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THIRD-YEAR/FINAL REPORT

ON

THE INTERNATIONAL TECHNOLOGY DEVELOPMENT
AND TRANSFER IN RURAL RECONSTRUCTION

Cooperative Agreement No. OTR-0286-A-00-7132-00

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Submitted to the

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by the

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I. SUMMARY

The International Institute of Rural Reconstruction (IIRR) herein submits to the Agency for International Development (AID) the Third Year Final Report, describing its programs and activities during the period July 1989 to June 1990, the third and terminal year of the Project entitled "International Technology Development and Transfer in Rural Reconstruction" with AID Matching Grant support under Cooperative Agreement No. OTR-0286-A-00-7132-00 Amendment No. 01.

This Third Year Final Report is prepared following the recommended AID Reporting Guidelines. It has been written based on a draft text and detailed supplementary reports prepared in the Philippines.

This Report supplements the first two previously submitted in accordance with the annual reporting schedules of the three-year matching grant program.

Program performance in 1989-90 addressed the findings and recommendations of the USAID/PVC independent mid-term evaluation conducted by the Institute for Development Research (IDR). Responding to the issues raised and recommendations advanced in the IDR evaluation study report. IIRR in 1989-90 laid heavier emphasis on a set of program management themes, namely: increased internationalization of program thrusts and of staff and institutional capabilities: clarification of IIRR's strategic role as an international training center and its relationships with affiliate national movements, alumni associations and the larger world community of development organizations; increasing the reach and impact of its training and outreach activities among underserved regions, countries and groups; strengthening research capabilities, sharpening research focus on critical development issues, increasing the output and quality of documentation of on-going and completed action research projects in the Philippine and in other social laboratories of partner organizations, and accelerating the infusion of current research lessons into the training curricula; and, in general, improving management systems and capabilities for strategic planning, program performance review and evaluation, and management information to include increased efficiency in financial control and reporting.

The highlights of program performance during the period under review are:

- 1) Successful completion of the two annual international training courses in rural development management for middle and senior managers with attendance distinguished by higher overall

- participation rates than in the previous two years, first time attendance of three (3) countries (People's Republic of China, Cambodia and Vietnam), sustained participation of other under-served countries/regions (Nepal, Sri Lanka, African regions), and increased participation of women managers;
- 2) Increased number of off-campus regional and country trainings, further enrichment/adaptation and wider international dissemination of sustainable agriculture/agroforestry technologies and the agriculture approach to family planning, and the development of the new special training course for women managers in health;
 - 3) Formation of the latest addition to alumni groups, the East Africa Rural Reconstruction Association (EARRA), and the intensification of international outreach efforts in general in all three broad regions of the Third World with the full complement of three (3) Regional Outreach Coordinators now in place;
 - 4) Production of the technology Information Kit on Agro-forestry to supplement the first two kits on bio-intensive gardening and regenerative agriculture;
 - 5) Consolidation of gains in sustainable agriculture technology adaptation projects, new initiatives in small-scale freshwater fishfarming with experiments in eel breeding and culture management, and the start of the expansion phases under extended FICAH and RBF grants for the Low-input Rice Production/Foodlot Module (LIRP/FLM) Project in Albay (Bicol) and Quirino provinces;
 - 6) Increased research capability under a newly organized research unit headed by a newly hired senior researcher and new outputs in the documentation of action research in the Philippine social laboratory following the adoption of a short-term research documentation agenda for 1990 and 1991;
 - 7) Increased institutional capabilities for strategic planning and in-house program review and evaluation with the organization of the new Planning and Monitoring (PMS) unit under the Office of the Executive Vice-President (Philippines), preparation and Board review and approval of a Five-Year Plan 1990-1995 (ATTACHMENT 1), IIRR's first such strategic plan, and an Annual Operational Plan for 1990-91, the design and institutionalization of the initial phases of a Management Information System; and
 - 8) Initial progress in the establishment of the Y. C. James Yen Memorial Museum and new systematic studies on the philosophy of rural reconstruction highlighted by the international conference in China in May, 1990 on Dr. Yen's development philosophy.

II. BACKGROUND TO GRANT AND PROJECT CONTEXT

A. CRITICAL DEVELOPMENT ISSUES

For the three-year period from June 1987 to May 1990, IIRR chose "technology development and transfer" as the central theme of its international program of rural reconstruction in response to the most critical development concerns and needs of the rural poor of the Third World. During this time, environmental degradation has rapidly approached the critical thresholds and the danger of the total collapse of the ecological platform on which all life is based is no longer remote. But the most telling point is that poverty is both a major cause and effect of environmental degradation and that both phenomena in turn are linked to inequality within and among nations. Other very closely related problems are the ineffectiveness of development approaches of the top-to-bottom and trickle-down genre, the propagation of technology that is inappropriate to the needs and conditions of the people of the Third World and the inattention to the needs, rights and roles of women in the development processes.

From the standpoint of IIRR, the greatest challenge of our era remains to be faithful to the still timely goal that its founder, Dr. Y. C. James Yen, had set for himself and the rural reconstruction movement which he began in his native China some 70 years ago; the emancipation of the three-fourths of the human population who are poor by helping them help themselves in overcoming the interlocking problems of poverty, ignorance, disease and civic inertia. The present most urgent necessity is to bridge the gap between the scientists and the impoverished peasants of Asia, Africa and Latin America by the simplification of the appropriate scientific disciplines so that "the technical know-how of the expert becomes the practical do-how of the peasants."

B. IIRR RESPONSE AND PROGRAM RATIONALE/GOAL/PURPOSE/STRATEGY

In the face of the deepening ecological crisis, IIRR concluded that technology development must focus on environmentally sound, ecologically sustainable and socially equitable technologies that can provide food security, livelihood and other basic needs of the poor. But the development of such a "people's technology" must also be complemented by programs to increase institutional capabilities for its effective dissemination and application by the target users. Hence, IIRR's training and outreach programs for rural development managers shall also need to strengthen their institutional capabilities for the transfer and local adaptation of appropriate technology.

This was the underlying rationale of IIRR's three-year proposal for mid-1987 to mid-1990 --- in pursuit of its fundamental purpose of "extending to other countries of Asia, Africa and Latin America, with appropriate adaptations, the dynamic pattern of rural reconstruction." IIRR had over the years amassed a wealth of experience in rural development management which, with continuing enrichment, could be harnessed and brought to bear on the

problems of the rural peoples of the Third World. IIRR's achievements in development innovations were the offshoot of its two-pronged strategy of "generating knowledge in rural reconstruction" and "sharing that knowledge with other rural development organizations and practitioners throughout the world."

IIRR's long-term goal and strategy is to help raise the economic and social standards of rural people in the Third World countries by upgrading the capabilities of rural development practitioners from private and government agencies in the planning/management of more effective, people-oriented programs. Accordingly, IIRR defined the goal and the purpose, respectively, of the new three-year program thus: "to provide increased development management capability in indigenous institutions" and "to increase the scope and impact of the training and outreach capability of IIRR, its network of affiliated National Rural Reconstruction Movements (NRRMs), its network of RR alumni, specifically through the development and transfer of technology for rural development."

C. FUNDING RATIONALE; PREMISES, SCOPE AND PURPOSES

AID/PVC's consideration of IIRR's Funding request was premised on IIRR's rich heritage of philosophy, experience and methodology in rural development and technology transfer, and on the Institute's proven capabilities and great potential for undertaking a program of technology development and transfer on a wide international scale. IIRR's major areas of strength which constituted the underlying considerations for a new cooperative agreement under the AID/PVC matching grant program include:

1. Expertise in Appropriate Technology, especially Regenerative Agriculture;
2. Proven Training Management Capabilities and Sustained International Demand for IIRR's unique Training programs;
3. Wealth of Field Experience and Human Resources;
4. Hallmark Publications;
5. Established Bases for International Operations: NRRMs, Alumni and Alumni Associations;
6. Positive External Evaluations and Diversified Donor Support;
7. Central AID matching funds will better enable IIRR to leverage alternative sources of private funding through its new emphasis on the transfer of readily identifiable and tangible technologies. More successful leverage (fund raising) will thereby increase the use of private resources for development assistance on a dollar for dollar basis --- a concern of both the Institute and AID.

The major thrusts of the IIRR-USAID/PVC Cooperative Agreement were:

- a. Primary emphasis on the international training and outreach activities of IIRR focusing on the expansion of the volume of training activities, increased internationalization, development of new modules and materials, and an increased role for women;
- b. Strengthening IIRR's network of national movements and alumni associations; and
- c. Incorporation of the work of the Appropriate Technology Unit on regenerative agriculture into IIRR's training and outreach program.

III. PROJECT METHODOLOGY/PROJECT RESULTS

A. GRANT PROJECT GOAL, PURPOSE, STRATEGIES, APPROACH

GRANT PROJECT GOAL:

To provide increased development capacity to indigenous institutions.

PURPOSE:

To increase the scope and impact of the training and outreach capability of IIRR, its network of affiliated National Rural Reconstruction Movements (NRRMs), and its network of rural reconstruction alumni in finding solutions to development problems through the development and transfer of appropriate technologies for rural development and rural reconstruction philosophy.

In addition, IIRR further acknowledged that AID viewed an in-depth review by IIRR of its goals, organization, and strategic planning capability to be an essential ingredient for their continued partnership in the pursuit of the goal and purposes of this Grant Agreement. As a result, IIRR underwent a mid-term evaluation of its program which was completed by the Institute for Development Research and supported by USAID/PVC and IIRR.

STRATEGIES:

- a) Increased TRAINING and OUTREACH programs to indigenous PVOs, NRRMs, IIRR Training Alumni, with special attention to the role of women;
- b) Expansion, promotion and international activities of its APPROPRIATE TECHNOLOGY UNIT (ATU);
- c) Special attention by the Board of Trustees and Staff to issues and options of organizational management for strategic program planning, long-range financial stability, institutional advancement and effectiveness.

APPROACH:

Rural Reconstruction: Theoretical and Program Management Framework

The philosophy and practice of rural reconstruction as it has evolved over the last seven decades is the basic theoretical framework for the methodology of IIRR's program management. RR philosophy and practice may be summarized under two central concepts: (a) active participation of the people and the release of their own creative energies and potentials as the key to self-reliant development; and (b) the four-fold approach of education, health, livelihood and self-government to address the interlocking problems of illiteracy, disease, poverty and civic inertia.

Under the first concept, IIRR's program emphasizes not only the dissemination of the content of development knowledge, e.g. appropriate technology, but also, and more importantly, the process of "learning by doing." Hence, IIRR stresses people's participation from the very start of the development intervention process, i.e. the identification of problems and solutions to the stage of self-reliant growth when the people themselves effectively mobilize, accumulate and utilize external and internal resources in a sustainable manner. IIRR's general principle of development intervention is: "Outsiders can help but only insiders can do the job."

The second stresses the interlocking nature of the problems of poverty, disease, illiteracy and civic inertia and the need for a holistic or integrated approach which can simultaneously attack these root causes of rural stagnation.

These two concepts together underscore the importance of the social laboratory in the advancement and propagation of rural reconstruction knowledge. Physically, the social laboratory is a designated area of village communities. Functionally, it is both an educational tool for the "village studies" and "hands-on" learning of development practitioners and a testing ground for rural reconstruction theory and experiments in development intervention and technology adaptation. At the same time, it is the necessary milieu within which the rural people as partners in development acquire the experience and skills in problem-solving that are necessary for their self-reliant development.

The necessity of putting experimental development management and technology innovations to the acid test or their workability within the "real world" conditions or a living social laboratory is premised on the RR tenets that development must "start with what the people know" and "build on what the people have." The RR innovations that emerge out of this process are "living proof" solutions to concrete problems because they have been worked out with the participation of the people themselves.

To test the "field relevance" and "analytical soundness" of development management schemes, IIRR uses a participatory monitoring and evaluation. This means that the validity and workability of innovative management and technology adaptation schemes are assessed by the people themselves using their own standards or criteria. Whereas participatory research places the people in the forefront of situational analysis for purposes of problem definition and selection of alternative solutions, participatory appraisal also gives the people the final say on the outcome. Choice is the essence of development; and development becomes self-reliant because it is the people's choice throughout the program cycle, from the planning to the evaluation and adoption stages.

Under such a process, theory and practice are closely interlinked to the extent that program planning is closely articulated with field operations --- theory guiding the design and field-testing of development innovations and the realities of the world flowing back from the social laboratory constantly sharpening and refining theory.

B. SPECIFICS OF METHODOLOGY AT THE INDIVIDUAL PROJECT LEVEL, AND END OF PROJECT STATUS

In the "SECOND INTERIM/PROGRESS REPORT" to AID (Sept., 1989), the outputs proposed for 1989-90 were detailed in Section II.B., pp. 6-8 and the methods, approaches and strategies were detailed in Section II.B, pp. 8-16. These pages will not be included again here. In correspondence to the AID Project Manager, dated 5 December 1989, the "major program thrusts" were set forth. These are used below (underlined) as the basic categories under which IIRR's end-of-project "Comments" are provided.

1.0 International Training and Outreach

1.) A more aggressive recruitment and selection of participants in order to increase participation of women managers and other rural development practitioners.

Comments

- a) The specific target to increase women's participation up to a minimum of 30% from the previous levels of approximately 12% was not achieved in the IT courses. In the 1987-90 IT courses 20% of participants were female. Overall, in all trainings an increase to above 20% has been achieved.
- b) A special workshop course for women managers of rural health projects was conducted on November 13-25, 1989. The regular Middle Managers course in Feb.-March, 1990, contained a special session/module on Women in Development. For this purpose, a Task Force on Women was organized to assist in the identification of issues affecting women in Third World countries and in the development of training materials specifically addressing these issues.
- c) Percentage of women attending IIRR workshops on "Agricultural Approach to Family Planning, in Ghana and Indonesia, was 73 percent.
- d) WID program proposals have been invited by and submitted to The World Bank and the Canadian ASEAN Centre.
- e) Staff attendance at WID conferences and workshops increased five-fold.
- f) Articles on WID issues appeared in more than 50% of the issues of the biweekly in-house newspaper.
- g) Recruitment and selection of rural development practitioners has been improved significantly via

increased collaboration with alumni, NGOs, regional and sectorial networks, and increased participation by staff in international and sectoral conferences. Efforts are being made to institutionalize these steps.

- h) IT participants from three countries (People's Republic of China, Cambodia, Vietnam) attended for the first time. Participants from Africa increased, especially in the Middle Managers training of February 1990, with five participants from Kenya, Ethiopia and Ghana.
- i) The 2 regular international trainings in 1989-90 included 57 participants from 15 countries and 42 organizations. Women constituted 19%.

2) Enrichment of the content of training courses and a focus on "Burning Issues" of development.

Comments:

- a) The phasing out of the current Senior Managers and Middle Managers Courses after 1990, and their replacement by a single annual course in Rural Reconstruction Management (RRM), and specialized courses in one specific topic of development management and technology dissemination annually (on Silang Campus) is proceeding on schedule.
- b) An initial phase (training needs analysis) of curriculum development for the RRM course and one specialized course has been completed.
- c) The "burning issues" identified in the 5-year plan are being developed into modules for the training programs.
- d) International alumni/a participation as resource persons and presenters has been increased.
- e) A priority for the Regional Coordinators has been set to increase markedly the information/experience exchange with NRRMs and alumni for the ITs' curricula.

3) Sustained emphasis and increased outputs in specialized technical courses (sustainable agriculture/health/agroforestry) and regional/country training.

Comments:

- a) A total of 22 regular and specialized training courses were conducted: 4 international trainings inclusive of the 2 regular annual trainings for middle and senior managers, 3 regional collaborative trainings, and 15

country-level trainings including Papua New Guinea, Ghana, Bangladesh, India, Guatemala, Mexico, Thailand, Indonesia, as well as the Philippines.

- b) Deserving of special mention are:
- i. The FARA training program (Farmer Advocates of Regenerative Agriculture), a prototype strategy for farmer-to-farmer nationwide dissemination of sustainable farming systems. Farmers qualifying must come from and be nominated by active small farmer associations. Designed for 30, the program had to be divided into "uplands" and a "lowlands" sections in view of the great response: 52 small farmers from 12 regions were selected.
 - ii. The Central American RA training programs: The Second Regional Training Program held in Guatemala for 29 participants from 3 countries and local training programs in Guatemala (Livingston) and Mexico (in collaboration with the Mexican NGO, PRAXIS).
 - iii. Special Training Programs in Health, including courses in four countries on the "Agricultural Approach to Family Planning," and courses for Women Managers in Rural Health Projects (attended by women from 4 countries).
 - iv. Three training courses in RA which were conducted in the Philippines included principally international participants. More than 40 persons from around the globe participated in a ten-day workshop to produce an Agroforestry Technology Information Kit. More than 4,000 copies of this kit, which contains papers on 62 topics, have been distributed to-date. The workshop and publication were funded by The Ford Foundation. A more detailed description may be found in International Sharing, Vol. V, No. 2 (Spring 1990), p. 6 (ATTACHMENT 3).
 - v. Preparatory Workshop for the promotion of Regenerative agriculture Training in Bangladesh 12/2-5/89) was attended by persons from 18 NGOs.

4) Regularization of training impact evaluation/alumni follow-up and support.

Comments:

- a) The Regional Coordinators, in collaboration with the International Outreach staff, are developing a plan to involve alumni, outside experts, as well as staff in a systematized program of training evaluation, with

special attention to the assessment of training on the careers of the alumni.

- b) The established practice of immediate post-training evaluation has been reviewed, revised, refined and retained.
 - c) The Training Division has in addition, however, commenced work on a new training impact evaluation plan, focused on assessment of alumni post-training achievements. This plan will emphasize a case-study approach, rather than a self-administered, mailed questionnaire, which has not proved effective in the past.
 - d) The scheduled evaluation of the impact of the FARA workshops will be integrated into this design.
 - e) A senior staff member of the Training Division (on leave) has completed her graduate studies at Cornell University and her research thesis "A Method For Facilitating a Participatory Approach In Designing Evaluations of Training Programs in Rural Development" will be a valuable input to the development of training programs evaluation in IIRR.
- 5) Further clarification of international outreach strategy and fundamental policies.
- 6) Strengthening international outreach staff and international language capabilities.

Comments:

- a) The International Outreach Division has the responsibility for internationalizing the IIRR, "Learning" and "Sharing" activities. IIRR's principal modalities for accomplishing this are (i) the "Alumni", (ii) the National Affiliates (NRRMs), (iii) other collaborating institutions.
- b) In 1988 the week-long, bi-annual conference of the NRRMs with IIRR (in Cavite) produced policy recommendations and detailed operational procedures re the IIRR-NRRM relationships. During the period under review a complementary policy paper on IIRR-Alumni relations was drafted. These papers have been reviewed by the IIRR Board of Trustees and are presently referred back to the NRRMs and to the IIRR management in Cavite for final discussion and recommendations to the IIRR Board/Executive Committee.

- c) The approved IIRR 5-Year Plan: 1990-1995 states that the Plan's goal is "to accelerate and broaden ... international transfer through a wider global system of collaboration between and among IIRR, its affiliate national movements, alumni and their associations, and other partner development organizations." In accordance with this, the Board adopted the following major strategic directions....
- increased emphasis on IIRR's international outreach role;
 - focus of field operations on priority ("burning" issues in international development);
 - stronger inter-organizational linkages on a wider global scale with affiliates, alumni associations and international and indigenous institutions.
- d) Over these three years, there has been a solid foundation established for increased linkages and collaboration with IIRR's partners in development. For example:
- o In July, 1989 IIRR signed a long-term cooperation agreement with the world-renowned International Rice Research Institute (ATTACHMENT 4). The first collaborative course in Farming Systems Research and Extension was held on August 6-18, 1989.
 - o In 1989 IIRR agreed to be the Asian Partner of Iowa State University's Center for Indigenous Knowledge for Agriculture and Rural Development Technology and Social Change (CIKARD) in their "Regional Program for the Promotion of Indigenous Knowledge in Asia (REPPIKA).
 - o In 1989-1990 IIRR collaborated with RODALE International in the production of "REGENERATING AGRICULTURE, A Two-Part Slide Series for Trainers and Extension Workers." Both institutions are reproducing and marketing the finished product, including slides, tapes and text.
 - o In conjunction with Regenerative Agriculture Training Workshops in Asia, Africa and Latin America, IIRR has established on-going

working relationships with such institutions as IITA, World Neighbors, CARE, UNICEF, FAO, IDRC, et al.

- e) Regional Outreach Coordinators have been appointed for Africa, Asia and Latin America, each with excellent qualifications in technical expertise, geographical experience and linguistic facility (See ATTACHMENT 5). Each has made an extended initial visit to his region and commitments have been made to spending significant periods of time in these regions.
- f) Language capabilities of new staff have improved IIRR linguistic capacity very significantly. Upgrading of present staff language capability has been prioritized and is in operation via courses, visits, et al. IIRR now has good capability in Spanish, Amharic, Swahili, Bahasa Indonesia, Thai and five Philippine dialects. IIRR still needs improvement in this important area, however.
- g) Updating of IIRR's Alumni Directory for each Region has been undertaken. Planning and formation of new alumni associations, e.g., East Africa, is underway.
- h) Plans have been completed for a 3-day Conference of African students in the Philippines for the Fall, 1990. This is the initial stage of a strategy to establish linkages with foreign students and professionals resident in the Philippines.
- i) There has been a significant increase in the level of staff participation in international, regional and sectoral conferences and workshops. (See Section V.B.).

2.0 Appropriate Technology Development and International Dissemination in Rural Reconstruction

In these major components of the AID-supported program highly satisfactory results have been achieved and are being increasingly recognized by a growing number of private institutions and government agencies. The multi-dimensional program in Regenerative Agriculture (RA) has been increased significantly in scale, been enriched in content and been successfully disseminated internationally.

More specifically, during the period under review there were significant accomplishments in terms of 1) sharing effective people-centered strategies of appropriate technology, regenerative agriculture, primary health care, reproductive health and family planning; 2) leadership and institutional development, and the building of productive partnerships with other outstanding

development organizations in different countries and regions of the third world. (See ATTACHMENT 2).

During 1989-90, the Appropriate Technology Unit conducted 18 courses in regenerative agriculture and related subjects, including incountry courses for 146 development specialists in Guatemala, Mexico, India, and Bangladesh.

Following is a breakdown of accomplishments by country and region:

1) LATIN AMERICA

a) Trainings.

During the period under review, training programs were conducted in Guatemala and Mexico and a technical consultancy in Guatemala. In all, six IIRR staff members devoted more than 150 person-days to these activities, IIRR's most intensive direct outreach in the region to date.

The IIRR and the Guatemalan Rural Reconstruction Movement (MGRR) collaborated on a second regional training program in regenerative agriculture (the first was held June 1989), which was held from March 7-15 at the MGRR's training center in Jalapa. The workshop had 29 participants from 15 development organizations working in Guatemala, Honduras and Nicaragua. From March 21-25, IIRR, MGRR and PRAXIS, a leading Mexican regenerative agriculture organization, conducted a training program in el Castillo, Guanajuato Mexico, attended by 28 representatives of government and non-government organizations, working in 22 provinces.

