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PROPOSAL FOR A THREE-YEAR MATCHING GRANT
FOR
INTERNATIONAL SHARING IN RURAL RECONSTRUCTION

International Institute of Rural Reconstruction
Silang, Cavite, Philippines
U.S. Office: 1775 Broadway
New York, NY 10019

April 1980

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Name of Organization: International Institute of Rural Reconstruction

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I. THE CONTINUING CHALLENGE

Through concerted efforts of national and international development agencies, the last two decades have seen noticeable economic and social betterment of the people in third world countries. Life expectancy has increased from near 40 to over 50 years, adult literacy from one-third in 1950 to over one half, and per capita income has grown an average of almost three percent a year. While this suggests that progress can be made, it offers no cause for complacency.

For despite such heartening overall achievements, progress in third world countries has been highly uneven. The gap between the rich and the poor, instead of narrowing, has further widened in many areas. Reaching the poorest of the poor has been more rhetoric than performance. Intractable problems persist, and solutions to old problems have only led to new ones. While technology for improving quality of life in the rural areas may have been developed, how to apply such technology by the people, particularly the poor, on their own farms and in their own lives is still a pressing problem.

Moreover, the task of development is immense. There are over 1.2 billion people living in countries labeled poorest of the poor, and over 800 million individuals trapped in absolute poverty, according to World Bank estimates. It is encouraging that in the past two decades, almost every government of the third world has established special ministries to meet this need. But government can't do it alone. It needs the partnership of the private sector, which by nature is closer to the people, less constrained by red tape, and lends itself more to innovative and creative approaches in meeting the complex and ever-changing problems of the third world. The instability of the governments of third world countries further highlights the importance of private agencies which are far less affected by the vicissitudes of politics.

While the United States has had a long and rich tradition of private effort in education, and in economic and social fields, in most developing countries such activities are mainly the concern of the government. To encourage and nurture private agencies to work side by side with the government will not only accelerate development of third world countries but build a spirit of self-reliance and self-help.

Throughout the third world, from the Middle East to Africa, from Asia to Latin America, we see unrest. While many factors contribute to it, the root cause is still the sense of frustration felt by the people who see no way to improve their impoverished lives. Despite the efforts for modernization and progress, the great majo-

rity of the people of the third world are still poverty-stricken, malnourished, living at the margin of existence. Until the people can achieve a better quality of life, we will continue to witness revolutions and upheavals that threaten world stability.

The 1970s have been described as the perplexing decade and the 80s as the dangerous decade. How to transform the dangerous decade into the decade of opportunity is our continuing challenge.

II. A HISTORIC PERSPECTIVE OF IIRR

IIRR is a private agency with a long history in rural reconstruction and development. Its overriding goal is the economic and social uplift of the third world's rural people through the development of their own potential powers. It believes that the people lack not intelligence but an opportunity to develop their own potentials to achieve a better life. While other agencies today may share the same goal as IIRR, the methods of operation of IIRR are distinctive, designed and planned so that each activity reinforces the other to contribute to its overall mission.

Not only is IIRR a private institution itself, it encourages, as part of its activities, similar initiatives by private sectors of developing countries to work for their own peasant people. In its social laboratory of village communities in the Philippines it seeks new development approaches and systems and tests their validity and relevance. What it learns becomes a major part of the curriculum of its international training for government and other private agencies engaged in rural development in the third world.

In order to have a better understanding of IIRR's modus operandi, it may be useful to trace briefly IIRR's historical evolution.

IIRR is an outgrowth of a private indigenous program for the uplift of the Chinese peasants, founded in China in the 1920's by Dr. Y. C. James Yen. From its very outset, the Chinese Mass Education Movement did not consider rural development as a philanthropy but a new science and enlisted China's leading scientists and scholars into its

ranks to develop techniques and methods that could improve the life of the rural people. In addition, it recognized that a private program could best serve as a demonstration and a catalyst to stimulate nationwide extension by the government. In the 1940's, after its four-fold integrated rural reconstruction program had been tested in different parts of China and demonstrated its validity, it influenced the Chinese and U.S. governments in the establishing of the Joint Commission on Rural Reconstruction (JCRR), a Chinese-American joint effort for the uplift of Chinese peasant people, known in U.S. legislative history as the "Jimmy Yen Provision." JCRR, a quasi-government agency funded under the U.S. Economic Aid to China, made an important impact on the living standard of the farmers of Taiwan and has been considered one of the most successful U.S. foreign aid programs.

In early 1950, the Movement encouraged and assisted the establishment of the first private indigenous program outside China, the Philippine Rural Reconstruction Movement (PRRM). PRRM's pioneering work in rural development led to the establishing of the first Philippine government agency to aid village people of the Philippines, called the Presidential Assistant for Community Development (PACD), under the late President Ramon Magsaysay. PACD has since been merged with the Ministry of Local Government and Community Development. PRRM demonstrated that the basic philosophy and approach developed in China could be adapted to another country with an entirely different cultural and historical background and reaffirmed the catalytic role a private program can play in national development.

The International Institute of Rural Reconstruction was organized in 1960 to institutionalize and internationalize the concept and program of the Mass Education Movement and to replicate the China-Philippine pattern in other third world countries. Incorporated in Delaware, it chose to be based in the Philippines, a developing country, so that its programs would have a higher degree of relevance to other third world countries with similar economic and social problems.

Situated at Silang, some 39 kilometers south of Manila in the province of Cavite, the IIRR has a campus of 125 acres. It has a technical, administrative and support staff of over 100. The great majority are nationals of the Philippines. Others are senior specialists from the United States and England. All the professionals are university graduates, many with advanced degrees. Campus facilities include offices, classrooms, a library, an auditorium, a cafeteria, dormitories, and staff housing. For its research analysis it uses the computer facilities of the University of the Philippines.

The province of Cavite with over 300 villages serves as IIRR's social laboratory and training field. Its intensive research and development studies are concentrated in 80 villages in four municipalities.

Since 1965, IIRR has helped establish four other national rural reconstruction movements patterned after the PRRM. All of them are private and indigenous, led and run by their own nationals. They are in Guatemala, Colombia, Thailand and Ghana. IIRR has conducted international training for over 300 rural reconstruction leaders and workers from 25 countries.

The Institute's U.S. office is in New York City. Its small staff works closely with IIRR's board of trustees and coordinates program development, institutional collaboration, recruiting, fiscal operations, resource development and public relations.

III. ENHANCED CAPABILITY IN MANAGEMENT, PLANNING, EVALUATION
AND DOCUMENTATION

In the last three years with the support of the Development Program Grant of AID and other support from within the U.S. and abroad, IIRR made important strides in improving its management system, setting up an effective planning and evaluation process, and expanding its field operations in the villages.

Administratively, IIRR in the Philippines is organized into seven groups, one administrative and six technical. Since IIRR is based in the Philippines and works closely with village people, the great majority of its staff members, now over 100, are Filipinos. Of the technical staff, all are university graduates and many hold advanced degrees. Among the present senior non-Filipino staff are three Americans and one British. In addition, there are two volunteers from the United States.

