

Annual Report 2008



Leadership



Good Practices



Policy Dialogues



International Council on Management
of Population Programmes

*Excellence in Management of
Population Programmes*

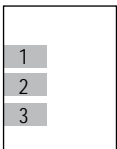


Photo 1: ICOMP

Photo 2: Hiwot Ethiopia

Photo 3: Asia Pacific Alliance

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Message from Chairperson and Executive Director



It is the vision of ICOMP to be recognised for making a critical difference in population programmes.

Year 2008 proved to be challenging for ICOMP as it was affected by the financial difficulties that emerged across the globe. Nevertheless, ICOMP continued to pursue its vision and mission of contributing to excellence in population programmes through capacity development of programme managers and leaders at various levels. This was attained through collaboration with regional and national organisations including government and NGOs.

The Leadership Development and Organisational Effectiveness programme in India progressed towards the training-and-learning phase in 2008. The programme focuses on individuals and organisations for improving systematic impact for family planning and reproductive health.

ICOMP continues to support national NGOs to enhance their sustainability and strengthen their organisational capacity. In Indonesia NGOs were assisted with strategies of programme effectiveness for achieving the objectives the NGOs purport to achieve. NGOs in the Philippines underwent strategic planning exercises which helped them to understand the meaning of and need for resource mobilisation.

In addressing the issues of feminisation of HIV and improving the overall RH status among young people, ICOMP continues to support youth serving organisations in Ethiopia, Uganda and Zambia with an integrated package of interventions for gender integrated and youth friendly services. In Batam, Indonesia the community based reproductive health commodity security project has shown promising results.

Realising the importance of South-South cooperation, ICOMP documented best practices and created a pool of resources for technical assistance for enhancing regional capacities. ICOMP also continues to promote the advancement of ICPD agenda and MDGs through its participation in the Asia Pacific Alliance.

We would like to express our appreciation to Prof Jay Satia, the former Executive Director of ICOMP for his dedication and leadership. We would like to acknowledge the contributions and support from our members, partners and donors. Our thanks are due to the Malaysian Government for its support in ICOMP's Secretariat.

A stylized, cursive signature in dark ink.

H.E. Dr. Baige Zhao
Chairperson

A stylized, cursive signature in dark ink.

Wasim Zaman, PhD
Executive Director

Strengthening Leadership and Management Capacity

Capacity is the ability to produce results.

Capacity development is, therefore, the process of developing abilities to produce results.

This is the challenge for leaders and managers. ICOMP uses a two-pronged strategy for strengthening individual and organisational capacity for leadership and management through:

- i. Developing leadership capacity of managers of government and NGO programmes both individually and as a team; and
- ii. Working with NGOs to improve their governance, organisational effectiveness and sustainability in their quest for excellence.



Leadership Development and Organisational Effectiveness

Improve systematic impact for family planning and reproductive health

The Leadership Development and Organisational Effectiveness (LDOE) programme in India progressed towards the training-and-learning phase in 2008, after much preparatory work in the previous year. As a result of joint activities in 2007, ICOMP and national partner, Xavier Institute for Social Service (XISS) were able to:

- a. assess and address the leadership and organisational needs of participating NGOs, and identify and address leadership and management gaps identified by district health teams;
- b. refine contents of two training manuals, and deliver the training in three parts;
- c. finalise the training manual for community-level leadership development programme; and
- d. initiate an LDOE programme for community-based organisations.

a) Assessments of NGOs and District Health Teams

The Excellence assessment revealed that, as a group, the 12 NGOs' top three weaknesses and concerns were: (1) sustainability, (2) resource mobilisation and utilisation, and (3) networking and public relations. These findings fed into the contents of the LDOE training manual for "NGO Executives" as well as some individual coaching for NGOs.

Similarly for the three district health teams in Deoghar, Koderma and Palamau (in Jharkhand state) where the LDOE assessments found them to be concerned about the lack of coordination between line departments and clarity from the state, weak team work, collaboration with NGOs and private sector, and need to improve day-to-day management.

b) Training manuals and delivery of training

Weaknesses and gaps identified in the earlier assessments helped to refine the final contents of the separate training manuals for district health teams and NGOs. They shared four out of six modules, namely "Natural Rural Health Mission" (Module 1), "Leadership" (M3), "Performance Improvement" (M4) and "Leading Programme Improvement" (M5). Module 2 on "Excellence" was different as district health teams, being in the public sector, did not have the same organisational concerns as NGOs such as policy advocacy, building alliances, sustainability, and so on. In addition the NGO manual had an additional module "Resource Mobilisation" (M6) which addressed their top concern on fundraising and long-term viability of their organisation.

