

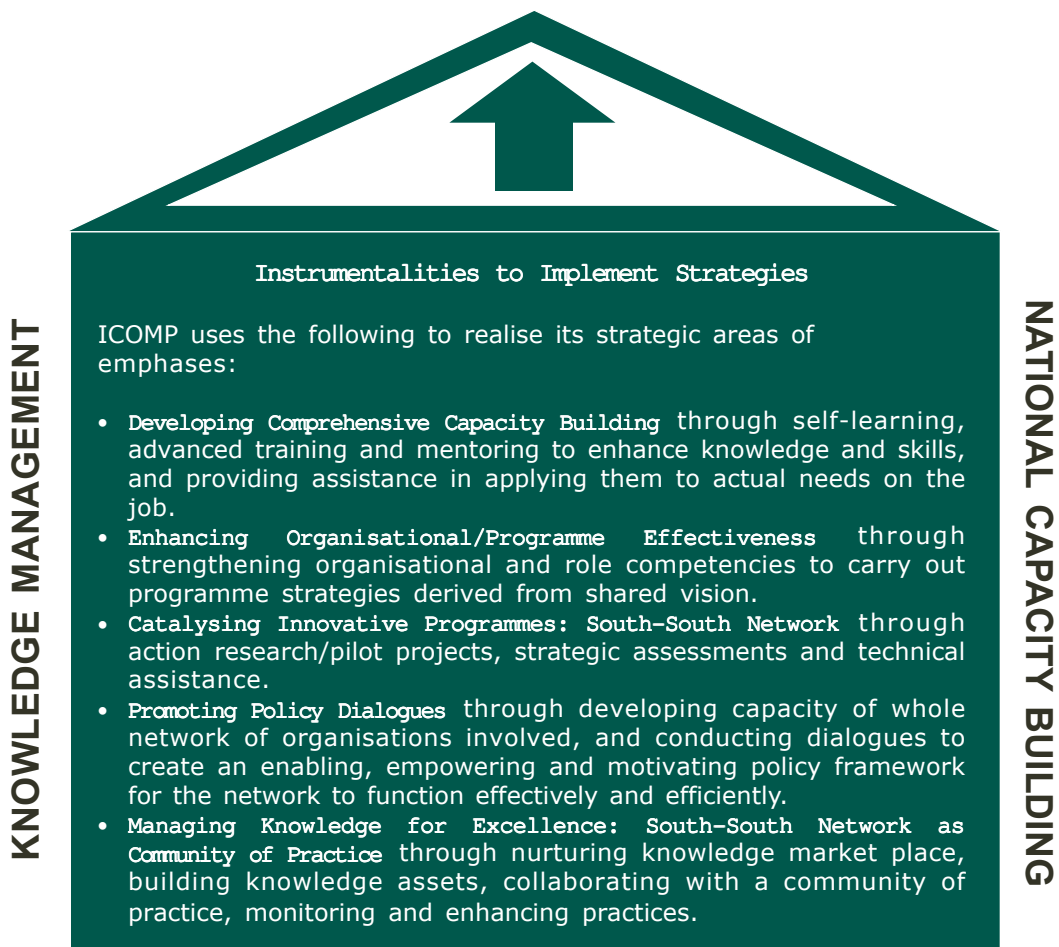
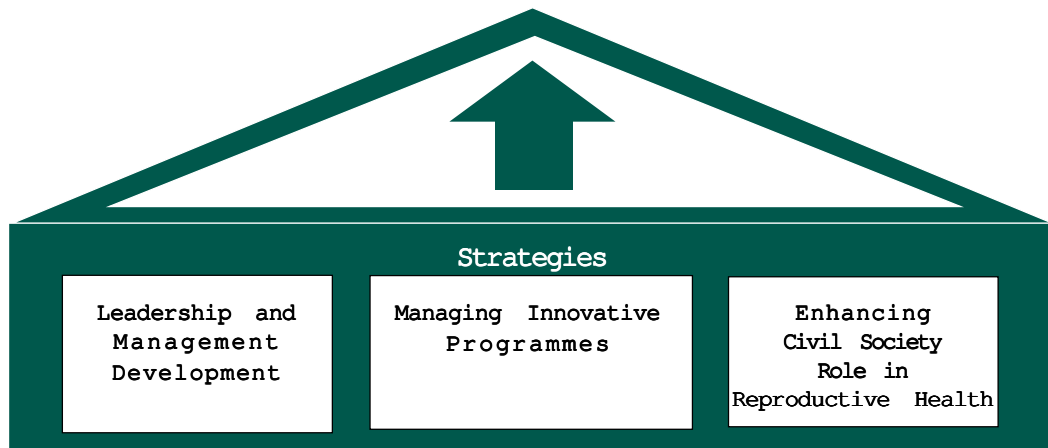
ANNUAL REPORT 2005



**INTERNATIONAL COUNCIL ON MANAGEMENT
OF POPULATION PROGRAMMES**

ACTIVITIES

Mission: Excellence in Population Programmem Management



SOUTH-SOUTH COLLABORATION



In year 2004, the population and reproductive health community reviewed implementation progress of the Programme of Action of the International Conference on Population and Development (ICPD). As the review showed, much has been accomplished but there is a long way to go. Most countries have devoted the decade since ICPD to expand the range of reproductive health services. The challenge of the next decade is to deliver improved reproductive health, particularly to the poor and underserved. This urgency is heightened because five years after the Millennium Declaration, the progress towards the Millennium Development Goals (MDGs) is uneven.