The six technical Groups are: Livelihood; Rural Health and Family Planning; Education and Culture; Self-Government; Research, Evaluation and Documentation; and Field Operations. The technical staff members are divided as follows:

	Men	Women	Total
Livelihood	6	2	8
Rural Health & Family Planning	3	9	12
Education & Culture	4	3	7
Self-Government	4	2	6
Field Operations	4	1	5
Research & Evaluation (including research aides)	<u>6</u>	<u>12</u>	<u>18</u>
	<u>27</u>	<u>29</u>	<u>56</u>

With a professional staff numbering more than fifty, it is not easy to achieve the close communication and coordination necessary for an integrated approach to rural reconstruction. To nurture team spirit and facilitate team work, two Committees have been set up. The Inter-Group Committee on Planning and Implementation (IGCPI) is the management team at IIRR, consisting of the President and the heads of the Technical and Administrative Groups. The coordination at the top provided by IGCPI has given greater clarity to the direction and functions of IIRR. It meets twice a month and advises the President on both technical and administrative matters.

The other institutional channel for coordination is the Integration Assembly consisting of the administrative, technical and field staff which meets once a month. The meetings provide a forum for all IIRR members to be informed of on-going activities, plans and concerns, and to foster integration among the staff in these matters.

To stimulate innovative ideas and transform them into projects, a Concept Paper Approach is developed. Staff members who have new ideas are encouraged to think through the implications and methods of implementation, resources required, target population, and most important, specific objectives. The concept papers so prepared are presented to the IGCPI for consideration and approval.

With the assistance of the DPG, IIRR has been able to set up a Program Evaluation Unit under which three specialists were engaged and several consultants were used to assist IIRR in its program design, planning, evaluation and documentation.

Workshops were held to enhance the capability of all the Technical Groups in more systematic planning and evaluation. IIRR's Research and Evaluation Group was able to design a system for the collection of results of the integrated four-fold program implemented in the social laboratory and make them readily available to the staff. Essential baseline data were also collected for evaluation of program and projects. A data bank of detailed information on each village in the social laboratory was restructured, updated and substantially expanded. While each Technical Group now has its own built-in evaluation capability, Research and Evaluation also serves as a consultant to work with the Groups.

Program and projects are also assessed as to whether they meet four fundamental criteria: measurability, relevance, high quality, and innovativeness. Quantitative data are usually difficult to obtain in rural development. One project to illustrate IIRR's effort in this type of measurable analysis is the Quantitative Economic Statistics Study (QUEST). Introduced in late 1978, the project has two objectives: to inform farmers of their farm financial results in order to encourage rational planning and minimize risk and uncertainties; and to provide a basis for more sophisticated economic analyses of specific IIRR program impacts within the social laboratory. A system has been set up to gather and process raw economic and agricultural data of over 700 participating farmers. Information gathered is being analyzed by computer and fed back to the farmers in a form which is useful to them.

A grant from the Rockefeller Foundation made it possible for IIRR to engage a competent specialist in documentation and analysis to direct and assist the documentation of IIRR's development studies. Studies made in the past are now catalogued, numbered and synopses prepared to facilitate sharing with other agencies. Others not adequately analyzed and written up are being completed. Beginning 1979, IIRR also put out an annual publication called Rural Reconstruction Review, made possible through the DPG. It shares with the development community in both developed and developing countries the studies IIRR is undertaking in its social laboratory and the work of its affiliated national movements, and goes to over 2,000 agencies and organizations.

An annual planning session has also been introduced, participated in by the entire staff. Prior to the planning, each Technical Group meets individually to review its prior year's activities. Based on this, preliminary plans for the following year are prepared and presented to the entire staff for clarifications and criticism. This bottom-up planning process with inputs from the entire staff not only enables the staff to have a clearer idea of IIRR's on-going activities but also makes possible coordination and integration. What is really planned represents the best of the group mind.

IV. IMPACT

A. International Leadership Training (ILT)

IIRR's international leadership training program in the Philippines is the primary venue through which it shares its expertise with rural development agencies in the third world. During 1977-1979, IIRR conducted four training sessions, with a total of 114 participants from both developed and developing countries.

The purpose of the training is to share with participants insights gained by IIRR through its years of working with the rural people. It is to provide a learning experience through which the participants gain knowledge and skill as well as the necessary attitudes to plan and implement rural reconstruction programs.

The special training conducted for World Vision International in 1978 made a significant impact upon that organization. A total of 33 senior field administrators and coordinators attended, representing World Vision's field programs in 13 countries in Asia, Latin America and Africa. The six-week training provided them a good foundation in rural reconstruction as they shifted their program emphasis from relief to development.

In the January 1979 issue of World Vision's in-house newsletter, Robert Ainsworth, director of their relief and development division, wrote:

"I doubt any of us who attended the training at IIRR will soon forget the lessons learned. I can still visualize Dr. Yen pounding his fist on the lectern, telling us for at least the fiftieth time about the 'sweat, tears and

lifeblood' that went into the Ting Hsien experiment. Those were euphoric days that will remain in our hearts and minds for at least as long as we have the strength to visit piggeries, help fill out PSF's, discuss irrigation problems, and plead the case for better latrines. However, the greatest impact that I can see from that training is in our changed attitude toward the people we serve; an attitude of servanthood

"I think most of us came away from the Philippines with a heightened awareness of the enormous complexity of our task, but an exciting confidence in how much we can accomplish, with God's help, in alleviating suffering and building self-reliance."

Since then, World Vision has designed a new program known as COLT, which has incorporated many of the features of the IIRR's People's School, an innovative approach IIRR developed to help diffuse technology among village people. IIRR is continuing its cooperation with World Vision and providing technical assistance, especially in their programs in the Philippines.

Also of special significance was the training of the groups from Nigeria. Since 1974, the Nigerian government had indicated interest in IIRR's training, but IIRR was not able to respond until 1978, when the first group of nine senior development officers from Nigeria joined IIRR's 10th Training. The Nigerian government subsequently sent two more teams, one of six and the other of two, making a total of 17. All of these were development officers in charge of rural development at the state level. Nigeria has 15 states and IIRR has trained officers from 14 of the states.

In 1979, IIRR also took another initiative by sending its training director to several countries to meet with former participants to assess the effectiveness of their training.

What he learned was encouraging. For example, in Nigeria, David Olayinka, the senior community development officer of Ondo State, has formulated a plan to set up several model integrated development villages and is initiating ideas learned at IIRR. Mrs. Patience Uku, chief development officer of Bendel State, after returning from training, submitted a report outlining strategy for merging all government departments into an integrated development force. This was later approved. Uku credited her time at IIRR with helping her formulate the strategy on integration.

The training director concluded in his report:

"In every country I visited, I find that the trainees from the government sector are in fact putting their rural reconstruction knowledge to use. Almost without exception these officers are trying out new integrated approaches and in many cases 'People's School type' programs.

"It is now up to us to continue to nurture these relationships and to provide quality training such as to make us highly respected and sought after."

IIRR is encouraged that it is serving more and more as a training resource for government and private agencies of developing countries, as well as for U.S. private voluntary agencies, such as World Vision, Save the Children, Christian Children's Fund and Catholic Relief Service.