The LDOE training was delivered over a series of three events: Round Table 1 in May, Round Table 2 in September and Advanced Training in November. The first two were five days and were held, respectively, in Ranchi and Bodhgaya, India

while the Advanced Training was seven days in Kuala Lumpur, Malaysia. For the latter, the participants had a chance to visit a Malaysian government district health clinic in a semi-urban environment. All training programmes received positive feedback from the participants as they were a valuable opportunity for them to develop their leadership skills as well as learn ways to improve their organisation (or health facilities) through better management competencies.

c) Community-level leadership development training manual

ICOMP (with XISS) began discussion, in 2007, with two NGOs - the Network for Enterprise Enhancement and Development Support (NEEDS) and the Integrated Development Foundation (IDF) to develop a level community-leadership capacity programme. After a short research study in their respective field sites, both NEEDS and IDF drafted a leadership development plan for four to five different groups in a community such as village health committee members, gatekeepers, government community health workers, women groups and youth. Each group had different needs for skills development. The findings from this research study also went into a proposal to implement this initiative with selected districts in Bihar and Jharkhand states.

Towards end of 2008, XISS, NEEDS and IDF, with technical inputs from ICOMP, finalised a training manual customised for the different community groups, in both Hindi and English.

d) Initiate LDOE programme for community-based organisations

This initiative was developed to build on to the LDOE training received by the participating NGOs. Six of the 12 NGOs were selected on the basis of their work with CBOs. Each NGO was to help strengthen the LDOE capacity of three of their CBOs through a similar training and learning process. The training contents were to be developed by the six NGOs as they best understood their CBOs' needs. Among the needs identified were: (1) community organising, (2) basic management capacity especially book-keeping and reporting, and (3) income-generating activities.



ACHIEVEMENTS

At the heart of the LDOE is the objective to achieve three inter-related outcomes:

- Leadership development and strengthening organisational effectiveness process to increase coverage and improve quality of FP/RH services.
- Capacity of critical institutions for systemic change - regional resource centres and state health societies, is strengthened to support LDOE of NGOs and districts.
- Sustainable in-country capacity for LDOE is established.

Participants attended advance training in Kuala Lumpur

At 2008 year-end, the six partner NGOs have agreed on the structure of the training materials and would begin developing the manual and deliver the training in 2009.

The activities in 2008 were to contribute to these outcomes and improve systemic impact for family planning and reproductive health once in-country LDOE capacity has been strengthened at various levels - district, blocks, communities, NGOs, CBOs - including that of the main partners, XISS, NEEDS and IDF.

The LDOE programme is funded by the David and Lucile Packard Foundation.

Enhancing Sustainability of Civil Society Organisations in Indonesia

One of the formidable challenges facing NGOs in Indonesia is sustainability. High dependence of Indonesian NGOs to external donors makes them vulnerable to changes in donor focus and decreasing fund support which are slowly taking course as Indonesia transitions to become a middle income country.

There are compelling needs to address on the four areas of sustainability - organisational viability, financial security, programme effectiveness and enduring impact. These four dimensions form part of ICOMP's framework. Underscoring the need to obtain financial security amidst changing donor landscape requires NGOs to fortify organisational viability by bringing the vision, mission and goals at the fore of programme activities and apply strategies of programme effectiveness - achieving the objectives that NGOs purport to achieve. In doing so, the NGOs empowered their constituents.

These four dimensions are working inter-dependent but each NGO would have different levels of strengths and challenges around these dimensions. ICOMP with support from Ford Foundation - Indonesia engaged eight partner NGOs commencing with assessing their status using ICOMP's sustainability assessment tool. The results became the basis of their sustainability plans. ICOMP provided an array of technical support to hasten attaining sustainability either in strengthening organisational system, capacity building, conducting research to appreciate their market, developing materials or fund raising. Training needs that cut across the eight NGOs were completed through roundtable discussions. However, most of the technical assistance including coaching had been largely tailored to fit NGOs individual needs. Some NGOs advanced faster seizing opportunities for sustainability whereas progress in achieving sustainability had been slow but steady with other organisations. As part of the organisational sustainability plans crafted by partner-NGOs the following sustainability activities were undertaken:

- Organisational and financial manuals were developed alongside with trainings on financial management for transparency and greater accountability and human resources management;

ACHIEVEMENTS

- Documentation of women's crisis management;
- Leadership and entrepreneurial trainings to staff and volunteers;
- Capacity building to enable partner NGOs to provide quality services and trainings; and
- Publication (three NGOs).

