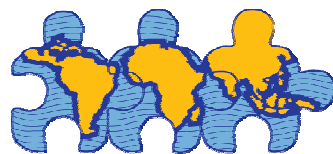


Annual Report 2002



Partners in Population and Development

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Foreword

Until recently, the concept of South-South collaboration was more a theory than an existing practice among developing countries. Partners in Population and Development (Partners), has successfully transformed this theory into practice within a very short period of time. There is no denying of the fact that today, South-South collaboration has been embraced by many developing countries as an essential way of development in the field of reproductive health and family planning.

Although cooperation between developing countries existed here and there, Partners envisions a different approach to South-South exchange, one that goes beyond the traditional approach. Partners believes that some of the most successful examples of effective South-South exchanges in the reproductive health sector will be characterized by:

- Planned, not ad hoc, exchange
- Political, technical, and operational commitment at several levels to ensure that lessons learned are based on mutual commitment and understanding
- Partnerships that build long-term arrangements between governments or organizations based on mutual commitment and understanding of needs and interests

Ever since its inception and setting-up of a secretariat in Dhaka, Bangladesh in 1996, the alliance never looked back in its effort to fulfil the mandate given to it. The high-level commitment on the part of the member countries together with the generous support from the international community and donors became a driving force for Partners. The alliance continues to move forward. The recognition of its achievements has finally been reflected in the award of permanent observer status to the alliance by the United Nations General Assembly in November 2002.

The year 2002 saw a change at the level of the Executive Committee. The Executive Committee, after a very successful leadership for a period of three years, handed over the leadership to a new Executive Committee, unanimously elected during the seventh Board Meeting held in Tunis in June 2002.

The year also brought in new members into the family. Jordan, Nigeria and Yemen joined as new members, which brought the total membership to 19 countries covering 54 percent of the world's population and representing a real voice for the South.

The year was also marked by a rapid expansion of the South-South training activities and programmes with further strengthening of the training capacity of research and service institutions.

In 2002, Partners obtained a new grant from the David and Lucile Packard Foundation for strengthening organizational effectiveness as well as a grant from the Melon Foundation.

We gratefully acknowledge the support from our donors and supporters, all of whom have been helping us with generous financial support to make South-South an attainable and empowering model of development cooperation in reproductive

health. We also thank the staff members at the Secretariat of Partners in Population and Development for their untiring effort in making the South-South initiative widely known.

Zhang Weiqin
Chair - Partners Board and
Minister, State Family Planning Commission of China

Mohamed Cheikh Biadillah
Secretary, Partners Board, and
Minister for Health
Government of Morocco

Statement from the Executive Director

The concept of "South-South" collaboration received a strong boost in the Programme of Action adopted by the International Conference on Population and Development (ICPD) held in Cairo in 1994. An increasing number of developing countries acquired considerable expertise and experience in designing and implementing highly successful and effective national level programmes in the fields of family planning and reproductive health. The availability of unique experience and good practices in these countries, coupled with the growing interest among developing countries to learn from others' experience, opened the door to this new concept of South-South collaboration in the fields of family planning and reproductive health.

Dedicated solely to the concept of South-South collaboration, Partners in Population and Development, since its inception in 1994, has received increasing political support from the member countries and financial support from a number of donors. Clearly the concept of South-South collaboration has taken hold at the highest political levels in many developing countries, which has led to the expansion of its membership from 10 to 19 countries. Today, about 54% of the world's population live in the partner countries, which makes the alliance a real voice of the South.

The recent decision of the United Nations General Assembly to grant permanent observer status to Partners in Population and Development is a recognition of the organization's potential to echo the voice of the South in influencing international consensus on matters related to family planning and reproductive health.

I would like to commend the alliance on a remarkable achievement in creating partnerships at every opportunity to carry out South-South collaboration. This would not have been possible without the continued commitment of the member states. All these efforts will only become meaningful if member countries are able to address the challenges presented by reproductive ill health and poverty in their respective countries.

I am confident that Partners in Population and Development has now reached the level of maturity to handle any challenge, and excel in its efforts to address the ICPD Programme of Action and the millennium development goal targets of its member countries through collaborative arrangements.

Timothee GANDAHO, MD, Ph.D.
Executive Director

Organization

Founded in 1994 during the International Conference on Population and Development (ICPD), Partners in Population and Development (Partners)¹ - A South-South Initiative, is an inter-governmental alliance of developing countries and a non-profit making organization. Legally established in 1995, in Harare, Zimbabwe by adopting its By-laws. Partners in Population and Development (Partners) was conferred with a permanent Observer Status at the General Assembly in November 2002 by the United Nations.

The ICPD+5 Review recognized the increasing political significance of South-South Collaboration and strongly recommended external funding and support and mentioned the significance of Partners in Population and Development as a major South-South initiative:

"External Funding and support from donor countries as well as the private sector should be provided to promote and sustain the full potential of South-South cooperation including the South-South Initiative: Partners in Population and Development, in order to bolster the sharing of relevant experiences, and the mobilization of technical expertise and other resources among developing countries. Updated information on institutions and expertise available within developing countries in the area of population and development, including reproductive health, should be compiled and disseminated" ²

The Vision of the Partners:

South-South collaboration becomes a widely used strategy for building capacity to improve reproductive health status in developing countries as stated in the ICPD Programme of Action.

- 1 Member countries are: Bangladesh, China, Colombia, Egypt, The Gambia, India, Indonesia, Jordan, Kenya, Mali, Mexico, Morocco, Nigeria, Pakistan, Thailand, Tunisia, Uganda, Yemen, Zimbabwe.
- 2 United Nations General Assembly-ICPD+5, paragraph 88, 1999

The Mission of the Partners:

(source: By-laws for Partners in Population and Development as adopted in its first Board Meeting held in Harare, Zimbabwe - April 19-20, 1995.)

- To expand and improve South-South collaboration in the fields of family planning and reproductive health.
- Each Partner will strengthen institutional capacity to undertake South-South exchange activities and will rapidly expand the number of South-South training and consultative programmes.
- Long-term collaborative arrangements will be encouraged.
- The Partners Secretariat will provide a central point for networking among the Partners and for identifying opportunities for South-South exchanges and sources of financial support.

Thus the Strategic goal of Partners is to have South-South collaboration adopted as an approach for improving Sexual and Reproductive Health as well as Population and Development.

Membership

Membership can be applied for by any developing country with commitment to the ICPD Programme of Action and willing to share its experiences and practices and to contribute annually a sum of US\$ 20,000 to the Partners Trust Fund.