The leaders at the World Summit committed themselves for universal access to reproductive health recognizing it as integral to achieving MDGs.

This calls upon us, population and reproductive health programme managers, to strengthen the management of our programmes.

For over three decades now, the International Council on Management of Population Programmes (ICOMP) has devoted itself to seeking excellence in management of population programmes through developing leaders and managers, assisting programmes to increase their management effectiveness, innovating new programmes and strengthening civil society performance. This report outlines ICOMP's activities in the year 2005.

I would like to thank the many donors who have provided funding to ICOMP as well as support from our members and a large network of organizations and individuals. We are grateful to the National Population and Family Development Board of Malaysia for its support to the Secretariat.

A handwritten signature in dark ink, appearing to read 'J. Musinguzi'.

Dr Jotham Musinguzi
Chairman, ICOMP



For over 3 decades, ICOMP has resolutely pursued its mission of contributing towards excellence in management of population programmes. However, the nature of population programmes has continued to change. So have ICOMP's strategies evolved to comprise leadership and management development, managing innovative programmes and enhancing civil society role in reproductive health (RH). Among the highlights of the year are the following:

A consortium comprising Partners in Population and Development, Dhaka, Bangladesh; ICOMP; and the Centre for African Family Studies (CAFS), Nairobi, Africa has been implementing a visionary leadership development programme. A total of 187 emerging leaders have gone through a process of leadership development that included self-learning, advanced leadership course, mentoring attachment, on-the-job reinforcements, peer exchange and networking. ICOMP also continued to complement strategic leadership development programme creating a team of about 5 senior and middle level officials of population/RH programmes each in ten countries of Asia.

Support for action research to refine management and evaluation system for quality of care approach in China saw completion of this phase with a publication of the guidelines for the system. The next phase will include action research for increased emphasis on gender issues in the system.

Ensuring RH supplies in poor communities in Indonesia is a challenge. Therefore, ICOMP successfully piloted an approach in linkages of Batam Island that combines community development and RH supplies security. It will be upscaled during the period 2006-7.

The Project on young peoples RH programme at a site each in India, Indonesia and Thailand, also neared completion. The major learning was that these programmes should empower young people to make a difference. ICOMP also completed its project for linked response to RH and HIV/AIDS. Based on this project experience, a momentum for linked response will be created through networking of partner NGOs.

ICOMP also continued to support the Asia-Pacific Alliance for facilitating its small grants programme. Strengthening NGO capacity through improving governance, increasing organizational effectiveness and enhancing sustainability has been a focus of ICOMP's work in the Philippines and it was expanded to also support NGOs in the Philippines.

ICOMP strengthened its advocacy efforts on institutional capacity development for universal access to reproductive health through literature review and planned an international seminar on this theme for 2006.

In carrying out the above activities to realize its mission, ICOMP gratefully acknowledges financial support from the following donors: David and Lucile Packard Foundation, EC (through Interact Worldwide), Ford Foundation, UNFPA, WHO and the World Bank. We thank the governments of China, India and Indonesia; and the William and Flora Hewlett Foundation for the core financial support which further contributed to ICOMP's mission.

Prof Jay Satia
Executive Director

REALIZING THE FULL POTENTIAL OF LEADERS - VISIONARY LEADERSHIP PROGRAM

Leaders and leadership have become increasingly vital to results-oriented programme implementation in population and reproductive health. The volatile environment in this sector, particularly in developing countries, presents many challenges for programme managers and leaders such as lack of political will, weak policies and programmes, inadequate capacity, unpredictable funding, resistance from traditional practices, and so on. The Visionary Leadership Program in Population and Development (VLP) was designed to create a 'critical mass' of 200 emerging visionary leaders to address some of these challenges. It is supported by the David and Lucile Packard Foundation.

"Learning from Mentors Enhanced the Realization of Full Potential"

The VLP has been implemented by a consortium of three organizations – Partners in Population and Development (based in Bangladesh), Centre for African Family Studies (based in Kenya) and ICOMP – in four focus countries of Ethiopia, India, Nigeria and Sudan. It began in late 2002 with a country assessment of leadership gaps and needs in these countries, followed by recruitment of two cohorts of participants (now called "VLP Fellows") in 2003 and 2004. A total of 187 Fellows in four countries had gone through a process of training and learning that included self-learning, advanced leadership course, mentoring attachment, on-the-job reinforcements, peer exchange and networking.



Kabita (India) advocating HIV/AIDS prevention to religious leaders

Among the many interesting activities that took place in 2005 was the mentoring programme for second cohort Fellows (mentees). They were attached to 56 mentors in nine countries in Asia and Africa. Mentees were matched to mentors according to two areas: (i) a reproductive health issue, and (ii) a leadership skill to be strengthened. Another major activity was the National Dissemination Workshops, organised in each focus country between August and September of 2005. These workshops were to share the Fellows' VLP leadership development experiences and initiatives taken with key stakeholders in their country. Other ongoing activities were peer exchange and networking.

MILESTONES

- Mentoring – Direct learning and guidance from a respected leader as mentor; exposure to operational system of mentor's organisation; opportunity to interact with mentor's project partners and collaborators and an opportunity to be self-motivated and guided in development of leadership skills;
- "VLP Voice" e-newsletter – A mechanism to update Fellows on VLP activities and going-ons in the sector;
- Self-development groups and networks – More than 20 of them were formed in all four focus countries to Fellows to interact and take initiatives using leadership skills.
- National Dissemination Workshops – VLP has created a corps of self-confident young leaders who believe in their vision and are willing to use their skills and knowledge to get results.