B. The People's School System

The People's School system of diffusing technology among village people is the major development study undertaken by IIRR during the past three-year period. A critical problem in developing countries is the dearth of professionally trained personnel. Moreover, few live and work in the villages to train the people in projects that will improve the villagers' economic and social conditions. The People's School system has developed and matured as a vehicle for transmission of appropriate technology and practical knowledge to the village people. Its important goals are to bridge the gap between developers of technology and users of technology, instill the notion of self-help and mutual help at the grassroots level, and facilitate an integrated approach to rural reconstruction.

The People's School, presently using IIRR's facilities, trains community-selected villagers in subjects determined by the people themselves that will meet their needs. When they return to their villages, they in turn train others. Follow-up is done by the Rural Reconstruction Committees consisting of village leaders who are trained by IIRR.

In the past two and one-half years, the School has offered some 20 courses. A total of 1,276 Barangay (village) Scholars have been trained: 378 in Livelihood disciplines; 121 in Health; 288 in the Education and Culture disciplines and 489 in Self-Government.

In addition, training sessions have been held for 141 government personnel, 106 Cooperative Scholars, 691 members of the village Rural Reconstruction Committees, and 21 Project Leaders. Another 75 people have audited the various training courses offered. To date, there has been a total of 2,310 People's School participants. (See attached table, Appendix I.)

The People's School System is now being replicated in several areas in and outside the Philippines. For example:

San Jose, Mindoro. After their training at the IIRR in 1978, World Vision staff members based in Mindoro Occidental Province, Philippines, approached key officials in San Jose Municipality to introduce the idea of rural reconstruction there. As a result, a group of 17 officials, including the mayor, members of the Municipal Council and the Ministry of Local Government and Community Development, traveled to IIRR at their own expense for a three-day orientation in concepts and approaches IIRR used in its social laboratory. In 1979, they established their own People's School in San Jose. The School is being administered by the municipal government with the help of World Vision, and courses are taught by local government technicians and extension workers.

Mauban, Quezon. The idea of the People's School also spread by word of mouth to Mauban, Quezon Province. In early 1978, the mayor invited IIRR personnel to explain the concepts and thrust of the rural reconstruction approach to him and his staff. This was followed by a training of his municipal technicians at the People's School. When the

Barangay Scholars returned and applied what they had learned in Mauban, the mayor was duly impressed, and in 1979 decided to establish a People's School in the municipality. As in San Jose, the School is funded and administered by the municipal government. Members of Rural Reconstruction Committees have been trained and a school building has been built. IIRR is providing technical support and advice on the educational approach as need arises.

Jalapa, Guatemala. The attendance of the senior staff of the Guatemalan Rural Reconstruction Movement at IIRR's International Training in 1977 stimulated the interest of the GRRM to start a program similar to the People's School in Guatemala. With IIRR's assistance and the encouragement of USAID Mission in Guatemala, a proposal for the establishment of a Training Center for Rural Monitors was submitted to the Mission and subsequently approved in July 1979.

Last fall a modest facility for training of campesinos was completed, and the first training session of Rural Monitors was held in November. The Training Center now offers 19 courses in the four major areas of rural reconstruction, economic improvement, health, literacy and organizational development. It plans to train in the next three years 684 Rural Monitors from 60 villages and hamlets of the state of Jalapa, selected by their communities. They in turn will train and work with other campesinos in their villages upon their return.

C. Affiliated and Non-affiliated National Rural Reconstruction Movements

An important and interesting development in the international extension of IIRR is the establishment of rural reconstruction movements not formally affiliated with IIRR. The Sri Lanka Society for Rural Reconstruction was founded in 1977 by a participant from that country who attended IIRR's international training in 1972. The SSRR has subsequently sent six additional participants to IIRR for training. The second non-affiliated NRRM was established in India by an Indian participant in IIRR's 11th International Leadership Training in early 1979. Both Movements have adopted IIRR's basic principles and approaches to rural reconstruction and are adapting its techniques and programs to meet their own situations.

As to the affiliated NRRMs of IIRR, they continue to make progress in spite of funding problems, and their impact is being felt increasingly. We cite a few examples.

The new Training Center for Rural Monitors of the Guatemalan Movement, as mentioned above, patterned after IIRR's People's School and built on the foundation work the Movement has done in years past, will have a significant impact upon the region where the Movement has been working. If successful, it could serve as a model to the government on how to train campesinos to serve as diffusers of technology in the villages.

In Ghana, in spite of political upheavals and a deteriorating economy, the Ghana Rural Reconstruction Movement has continued its operation unabated, and is even planning a much extended operation

in collaboration with various government agencies (See newspaper clipping of February 1980, Appendix II). The Movement has received two grants from the AID Mission in Accra, the more recent one to help construct a feed-mill and a cooperative hatchery, which will create more income for the small farmers of the region, and in the long run may also help subsidize operations of the Movement.

What is particularly significant is the interest shown in the Ghana Movement's book, An Experiment in Integrated Rural Development: The Mampong Valley Social Laboratory in Ghana. Published jointly by IIRR and the Ghana Movement, it contains a description of the Movement and its operation and an evaluation. Favorable reviews have appeared in numerous development journals and publications, and about 100 requests from agencies and institutions in both developed and developing countries have been received for copies. At Iowa State University, Professor Dennis M. Warren chose the book for use this spring in a graduate seminar course in integrated rural development for both foreign and American participants interested in careers related to third world development as well as for a number of faculty members.

Of all the movements, the Colombian Movement has been outstanding in securing financial support within the country for its program. Its annual budget has increased to about 3½ million pesos (about US\$82,000), of which IIRR is only contributing 1/6th. In 1979, CRRM expanded its integrated rural reconstruction program into a third area, La Calera municipality in Cundinamarca. Because of its

extensive experience, in a comparatively short time the Movement was able to gain the confidence of the people and is assisting them in an integrated four-fold program of rural reconstruction. La Calera being a cattle-raising region, CRRM has introduced cheese production as a new income-producing project. The cheese produced is now being sold in Bogota markets.

In this new thrust CRRM has maintained its long-standing collaborative efforts with both government and private agencies and with the universities. Meanwhile the municipality of Prado in the state of Tolima, where CRRM has been working for a number of years, is being considered as a focal point for development of the entire province in collaboration with the government.

These private, indigenous movements demonstrate eloquently the role that the private sector can play in rural development and their importance in fostering private initiative and self-reliance in developing countries. IIRR's total 1979 investment, in terms of financial support to the affiliated NRRMs, was less than \$70,000. The total operating budgets of the NRRMs, on the other hand, exceeded half a million dollars in the same year.

V. NEW THRUST IN INTERNATIONAL SHARING

A. Goals and Objectives

The additional experience IIRR gained in the past three years and its enhanced management and institutional capability provided it with a strong base to initiate a new thrust in international sharing.

The overall goal of the IIRR is to meet the continuing challenge of economic and social development of the rural people of third world countries through the release of their own potentials for their own development.