Associates may be invited and may opt to participate in Partners meetings and other activities in a non-voting capacity. They may be multi-lateral, bilateral, regional and national entities, private and non-governmental organizations, from both developing and developed countries.

UN Observer Status

In November 2002 Partners in Population and Development was awarded Permanent Observer status at the United Nations General Assembly by a unanimous recommendation of the Fifty-seventh session of the 6th Committee of the United Nations. This reflects the recognition by the international community of the very important role that Partners has been pursuing toward expansion of South-South collaboration in reproductive health and population and development among developing countries since its inception.

Institutional arrangements are:

- A Board constituted of all member countries
- The Executive Committee comprising of a Chair, Vice Chair, a Secretary and a Treasurer elected for a period of three years
- An International Advisory Committee.
- Partners Country Coordinator (PCC), one from each member countries
- Partners Liaison Office, New York.
- Secretariat and its staff headed by an Executive Director

Partners Board members

Partners is governed by a Board, comprising of one representative from each of the member countries. Board Members are ministers of the concerned ministries responsible for reproductive health programme management or other high-ranking government officials from the respective ministries.

The key functions of the Board are to govern, advocate, provide guidance and support, and mobilize funds and other resources for the alliance. The Board meets annually in one of its member countries. The 2002 Board Meeting was held in Tunis.

Executive Committee of the Partners Board

The functions of the Executive Committee are to monitor activities more closely to provide guidance to the Executive Director of the Secretariat. The Executive Committee meets twice a year, once during the Annual Board Meeting and once between the two Annual Board Meetings. The Executive Committee is elected through a ballot among the members of the Board and holds office for tenure of three years.

A new Executive Committee was unanimously elected during the Seventh Board Meeting held in Tunis in June 2002 with China, Mali, Morocco and Uganda as the Chair, Vice Chair, Secretary and Treasurer respectively. The new Executive Committee applauded the very successful leadership of the outgoing committee and its honorary chair.

International Advisory Committee (IAC)

The International Advisory Committee comprises of senior population specialists and eminent thinkers both from the North and the South. The membership is voluntary on invitation from the organization. The International Advisory Committee's role is to advise the Secretariat on issues regarding population, reproductive health and development.

Partner Country Coordinator (PCC)

The Board Member in each member country appoints a senior official in the fields of family planning and reproductive health, who serves as the link person between the member countries and the Partners Secretariat. Known as Partners Country Coordinators (PCCs), they are responsible for coordinating and providing leadership for South-South initiatives in their respective countries. They develop the country's annual South-South work-plan and liaise with the Secretariat, in-country institutions, other member countries and donors to document and disseminate information about projects, institutions, and individuals engaged in South-South activities. The PCCs play a key role in the South-South exchange of expertise in population and organizations with demonstrative capacity in reproductive health and development activities.

Partners Liaison office At the United Nations Headquarters in New York

The Partners Liaison office is comprised of a Permanent Observer at the United Nations and an Assistant. The role of the office is to a) provide high-level representation for Partners at the meetings of the General Assembly and sub-committees; b) maintain regular liaison with the permanent missions of Partner member countries, senior officials of UN Organizations; c) explore the possibility of establishing a US Committee as a non-profit NGO for the Partners and d) undertake other information and external relations activities, and develop or participate in projects, relevant to the work of the Partners.

The Secretariat

The Secretariat was established in Dhaka, Bangladesh in September 1996 through a bilateral Memorandum of Understanding between the Government of Bangladesh and the Partners Board. The Government of Bangladesh provides office accommodation for the Secretariat and other facilities including immunities to the international staff members. Prior to the establishment of the Secretariat in Dhaka, an interim Secretariat functioned at the Rockefeller Foundation in New York, USA.

The role of the Secretariat is to serve as a central point for Networking. Facilitate South-South Exchange, Identify new opportunities for South-South exchanges and sources of funding; advocate market and build a positive corporate image for South-South initiative.

Partner Member Country Flags

Partners pay their respects to H.E. Mme. Zhang Yuqin, Member, Partners Board and Vice Minister, State Family Planning Commission, Peoples Republic of China.

The Partners family is deeply shocked by the sudden premature death of H.E. Mme. Zhang Yuqin, Member, Partners Board, and Vice Minister, State Family Planning Commission, Peoples Republic of China.

We would like to acknowledge, the immense contribution H.E. Mme. Zhang Yuqin made to population and family planning programmes at national and international levels. It is indeed a great loss to the Peoples Republic of China. We specifically acknowledge, with sincere thanks and gratitude, her contribution as a Member of the Partners Board and in particular her great involvement in accelerating essential health commodity security.

Institutionalizing South-South Collaboration

Global Level Expanding South-South Collaboration

New members

During the year 2002, three new members are added to the Partners family.

They are:

- Jordan
- Nigeria and
- Yemen.

The Board approved their memberships in Tunis in June 2002.

New Networks

Partners in Population and Development was represented, in April 2003 by Dr. Musinguzi, Board member, Uganda and Dr. Josephine Moyo at an eight-team task force, to establish and sustain a Sub-Saharan Africa Reproductive Health NGO Network. The task force with the Centre for African Family Studies (CAFS), as the task force Secretariat, disseminated the results of the study on governance, leadership and management systems as pre-requisites for effective partnership for African NGOs. Over 200 representatives from NGOs and institutions from 36 countries participated. A Network of NGOs in Reproductive Health partnerships in Africa was established with an overarching purpose for creating linkages with existing networks to prepare for the ICPD +10 in the year 2004.

Improving South-South Collaboration

The 1994 ICPD Program of Action (POA), in Cairo established a 20-year plan to address population based development gaps by placing a significant emphasis on the human rights of vulnerable and marginalized groups in society. To assist in accelerating this process, South-South collaboration was identified during the Cairo international conference as an approach that will allow developing countries to replicate already tested models used by member countries and to scale up the number of beneficiaries in a relatively short time by cutting out the element of trial and error.

The approach was again endorsed five years later during ICPD+5 Review calling upon donors and global commitment to finance and support South-South collaboration and speed up the implementation of the 1994 POA.

What it takes to conduct South-South collaboration

The Global Research and Communication Programme

In September 2002, a working group of South-South Experts (SSE) was launched at the Program Review Workshop in Cairo, comprised of professionals from 16 developing countries. Their expertise ranged from service delivery, training, Information Education and Communication (IEC), Adolescence, Sexually Transmitted Diseases/Sexually transmitted Infections (STD/STIs) research representing Government (GO) and Non-Governmental Organizations (NGO). A Health and Population, Expert from the European Union (EU) was also present at the workshop.