SOUTH-SOUTH STRATEGIC LEADERSHIP DEVELOPMENT INITIATIVE

ICOMP is implementing a South-South Strategic Leadership Development (SLD) Initiative with support from UNFPA. The SLD Initiative offers opportunities to share experiences, distil lessons, and strengthen leadership competencies of top-, middle- and field-level programme managers. Key activities of the project in 2005 are: (i) a meeting of SLD Regional Network; (ii) top level regional seminar on Strategic Leadership of RH Programmes; and (iii) middle-level workshop on Strategic Leadership of RH Programmes.



Participants attended the Regional Seminar

The goal of the top-level regional seminar was to strengthen leadership of RH programmes (including HIV/AIDS) through leadership skills development and experience sharing. The Regional Seminar was attended by top leaders/managers of RH and HIV/AIDS

programmes from 10 countries in Asia – Bangladesh, Cambodia, China, India, Indonesia, Lao PDR, Myanmar, Nepal, Pakistan and the Philippines. In consultation with UNFPA CSTs, the themes identified for strategic leadership development were (i) population development linkages addressing quality of life through the MDG and ICPD goals; (ii) leadership roles and competencies; (iii) addressing special RH challenges i.e. access and quality of RH services, unmet need for family planning, adolescent reproductive health, and linked response to RH and HIV/AIDS, with focus on the poor and underserved; and (iv) addressing key barriers for implementation of ICPD-PoA. The seminar was held in November 2005.

The 2-week middle-level workshop in December 2005 on Strategic Leadership of RH Programmes had 27 participants. The contents of the training were developed based on the needs identified by the leadership needs assessments conducted by the SLD Regional Network in mid-2005. The contents include (i) leadership; (ii) programme management; (iii) exposure to best practices; and (iv) developing a plan of action to improve performance.

Part of this Initiative is a regional network comprising Indian Institute of Management (IIM); the Nanjing Population Programme Training Center International (NPPTCI); and the International Training Programme (ITP), BKKBN, Indonesia. The roles of this network are to: (i) plan meeting; (ii) assess strategic leadership development needs; (iii) participate at SLD training, and (iv) develop capacity to implement country-level training in future.

MILESTONES

The participants of the top-level regional seminar and middle-level workshop have formed teams in the ten countries and are utilizing the strengthened competencies to address a country appropriate RH problem. These include reducing maternal deaths, reducing unmet need for family planning, youth RH programmes and improving access to RH services.

MANAGEMENT AND EVALUATION (M&E) SYSTEM FOR QUALITY OF CARE (QoC) APPROACH IN CHINA

ICOMP, with funding support from the Ford Foundation, continued to provide technical assistance to the National Population and Family Planning Commission of China (NPFPC) for designing and implementing the management and evaluation (M&E) system which uses (i) people's need as a basis for planning; (ii) service delivery protocols for QoC; (iii) log frame for evaluation; and (iv) a management information system to support the above.

A management model that reverses the former top-down relationship between the FP system and the client was developed. This model sets the standard operating procedures for information collection, planning, implementation and evaluation focusing on client needs. Based on a learning process approach, it adapts past experiences for adjustment to the local context, thus making it a suitable tool for expansion and scaling-up.

Five counties were selected for the pilot project: Luwan district in Shanghai; Jimo (Shandong), Donggang (Liaoning), and Heping district and Baodi County (Tianjin).

The activities during the period 2003-5, included technical assistance in baseline research, refinement of management systems, MIS, work planning and evaluation. It was found that counties had made improvements in their evaluation system and client inputs. They had simplified and made the system more transparent. This had resulted in less conflict between clients and staff and better acceptance by the grassroots levels as they had more flexibility. The idea of quality of care was now very much entrenched in the pilot areas.



Partners for NPFPC participated in the project workshop in Kuala Lumpur

Overall, QoC approach has many achievements:

- 827 counties/districts have set up the QoC programme.
- A large group of programme managers and technical providers have been trained.
- The concept, ideals and approaches of QoC have begun to be accepted.
- A network for international cooperation has been set up which is an important component of the follow-up of ICPD.

“QoC Approach Requires Responding to People's Needs and Reflecting it in Evaluation”

ACHIEVEMENTS OF M&E SYSTEM

- System has been evaluated to serve as a model; and
- It will be used to support UNFPA-assisted programme for 30 counties in China.

COMMUNITY DEVELOPMENT APPROACH TO REPRODUCTIVE HEALTH SUPPLIES SECURITY: THE BATAM ISLAND EXPERIENCE



A house boat



New houses were built as a result of the income generating activities

The principles of “putting people first” by empowering local communities can change RH behaviour of men and women. The integration of FP and RH with community development will also bring about the capacity of local communities to ensure their reproductive health commodity security thus taking a step closer towards universal access to RH services reinforcing the ICPD PoA and the recent MDGs.

With support from the Ford Foundation, ICOMP and Yayasan Masyarakat Tertinggal Riau (YTMR) partnered to implement a two-year project on Providing Economic Opportunities to Achieve Community-Based RH Commodity Security in eleven villages in the District of Batam Island, Indonesia. The village communities formed *kelompok* or groups to pursue specific income security activities within their respective villages such as duck farming.