Spanish Language Regenerative Agriculture Training Kits. The materials developed for the first training program in Guatemala in June 1989 were refined and incorporated into two training kits which were used in the workshops in Guatemala and Mexico. These kits incorporate more than 50 single concept leaflets describing different appropriate technologies for bio-intensive gardening, soil and water conservation, integrated pest management, agroforestry, rice production, seed conservation, green manure and integrated crop and livestock production. (ATTACHMENTS 6, D and E).

The kits were well received in both seminars. Participants indicated that the kits would be very useful in their field work and many had plans to adapt and reproduce the materials when they returned to their own projects. IIRR's U.S. office has also received many inquiries and orders for these kits.

- b) Technical Consultancy. From February 13 to March 7, IIRR agricultural specialists carried out a consultancy in MGRP's social laboratory in the rainforests of Izabal on Guatemala's Atlantic Coast. The IIRR specialists completed a study of agro-ecological conditions in this area, conducted training programs on low-input rice production and other environmentally sound agricultural approaches, established demonstration plots in several villages and presented a comprehensive report and recommendations to the Guatemalan Rural Reconstruction Movement. (Available upon request.)

IIRR specialists presented recommendations for promoting bio-intensive gardening, soil and water conservation, diversifying crops, cover cropping, low-input rice production, raising of goats, cattle, swine and poultry, fish raising and fruit production. The recommendations were endorsed by the staff and management of the MGRR and are already being put into effect.

A significant achievement during this period has been the strengthening of the capability and commitment of the MGRR to play a regional leadership role in promoting regenerative agriculture strategies. MGRR assumed major responsibility for managing the training programs conducted during this period and is vigorously pursuing its own action research to adapt appropriate regenerative agriculture strategies to regional conditions. Five demonstration projects were established in Jalapa in 1989-90 and, following the IIRR consultancy mission in Livingston municipality, action research has been begun in that area as well.

- c) Problems. An increased effort needs to be made to recruit participants from other parts of Latin America. Although interest was high, as indicated by the number of applications, there were no representatives from South America in the March 7-15 regional workshop. This may have been due to the high cost of regional airfares and to time constraints. The training workshops must be announced and publicized far in advance to enable agencies in far distant countries to send participants.

A major obstacle to the introduction and adaptation of the new technologies is skepticism about the adaptability of the approaches in Latin America. For example, many workshop participants thought it would be difficult to develop bio-intensive gardens in semi-arid and arid conditions. The development of the sites established in Jalapa in 1989 and the new projects planned in Livingston will help show how environmentally sound strategies can be adapted to the region.

Bio-intensive gardening has been identified and demonstrated to be an especially promising entry strategy for organizing village women in the region.

The low percentage of women participating in these seminars (approximately 12%) was disturbing. IIRR's ability to control the percentage is limited, however, because the choice of representatives is made by the participating agencies. To address this issue, IIRR is considering offering special fellowships for female participants and special training programs which will address women's needs and potential.

2) GHANA/WEST AFRICA

- a) Regenerative Agriculture. A senior specialist of IIRR's Appropriate Technology Unit visited Ghana, for the fourth time in the last three years, from April 24 - May 4, 1990 for two major activities with the Ghana Rural Reconstruction Movement (GhRRM). These were:
- o Training of 27 agricultural science teachers in the Akwapim District on bio-intensive gardening and agroforestry. This training course funded by UNICEF, provided an opportunity for wider outreach beyond the GhRRM's area of operation in the Mampong Valley.
 - o Follow-up with 100 farmers who have introduced agroforestry techniques, following training programs in 1988-89. These farmers who have formed an Akwapim Regenerative Farmers Association to facilitate cooperation and information exchange have developed a variety of environmentally sound agricultural practices. These include:
 - Alley Cropping. Planting rows of multi-purpose trees between rows of staple crops like yams, plantains, cassava and vegetables like peppers, okra, and eggplants.
 - Woodlots and nurseries of multi-purpose trees. An area of about one acre can supply 20 bundles of firewood.
 - Contour farming. Planting of rows of trees across hillsides to help control soil and water erosion.
 - Bio-intensive gardens to promote food security.
 - Planting of legumes like soy beans, cowpeas and rice beans to increase soil fertility and improve family nutrition.

- Introduction of upland rice.
- Raising of rabbits, sheep and goats.

The program provides a valuable model of how to mobilize villagers to address critical problems of deforestation and erosion. Impoverished villages are highly motivated to adopt a variety of agroforestry strategies because they meet six critical needs: fuelwood, food, construction material, stakes to support yam and plantain staple crops, fodder for livestock, and mulch from leaf prunings to increase soil fertility.

Visitors from agencies like ILEIA (Holland and IDRC (Canada) have noted that the GhRRM project is the best farmer demonstration of agroforestry in Ghana and that GhRRM is looked upon by the Ghanaian government as the leading private resource in the nation in this field.

- b) Agricultural Approach to Family Planning. GhRRM has also launched a program to promote family planning, adapting the system of simple agricultural analogies developed by IIRR. In July 1989, GhRRM and IIRR collaborated on a national workshop for 30 development practitioners and villagers, (29 women, and one man) one of the international series of family planning workshops supported by a grant from the Hewlett Foundation.

3) EAST AFRICA AND SOUTHERN AFRICA

East and Southern Africa is a major target for expansion of rural reconstruction strategies in the 1990s. Building on links with IIRR alumni, IIRR and partner agencies in Kenya carried out training programs in regenerative agriculture and primary health care and reproductive health in 1988 and 1989.

IIRR's Regional Coordinator for Africa, Dr. Isaac Bekalo, an Ethiopian development specialist, has helped facilitate establishment of an East African Rural Reconstruction Association to strengthen links among alumni in this region and to help plan and coordinate programs to promote people-centered development, management training and technology transfer.

EARRA will focus on Kenya, Ethiopia, Tanzania, Somalia and Sudan and has selected Nairobi as the temporary seat of its Secretariat. The priority activities include the building of partnerships and inter-agency linkages with all IT alumni and other rural development workers in the East African region, with the existing network of NRRMs, particularly the Ghanaian movement, and with the other alumni associations around the world. EARRA also plans to identify and establish linkages with prospective donor-agencies within and outside the region.

Dr. Bekalo has also organized a three-day conference of African students in the Philippines to be held in October 1990. The conference is intended to provide a forum for discussing development issues pertinent to Africa and to facilitate the formation of linkages and plans of action of African students in the Philippines with priority to those who are about to return to their respective countries. Since they can be expected to assume key posts in government and non-government organizations upon their return, such a conference including an orientation to RR philosophy, and practice can be a cost-effective mechanism to extend the influence of rural reconstruction in countries of Africa.

Prior to these new initiatives in international outreach for Africa, IIRR availed of two major conferences in Africa to lay the groundwork for building new inter-agency linkages in the region. IIRR was represented in the Bishops Development Orientation Workshops in Kenya in November 16-18, 1989. The following month, Dr. Bekalo represented IIRR in the World Bank - sponsored Conference on social Restructuring at Yaounde, Cameroon. Dr. Bekalo presented IIRR's international rural reconstruction program and distributed information kits on IIRR and its rural development work to the representatives of key development agencies in Africa.

Through these conferences and other information sources, the Regional Coordinator for Africa prepared a directory of development agencies and wrote to more than 50 existing and new contacts in 7 countries to seek possibilities for collaborative projects with IIRR and its expanding RR network in the region. The African alumni directory was at the same time updated. With these directories as guide, Dr. Bekalo followed up his correspondence campaign with an extended trip to five African countries, namely, Ethiopia, Ghana, Kenya, Uganda and Tanzania, from April 9 to June 15, 1990. The objectives are to renew alumni contacts, support the growth of the newlyborn EARRA and the continuity of GhRRM's operations, recruit African participants to the next senior managers course in October with greater alumni involvement and in general to strengthen new linkages already initiated with other indigenous or Africa-based regional and international development organizations.

More specifically, in Ghana Dr. Bekalo shall provide consultancy services on project proposal writing on potential new areas of program expansion including projects on adult education and family planning with gender issues, and assist in establishing contacts with potential donor agencies. Similar assistance shall also be provided in Kenya to the alumni members and staff of EARRA. Exploratory visits to Ethiopia, Tanzania and Uganda are intended not only to prepare the ground for future collaboration but also to increase participation from these and other African countries

in IIRR's international training. Hence, overall, an intensified African outreach program has begun and the groundwork for greater inter-agency collaboration in the African region has been laid in preparation for the transition to the new 5-year program.

3) SOUTH ASIA

During 1989-90 regenerative agriculture training programs were conducted in India and Bangladesh.

In November 1989, IIRR conducted a training workshop for 37 specialists of Bhagavatula Charitable Trust and nine other non-governmental organizations. Topics included bio-intensive gardening, alley cropping, sloping agricultural land technology, composting, intensive feed gardens, agroforestry, biological pest control, and liquid fertilizer preparation. In 1990, participants will establish more than 80 demonstration projects of their own.

In December, 1989, a three-day workshop was held for 25 agricultural and development specialists in Bangladesh to introduce regenerative agriculture and environmental concepts. A second workshop is scheduled for the end of 1990.

IIRR's partner in India, the Indian Rural Reconstruction Movement (IRRM) launched a four-year collaborative project with CARE and two indigenous organizations to introduce regenerative agriculture strategies, initially in 30 villages of Karnataka State and eventually throughout India.

4) PHILIPPINES

- a) Trainings. In 1989-90, the Appropriate Technology Unit conducted a great number of Philippine trainings on regenerative agriculture. Typical examples included:
- o National Trainings of Farmer Advocates on Regenerative Agriculture held from July 18-28, 1989 and September 18-28, 1989.
 - o Workshop on Sustainable Agriculture in Upland areas, held from August 26 - September 9, 1989, had 44 development specialists from the Asia-Pacific region (18 percent women).
 - o ATTACHMENT 7 lists the 1990 Appropriate Technology Unit (ATU) Training Commitments.
- b) Family Food Production. In 1986-88, with the support of UNICEF, IIRR helped establish more than 28,000 bio-intensive gardens on the famine-stricken province of Negros Occidental. In 1989-90, under phase II of this project,

IIRR worked to insure the sustainability of this program through follow-up trainings for community garden promoters, and staff of the Departments of Agriculture and Education, and non-government organizations, distribution of seed packets and training materials throughout the province. The "Community Garden Promoters" were organized into a province wide network. During this period emphasis was place on integrating bio-intensive gardening with other food production strategies including agroforestry, livestock and fish raising in Food Lot Modules of 1,000 to 10,000 square meters (See ATTACHMENT 8). To date, more than 150 Food Lot Modules have been established. The IIRR Bio-Intensive Gardening Program has now been officially adopted as a school program on a national scale by the Aquino government.

- c) Field Research/New Programs Development. In 1989-90, the Appropriate Technology Unit continued to carry out quality action research in IIRR's social laboratories throughout the Philippines, including:
- o Development of a variety of strategies for low-input rice production in both lowland and upland ecologies.
 - o Testing of a variety of aquaculture strategies, including mini-ponds, pig-fish, duck-fish and rice-fish integration. In IIRR's social laboratory in Cavite province, there are now more than 35 aquaculture test sites: including mini-ponds, rice-fish, duck-fish and pig-fish demonstrations.
 - o Land Eels. From January 5 to April 5, 1990, Dr. S.S. Tabrez Nasar, an Indian expert on "mud eels" or "swamp eels" visited IIRR to help develop a program for introducing eel farming in the Philippines. Previous efforts to introduce *Monopterus Albus*, an Indonesian eel, have been unsuccessful. Dr. Nasar, Head of the Department of Zoology of Muslim Minority College, an affiliate of Bhagalpur University of Bihar India, studied problems of breeding and multiplication of *Monopterus Albus* and other eels and helped formulate plans for integrating eel raising, a source of valuable protein, into IIRR's other grass roots experiments on aquaculture.
 - o Testing of alternative approaches in raising cattle, goats and other livestock, including intensive feed gardens, force-feeding technologies, plant-based animal health care and various indigenous technologies.
 - o Energy Conservation. IIRR works with the "poorest of the poor" to test and adapt various appropriate

technologies for conserving fuel. It is vitally important to reduce soaring demands for fuelwood which lead to deforestation. Devices which are being adapted and tested include the fuel-efficient Varney cooker, which reduces fuelwood consumption to one-quarter that of an open fire, and a solar wood dryer which greatly increases efficiency by reducing moisture in the fuelwood.

- o Micro-Enterprise Development. Working with Philippine villagers, IIRR has adapted various appropriate technologies in order to start businesses with a minimal investment for the rural poor. Projects include processing of root crops into chips for animal feed and flour, production of charcoal from rice hulls, production of small farm tools and extraction of oils from citronella and lemon grass for use in making cosmetics, and development of a small farm tools service center.
- o Conservation of Biological Diversity. In order to save traditional varieties of vegetables, fruits and grains, IIRR has collected more than 1,000 varieties from all over the Philippines and throughout the world and maintains and propagates the varieties at its center in the Philippines. The collection includes more than 25 varieties of multi-purpose trees. IIRR distributes more than 100,000 seed packets each year to "farmer curators" who in turn grow, multiply and distribute the traditional varieties.

d) Production of Training Kits

- i. Bio-Intensive Gardening (BIG) and Regenerative Agriculture Training Kits have been further developed, adapted, and translated into other languages (including five major Filipino dialects) for use in Asia, Africa and Latin America. (ATTACHMENTS 6, B and C). Slide-show forms of the kits are being shown nationwide by the Nutrition Council of the Philippines "to motivate poor households to undertake family gardening for improved nutrition and supplemental income."
- ii. Agroforestry training kits. With a grant from Ford Foundation, IIRR has developed an agroforestry training kit to promote different environmentally sound strategies to integrate food production and planting of multi-purpose trees at the village level. A material production workshop, held at IIRR in November 1989, included 39 participants from the International Rice Research Institute,

World Neighbors, Winrock International, the Philippine government's Department of Environment and Natural Resources, different Philippine universities and the U.S. Peace Corps. To date, more than 4,000 of these kits have been distributed in the Philippines and in other third world countries.

- e) Management training. 308 members of people's organizations in Cavite, Bicol and Negros were trained in participatory management techniques.
- f) Training for Midwives. A two-week training for 9 midwives of the Philippine Department of Health was held in May 1990.

5) INDONESIA

IIRR has maintained active ties with Indonesian alumni, particularly with executives of two major Indonesian training organizations, Bina Swadaya and Yayasan Indonesia Sejahtera. A training program in family planning and health was held in Indonesia in September 1989 in collaboration with Yayasan Indonesia Sejahtera. It was attended by 19 leaders of development organizations (36 percent women).

6. FINAL COMMENT

In December 1989, Rockefeller Brothers Fund announced approval of a second three-year grant to enable IIRR to continue its qualitative field research program in regenerative agriculture. Dr. William McCalpin, senior program officer with the Fund wrote:

"The achievements of this work over the past three years are truly impressive, and the Fund is proud to be associated with them. It is our impression that the institute's activities in this area are at the forefront of a quiet revolution that is transforming the conventional approach to agricultural research and extension into an approach which is more farmer-centered and participatory. Given the philosophy of Dr. Yen that has guided the IIRR since its early days, it seems only fitting that the institute should be out front, serving as a valuable resource for the many other groups that are now moving into this field."

In its 1990-1995 Five-Year Plan, IIRR proposes to continue and to develop further its Appropriate Technology programs in its commitment to contributing to the alleviation of the ecological and environmental problems and burdens currently besetting the world and the rural poor in particular.

IV. MONITORING AND EVALUATION

A. PROJECT MANAGEMENT/EVALUATION

IIRR's monitoring and evaluation (M&E) system is based on annual Program/Project Implementation Plans (PIP) prepared for all individual field operational research, appropriate technology and outreach projects. Quarterly plans are prepared to detail implementing activities, time-schedules and outputs expected during each 3-month period. Monthly status reports provide the basis for monitoring progress of each project, on a staggered basis, at bimonthly inter-unit committee meetings, where coordination of inputs and on-going evaluation of project activities is done by a team of field-level, middle-level and senior management. The M&E reports are reviewed at the division/support unit level on a quarterly, semestral and annual basis and subsequently submitted for higher management review during the regular monthly or quarterly meetings of the IIRR Management Committee (MANCOM).

The IIRR M&E system addresses goals and objectives, methodology and program of work, and the standards or criteria to monitor and measure actual attainment.

The above "system" assumption is that a pivotal element is PARTICIPATORY monitoring and evaluation. IIRR's view is that development becomes self-reliant and sustainable if and only if it is the people's choice throughout the program cycle, from the planning to the adoption and evaluation stages. IIRR monitoring and evaluation is conducted by the field workers and project managers in close collaboration with the people who are participating.

IIRR has therefore initiated efforts in this direction through the Village Information System (VIS) with the full participation of the people's organizations that IIRR is working with in its social laboratories. The VIS is a method for organizing a computer-based community databank for keeping track of change and impact of development projects and programs in the partner communities of IIRR. A key feature is the involvement of the people themselves, through their indigenous facilitators and program evaluators, in data-gathering surveys and in the review, collation and interpretation of the data thus gathered.

B. TRAINING IMPACT EVALUATION (See also Section III, C.2.4.)

Pre- and post-training evaluation and impact reports are regularly prepared by the training staff. These are based on responses to standard questionnaire surveys. (This procedure has undergone important revision.) Faculty assessments are also used to make adjustments in the curricula, materials, management and facilitation techniques. Important steps have been taken to improve the effectiveness of the training program and impact evaluation.

C. EXTERNAL PROGRAM EVALUATION AND MID-TERM ADJUSTMENTS

"Mid-term external evaluation" was commissioned by USAID/PVC and was conducted by the Institute for Development Research with the full support of IIRR staff at its New York Office and in the Philippines and of the national movements and alumni associations. The IDR completed its report in April 1989 and provided the basis for a continuing IIRR-AID dialogue on the corrective measures to be undertaken for the remaining period of program implementation. Based on the IDR positive findings and recommendations, IIRR and USAID arrived in mid-1989 at a common frame of reference for program performance and the agreed general guidelines for program adjustments were reflected in the plan of implementation for the third and terminal year of the Cooperative Agreement, 1989-1990.

"Adjustments" in the IIRR programs described in the original grant proposal resulted principally from (1) the "mid-term external evaluation," and (2) the ensuing strategic planning effort which produced the "18-month Plan" and the "5-year Plan". These "Adjustments" were described in some detail in MEMORANDA from IIRR to the AID Project Officer, dated 22 March and 4 April, 1990.

V. MANAGEMENT

A. STRATEGIC PLANNING AND MANAGEMENT ACTIVITIES

In response to recommendations from the Board and to the IDR evaluation, major structural and procedural initiatives with regard to organization-wide planning and management were made during 1989-90. The changes were made in order to align in a more systematic manner the Institute's programs and projects with its mission and thrusts, and in furtherance of the plans and initial steps described in IIRR's September 1989 (second year) Report to A.I.D.

A unit under the Office of the Executive Vice-President was created to undertake the overall coordination of the Institute's planning efforts and to design and maintain a management information system (MIS). The unit, called the Planning and Monitoring Staff (PMG), is composed of two senior staff assistants -- one with a background in the social sciences and regional planning, and the other in industrial engineering and computers. The PMS was activated in July, 1989.

The planning process involved outside consultancies, numerous unit and top-level workshops and the design of standardized formats for program and project planning. Among the significant achievements of the new planning initiatives was the formulation of a logical framework which outlines the program-project structure of Institute activities for the next five years. Documents which resulted from this effort were: (1) the IIRR Five-Year Plan (1990-95), and (2) the IIRR 18-Month Operational Plan (January 1990-June 1991).

Formal Board Approval of these Plans has been granted.

As an important component of a management information system, a unit quarterly reporting system was begun in April of this year. This report is a compilation and a consolidation of the Action Plans of the operating units, arranged according to a logical framework. This quarterly accomplishment report is used in decision-making by the staff management committee (which consists of the President, the EVP, all unit heads and their deputies, and the PMS), and by the Board of Trustees, i.e. all managers and policy makers of IIRR.

B. STAFF AND BOARD DEVELOPMENTS

The Institute has a total of 140 staff members in its World Center in the Philippines. Of these, almost half (46%) are women.

88 (63%) are classified as technical staff (including agriculturists, health specialists, development communication specialists, anthropologists, etc.).

52 (37%) are administrative and financial support staff (personnel, accounting, health service, transportation, clerical, etc.).

(The dichotomy between "management" and "technical" staff is not applicable to IIRR's staff because most "management" personnel are also "technical" personnel (e.g., the President and Executive Vice President are senior specialists in health; the FORD director acts as senior specialist in education and self-government; the ATU Director is senior livelihood specialists; etc.).

Key additions to the IIRR Staff included:

- 1) Dr. John Shao (Tanzanian), Coordinator of Research.
- 2) Scott Killough (American), Deputy Director of ATU, Latin America Regional Coordinator.

The list of current IIRR Board Members is included as ATTACHMENT 9. The Executive, Finance and Budget, and Program and Planning Committees met regularly (approximately every 2 months). The Annual Meeting of the Members and Directors was held in Guatemala City in February, 1990. Throughout the period of this grant, these Committees and most members of the Board have been increasingly active and important in their involvement in the governance of the Institute.

During 1989-90 IIRR's Staff have continued to participate in a wide range of sectoral and geographical forums. Dr. Flavier, IIRR's President, was increasingly in demand for speaking engagements all around the globe, and for articles for publication. Senior Staff members have made presentations in Bangladesh, Nepal, Thailand (including "The World Conference on Education for All"), The United States, Indonesia, China, Belgium, Italy, India, Ghana and Guatemala. Staff members at all levels have been encouraged and facilitated to attend workshops, trainings, conferences and courses in an overall effort to increase opportunities for IIRR Staff development. Four staff are currently pursuing graduate degrees in the U.S. Two Senior staff have been accepted into advanced "Senior Management" programs overseas.

C. RESOURCE DEVELOPMENT

In 1989-90 IIRR continued to receive new and continuing grants and contributions from a range of U.S., Asian, European and Canadian sources, and from both the public and the private sectors. In this third and final year of the AID grant, IIRR received 39.5% of its financing from A.I.D. Over the 3-year grant period IIRR received 42% of its support from A.I.D.. These figures reflect IIRR's continuing effort to reduce the level of its dependence on A.I.D.

In 1989 IIRR private sources of funding included contributions from Asia (5.6%), Europe (17.0%) and the United States (37.9%).

In 1990 IIRR will receive grants from 13 U.S. Private Foundations and 8 U.S. Corporations, as well as 9 Foundations and Corporations in the Philippines. In addition UNICEF, The World Bank, The Food Industry Crusade

Against Hunger, The Combined Federal Campaign and other such groups and institutions have approved important grants. Almost 300 individuals contributed \$62,000 to IIRR in 1989. These totals do not include over \$30,000 raised in support of the IIRR China Conference from private sources. IIRR currently earns \$300-400,000 in income through tuition fees, contractual services, canteen fees, coffee crop sales, etc.