Within this framework, the objective of the new thrust in international sharing is to help accelerate rural development in the third world through (1) expanding and improving IIRR's international training and (2) increased technical assistance to the affiliated and non-affiliated NRRMs, thereby encouraging and fostering private initiative in third world countries in rural development to supplement the efforts of their governments.

IIRR believes that outsiders can help but insiders must do the job. At the national level this means leaders in the private sector should take the initiative to help their people in the rural areas as a complement to their government's efforts. At the village level, it means that the villagers must be given the opportunity and the necessary training to direct their own development.

B. Plan of Implementation

To achieve the above goals and objectives, IIRR will undertake the following activities:

1. To conduct regularly scheduled international leadership training and workshops in rural reconstruction for government and other private agencies

The international training sessions held in 1978 and 1979 have demonstrated not only that IIRR is meeting a definite training need of government and private agencies in rural development, but also that the training has made a significant impact on their programs. This has led to the decision by IIRR to expand its program of sharing by holding international training on a regular basis twice a year in the Philippines. Each session will be seven weeks in length. Candidates, recommended by their respective agencies, will be carefully screened and, whenever possible, interviewed personally. Selective on-site assessment will be made of former participants so that training will be improved continually and will meet the needs of the agencies that send them.

Hitherto, IIRR's international training has been held only in the Philippines for two important reasons. IIRR has developed a training field of village communities where participants not only observe but take part in on-going development activities. It also has an outstanding team of experienced and committed trainers, who share their actual experience in the field with participants in tackling

real problems encountered in the villages. Because of increasing requests from agencies who want to take advantage of IIRR's international training, but who cannot send staff so far for so long, IIRR is now planning a new type of training, as an adjunct to its regular intensive training in the Philippines. Ten-day to two-week workshops or seminars will be held outside the Philippines with the collaboration of IIRR's affiliated national movements. The movements' field operation will serve as the training field, and their field staff will constitute resource persons for the workshops. This new approach will not only enable IIRR to share its experience in rural reconstruction with more agencies, but will also enhance the training skills and training content of the national movements, so that they can better provide training for other agencies of their region.

These workshops will not take the place of IIRR's regular intensive international training program in the Philippines, but will serve as an adjunct to it.

2. To improve IIRR's curriculum of training by exploring new strategies in rural reconstruction in IIRR's social laboratory

The core of the international sharing program is of course IIRR's ever-evolving field activities in its social laboratory in the Philippines. What is learned in the field becomes a major part of the curriculum of international training and gives the training its dynamic quality.

Having laid a solid base, IIRR must continue to strengthen its field program by improving on-going strategies and developing

new approaches to better meet the needs of the rural people. The studies made and experience and insights gained will be shared with the international participants. During the grant period IIRR proposes to undertake at least five programs as follows:

a. Rural Structural Transformation

There are critical problems related to land tenure and structural transformation in IIRR's social laboratory of Cavite which are also found in many other parts of the developing world. Insecurity on the land for smallholders in lowland and upland agriculture continues to be a widespread problem. In several areas severe conflicts exist between landless agricultural laborers and management of sugar plantations. In addition, rapid urban-industrial expansion into Cavite is creating serious transition problems for farmers and whole rural communities. All indications are that these problems will become more widespread over the next decade.

The IIRR's present scope of program does not effectively cover these problems and a more direct program focus is required. The three-year program on rural structural transformation will not only identify problems, but will also design and implement projects--within the appropriate role of IIRR--to assist rural people to improve their security on the land and adjust to changes in the economic structure of the rural environment.

This program is of critical importance to ensure that IIRR's operation in Cavite will continue to be relevant. Also, recent dev-

elopment around the world has shown that poor farmers with insecure access to the land rarely benefit from agricultural growth or urban-industrial expansion. This study will enable IIRR to make a vital contribution to the theory and practice of rural reconstruction by developing systems that will prevent rural population from becoming the displaced persons of "progress," and will have great significance to the rest of third world countries.

b. Rural Women's Project

Development of rural women has been traditionally a part of IIRR's efforts in rural reconstruction. Hitherto, however, most projects to involve them have been in nutrition, health, literacy. Yet rural women, like rural men, are interested in income-producing projects and are eager to participate in economic activities.

Building on IIRR's experience in working with rural women, a new program has been designed to involve them in a more active and participatory role in development with major focus on organized economic activities led and run by the women themselves.

The program includes leadership training, organization of project-interest groups and village-level associations, training in economic activities, and cooperative management. Projects will emphasize cooperative efforts and will include those that women can undertake either at home or near their homes so that long absence from the house will not be required. Projects identified by the women that will meet their needs include piggery, ornamental plants, consumer stores, credit unions.

For this program an innovative evaluation approach has also been designed that will be undertaken at two levels: a self-evaluation of progress and results by the women participants, and a process-oriented evaluation by IIRR staff.

c. Health through non-Health Organizations

A novel approach to rural health that IIRR is testing is the integration of family health improvement into well-established non-health organizations (NHOs), especially those oriented to economic development.

In the past four years, over 1,000 villagers have been trained at the People's School in 20-odd disciplines including rice and corn production, cattle breeding, health, nutrition, literacy, leadership skills, etc. Many of the graduates, called Barangay Scholars, are now organized into groups for economic issues, such as the Feed Grains Farmers Association, the Upland Rice Farmers Association, Coffee Planters Associations, Women's Groups.

Similar organizations exist all over the province of Cavite as well as nationally. Seemingly, their interests differ but basically, each one hopes that by banding together, the quality of life for their families will be improved.

By integrating programs and projects of health into these non-health organizations, IIRR aims to demonstrate that economic and health activities can reinforce each other and together they can also enhance group solidarity and mutual assistance. Within this general objective, the program will identify promising entry points,

train members or family affiliates, forge a stronger relationship between NHOs and existing health agencies, encourage government health agencies in delivery of services to members of NHOs, and monitor processes and results.

d. Economic Institutions Development Program

Until recently, in economic development, IIRR has put its emphasis on production and especially on diffusing modern technology in animal and plant production through the People's School approach. But production alone is not sufficient. Unless it is complemented by well-planned financing and marketing schemes, increased production may not necessarily mean increased income. Furthermore, most of the poorer farmers have not been able to participate in any production program for lack of capital.

Economic institutions which the government has promoted such as samahang nayons (pre-cooperatives), cooperatives, area marketing cooperatives, cooperative banks, etc. have encountered management and organizational problems. The provincial and municipal cooperative organizations that IIRR has helped develop have also had difficulties.

The objective of this program is to test different approaches in developing self-sufficient and self-sustaining economic institutions, and train their members in management and accounting. IIRR aims to help organize at least four new sound and viable economic institutions at the village level and further strengthen existing IIRR-assisted cooperatives at the provincial and municipal levels. For each of these institutions, case studies will be

made and published, and a comparative study will be undertaken to analyze the different approaches used to find the optimum ones. A careful evaluation based mainly upon economic criteria will also be undertaken.

e. Education for Community Building

Education is a need often expressed by the very poor and the very rich communities, but the education people require must be related to other basic or future needs.