The project has achieved its objective to provide community based RH commodity security through the establishment of *apotik desa* or community contraceptive post, which is managed by the communities themselves. The community contraceptive posts require further development within the community health service delivery system reinforcing a bottom up approach to Reproductive Health Commodity Security.

The project’s income generating activities have facilitated communities to become self-reliant and secure financial independence. Five percent of profits from *kelompok* activities are placed into the *kas desa* (village revolving fund) for the investment in education and health such as primary ailments and RH commodities. Consequently RH commodities become more accessible and affordable. At the same time, important linkages were built with the public and private sectors, which encouraged them to coordinate strategies and enhance sustainability.

LESSONS LEARNED

- The community together with key stakeholder’s desire for “change” played an important role in setting the pace for community development;
- Leadership at the community level was critical in management of interventions and community development;
- Community priorities must be met first to obtain their attention and positive participation in RH programme;
- A common vision in community development among religious leaders and local government bodies allowed for partnership building;
- Involvement from the public, private and market sectors ensured continued mobilisation of resources and scaling up opportunities; and
- An emerging economic development created an enabling environment for community members to implement intervention activities successfully.

WOMEN'S EMPOWERMENT THROUGH SEXUAL AND REPRODUCTIVE HEALTH PROGRAMME

Women have a more integral role to play in sexual and reproductive health (SRH) programmes rather than being recipients of services. Strengthening gender-sensitive SRH services were seen as a path that would empower women, and in turn, translate into gender equity and equality.

With funding from the Department for International Development (DFID), ICOMP and Interact Worldwide (IW formerly known as Population Concern) collaborated with three partner NGOs – Bangladesh Women's Health Coalition (BWHC) Bangladesh; Planned Parenthood Association of Thailand (PPAT) Thailand; and Yayasan Kesuma Buana (YKB) Indonesia. The project demonstrated that SRH programmes can

enhance the empowerment of women through a rights-based approach. The three partner NGOs were strengthened through capacity-building activities supported by technical assistance from ICOMP and IW within the framework of South-South-North Partnership. The Centre for Health Education, Training and Nutrition Awareness (CHETNA) India provided support for the development of gender-sensitive Information, Education and Communication (IEC) materials development.



Sensitisation of gender sensitivity through women empowerment campaign in Thailand

"SRH Programmes Have Many Opportunities to Enhance Women's Empowerment"

A strategic intervention framework was developed using capacity-building activities covering the aspects of needs-based services, gender responsiveness and women's empowerment at both internal (organisational, programmes, and individual/service provider) and external (community) levels.

Building upon the achievements of this programme, facilitating partner NGOs began to build capacities of other aspiring NGOs to empower women. ICOMP initiated the replication of the women-empowering concept to Pakistan with BWHC and YKB as facilitating team members.

LESSONS LEARNED

Programme Lessons

- Empowerment process begins with instilling awareness for change;
- Awareness needs to be followed by capacity-building for change to happen;
- Balancing gender power relations must involve men as partners; and
- Engendering social norms requires community mobilization and participation;

Management Lessons

- Appropriate assessment activity is required to gain deeper insight into the inhibitive or supportive women-empowering structures and forces;
- Institutionalising organisational change and development is essential for gender mainstreaming;
- As an entry point to empower women, quality comprehensive gender-sensitive SRH service need to be utilised; and
- For sustainable change to happen, networking and advocacy must be given priority.

DEMONSTRATING COMPREHENSIVE YOUNG PEOPLE'S REPRODUCTIVE HEALTH PROGRAMMES THROUGH SOUTH-SOUTH COLLABORATION

The project on Demonstrating Comprehensive Young People's Reproductive Health Programmes through South-South Collaboration was implemented in India, Indonesia and Thailand with funding support from the European Commission. Implementing partner NGOs included the Child In Need Institute (CINI), India; Lembaga Kemaslahatan Keluarga Nahdlatul Ulama (LKGNU), India; Population and Development Association (PDA) and the Ministry of Public Health (MOPH), Thailand. Overall technical assistance was provided by ICOMP, Malaysia and Interact Worldwide (IW - formerly known as Population Concern), UK and the Centre for Health Education Training and Nutritional Awareness (CHETNA), India provided the technical assistance for IEC materials development.

The goal of the project is to contribute towards improved young people's reproductive health (YPRH) in the Asian region through developing individual and organisational capacities. Throughout the programme period, ICOMP worked closely with IW to facilitate and coordinate the following organisational capacity activities:



Youth who participated in the YPRH project

Several workshops were held to provide technical assistance on (i) project planning (ii) monitoring and evaluation (iii) behaviour change communication and gender (iv) project planning (v) advocacy (vi) process documentation and utilisation of research findings (vii) communication strategy and life skills.

Other activities included:

- IEC materials review and development
- Youth Internship to develop young people's skills in participatory youth programming and support them to develop interventions in their own communities
- Organisation-based training workshops
- YPRH Programme Competency-based Module development.