IIRR realizes that it must continue to improve its public relations and visibility in order to gain and hold donor interest. The Board of Trustees is currently studying options proposed by Staff to develop a major, multi-year fundraising campaign, to increase the base of individual donors, as well as the base of institutional donors, and, finally, to rebuild the Development Reserve Fund (Endowment) and upgrade the Global Center's facilities. An active leadership role by Trustees will be a prerequisite for implementing such possible strategies.

D. DEVELOPMENT EDUCATION

IIRR continued to build links with Filipinos and other ethnic groups in the United States. In October, 1989 IIRR's President, Dr. Juan M. Flavier, addressed Filipino groups in Philadelphia and New York. In June, 1990, he gave the keynote address at a conference at the University of Notre Dame on "Debt, Development and Hunger," sponsored by the Interfaith Hunger Appeal. The title of his talk was "The Human Face of International Debt." In July 1990, he is scheduled to give talks to Filipino groups in New York and Chicago and to lead a graduate seminar at the University of Virginia on the subject of "Burning Issues in International Rural Reconstruction in the Third World."

Discussions are under way regarding how best to expand IIRR's development education efforts. A proposal was prepared and submitted to A.I.D. in 1990 for a Development Education Grant (Biden-Pell). While the AID Review Committee decided not to recommend this proposal for funding in 1990, they strongly encouraged IIRR to apply for a grant again next year, and offered suggestions re how the proposal could be strengthened in order that "the valuable experience, knowledge and commitment to development of IIRR... could be used effectively to educate a U.S. audience."

VI. FINANCIAL REPORT

In 1989-90 IIRR's rate of letter-of-credit drawdowns shows no change in comparison to 1988-89. At the end of the grant period IIRR's cost-share matching funds exceeded USAID's level of funding by \$438,128.

The following schedules are the financial profile of the project for each of the three fiscal years and for the entire grant period. They compare the budget included in our proposal with the expenditures for the comparable fiscal period.

COUNTRY INFORMATION FOR
A.I.D.-SUPPORTED PVO PROJECTS

Organization: International Institute of Rural Reconstruction
 Project/Grant No.: 938-0286
 Grant Dates: July 1, 1987 - June 30, 1990
 Funding Mechanism: Matching Grant
 (i.e., MC, DPG, Contract, CA, Etc.)

COUNTRY Headquarters

Project Purpose: (limit to 40 words or less) The purpose of this program is to increase the scope and impact of the training and international outreach capability of IIRR, its network of affiliated National Rural Reconstruction Movements, and its international network of alumni through the development and transfer of technology for rural development. The goal is a significant development of IIRR's proven experience and expertise in int'l training, and in building local institutions' capabilities and self-reliance among the rural poor.

Project Implementation:

Start Date: 1 July 1987 Estimated Completion Date: 30 June 1990
 Status: (limit to 25 words or less)

1984-86 Matching Grant Program (Extended to 30 June 1987) has been successfully completed. Project implementation plan to be completed, in collaboration with AID/PVC, by 30 December, 1987.

Project Funding Information:

Year <u>1987-88</u>	Year <u>1988-89</u>	Year <u>1989-90</u>	Year <u>1987-1989</u>
AID\$ <u>450,000</u>	AID\$ <u>600,000</u>	AID\$ <u>605,000</u>	AID\$ <u>1,655,000</u>
PVO\$ _____	PVO\$ _____	PVO\$ _____	PVO\$ _____
OTHER <u>621,300</u>	OTHER <u>626,437</u>	OTHER <u>672,750</u>	OTHER <u>1,920,487</u>
INKIND _____	INKIND _____	INKIND _____	INKIND _____
LOCAL _____	LOCAL _____	LOCAL _____	LOCAL _____
TOTAL <u>1,071,300</u>	TOTAL <u>1,226,437</u>	TOTAL <u>1,277,750</u>	TOTAL <u>3,575,487</u>

Location in Country: (Region, District, Village - Be Specific)

International Program. Headquarters: The Philippines

PVO Representative in Country: (if any)

(name) Dr. Juan M. Flavier
 (address) IIRR, Silang, Cavite 2720, The Philippines
 (phone) 039-451

Local Counterpart/Host Country Agency: (If no PVO representative)

N.A.

*Complete separate sheet for each project/activity in a country

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION

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FINANCIAL PROFILE OF THE PROJECT

	Y E A R 1 7/1/87-6/30/88		Y E A R 2 7/1/88-6/30/89		Y E A R 3 7/1/89-6/30/90		T O T A L	
	BUDGET	EXPENDED	BUDGET	EXPENDED	BUDGET	EXPENDED	BUDGET	EXPENDED
PROJECT EXPENDITURES:								
International Training	498,800	513,172	557,921	523,707	585,815	534,794	1,642,536	1,571,673
International Extension	354,150	374,325	418,543	532,384	427,520	430,392	1,200,213	1,357,101
Total Direct Costs	852,950	887,497	976,464	1,056,091	1,013,335	965,186	2,842,749	2,908,774
Evaluation					5,000	5,000	5,000	5,000
Indirect Costs	218,350	279,562	249,973	296,122	259,415	258,670	727,738	834,354
TOTAL MATCHING GRANT PROGRAM	1,071,300	1,167,059	1,226,437	1,352,213	1,277,750	1,226,856	3,575,487	3,748,128

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INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION

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TOTAL FOR PERIOD JULY 1, 1987 - JUNE 30, 1990

SUMMARY FINANCIAL PROFILE OF THE PROJECT

BUDGET VERSUS ACTUAL EXPENDITURES

	A.I.D.		P.V.O.		TOTAL	
	BUDGET	EXPENDED	BUDGET	EXPENDED	BUDGET	EXPENDED
PROJECT ELEMENTS:						
International Training:						
Personnel	\$272,606	\$293,715	\$620,238	\$476,520	\$892,844	\$770,235
Travel	43,960	37,933	102,553	146,387	146,513	184,320
Training Costs	173,750	161,839	134,105	125,789	307,855	287,628
Other Direct Costs	82,268	78,891	213,056	250,599	295,324	329,490
Total International Training	572,584	572,378	1,069,952	999,295	1,642,536	1,571,673
International Extension:						
Personnel	313,259	334,672	287,912	135,702	601,171	520,374
Travel	145,452	127,588	51,594	72,990	197,046	200,578
Fellowships & Training Costs	138,860	137,935	0	32,321	138,860	170,256
Financial Assistance to Affiliates	60,000	0	30,000	201,122	90,000	201,122
Other Direct Costs	83,543	107,548	89,593	137,223	173,136	244,771
Total International Extension	741,114	707,743	459,099	629,358	1,200,213	1,337,101
Evaluation	5,000	5,000			5,000	5,000
Indirect Costs	336,302	369,879	391,436	464,475	727,738	834,354
TOTAL MATCHING GRANT PROGRAM	1,655,000	1,655,000	1,920,487	2,093,128	3,575,487	3,748,128
SOURCE OF FUNDS:						
A. I. D.	1,655,000	1,655,000			1,555,000	1,655,000
Private Cash*			1,920,487	2,093,128	1,920,487	2,093,128
TOTAL REVENUES MATCHING GRANT	\$1,655,000	\$1,655,000	\$1,920,487	\$2,093,128	\$3,575,487	\$3,748,128

*Private cash includes private contributions, grants from foundations and corporations, income earned on investments and fees for services.

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INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION

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TOTAL FOR PERIOD JULY 1, 1987 - JUNE 30, 1988

FINANCIAL PROFILE OF THE PROJECT - YEAR 1

BUDGET VERSUS ACTUAL EXPENDITURES

	A.I.D.		P.V.O.		TOTAL	
	BUDGET	EXPENDED	BUDGET	EXPENDED	BUDGET	EXPENDED
PROJECT ELEMENTS:						
International Training:						
Personnel	\$81,500	\$102,609	\$201,460	\$149,225	\$282,960	\$251,834
Travel	15,860	9,833	34,300	36,817	50,160	46,650
Training Costs	33,750	21,839	45,120	77,012	78,870	98,851
Other Direct Costs	22,950	19,573	63,860	96,264	86,810	115,937
Total International Training	154,060	153,854	344,740	359,318	498,800	513,172
International Extension:						
Personnel	89,656	111,069	97,190	57,128	186,846	168,197
Travel	47,044	29,180	17,330	30,588	64,374	59,768
Fellowships & Training Costs	45,530	44,605	0	0	45,530	44,605
Financial Assistance to Affiliates	0	0	10,000	45,000	10,000	45,000
Other Direct Costs	21,990	3,497	25,410	53,258	47,400	56,755
Total International Extension	204,220	188,351	149,930	185,974	354,150	374,325
Indirect Costs	91,720	107,795	126,630	171,767	218,250	279,562
TOTAL MATCHING GRANT PROGRAM	450,000	450,000	621,300	717,059	1,071,300	1,167,059
SOURCE OF FUNDS:						
A. I. D.	450,000	450,000			450,000	450,000
Private Cash*			621,300	717,059	621,300	717,059
TOTAL REVENUES MATCHING GRANT	\$450,000	\$450,000	\$621,300	\$717,059	\$1,071,300	\$1,167,059

*Private cash includes private contributions, grants from foundations and corporations, income earned on investments and fees for services.

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION

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TOTAL FOR PERIOD JULY 1, 1988 - JUNE 30, 1989

FINANCIAL PROFILE OF THE PROJECT - YEAR 2

BUDGET VERSUS ACTUAL EXPENDITURES

	A.I.D.		P.V.O.		TOTAL	
	BUDGET	EXPENDED	BUDGET	EXPENDED	BUDGET	EXPENDED
PROJECT ELEMENTS:						
International Training:						
Personnel	\$95,553	\$95,553	\$201,951	\$157,325	\$297,504	\$252,878
Travel	14,050	14,050	32,953	67,765	47,003	81,815
Training Costs	70,000	70,000	41,700	15,007	111,700	85,007
Other Direct Costs	29,659	29,659	72,055	74,348	101,714	104,007
Total International Training	209,262	209,262	348,659	314,445	557,921	523,707
International Extension:						
Personnel	106,749	106,749	95,361	65,045	202,110	171,794
Travel	54,875	54,875	17,132	17,225	72,007	72,100
Fellowships & Training Costs	45,530	45,530	0	32,321	45,530	77,851
Financial Assistance to Affiliates	30,000	0	10,000	101,402	40,000	101,402
Other Direct Costs	31,293	49,314	27,603	60,923	58,896	109,237
Total International Extension	268,447	255,468	150,096	276,916	418,543	532,384
Indirect Costs	122,291	135,270	127,682	160,852	249,973	296,122
TOTAL MATCHING GRANT PROGRAM	600,000	600,000	626,437	752,213	1,226,437	1,352,213
SOURCE OF FUNDS:						
A. I. D.	600,000	600,000			600,000	600,000
Private Cash*			626,437	752,213	626,437	752,213
TOTAL REVENUES MATCHING GRANT	\$600,000	\$600,000	\$626,437	\$752,213	\$1,226,437	\$1,352,213

*Private cash includes private contributions, grants from foundations and corporations, income earned on investments and fees for services.

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION

OTR-0286-A-00-7132-(A-1)

TOTAL FOR PERIOD JULY 1, 1989 - JUNE 30, 1990

FINANCIAL PROFILE OF THE PROJECT - YEAR 3

BUDGET VERSUS ACTUAL EXPENDITURES

	A.I.D.		P.V.C.		TOTAL	
	BUDGET	EXPENDED	BUDGET	EXPENDED	BUDGET	EXPENDED
PROJECT ELEMENTS:						
International Training:						
Personnel	\$95,553	\$95,553	\$216,827	\$169,970	\$312,380	265,523
Travel	14,050	14,050	35,300	41,805	49,350	55,855
Training Costs	70,000	70,000	47,285	33,770	117,285	103,770
Other Direct Costs	29,659	29,659	77,141	79,987	106,800	109,646
Total International Training	209,262	209,262	376,553	325,532	595,815	534,794
International Extension:						
Personnel	116,854	116,354	95,361	63,529	212,215	180,383
Travel	43,533	43,533	17,132	25,177	60,665	68,710
Fellowships & Training Costs	47,800	47,900	0	0	47,800	47,800
Financial Assistance to Affiliates	30,000	0	10,000	54,720	40,000	54,720
Other Direct Costs	30,260	55,737	36,580	23,042	66,840	78,779
Total International Extension	268,447	263,924	159,073	166,468	427,520	430,392
Evaluation	5,000	5,000			5,000	5,000
Indirect Costs	122,291	126,814	137,124	131,856	259,415	258,670
TOTAL MATCHING GRANT PROGRAM	605,000	605,000	672,750	623,856	1,277,750	1,228,856
SOURCE OF FUNDS:						
A. I. D.	605,000	605,000			605,000	605,000
Private Cash*			672,750	623,856	672,750	623,856
TOTAL REVENUES MATCHING GRANT	\$605,000	\$605,000	\$672,750	\$623,856	\$1,277,750	\$1,228,856

*Private cash includes private contributions, grants from foundations and corporations, income earned on investments and fees for services.

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VII. LESSONS LEARNED, IMPLICATIONS AND RECOMMENDATIONS

IIRR's program of "International Technology Development and Transfer in Rural Reconstruction" has contributed significantly to IIRR's process of "learning." In addition to a sizable aggregate of specific "lessons," many of which will be described briefly below, there were several "lessons" which overarched specific categories.

LESSONS LEARNED

1. The process of developing and operationalizing 'strategic planning' institutionally is very complex, very difficult and very time-consuming. BUT it is important and it is worth the effort. IIRR's success in this process was achieved in a manner which was consistent with IIRR's insistence on 'participation' as the trademark of its activities. Affiliates, alumni, beneficiaries and collaborators were consulted as well as planning experts.
2. The improvement of the involvement of women in the programs, activities, benefits, leadership development, governance of IIRR, has proven, likewise to be more complex, difficult and time-consuming than IIRR anticipated. It is not enough to have a goal of the advancement of women and the integration of women's needs, interests, aspirations and abilities into the development process. The removal of barriers to equal opportunities and equal rights must face up to the formidable challenge of educating and motivating males. To take just one example: The low number of female participants in our international training courses simply reflects the low percentage of female managers among the staff of the agencies which send participants to our training programs. This, in turn, is a function of cultural prejudices against women, especially in predominantly Hindu and Muslim countries, as well as in some countries of Sub-Saharan Africa. Since most of the agencies pay for their participants, we could not impose on them our preference for women participants. However, we could encourage them to send more women participants by earmarking more of the fellowship grants at our disposal for women managers. Another strategy is to conduct all-women courses such as the Women Managers in Health Course. We expect that 'The Roundtable on Women's Issues and Programs in Asia' which IIRR will be holding in late 1990 with financial assistance from the World Bank, CIDA and AID will provide more suggestions to IIRR.
3. The experience of these past three years has confirmed, in our view, the wisdom, practicality and timeliness of Dr. Yen's strategy for and approach to development and the improvement of the social, economic and human

condition of the rural poor. The vocabulary and the jargon of the 90's may be different from Dr. Yen's terms, but his emphasis on such factors as "participation," "learning from the people," "integrated many-fold approach to development"... These are critical elements in the design and the achievement of "sustainable development" today, just as they were when Dr. Yen developed his approaches to "Rural Reconstruction."

IIRR's Program of "International technology development and transfer in rural reconstruction" has also generated many specific, promising innovations in appropriate technology, and demonstrated how sustainable, people-centered development approaches can be shared internationally, bridging ecological and cultural differences.

The following is a sampling of significant lessons learned:

- A) Technological innovation: IIRR has developed a five-step process for developing, testing, refining and sharing appropriate technologies. (ATTACHMENT 10). These are: (1) Assessment of Knowledge; (2) Design of Operational Strategy; (3) Farmer-Level Testing, Adaptation/Refinement, Adoption; (4) Expansion of the concept/scaling up within the project sites, and (5) Wider Sharing.

Through this process, new strategies have been developed in bio-intensive gardening, food-lot modules, aquaculture, agroforestry, soil and water conservation, conserving biological diversity. Lessons learned from IIRR's action research in these areas are embodied in a broad range of reports and papers. (See ATTACHMENT 11 for a listing of typical titles.)

B) Technology Transfer

- 1) Farmer-Centered Technology Transfer. The most cost-effective, efficient and sustainable methods of diffusion of innovation at the community level are based on a "farmer-centered" approach. Examples include a) the IIRR "farmer scholar" approach, in which villagers are trained as paraprofessionals to demonstrate and share new technologies; b) farmer-to-farmer exchanges and visits to increase farmer awareness of issues, problems, alternatives and possible solutions, as well as to upgrade specific skills.
- 2) Increasing rates of acceptance: Providing a variety of technological options allows villagers to select those which are most relevant and beneficial, ensuring a higher rate of acceptance. The Regenerative Agriculture program offers more than a dozen "options" from which to choose. Also important are the simplicity and practicability of the options presented.

- 3) Indigenous knowledge. Technologies should build on indigenous knowledge and meet specific needs and priorities identified by farmers themselves.
- 4) Need for short-term benefits. Because a major motivation for adopting sustainable agriculture technologies is to increase income, it is advisable to combine several technologies which provide short-term results, while the long term goals are gradually being realized.
- 5) Impact of Land Tenure arrangements. Environmentally oriented agricultural technologies that require substantial commitments of labor, time and capital are difficult to promote when the target group does not have secure land tenure. Farmers who own their own land are far more quick to adopt sustainable agriculture technologies.
- 6) Training methods.
 - a) "Roving" or "Mobile" workshops, like that conducted by IIRR in Kenya, provide unique opportunities to compare and contrast technologies within different ecological regions. This method is costly but effective.
 - b) Advocacy and training efforts should use a multi-pronged approach including appreciation courses, technical training courses, field demonstration sites, information support communications, and use of successful field experiences as examples of possible solutions for widespread replication.
 - c) Training kits. In spite of information generated from various organizations over the years, there is a need for adequate compilation and packaging of technological concepts and alternatives. The synthesis and intensification of several technical information sources into a concise, single-concept format, which has great flexibility and adaptability (ATTACHMENT 6), has generated highly accepted technical information materials.
- 7) Farm Integration. Multiple enterprises on a farm reduce risks, provide more opportunities for increasing income and food supply, and provide a steady source of income.
- 8) Micro-Enterprise Development. Enterprises based on traditional activities and interests are much easier to promote at the village level than those based on technological innovations. These traditional activities can be supported by providing access to credit and support for marketing.

C) Community Organizing

- 1) Bottom-up organizing. IIRR has developed a bottom-up multi-stage community organizing process. The stages are a) organizing "interest groups" of the same problems/interests (e.g., common need of small farmers to increase crop yields; out of school youths with a common need for productive activities to fill their idle time; etc) being organized into "interest groups" or "sectoral groups," b) federation of such "interest/sectoral groups" into "village community (-wide) associations" in order to address inter-sector/group problems/interests (e.g., need of the community for clean water source), c) further federation of such "village community associations" into "inter-village/municipal federations" in order to address inter-village problems/interests (e.g., land reform issues.)

This makes for more effective and sustainable people's organizations than a "top-down," one-stage organizing process where entire communities (and, sometimes, groups of communities) are immediately organized into one large association in the interest of "expediency."

- 2) Advantages of small groups. Small, cell-type groupings (of between 10-20 members) should be maintained within people's organizations even as they are federated at successively higher levels. This is to maintain the high level of members' participation in the organization's problem-solving and decision-making process. Where such small, cell-type groupings exist, it is easy enough for members to meet (within each cell) and to discuss organizational or program matters among themselves, and then later input their reactions and/or recommendations to the next higher level. Where no such cell-type grouping exist, and where the only forum for members' participation in decision-making is the general assembly, the opportunity of each member to participate is reduced because of the large number of members present.
- 3) Addressing 'felt' needs. To be effective and sustainable, a community organization which was established for the primary purpose of helping the members improve their living conditions must always address the individual members' felt needs, even as it ventures into the realm of "macro issues" that may or may not have a direct and immediate impact on its members' lives (e.g., issues related to foreign relations or national sovereignty, or similar political issues). Once such organizations lose sight of their original objective and instead get involved solely (or even primarily) in "macro issues," they may find their members gradually dwindling in numbers until there are not enough to sustain the organization.

D. Credit Extension and Management

- 1) Value of the Participatory Approach. When the beneficiaries of credit programs are actively involved in policy formulation and credit management, they develop a "sense of ownership" towards the program, and this, in turn, brings about a heightened sense of responsibility among them towards the program, as manifested in a better utilization of loans and better repayments.
- 2) Strengths of private money lenders. In spite of the usurious interest rates charged by unlicensed private moneylenders, and the efforts of both government agencies and NGOs to free the poor from the clutches of such usurers by offering loans at lower interest rates, the former will continue to attract poor borrowers for several reasons: a) their ability to extend loans for any purpose (in fact, few ask their borrowers to state their purpose for the loan), as opposed to the usually production-restricted purpose of loans from government and NGOs (which do not take into account the need of many poor borrowers to have credit for subsistence while waiting for their income-generating projects to yield results). b) accessibility of the usurers to their clients (i.e., they can extend a loan at practically any time and the clients can approach them without fear of being embarrassed). c) the simplicity of their lending procedures: whereas government agencies and even NGOs may require feasibility studies and written loan applications (no matter how simplified these may be), many private moneylenders do not require anything more than a verbal request for a loan and a verbal commitment to repay such loan.
- 3) Repayment problems. Where borrowers have loans from both government or non-government lending institutions and private moneylenders, they would tend to repay the private moneylenders first, also for a number of reasons: a) the private moneylender charges a higher interest rate. Therefore, the borrowers want to pay off these debts first in order to save on interest payments. b) many borrowers value their relationship with the private moneylender more than with the government lending institution, because they feel the private moneylender, being a community "institution," will always be around to help them, but there is no similar assurance from/about the government or non-governmental lending institution. A change in government policies or leadership may mean a curtailment or complete stoppage of its lending activities, while NGOs may "close shop" some day due to shortage of funds. c) some private moneylenders use "strong-arm" tactics (sometimes bordering on terrorism) to collect, while government and NGOs are less "persuasive" in their methods.

- 4) Financial Management. The installation of a "tight" and effective financial management system in a beneficiary organization is prerequisite to that organization being extended a loan, because many organizations collapse due to the mismanagement of loan proceeds or collections. Part of such a financial management system should be the development of motivation and skills among the organization's members to watch over and scrutinize all financial transactions of the organizations. Unless the members are so motivated and capable, dishonest officers could hide financial malfeasance from them for a long time. By the time such malfeasance is discovered, it may be too late to save the organization.