This program is designed to test a new approach using education as the unifying strategy to help implement an integrated approach to rural reconstruction. In addition to coordinating and complementing the existing projects that IIRR has already initiated with respect to the "new" literates and literate members of each community, it will develop an educational approach to community building, which will respond to the expressed needs of communities and accommodate a clientele with a wide range of literacy skills and educational experience.

The program will have the following components: needs identification, group organization, training of facilitators from the communities, preparation of educational packages, self-evaluation, and feedback and resource identification.

In communities where education has been identified as a valuable tool in community building, education will thus serve to integrate all aspects of rural reconstruction into the program offered. The experience IIRR has had in related fields of rural reconstruction lends confidence to the proposed study. The lessons learned from this study will be relevant to the needs of rural people not only in the Philippines but in other parts of the developing world.

3. To assist affiliated national movements to serve as demonstration centers, training centers, and testing grounds of rural reconstruction approaches, and to assist non-affiliated national movements to develop into viable institutions to work for their own peasant people

Under the matching grant for the program of international sharing, IIRR will further stimulate and strengthen the private sector in third world countries to carry out rural reconstruction programs for their own people. There are now five private rural reconstruction movements affiliated with IIRR, and two movements, organized by former participants of IIRR's ILTs, not affiliated with IIRR. For lack of personnel and funds, IIRR has not been able to respond to their requests for assistance to enable them to develop into stronger and financially viable private institutions for rural development.

Concerning the affiliated national movements, IIRR plans to assist them in the next three years in a more systematic and planned manner, and to share with them strategies and approaches it has tested and found successful in its social laboratory in the Philippines. This will be done by (1) making available short-term staff assignments to the Movements in Colombia, Guatemala, Philippines, Thailand and Ghana, depending on their specific needs and requests, (2) providing training for their staff at IIRR's center in the Philippines in the new approaches IIRR is developing, and (3) working with their board of directors, most of whom are business and professional leaders in the private sector, and consulting them on fundraising techniques and rural development issues.

In time, IIRR hopes that each national movement can serve as (1) a demonstration of what a private, national movement can do in rural development with and for its own citizens, (2) a training center for other agencies in the country and in the region in integrated participatory rural development, and (3) a testing ground for applying innovative approaches developed by IIRR for their regions.

In the last two years, in addition to IIRR's affiliated NRRMs, other non-affiliated movements have come into being, as we mentioned before, through the interest of the participants in IIRR's ILT. They follow IIRR's philosophy in rural reconstruction and general approach. One is in Sri Lanka and the other in India. To respond to their requests for assistance, IIRR plans to provide training for their senior staff, and technical assistance when appropriate. This new important development will enable IIRR to test the viability of RRMs not organized by IIRR directly. It will provide a different model programmatically, as compared with the model of affiliated RRMs where IIRR plays a direct role in their establishment. It will also test a new relation between such movements and IIRR and the role they can play in rural development in their countries.

C. Expected Outcome

In international training, at the end of the three-year grant period, the following outcomes are expected:

- o Two annual training sessions will be held in the Philippines, or a total of six sessions in three years
- o A total of at least 150 participants will have attended IIRR's training. Participants will include those from affiliated and non-affiliated NRRMs, government agencies, religious institutions, and other U.S. and indigenous private agencies engaged in rural development
- o One training workshop will be held each year outside the Philippines in a country where IIRR has an affiliated NRRM. It will be held with the collaboration of the NRRM, whose field operation will serve as training field, and whose technical staff will serve as resource persons

In improving IIRR's training curriculum, the objective is to make the training more dynamic and meet more adequately the needs of developing countries. At least five development studies, as mentioned above, will be undertaken in IIRR's social laboratory in Cavite. The experiences and insights gained and lessons learned will be incorporated into the training curriculum. The studies will also be documented and made available to participants of IIRR's training, NRRMs and other agencies.

In addition, IIRR will continue its publication of Rural Reconstruction Review to share the findings of its programs and pro-

jects carried out in Cavite. RRR is written for an audience of rural development officials, experts, program coordinators, etc., and is currently being distributed to more than 2,000 individuals and agencies.

In strengthening the affiliated and non-affiliated NRRMs, the following outcomes are expected:

- o At least one senior staff member will be made available on short-term assignment each year to provide technical assistance to an affiliated movement and to help it re-test one of the development strategies evolved in IIRR's Cavite social laboratory. The strategy will be selected by the NRRM as the one best suited to its needs.
- o Two affiliated NRRMs will be visited by IIRR officers each year to work with the boards of the movements, especially on fund-raising. Areas where IIRR might be especially helpful include fund-raising from companies with U.S. ties, grants from U.S. government agencies like AID, both U.S. and European foundations with interest in indigenous development agencies.
- o One senior staff member will be sent each year for one week to ten days to provide technical assistance to a non-affiliated NRRM.
- o Four to eight staff members from affiliated and non-affiliated NRRMs will be trained each year at IIRR, or a total of 12-24 will be trained during the three-year grant period, as also mentioned in the section above.

*eval of train
& field operations*

D. Monitoring and Evaluation

A systematic and comprehensive process of monitoring and evaluation will be applied to all activities under this proposed program. This process will be built into the program from the start and will allow for continual feedback into program design and for input into the formulation of new activities and programs.

1. Evaluation framework

Effective monitoring and evaluation depends on a defined starting point, a set of expected outcomes, a projected timeframe, and a regular flow of relevant data to the evaluating unit.

The starting points will be defined for each major component of this program based on baseline surveys or pre-project studies. For the international training component this will require the training needs of our target participants as well as a clear definition of what is expected of the participants in terms of knowledge, skills and attitudes after the training. For the development studies to improve IIRR's international training, baseline surveys will be conducted among the target rural population on their present status in relation to the specific objectives of each project. For the technical assistance to national movements component a prescribed set of key information regarding their staff and responsibilities as well as of their major programs will be compiled by IIRR staff members while on assignment or by mail.

The initial expected outcomes have been listed in Section C and the timeframes and data flow systems are briefly referred to elsewhere in the proposal or the attached logical framework. As soon as

the proposal is approved, details of each of the program activities will be worked out, and a comprehensive evaluation framework will be developed for each activity. This will include detailed objectives and expected outcomes, Gantt charts, and information flow charts. These will be completed and submitted within six months after the approval of the grant.

2. Monitoring

A constant and effective monitoring system will be used to ensure that planned activities are indeed implemented according to schedule using the projected level of resource input; or to measure the degree to which original projections are being missed. This information will then be used to make appropriate adjustments in the implementation process or in the plans.

For international training this will involve keeping track of such things as number of participants recruited, their country and job background, their expressed training needs, curriculum and materials preparation, training of trainers, detailed logs of the training sessions, participant evaluations of individual sessions and the entire training program, and expenditures.

For the development studies, the implementation of the specific activities of each project will be monitored making use of detailed Gantt charts. The process of implementation will also be carefully monitored to ensure that it follows IIRR's rural reconstruction philosophy based on integration and people's control and participation. The levels of human and financial resource commitment will also be carefully recorded and matched against projections.

In the case of technical assistance to national movements monitoring will involve recording and comparing to projections all interactions between IIRR and the affiliated and non-affiliated national movements, particularly requests for assistance from the movements, responses by IIRR to these requests in the form of consulting visits, training of the movements' staff, their performance in the field after training.