"YPRH Programmes Should Empower Young People to Make a Difference"

LESSONS LEARNED

- Youth participation instills a sense of empowerment;
- Youth-adult partnership representing multi-sectoral collaboration in a structured formation of committees is essential for concrete plans to be achieved;
- Creative and fun intervention activities must be mapped out to expedite any change in knowledge, attitude and behaviour among young people;
- Youth-friendly facilities and systems must be in place to ensure strong programme support;
- Gender-sensitive IEC materials directly complement with YPRH programme objectives;
- Programme managers and/or coordinators must develop relevant managerial skills such as monitoring and evaluation, general management, research, leadership and other youth-friendly skills to devise and expand upon successful approaches for sustainable YPRH programmes; and
- Cross-cultural learning through South-South collaboration will ensure knowledge sharing of best practices among civil society organisations regionally and internationally.

LINKED RESPONSE BETWEEN SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS (SRHR) & HIV/AIDS

Linked response to SRHR and HIV/AIDS by RH and HIV/AIDS programmes has a potential for sustained impact on both, thereby accelerating progress towards MDGs. In addition, both programmes require and use similar medical/health skills and facilities. However, institutional capacity is seriously lacking and needs to be developed to overcome organisational and macro-level barriers to realise the impact of linked response on RH and HIV/AIDS.

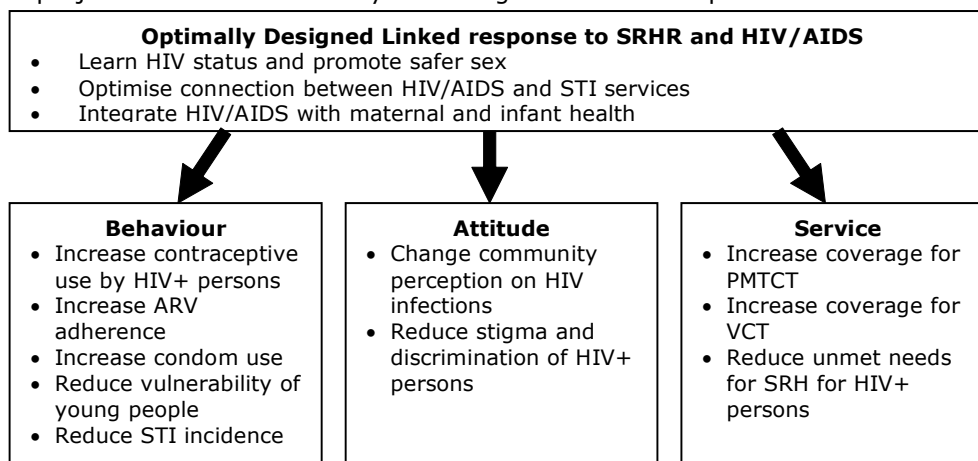


Through linked response, VCT and PMTCT are offered to all ANC attendees at Mukono District, Uganda

With the support from the World Bank, ICOMP partnered with eight NGOs in Ethiopia, Tanzania, Uganda and Zambia on a project to develop their institutional capacity for linked response between RH and HIV/AIDS. The following organizations participated in the project.

Ethiopia <ul style="list-style-type: none"> • Pro Pride • Hiwot Ethiopia 	Tanzania <ul style="list-style-type: none"> • Chama cha Wanawake Kupambana Na Ukimwi Arusha (CHAWAKUA) • St Lucia Nursing Home
Uganda <ul style="list-style-type: none"> • Uganda Youth Development Link (UYDEL) • Kyetume Community Based Health Care 	Zambia <ul style="list-style-type: none"> • Independent Churches of Zambia (ICOZ) • Network of Zambian People Living with HIV/AIDS (NZP+)

The project demonstrated many advantages of linked response:



LESSONS LEARNED

Positive changes have been observed in the partners:

- **Mindset change** – partners more consciously relate and link RH to HIV/AIDS and vice-versa in their work;
- **Structural changes** – linkages between different units/departments of RH and HIV/AIDS have been formed; and
- **Partnership and Networking** – linkages between different RH and HIV/AIDS organisations, and government institutions have been formed.

ASIA PACIFIC ALLIANCE (APA): ADVANCING THE ICPD AGENDA



Partners from Thailand interviewing women in rural farmlands to ascertain the effects of pesticides on their RH

A network of NGOs and official development assistance agencies (ODAs) in the Pacific Rim, the Asia Pacific Alliance (APA) promotes the advancement of the ICPD agenda and the Millennium Development Goals (MDGs) through innovative approaches including policy dialogues, awareness raising and mobilizing support for population-development-environmental nexus. The Small Grants Program (SGP) is one of the major components of APA. Since its inception in 1999, ICOMP has been facilitating the SGP component. Mid-2005 marked the completion of the fifth cycle of the SGP and the commencement of the 6th cycle.

The fifth cycle allowed participating NGOs from Australia, Canada, Japan, Korea, New Zealand and Thailand to leverage their past successes and pursue cutting edge approaches to advance the APA goals. Despite their diversity and cultural nuances, commonalities wove their activities together, painting an interesting tapestry. These activities include sustaining and intensifying policy dialogues, intensive partnership building and network expansion, and localizing global issues such as HIV/AIDS, sexual rights and adolescent sexuality.

Overall, the SGP has contributed to the achievement of the APA goals in the following areas:

- Enhanced cooperation and understanding of development, environment and population/RH NGOs;
- Strengthened policy dialogues on population, sexual and reproductive health (SRH) including HIV/AIDS, environment and development at national levels; and
- Contributed to political, financial and technical support for population, and RH including HIV/AIDS, environment and development.

While the APA small grants made significant inroads in advancing the ICPD agenda and the MDGs, it still needs to exert more efforts in mobilizing in-country and ODA support. Cognizant of this concern, partner NGOs have begun implementing a wide array of strategies as part of their 6th cycle initiatives.