During the Program Review Workshop on South-South Experiences attended by twenty-five of the South-South Experts (SSE) from the three regions (Asia, Latin America and the Middle East & North Africa) involved in implementing the five projects under the "Alternative Approach for Sustained Improvement in Reproductive Health", experiences and lessons learned were disseminated and documented. To consolidate these gains the SSE developed a new joint proposal.

The 48 developing country experts-SSEs, who helped replicate the 5 reproductive health models, were included on the database of South-South Technical Advisory Services of Partners in Population and Development. This resource will continue to be available thereby ensuring sustainability and institutionalization of South-South collaboration.

Eleven different ways to conduct South-South Collaboration were studied from September 2000 to September 2002 in order to gain an in-depth understanding of the roles of different players and the cost effectiveness of such approaches. The Global Research and Communication Programme review was undertaken to determine whether similar techniques would be useful in developing future projects. The study results will contribute towards institutionalization South-South Collaboration as a viable approach in international co-operation regarding reproductive health, population and development.

As part of the Partners 'Global Research and Communication Programme' financed by the Department for International Development (DFID), the workshop was organized and facilitated by the Secretariat with the Cairo Technical Office (CTO) in Cairo providing the logistic, media co-ordination and hospitality support.

Mobilizing technical experts from developing countries-

South-South Technical Advisory Service (STAS)

South-South Technical Advisory Services, more commonly known as 'STAS', is one of the projects that the organization is currently implementing with support from the Ministry of Foreign Affairs, Netherlands. The aim is to create and expand opportunities for developing countries to benefit from each other's expertise and experiences in the areas of reproductive health, population and development through South-South collaboration.

STAS is developing and implementing an effective system for identifying and promoting high quality experts from the South. STAS also aims to identify existing barriers in using Southern experts in the process of strengthening reproductive health and population programmes. This has led to the development of a conceptual and methodological framework to overcome these barriers.

In 2002, with strong support from Board Members, Partners Country Co-coordinators, International Advisory Committee Members, and the network of collaborative institutions in Partners' projects and programmes, a total of 154 experts from Southern countries were identified through the circulation of a standard questionnaire among different stakeholders. Forty of the identified experts were selected.

To identify the barriers, in-depth interviews with representatives from major donor and international agencies in Europe and the United States have been carried out. Additional interviews with country or regional offices in member countries will also be conducted. A final report of this assessment will be produced and disseminated among stakeholders. A marketing strategy for the use of Southern experts will be designed and implemented during 2003.

As we approach the ICPD+10 in 2004, a refined South-South collaboration experience will form the centrepiece for feedback to the global conference.

Country Level

Strengthening Institutional Capacity

Creating leadership for stronger institutions

Visionary Leadership Program (VLP)

The Visionary Leadership Program (VLP) began its second year of implementation in October 2002. The three VLP agencies, Partners in Population and Development, International Council on Management of Population Programmes (ICOMP) and the Centre for African Family Studies (CAFS) have made concerted efforts to keep the programme rolling this year.

This was a unique experience for the three agencies to work in such a collaborative way. The excellent working relationships and inter-organizational co-operation has paved the way for the beginning of the complex undertaking. Meeting three times this year, the VLP Task Force was effective in the quick inception of the project concept and activities began in four focus countries, India, Ethiopia, Nigeria and Sudan. The International Steering Committee (ISC) had its first meeting in April providing valuable guidance to the programme.

During discussions regarding the basic approach of the VLP leadership model, the lesson learnt was a dilemma between what was conceptualized as the profile of a visionary leader and what came up from the needs of the countries. While, to develop vision driven skills and those for seeing the big picture were prime considerations, the number of management skills, particularly those related to organizational change and community mobilization, had to be given due weight while outlining curriculum leadership training and mentoring. Such a trade off resulted in a managerial leadership model that would cater to the needs of the focus countries.

The selection process for VLP candidates consists of three steps; firstly, candidates are rated using a standard procedure, the result is a first short-list. Secondly, short-listed candidates submit a self-assessment questionnaire and are interviewed. Finally, a list of selected candidates is submitted to the Packard Foundation for review and approval. The approved candidates will be confirmed when their employers provide a written commitment to providing the required support to complete the training process. Preliminary application forms have already been floated in Sudan and India. Among the mass of people showing interest in VLP are, mostly relatively young and aspiring professionals; whereas, the Consortium's approach is towards members of the top team with proven leadership potential and having access to means of change be it in the community or be it in the organization. To address this issue, the Consortium has decided to identify the appropriate level of potential participants, through key sources in each country and to collaborate with other leadership development programmes.

Network in action

Needs were expressed for leaders with vision, leaders with the ability to meet targets and lead effective groups, leaders with community links, leaders who produce results and leaders who would mobilize and utilize resources from all possible sources. At personal skills level, leaders are expected to be excellent communicators, sociable and socio-culturally sensitive. In terms of levels of action, leaders are seen as catalysts and facilitators of change in communities, in organizations and at regional and national levels. Leaders are also expected to have the skills to coordinate with other leadership initiatives, not to stand-alone.

The country dialogue process completed in 2002 provided valuable insights into the countries' need for leadership in population and reproductive health. The most common need that emerged from the country dialogue interactions in all four countries, was the need for leadership - leadership building at all levels.

Exchanging Activities

Sixteen countries from Latin America, the Mediterranean and Asia in collaboration to establish models

"Alternative Approach for Sustained Improvement in Reproductive Health"

The collaboration within the South-South model projects provided numerous opportunities for informal dialogue and interaction creating a rich platform for networking between Governmental as well as Non Governmental Organizations (NGOs). The relationships developed between GO-NGO remain a solid base for future South-South collaboration beyond the traditional limits.

The first of the 5 models is the experience of Mexico in implementing high quality RH services for urban poor women of reproductive age which was replicated in the three cities Tegucigalpa, Lima and Santo Domingo in Honduras, Peru and Dominican Republic respectively at a cost of USD 95,585.

The second model is the Latin American show case on Reproductive Health for Adolescents in four Latin American Cities: Ciudad Bolivar, Guayaquil, San Miguelito and Parroquia San Juan in Colombia, Ecuador, Panama and Venezuela respectively applying "Lessons Learned from South-South Cooperation". The strategy to empower adolescents with required information enabled them to demand and use Reproductive Health services in these four urban areas at a cost of USD 101,528.