POLICY IMPLICATIONS

- A) Realistic time-frame for dissemination of people-centered technologies. Organizations working to promote people-centered participatory appropriate technology development must be prepared for an investment of time and resources of typically three to five years to insure adoption, adaptation, refinement and widespread dissemination of these technologies.
- B) Conserving Biological Diversity.
- 1) The global genetic conservation agenda can not be approached in isolation by piecemeal "conservation" efforts, but rather must be interwoven in regular agricultural and environmental programs. It is precisely at the farmer-level where genetic resources can and should be conserved through selective and systematic management. This critical area requires crucial donor resources which have not been forthcoming.
 - 2) "Historically, the best conservers of seeds have been small farmers and backyard gardeners who have handed down seed varieties from generation to generation, planting the varieties every year and enabling them to evolve and adapt to changing environments. The greatest opportunity for conserving these valuable varieties is by reintroducing them for use in gardening programs, either in backyards of farm households or in urban gardens or in school gardening programs."
 - 3) The goal of conservation in itself will not motivate economically hard pressed third world farmers to raise traditional crop varieties. However, they can be mobilized to participate in massive genetic resource conservation programs when the crops meet

their urgent needs to improve nutrition, health and income.

In conclusion this "Lessons Learned" section, we would recall attention to this section of the 1988-89 Second Interim/Progress Report" to A.I.D. The lessons reported there under such titles as:

- Institution Building and Leadership Development
- Networking with Other Agencies
- Replication of Project Approach
- Family Planning

still actively constitute an important dimension of IIRR's "learning."

Also, we would share with you a description of project results and lessons learned which was published recently by UNICEF about IIRR's Family Food Production Program for NEGROS OCCIDENTAL (ATTACHMENT 12). This third-party report, analysis and assessment is appropriately included in this report insofar as it may be identified as an "output" of "The International Technology Development and Transfer in Rural Reconstruction" program supported by AID for these past three years.

Finally, no report on this period would be complete without reference to a deeply saddening turning point in IIRR's history, the passing of our founder and pre-eminent 'Teacher', Y. C. James Yen, on January 17, 1990, from whom we and many generations in many lands have LEARNED so much.

As President Bush wrote, "his life's work brought the world an undying affirmation of the dignity and worth of each human being."

This is the enduring lesson which all who were privileged to know Dr. Yen have learned from his life and work and a lesson which we hope to continue to demonstrate and share through IIRR's global program of rural reconstruction.

RECOMMENDATIONS

The "Recommendations" which IIRR has formulated from the experience and the analysis of these past three years are embodied in two completed, detailed documents:

- 1) The IIRR FIVE-YEAR PLAN: 1990-1995
- 2) The proposal to A.I.D. for a five-year grant (1990-1995):
GLOBAL COLLABORATION IN RURAL RECONSTRUCTION TOWARDS
DEVELOPMENT AND PEACE.

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Five-Year Plan

1990 - 1995

IIRR

Introduction

This document sets forth IIRR's strategy for the 1990's and beyond, the framework for planning and programming. The implementation of this strategy in the medium-term, and the framework of the 1990-95 plan. The main purpose of the recent strategic planning efforts at IIRR is to enhance unity of purpose and synergy of operations by establishing the basis for organizing and integrating the work of its various operating units and their respective staff around a coherent program of action, and for ensuring that the annual operational plans or current activities down to individual employees are clearly and logically related to the accomplishment of the Institute's mission and long-term goals and objectives.

Vision, Mission and Goal: IIRR in the 1990's and Beyond

Global Trends and Strategic Opportunities

The review of current global trends has shown that the interlocking problems besetting the Third World nations, i.e. poverty, hunger, disease, illiteracy and burgeoning populations, have worsened during the last three decades. Further compounding these problems is the accelerated degradation of the environment; the destruction of the food production resource base has reached alarming rates and the threat of the eventual collapse of the entire life support system in many strategic ecosystems is no longer remote.

Other major global trends have opened up fresh opportunities and new challenges for closer cooperation along the North-South and South-South lines of the dialogue. The thawing of the Cold War and the resurgence of popular libertarian movements are tearing down the barriers that divide humankind and have heightened the call for a new, more equitable international economic and political order. The dialogue among non-government organizations around the globe has reached a watershed with their adoption of the "Alternative Development Paradigm" to replace the discredited mainstream development theories. The growing convergence in the social sciences towards a humanistic or people-centered synthesis of all human knowledge has established a firmer foundation for an alternative development theory. The imperative need is for more comprehensive field-tested data collation

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and synthesis to consolidate the alternative development theory that is urgently needed to inform and unify the North-South/South-South dialogues and propel these towards the realization of the new world vision.

Mission / Goal and Vision

In this context, IIRR's vision of its future of stronger leadership in international development is based firmly on the bedrock of its mission and goal as reformulated and adopted by its Board in November, 1988. Accordingly, IIRR shall strengthen and consolidate in the 1990's and beyond its institutional role and capabilities as "a major international training center dedicated to changing the quality of life of the rural poor" in Asia, Africa and Latin America.

IIRR shall accomplish this mission "by **promoting and demonstrating principles and practices of integrated rural development** for study, adaptation and implementation in the developing countries." Going beyond the earlier formulation of "generating" and "disseminating" IIRR shall adopt a more emphasis on integrating its rural reconstruction heritage with the larger world fund of integrated rural development knowledge in closer collaboration with other development agencies in addition to its own network of national movements and international training alumni.

Hence, in order to accomplish its mission more effectively, IIRR envisions the need and has opted to seize the opportunity to establish for itself a more greatly enhanced position of leadership and strength within the world community of development organizations. The increased magnitude and severity of the problems of the rural poor in spite of the increased scale of development intervention programs is a clear demonstration of the failure of the development approaches of the past. From IIRR's standpoint, it is not just the case of these problems not being fully or correctly addressed, it is, more importantly, a case of **lack of synergy or concerted effort** among all agencies concerned.

Strategy of Global Collaboration in Technology Transfer and Institutional Development

What is now called for is a strategy not only for a frontal attack on the roots of stagnation, but more importantly, a more effective coordination and collaboration of development efforts on a **broader global scale** and with **greater depth of approach**, i.e. a more systematic and integrated application of "living proof" adaptive technology solutions to real world problems with the highest levels of sustainability.

A deeper approach on a broader global scale is the strategy of IIRR for the 1990's and beyond: field-tested and proven solutions addressing the most critical problems of the rural poor which are synergistically implemented by broad coalitions of development organizations more closely cooperating together under a variety of modalities of inter-agency collaboration at the national, regional and international levels. It is not enough that the right thing is done, it must also be done in the most expeditious and cost-effective manner, and in a way that is sustainable by the rural people themselves.

Five-Year Plan, 1990-95: Highlights

Goal

The goal of the 1990-95 Plan is to enrich and expand IIRR's knowledge base in appropriate technology and integrated rural development management and to accelerate and broaden its international transfer through a wider global system of collaboration between and among IIRR, its affiliate national movements, alumni and their associations, and other partner development organizations.

Hence, the Institute, working in greater concert with not just its alumni and national movements but also with a greater number and range of modalities of cooperation of other GOs and NGOs within this wider "global system of reciprocal learning and sharing," shall be able to deepen and broaden the impact of its programs on the quality of life of the rural poor of the developing regions. IIRR's vision is that with the increased synergy arising from the intensification of collaborative development efforts, IIRR, together with other cooperating organizations worldwide, shall attain, more expeditiously and cost-effectively, the common goal of levelling up the poor nations of the South with the advanced countries of the North.

In accordance with the foregoing strategy, IIRR has adopted (Board Action Minutes, April 26, 1989) the following major strategic directions for planning, organizing and implementing its new programs and projects:

- o increased emphasis on IIRR's international outreach role.
- o focus of field operations on priority ("burning") issues in international development.
- o stronger inter-organizational linkages on a wider global scale for the purpose of learning from and assimilating the experiences of other development agencies.

In order to deepen and broaden the impact of its programs towards improving the quality of life of the rural poor of the Third World regions, the new five-year plan focuses the Institute's work program along the three major thrusts:

- o consolidation of IIRR's current strengths of the knowledge base in development management and appropriate technology and its further expansion into selected critical development issues where IIRR has the capability to make major new contributions to the search for "living proof" solutions of "high impact" to real world problems;
- o intensification of the international transfer of this enriched knowledge base, thereby accelerating the building up of institutional capabilities of indigenous development organizations of the Third World for wider global collaboration in

the planning and management of more effective problem-focused programs of development; and

- o developing new institutional capabilities and implementing improved management systems at IIRR as required to effectively undertake its expanded international rural reconstruction program.

End-of-the-Plan Scenario, Mid-1995

By mid-1995, IIRR shall have attained its vision of a stronger position of leadership in a global system of inter-agency cooperation in integrated rural development. The key results targeted by the end of the plan in mid-1995 are:

- o formal and/or informal regional networks and other options in institutional collaboration shall have been initiated or strengthened among IIRR's national rural reconstruction movements and alumni groups in all six target regions of South Asia, East/Southern Africa, West Africa, Central America, South America and Southeast Asia/Pacific.
- o operational linkages of IIRR and its affiliate movements and alumni associations shall have been established with one or more other major regional development organizations and/or networks in each of the target regions.
- o an international research and training program focused on the priority development issues and "cutting-edge" innovations in collaboration with one or more partner organizations in each of the target regions has been set in place and sustained
- o an expanded international-level staff with a full range of expertise in the key development concerns, and with adequate international language and global management capabilities
- o a more stable and self-reliant funding resource base
- o establishment of international-standard institutional management systems and staff capabilities
- o improved community facilities in the Silang campus in accordance with its vision as an international community of development managers and specialists

Program Priorities

The program priorities of the five-year plan are both to: a) consolidate and continue its on-going high-impact program in appropriate technology, specifically the highly successful initiatives in regenerative agriculture, and b) enter into new selected sectors of activity where the development need is great by launching new "cutting

edge" initiatives addressed to the most compelling problems impinging on the lives of the rural poor. IIRR's new initiatives in program/project planning and development to be introduced and tested over the next five years are focused on critical problems under the broad program concerns of: (a) *Environment / Ecology*; (b) *Reproductive Health and Population* with a special focus on *A.I.D.S., Gender Issues* ("Women in Development"), the constraints of *Illiteracy*; (c) *People participation in Agro-industrialization*; and (d) *Indigenous knowledge and Program Development Research*.

New initiatives in *Environment / Ecology* shall build on IIRR's current strengths in regenerative agriculture in order to develop new ecologically sound and sustainable farming system applications in marginal and other difficult lands; further refinements of animal and plant genetic conservations systems at the family farm and villages levels in order to identify, select and propagate the culture of species with high potential impact for small or near-landless farmers; and the design of community organizing and information / education / communications (IEC) strategies to motivate and develop the people's capabilities to plan and undertake effective and sustainable community action program addressed to specific environmental problems in their respective communities.

In the field of *Reproductive Health and Population*, IIRR's initiatives shall focus on the development of IEC strategies and motivational materials suitable across a wide range of cultures to enable the rural poor to understand, appreciate and apply primary health and family planning practices in spite of the constraints of pervasive illiteracy. Experimental approaches dealing with AIDS shall also be tested. The theme of "women in development" shall be treated in more depth by focusing on the newly married and adolescent females as the prime target audience of the IEC strategies, and by developing a special training for women health program managers based on the new experiences and lessons gained.

In the sector of *agro-industrialization*, IIRR's new entry point is the design of a sustainable program on rural entrepreneurship development which addresses the needs of the growing numbers of the new rural landless who are losing their farmholdings or access rights under the inexorable process of industrialization and urbanization. In support of this new thrust, IIRR shall consolidate its early experimentations in the adaptation of food and non-food micro-processing technologies and expand its search, selection and adaptation of new small-scale, low-cost agri-based machinery, equipment and processes.

Across all the foregoing sectors, IIRR shall expand its capabilities in the extraction and synthesis of *indigenous knowledge* in all major eco-cultural systems of the Third World regions with which to bring the technology adaptations down to the level of the rural poor. The major new initiative along this line is to establish and develop the regional program for the promotion of indigenous knowledge in Asia. This new initiative shall be launched within the framework of IIRR's newly organized *program development research* which shall undertake strategic studies for building up the Institute's comprehensive databases on the Third World peasantry in each of the six (6) regions of its area of service and in each of the four sectors of its integrated approach: education, livelihood, health and self-government.

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The Timeframe and Focus of the Plan

The five-year plan embodied in this document covers the period July 1, 1990 to June 30, 1995. The work program contained in this plan builds on IIRR's areas of strength, particularly in current capabilities which have been enhanced in the last three years, i.e., the international dissemination of "cutting-edge" rural technology adaptations and of innovative strategies in rural development management. The goal of the 1990-95 plan is the global intensification of IIRR's international rural reconstruction program through a strategy of closer collaboration with other rural development agencies in addition to the Institute's own international network of partner organizations, namely its affiliate national rural reconstruction movements and regional/national pools of training alumni and their associations.

The key approach of the new five-year program is institution-building within the IIRR organization itself and among its existing and new partner development organizations. The aim is to strengthen the institutional capabilities and collaborative linkages on a global scale in order to synergistically broaden the scope and deepen the impact of integrated rural development efforts with and among the rural poor of Asia, Africa and Latin America. Accordingly, the five-year plan is entitled: "Global Collaboration in Rural Reconstruction."

Scope and Uses of the Plan

IIRR's new five-year plan provides the framework of the Institute's detailed program planning in the next five years. Such planning framework articulates for the five-year period a general plan of implementation of IIRR's strategy for the decade of the 1990's.

IIRR's strategy has been reformulated after a recent re-assessment of its institutional mission in the light of its strengths and weaknesses vis-a-vis the threats and opportunities in its environment. The strategy thus formulated has more sharply defined IIRR's international status and role in the world community of development organizations.

As a general guide for programming IIRR's work in the medium-term, this strategy also sets forth the framework of the Institute's core and support programs, and a systematic formulation of IIRR's hierarchy of institutional and core/support program goals and purposes. In turn, the framework of program goals and purposes serves as a guide for the selection of priority outputs and objectives at the project level.

In the context of this planning framework and the set of strategic options, i.e., program / project priorities and emphases, that IIRR has adopted for the 1990-95 period, the new five-year plan contains in their summary outline form the package of core and support programs and their component project outputs and results which the Institute intends to attain during the five-year period. These include new program / project initiatives addressed to a selection of the most compelling issues in development. Also included are the on-going program / projects begun prior to but extending beyond the June 30, 1990 terminal date of the current three-year program.

Its primary administrative use is to attain unity of purpose within the IIRR community in both temporal and structural dimensions. The five-year plan seeks to organize and integrate the activities of the Institute's various operating divisions and units around a coherent program of action so that all activities down to the level of individual employees are clearly related to their respective unit/division objectives, which in turn are geared towards the attainment of the institutional mission. As the basis for detailing the annual plans of operation, the Five-Year Plan is also intended to establish the broader temporal horizons and continuity of these annual plans.

Insofar as it programs the inputs required to achieve the results targeted over the five-year period, the Plan shall also serve as the basic frame of reference for a program of funding resources development, including grants and donations from major donor agencies. For the same reason, the Plan shall provide the basis for coordination, monitoring and evaluation, and fiscal control of the Institute's programs and projects during the next five years.

The plan document itself shall also facilitate the major thrust contained therein, which is to expand and strengthen IIRR's networks and institutional capabilities for multi-agency collaboration in rural reconstruction on a global scale. Containing a medium-term action program to commence in mid-1990, the Plan shall serve as the basis for the inter-active detailed planning of specific collaborative activities in the next five years between and among IIRR, its affiliate NRRMs, its alumni and other prospective partners in rural reconstruction and development around the world.

The IIRR: Background

Brief History

The International Institute of Rural Reconstruction is the direct outgrowth of the work of Dr. Y.C. James Yen, which began in China in the early 1920's. Founder of the private Chinese Mass Education Movement in 1923, Yen pioneered the education and development of peasant people via new, interlocking ways of tackling the basic, age-old problems of illiteracy, disease, poverty and civic inertia, which are still prevalent today in rural communities of developing countries.

Beginning in 1926, Dr. Yen and dozens of social scientists and scholars moved their families from Beijing into the villages to live and work with rural poor people to study

their problems and find solutions. The villages served as the first "social laboratory" within which Dr. Yen and his early colleagues experimented with and developed "people-centered" rural development methods. To go to and live among the people and learn from the people was then and until today a revolutionary idea, decades ahead of its time. In practice since 1926, these were essentially the key development concepts of "partnership" and "participation" of the last two decades

Convinced that the philosophy and techniques developed in China would work in other countries, Dr. Yen accepted an invitation from prominent civic leaders in the Philippines to establish a Philippine Rural Reconstruction Movement (PRRM). The success of this program contributed significantly to an easing of the "HUK Rebellion," and eventually to the creation of a national community development program under President Ramon Magsaysay's administration. Finally, during the early 1960s, growing worldwide requests from other developing countries for instruction and training in Dr. Yen's methods led to the establishment of IIRR and of Rural Reconstruction Movements in other countries in Asia, Africa and Latin America.

IIRR Today

Today, IIRR is a global center of activities in project management, training, research, outreach and the development of new appropriate technologies. The Institute's mission and general purpose is to generate and disseminate knowledge among rural people in the developing world, to enable them to release their own potentials and capabilities in order to improve their lives. It operates on an annual budget of approximately two million dollars.

As in the 1920s the Institute's basic rural development approach is characterized by the application of *three* time-honored and tested concepts/principles:

1. *A Fourfold Integrated Rural Reconstruction Program Design.* IIRR's operation aims to combat the four major problems of peasant people: poverty, disease, ignorance and civic inertia. The design recognizes that these are interlocking problems, and that the successful solution to one depends upon the successful solution of the others. The design therefore integrated the fourfold components of: livelihood, education, health and self-government.
2. *The Social Laboratory.* This is both an educational tool and a testing ground for rural reconstruction theories and designs. Physically, it is a designated area of village communities where the Institute's programs and ideas are demonstrated, studied and evaluated independently or in collaboration with other agencies or groups previously trained by IIRR and operating social laboratory programs within other country settings. Workers and other specialists are trained not only in the Institute's classrooms, but in the social laboratory where they learn by observation and actual participation.
3. *A profound, practical and philosophical belief* in the powerful potential of the rural people to better themselves. IIRR's guiding principles are embodied in its Credo of Rural Reconstruction. The Institute's philosophy is based on the



conviction that the paramount need of the peasant people is not relief but release - the way to develop them is by releasing their potential powers for personal, economic, social and civic growth.

Within IIRR's organizational structure (Annex 1), its institutional mission is operationally achieved through the activities of two major program divisions:

1. INTERNATIONAL FIELD OPERATIONS AND RESEARCH
2. INTERNATIONAL TRAINING AND OUTREACH

The first program is designed to accomplish IIRR's mission of DEMONSTRATING KNOWLEDGE IN RURAL RECONSTRUCTION; the second program is designed to accomplish IIRR's mission of PROMOTING THAT KNOWLEDGE WITH OTHER RURAL DEVELOPMENT ORGANIZATIONS AND PRACTITIONERS THROUGHOUT THE WORLD. The two program divisions are organizationally and operationally interconnected and mutually synergistic. The breadth and scope of the operations of these divisions encompass a substantive store of field experiences in responding to the needs of rural communities as well as regular and special training courses to village leaders, rural development practitioners and NGOs in 54 countries of the Third World.

IIRR also promotes the organization and growth of six (6) National Rural Reconstruction Movements (NRRMs), in Asia, Africa and Latin America, and of regional and national networks of training alumni committed to promoting rural reconstruction in their countries. They have generated an impressive library of research papers, articles and books. Most importantly, they have impacted on the lives of rural people and rural communities.

These two closely inter-related programs will continue to constitute the "core" of IIRR's approach and operational activities. These two core programs are backstopped by a third, IIRR's support services and institutional management program.

IIRR's strategy in the 1990's and beyond is a conscious positioning of itself vis-a-vis its environment. It is the product of a rational analysis of its current situation and the choice of its desired and realizable future. Based on a critical review of its own strengths and prospects and a careful reading of the development trends and situational forecasts of the Third World regions and countries which are its target service areas, IIRR's new strategy is a framework for selecting and organizing its program thrusts and priorities in the next decade and the turn of the 21st century.

Survey of Relevant Global Trends

Population

World population has grown at an increased annual rate of 1.9 percent between 1950 and 1985, which is more than double the 0.8 percent rate from 1900 to 1950. The developing regions of Asia, Africa and Latin America accounted for 85 percent of the global population growth. At current rates, world population which now exceeds five billion is expected to surpass six billion at the turn of the 21st century and reach eight billion by the year 2025.

In the 21st century, more than half of the Third World population will be living in towns and cities. Hence, the food-consuming sector, i.e. the urban populations, has been rapidly increasing, while the food-producing rural sector is fast declining. Of the world's 25 megacities with population of 10 million or more, 20 shall be in the developing regions, 13 of which are in Asia. Food dependency shall become more acute in these megacities.

But the increased proportion of urban populations of Third World countries is not a true index of urbanization as it is not in most instances correlated with industrialization and increased off-farm employment in the urban-industrial economy. Firstly, the rural migrants to urban centers by and large enter the informal or underground sector of the economy and, in the process, "ruralize" the cities of the Third World and enlarge the size of the "urban poor." Secondly, the intermediate urban centers or the "rural hub-towns" directly serving the countryside are lagging behind the few very large metropolitan areas where urban population growth has tended to concentrate. Thirdly, since the aggregate increase in urban population is largely accounted for by the growth of the few largest cities, the proportion of rural

populations remains high (60-90 percent) outside the metropolitan regions: the absolute number of people living in rural areas has actually been growing by about 2.0 percent annually.

Food Security and the Environment

At current rates of population growth, about 80 to 100 million additional people must be fed each year and over 80 percent of this increase shall originate in the Third World regions. However, food production capabilities of Asia, Africa and Latin America will be eroded by increasing population pressure on the environment and the intensification of urban-industrial encroachments into agro-forest lands. The very low land/man ratios of less than a half-hectare per capita as of the 80's will continue to decline and the process of "rural proletarianization" will accelerate. Marginal farmers and rural landless in Asia are projected to increase to over one billion by 2020 AD. It is to be noted that this shall represent one-third of the total world population growth between now and the year 2020.

Although a proportion of the marginalized rural populations shall be joining the migration streams to national urban centers and overseas, most will be forced into highly erodible, marginal lands where cultivation cannot be sustained for long. The decline in land/man ratios has been observed to be closely associated with the slowdown and even falling growth rates of per capita food production during the last decades in most developing countries. Clearly, the global efforts to introduce new technologies intended to raise productivity levels per unit land and man inputs have not been adequate, and national programs to expand cultivated areas and improve production infrastructures have not kept pace if only to offset the effects of declining man to land ratios.

Despite the promise of the "Green Revolution," many modern mainstream agricultural approaches, relying on high technology and expensive external inputs, have only exacerbated farmers' problems, leaving them heavily in debt and vulnerable to fluctuating international markets. For example, a study of the impact of high yield rice varieties in the Philippines indicated that although production was up 72 percent, farmers had suffered a loss of 38 percent in income.

Unwise and short-sighted agricultural practices have also taken their toll on the environment, depleting precious soil and water resources and causing deforestation and desertification.