LESSONS LEARNED

- **Influencing Key Stakeholders:** Indeed there is no blueprint to influence policy decisions. Approaches could be systematically designed and executed based on planned timetable. They could also evolve as circumstances change or be opportunistic depending on available possibilities.
- **Partnership Should be Deepened to Flourish:** There are different ways for partnerships to move to a higher level. It may involve working together on specific issues, sharing of resources, and continuous reorientation of each other's interests, agendas and commitments should be undertaken.
- **Humanising Abstract Issues:** The linkages of population-environment-development are abstract, yet they could be simplified by relating them to specific concerns affecting our day to day life such as water scarcity or food security.

ENHANCING ORGANIZATIONAL CAPACITY OF NGOS IN THE PHILIPPINES

The second phase of organizational effectiveness (OE) programme was designed to build on the gains and lessons learned from the first phase as well as to address the emerging OE competency gaps in the Philippines. The project is supported by The David and Lucile Packard Foundation.

The objectives of the project were:

- To continue support and services for assisting partner NGOs in the Philippines to improve performance using ICOMP's approaches and frameworks;
- To fill in the OE competency gaps in the Philippines by enhancing ICOMP's capacity and capacity within the country to provide OE assistance through (i) Board development; (ii) Strengthening of a network of professionals; and (iii) Low-cost staff competency development in terms of emerging OE concerns in the Philippines; and
- To develop an appreciation for value and content of OE assistance in the country.

During the second phase, four partners were assisted with their OE concerns. These NGOs are the Democratic Socialist Women of the Philippines (DSWP); Women's Legal Education, Advocacy and Defense Foundation, Inc. (WomenLEAD); Institute for Social Studies and Action (ISSA) and Philippine Rural Reconstruction Movement (PRRM).

Through technical assistance from ICOMP, depending on their action plans, partners undertook any or all of the following activities:

- Strategic Direction Setting;
- Systems Enhancement;
- Staff Competency Development;
- Expansion of Resource Base;
- Organizational Renewal and Cohesion; and
- Governance Enhancement.



Participants of a workshop in Manila

ACCOMPLISHMENTS

- **Board Development:** Partners' overall governance improved as indicated by the development of governance manuals; greater participation of the Board in mobilizing resources; increased understanding of the Board of their roles and responsibilities; improved communication between the Board and staff; enhanced role of the Board in promoting the organization to its constituencies and donors; and ability of the Board to demonstrate leadership in times of executive leadership vacuum.
- **Network of Professionals:** Three professionals have been developed and are currently providing assistance to OE partners with guidance from ICOMP. These professionals are also providing consultancy support to other NGOs.
- **Development of Appreciation for Value of OE Assistance:** The project has succeeded in creating an awareness and appreciation for the OE process in the Philippines. Partners who directly benefited from the project showed increased recognition on the impact of OE on them. In addition, through regular workshops, peer learning and roundtables, non-partner NGOs learned to appreciate OE.

ENHANCING SUSTAINABILITY OF CIVIL SOCIETY ORGANIZATIONS IN THE PHILIPPINES

Improved governance. Increased financial resources. Empowered communities. Focused services. These are just some of the results of the project on Enhancing Sustainability of Civil Society Organizations in the Philippines. This Ford Foundation-supported project has the following objectives:

- To provide technical assistance and services to enhance the sustainability of Ford Foundation RH/FP NGO grantees in the Philippines;
- To develop a peer learning network of RH/FP NGOs focusing on sustainability enhancement; and
- To contribute to the knowledge base of NGO sustainability through documentation and dissemination of action research and sharing of experiences.



Despite their diversity in programme foci, partner NGOs realized that all of them have to systematically diversify their resource base in order to survive

In a span of 30 months, about 25 NGOs benefited from the project through a mix of technical support, peer learning, networking and action research. Through a participatory process, the NGOs assessed their sustainability situation from four angles — organizational viability financial security, programme effectiveness, and enduring impact – before developing and implementing their sustainability plans.

While each organization identified and implemented its own pathway to sustainability, the following are the most common strategies: (i) diversification of donor base; (ii) venture into mission-related income generating activities; (iii) strategic marketing of existing services; (iv) packaging and promoting of

programmes to donors, constituencies and other stakeholders; (v) development of organizational competency on business planning; (vi) strengthening community level skills transfer; and (vii) establishment of effective monitoring and evaluation system.

LESSONS LEARNED

- **Achieving sustainability does not happen overnight nor by accident.** The project demonstrated that becoming a sustainable organization is not only a long term process; it requires systematic planning, execution, monitoring and evaluation.
- **Introducing a complex concept such as sustainability requires effective change management approach.** The project demonstrated the following mechanisms to have worked: (i) The executive director should lead the process of creating a shared understanding of sustainability and its scenarios and rallying support from key personnel; (ii) Involvement of key people in the design and implementation of sustainability plans; and (iii) Preparation of key people through capacity building.
- **Importance of Guiding Technical Assistance to Tangible Results.** The value added of technical assistance included: (i) Objective analysis and different options for interventions; (ii) New perspectives and ways of thinking which are not normally available; and (iii) "Pressure" on NGOs who are normally oblivious of timetables and urgent actions if interventions are done internally.