3. Interim Evaluation

Interim evaluations of the program will be conducted at the end of the first and second years of the three-year time span of this grant. The interim evaluation will (1) assess progress made toward the implementation objectives of each activity, (2) measure the immediate impacts of these activities, and (3) make a preliminary cost effectiveness estimate for each. While no special re-surveys or studies will be made for the purpose of the interim evaluations, use will be made of monitoring information, process reporting and general assessments by project coordinators.

Based on these interim evaluations, program implementation will be reviewed and adjustments will be made as required to increase the probability of meeting expected outcomes within the resources allocated and the projected timeframe.

4. Final Evaluation

At the end of the three-year grant period a final evaluation will be conducted to: (1) consider whether all planned tasks have been completed, and whether the projected scopes and coverages have been achieved; (2) measure the extent to which expected outcomes have

been achieved and the extent to which these are related to the actual program inputs; (3) estimate the efficiency of input use through an appropriate output/input ratio and suggest how this ratio could be improved; and (4) make recommendations for adjustments in on-going activities and future programs of IIRR.

This final evaluation will draw on the data generated through the baseline studies, the monitoring process and the interim evaluations. In addition, appropriate post-program surveys and studies will be conducted and the results compared to the baseline studies in order to measure impact. For the international training, this will involve following up participants during the grant period to assess the effectiveness and relevance of their training. For the development studies aimed at upgrading IIRR's international training, resurveys of target populations will be done to measure project achievements, and evaluation will be made of how they have been incorporated into IIRR's ILT. For the support to national movements, a post-program gathering of key information of program status and effectiveness and staff performance will be carried out by on-site visits when possible, or by correspondence.

5. Documentation

In addition to evaluation reports, major components of this program will be appropriately documented for sharing with the international development community. These will either be included in the Rural Reconstruction Review, IIRR's annual publication, or published in other IIRR publication formats, or be submitted to development journals.

Documentation will be an important phase of IIRR's new thrust in international sharing.

E. Coordinator of Proposal

The coordinator of the proposal will be IIRR's President. There will be two Associate Coordinators, IIRR's Vice President in the Philippines and the Specialist on Research and Evaluation. Liaison with AID/Washington will be IIRR's Vice President in the United States.

F. Logical Framework

Project Title: IIRR's International Outreach in Rural Reconstruction

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p><u>Program or Sector Goal:</u> <u>The broader objective to which this project contributes:</u></p> <ul style="list-style-type: none"> o To improve the economic and social standard of living of the rural poor in Late Developing Countries. 	<p><u>Measures of Goal Achievement:</u></p> <ul style="list-style-type: none"> o Increased agricultural production o Improved income and well-being among the poorer groups in the rural areas o Increased membership in socio-economic institutions in rural societies. 	<ul style="list-style-type: none"> o Summary reports of before and after survey results actually conducted in target areas. o IIRR reports 	<ul style="list-style-type: none"> o Continuing political stability in Philippines and other LDCs where IIRR has affiliated NRRMs.
<p><u>Project Purposes:</u></p> <ul style="list-style-type: none"> o To enable IIRR to train more people from the LDCs in RR. o To develop and test new approaches to RR in our Philippine Research Community. o To enable IIRR to provide technical support to national RRM's to improve their field planning and implementation. 	<ul style="list-style-type: none"> o An increased number of more effective RR program managers have been graduated from ILT. o At least 5 new development studies will have been conducted and published. o NRRM's field operations strengthened in program planning, design, implementation and evaluation. 	<ul style="list-style-type: none"> o On-site inspection and evaluation of field programs o Reports are submitted o Publications are listed 	<ul style="list-style-type: none"> o Continuing AID funding @ level requested o Qualified staff and trainees available at required times
<p><u>Outputs:</u></p> <ul style="list-style-type: none"> o Regularly scheduled ILT sessions @ IIRR o Training workshop with affiliated movements for other agencies in region o Planning & implementation of new approaches to RR @ IIRR o Short-term senior staff assignments to affiliated movements o Technical support to non-affiliated movements 	<p><u>Magnitude of Outputs</u></p> <ul style="list-style-type: none"> o 2 seven-week sessions/yr with about 50 graduates or 6 sessions with total of 150 during grant period o At least 1 workshop/yr with an affiliated movement o At least 5 studies are actually implemented o At least 1/yr to 1 affiliated and 1 non-affiliated movement o Train at least 4 staff members/yr of affiliated and non-affiliated NRRMs or at least 12 for grant period 	<ul style="list-style-type: none"> o Payroll and accounting records o IIRR & NRRM reports 	<ul style="list-style-type: none"> o IIRR Research Community remains viable o IIRR maintains overall financial status quo
<p><u>Inputs</u></p> <ul style="list-style-type: none"> o USAID Matching Grant funding o NRRM* resources & personnel o IIRR resources & personnel 	<p><u>Implementation Target:</u></p> <ul style="list-style-type: none"> o Budget o Implementation Plan (Gantt Chart) 	<ul style="list-style-type: none"> o Fiscal reports o Vouchers o Audit reports o IIRR status reports o NRRM reports o LDC agency reports 	

(* NRRM includes both affiliated and non-affiliated movements)

G. MATCHING GRANT BUDGET

	<u>AID FUNDED</u>				<u>IIRR FUNDED</u>			
	<u>First Year</u>	<u>Second Year</u>	<u>Third Year</u>	<u>Total</u>	<u>First Year</u>	<u>Second Year</u>	<u>Third Year</u>	<u>Total</u>
SALARIES	\$161,500	\$185,725	\$213,585	\$ 560,810	\$181,300	\$208,500	\$239,780	\$ 629,580
FRINGE & RELATED BENEFITS	41,200	47,380	54,485	143,065	18,130	20,850	23,980	62,960
OPERATION & MAINTENANCE OF PHYSICAL PLANT					76,260	87,700	100,850	264,815
CONSULTANTS	10,000	11,500	13,225	34,725	2,000	2,300	2,650	6,950
INTERNATIONAL TRAVEL	25,400	29,210	33,590	88,200	29,900	34,380	39,540	103,735
LOCAL TRAVEL	25,000	28,750	33 060	86,810	37,750	43,400	49,910	131,060
INTERNATIONAL LEADERSHIP TRAINING	44,000	50,600	58,190	152,790	13,500	15,530	17,860	46,890
EQUIPMENT RENTAL AND COMPUTER TIME	15,000	17,250	19,840	52,090				
PUBLICATIONS	4,000	4,600	5,290	13,890	2,000	2,300	2,650	6,950
SUPPLIES & MATERIALS	17,500	20,125	23,145	60,770				
OTHER DIRECT PROGRAM COSTS					13,800	15,870	18,250	47,920
20% OVERHEAD	<u>343,600</u>	<u>395,140</u>	<u>454,410</u>	<u>1,193,150</u>	<u>374,640</u>	<u>430,830</u>	<u>495,470</u>	<u>1,300,860</u>
	<u>68,720</u>	<u>79,030</u>	<u>90,880</u>	<u>238,630</u>	<u>74,930</u>	<u>86,170</u>	<u>99,090</u>	<u>260,190</u>
TOTALS	<u>\$412,320</u>	<u>\$474,170</u>	<u>\$545,290</u>	<u>\$1,431,780</u>	<u>\$449,570</u>	<u>\$517,000</u>	<u>\$594,560</u>	<u>\$1,561,050</u>