The third model replicated was the use of Religious leaders in Bangladesh who oriented and trained 300 community and religious leaders in Narathiwat district in Thailand, Urumchi in Xinjiang, China and Muzaffar Nagar in Uttar Pradesh, India to promote Family Planning and Reproductive Health services at a cost of USD 115,461. In this model, a training curriculum with references from the Holy Quran on issues of RH was translated into 5 local languages namely Arabic, Hindi, Chinese, Bengali and Thai and used in the replication process.

The fourth model accelerated the Contraceptive Prevalence Rate (CPR) from 55% to 78% in two years resulting in the reduction of Total Fertility Rate (TFR) by 1.8% in Yen Hung and Ba Vi districts of Quang Ning and Hatay provinces respectively in Vietnam at a cost of USD 141,529 using long-term contraceptive methods such as Implant and Injectables, using the tested experience of Thailand.

The final and the fifth model the governments of Morocco and Tunisia combined their efforts and developed strategies to address reproductive health concerns of STD/HIV/AIDS prevention and treatment. In this model, national groups in the Mediterranean established a regional reference laboratory for detection and treatment of Sexually Transmitted Infections (STIs) among pregnant women at a cost of USD 122,235.

To allow Partners to critically examine what it takes to carry out such collaboration and exchange activities, the Department for International Development (DFID) granted Partners Secretariat, a sum of UK Sterling Pound 250,000 in April 2000 to document the 30-month experience. The DFID grant facilitated the Organization to set up a mechanism to allow South-South collaboration through a clearing-house approach that also functioned as a hub for the flow of funds, technical, political, information and human resources.

This complex system presented challenges and bottlenecks related to communication, coordination, language differences, observing deadlines, variation in currencies and limitations for operating foreign currency transfers from one country to another.

In 2002, Partners in Population and Development concluded its 30 month project in which just over half a million Euro was spent to make use of 48 developing country experts to scale up

reproductive health and population programmes in 16 developing countries with pockets of vulnerable groups such as urban poor, rural population, adolescents and women of reproductive age. Developing country experts have been recognized as a source for ongoing operations in this critical field. Above all, a momentum has been established by national governments and Non-governmental organizations (NGOs) in these countries to continue the expansion of such models in time, place and scope.

At an average cost of US\$ 115,267.60 per model programme replicated, the South-South approach presented a cost effective way to accelerate improvements in reproductive health among developing countries.

The European Commission that supported developing countries to replicate the model projects, expressed interest in marketing experts from the South. They recommended establishing a database of experts with proven experience in designing and managing South-South collaboration-SSEPs. Producing booklets, highlighting specific impacts and results on the projects was also recommended as means to disseminate these lessons widely.

East African countries in collaboration The East Africa Reproductive Health Network (EARHN)

In December 2002 in The East Africa Reproductive Health Network (EARHN), held its Regional Consultative meeting, preparing for the shift of the network's coordination from Tanzania to Kenya. Progress made in the implementation of their five-year strategy 2001-2005 was discussed within the context of the Millennium Development Goals.

Dissemination of South-South models results

Experience of the implementation of the Global Leadership Training Program

Through implementation of the Global Leadership Training Program, Partners in Population and Development has established a unique model of intra-country collaboration of several institutions offering, shared mutual experience and expertise as well as inter-country collaboration. The programme also offered an opportunity of developing a pool of resource professionals in various specialized areas in RH and Population among the participating GLP Institutions. This has been a highly cost-effective and salient experience. This exchange of resource professionals among the institutions would need to be sustained in the coming phase.

Selected Indices for some Eastern African Countries

	Uganda	Kenya	Tanzania	Zimbabwe
Population, 2002 (m)	24.7	31.9	36.8	13.1
Population growth rate (%)	3.4	2.0	2.3	1.7
Population, 2050 (m)	101	55	83	23.5
Infant Mortality Rate / 1000	88	59	73	55
Under 5 Mortality Rate /1000	152	98	111	108
M. Mortality Ratio / 100,000	505	590	504	695
Life Expectancy (years)	45	49	51	43
Illiteracy Rate, (M / F) (%)	21 (41)	10 (21)	15 (31)	6 (14)
CPR (%)	23	39	25	54
HIV Prevalence (%)	6.1	10	8	33
Total Fertility Rate (children)	6.9	4.7	5.7	4.0
Access to Safe Water (%)	50	49	54	85
Urban (%)	15	34	33	36

Expanding South-South Training

Fourteen training institutions from 12 countries in collaboration The Global Leadership Training Program

With funding support from the Bill and Melinda Gates Foundation, the Global Leadership Training Program (GLP) seeks to consolidate and strengthen the effort to help create a new generation of planners, programme managers, technical experts, and service providers in population and development in developing countries.

The objective is to expand cost-effective and sustainable training programmes in selected institutions in developing countries. The substantive areas being covered are reproductive health, including family planning; prevention of sexually transmitted diseases, in particular HIV/AIDS; adolescent sexual and reproductive health; reduction of maternal morbidity and mortality, and promotion of safe motherhood. The programme, based on a series of short-term courses, complements advanced training in the field offered by centres of excellence in developed and developing countries.

The participating institutions are expected to move toward a significant level of self-reliance by the end of the programme. It is also expected that the programme will help the training institutions involved to build up and strengthen their curricula and staff so that they may increasingly be in a position to offer advanced short term and medium term courses on their own on a competitive basis.

Training was provided to 286 mid-career programme managers and other professionals through 11 courses, thus bringing the cumulative total to 593 trainees from 73 developing countries. Following the original goal, equity has been maintained in the gender and GO-NGO distribution. Thus 51% of the graduates were females and 41% of the total came from NGOs.

The Special Modules continue to be expanded in response to region-based programme demands. The themes cover priority areas in RH, Safe Motherhood, Adolescents Sexual & Reproductive Health, HIV/AIDS, Urban Reproductive Health, Strategic Communications, Role of NGOs, and Gender Issues in RH and Population programmes - themes that are of paramount importance in the programme agenda of the developing world during the current decade.

There is heavy demand for both institutional level expansion in other partner countries and for training more professionals. Indeed, the current GLP institutions are capable of training more than 1,000 professionals per year (25 trainees per course, 3 courses per year, 14 institutions), compared to about 350 per year as previously envisaged.