ENHANCING SUSTAINABILITY OF CIVIL SOCIETY ORGANIZATIONS IN INDONESIA

The project entitled "Enhancing Sustainability of Civil Society Organizations in Indonesia" is being implemented by ICOMP with support from The Ford Foundation, Indonesia. The three-year project, which began operations in April 2005 aims to assist NGOs in Indonesia to strengthen their sustainability through a systemic, systematic, and holistic approach. The objectives of the project are as follows:

- Provide technical assistance and services to enhance the sustainability of eight identified RH NGOs in Indonesia;
- Develop the capacity of young professionals become capacity builders on RH NGO sustainability in Indonesia; and
- Contribute to the knowledge base of RH NGO sustainability through (i) research; (ii) project documentation and dissemination; and (iii) sharing of experiences.

It has three components: (i) provision of technical assistance through advice, support and capacity development to eight Indonesian RH NGOs; (ii) capacity development of young professionals to become local capacity builders on RH NGO sustainability in Indonesia; and (iii) building of knowledge base on NGO sustainability. The project is built on the experience of a Ford-funded sustainability project in the Philippines implemented from 2004 to 2005 which the Indonesian NGOs could benefit from (see page 10).



NGO partners discuss different mechanisms on how to sustain their organizations

The project has shown some interesting results: (i) increased understanding of sustainability as partners have realized that sustainability encompasses various dimensions including organizational viability, financial security, programme effectiveness and impact; (ii) better understanding of NGO issues in Indonesia; (iii) creation of four Young Professionals that has an assortment of competencies and experiences which partner NGOs could benefit from; and (iv) refined Assessment Tool to adapt to the context of individual NGOs.



LESSONS LEARNED

- Introducing an abstract concept such as sustainability requires tangible examples and specific foci. The project introduced sustainability to the partner NGOs by: (i) focusing on a specific issue such as lack of resource diversity or inadequate skills and how they relate to organizational sustainability; (ii) using real-life experiences and example of NGOs in Indonesia who have made strides in making their programmes and organizations sustainable; and (iii) allowing debate and discourses among internal stakeholders; and
- Starting a new partnership with an assessment process provides a clear starting point for future terms of reference.

EXECUTIVE COMMITTEE

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Ministry of Health and Family Welfare

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David and Lucile Packard Foundation
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European Commission
Ford Foundation
Governments of China
Governments of India
Governments of Indonesia
Hewlett Foundation
United Nations Population Fund (UNFPA)
World Bank
World Health Organization

Partners

ICOMP gratefully acknowledges its partnership with the following

Addis Ababa University, Ethiopia
Adolescent Health and Information Project (AHIP), Nigeria
Ahfad University of Women, Sudan
Bangladesh Women's Health Coalition (BHCW), Bangladesh
Centre for African Family Studies (CAFS), Kenya
Centre for Health Education, Training and Nutrition (CHETNA), India
Chama cha Wanawake Kupambana Na Ukimwi Arusha (CHAWAKUA), Tanzania
Child in Need Institute (CINI), India
Democratic Socialist Women of the Philippines (DSWP), Philippines
Hiwot, Ethiopia
Independent Churches of Zambia (ICOZ), Zambia
Indian Institute of Management (IIM), Ahmedabad, India
Institute for Social Studies and Action (ISSA), Philippines
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International Training Programme (ITP), National Family Planning Coordination Board (BKKBN), Indonesia
KAPAL Perempuan, Indonesia
Kyetume Community Based Health Care, Ethiopia
Lembaga Kemaslahatan Keluarga Nahdatul Ulama (LKGNU), Indonesia
Ministry of Public Health (MoPH), Thailand
Mitra Inti, Indonesia
Mitra Perempuan Women Crisis Centre, Indonesia

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 National Population and Family Planning Commission (NPFPC), China
 Network of Zambian People Living with HIV/AIDS (NZP+), Zambia
 Partners in Population and Development (Partners), Bangladesh
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 Philippine Rural Reconstruction Movement (PRRM), Philippines
 Planned Parenthood Association of Thailand (PPAT), Thailand
 Population and Development Association (PDA)
 Pro Pride, Ethiopia
 Rahima, Indonesia
 Rifka Annisa, Indonesia
 Sexual Health & Family Planning Australia (SH&FPA), Australia
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 Sierra Club Canada (SCC), Canada
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 Japan
 Conservation International, Japan
 Organisation for Industrial Spiritual and Cultural Advancement (OISCA), Japan
 Planned Population Federation of Korea (PPFK), Korea
 Korean Women' Development Institute (KWDI), Korea
 Korean Federation for Environmental Movement (KFEM), Korea
 Family Planning Association International Development (FPAID), New Zealand
 Development Resource Centre, New Zealand
 Planned Parenthood Association of Thailand (PPAT), Thailand
 Population and Community Development Association (PDA), Thailand
 CARE/Raks Thai Foundation, Thailand
 St Lucia Nursing Home, Tanzania
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 Yayasan Jurnal Perempuan, Indonesia
 Yayasan Kesuma Buana (YKB), Indonesia
 Yayasan Masyarakat Tertinggal Riau (YMTR), Indonesia

(in alphabetical order)