MATCHING GRANT BUDGET
(First Year)

	<u>AID FUNDED</u>		<u>IIRR FUNDED</u>
SALARIES			
Senior Specialist - Education	\$ 21,000	8 Specialists	\$ 72,800
Senior Specialist - Evaluation	28,500	10 Associate and Assistant	
Training Director/Coordinator	20,000	Specialists	36,500
International Extension Director	20,000	24 Technical Staff	72,000
Specialist - Documentation	10,000		
Associate Training Director	12,000		
Agriculturist	10,000		
6 Associate Specialists	40,000		
	<u>161,500</u>		<u>181,300</u>
FRINGE & RELATED BENEFITS	<u>41,200</u>		<u>18,130</u>
OPERATION & MAINTENANCE OF PHYSICAL PLANT			<u>76,260</u>
CONSULTANTS	<u>10,000</u>		<u>2,000</u>
INTERNATIONAL TRAVEL	<u>25,400</u>		<u>29,900</u>
LOCAL TRAVEL	<u>25,000</u>		<u>37,750</u>
INTERNATIONAL LEADERSHIP TRAINING			
Fellowships - Tuition, Room and Board, etc.	34,000		8,500
Fellowships - Travel	10,000		5,000
	<u>44,000</u>		<u>13,500</u>
EQUIPMENT RENTAL & COMPUTER TIME	<u>15,000</u>		
PUBLICATIONS	<u>4,000</u>		<u>2,000</u>
SUPPLIES & MATERIALS	<u>17,500</u>		
OTHER DIRECT PROGRAM COSTS	<u>343,600</u>		<u>13,800</u>
20% OVERHEAD	68,720		374,640
	<u>68,720</u>		<u>74,930</u>
TOTAL	<u>\$412,320</u>		<u>\$449,570</u>

H. Estimated Income from IIRR for Matching Grant

Based on the income IIRR received during the past two years, the following is a statement of sources and estimated amounts of income IIRR expects during the three-year grant period to match the grant requested from AID:

	<u>First Year</u>	<u>Second Year</u>	<u>Third Year</u>	<u>Total</u>
Contributions				
United States	\$300,000	\$350,000	\$ 415,000	\$1,065,000
Philippines	40,000	50,000	70,000	160,000
InterChurch Coordinating Committee for Developing Projects (ICCO)	190,000	150,000	120,000	460,000
German Freedom From Hunger	241,500	270,000	302,500	814,000
Fees for International Leadership Training	36,000	45,000	60,000	141,000
Interest Income	105,000	110,000	120,000	335,000
Other Income	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>15,000</u>
	<u>\$917,500</u>	<u>\$980,000</u>	<u>\$1,092,500</u>	<u>\$2,990,000</u>

Attached is a copy of the 1980 budget approved by IIRR's Board of Trustees at its annual meeting held on December 12, 1979. (Appendix III.) As soon as the audited report for 1979 is prepared, copies will be forward to AID.

SUMMARY OF PEOPLE'S SCHOOL PARTICIPANTS

Courses	Number of Barangay Scholars Trained by Municipality						
	As of June 30, '79		July 1, - December 31, 1979				Total
	Silang Gen.Trias		Silang Gen.Trias	Amadeo	Dasmariñas		
I. LIVELIHOOD							
1. Upland Rice	13	8	0	0	1	1	23
2. Lowland Rice	0	19	0	0	0	14	33
3. Feed Grains	5	6	0	0	0	0	11
4. Vegetable	10	9	0	0	0	0	19
5. Coffee	43	1	0	0	6	0	50
6. Mushroom Growing	9	16	0	0	0	0	25
7. Mushroom Spawn	0	3	0	0	0	0	3
8. Fruits	34	4	0	0	0	0	38
9. Piggery	23	9	0	0	2	0	34
10. Poultry	23	4	0	0	1	0	28
11. Cattle	29	16	0	0	3	11	59
12. Tailoring	9	10	0	0	1	0	20
13. Dressmaking	3	7	6	2	17	0	35
Sub-total	201	112	6	2	31	26	378
II. HEALTH							
1. Gen. Health	33	14	0	0	0	0	47
2. Maternal & Child Health	10	8	0	0	1	0	19
3. Environmental Sanitation	4	1	0	0	0	0	5
4. Nutrition	36	14	0	0	0	0	50
Sub-total	83	37	0	0	1	0	121

C o u r s e s	As of June 30, '79		July 1-December 31, 1979				
	Silang	Gen.Trias	Silang	Gen.Trias	Amadeo	Dasmariñas	Total
III. EDUCATION & CULTURE							
1. Literacy	52	10	0	0	0	0	62
2. Drama	26	28	0	0	2	0	56
3. Choral & Kondalla	93	22	0	0	37	8	160
4. Development Communication	7	3	0	0	0	0	10
Sub-total	178	63	0	0	39	8	288
IV. SELF-GOVERNMENT							
1. Youth Leader- ship	203	41	0	0	29	0	273
2. Women Leader- ship	38	15	0	15	0	0	68
3. Secretarial (RRC/BC)	32	7	0	0	0	0	39
4. Barangay Administration	78	31	0	0	0	0	109
Sub-total	351	94	0	15	29	0	489
GRAND TOTAL	813	306	6	17	100	34	1276

ther Training Participants

Participants	As of June 30, '79		July 1 - December 31, 1979					Total
	Silang	Gen.Trias	Silang	G.Trias	Amadeo	Dasma-	Others	
• Government Personnel	36	33	0	0	43	0	29	141
• Cooperative Scholars	18	5	32	6	14	4	27	106
• RRC Members	317	138	120	53	63	0	0	691
• Observers	35	13	1	4	20	2	0	75
• Project Leaders	0	0	21	0	0	0	0	21
T o t a l	406	189	174	63	140	6	56	1034

SUMMARY OF PEOPLE'S SCHOOL TRAINING PARTICIPANTS

Participants	As of June 30, '79		July 1-December 31, 1979					Total
	Silang	Gen.Trias	Silang	G.Trias	Amadeo	Dasma- riñas	Others	
Barangay Scholars	813	306	6	17	100	34	0	1276
Others	406	189	174	63	140	6	56	1034
T O T A L	1219	495	180	80	240	40	56	2310

SUMMARY OF PEOPLE'S SCHOOL TRAINING SEMINARS

(December 16, 1975 - December 31, 1979)