Partners share resources to sustain a fellowship training programme known as Partners Fellowship Program

The Partners Fellowship Program provides a unique opportunity for reproductive health professionals and organizations in developing countries to share their knowledge and expertise through professional exchange. This Program capitalizes on the experience, wisdom, and capacity in reproductive health available among institutions in member countries and matches this expertise with the needs and interests of individuals from other countries interested in building their capacity to provide high-quality reproductive health services.

The participating institutions and individuals benefit from the exchange of experiences, while the participating fellows learn the best methods and practices from other developing countries, which have been successful using these techniques. Participating institutions gain experience and exposure in providing training to an international community, thereby expanding their

network of alumni. Most importantly, participating countries benefit from the enhanced human resources for training and implementing reproductive health programmes.

In 2002, a total of 4 participants from Bangladesh, China, Gambia and Pakistan attended a one-year General Diploma Course in Demography offered by the Cairo Demographic Center (CDC).

The Cairo Technical Office (CTO) expands its training programme

In 2002, the CTO conducted 5 training courses for 70 participants from 15 developing countries in the Middle East and North Africa Region in response to a Ford Foundation grant. The fields of training were:

- Policy Analysis and Presentation Skills held in June and September 2002
- Essentials of Health Care Quality Management in July 2002
- Pharmaceutical Logistics Management in July and October 2002.

Member country institutions and the Secretariat support the programme jointly. The programme is dependent on the generous offers of fellowships by the member country institutions. A shrinking fund situation is making it difficult to sustain this cost-effective exchange.

Expanding number of consultative programmes

The Partners Board and their Strategic Alliances Partners 7th Board Meeting in Tunis, June 2001.

Representatives from WHO, UNFPA and the Packard Foundation attended the Tunis Board Meeting during which, emphasis was placed on matching the priorities of the organization with the needs of its members, however, family planning was singled out as an important element for which sufficient advocacy needed to be carried out and that information exchange meetings between countries should be encouraged. To better reflect this, guidelines for country presentations require reviewing within the context of issues or areas most pertinent to the country involved.

Strategies added to their list of approaches was the Partners volunteer programme, which will allow developing countries to benefit from additional skills and expertise through a volunteer system, the Kochi agenda for action to Accelerate the Access to Essential Health Commodities, the promotion of Regional co-operation and networks as a powerful tool to communicate the needs of the alliance and to mobilize Global support for funding purposes. The Partners adopted a 5-year Resource mobilization strategy that includes the adoption of an Endowment Fund campaign. Other strategies agreed upon were the need to focus on the global emerging consensus and evolving priorities in reproductive health and identifying synergy among international initiatives and national level interventions.

A joint statement, integrating strategies, policies and lessons learned, best practices and preventive activities that cover their priority areas and a demonstration of political commitment for its priorities is essential. The Partners agreed to carry out extensive advocacy on the basis of data gathered through needs assessments of the reproductive health status of its member countries.

Participant receiving GLP Certificate

The Partner Country Coordinators- Partners Policy Symposium in Tunis

A Policy Symposium was organized for the Partners Country Co-coordinators (PCCs) on "Population and Development: Leadership in South-South Framework," held in Tunis from 13 to 16 June 2002. This was in conjunction with the Seventh Annual Board Meeting. The objective of the symposium was to strengthen the policy perspective and institutional capacity of the Partners Country Coordinators in their role of co-ordinating the South-South initiatives in their respective countries and regions.

Being responsible for developing the country's annual South-South work plan, initiating and supporting the activities in their respective countries, and co-ordinating with the Secretariat and in-country donors, the Partners Country Co-coordinators (PCCs), are expected to play a key role in South-South exchange of expertise and experience among individuals and organizations with demonstrated capacity in reproductive health in the member countries. In view of this key role of the PCCs, the Secretariat felt the need to hold, a Policy Symposium for them. The four-day symposium incorporated presentations and discussions to cover the following major issues:

- International population scenario and emerging policy perspectives
- Demographic & epidemiological transition over the recent decades
- Management and monitoring of RH Programmes
- Leadership in the field of Reproductive Health and Population
- Advocacy and Negotiations skills in Reproductive Health & Population
- Resource mobilization
- Policy dialogue in population and development
- Country and regional level South-South initiatives among developing countries

The symposium was conducted jointly by the Secretariat and the "Office National de Population et de la Famille" of Tunisia with support from eminent professionals.

Tunis Board meeting, June 2002

UNFPA and Partners

The Reproductive Health Commodity Security Workshop in Beijing.

The Executive Director and the Director of Corporate Development and Information Sharing, participated in the Regional Reproductive Health Commodity Security Workshop organized by UNFPA for Asia and the Pacific and presented a paper on the activities of Partners. Dr Moyo presented a technical paper on the 'Implications of trade and tariffs on commodity security'.

The Chair of the Board had a consultative meeting with nine representatives of the Partner countries who attended the Regional Reproductive Health Commodity Security Workshop. The meeting focused on establishing long-term collaborative arrangements between countries in order to address developing country concerns in commodity security, resources mobilization, future meetings and high level exchanges.

Dr Moyo presented a technical paper on the implications of trade and tariffs on commodity security.

Partners Country Co-coordinators (PCCs) in action

Leadership Program Grantees and Partners

Future leadership approaches and experiences in developing countries: Seattle.

In November, at an International Leadership Association Annual Conference in Seattle involving all funded organisations of the Bill & Melinda Gates Foundation and David & Lucile Packard Foundation, the Executive Director took part in a panel discussion on 'Future Leaders - Approaches and Experiences in Developing Countries'. The Executive Director led the discussion on 'Creating a Team of Leaders in a Country'.

Immediately before the workshop, a meeting among Partners in Population and Development, International Council on Management of Population Program (COMP) and the Evaluation Forum took place to discuss leadership evaluation tool, which led to the development of a core logical framework and indicators for assessing the impact of leadership programmes.

The High Level Policy Symposium in Tokyo, Japan

In September 2002, the Fourth High Level Policy Symposium on South-South Collaboration, jointly organized by Partners in Population and Development and 2050 Secretariat of Japan and UNDP Tokyo with support from the Ministry of Foreign Affairs of Japan, JOICFP, United Nations Population Fund (UNFPA) UNAIDS and the Bill and Melinda Gates Foundation witnessed high level attendance from the Government of Japan and the Japanese parliamentarians.