By bringing to the fore issues of financial security, a business planning workshop enabled them to appreciate business plans and the importance for NGOs to explore avenues to generate alternative sources of income for sustainability. Partners identified their "core businesses", conducting market analysis, reviewing internal capacity and developing their business model taking into account financial and management requirements.

The business plans pursued by partner NGOs are: outbound facility and micro-credit (Pelita Ilmu); human resource development (YAKITA); pre-wedding training from a social perspective (Mitra Inti); increasing donor base and pre-wedding training from an Islamic perspective (RAHIMA); engaging corporations and training on women's crisis management (Mitra Perempuan); developing a training institute (Kapal Perempuan); increasing subscription base of their magazines including sponsorship (Yayasan Jurnal Perempuan); and multi-media center (Rifka Annisa)

In October, 2008, the program "Enhancing Sustainability of Civil Society Organisations in Indonesia" was brought to a successful close with eight NGOs sharing the process and experiences they had with the program. Fifty eight participants from NGOs and international non-government organisations in Indonesia attended the roundtable discussion. Dr. Pilar Jimenez-Ramos, Programme Officer, Ford Foundation - Indonesia gave the keynote address. In the same event, Ms. Caridad Tharan also shared the research results she conducted with ICOMP on the sustainability of organisations working on the issues of poverty and migration. The project is funded by The Ford Foundation.



Some of the results in achieving sustainability are promising. The multi-media center is gaining clients making it progress towards financial independence. On the other hand, more visitors come to the outbound facility of one NGO generating added income to support the alternative education programme. Capacity building in leadership and proposal writing had reaped success with middle level managers taking the lead in writing and submitting proposals. One NGO, throughout the life cycle of the programme, increased donor base from two to eight securing for itself financial security in the coming years. Books were published not only as a means to generate income but as tools in their fee-base trainings. Arguably the frame from which these business plans flow stems from enhanced systems within these organisations. Some forms of re-organisation had been introduced to make way for their sustainability.

Roundtable discussion
at Le Meridien Hotel,
Jakarta, Indonesia

ACHIEVEMENTS

Each of the NGOs had developed their resource mobilisation plan. With the board members in the strategic planning is a leap to commit them to their roles in strategic guidance and governance, technical support, ambassadorial, nurturing the board building process and sustainability including financial security, succession and fiscal oversight.

The leaders also identified capacity development needs of the management team and the board in realising their resource mobilisation plans. These training needs become the basis of ICOMP's technical assistance, mentoring and roundtable discussions.

Meeting with the board members of the Philippine Legislators' Committee on Population and Development at the National Assembly Building, Manila, Philippines

Strengthening Organisational Leadership Capacity for Population and Reproductive Health

Achieving organisational sustainability through non-traditional resource mobilisation in the Philippines

With support from the David and Lucille Packard Foundation, the programme, “Strengthening Organisational Leadership Capacity for Population and Reproductive Health” engages the board, management team and staff of five non-government organizations in the Philippines to a brand of leadership that balances the need of organisations to become sustainable and to mobilise resources to enable the NGOs to contribute meaningfully to the overall goal of accelerating progress towards universal access to RH including FP. Sustainability becomes a burning issue for these NGOs as David and Lucille Packard Foundation exits from the Philippines in 2010.

The impetus of this programme hinges largely from the fact that NGOs are facing daunting challenges with the phasing out of donors. It is essential that these NGOs meet the reproductive health needs of women, men and children in the communities and ensure sustainability of the NGOs beyond the traditional donor-based fund sources. Thus, the programme primarily aims to assist organisational leadership development of five selected NGOs as they seek alternative revenue sources. It means strengthening the leadership competencies of the board, executive director and management team, and staff of these NGOs and enabling them to practice these competencies to enhance their sustainability through mobilising alternative and non-traditional sources of support. This programme also takes stock of the earlier engagement with these NGOs to bring them to accreditation for meeting standards of organisational management and development. Also, the programme intends to expand and strengthen institutional capacity of ICOMP for leadership development in Population/RH field.

In bringing to the fore the issues on resource mobilisation, ICOMP's strategic planning with the NGOs had them understand the meaning of and the need for resource mobilisation. The strategic planning underscored also the strategies and types of fund sources. Building on from these understanding, NGOs reviewed their programmes and the type of fund sources. Identifying their current or prospective programmes which may benefit most from non-traditional fund sources (i.e. individual giving, diaspora, user fee, corporate social responsibility, local philanthropy etc.) unlock possibilities in generating funds for the organisation.



Promoting Good Practices

A critical role of programme managers is to ensure that their programmes build on good practices and adapt to the local context to optimise use of resources. In this, ICOMP provides assistance through pilot programmes, action research, benchmarking, knowledge management, bridging the gap between ‘knowledge’ and ‘action’, and scaling-up proven practices.