Misuse and overuse of chemical pesticides results in more than 500,000 cases of pesticide poisoning each year, mostly among farmers in developing countries. Moreover, more than 400 insect species have already developed immunity to insecticides.

Increasing agricultural reliance on only a few commercial crop varieties and animal species has also helped undermine biological diversity, a trend which is expected to result in the extinction of nearly 1,000,000 plant and animal species, 10 percent of the earth's total, by the year 2000.

In the absence of conservation measures, environmental degradation is increasing in scale and scope due to the combined effects of population pressure on the limited environmental resource base and the application of advanced technologies in farming systems and in the industrial sectors of the economy. The alarming rates of destruction of forests and watersheds have been due not only to indiscriminate logging and marginal farming, but even more so by the high rates of rural population dependency on fuelwood for energy.

Hence, according to the 1987 report of the World Commission on Environment and Development, *Our Common Future*, "Energy efficiency policies must be the cutting edge of national policies for sustainable development."

Fuelwood and charcoal are the primary sources of energy for the overwhelming majority of rural people in the developing nations. The overuse of limited supplies is a major cause of deforestation, desertification, soil erosion and general environmental degradation.

Current trends in energy consumption indicate serious threats to the environment and the quality of life for the rural poor:

- o Between 1980 and 1985, energy consumption increased at an average annual rate of 5.7 percent for low-income economies and 4.4 percent for lower middle income countries.
- o 70 percent of people in developing countries use wood, and depending on availability, burn anywhere between an absolute minimum of about 350 kilograms to 2,900 kilograms annually, with an average of around 700 kilograms per person.
- o In 1980, 1.3 billion people did not have adequate access to fuelwood supplies; the number is expected to grow to 2.4 billion by the year 2000.
- o In rural parts of the Himalayas and the African Sahel, women and children spend 100-300 days a year gathering fuelwood.
- o Shortage of fuelwood results in substitution of dung and other organic fertilizers, reducing soil fertility and food production. In Nepal, this process has reduced grain yields by about 15 percent.
- o The World Bank calculates that fuel substitution and the use of more efficient stoves could reduce fuelwood needs by 25 percent.

The net effect of the destruction of forest resources, in combination with the increased use of chemical inputs in high-tech farming systems, is the declining fertility of soils and productivity of existing farmlands. Annual soil loss in upland farming systems with inadequate conservation has been estimated at 75-170 tons/hectare. The increasing frequency of floods and extent of river siltation has reduced the serviceable years of hydro-electric dams and irrigation infrastructures. Coupled with the degradation of soil fertility due to high loads of commercial

pesticides and fertilizers, soil erosion and loss of water resources due to deforestation have reduced the effective farming hectareage of developed farmland. It is projected that without conservation measures, the total area of rainfed cropland will shrink by 544 million hectares over the long term, even as 10 million hectares of irrigated land are being abandoned each year. The long-term effects of declining land productivity are deepening rural poverty and aggravation of the threats to world food security.

Poverty, Disease and Illiteracy

Due to a set of interlocking factors (including high rates of population growth and environmental degradation above discussed), the incidence of poverty has not declined in the Third World. For most countries of the developing regions, the poverty situation has been worsening; in several countries of Africa and Asia it has become acute.

Morbidity and mortality rates have also followed the same worsening trend as poverty incidence, in close correlation with malnutrition levels and inadequate access to health services. Some current statistical indicators are:

- o 470 million in South Asia and 150 million in Sub-Saharan Africa, or about half their populations, suffer calorie-intake deficiencies for an active working population at rates as high as 50 percent.
- o Almost 500,000 women in the developing countries die each year from causes related to pregnancy and childbirth: 1 in 14 in Africa and 1 in 18 in Asia.
- o 300 million couples who do not want any more children have no access to birth control methods because of inadequate health and social services.
- o Less than half of the married couples of childbearing age have knowledge to prevent unwanted pregnancy.

One major constraint to the dissemination of technical knowledge addressed to the livelihood and health problems of the rural poor is the pervasiveness of illiteracy particularly in Africa and Asia. According to recent UN statistics, in 1985:

- o There were 889 million illiterate persons representing more than a quarter of the world's adult population 15 years old and over; all but 20 million (97.5 percent) of the world's illiterates were to be found in the developing regions.
- o Illiteracy is higher among women (1:3) than men (1:5), and female illiterates accounted for 69 percent of the total.
- o Asia accounted for 75 percent (666 million); Africa, 18 percent (162 million) and Latin America / Caribbean, five percent (44 million).

- o Compared to the illiteracy rate of only 2.2 percent in developed countries, Africa had the highest illiteracy rate of 54 percent, followed by Asia with 36 percent and Latin America/Caribbean with 17 percent.
- o Nine countries (India, China, Pakistan, Bangladesh, Nigeria, Indonesia, Brazil, Egypt and the Islamic Republic of Iran) accounted for three-quarters of the total illiterates, and India and China together accounted for more than one-half.

The forecast is for a worsening trend because expansion of formal educational services particularly at the primary level cannot catch up with the annual increase of children reaching school admission age. Hence, the number of children without any access whatsoever to any form of primary education is reaching 100 million and increasing yearly. In 1989, the number of illiterates worldwide has approached one billion.

Women in Development

During the last decade, there was a growing convergence of insights on the critical role of women in development. The experience of the past decades has revealed that a major factor of the failure of development interventions was their gender-neutrality which failed to overcome, and had even reinforced the negative effects of the socio-cultural structures of male dominance in tradition-bound societies. On the other hand, the literature of recent gender-focused development strategies illustrates how women participation can dramatically improve program impact on the lives and circumstances of the poor.

Some examples of correlations between women participation and development impact are:

- o Increased female literacy and dramatic improvements in such health indicators as: infant and mother malnutrition, morbidity and mortality, birth control acceptance rates, and male/female life expectancy.
- o The participation of women in rural livelihood and work programs and the substantial increase in rural household incomes.
- o Female participation in adult education programmes and high acceptance and sustainability of farming and household industry technological innovations.

Hence, during the last decade the search has gained momentum for viable development strategies harnessing the participation of women not only at the household and village level but also at program management levels in private and public organizations. Consequently, the demand for innovative training programs for women development practitioners and professionals has also grown during the period. These trends are expected to become more intensified in the next decade and beyond.

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Science and Technology

Science and technology has made much progress on many fronts opening up many new opportunities for accelerating human progress but at the same time posing new threats and challenges to the poor nations of the world. Critical gaps still remain in the application and dissemination of these new technologies in order to hasten the process of leveling up the poor nations of the South with the advanced countries of the North.

Rapid progress in computer science and the telecommunications industry has propelled the North even farther into the Age of Information Technology. However, among the poor nations of the South, particularly in countries with high illiteracy, the disciplines of rural communications and rural education will continue to grapple with a host of theoretical and applied research problems focused on relevant approaches and strategies towards enhancing access of the rural poor to advanced knowledge in science and technology.

Breakthroughs in biotechnology and agriculture, e.g., recombinant DNA and genetic engineering, irradiation, tissue culture, cloning and uterine implantation, genetic seedbanking, cryogenic sperm and germplasm preservation, etc., have opened up new vistas of a future world without want. But the issue of the people's bioresources heritage and the role of indigenous knowledge vis-a-vis the dynamics of world commerce and industry has emerged as a major policy and research concern.

In the medical field, parallel advancements have been made pointing to a future world of longer life expectancies for all, although no cures for major dread diseases, particularly A.I.D.S., have as yet been found, and the only viable public health approach will continue to be limited to prevention and containment primarily through public health education. In the Third World, especially in countries with high rates of illiteracy, preventive approaches in public health will urgently need effective strategies in rural communications and education.

In the social sciences, the trend towards integration of human knowledge which began after the second World War, accelerated during the last two decades with the emergence of the behavioral sciences, structural-functional frameworks of analysis, systems theories, and cybernetic models of social system growth under the influence of computer and information technologies. The general trend is towards the convergence and holistic synthesis of human knowledge. In this context, the direction of development theory is towards a central focus on man as both object and agent and on man himself as the ultimate measure of development. From this standpoint, current efforts in theory building have emphasized the need for an "alternative development paradigm" in place of the mainstream theories which have been found to be inadequate.

Development agencies dedicated to the mission of uplifting the rural poor will continue to play an important role in the next decades in the formulation of an alternative, people-centered theory of development through the systematic field testing and validation of program strategies informed by such a theory. To enhance and hasten the process of convergence, there will be an increasing need for

collaboration and exchange of experiences and insights among agencies in the forefront of development innovation.

International Relations and the World Community of Development Organizations

Of major importance for the global future will be the near-term and long-run impact of the thawing of the Cold War. At the close of the 80's, major steps have been taken by the world powers after the initial processes of detente and disarmament during the last decade. The *glasnost* and *perestroika* initiatives of Russia and the responses of the West, initially skeptical but later with growing confidence, have unleashed new forces which are now radically transforming the world. A new groundswell of populist libertarian movements have toppled down authoritarian regimes across Eastern Europe. Although at the other side of the globe in China, the momentum of anti-authoritarianism has been held in check, the global trend is clearly towards the obsolescence of repressive systems and the strengthening of popular movements for power and control over national and global affairs.

A new framework of international relations is now evolving and opportunities have emerged for fresh initiatives in the North-South and South-South dialogues. The tearing down of the Berlin wall is a potent symbol of the new hope for the eradication of structures that divide humankind and for laying down the foundations of a new World Order. What shape this will take in the 21st century will depend on the outcome of these dialogues and the gains of the people's movements within this last decade of the 20th century.

For the developing countries of Asia, Africa and Latin America, the near-term threat is the re-channeling of scarce resources for development assistance from their regions to Eastern Europe: the rediscovered development frontier of the West. For international and indigenous development organizations serving the Third World, the urgent concern is to refocus their strategies and sharpen the vision of their most useful roles in the world community of development organizations. Hence, equally compelling will be the challenge to strengthen institutional management capabilities for more cost-effective use of scarce development resources in planning and implementing their respective intervention strategies in their chosen areas of service.

IIRR's Strengths and Potentials

IIRR is prepared to meet the challenge of the new decade and beyond. The Institute is an international development organization of long standing with the wealth of over 70 years experience in rural reconstruction as its major strength. IIRR is the international advocate of the principles and practice of rural reconstruction, a philosophy of human development and social progress which was revolutionary in the milieu of the 1920s when it was first formulated and has found continuing relevance in the growing convergence of people-centered development theories in contemporary times.

The Institute has established its "track record" of successful innovations in rural development since its founding in 1960. During the last three decades, IIRR has built up and enriched its capabilities in "cutting-edge" innovations and their worldwide dissemination in 54 countries in all regions of the Third World. It has evolved an international network of partner and donor agencies and has maintained the goodwill and continuing support of both levels of its client community.

Continuing Relevance of Rural Reconstruction

Disenchantment with the mainstream Western theories and models of development during the last two decades led to the search for "alternative paradigms" in the academic circles and in the international community of development organizations. In contrast with the macro-economic, "trickle-down," and sectoral frameworks of the mainstream theories, the search for alternative models has focused on the micro-scale or "grassroots" development process and emphasized the themes of people participation and bottom-up planning, holistic or integrated approaches, self-reliance and people empowerment. For the international community of non-government organizations which are in the forefront of this ferment in theory-building, the "watershed" was attained only recently when the NGO conference of 1987 in London adopted the guiding principles of the "Alternative Development Paradigm."

A closer analysis will show that the themes and concepts of the "Alternative Development Paradigm" had been expounded since the 1920's as the principles and practice of rural reconstruction of Dr. Y.C. James Yen, IIRR's founding chairman. Since the 1920's the rural reconstruction movement has demonstrated and promoted virtually the same people-centered, grassroots model of the development process. Hence, IIRR's development philosophy and its wealth of experience in its application in the various Third World countries remain relevant. IIRR's rural reconstruction heritage is the Institute's most valuable resource and the wellspring of its continuing contributions to the world fund of development knowledge.

Apart from its fundamental belief in the people's capacity for self-reliant development, IIRR's rural reconstruction philosophy is acceptable across countries and cultures because of its non-sectarian and non-ideological/non-partisan orientation. This is a direct offshoot of a deep respect for individual differences and the value of everyone's fundamental beliefs and traditions ("Start with what the people have, build on what the people know"). Thus, rural reconstruction can continue make an important contributions towards evolving alternative development philosophy that is urgently needed to inform and unify North- South and South-South collaboration in development.

The other major feature of rural reconstruction practice is the emphasis on holistic or integrated approach in the planning and management of people-centered development projects. The basic premise of its fourfold approach is the interlocking nature of the obstacles to rural development and the need for an integrated attack on these constraints. Unlike development organizations focusing on single sector or even a single commodity of the rural situation, IIRR's program strategy combines process (people participation) and content (technical know-how). Hence, one of IIRR's strongest points is its demonstrated capability in the simplification of

technology in terms understandable by the rural poor, thus facilitating the transfer of technology --- making the "know-how" of research stations the "do-how" of the rural poor in their villages and farms. A recent testimonial of recognition of IIRR's strength in the "software" or human dimensions of technology transfer is the memorandum of agreement in 1989 with IIRRI, a major international research and training center specializing in the "hardware" of rice technology.

Track Record in Development Innovations and Hallmark Publications

IIRR's more than 70 years of practical development experience has produced a rich storehouse of development innovations which have been widely adapted and replicated by more than a hundred development agencies in 54 Third World countries. These innovations have also been documented and disseminated by IIRR as well as other international publishers which have recognized the Institute's trail-blazing contributions to development knowledge.

The Institute's major new contribution to rural development innovations has been the adaptation of appropriate technology for use at the village level. Bio-intensive gardening techniques, developed in IIRR's social laboratory in Cavite province and first applied in a major collaborative project with UNICEF to combat malnutrition for 50,000 families on the island of Negros in 1987, have now been adopted nationwide by the Philippine National Department of Agriculture and mandated as required instruction in all public elementary and secondary schools nationwide by the Department of Education, Culture and Sports.

Also begun at the farmer-adopter demonstration level in Cavite upland villages, IIRR's agroforestry technologies have been packaged into a Training Kit (with Ford Foundation assistance) and are now being promoted nationwide by the Department of Environment and Natural Resources. These projects among others demonstrate IIRR's ability to move from micro-orientation in project design and implementation to a broader policy reform context.

Appropriate technologies developed out of bio-intensive gardening initiatives have since expanded substantially to encompass nine different regenerative agricultural and integrated farming techniques giving IIRR a wide range of appropriate technologies for introduction and use at varying gardener/farmer levels in differing ecological and genetic resource conditions. These technologies include:

- o Soil and water conservation
- o Agroforestry
- o Fish farming
- o Low input rice production
- o Seed collection, treatment and distribution
- o Integrating crop and livestock production
- o Introduction of new labor saving devices
- o Rice-fish culture
- o Integrated pest management

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Together these components now constitute the basis for IIRR's commitment to ecologically sound approaches to the alleviation of poverty and the protection of the environment. Related appropriate technologies especially suited for micro-enterprise development similarly rely on agriculture by-products as raw materials for simplified small-scale processing or manufacturing in village level small business. IIRR is also poised to introduce and test new rural energy technologies for reducing CO₂ emissions in the use of village cooking stoves of developing countries.

Expanded international training and outreach in reproductive health programs have also broadened and deepened the Institute's communications approach toward the use of agricultural family planning analogies to transfer essentially western medical birth control concepts to villagers. Nearly six years of continuous experimentation has now equipped IIRR with culturally sensitive communication technologies for use in Asia, Latin America and Africa. This experience also holds promise for communicating information on the world's single largest health issue of our times: AIDS.

IIRR's earliest major achievements in rural development innovation, which have continued to attract critical acclaim in international fora, were its innovative strategies in rural nonformal education. Under its Farmer Scholar Program (1972-75), the People's School Program (1976-80), and the New People's School System which is a major component of the People's Organization Program (on-going since 1980), IIRR has evolved strategies to bring to small farmers the benefits of, initially, farming technology, and subsequently, of health and education/rural communications technologies, through the medium of village para-professionals or "barefoot" technicians, health workers, rural development facilitators. Other more recent innovations include:

- o strategies for organizing sustainable integrated rural development programs from the entry point of disaster relief
- o strategies for small enterprise development among the poorest of the poor

International recognition of the quality outputs of IIRR's field-based action research program is evidenced by their inclusion in international journals and in major book publications. These hallmark publications are included in the attached list of IIRR's major publications to date. (Annex 2).

Strength in International Training in Rural Development Management and Adaptive Technology

IIRR's international training courses for rural development managers have been regularly held every year since the establishment of the Institute's world headquarters and training center at Cavite, Philippines in 1975. IIRR today has more than 2,000 alumni of its rural development management and various other specialized training courses. These training alumni are based in more than a hundred non-government and government organizations in 54 countries of Asia, Africa and Latin America. The utility and relevance of IIRR's training program is evidenced by the continuing demand among the rural development professionals of

the Third World not only for these regular courses in rural development management but also, since the late 80's, for a variety of new specialized courses in adaptive technology and other specific topics in program management and research.

The major source of strength of IIRR's training program is the foundation of its curriculum content on practical experience in the field. The training courses are a medium for sharing the knowledge and insights on the application of rural reconstruction philosophy in people-centered development innovations. This is done by tapping as trainers the managers and practitioners themselves who have implemented field projects in IIRR's "social laboratories" or in their respective areas of operation in the case of other practitioners tapped by the Institute as resource persons. Thus they bring to the training classrooms their own expertise rooted in field experience.

Human Resources and International Network of Partner Organizations

IIRR's human resources consist of its own staff based in its Philippine headquarters and social laboratories, its international pool of training alumni, and the resources of its six national movements.

IIRR's staff is a closely knit community of more than 100 dedicated people with sound academic qualifications and many years practical experience in rural development. Nine senior staff members have doctoral degrees in medicine, public health and the social sciences. Senior staff like Dr. Juan Flavio, IIRR's President, and Dr. Julian Gonsalves, Director of Appropriate Technology Unit, have won international recognition for profound original contributions in rural development fields -- Dr. Flavio for developing the "agricultural approach" to promoting family planning and Dr. Gonsalves for his work in making regenerative agriculture technologies accessible to the rural poor. The greatest strength of the staff is practical experience -- ranging up to 30 years in some cases -- of living and working with impoverished rural people at the grassroots.

IIRR also draws on a pool of more than 2000 training alumni from more than 50 countries. In addition, the leaders and staff of the affiliated National Rural Reconstruction Movements include more than 100 knowledgeable and experienced professionals, well respected in their own countries and regions. For example, Dr. G. N. Reddi, President of the Indian Rural Reconstruction Movement, has won recognition as one of the leading practitioners of people-centered development in the subcontinent.

The expansion of IIRR's network of affiliated national rural reconstruction movements and alumni networks enhances the capacity of IIRR to carry out its mission in a manner certain to enlarge its international impact. Despite the political and economic dislocations which NRRM's often face in their countries, their continued ability to undertake innovative projects in rural reconstruction attests not only to the tenacity and dedication of their staff but also to the applicability and proven replicability, with national modifications, of IIRR's program in greatly differing country contexts.

Examples of effectiveness of these movements are: The achievements of the Indian Movement, founded by an alumnus of IIRR's international training program, which has become the nucleus of a network of development associations in South Asia. These organizations in collaboration with IIRR, conduct two-three regional and national training programs each year to upgrade the management capabilities of South Asian development specialists and to share innovations in appropriate technology developed in IIRR's field research program. IIRR itself has won national and international recognition for its creative action research at the grassroots. In 1989, at the request of an Indian donor agency, the Family Planning Foundation in Delhi, IIRR expanded for the first time into North India, with a program to promote female literacy and family planning in Rajasthan State, based in part on IIRR's "agricultural approach to family planning."

The Guatemalan Rural Reconstruction Movement has been cited by the Inter-American Development Bank for the success of its participatory credit program. At a recent meeting in Paris, the Bank presented this program as an example of social investment which truly benefits rural people.

The Ghana Rural Reconstruction Movement, with IIRR support, has developed strong capability in regenerative agriculture and agroforestry which is an urgent national development priority. The Institute for Development Research (IDR) noted in its evaluation, "GhRRM is presently viewed by the government and other NGOs as a potential national resource in agroforestry."

Since 1981, the IIRR-NRRM relationship has been the focal point of a series of conferences attended by key senior staff members of the Institute and of the movements. These conferences, the most recent of which was held 2-11 November 1989, have served as a basis for strengthening the international rural reconstruction movement.

IIRR continues to explore options for spreading the Rural Reconstruction Movement and has developed productive links with development practitioners and agencies in many other countries. Most notably, in China, former colleagues and students of Dr. Yen are enthusiastic about initiating rural reconstruction programs based on Dr. Yen's philosophy and methods. After a seminar held at IIRR in April 1988 for development specialists from seven Chinese institutions, Wu Fusheng, deputy director of the Education, Science, Culture and Public Health Committee of the National People's Congress wrote that "the experience of IIRR meets the needs of China and should have relevance to China's economic and social development, especially its rural reconstruction.... I consider the experience of IIRR invaluable. It can serve as a model for today's China."

IIRR's Funding Resource and Asset Base

Formally founded in 1960, IIRR established its world headquarters at Silang, Cavite, in the Philippines some 39 kilometers south of Manila. The campus is a 50-hectare site along the central national highway of Cavite Province.

The Silang campus is designed as a living community of international scholars and practitioners of integrated rural development. The Institute has complete training

facilities: a training hall, a 500-seater auditorium, several conference and workshop rooms and a fully-equipped audio-visual room. Trainees are housed in dormitories and housing is provided to its residents and visiting staff. Community facilities include a canteen, clinic and sports and other recreational facilities such as campsite facilities, basketball/ tennis court and swimming pool.

During the last three decades, the Institute's main funding resource base, the international community of donor development organizations, has expanded and diversified. The list of IIRR's over 60 major partners in development, which have been underwriting the costs of its operations, is found in Annex 3.

In 1989, the Institute operated on an annual budget of \$1.9 million, an increase of 72.3 percent over the resource level of \$1.11 million in 1980. The greatest single benefactor since the 1960's is the USAID but IIRR has succeeded in increasing the funding support from other donors. In 1989, USAID contribution accounted for 31 percent compared to 46 percent in 1985. Contribution and earned income from all other sources has increased from 54 percent in 1985 to 69 percent in 1989. This trend reflects the success in recent years in tapping more European, Japanese sources of development assistance, to supplement US-based donor organizations and other entities. IIRR's independent sources of income from the marketing of its training / consultancy / publications / etc contribute 21 percent to total revenues. This independent source of income is not yet fully tapped.

During the next decade, the Institute will need to undertake a substantial capital improvements program. The priority areas of physical development include: expansion and improvement of its training facilities, dormitories and canteen; replacement of its aging transport equipment; improvement and construction of additional training and staff quarters; acquisition of additional international telecommunications equipment and computer-based printing facilities; the improvement of utilities and recreation facilities; and further investments in its production/ demonstration farms.

