGI) of the UNDP.

In addition, two short-term assignment positions were created during the year. We welcomed Sai Jyothi,

who began her short-term assignment from 1 April to contribute to the ICPD Ten Years On project activities and later to the WHRAP project, and Mae Tan who started on 1 August to assist in project implementation.

ARROW also engaged a number of consultants to assist in substantive programme work throughout the year. The diversity and strengths that these consultants brought to ARROW's projects served to enhance and complement our work.

## Internships

Lavanya Keshavaraj, a postgraduate human rights student from India and member of the Youth Coalition had a one-month internship with ARROW to gain an understanding of SRHR issues from a gender and rights perspective. Her primary task was to write a concept note for an upcoming *ARROWs for Change* on young people.

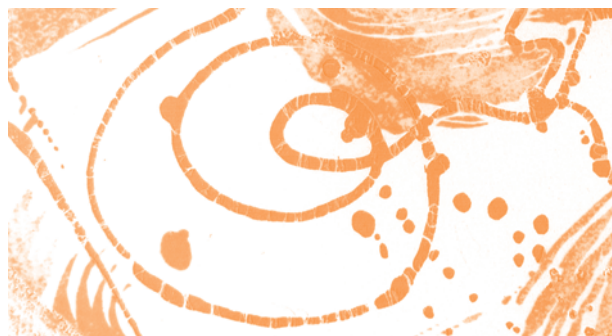
Rodelyn Marte, a co-coordinator for the Network of Asia Pacific Youth (NAPY), joined ARROW in November 2004 on a six-month internship sponsored by the International Women's Health Coalition (IWHC) to focus on organisational development, funding proposal development, and the AFC issue on youth.



## Developing our capacity

ARROW is committed to capacity building and professional development of ARROW staff through a wide range of training and exposure initiatives. ARROW's Human Resource Development Policy allocates five days per year for each member of staff to participate in such activities. Although there were limited opportunities for capacity building in 2004 due to the tight work schedule, staff had no shortage of exposure opportunities through attendance and/or participation at conferences, meetings, seminars and workshops, including:

- The World Social Forum (WSF)
- UNDP-organised workshop on "Mainstreaming Gender Budgeting"
- Sexuality and Human Rights in Muslim Societies in South/Southeast Asia
- Training of Women Leaders on Gender Sensitisation and HIV/AIDS
- National Advocacy Workshop on the Millennium Development Goals in Malaysia
- Cairo and Beijing +10 regional and global events



## Reviewing and planning how we work together

Since 2002, ARROW's 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 two Board members participated at the third ARROW Staff & Board Evaluation and Planning Retreat 2004 in Ahmedabad, India, with the view to evaluating the main achievements and lessons learned in 2004, reviewing the 2005 Mega Work Plan and identifying the main challenges, risks and key activities ahead. ARROW staff also took the opportunity to get better acquainted with CHETNA, our long-time NGO partner based in Ahmedabad, and to learn more about the Indian NGO and the women's movement.



## Partners for change

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 2004

**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:** 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

**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, Jyoti Gade, Jashodhara Dasgupta, Anjana Shakya, Sirjana Shah, Khawar Mumtaz, Julia Ahmed, Shireen Huq, M. Prakasamma, Henny Hansen, Lotte Jensen, Junice Melgar, Lalen de Vela, Pang Lihua, Melissa Upreti, Neang Ren, Triningtyasasih, Atashendartini Habsjah, Zohra Andi Baso, Hambali, Elly Yuliandari, Desti Murdijana, Esthi Susanti, Ang Eng Suan, Ayesha Khan.

## All those who supported us

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- The Global Fund for Women
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Rosnani Hitam – Executive Assistant (from February)

N. Manimekaladevi – Secretary (until March)

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Who we are





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*ARROWs* for Change (Bahasa Indonesia)

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