Lessons learnt from the programme experience are disseminated to a wider audience.



Strengthening Capacity of Youth Organisations for Gender-Integrated and Youth-Friendly Linked Response to Reproductive Health and HIV/AIDS in Sub-Saharan Africa

Increased availability and utilisation of RH and HIV/AIDS services by young people

ICOMP implements a project on “Strengthening Capacity of Youth Organisation for Gender Integrated and Youth Friendly Linked Response to RH and HIV/AIDS in Ethiopia, Uganda and Zambia”. The goal of the project is to promote gender-integrated and youth-friendly RH and HIV/AIDS care and services to improve RH conditions and mitigate new infections of STI and HIV among young people. Specifically, the project will strengthen capacity of 20 youth serving organisations and 15 government/NGO referral service facilities utilized by them for implementing an integrated package of interventions for gender-integrated and youth-friendly linked response to RH and HIV/AIDS. The package will include interventions that will address gender inequalities and inequities; promote girls’ empowerment and boys’ participation to contribute towards their improved RH status as well as provide access to youth-friendly RH and HIV/AIDS services, care and support through training of organization/programme leaders, service providers and community mobilization activities.

A Strategic Planning workshop was organised in September 2008 in each country to sensitise the partners on the project goals, objectives and activities and develop an action plan for youth friendly engendered linked response. Seven types of youth friendly and gender integrated linked response to RH and HIV/AIDS were identified for implementation by the partner NGOs.



Young people attended peer education session in Uganda

MILESTONES

1. Gender sensitive RH and HIV/AIDS information through BCC to promote male involvement in RH and HIV prevention programmes including FP and VCT;
2. Condom promotion for dual protection
3. Empower adolescent girls with RH and rights and HIV information and life skills education through community outreach programs
4. Provision of gender-integrated and youth-friendly counseling service
5. Promote community involvement and participation in youth activities
6. Effective referral for FP, STI and VCT
7. Advocacy and networking for youth-friendly engendered linked response

The workshop provides an opportunity for interaction between the youth NGOs and the service providers. One of the outputs of the workshop was the creation of formal collaboration between the youth NGOs and the health facilities, in providing gender integrated and youth friendly services to young people.

A second workshop on Proposal Development was also organized in each country in November 2008, which was participated by representatives from the youth NGOs and health facilities. The purpose of the workshop was to develop a proposal to mobilise resources to scale-up the current intervention from local and international donor agencies.

In addition, activities implemented by ICOMP include a workshop to strengthen the leadership capacity of youth leaders, development of advocacy materials for youth-friendly engendered linked response and a roundtable dissemination meeting. Results of the project include (i) young men and woman reached with sexuality, reproductive health and HIV prevention information, (ii) young men and woman tested for HIV, (iii) condoms provided for dual protection, and (iv) proportion of referrals completed by young people. The project is funded by Population and Reproductive Health Capacity Building Program of the World Bank.

- ♦ Improve the knowledge, attitude and behavior of young people towards RH and HIV/AIDS
- ♦ Increase access to RH and HIV/AIDS services by young people through effective referral linkages
- ♦ Improve the quality of RH and HIV/AIDS services through enhancement of knowledge and skills of service providers on youth friendly services
- ♦ Strengthen collaboration and networking between youth organisations and service providers

Developing and Up-scaling Community Based Initiatives to Institutionalise Reproductive Health Commodity Security in Batam

Increased socio-economic and reproductive well being of the community

Known as the “Batam-2 Project,” it is in its second year of implementation. Funded by the Ford Foundation, the project targeted 34 Kelurahan (villages) located in Batam Island of Riau Islands. The key strategies for empowering communities through combining activities for income security and reproductive health promotion include: capacity building and leadership skills for volunteer cadres in the villages; establishing and nurturing innovative income security schemes through setting up income generating groups (kelompok) and village revolving fund (Kas Desa); establishing Pos Obat Desa (village pharmacy) managed by the community in the villages; increasing contraceptive prevalence rate; and providing quality reproductive health services.

The project has resulted in increased socio-economic and reproductive health well being of the community, especially the cadres and their families. These cadres are known for being hardworking and they play an important role as informants, main contributors, coordinators of activities, monitoring as well as the pioneers for other innovative interventions.

Success Story 1

Mr Slamet is one of the cadres in a Kelurahan with very poor reproductive health status. Early marriage is a common practice in that village. After undergoing training for cadres Mr Slamet began to advocate and encourage parents to delay their children's marriages. As action speaks louder than words he led by example. He made sure that his children marry at an older age that is when they are able to earn a living. At his son's wedding recently he proudly told his guest his position on early marriage. Also as a cadre he holds on to the principle: "to work hard first and do not expect too much reward in advance." Currently, he has initiated the establishment of Early Childhood Education Centre in his village. One of his daughters has volunteered as a teacher.