IIRR's Strategy for the 1990's and Beyond

In order to effectively address the challenges of the decade of the 1990's and beyond, IIRR has adopted a strategy that is the product of a rational analysis of the Institute's mission and its current capabilities and potentials vis-a-vis the global trends in development. This strategy consists of a set of choices among a range of possible options along the following major themes or dimensions:

- (1) IIRR's institutional role within the world community of development organizations;
- (2) Modalities of inter-agency collaboration;
- (3) Program priorities and program management strategy;

- (4) Range and scale of programs among the countries and regions (Asia, Africa and Latin America) being served by the Institute;
- (5) Program and institutional management approaches; and
- (6) Long-term fiscal stability.

IIRR has made the strategic choices that it did in order that it can more effectively achieve in the 1990's and beyond its fundamental mission: to improve the quality of life of the rural poor of Asia, Africa and Latin America.

IIRR as an International Development Organization

Within the world community of development organizations, IIRR shall re-affirm and strengthen its role as "a major international training center dedicated to changing the quality of life of the rural poor by promoting and demonstrating principles and practices of integrated rural development for study, adaptation and implementation in the developing countries of Asia, Africa and Latin America." Taking off from David Korten's typology of non-government organizations (NGOs) as the point of departure, the vision of itself that IIRR shall vigorously strive to actualize during this last decade of the 20th century in preparation for the 21st is that of a "fourth generation" NGO. As a mature international organization with its own existing global network of partner development organizations and an international pool of training alumni in 54 countries of the Third World, IIRR shall operate and strengthen its capabilities as the NGO of "ground-level" NGOs with allied purposes and philosophy serving the cause of integrated rural development in the Third World regions.

Within its own network of national movements and alumni associations propagating the rural reconstruction approach to integrated rural development, IIRR shall strengthen its functional capabilities as the hub of the network for: a) international repository and exchange of development knowledge; b) coordination of the international collaborative training and research in rural reconstruction program; and c) institution-building services to support and strengthen the organizational development and program management capabilities of partner agencies within the network, including assistance in the sourcing of funding support from the international donor community. To accomplish the latter function, IIRR shall strive to gain the increased confidence of the world's major donor agencies in its capability to perform the role of a conduit of assistance funds to "grassroots" NGOs. This will entail the improvement of IIRR's own institutional capabilities for program planning and management, including especially program/project monitoring and evaluation. Additionally, this will require IIRR to establish its own long-term fiscal stability.

IIRR shall also extend its institution-building efforts to nascent NGOs outside of its existing rural reconstruction network wherever the opportunities are emerging and it is found that IIRR is in the best position to undertake the task with maximum development impact. This IIRR shall undertake directly or by itself where a joint effort with its existing partner organizations is not yet feasible.

Modalities of Inter-agency Collaboration

IIRR shall not limit itself to any one single modality of inter-agency collaboration. Instead, the Institute shall explore, test and develop, as the need arises and the opportunity comes, a wide range of feasible approaches. However, the modalities of inter-agency collaboration that IIRR shall give consideration to more than any others may consist of one or more of the following possibilities:

- o *Information Exchange.* At the very minimum level, IIRR shall develop collaborative linkages with all the leading development agencies worldwide in the form of exchange of development literature and information materials.
- o *Consultancy.* The services of IIRR experts and other technical/managerial staff are deployed to an agency requesting their consultancy services on a specific short-term activity. Consultancy services may take the form of services as resource persons in a training activity of the client firm, technical advice on specific phases or topics of program/project planning and implementation as needed by the client organization. The services as consultants of IIRR staff may be on a standard fee, subsidized fee or complete subsidy basis, depending upon the needs and resources of the client agency.
- o *Joint Project.* More extensive in scope than consultancy but also short-term in duration, i.e., coterminous with the life of the project, the "joint project" approach takes form when IIRR and one or more partner organizations in one or more countries and regions jointly plan and undertake a training or a field research project until the completion of the joint activity. In the case of a collaborative training activity which may be international, regional or country level in terms of training participants, the joint project shall involve an agreement on staff deployment and other resource inputs including funding support of IIRR and the cooperating agencies. In the case of field research projects, the agreement may be limited to an agreement on a common project design and plan of implementation and on the sharing of results for comparative analysis and need not involve sharing of staff and other resource contributions. In other words, each collaborating agency undertakes the project in its own area of operations and mobilizes its own resources for the purpose.
- o *Contract Research or Training Project.* IIRR undertakes the research or training from the detailed planning to delivery of end-of-project evaluation report upon the request of another agency under terms and conditions of a memorandum of agreement. This modality shall be the usual approach in relation to funding agencies. It will also be applicable to "ground level" development organizations requiring training and/or research project planning and implementation services of IIRR on a specific topic or problem area of mutual interest and concern.
- o *Exchange Fellowship.* This collaboration modality focuses on mutually beneficial exchange of staff, not necessarily simultaneously, for the same

duration, in equal numbers, or in the same areas of expertise. The objectives include staff development.

- o *Staff Secondments and Research Fellowships.* In this modality, IIRR shall invite and accept post-graduate fellows of universities and graduate schools worldwide who intend to undertake their masteral/doctoral theses based on IIRR's rural reconstruction programs and projects. The graduate fellows source the funds for their travel, research and compensation from their mother organizations or other funding agencies, while IIRR's minimum contribution shall include room and board, local travel, office space, basic staff support services and the cooperation of field project staff and management. In the case of staff secondments, IIRR taps the short-term staff services of experienced professionals from cooperating agencies, which may include or involve funding support of donor agencies. Such visiting staff shall be accorded at least the same support from IIRR while performing specific tasks at the Institute.
- o *Consortium.* This collaborative approach between IIRR and one or more partner organizations shall include one or more of the foregoing modalities of inter-agency cooperation, the distinction being that the duration of collaboration is more or less long-term. The specific terms of reference are formally set forth in a memorandum of agreement. The scope of problems or areas of concern may, however, be limited to a narrow range within the specific areas of strength of the cooperating organization(s).
- o *Network.* Just like the consortium mode, networking may include any or all of the other modalities of inter-agency cooperation which are formally set forth in a memorandum of agreement. The network modality, however, is more or less a permanent arrangement and may cover a wider range of concerns but within a specific territorial area, national, regional or international.

Although the foregoing are a range of options, IIRR shall, within its own alumni and national movements, strive to the utmost to develop and operationalize, at the earliest possible time, stronger linkages of a more permanent or enduring type, preferably the network modality in each of the six regions of Eastern/South Africa, West Africa, Southeast Asia/Pacific, South Asia, Central America and South America. In line with the goal to intensify the international rural reconstruction program on a wider global scale, the rationale is to strengthen IIRR's capabilities to forge new linkages with other organizations and/or networks in each of the six regions, and ultimately to be able to propagate on a wider global front the rural reconstruction approach to integrated rural development among the larger world community of development organizations.

Program Priorities and Program Management Strategy

IIRR shall continue to organize and direct its program thrusts along real-world problems and priority development issues that are the actual current concerns of its client community, i.e. the rural poor of the Third World and the rural development practitioners and organizations dedicated to their upliftment. The legitimate object of IIRR's programs is to search for and disseminate practical, innovative, and

replicable solutions to these problems. Hence, IIRR shall continue to concentrate its knowledge generating efforts under its action research program in social laboratories and to refine its knowledge disseminating activities under its hallmark training program whose curriculum is firmly founded on field-based experience.

Internally, IIRR's priority concern in program management is to strengthen the linkage between its action research and training programs. IIRR shall thus increase its capabilities for documentation of its action research experiences, the regular production of research outputs and their systematic incorporation as inputs into its training courses.

Externally, IIRR's priority concerns are to maintain the relevance and increase the impact of its training and necessarily also of its research program. In the first instance, IIRR must increase its capability to identify and respond quickly to global development trends and the emerging issues that directly concern its clientele. In the second instance, IIRR needs to regularly verify the impact of its training courses on the alumni in their respective field conditions. Hence, the major strategic program directions that IIRR has adopted (Board Action Minutes, April 26, 1989 Annual Meeting) are to:

- o Increase emphasis on IIRR's international outreach role
- o Ensure that field operations projects are designed to focus on priority ("burning") issues in international development so that what is learned from IIRR's action research can be disseminated to meet the priority needs of other development agencies worldwide.
- o Develop a program to learn from and assimilate experience of other development agencies, including National Rural Reconstruction Movements.

The choice of development issues that IIRR shall address shall depend primarily on their urgency insofar as they affect the life of the rural poor of the Third World and secondarily on IIRR's current areas of program strength. As a matter of principle, IIRR shall concentrate on consolidating its current capabilities, but shall continue to keep abreast of current global trends and remain prepared to seize new "entry points" and maintain a lead position in the forefront of development innovations. To accomplish this even in areas of concern where IIRR capability is not yet sufficient, the Institute shall undertake either one or both of the two:

- a. Establish leadership in the new development field and mobilize the necessary human and budgetary resources to build its own institutional capability;
- b. Determine and locate its own niche on the issue and harness the resources and strength of other development organizations for a joint effort.

Within its own organization, IIRR shall adopt the most pragmatic program management approach that shall enhance within the organization what it shall seek to attain outside through the intensification of global collaboration: the increased synergy of program management. This approach is to operationalize within the Institute the matrix system of organizing program/project management teams.

Briefly, it consists of the identification of the problem-focused programs on one dimension of the matrix and the various unit/sectoral areas into which the Institute's staff expertise is based (Annex 5). Program and project teams shall be drawn from the staff resources of the various unit/sector as needed to address specific priority development issues within the broad problem-focused programs.

Program Regionalization Strategies.

The three broad regions of the Third World comprising the areas of service of IIRR are too large and contain too wide a range of cultural and ecological settings for purposes of effective outreach program management. In order to formulate more manageable and coherent regional outreach programs, IIRR needs to arrive at a more systematic subdivision of the broad regions that strikes a workable balance between territorial size and contiguity on the one hand, and cultural-ecological diversity on the other.

There are several possible ways to identify the unifying themes along cultural and ecological dimensions but no single theme can suffice to define the territorial boundaries of the "regions" without either gaps or overlaps. The historical colonial boundaries may also define the unifying themes of a lingua franca or second language as well as broad commonalities of the historical phases of political and economic transformation of the developing countries. However, the territorial boundaries defined under the impact of colonial history cut across broad and indigenous cultural regions. These latter criteria may, in the long run, prove to be more relevant for IIRR's program from the standpoint of the people's life and circumstances at the grassroots level.

But this issue cannot be fully resolved at this point. It is notable that even within national boundaries the question has not been satisfactorily answered. Hence, the process of subdividing continental regions into sub-regions will only need to satisfy criteria relevant to the needs of effective program management. In which case, the territorial scope will be more prominent, although the cultural-ecological dimensions will still need to be fully considered within the limitations of geographic contiguity. On this basis, IIRR has chosen to identify and focus its international program on six (6) regions:

- o East / Southern Africa
- o West Africa
- o South Asia
- o Southeast Asia / Pacific
- o Central America
- o South America

The foregoing regionalization is an initial attempt at a more flexible framework for sharpening the focus and establishing the priorities of IIRR's international programs in training and research for each region. Within this framework, IIRR has set the general principle of prioritization to the areas most underserved and of greatest need, and to areas with greatest potential for accelerated impact.

Operational Management Approaches.

As IIRR shall be aiming in the 1990's to upscale and accelerate its international rural reconstruction program, strategic decisions will also need to be made on how best to increase its institutional capabilities for providing the management support that is required. The major strategic concerns to be addressed include:

- o increasing the international staff component of the Institute's human resource base and enhancing the global management capabilities of the senior staff.
- o increasing the efficiency of decision-making and institutional management systems particularly in the critical areas of strategic planning, management information systems, program monitoring, evaluation and control.
- o enhancing long-term fiscal security and improving financial and investment management capabilities.
- o upgrading to international standards the technical support and physical facilities of the Silang world headquarters.

During the initial years of the new decade, IIRR shall give top priority to staff recruitment strategies that shall maximize opportunities for attracting and harnessing the services of international-grade staff under a wider variety of arrangements with particular emphasis on graduate and post-graduate research fellowships, visiting and exchange scientist programs, staff secondments and the like. In the initial years, the objective shall be to accelerate the recruitment of international staff for short-term or otherwise fixed-term assignments at minimal costs to IIRR by tapping the pool of international expertise being made available by human resource-lending organizations around the globe. Immediately, however, while the efforts to tap international staff services available on loan are still in process, IIRR shall strive to recruit the core of international staff who are expected to serve on longer-term basis to provide continuing leadership in the critical program areas of research, training and outreach.

The international staff recruitment program shall be reinforced by the adoption of an improved staff position classification, compensation and benefits policy. The intention is to upgrade the package of staff benefits to competitive levels with other major international organizations. IIRR's staff development program shall also be improved to enhance the international capabilities of the existing staff, while taking full advantage of the services of international staff on loan to IIRR as they are actually harnessed.

In order to strengthen its institutional management capabilities, IIRR shall give priority to the installation of improved strategic planning and management information systems. In the design of the new management system, special attention shall also be given to the improvement of the Institute's accounting and financial management system. The computerization of accounting and financial control shall be incorporated in the design of additional computer capabilities to support the management information system and enhance capabilities for program monitoring, evaluation and reporting.

In order to increase its ability to undertake an expanded international program on a sustainable basis, IIRR shall adopt a strategy towards the attainment of long-term financial security. Apart from tapping the support of new partner donors and expanding the contributions of existing non-traditional contributors, IIRR shall develop and implement programs to enhance its own independent revenue sources which IIRR can use to leverage increased levels of counterpart assistance from the international donor community.

IIRR's major strategic directions for the decade of the 1990's and beyond as set forth in the preceeding chapter, shall be implemented in five-year planning cycles. The first cycle has been undertaken for the period 1990-95 and the second cycle shall span the subsequent five-year period 1995-2000.

This chapter lays down the framework for five-year planning in the Institute to implement its reformulated mission/goal and its strategy for this and the next decades. The five-year planning framework for 1990-95 consists of:

- a) IIRR's mission/goal statement and the long-term strategy to implement it;
- b) The goal statement of the 1990-95 Plan;
- c) The formulation of IIRR's program/project structure in the context of its hierarchy of goals, purposes, objectives and outputs; and
- d) The specification of the structure and process for detailed project planning.

IIRR's Mission / Goal and Strategy

As reformulated and adopted by the Board in November, 1988, IIRR's mission/goal statement (see Annex 5) reflects the Institute's adoption of a more aggressive and pro-active posture for the coming decades vis-a-vis the development needs of the Third World. The earlier formulation of IIRR's mission was in terms of *generating* and *disseminating* rural reconstruction knowledge. Under the new formulation, IIRR has committed itself to go beyond *dissemination* and more aggressively undertake the *promotion* of its field experiences and lessons in development. The same pro-active posture shall be taken in its action research program which shall aim beyond *generating* to *demonstrating* the utility, relevance, workability and duplicability of its field-tested innovative development intervention strategies.

The most crucial strategic decision embodied in the new mission/goal statement is the broad directive to widen the international scope of IIRR's operations in order to relate and synthesize the Institute's rural reconstruction learnings with the larger body of integrated rural development knowledge. Hence, IIRR's strategic stance is not only to contribute to but also to learn from the world fund of development knowledge; the promotion of rural reconstruction shall be placed in the larger global context of integrated rural development.

The strategic options that IIRR has adopted for the next decades (as set forth in the preceding chapter) are the elements of its long-term strategy which aims to **raise the global intensity and synergy in rural reconstruction and development efforts among the Third World nations to the levels necessary and sufficient to accelerate their total transformation on a self-sustaining basis, and to substantially narrow the gap between them in terms of the quality of life of their people and the advanced countries of the First World.** In order to achieve its mission to improve the quality of life of the rural poor in a more extensive, rapid and synergistic manner, the main thrusts of this long-term strategy are captured in two catchwords: "deeper" and "broader".

The first aspect is *greater depth* of the rural reconstruction process. This translates in strategic terms into more substantive action programs which address the most pressing development issues and the most critical needs of the rural peoples of the Third World. A unifying theme of the Plan is the institutionalization, in a broader global framework, of reciprocal learning of the development intervention process in a wider variety of ecological and cultural conditions obtaining among the developing countries of Asia, Africa and Latin America. The knowledge that is drawn from a more systematic analysis and synthesis of cross-cultural lessons in development shall have greater depth. Consequently, this in-depth knowledge shall have greater relevance and impact at its subsequent application in a new setting and the new lessons learned, systematically shared and re-synthesized, shall be further enriched and gain added relevance. Thus, the frontiers of development knowledge can be systematically extended and rural development managers and practitioners availing of the updated lessons shall be able to keep abreast with their rapidly changing milieu.

In sum, to "go deeper" means not only to address the "burning issues" of development among the rural people of the Third World; it also requires the Institute to evolve a wider and more effective system of reciprocal learning and sharing. Through this wider global framework of inter-agency collaboration, IIRR shall expand the scope not only of the dissemination of its own contributions to development knowledge, but also the breadth and depth of its access to advanced development knowledge around the globe today.

The second aspect is a *broader scope of development impact*. In strategic terms this translates into the enhancement of IIRR's international outreach capabilities. The end in view is both to reach out to more developing countries of the Third World and to attain, in a more cost-effective and rapid manner, greater influence in their rural development programs and processes. This entails an outreach strategy for global inter-agency collaboration, particularly at the regional level, that shall mobilize more of the internal resources and inherent energies of the collaborating countries and their rural development organizations and practitioners.

The thrust towards more depth and more breadth in IIRR's rural reconstruction programs is an expression of IIRR's great sense of urgency in viewing the problems confronting the Third World. In spite of the increased scale of development intervention programs, the problems of the rural poor not only still remain, the magnitude and severity have in fact worsened. It seems that it is not just the case

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of these problems not being fully or correctly addressed; it is, more importantly, a case of lack of synergy or concerted effort among all agencies concerned.

Thus, the key lies not only in a frontal attack on the roots of rural reconstruction, but more so in a wider and more effective coordination and collaboration of development efforts. It is for this reason that the Five-Year Plan emphasizes the urgency of broader and deeper sharing on rural reconstruction and development efforts in this and the next decades. It is not enough that the right thing is done, it must also be done in the most expeditious and cost-effective manner possible. Thus, this Five-Year Program is aptly captioned: "Global Collaboration in Rural Reconstruction."

The Goal of the 1990-95 Plan: Mid-1995 Scenario

The goal of IIRR's 1990-95 plan is to institutionalize by mid-1995 a system for multi-agency collaboration in integrated rural development on a wider scale, with the Institute firmly in place within this system as one of its major focal points consistent with its role as a major international center for training and research in integrated rural development. Within such a global system, IIRR shall, in greater concert with a greater number of partner development organizations around the globe through a wider variety of modalities of inter-agency collaboration, implement its long-term strategy that aims to attain in a more rapid and cost-effective manner, deeper relevance and broader impact of its international rural reconstruction program on the quality of life of the rural poor of the Third World.

The basic strategy of IIRR's five-year program up to mid-1995 is institution-building. It is firstly the build-up of IIRR's own capabilities to plan and implement its expanded international rural reconstruction program. And secondly, it is the build-up of the institutional capabilities of government and other non-government organizations serving the Third World, and the forging of closer collaborative linkages among them and IIRR, including the Institute's own affiliate national movements, and its global pool of training alumni and their national and regional associations.

IIRR's Five-Year Plan envisions that by mid-1995 the Institute shall have firmly established its status and role as a major world center of learning in rural reconstruction and development, effectively serving a global clientele of the rural peoples of Asia, Africa and Latin America. Its institutional impact on the quality of life of the rural poor shall have then become broader in global terms as well as deeper in terms of the relevance of its programs to the most pressing needs of the most marginalized peoples of the Third World. IIRR shall have attained this through a strategy of global collaboration with all other major international development agencies and with the key indigenous development organizations in Third World countries.

From its vantage point as one of the major international hubs of the multi-agency global system of collaboration in integrated rural development, IIRR shall have

become a key factor in influencing the direction and accelerating the pace of rural reconstruction and development of the Third World. The key results that the Five-Year Plan has targeted by mid-1995 are:

- o Regional Networks of Rural Reconstruction (RNRRs), backstopped primarily by affiliate national movements (NRRMs) and Rural Reconstruction Alumni Associations (RRAAs), with IIRR serving as the international major hub linking these regional networks into one global collaborative network shall have become operational in all six (6) target developing regions, namely: South Asia, East/Southern Africa, West Africa, Central America, South America and Southeast Asia; these RNRRs shall have attained adequate institutional capacity to initiate, support and sustain collaborative integrated rural development projects in their respective regions.
- o Regional Multi-Agency Linkages, formal or informal, for collaboration in integrated rural development, with the participation of other international and of local indigenous development organizations, are also established in all six (6) regions.
- o Under the aegis of these regional and international networks and other inter-agency linkages as effective reciprocal learning systems, IIRR's training programs are regularly updated and enriched with cross-cultural lessons from collaborative training and field projects in a wider variety of cultural/ecological settings in the Third World; furthermore, IIRR's training programs shall have attained higher multiplier effects by focusing the participation in its international training courses on the most pivotal development professionals and agencies of the Third World countries, and by upscaling and accelerating the training of national cadres of integrated rural development managers, specialists and field workers via the network-based regional and country training programs.
- o Under the same networks of reciprocal learning, IIRR's operational research programs shall have attained a broader cross-cultural and multi-ecological field of analysis of the burning issues of development; IIRR shall have thus gained recognition as a major world repository and exchange center of indigenous development knowledge.
- o The staff complement of IIRR's core programs shall have attained the most ideal mix of development expertise, international backgrounds and international language capabilities; and the managerial and technical capabilities of the administrative support staff shall have been upgraded to the standards prevailing among the major international development organizations of the world.
- o IIRR's funding resource base shall have become flexible and stable on a long-term basis and over-dependency on any one single donor/benefactor shall have been eliminated by attaining a strong income-generating base of its own.

- o IIRR's management structure and operating systems shall have been upgraded to international standards with smooth-running and closely integrated program planning, budget programming, monitoring, control, evaluation and management information systems.
- o A physical resource base for training and research and their information / communication support facilities at the Silang Campus shall have been upgraded to meet the prevailing international standards and the requirements of the global expansion and upscaling of its core programs. The Silang campus shall have acquired adequate housing and other basic community facilities commensurate with its vision as a living community of international managers, specialists and practitioners of the rural reconstruction approach to integrated rural development.

Hierarchy of Goals and Program / Project Planning : Structure and Process

IIRR's implementation of its strategy for the medium-term (5-year) and annual operational periods shall follow a logical hierarchy of goals, purposes and objectives and the related framework for structuring its activities at the operational program levels. The basic idea is to establish the logical relations between the higher and lower order of targeted outputs and results as the framework for organizing the operational programs and planning the detailed activities down to the project level. The Program / Project Structure is discussed below, while the hierarchy of goals is incorporated in the 1990-95 program plan.