The United Nations and Partners

Meeting with the United Nations representatives of Partners countries in New York

In October 2002, H. E. Dr. Iftekher Ahmed Chowdhury, Ambassador and Permanent Representative of Bangladesh to the United Nations steered the process in having the unanimous support of the Partners country representatives at the United Nations in New York to sponsor the Agenda item 164, to the 6th Committee of the United Nations General Assembly. HE. Dr. Khandaker Mosharraf Hussain, Member, Board Member and Minister for Health and Family Welfare, Government of Bangladesh, provided extremely useful support to the process. Over 100 countries and agencies unanimously supported the motion that finally led to the United Nations General Assembly adopting the resolution to grant Observer status to Partners in Population and Development in November 2002.

The event was followed by a consultative meeting in November 2002 with representatives of UNFPA country, regional and Secretariat level staff at the New York office during which useful feedback was obtained e.g.

- Put in place a mechanism to ensure quality output by developing country consultants.
- Extend the work with religious leaders and reproductive health to other forms of religion including traditional ones, whilst documenting the impact of existing work.
- Do more work on the role of culture in reproductive health.
- Integrate poverty eradication and other development projects.

Secretariat Level

Providing central point for networking

Communications Network

Partners in Population and Development no longer depends on old communication systems, rather it depends on newly developed network systems. All together Partners is providing a strong, efficient and reliable helping hand, making it easier to communicate across the world.

The Secretariat is in the process of identifying a new WEB hosting provider that can support database and Active Server Pages (ASP) technology to allow regional and sub-regional networks, developing country experts, consultants and training resource persons and graduates to interact. This phenomenon has enhanced the Secretariat's clearing house functions. A more efficient, reliable and unique broadband connection has been established, with a high speed browsing and Remote Access Systems for easy emailing, which helps to reach member countries quickly and in a cost-effective way. The Secretariat is becoming an effective hub for the South-South Initiative.

The Secretariat has created a user-friendly interactive dynamic web site. This site is critical as an information-sharing platform for the member countries. The new system will enable the Member countries to update information on the web site directly and its forum facility will help them to interact with each other frequently.

The Partners Secretariat established a South-South Technical Advisory Service (STAS) by identifying technical experts in the field of family planning, reproductive health, population and development as a mechanism for developing, promoting and marketing consultants in the South. The experts are used to replicate working models from one country to another and can be accessed through the site as a resource thereby ensuring sustainability and institutionalization of South-South collaboration in Population and Development.

The interactive STAS web site was developed and currently holds 88 experts on its database. The site allows experts to register themselves for consulting and recruitment, consultancy updates and news can be obtained, experts can be searched by component of specialization i.e. Family Planning, Adolescent RH, HIV/AIDS, STD/STI, Commodity Management) and by region i.e. Middle East & North Africa, Sub-Saharan Africa, Asia & the Pacific.

A similar site for the Visionary Leadership Program (VLP) has been established where applicants for leadership development can send their Curriculum Vitae (CVs) and receive automatic acknowledgement letters against their application.

Partners Secretariat updated and renewed their email domain (ppdsec.org). The new system has the capacity to setup an email server in the USA in order to facilitate checking emails outside the office, especially whilst on missions abroad. It also has an auto anti-virus check-up facility and a backup Simple Mail Transfer Protocol (SMTP) server for sending emails when the outgoing mail load is heavy.

The Secretariat has updated its Local Area Network (LAN) system, increased the performance of the personal computers (PC) used by the Secretariat staff and installed PANDA Anti-Virus in the LAN system with an automatically updating Virus Signature file from the Internet. By this means, the Secretariat has enhanced the management of information and knowledge sharing.

The Secretariat has also set up a Resource Center in the Secretariat. Materials are being made available here as a reference point among the member countries. An electronic catalog for the Library will be developed and set up for easy record keeping of materials.

Regional desk officers

The Secretariat has designated staff as the point of contact for regional activities. The positions for the North Africa and Middle East, Asia and Latin America and Caribbean became vacant in August, November and December 2001 respectively. However, programme personnel still have close links with country co-coordinators and national institutions to allow the smooth implementation of activities. The role was expanded to include the broad aspects of the Secretariat's functions such as project and programme development and management in addition to being a facilitator for all forms of activities on South-South collaboration between countries, institutions, allies and other stakeholders in the field of reproductive health, population and development. The future role of the Regional desk officers will include programme development and management.

Identifying opportunities for S-S collaboration

Establishing The African Reproductive Health and Training Network in Johannesburg

Following a study commissioned by the WHO in Africa, an overwhelming response to set up an African Reproductive Health Research and Training Network was endorsed. Partners was invited to be part of a 17-member Interim Steering Group to establish the Network in August 2002 in Johannesburg, South Africa organized by WHO. The Steering Committee developed a Constitution, a 3-year programme and a resource mobilization plan for the network. Baragwanath Hospital, University of Witwatersrand in Johannesburg, South Africa was identified as the location for the Network's Secretariat for an initial period of five years.

Establishing the 'Supply Initiative'

In January 2002, and as a follow up to the May 2001 Istanbul meeting organized by a Global Working Group on impending crisis for commodity supplies, Partners was invited to be part of the International Initiative on Reproductive Health Supplies as a member of the Steering Committee. It is a consortium of nine diverse organizations with a strong commitment as well as the knowledge and skills to improving and expanding reproductive health care. The Initiative has two central approaches: to build linkages and synergy among existing activities, and to identify and overcome long standing constraints on the security of reproductive health supplies by providing incentives for change and ensuring accountability. The Initiative is an independent alliance that has and will continue to effectively and efficiently partner with governments, the private sector, donors, and non-governmental organizations. To ensure the long-term success and sustainability of programmes, emphasis is placed on building the ownership and capacities of recipient country level stakeholders and on securing support, assistance, and commitment on the part of the global community. A Secretariat was established in Brussels at the European Center for Population and Development.

Establishing the supply initiative for global commodity Security

Deutsche Stiftung Wetbevoelkerung (DSW), International Council on Management of Population Programmes (ICOMP), International Planned Parenthood Federation Africa Region (IPPFAR), JSI Research and Training, Inc (JSIR & T), Partners in Population and Development- a South-South Initiative, Population Action International (PAI), Profamilia, Program for Appropriate Technology in Health (PATH), Wallace Global Fund (WGF).

Identifying opportunities for financial support

Resource mobilization strategy

Effort to diversify the funding base of the Organization, a five-year resource mobilization strategy based on the findings of a financial sustainability analysis and consultations with the Chair and the Board was developed and presented at the 7th Board Meeting in Tunis in June 2002, which necessitated focusing on an enhanced drive to improve funding and intensifying efforts for proposal development and the establishment of an Endowment Fund.