Success Story 2

Mrs Aty is a cadre in an urban slum area for goods recycling. Her group member comprises house servants, garbage recyclers and ex-sex workers. This kelompok (group) produces and sells otak-otak (fish paste). Mrs Aty allows her group members to work at her house processing otak-otak during their spare time from their main jobs. The business has been profitable and has increased the income of her members. Besides engaging in income generating activities, the group members also receive information and counseling on reproductive health provided by Mrs Aty. With the profits earned the group managed to establish a Pos Obat Desa. Contraceptive pills is the most popular contraception and the medication most in demand was anti-dermatitis ointment as majority of the clients live in an urban slum area with persistent water shortage problem. This group has also funded other income generating activities, such as tents rental and performing traditional Malay music during celebrations, which is managed by other new kelompok.



A kelompok member
selling "otak-otak"

A Documentation of Good Practices: Boy's and Men's Initiatives towards Gender Equity

Need for and value of the project: The calls to engage boys and men in gender, sexuality and reproductive health from communities and institutions now reverberate. It is borne out from stories of women around the world. Across countries, cultures and faith, gender-based violence is prevalent. Patriarchy, which is at the core of this phenomenon, brings about gender inequality and inequity. The higher maternal and infant mortality rates, the prevalence of violence against women and children (VAWC) and the increasing number of women contracting STI/HIV/AIDS from their sexual partners are manifestations of gender inequity. The voices of women and those from the communities rationalize the compelling need to engage men to attain the goal of gender equality, reproductive rights and the empowerment of women and adolescent girls.

What the project is all about: Contributing to the overarching goal, the project aims at increasing programming on male participation in Asia and Africa. Specifically, this documentation seeks to strengthen understanding of programmes involving boys and men by documenting those that demonstrate some success.

Process of the documentation: In this documentation, structured questionnaires were sent out to organisations with programmes engaging boys /men. Nineteen (19) of these organisations responded and their programme descriptions, objectives and activities were reviewed.

From the internet search, thirty-one (31) programmes / interventions or studies were identified from Asia and Africa that engage boys and men in different activities that may eventually contribute to the achievement of gender equality. These programmes were described in several reports, monographs, journal articles, newsletters and other similar materials. We review these projects and programmes.

Finally, four programmes were chosen, one each from Bangladesh, Cambodia, Philippines, and Uganda for in-depth case study. Focus group discussions and key informant interviews were done in the field amongst programme implementers, partners-beneficiaries of the programme (boys and men), women's organisations, partner-NGOs and even men in the cycle of violence. A total of twenty two (22) FGDs were conducted and fourteen (14) key informant interviews were carried out from the four countries.

This project is with support from the Gender, Human Rights and Culture Branch of the United Nations Population Fund (UNFPA). The highlights of this documentation will be published.

Promoting Policy Dialogue

Policy is a plan or course of action of a government agency or an organisation intended to influence and determine decisions, actions and other matters.

ICOMP promotes policy dialogue through networking and assisting stakeholders at the local government level.



Capacity Enhancement Utilising South-South Modalities

Sharing of experiences for enhancing regional capacities

Realising the importance of South-South cooperation and collaboration, ICOMP engaged itself in a short-term project on utilizing South-South modalities of creating a pool of resources for technical assistance, documenting best practices and sharing of experiences for enhancing regional capacities. This project funded by the Asia and Pacific Division, UNFPA, consisted of four components:

1. Inter-linkages between Population Dynamics and Development in National Planning
2. Assessing Capacity Enhancement Needs and Database on Possible Assistance Providers for 2010 Round of Population Census
3. Assessing Institutional Capacity for Reducing Maternal Mortality and Morbidity
4. Improving Access of Young People to Education and Services for Sexual and Reproductive Health, HIV and Gender

Inter-linkages between Population Dynamics and Development in National Planning

Based on a preliminary review and consultation with UNFPA offices, the countries selected for documenting promising practices are Bangladesh, India and Malaysia - each at different levels of maturity in their planning processes and sensitivity to population and development (POPDEV) inter-linkages - which could offer an interesting learning opportunity for other countries. A checklist developed by ICOMP was used to assess how well the inter-linkages between population dynamics and gender equality, sexual and reproductive health (SRH) and HIV/AIDS are incorporated into country development plans as well as policies.