The five-year plan shall define the work program for implementing IIRR's strategy during the given five-year plan period. The goals and objectives of the five-year plan and its component annual Operational Plans shall be achieved through IIRR's three programs and their component sub- programs. These are:

Program I: INTERNATIONAL TRAINING AND OUTREACH (ITO)

Sub-Program A: International Training

Sub-Program B: International Extension and Collaboration

Program II: FIELD OPERATIONAL RESEARCH (FOR)

Sub-Program A: Sectoral/Adaptive Rural Technology Research

Sub-Program B: Integrated/Four-Fold Field Operational Research

Sub-Program C: Program Development Research

Program III: SUPPORT SERVICES AND INSTITUTIONAL MANAGEMENT (SSIM)

Sub-Program A: Human Resources Development

**Sub-Program B: Technical Support and
Physical Resources Development**

Sub-Program C: Institutional Management

The first two are IIRR's core programs and the third is their support program. The core programs are so designated because they embody IIRR's package of services which shall directly bring about the realization of the outputs and outcomes targeted for the medium and short-term. The support program is so designated because it embodies the management services for mobilizing the inputs (human, physical, and budgetary resources) needed to carry out the core programs.

The major support programs are: (a) communication support services; (b) information support services; (c) administrative support services; and (d) Institute management services. The communications and information support services provide direct technical inputs to the information/communications components of IIRR's training, outreach and research programs and, as such, are their integral components. The administrative/management services are the regular overhead components of IIRR's core programs.

The 1990-95 Five-Year Plan is the first medium-term program of implementation of IIRR's reformulated mission/goal and long-term strategy. Consistent with the five-year planning framework and the goal of the five-year plan in terms of the mid-1995 end-of-the-plan scenario as discussed in the preceding chapter, the subsequent sections present the hierarchy of goals, purposes and objectives and the program/project structure for each of the three operational programs of the Institute.

The International Training and Outreach (ITO) Program is IIRR's window to the rest of the world in the sense that it is through this program that IIRR shares with its global clientele its learnings in integrated rural development. It is also through this program that IIRR develops and maintains its links with the world community of development scholars, practitioners and institutions, from whose experiences and insights IIRR draws new lessons to enrich its own fund of development knowledge. The ITO program is thus the vehicle through which IIRR achieves its impact on its world environment and derives the feedback to which it must continuously respond.

Program Goal

The goal of IIRR's ITO Program is to: **Increase the impact and accelerate and broaden the promotion of rural reconstruction knowledge in the developing countries of Asia, Africa and Latin America through the enrichment of IIRR's programs of training and the strengthening of its international networks and other linkages for inter-agency global collaboration in rural reconstruction.** This goal shall be attained under the combination of two closely related sub-programs: Sub-Program I.A: *International Training (IT)* and Sub-Program I.B: *International Extension and Collaboration (IEC)*.

In accordance with the long-term strategy to attain greater depth and breadth of IIRR's international rural reconstruction program, the Institute shall adopt strategies and a system of priorities to maximize the impact of its training and outreach activities during the 1990-95 plan period. The sub-program purposes and their strategies, priorities and expected output of objectives at the project level are discussed below under each sub-program.

Sub-Program I.A: International Training

Purpose

The purpose of the International Training sub-program is the development of the national, regional and international pool of rural development managers, specialists and field workers in the developing countries of Asia, Africa and Latin America in accordance with their training needs, potentials and rural development priorities and in the magnitude necessary for them to undertake and sustain the rural reconstruction program in their respective countries and regions.

To accomplish this purpose, IIRR conducts various short-term training courses specifically addressed to the training needs of development management professionals and specialists of GOs and NGOs serving the Third World. According to sponsorship and the management of the training courses, and the geographic scope of participation, one useful classification is:

- o *International Training Courses:* These are courses conducted by IIRR at its Silang campus for international participants. These are either regularly scheduled on an annual basis or by special arrangements with host and sponsor organizations. The regularly scheduled training courses are the international leadership/development management courses for middle managers (once every year in February to March) and senior managers (once a year in November). In addition, at least one specialized training course is held every year at the Silang campus for international participants.
- o *Collaborative Regional Training Courses:* These are off-campus training courses jointly sponsored by IIRR and one or more regional/country-specific agencies for participants of the specific region.
- o *Collaborative Country Training:* This involves the same sponsorship / management arrangements as above except that participation is focused on a specific country.
- o *Special / Contract Trainings:* These are undertaken by IIRR upon special request for the staff and/or clientele of a contracting agency and/or sponsor usually conducted in situ but may also be at its Silang Campus, especially in the case of Philippine-based organizations. This consultancy type of arrangement may either be a package deal or limited to resource person inputs of the Institute.
- o *Subsidized Local Training.* These are conducted by IIRR, either on full or partial subsidy, for the management staff and workers of NGOs either upon their request or as a component of the Institute's action research programs in its own social laboratories in the Philippines or the social laboratories of its affiliate movements and its alumni associations.

1990-95 Training Program: Priorities, Strategies and Outputs

For the 1990-95 five-year plan period, the Institute shall strive to scale up its training program in order to obtain substantial increases in the annual number of courses and aggregate number of participants served. The strategy is to bring the training program physically closer and less expensive to the Institute's clientele by giving greater emphasis to off-campus training primarily through joint efforts with regional or country-specific GOs and NGOs.

Under this strategy, the specific project outputs are increased total number of courses and participants. For the plan period, IIRR targets a minimum of 18 training activities every year for a five-year total of 90 training and 2,700 participants (Annex 6). These include only the trainees of national or regional/international GOs and NGOs and does not include the social lab training in the Philippines.

To further enhance the relevance and impact of its training program, IIRR shall implement a more aggressive and selective program of participant recruitment to give priority to underserved regions/countries, sectors and groups. As much as possible, the minimum participation standards to be targeted on an annual average are:

- o at least 30% women;
- o at least 25% from countries not previously reached or with less than 5 alumni as of 1989 with greater regional emphasis to East/Southern Africa, former Indo- China and Latin America;
- o at least 25% representing small or newly organized NGOs; and
- o at least 25% representing organizations with the highest multiplier effects on the dissemination of rural reconstruction philosophy and practice in their respective areas, e.g. regional / national rural development training and research centers.

To attain these minimum standards for the participation of the underserved areas, sectors and groups, IIRR shall further improve the promotional campaigns of its training courses including maximizing the reach of its regular publications and special information materials, and the involvement of its alumni and affiliate national movements. IIRR shall also organize its core group of Regional Outreach Coordinators whose major functions shall include the active promotion of the Institute's training program in their respective areas of responsibility. Furthermore, the Institute shall give highest priority to the foregoing participants in the matter of awarding training and travel fellowships.

Towards the same end of enhancing the relevance and impact of its training program, IIRR shall:

- o institutionalize a global program of training needs and impact evaluation research;

- o institutionalize the systematic analysis and synthesis of advanced, field-based and cross-culturally validated knowledge for the regular updating and enrichment of curriculum content with special emphasis on increasing the output of suitable learning materials.

The program strategies to implement these are integral to the Institute's research and international outreach programs.

Sub-Program I.B: International Extension and Collaboration

Purpose

The purpose of the International Extension and Collaboration sub-program is: **Building and enhancing institutional capabilities for inter-agency collaboration and sharing at the national, regional and international levels, between and among IIRR, its affiliate national rural reconstruction movements (NRRMs), its alumni and their associations (RRAAs), and other development agencies.**

From the program management standpoint, this sub-program is the most pivotal component of IIRR's long-term strategy and the implementation of its program plans. It is under this sub-program that IIRR is physically linked with the rest of the community of development organizations in the Third World, in the sense that it is this component that *initiates, cultivates and sustains* the inter-agency linkages constituting the global system of collaboration that the Institute envisions to become institutionalized in the medium-term. Hence, it is this sub-program that actualizes the functions of the Institute's "window to the rest of the world". It is the nexus of the "international reciprocal learning system" linking IIRR with the larger community of development organizations.

The measurable indicators of attainment of the objective of institutionalized capabilities for regional collaboration are:

- a) A formal agreement on the organization and establishment of a regional network of collaboration or other less formal linkages for inter-agency cooperation between IIRR and NGOs in the region including NRRMs and RRAAs;
- b) The designation of a regional coordinator for a definite period as the local counterpart to IIRR's international outreach coordinators; and
- c) A further formal agreement on the detailed plan of a specific collaborative undertaking including the roles and contributions of each member of the network, and the actual implementation of this plan.

1990-95 Outreach Program: Priorities, Strategies and Outputs

In accordance with the long-term strategic importance of this sub-program, IIRR shall give priority to the mobilization of at least the threshold level of human and physical resources needed to mount the Institute's global-scale outreach program of activities during the plan period. The core group of Regional Outreach Coordinators (ROCs), at least one for each of the three broad regions of Asia, Africa and Latin America, shall be fully organized within the first year of the plan. The ideal complement of 6 ROCs, one for each of the target regions, shall be targeted to be in place not later than the mid-plan period in 1992.

In developing specific outreach strategies and work programs, IIRR shall implement during the 1990-95 period, its strategic subdivision of the Third World into the six regional areas, and accordingly follow the overall area-focused priorities. For each region, IIRR shall adopt and implement a flexible but more coherent outreach strategy focused on balancing the real needs and priorities on the one hand, and the opportunities for program entry, consolidation and expansion within each region, on the other hand.

Hence, in terms of the scale and the scheduling of the program inputs, IIRR shall be giving highest priority to the regions of East/Southern Africa and South Asia, followed by Southeast Asia/Pacific and Central America, then West Africa and South America. Within each region, IIRR shall further set the priorities according to specific countries to be given more emphasis. The presence of affiliate national movements and the potentials of IIRR training alumni and their existing or nascent associations will also be taken into consideration. The overall principle is to level up the underserved regions, countries and sectoral groups with those that had been better served in the past.

The Field Operational Research Program has the mandate to generate and demonstrate field-based knowledge in integrated rural development. The outputs of the Field Operational Research (FOR) projects serve as the inputs of IIRR's training and outreach programs.

Under the new five-year plan (1990-95), the FOR program shall develop a broader global field of analysis of the burning issues in development. Its operational strategy is to develop new or link up with existing "social laboratories" in countries outside of the Philippines and undertake therein an international program of field research in close collaboration with indigenous NGOs in these countries and regions, including NRRMs and RRAAs. Hence, in addition to the collaborative training projects of the ITO program, the international field research program shall also serve as a medium for institutionalizing IIRR's multi-agency international systems of collaboration.

Program Goal and Structure

The goal of the Field Operational Research Program is to: **Update and enrich the world fund of knowledge in rural development with a particular focus on the critical development issues through a cross- culturally and ecologically broader program of development research, adaptive rural technology research and field adaptation and demonstration of innovative strategies in rural intervention/development management, and through the systematic synthesis and documentation of the knowledge thus generated within the framework of rural reconstruction theory and practice.**

In order to accomplish this goal, IIRR implements three interrelated research sub-programs. *Sectoral / Adaptive Rural Technology Research* (Sub-Program II.A) selects appropriate technologies from the world pool of technological innovations and adapts these to suit the needs and conditions of rural people of the Third World. The process takes into consideration the people's indigenous knowledge which is, to the highest extent possible, integrated with the technological borrowing. After a period of field trials under local conditions, the adapted and simplified technologies are disseminated for use by the rural peoples. The process of dissemination is

placed in the context of IIRR's holistic, community-based rural development approaches. Production technologies embody the livelihood component of IIRR's four-fold approach. Other technologies may be integrated with the health or education components of this integrated approach.

The *Integrated/Four-Fold Field Operational Research* (Sub-Program II.B) tests, refines and demonstrates in the "social laboratory" innovative intervention strategies designed as cross-culturally workable and reproducible solutions to practical problems of the rural poor. The learning output of these social laboratory experiments provide the basis for the design and application in other situations of the people's own community-based programs for people empowerment and their attainment of self-reliant, self-sustaining social reconstruction and development.

Program Development Research (Sub- Program II.C) undertakes research of the strategic genre. Its perspective is global and its orientation is on current trends and the future. Hence, its outputs link together the two other research agenda. But also linking together all the three programs of the Institute, this research is strategic because the knowledge of the global situation that it synthesizes allows IIRR to integrate its programs in the context of a coherent strategy to maintain these programs and the Institute itself in the forefront of development.

Sectoral / Adaptive Rural Technology Research

Purpose

Under IIRR's hierarchy of goals, the purpose of the S/ARTR sub-program is: **generation and regular updating of knowledge on agricultural, agro- industrial and other rural technology that is cross-culturally and ecologically suitable to the needs and conditions of developing countries of the Third World through an international program of technology verification, assessment, field adaptation, and evaluation, with special focus on the burning issues of environmental conservation, food security and adequate livelihood.**

The sub-purpose of Sectoral / Adaptive Rural Technology Research is the development of people's technology resource base consisting of simplified and transfer-ready technology packages suited to the specific needs and socio-cultural/ecological conditions of the rural peoples of the Third World. Consistent with the people-centered orientation of the rural reconstruction approach, the object of a people's technology resource base is to build upon and reinforce indigenous knowledge, thereby facilitating the release of the people's own creative energies and accelerating their process of self-reliant rural development

1990-95 Program: Priorities, Strategies and Outputs

During the five-year plan period, IIRR shall continue its emphasis on: 1) regenerative agricultural technology; 2) agri-based food and non-food small scale processing machinery and processes for micro-enterprise development; and 3)

environmentally sound rural energy resource production and utilization technologies.

1) *Regenerative Agricultural Technologies.* Project activities in this field shall include the synthesis and consolidation of additional recent gains in the knowledge base and their incorporation in updated and enriched training curricula and production of additional/updated training materials in regenerative agriculture for wider international dissemination. The second phase expansion of the research shall focus on seven (7) farming systems application with demonstrated high impact potentials on family income, nutrition and the ecosystem:

- o Foodlot module
- o Agriculture in land-scarce Peri-urban Resettlement Areas
- o Family-level Plant Nursery Genetic Conservation Systems
- o Low-input Rice-Based Ecosystems Development
- o Mini-pond Freshwater Fish Farming Technologies
- o Agro-forestry for Regenerating Rainfed Uplands
- o Low-input Livestock and Poultry Production Systems

2) *Micro-Processing Technologies.* Project activities shall consist firstly of critical reviews including case studies and techno-economic evaluations of the early initiatives in the design, fabrication, bench-scale and field-level testing of low-cost machinery and processing technologies; the expanded research shall focus on further refinements and wider scale field adaptation/test-marketing of machinery, process and products to support the Institute's major new initiative in rural industrialization strategies for the marginal/new landless farmers under the impact of rapid urbanization and expanding industrialization.

3) *Rural energy systems.* Research activities here shall focus on more efficient/low-cost dryers, cooking stoves and new innovations in agri-waste recycling for energy and related uses; technology adaptation shall be based on a more adequate data base on rural patterns of fuel resources and utilization, and on studies on the potentials of integrating with fuelwood-lot technologies.

4) *Gender-focused Population, Health, Literacy and Rural Communications Research.* Project activities in this sector will focus on the search for innovative information/education/communications (IEC) strategies and motivational/ learning materials which address specific population and health issues, the role of rural women in development, and the constraints of illiteracy. A special focus shall be on young mothers and adolescent women and the validation of the hypothesis that IEC strategies addressed to these specific audience groups will have much higher impact than with other groups on population and health problems of the rural poor. The lines of inquiry will include the search for more effective communication / motivation strategies for the propagation of community health practices of GOBI, ORS, FFF among the rural poor following the IIRR "agricultural approach" to family planning IEC. Building on IIRR's experience in harnessing "Indigenous knowledge," the research efforts in this sector will also address the new and urgent concern of preventive health: A.I.D.S. Efforts shall also be directed to the adaptation and development of these IEC materials for a wider range of cultural / linguistic settings.

Integrated / Four-Fold Field Operational Research

Purpose

The purpose of Integrated/Four-Fold Field Operational Research is **generation, demonstration and regular updating of cross-culturally relevant knowledge in rural reconstruction through a program of country-specific and cross-country field experimentation, adaptation, demonstration and documentation of innovative strategies in rural development intervention.**

1990-95 Program: Priorities, Strategies and Outputs

New initiatives in the design and implementation of integrated rural development programs shall be developed to address two "burning" issues in development: a) *environmental degradation* and b) the increasing rates of *rural landlessness* ("rural proletarianization") as an effect of urbanization-industrialization. On-going "people empowerment" programs in its "social laboratories" in Cavite, Bicol and Negros shall be pursued up to their completion by 1991/92; the experiences and lessons in these experiments in people's organization-based integrated approaches to rural development shall be distilled and the new insights shall be incorporated in the planning and implementation of the new initiatives in rural development intervention.

1) *New initiatives in people empowerment strategies focused on environmental / land issues.* IIRR shall draw on its storehouse of experience in "community organizing" in order to design and field-test innovations in "people empowerment" strategies to address these issues more effectively. In the case of community organizing strategies for the protection of the living environment, the project activities shall focus on: increasing the people's capabilities to gain access to the available knowledge base in sustainable agricultural technologies; increasing their awareness of environmental problems and their motivation to organize, plan and undertake specific environmental protection/conservation projects on a sustained basis at the community/inter-community levels; and the development of the required IEC materials suitable for use in specific cultural and linguistic settings.

In the case of the problem of rural landlessness, program/project activities shall concentrate on innovative strategies for maximizing people's participation in the search for viable non-farm self-employment alternatives; innovations in rural entrepreneurship / micro-enterprise development, including the curricula and training methodology for agro-industrial and small-business management skills; testing of alternative approach for sustainable, small-business credit/investment fund and program management; further simplifications application of technoeconomically viable and suitable small-scale agri-based technologies; experimentation of alternative models for integrated marketing program strategies for dispersed rural micro-enterprises, among others.

2) *Continuation and consolidation of on-going "people's organization"- based integrated rural development strategies.* On-going project activities shall focus on the attainment of the scheduled "project phase-out", i.e. the "graduation" of people's organizations (POs) as fully self-reliant and autonomous POs in the Philippine social laboratories of Cavite, Bicol and Negros. Staff and support resources shall be deployed / redeployed to accelerate the synthesis of documented data and the distillation of lessons from the Institute's experiences in the variations in approaches to integrated rural development across the three social laboratories, e.g. levels and scope of PO integration, local resource access and acquisition systems, the "convergence" approach to integrating multi-agency planning and management of a municipal-level program, and the experimentation in pro-active technology dissemination approaches towards the attainment of barrio-level self-sustaining development and intervention phase-out.

Program Development Research

Purpose

The purpose of Program Development Research is: **systematic analysis and synthesis of the world fund of development knowledge particularly on current trends, issues, and the state-of-the-art technology adaptations and development in the Third World countries, and identification of IIRR's priority entry points and new opportunities for the global promotion of rural reconstruction and development.**

The rationale for this research sub-program is the need to strengthen throughout the IIRR organization the capability to identify and select new areas of development management innovations and the organization of the Institute's core and support programs based on long-term strategic needs and opportunities as they arise. The strategic objective of building the institutional capability for timely identification of and response to new program "entry point" opportunities is to keep IIRR abreast with other major development organizations and ensure its international leadership in development innovation.

Through this sub-program, IIRR shall be able to maintain a meaningful and fruitful dialogue between itself and its network affiliates, on the one hand, and the larger world community of development organizations, on the other hand. Within the IIRR organization, this research sub-program shall maintain the constructive and mutually reinforcing interchange between theory and its operational programs in the field: theory guiding the design and field testing of innovative strategies of development intervention, and the realities of the world flowing back from the social laboratories constantly sharpening and refining theory. The implementation of this new research initiative shall be intricately bound with the support projects for library resource enrichment and databank development and for the establishment of computer-based international communications facilities of IIRR.

1990-95 Program: Priorities, Strategies and Outputs

Due to its strategic nature and purpose, Program Development research shall be a continuing activity of the Institute. The priorities for the 1990-95 period are: 1) the build-up of the Institute's own initial databases focused on the sectoral and regional concerns of IIRR; and 2) increased access to the international knowledge base in integrated rural development.

The expected program outputs are the initial databases to be established by mid-1991 and their regular annual updates every mid-year thereafter: four (4) sectoral database, one each for livelihood, health, education and self-government, and their annual updates; six (6) regional area baseline studies on their current rural development situation, or two regions each year for the first three years and their annual updates thereafter. These databases shall be developed through the systematic access to and collation of current development information available around the globe. Hence, in the same order of priority is the design and installation of computer programs and hardware and the staff recruitment and training that shall be required in performing the functions of international publications and information exchange.

Database inputs from external sources shall be enriched with IIRR's own knowledge base in integrated rural development. IIRR shall thus strengthen its research documentation capabilities and upscale its production of research publications.

The Support Services and Institutional Management Program (SSIM) has the mandate to support and enhance the performance and impact of the foregoing core programs of IIRR. As a support program, SSIM is a system of delivery of the human and material resources required to undertake the projects under the core programs of the Institute. In other words, it is the package of inputs to bring about the outputs of the core programs of research, training and outreach.

Program Goal and Structure

The goal of the SSIM program (PROGRAM III) is to:

Support and enhance the performance and impact of the foregoing core programs through the adequate provision and effective delivery of technical and management support services and facilities at the world headquarters (Silang, Cavite, Philippines) and in all off-campus fields of operation in accordance with actual requirements.

IIRR organizes and implements its support program under three sub-programs: Sub-Program III.A: Human Resources Development; Sub-Program III.B: Technical Support and Physical Resources Development; Sub-Program III.C: Institute Management.

The cores of activity comprising the SSIM sub-programs are not "projects" in the same sense as in the case of the core programs. They are the basic management functions of planning, organizing and resource mobilization, leading, monitoring and control.

Human Resources Development

Purpose

The purpose of this sub-program is the mobilization, development and maintenance of a stable human resource base of the Institute with the strength in number, competencies and dedication required to undertake effectively and efficiently its

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current international rural reconstruction program with enough reserves to respond to anticipated new challenges and opportunities.

1990-95 Program: Priorities, Strategies & Outputs

To attain the foregoing purpose during the new five-year plan period, IIRR shall give priority to: 1) the improvement and streamlining of its basic personnel management capabilities, policies, systems and procedures; and 2) a more pro-active program for staff development.

1. *Basic Personnel Policies, Systems & Procedures.* Major activities in this area of concern shall include a comprehensive review, analysis and the adoption of improved basic personnel policies, systems and procedures with particular attention to setting up an international standard position classification, recruitment, compensation and benefits system. The objective is to upgrade the compensation/benefit levels of IIRR to maintain its competitive advantage in attracting and retaining a core of senior-level international staff who can provide leadership and support in the planning and management of its core programs and activities. To accelerate international staff recruitment in the initial years of the plan, IIRR shall establish wider global linkages with international universities, graduate schools, and international staff resource lending organizations and arrange for the deployment of graduate students, and post-graduate, visiting fellows, etc. to IIRR for specific limited-term program / project assignments.