The strategy, which proposed for greater focus on the diversification of funding to explore increased resources in the South and the private sector as well as project based financing spending patterns by its member countries and the Secretariat. The Board approved the five-year resource mobilization strategy and its endowment fund.

Increased contacts were established with major donors following an approach to donors by the chair of the Board. A close monitoring system for Membership contributions was put in place that resulted in an improved status of contributions during 2002. A number of project proposals were developed and shared with donors for funding. New funds were received from some of the donors, while others remained at the stage of negotiation. An Endowment Fund was established with income from staff consultancies.

David and Lucile Packard Foundation awarded two-year Grant to Partners in Population and Development

The grant will allow Partners in Population and Development to conduct visibility activities within their member countries, more effective policy dialogue and enhance resource mobilization through the sale of staff consultancies. This will enable the organization to intensify resource mobilization efforts from the member countries and the international community. It is expected that these efforts will result in a regular and sustained membership contribution, increased funds raised from consultancy services, an increase in domestic resources going towards policy dialogue meetings and a corresponding response from the international community in financing south-south activities.

Conducting advocacy, marketing and promoting positive image

Partners in Population and Development conducted several advocacy activities. Pre and Post event press releases, press conferences and interviews with Newspapers in the member countries. Many presentations were made targeting parliamentarians, donors, and stakeholders.

In April, the Director of Corporate Development attended a training course on Advocacy for the United Nations organized for the Asia Pacific Alliance and conducted by Population Action International at their offices in Washington.

The partnership building efforts were repositioned in 2002, making "Visibility" in roads into the international community arena establishing relationships with the United Nations and its various bodies, regional and global development agencies and private foundations. Advocacy activities were heightened to sustain donor confidence, register the voice of the South in International Conferences and contribute to the global debate on population, poverty, reproductive health and development issues such as commodity security, the ICPD agenda, health and development equity.

The World Summit on Poverty, Environment and Sustainable Development July 2002

Partners participated in the World Summit on Poverty, Environment and Sustainable Development and had the opportunity to present a Statement at the summit with the underlying theme of placing more emphasis on population and reproductive health in the programme of action in support of the goals of the ICPD.

The Asia Pacific Alliance Conference (APA/ICPA) in Seoul, South Korea 19-21 August 2002.

At a conference of the Asia Pacific Alliance held in South Korea, attended by its funding agencies, William and Flora Hewlett, David and Lucille Packard and the Bill and Melinda Gates Foundations, JICA, Australian AID and New Zealand Government, the activities of Partners were shared in a presentation made by the Executive Director.

The Fifth Asian and Pacific Population Conference (APPC) in Bangkok December 16, 2002

Partners made a statement and presented a paper at the Ministerial Segment and the NGO Forum of the Economic and Social Commission for Asia and the Pacific (ESCAP), emphasizing the need for partnerships and coalition building between governments, NGOs and other sectors for an effective response in a resource constrained global environment.

Partners circulated a statement to urge the United States Government to reconsider withdrawing their support to UNFPA over China.

Asian Forum of Parliamentarians in Population and Development (AFPARTNERS) in Beijing, October 2002

In October, the Executive Director attended the 20th Anniversary and 7th General Assembly of the Asian Forum of Parliamentarians in Population and Development (AFPARTNERS) in Beijing, China and congratulated AFPARTNERS for their commitment, consistency and the long service of promoting population and Development in the region and beyond.

Visits

In May, a 10-member Iranian delegation from the Literacy Movement Organization (LMO) visited Partners Secretariat. The delegation comprised of eminent personalities, like Mr. Ramezan Ranjbari, Mr. Taher Kohnpeoshi, Mr. Seyed J.Mousavi, and Mr. Seyed M.H. Mohammadi, Councillor, Ministry of Foreign Affairs, the Government of the Islamic Republic of Iran and Dr. Ali Shirazi, UNFPA-Iran. The delegation studied and observed Micro-credit operations, income generation and skill development activities in Bangladesh.

A delegation from IPPF South Asia Region, Dr. Nina Puri, President, Mr. S. I. Khan, Treasurer, Dr. Indira Kapoor, Regional Director and Mr. Ananda Kumarswamy, Regional Accountant visited the Secretariat in April to share experiences and explore future partnerships. A process to formalize the partnership was initiated and a draft Memorandum of Understanding is being reviewed by IPPF. During a reciprocal visit in June, to IPPF Secretariat in London by Dr. Timothee Gandaho, the Executive Director and Dr. Moyo, further discussions were carried out with the Director General of IPPF. Strategies on advocacy for resource mobilization, reproductive health and sexual rights, and the role of developing countries constituencies and patrons in Population and Development were discussed. It was agreed to pursue the formalization of the partnerships. Key people were identified from both organizations for this purpose.

Conclusion

Partners in Population and Development has reached a mature stage with more visibility. The number of activities undertaken during 2002 demonstrated that its Mission is being accomplished, i.e. expanding and improving South-South collaboration in the fields of family planning and reproductive health, strengthening institutional capacity of member countries to undertake South-South exchange activities, expanding the number of South-South training and consultative programmes and establishing long-term collaborative arrangements between member countries with international cooperating agencies. The Secretariat is also providing a central point for networking among the Partners and for identifying opportunities for South-South exchanges and sources of financial support.

South-South collaboration in the fields of family planning and reproductive health is now a growing reality. The vision of taking advantage of the cumulated expertise and experience from developing countries successful initiatives has proven not only to be feasible, but also to be effective and efficient. One consequence of this change is the increased interest of funding agencies to support South-South collaboration, allowing an augmented number of resources mobilized by Partners during 2002.

Various advocacy materials and tools were developed for increasing Partners visibility globally. These include programme flyers and updates, programme annual Reports, Key Lessons Learned, workshop reports and other materials.

Partners has also setup a Resource Center in the Secretariat. Materials are being made available here as a reference point among the member countries.

Lessons derived from this approach were that:

- Despite the challenges involved in modeling South-South collaboration the benefits derives and the impacts on marginalized groups spread over huge geographical areas is at a low cost.
- Experts in developing countries were mobilized to replicate tested models at a fraction of the cost of conventional consultancy services.
- Strategies for hard to reach groups such as adolescents Latin America, Muslim women and men in Asia and the Mediterranean and the rural and urban poor were feasible using South-South collaboration and peer influence between developing countries.
- Despite the challenges involved in coordinating institutional capacity building, cost effective and sustainable leadership training programme are feasible in the South

Next steps:

The evaluation of the activities implemented during 2002 provide guidance about possible next steps:

- Continuing implementation of regional collaboration networks in the fields of family planning and reproductive health, particularly in the Latin America and Caribbean region.
- The use of results from the assessment of the existing barriers in using Southern experts, to design effective strategies to reduce these barriers.
- The use of UN observer status to advocate for increasing use of South-South collaboration.
- Dissemination the five models for accelerating improvements in reproductive health among developing countries.