This case study, covering Bangladesh, India and Malaysia, was prepared to understand how plan of various development sectors take into account the inter-linkages and identifies some promising practices to address the inter-linkages. It was prepared through a review of policies and plans, relevant secondary literature as well as interviews with key persons in the three countries.

Some key promising practices identified from country development plans are:
Bangladesh (Second Poverty Reduction Strategic Paper)

- Health, Nutrition and Population Sector Programme (HNPS)
- Micro-finance

India (Eleventh Five-Year Plan)

- Focus on inclusive growth
- Monitorable targets
- National Rural Health Mission (NRHM)

Malaysia (Ninth Malaysia Plan)

- Poverty reduction
- Women's empowerment
- Monitorable targets

Assessing Capacity Enhancement Needs and Database on Possible Assistance Providers for 2010 Round of Population Census

A significant number of countries in the Asia-Pacific Region are planning censuses for 2010-2011. It is UNFPA's intention that South-South cooperation on census be strengthened. Beginning with the 2010 round of population censuses, the focus areas selected for enhancement are use of technology; gender statistics; and use of census variables as benchmarks for various MDG indicators.

This project aims to assess the capacity enhancement needs of countries and put together a pool of South-South experts who could provide technical assistance as well as take this forward in South-South modality. Ten Asian countries with census planned for 2010 or 2011 were selected. The countries are Bangladesh, China, Indonesia, India, Malaysia, Mongolia, Nepal, Philippines, Sri Lanka and Thailand. The capacity enhancement needs of the 10 countries were assessed. Interviews were also conducted in Bangladesh, China, India, Mongolia and Nepal to obtain qualitative data and to gauge their preparation of the 2010 round of population censuses.

An overall list of top 20 main capacity enhancement needs as well as capacity enhancement needs by country specific where South-South cooperation could be strengthened were identified. A list of experts of various areas in census recommended by countries respectively, UNFPA country offices and UN ESCAP as well as international experts were compiled. The findings and outputs will be uploaded on ICOMP's website.

Assessing Institutional Capacity for Reducing Maternal Mortality and Morbidity

This component aims to enhance capacities of health ministries and relevant local government councils to reduce maternal mortality and morbidity, especially by improving service access of poor and excluded communities.

A Consultation meeting was held on 21-23 December in Kuala Lumpur. It was attended by eleven government programme managers and researchers/trainers from Bangladesh, India, Malaysia and Sri Lanka who: (a) shared their experiences; (b) developed a list of institutional capacity enhancement needs; and (c) recommended South-South modalities to enhance national capacities for reducing maternal mortality and morbidity.

Key areas identified as necessary for reducing maternal mortality and morbidity were (i) create commitment in policies, strategies and resources, including high profile advocacy to create shared vision and monitoring maternal deaths; (ii) maternity care with delivery services by skilled attendants and emergency obstetric care; (iii) associated services such as ante-natal care, post-natal care and newborn care; (iv) supportive services such as family planning, raising age at marriage and safe abortion (where legal); and (v) empower individuals, households, families and communities.

Recommended South-South modalities to strengthen institutional capacities include: (i) sharing experiences; (ii) training; (iii) building partnerships; and (iv) advocacy. ICOMP will be exploring possibilities of implementing the above recommendations.

1. Emphasized that Maternal Mortality Analysis is both an enabler and a driver of reducing maternal mortality and morbidity. It enables by providing a tool for advocacy and as a marker of success. It also drives the reduction by identifying actions needed;
2. Reaffirmed that interventions to reduce MMR require involvement of multiple sectors and multiple actors as well as multiple levels of health system. The Consultation also emphasized the critical role professional associations can play;
3. Recommended that special attention be paid to capacity development. The methodology for assessing such capacity development needs requires (a) identifying performance gaps; (b) actions needed to address these gaps; and (c) capacities required to implement those actions;
4. Highlighted that, while capacity development needs vary among countries and within countries, special attention is needed to strengthen two critical capacities: (a) for formulating strategies to reduce maternal mortality as there are often very diverse views among stakeholders; and (b) for developing and managing human resources which is generally a weak area in the health sector.

Improving Access of Young People to Education and Services for Sexual and Reproductive Health, HIV and Gender

In the last quarter of 2008, ICOMP received a small grant from UNFPA Asia and the Pacific Division (APD) to document three successful experiences in the region, on youth reproductive health programmes that will contribute towards improving access of young people to sexual reproductive health (SRH), gender-based violence prevention services, and gender-sensitive life-skills based SRH education as part of a holistic multi-cultural approach to young people's development.

The documentation of promising practices is to set the stage for further South-South collaboration through provision of technical assistance, to strengthen capacity of national and regional counterparts to link SRH and HIV prevention services for young people with other sector programmes.