INTERNATIONAL COUNCIL ON MANAGEMENT OF POPULATION PROGRAMMES

BALANCE SHEET AS AT 31 DECEMBER 2005

	2005 USD	2004 USD
PROPERTY, PLANT AND EQUIPMENT	13,550	18,640
CURRENT ASSETS		
Sundry receivables, deposits and prepayments	32,549	19,620
Time and fixed deposits	836,386	1,728,235
Trust fund deposits with banks	68,184	36,599
Cash and bank balances	1,110,289	451,671
	2,047,408	2,236,125
CURRENT LIABILITIES		
Sundry payables and accruals	182,388	169,149
Gratuity Scheme Trust Accounts	68,184	36,599
	250,572	205,748
NET CURRENT ASSETS	1,796,836	2,030,377
	1,810,386	2,049,017
ACCUMULATED FUNDS	623,527	561,596
GENERAL RESERVE FUNDS	660,235	660,235
REVALUATION RESERVE	24,900	24,900
FUNDS DESIGNATED FOR SPECIFIC PROJECTS	501,724	802,286
	1,810,386	2,049,017

INTERNATIONAL COUNCIL ON MANAGEMENT OF POPULATION PROGRAMMES

DETAILED STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 31 DECEMBER 2005

	2005 USD	2004 USD
INCOME		
Grants Received:		
Canadian International Development Agency (CIDA)	-	16,038
The David & Lucile Packard Foundation	31,881	-
DFID/Interact Worldwide	-	54,010
EC/Interact Worldwide	118,547	125,805
The Ford Foundation	190,000	163,380
The William and Flora Hewlett Foundation	100,000	100,000
Partners' Secretariat/The David & Lucile Packard Foundation	92,492	377,168
PPF, Korea/The David & Lucile Packard Foundation	184,000	-
UNFPA	188,289	297,755
WHO	5,000	-
World Bank	-	120,000
	910,209	1,254,156
Members Contribution:		
China	15,000	15,000
India	10,000	10,000
Indonesia	7,500	6,732
	32,500	31,732
OTHER INCOME		
Interest	39,203	11,693
Consultancy service	24,493	13,408
Other receipts	(329)	1,728
	63,367	26,829
	1,006,076	1,312,717
LESS EXPENDITURE		
Programmes	10,156	25,199
Secretariat	123,780	116,022
Projects	1,110,771	1,246,551
	(1,244,707)	(1,387,772)
DEFICIT FOR THE YEAR	(238,631)	(75,055)

PUBLICATIONS

Project on Innovative Approaches to Achieve ICPD+5 Benchmarks: CINI Experience (ISBN 983-3017-01-0)

This document describes Child in Need Institute's (CINI's) experience in establishing a unique NGO-GO collaboration with public sector in India. Experiences of CINI documented by ICOMP in this pilot project were used as a tool to identify best practices and approaches in order to replicate and upscale RH programmes. All of these lessons learnt reinforced the overall goal of strengthening NGO capacity as well as the aim to accelerate progress towards achieving the ICPD+5 operational benchmarks.



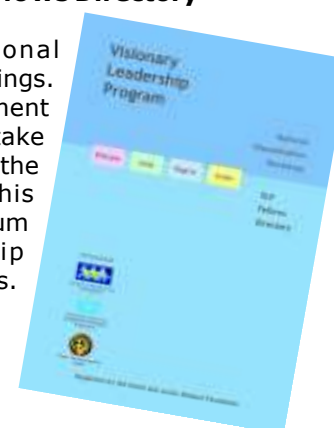
Project on Innovative Approaches to Achieve ICPD+5 Benchmarks: SDIA Experience (ISBN 983-3017-02-9)

The Society for Development through Integrated Approaches (SDIA) was formed to provide health care and RH services among urban squatters in Pakistan. SDIA, through its community friendly approach, linked community awareness activities and the provision of health care services at its own facilities. The initiative was targeted to those most in need of RH services. In order to achieve successful results, SDIA collaborated with the government health programmes and departments to refer patients from the clinic to appropriate secondary or tertiary health care services. In this document, the intervention activities are described according to the five operational benchmarks.



Visionary Leadership Program in Population and Development: National Dissemination Workshop and VLP Fellows Directory

The Visionary Leadership Program (VLP) national dissemination workshop is a milestone for many beginnings. The personal journey to visionary leadership development that began for our Fellows from 2003 is expected to take new directions, individually and collectively, now that all the VLP training components have officially finished. This publication also highlights the journey the VLP consortium itself has taken to put this innovative leadership development program in place in its four focus countries.





International Council on Management of Population Programmes (ICOMP)

The International Council on Management of Population Programmes (ICOMP) is committed in pursuing its mission for achieving excellence in management of population programmes, to make them more effective, efficient and equitable, for improving the quality of life of people. Since its establishment in 1973, ICOMP has been both an instrument for and was instrumental in the improvement of population programmes. ICOMP retains its unique focus on management while continues to respond to the needs of its stakeholders towards strengthening programme capacity and effectiveness with managerial improvements in numerous developing countries.

Building on its knowledge, skills, experience and partnership, ICOMP is utilizing strategies of leadership and management development, catalyzing innovative programmes and strengthening civil society. Enhancing national capacity and promoting South-South-North sharing through partnership with a diverse range of organisations and individuals underpin the implementation of these strategies. Built-on more than 30 years of experience, ICOMP is increasingly working towards ICPD goals and the Millennium Development Goals (MDGs).

ICOMP builds synergistic alliances and relationship with a number of key population management institutions. ICOMP's clients and partners range from policymakers of government and NGO programmes to grassroots project personnel and researchers.

International Council on Management of Population Programmes (ICOMP)

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