- Continuing promotion of collaboration between developing countries particularly from Asia and Africa to support Latin America efforts to reduce mortality.
- The large number of trained professionals as a result of the implementation of different projects will lead to strengthening the institutional capacity of member countries to provide appropriate follow-up and back-up to trainees, supporting and allowing them to put learning into practice.
- Continuing efforts to sensitize high-level governmental officers about required policy changes and support in the field of family planning and reproductive health.
- Strengthening of the Secretariat capacity to identify opportunities to develop South-South collaboration and to identify financial support for them.
- Increase the visibility of Partners and its achievements as a means of increasing the awareness of the international community regarding South-South collaboration.

Annexes

Auditor's Report

To the Board of Partners in Population and Development

We have audited the accompanying Balance Sheet of the Partners in Population and Development (PPD) as of December 31, 2002 and the related Income and Expenditure Account and Receipts and Payments Account for the period from January 01, 2002 to December 31, 2002. The preparation of these financial statements is the responsibility of the Partners management. Our responsibility is to express an independent opinion on these financial statements based on our audit.

Basis of Opinion:

We conducted our audit in accordance with Bangladesh Standards on Auditing (BSA). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Opinion:

In our opinion, except for the case as stated above, the financial statements, prepared in accordance with Bangladesh Accounting Standards (BAS), give a true and fair view of the state of organisation's affairs as of December 31, 2002 and of the results of its operations for the year then ended.

We also report that:

- We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit and made the verification thereof;
- In our opinion, proper books of account as required by law have been kept by the Partners in Population and Development so far as it appeared from our examination of those books;
- The financial statements dealt with by the report are in agreement with the books of accounts.

A. Qasem & Co.
Chartered Accountants

An Associated Firm of
PricewaterhouseCoopers

Date: February 5, 2003

Balance Sheet

as at December 31, 2002

	Notes	Amount US\$ Dec. 31, 2002	Amount US\$ Dec. 31, 2001
Fixed Assets (at cost less depreciation)	4.0	36,978	30,637
Current Assets		3,954,412	2,706,232
Current Account with UNFPA, NY	5.0	41,581	593,424
Account Receivable	6.0	11,753	5,484
Advances, Deposits & Prepayments	7.0	508,746	722,612
Short Term Deposits	8.0	2,500,000	900,000
Cash at Bank	9.0	892,075	484,432
Cash in Hand		257	280
Current Liabilities			
Other Liabilities	10.0	36,478	14,277
Net Current Assets		3,917,934	2,691,955
Total Assets		3,954,912	2,722,592
Financed By:			
Fund Account		3,954,912	2,722,592
Opening Balance		2,722,592	2,404,016
Current Year's Income Over Expenditure		1,232,320	318,576
Total		3,954,912	2,722,592

Footnotes:

1. Auditors' Report (Page-1)
2. The annexed notes and schedules form integral part of the financial statements.

Dr. Timothee Gandaho
Executive Director

Nesar U. Sayeed
Controller, Finance

Signed in terms of our separate report of even date annexed.

Date: February 5, 2003
Dhaka

A. Qasem & Co.
Chartered Accountants

Income and expenditure account for the year ended
December 31, 2002

	Notes	Amount US\$ Dec. 31, 2002	Amount US\$ Dec. 31, 2001
Income			
Donations / Grants	11.0	3,525,173	3,009,158
Other Income	12.0	35,947	41,950
Total Income		3,561,120	3,051,108
Expenditure			
Communication Expenses	13.0	8,304	34,418
General and Administration Expenses	14.0	1,109,732	899,134
Legal, Professional and Consulting Fees	15.0	74,640	101,083
Personnel Related Expenses -International	16.0	319,639	769,758
Personnel Related Expenses -National	17.0	260,621	151,558
Research and Development Expenses	18.0	4,006	8,263
Project Expenditure (EC)		263,102	118,324
Transportation Expenses		3,478	5,696
Travel and Conveyance		243,276	618,931
Financial Charges	19.0	4,142	7,629
Exchange Loss		252	-
Grant to Institutions	20.0	21,300	17,738
Sub - Contracts		16,298 -	
Total Expenditure		2,328,800	2,732,532
Excess to Income Over Expenditure		1,232,320	318,576

Footnotes:

1. Auditors' Report (Page-1)
2. The annexed notes and schedules form integral part of the financial statements.

Dr. Timothee Gandaho
Executive Director

Nesar U. Sayeed
Controller, Finance

Date: February 5, 2003
Dhaka

Cash Flow Statement

	Amount US\$ Dec. 31, 2002	Amount US\$ Dec. 31, 2001
A. Cash flow from operating activities:		
Excess of income over expenditure	1,232,320	318,576
Adjustment of non-Cash item (Depreciation)	15,641	11,230
Increase/(Decrease) in current liabilities	22,201	14,277
(Increase)/Decrease in account receivable	(6,269)	(5,484)
(Increase)/Decrease in Advance Deposit & Prepayments	213,866	(327,089)
(Increase)/Decrease in Current Accounts with UNFPA, N	551,843	—
Net cash flow from operating activities	2,029,602	11,510
B. Cash flow from investing activities:		
Purchase of Fixed Assets	(21,982)	(17,094)
Net Cash flow from investing activities	(21,982)	(17,094)
C. Cash flow from financing activities:		
(Increase)/Decrease in Capital		
(Increase)/Decrease in Short term investment	(1,600,000)	197,300
Net cash flow from financing activities	(1,600,000)	197,300
D. Net increase in cash and cash equivalents (A+B+C)	407,620	191,716
E. Cash and cash equivalents at the beginning of the year	484,712	292,996
Cash and cash equivalents at the ending of the year (D+E)	892,332	484,712

Footnotes:

1. Auditor's' Report (Page-1)
2. The annexed notes and schedules form integral part of the financial statements.

Dr. Timothee Gandaho
Executive Director

Nesar U. Sayeed
Controller, Finance

Signed in terms of our separate report of even date annexed.

A. Qasem & Co.
Chartered Accountants

Date: February 5, 2003
Dhaka

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