A preliminary inventory of adolescent sexual and reproductive health (ASRH) programmes was conducted in 14 Asian countries, guided by the UNFPA Framework for Action for Adolescents and Youth (FFAY). Therefore, criteria for programme selection was based on content, target group, approach, inter-generational alliances and implementation. In short, interventions that related to school curricula, government responses in education and health policies, and NGO initiatives.

Based upon the above, and in consultation with UNFPA country offices, three countries - Indonesia, Thailand and Vietnam - were selected for documenting of promising practices.

Two selected programmes in Indonesia target vulnerable and marginalised groups of trans-genders living in community within the urban slums of East Jakarta, and the gay community of West Lombok. The programmes are implemented by Yayasan Srikandi Sejati (YSS) and the Indonesian Planned Parenthood Federation (PKBI) respectively.

The goal now is to use the outcomes of the documentation to build on the momentum already created by UNFPA and other donors, for SRH of young people in the Asia and the Pacific Region by improving their access to SRH, HIV and gender-based violence (GBV) prevention services, and gender-sensitive life skills-based SRH education is improved as part of a holistic, multi-cultural approach to young peoples' development.

APA is a network of NGOs, government aid agencies and foundations from donor countries in the Asia Pacific Rim. Established since 1999, APA promotes the advancement of the ICPD agenda and Millennium Development Goals (MDGs) through its advocacy activities at the regional and international level.

In Vietnam the programme run by the Adventist Development and Relief Agency (ADRA) was selected for its focus on school curricula related activities. The programme trains peer educators in high schools and middle schools in Cao Bang province, working together with community institutions such as leaders of the Women's Union, to deliver education on ASRH, life skills and substance abuse.

In Thailand, three programmes have been identified. Program Appropriate Technology on Health (PATH) "Love Care Project" - to pilot youth-friendly SRH services in Bangkok, targeting sexually active youth living independently in dormitories, apartments / rented rooms; youth working in entertainment sectors; men having sex with men (MSM) youth; and young women in escort services. Population Development Authority of Thailand (PDA) carried out a programme from 2002 to 2006 together with ICOMP, to demonstrate comprehensive young people's reproductive health programmes through South-South collaboration. Youth Family and Community Development (YFCD) Faculty of Nursing, Chiang Mai University works in research and development for youth health, HIV/AIDS prevention and care including SRH and rights among young people.

Asia Pacific Alliance: Advancing the ICPD Agenda

Throughout 2008, ICOMP remained actively involved in the Asia Pacific Alliance (APA). The key activities to highlight are the 8th Cycle Small Grants Programme (SGP) and the 9th APA Conference.

The SGP is one of the major components of APA, which is facilitated by ICOMP. It has undergone seven cycles by APA country members from Australia, Canada, Japan, Korea, New Zealand, and Thailand. Funding support for the 8th Cycle SGP is from the David and Lucile Packard Foundation. Each country is allocated US\$ 25,000 to carry out their activities. During 2008/09, the management of the SGP will be gradually transferred to APA Secretariat, Bangkok now that it has a Regional Coordinator.

The SGP supports APA country members in advocating for the linkages between population, development and environment. Some of the key activities which are being carried out are:

- Advocacy for the removal of the Australian Aid Program's Family Planning guidelines and meeting with NGOs on the integration of population, environment and development projects (Australia).
- Tools developed for use by partners and other NGOs to raise awareness and encourage action by parliamentarians to urge their respective parties to highlight issues within the context of achieving the MDGs as priorities for the G8 Summit 2010 (Canada).
- Promote active participation of Asian civil societies in the Tokyo International Conference on African Development (TICAD) process as well as develop a civil society approach to the Asian-African cooperation in achieving the MDGs 4, 5 and 6 (Japan).

- Make policy recommendations to the Korean government to set up climate sensitive energy policy and official development assistance (ODA) implementation that will be used to reduce climate impact in conjunction with women, environment, and health in developing and low lying nations (Korea).
- Workshops and training for development policy makers and parliamentarians in New Zealand and meeting with leading New Zealand youth organizations to raise awareness on issues concerning Pacific youth sexual and reproductive health (New Zealand).
- National forum on migrant reproductive health to highlight issues on migrant rights and capacity building of civil society organizations on migrant/refuge advocacy issues (Thailand).

The 9th APA Conference and Meeting Series was held in Chiang Mai, Thailand in October 2008. The experiences shared resulted in strengthened collaboration for advocacy and campaigning to finish the ICPD agenda. One major output was the APA Advocacy Action Plan, 2009-2010 developed unanimously by APA country members, ODAs, philanthropic foundations from donor countries in the Asia Pacific Rim and supporting organisations, including ICOMP.