C o u r s e s	Number of Sessions held/year					Total Seminars
	1975	1976	1977	1978	1979	
I. LIVELIHOOD						
1. Upland Rice	1	1			1	3
2. Lowland Rice	1	1			2	4
3. Feed Grains	2	1				3
4. Vegetable	1	2				3
5. Coffee	2	1				3
6. Mushroom Production	1	1				2
7. Mushroom Spawn Culture	1					1
8. Fruits	2					2
9. Piggery	2	1	1	1	1	5
10. Poultry	2			1		3
11. Cattle	3	1	1	1	1	6
12. Tailoring				1	1	2
13. Dressmaking				1	2	3
14. Marketing		1				1
15. Cooperative Bookkeeping				1	1	2
16. Coop. Leadership					1	1
17. Coop. Rural Bank					1	1
18. Weed Control					1	1
19. Project Leaders					1	1
	<u>18</u>	<u>10</u>	<u>6</u>	<u>13</u>	<u>13</u>	<u>47</u>
II. HEALTH						
1. General Health	2	1	1	1	1	5
2. Maternal & Child Health				1	1	2
3. Environmental Sanitation	1	2	1			4
4. Nutrition Advanced Nutrition	2	1	1	1	1	5
	<u>6</u>	<u>4</u>	<u>4</u>	<u>3</u>	<u>3</u>	<u>17</u>

Courses	Number of Sessions held/year					Total Seminars
	1975	1976	1977	1978	1979	
III. EDUCATION AND CULTURE						
1. Literacy & Numeracy	4	5			3	12
2. Rural Drama	3	3	1			7
3. Choral & Rondalla	2	5	2		1	10
4. Development Communication	1					1
Sub-total	10	13	3		4	30
IV. SELF-GOVERNMENT						
1. Youth Leadership	5	2	2		1	10
2. Women Leadership	2	2	1		2	7
3. Secretarial (RRC/BC)	1	2				3
4. Barangay Administration		3				3
Sub-total	8	9	3		3	23
Rural Reconstruction Committee	2	9			4	15
RRC Chairman			2			2
RRC In-Charge of:						
Livelihood		2				2
Health		2				2
Educ. & Culture		2				2
Self-Government		2				2
Sub-total	2	17	2		4	25
GRAND TOTAL	2	59	38	16	27	142

AROUND THE REGIONS...

INTEGRATED
PROGRESS

STARTS IN AKWAPIM

By Henry Woode

FOR any rural development programme to be more meaningful the participatory presence of the agents in the rural community — be they farmers, fishermen, masons, carpenters etc. — cannot be ignored. This is the philosophy behind the establishment of the Ghana Rural Reconstruction Movement — GhRRM, a private, non-political, non-profit-making charitable organisation.

For a considerable time, the movement has devoted its activities to exposing farmers to modern agricultural methods and strategies geared towards increased food and livestock

production. One of the results of these efforts is the establishment of the Valley Social Laboratory by the GhRRM, sited at Yensi, three miles from Akuapim Mampong in the Eastern Region.

For its five years stay in the Mampong Valley and the work so far accomplished, the GhRRM could safely be said to have lived up to its motto: "Go to the people. Live among them. Learn from them. Serve them. Plan with them. Start with what they know and build on what they have".

To date, farmers drawn from the surrounding villages at Mampong and schooled on multi-cropping and line planting total over 170. Testifying to the efficacy of the planting methods, Opanin Awuku, a Chief farmer trained at the Social Laboratory said: "I thank the GhRRM for setting up this Centre, I am now able to produce eight large jute bags of maize on an acre of land, instead of one bag, as formerly"

Line and Spacing planting enable the farmers to produce corn, cassava, pineapples, vegetables etc. on waterless land, which is totally devoid of shelter. The same applies to maize and tomatoes which thrive well on spacing planting method. Maize grown alongside oil-palm, citrus, cassava on multi-cropping methods gives off encouraging crop yields, even on an acre of land.

At the last planting session, 25 farmers who practised the row planting on their farms were amazed at the tremendous benefits derived from the method. Opanin Kofi Akyea, a farmer at the laboratory confided in me that he felt he was "alright" on the land with the modern farming methods which the GhRRM was offering them at the Laboratory. He added that since he adopted the methods on his farm he was able to realise over C400 from every variety of crop grown on an acre of land. "This is a magic to me, you know", he added.

As a step towards rapid rural development, the Government has created and continues to create vast opportunities for individuals and organisations like the GhRRM to assist in correcting the present imbalance between the rural and urban areas. Under the current Local Government system, the decentralisation policy which the government is relentlessly pursuing confers on individuals the powers to initiate, plan and execute development in localities.

At the moment, there is a programme to supply small-scale farmers with essential tools and inputs, besides placing the services of agricultural extension officers at the disposal of the farmers. Being an agricultural country the priority being accorded to agriculture and the shift of emphasis on consumer co-operative to the productive sectors of co-operative activities indicate that the government has laid a strong foundation for a realistic integrated rural development in the

country. Assistance being offered to our small-scale farmers to raise their total income, eliciting participation of small-scale farmers and local government authorities in their development efforts by the GhRRM are highly laudable, and most worthy of emulation.

It is the wish of the GhRRM that the Akuapim District is designated a pilot zone for the government integrated rural development. The Vice-President of the Movement, Prof. D. A. Ampofo at a durbar organised at the Social Laboratory in honour of the Minister of Local Government, Rural Development and Co-operatives, Mr K. S. P. Jantuah, called for the total mobilisation of all district officials of the various ministries for the formation of an integrated development agency under a central authority say, the District Chief Executive.

The President suggested that the District Chief Executive could organise consultation and seminars of all the government officials of the district to work out strategies.

"We of the GhRRM, Prof. Ampofo said, "will play our consultancy role to make the goal of integrated development of the district a reality"



Mr K. S. P. Jantuah, Minister of Local Government, Rural Development and Co-operation (in spot coat) takes a look at one of the experimental farms.

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION

APPROVED BUDGET 1980

PROGRAM SERVICES		
INTERNATIONAL LEADERSHIP TRAINING		\$ 266,496
APPLIED RESEARCH		273,002
FIELD OPERATIONS		221,141
INTERNATIONAL EXTENSION		<u>100,167</u>
TOTAL PROGRAM SERVICES		<u>860,806</u>
SUPPORTING SERVICES		
MANAGEMENT & GENERAL		184,047
PUBLIC RELATIONS & FUND RAISING		<u>66,747</u>
TOTAL SUPPORTING SERVICES		<u>250,794</u>
CAPITAL EXPENDITURES		20,700
CONTINGENCY		<u>20,000</u>
TOTAL CAPITAL EXPENDITURES & CONTINGENCY		<u>40,700</u>
TOTAL APPROVED BUDGET		<u><u>\$1,152,300</u></u>

ESTIMATED INCOME 1980

CONTRIBUTIONS		
UNITED STATES	\$280,000	
PHILIPPINES	<u>35,000</u>	\$ 315,000
USAID		
PRESENT GRANT	170,000	
GRANT BEING NEGOTIATED	<u>95,000</u>	265,000
ICCO		190,000
GFFHC		208,000
FEES FOR INTERNATIONAL TRAINING		
USAID	34,000	
OTHER AGENCIES	<u>17,000</u>	51,000
INTEREST INCOME		
UNITED STATES	75,000	
PHILIPPINES	<u>25,000</u>	100,000
OTHER INCOME		<u>3,000</u>
TOTAL ESTIMATED INCOME		<u><u>\$1,132,000</u></u>