Field visit by APA Conference Members to "New Hope Life Centre" a clinic of PLWHA supported by PPAT

Photo: Asia Pacific Alliance

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ICOMP gratefully acknowledges the financial support of the following (in alphabetical order)

Government of China

Government of India

Government of Indonesia

The David and Lucile Packard Foundation

The Ford Foundation

The William and Flora Hewlett Foundation

The World Bank

UNAIDS

United Nations Population Fund (UNFPA)

World Health Organization (WHO)

PARTNERS

ICOMP gratefully acknowledges the collaboration of the following (in alphabetical order)

Addis Fana be Ethiopia, Ethiopia
Andinet RH Association, Ethiopia
Areaya Le Ethiopia, Ethiopia
Chilanga Youth Awake, Zambia
Christ World Volunteers, Zambia
Eshet Children and Youth Unity Association, Ethiopia,
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Xavier Institute of Social Science (XIIS), India
Yayasan Masyarakat Tertinggal Riau (YMTR), Indonesia
Youth League for Socio-Economic Renovation, Uganda

DETAILED STATEMENT OF INCOME AND EXPENSES

FOR THE YEAR ENDED 31 DECEMBER 2008

	2008 USD	2007 USD
INCOME		
Grant received:		
CIDA, Canada	-	20,933
PPAT/Packard Foundation	167,000	-
New Zealand Family Planning Assoc.	-	80,720
Population Secretariat Uganda	-	15,892
The David & Lucile Packard Foundation	-	550,000
The Ford Foundation	308,960	144,000
The William and Flora Hewlett Foundation	-	150,000
UNFPA	110,000	16,832
WHO	-	10,000
The World Bank	124,180	120,000
	710,140	1,108,377
Members contribution:		
China	15,000	15,000
India	10,000	10,000
Indonesia	7,500	7,500
	32,500	32,500
OTHER INCOME		
Interest	52,726	69,828
Consultancy service	-	9,636
Other receipts	-	1,393
Gain on disposal of fixed asset	302	-
Realised gain on forex	-	23,646
	53,028	104,503
	795,668	1,245,380
LESS: EXPENDITURE		
Programmes	30,378	19,501
Secretariat	46,768	42,639
Projects	860,472	840,669
	(937,618)	(902,809)
	(141,950)	342,571

BALANCE SHEET

AS AT 31 DECEMBER 2008

	2008 USD	2007 USD
PROPERTY, PLANT & EQUIPMENT	18,385	1,998
CURRENT ASSETS		
Other receivables, deposits & prepayments	20,355	21,070
Time and fixed deposits	2,211,252	2,492,011
Trust fund deposits with banks	16,120	22,730
Cash and bank balances	80,364	38,867
	2,328,091	2,574,678
CURRENT LIABILITIES		
Other payables and accruals	37,576	119,216
Gratuity Scheme Trust Accounts	16,120	22,730
	53,696	141,946
NET CURRENT ASSETS	2,274,395	2,432,732
	2,292,780	2,434,730
ACCUMULATED FUNDS	706,617	651,635
GENERAL RESERVE FUNDS	660,235	660,235
REVALUATION RESERVE	8,300	24,900
FUND DESIGNATED FOR SPECIFIC PROJECTS	917,628	1,097,960
	2,292,780	2,434,730

International Council on Management of Population Programmes (ICOMP)

The International Council on Management of Population Programmes (ICOMP) is committed in the management of high-quality sustainable reproductive health programmes. Since its establishment in 1973, ICOMP has charted a unique path towards strengthening programme capacity and effectiveness with managerial improvements in numerous developing countries. Thus, it works to narrow the gap between a programme's potential and actual results.

Building on 35 years of experience, ICOMP continues to work towards identifying key pertinent concerns and issues related to population and development, especially in a post-ICPD environment, with focus on MDGs. It assists in management improvement through leadership and management development, promoting use of good practices and catalysing policy dialogues by the use of instruments like assessment tools, organisational/programme diagnosis, training modules, action research and technical assistance.

It builds synergistic alliances and relationships with a number of key population management institutions. ICOMP's clients and partners range from policymakers of government agencies, managers and heads of both government and NGO programmes to grassroots project personnel and researchers.

ICOMP is governed by its members consisting of 29 senior programme managers from 22 countries, 7 associate members, 3 honorary members and a 7-member Executive Committee with decision-making authority. These members are top managers and policymakers of their respective countries' family planning/reproductive health programmes or of large NGOs or heads of management-related institutions.

ICOMP is a Registered Society in Malaysia and has 501(c)(3) charity status with the US Revenue Service



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