2. *Pro-active staff development.* The major activities in this area of concern shall be based on: a comprehensive human resources development program incorporating a medium-term forecast of staff requirements and the supporting systems for staff career development planning; training needs analysis and performance appraisal; and staff development linkages with other collaborating agencies. The staff development program shall include the following major components:

- o Senior staff development to enhance their capabilities in global management.
- o Middle-level staff fellowships for advanced degrees in development management and priority areas of technical specializations;
- o A foreign language cum cultural orientation training program to enhance the international language capabilities of IIRR's middle and senior level management staff and specialists;
- o An in-house skills upgrading program for the support staff with emphasis on international standard upgrading of secretarial competencies; and
- o Improvement of the regular orientation program primarily for new recruits designed to facilitate their internationalization of IIRR's unique organizational culture.

The detailed plans of implementation of the foregoing staff development program shall be prepared and adopted for execution at the start of the new five-year program.

Technical Support Services and Physical Resources Development

Purpose

The purpose of this sub-program is: the provision of **adequate communications, information, library and documentation, and administrative services support to the core programs of the Institute.**

The 1990-95 Program: Priorities, Strategies & Outputs

The closely interrelated communications, information, library and documentation support services shall give priority to: 1) strengthening the Institute's capabilities for international quality printing, publication and production of research studies and training/info materials; and 2) developing new capabilities for international database management and information exchange.

1) *Research Publications and Training / Info Materials Production.* Activities and outputs in this sector shall include the acquisition and installation of computer-based desk-top publishing facilities; acquisition of additional audio-visual facilities for sound-slide and videotape documentation and materials production; additional staff recruitment and staff training/retraining to effectively operationalize the new system capabilities; and increased extension of printing and publication services to social laboratories, people's organizations, and affiliate national movements, alumni groups and other collaborating agencies. IIRR shall also explore and develop systems and procedures to maximize the use of its printing and publication resources for the purpose of expanding its revenue-generating capability.

2) *International Databanking and Information Exchange.* Activities and outputs in this sector shall include: upgrading the Institute's computer database storage and retrieval hardware, programs, and staff capabilities; improvement of its international telecommunications facilities and establishing telecommunication linkages with other major international development organizations as well as with its affiliate NRRMs and its alumni organizations; the design and implementation of a more comprehensive system of acquisition of development literature; and strengthening the library and staff capabilities, particularly for bibliographical abstracting and current literature awareness services to the rest of the IIRR community.

The administrative services and community facilities support program shall give priority to: 1) improvement of the Institute's training facilities inclusive of training buildings, office and equipment; 2) improvement of the trainee dormitories, staff housing, canteen and clinic facilities; 3) improvement of the power and water systems, perimeter fencing and additional road construction, and motor pool and

transport services; 4) development of the campsite and production/demonstration farms, construction of additional athletic grounds and sports facilities; and 5) a special project to establish the Dr. Y.C. James Yen Memorial Museum. The foregoing constitutes the Institute's capital outlay program for the five-year plan period.

Within the same period, IIRR shall prepare its updated campus development plan reflecting its long-term development vision. This long-term campus development plan shall highlight in particular the Dr. Y.C. James Yen Memorial Museum. Other major considerations shall include provisions for the long-term requirements of an independent power-generating capacity.

Institutional Management Systems and Resource Development

Purpose

The purpose of this sub-program is the attainment of the highest level of unity of purpose and synergy in IIRR's operations through the development of a strong and stable fiscal foundation and the improvement of institutional capabilities for Institute-wide systematic planning, program/project coordination, monitoring and evaluation, fiscal and management control.

1990-95 Program: Priorities, Strategies and Outputs

In accordance with the foregoing purpose, the two major concerns that shall be given the highest priority attention are: 1) increasing long term financial stability; and 2) improvement of system-wide program management capabilities with particular attention to strengthening capabilities for strategic planning and operational management within a wider global perspective.

1. *Resource development and financial management.* Resource development shall be a major concern of Institute Management as it impinges directly not only on the implementability of the 5-year program package, but also on IIRR's long-term organizational stability. The objective is to raise the share of independent income sources and reduce the share of all other sources, so that by mid-1995 IIRR shall enjoy at least the threshold level of fiscal autonomy, i.e., the Institute shall be able to continue at minimum scale operations even if donations and grants are abruptly withdrawn.

This measure of financial stability shall translate at the individual worker level a minimum of job security which will prove crucial in the long run to the successful implementation of the Institute's program plans. Transcending this, financial autonomy shall vastly expand the planning horizons within which IIRR can sharpen its own vision of the future.

During the 1990-95 period, the Institute management shall firm up its plans for long-term fiscal stability with a focus on the following options:

- a. fuller utilization of its land resources at the Silang, Campus for both income-generation and demonstration of proven appropriate technologies;
- b. fuller utilization of its human and organizational resources in income-generating consultancies.
- c. increased efficiency of operations in order to reduce operating costs; and
- d. establishment and expansion of IIRR's development and endowment fund.

Hence, the improvement of the Institute's financial management and control system will be a crucial interface with the resource development plans. The Institute management shall accordingly give top priority to this project within the gearing-up period.

2. Improvement of Institute Planning, Monitoring and Evaluation Systems. This Project aims to design, install and institutionalize improved management systems and operating procedures in the IIRR organization, with a particular emphasis on an MBO-based planning, monitoring & evaluation (PME) system and a management information system (MIS).

The Organizational Development (OD) methodology in management science shall be adopted as the basic approach in conducting management studies for the analysis of the current situation and the institutional management requirements given IIRR's mission and the projected scale and scope of operations during the 5-year plan period. In designing the alternative management structures and processes, the MBO framework of planning for results and the management of change shall be incorporated with the OD methodology. The management studies shall focus on the design and development of four (4) basic components of IIRR's organizational management: a) strategic and operational planning cycles; b) a computer-based Management Information System (MIS) that is closely interfaced with the first two, with a sub-system for the periodic production of statistical data series on IIRR's resources and operations, and d) an overall decision-making framework geared towards increased participatory management, of which the planning and monitoring & evaluation systems are integral components, and which extend from and activate the organizational structure of IIRR.

The Project shall be implemented in two phases. During the situational analysis and management systems design phase, the major milestones or Project outputs will be the production of three basic organizational development design and operation manuals for: a) an integrated Planning, Monitoring and Evaluation (PME) system; b) a computer-based Management Information System (MIS); and a revised Organization Plan and Decision-Making System (OP/DS).

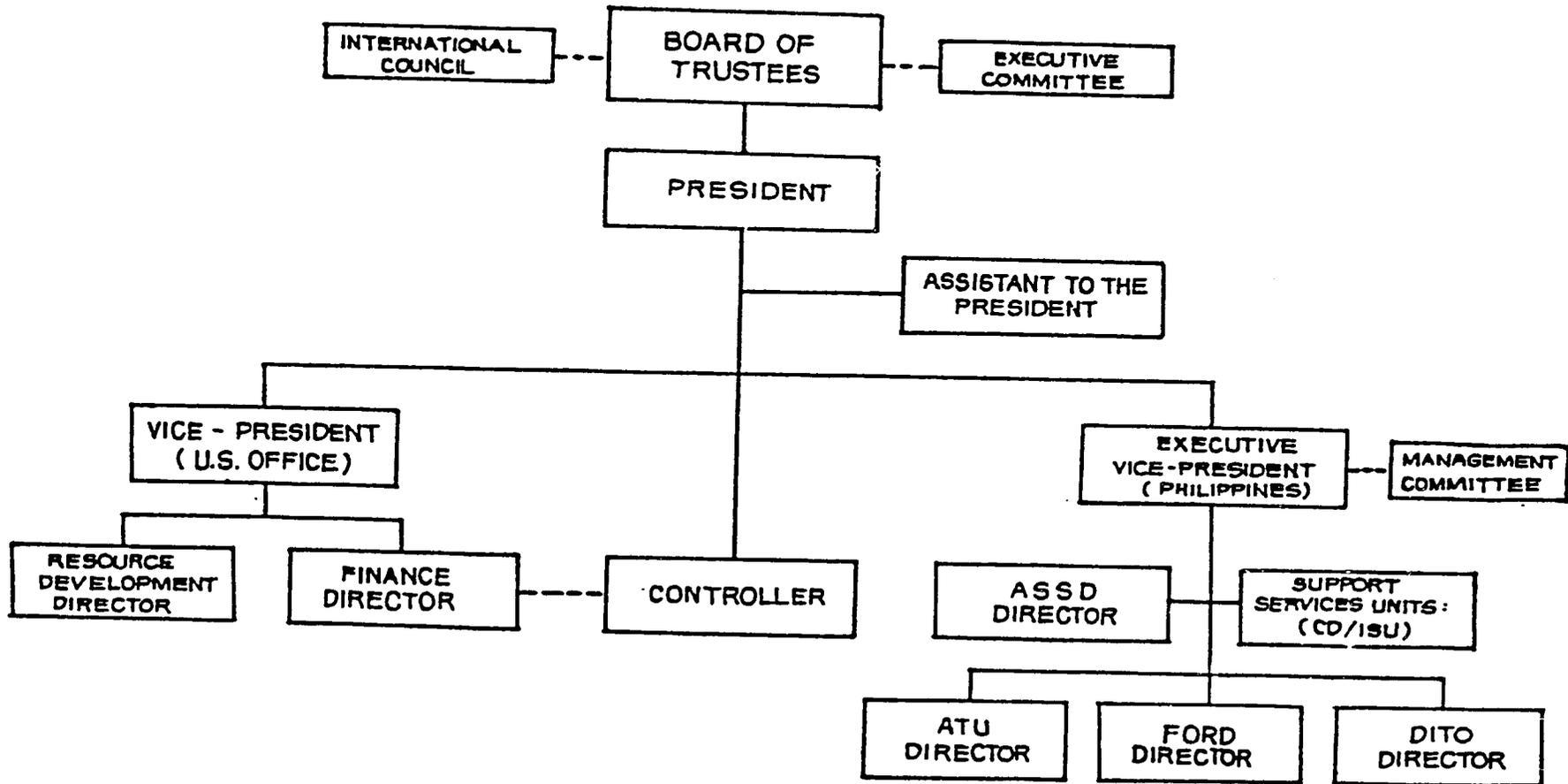
The second phase shall begin with the formal approval of the new management structures and processes after which the PME, MIS and OP/DS shall be installed

and operationalized. During this phase the major Project outputs shall be the production of the annual operational plans, a long-term updated strategic plan (IIRR in the 21st century), and the next five-year plan for 1995 -2000.

The first phase of the Project shall start in January 1990 and end by June 30, 1990. The rationale is to be able to set in place the improved management systems at the start of the implementation of the 1990-95 program plans. The second phase will be continuing up to the end of the 5-year program in mid-1995. The other regular outputs of the Project are the monitoring reports (quarterly and annual) and the IIRR Statistical Yearbook (every 3rd quarter of the calendar year or the first quarter after each fiscal year).

Annexes

IIRR ORGANIZATIONAL STRUCTURE



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Annex 2: List of IIRR's Publications

1. BOOKS

o **The Ting Hsien Experiments in 1934**

Y.C. James Yen

Reissued 1984, 64 pp.

Philosophies, strategies and accomplishments of the rural reconstruction experiment conducted in China long ago. With its timeless relevance, this philosophy still has important implications for the world today.

o **Tell the People: Talks with James Yen about the Mass Education Movement**

Pearl S. Buck

Reprinted 1981, 141 pp.

Talks of the author with Dr. Yen about the Mass Education Movement which enabled the transformation of the Chinese poor from illiteracy to literacy, undernourishment to nourishment and disease to health. This work, authored by Pearl S. Buck became one of the foundation blocks for which Buck was bequeathed the 1938 Nobel Prize for Literature.

o **Dr. Y.C. James Yen: His Movement for Mass Education and Rural Reconstruction**

John C.K. Kiang (Editor)

1976, 294 pp.

An account of the life of IIRR's founder in China, Taiwan and the Philippines. Called "China's teacher extraordinary" and "Crusader for the common man," Dr. Y.C. James Yen and his rural reconstruction movement have made a major contribution in the struggle against poverty in the developing world.

o **Doctor to the Barrios: Experiences with the Philippine Rural Reconstruction Movement**

Juan M. Flavier

1970, 208 pp.

This volume and the four which follow introduce the reader to the wit and wisdom of village folk in the Philippines, as observed by a rural reconstruction worker living among them.

o **My Friends in the Barrios**

Juan M. Flavier

1974, 190 pp

o **Back to the Barrios**

Juan M. Flavier
1978, 150 pp.

A doctor who went back to the village to leave behind the city because there's more nobility in helping the poorest of the poor.

o **Parables of the Barrios (Vol. 1)**

Juan M. Flavier
1988, 76 pp.

o **Parables of the Barrios (Vol. 2)**

Juan M. Flavier
1989, 116 pp.

Humorous, funny, satirical but full of life's lessons for today's revolutionary intellectual.

o **Rural Reconstruction and Development: A Manual for Field Workers**

Y.C. James Yen and Gregorio M. Feliciano
1967, 456 pp.

A comprehensive summary of tested techniques offered as guidelines for creative adaptation by workers in the field. Covers a wide spectrum of practical development activities, including animal husbandry, rural industries, cooperatives, leadership training, health programs and much more.

o **Agricultural Approach to Family Planning**

Demetrio M. Maglalang
Published by the Communication Foundation for Asia
1976, 159 pp.

An innovative approach, using indigenous allegories to explain family planning concepts. Gives a detailed explanation of the stages of the process, including planning, preparation, testing, production and evaluation.

o **Planning and Evaluating Rural Reconstruction Projects: A Practical Manual for Project Managers**

The Research Division, IIRR
1984, 77 pp.

Specific practical tools to help managers of development projects improve their work. Covers long- and short-term program planning; planning for project selection, strategies, implementation and evaluation; types of evaluation; different methods of information gathering; how to undertake a survey; and interpreting and using information for evaluation. (Spanish version available.)

international relevance, thus offering development workers from other agencies information of practical help in their work.

o **Proceedings: Regional Workshop on Sustainable Agriculture**

International Institute of Rural Reconstruction

March 1989, 232 pp.

Complete documentation of the Regional Workshop on Sustainable Agriculture held at IIRR on September 8-12, 1988.

o **IIRR Research Report No. 1. People's Organization in IIRR's Social Laboratory: Characteristics and Membership Participation**

Dr. Erasmus D. Monu

January 1989, 98 pp.

Focuses on four IIRR-assisted people's organizations. Compares the organizational and membership characteristics of the people's organizations of the four IIRR projects, namely: the Economic Organizations in Rural Reconstruction; the Stimulation of the Emergence of Participatory Acquisition Groups among the Rural Poor; the Rural Women's Project; and the Local Resource Management Project. Compares the involvement of the members in the organizations of each of the four projects and related activities as a prelude to involvement in the wider community. Also describes the strategies employed by IIRR in its attempt to help establish and strengthen people's organizations.

o **IIRR Research Report No. 2. Involving the Rural Women in Organizations: Implications to their Development**

Mennie N. Belardo

January 1989, 36 pp.

Studies of the organizations established through IIRR's Rural Women's Project and their 213 members. Describes the characteristics of these rural organizations and their members; assesses the level of participation of these members; and determines the probable implications of women's participation in rural organizations to their development.

o **IIRR Research Report No. 3. Participation of the Rural Poor in People's Organizations: The SEPAG Experience**

Puri T. Matsuura

January 1989, 76 pp.

This report describes the members of the "Stimulation of the Emergence of Participatory Acquisition Groups (SEPAG)" organizations; determines the organizational capability of the rural poor to participate in development processes; identifies the factors affecting membership participation in development activities; identifies the kinds and levels of participation of the members; and assesses the lessons and insights gained in relation to the participation of the rural poor in development.

o **Go to the People: Releasing the Rural Poor Through the People's School System**

James B. Mayfield
1985, 204 pp.

Comprehensive study of the People's School – an innovative approach developed and tested by IIRR in the Philippines. Includes a summary of the remarkable career of Dr. Y.C. James Yen, IIRR's founder and chairman, and a history of rural reconstruction in China and the Philippines.

o **Training Resource Book: Primary Health Care, Family Planning and Women in Development**

Communication Department
IIRR, July 1987

Simple, comprehensive and easy to use modules, this 246-page publication shares the numerous direct experiences of IIRR's field facilitators learned from the villagers themselves. Contains modules on Primary Health Care, Family Planning (using the indigenous approach) and Women in Development.

o **Communicating Development**

Communication Department
IIRR, November 1987

A manual designed to provide rural development workers and agencies with how-to's on materials production. It is intended to be a resource material on the use of various media to communicate specific topics on education, self-government, livelihood and health.

2. SPECIAL REPORTS

o **Agrarian Reform and Rural Reconstruction: A Seminar Report**

Edward P. Reed
July 1980, 66 pp

Summary of the presentations and discussions of the seminar on Philippine Agrarian Reform and Land Tenure, held at IIRR in 1980. The seminar analyzed the NGOs' role in such a critical area and outlined a practical plan of action.

o **Building Rural Communities: The Experiences of the Indian Rural Reconstruction Movement**

International Institute of Rural Reconstruction
August 1986, 250 pp.

Easy-to-read account of the Indian Rural Reconstruction Movement (IRRM) and its work at its first social laboratory in the Kuppam Block of the Chittoor district in the South Indian state of Andhra Pradesh. Highlights the systems and processes thus far developed by the IRRM and outlines lessons and insights which are of

5. PERIODICALS

o Rural Reconstruction Review

A journal on rural reconstruction philosophies, strategies, techniques and results. It details IIRR's most current work in its international training and outreach program and field operational research projects.

o IIRR Report

A semiannual newsletter produced by IIRR's US office.

o International Sharing

A trimestral newsletter for IIRR's International Training and Outreach Program.

Annex 3. Major Donors of IIRR

Mr. Austin L. Adams
Mr. John M. Allen
Arthur Andersen and Co.
The Atkinson Foundation
Mrs. Jane K. Boorstein
Breakthrough Foundation
Bristol-Myers Company
Miss Ruth D. Carter
Mr. Francis J. Chen
Dr. Chie Yuan Chen
Mr. & Mrs. P. Chin
Ciba-Geigy Corporation
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Mr. William F. Cody
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General Service Foundation
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The International Foundation
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Mr. & Mrs. James G. Johnson, Jr.
Albert Kunstader Family Foundation
The Landegger Charitable Foundation, Inc.
Mr. & Mrs. Nathan W. Levin
Lutheran World Relief
Mr. & Mrs. Walter B. Mahony, Jr.
Manos Unidas
The Martin Foundation, Inc.

Metropolitan Bank and Trust Company
Molex Incorporated
Jessie Smith Noyes Foundation, Inc.
Mr. & Mrs. George D. O'Neill
PACT (Private Agencies Collaborating Together)
People to People Partnership
The Pew Charitable Trust
Pfizer, Inc.
Philippine National Bank
Anne S. Richardson Fund
Rissho Kosei Kai
Mrs. Harold R. Robinson
Rockefeller Brothers Fund
Sasakawa Peace Foundation
The L.J. & Mary Skaggs Foundation
Mr. Frank A. Sprole
St. Johns's Episcopal Church
The Starr Foundation
UNICEF
U.S. Agency for International Development (AID)
University of the Philippines Alumni
Nellie K. Van Schaick Educational Trust
Ms. Susan C. Wei and Mr. Kim Winick
World Neighbors
Mrs. Dorothy W. Whitney

ANNEX 4: MATRIX SYSTEM OF IIRR PROGRAM MANAGEMENT

PROBLEM FOCUSED PROGRAMS	DIVISION/UNIT PROGRAMS	TRAINING AND OUTREACH	FIELD OPERATIONAL RESEARCH			TECHNICAL SUPPORT		FINANCE AND MANAGEMENT
			APPROPRIATE TECHNOLOGY	ACTION RESEARCH	DEVELOPMENT RESEARCH	COMMUNICATION	DOCUMENTATION AND INFORMATION TECHNOLOGY	
RURAL LIVELIHOOD AND CREDIT SYSTEMS								
RURAL HEALTH AND NUTRITION								
LITERACY AND RURAL EDUCATION								
PEOPLE EMPOWERMENT								
ENVIRONMENT AND RURAL ENERGY								

Annex 5. IIRR Mission / Goal Statement

The International Institute of Rural Reconstruction (IIRR) is a major international training center dedicated to changing the quality of life of the rural poor by promoting and demonstrating principles and practices of integrated rural development for study, adaptation and implementation in the developing countries of Asia, Africa and Latin America.

Under the tenet of Release not Relief, the Institute focuses on development strategies which enable rural peoples -- the principal agents of rural reconstruction -- to release their own potential and transform their own lives through an integrated fourfold program of education, livelihood, health and self-government.

Its training programs for agency executives and rural development practitioners are offered both at its 124-acre campus in the Philippines and on-site in other developing countries. Its extension services provide a variety of technical support to organizations and agencies working among rural peoples in the Third World.

A unique feature of the Institute's programs is their practical relevance. To ensure this, the Institute conducts its own field operational research and utilizes in its curriculum the actual experiences of other agencies. Among these are its affiliated national rural reconstruction movements and alumni associations, located in many countries of the third world, which practice and provide training in the principles of rural reconstruction encouraged by the Institute.

**ANNEX 6: NUMBER OF INTERNATIONAL TRAINING COURSES AND
PROJECTED NUMBER OF PARTICIPANTS
FROM 1990 TO '95**

TYPE OF TRAINING	NO. OF TRAININGS PER YEAR	TOTAL PARTICIPANTS 1990-95 (at 30/Training)
A. Regular International Trainings (conducted by IIRR at Silang Campus)	2	300
1. General Courses in RR	1	150
2. Specialized Courses	1	150
B. Collaborative Regional Trainings (off-campus)	2	300
1. General Courses in RR	1	150
2. Specialized Courses	1	150
C. Collaborative Country Trainings (off-campus)	4	600
1. General Courses in RR	1	150
2. Specialized Courses	3	450
D. Special Trainings	10	1,500
1. Contract/Agency-Sponsored	5	750
2. Subsidized	5	750
	---	-----
TOTAL	18	2,700

CALENDAR OF ACTIVITIES
 July 1, 1989-June 30, 1990
 3rd/Terminal Year of USAID-Assisted Program,
 1987-1990

I. INTERNATIONAL AND COLLABORATIVE REGIONAL/
 COUNTRY TRAINING PROGRAM

ACTIVITY/VENUE	START/COMPLETION DATES
A. INTERNATIONAL TRAINING	
1. 1989 Senior Managers Course in Rural Reconstruction (Venue: IIRR)	Oct.2-27, 1989
2. International Training for Women Managers in Rural Health Projects (Venue: IIRR)	Nov. 13-25, 1989
3. International Workshop to Develop an Agro-Forestry Technology Information Kit (Venue: IIRR)	Nov. 4-13, 1989
4. 1990 Middle Managers Course in Rural Reconstruction (Venue: IIRR)	Feb. 5-March 17, 1990
B. INTERNATIONAL OUTREACH/COLLABORATIVE REGIONAL TRAINING AND DISSEMINATION OF APPROPRIATE TECHNOLOGY	
1. IRRI-IIRR Training on Farming Systems Research and Extension (Venue: IIRR)	Aug. 6-18, 1989
2. IIRR-MGRR Collaborative Training on Sustainable Agriculture for the Latin American Region (Venue: Jalapa, Guatemala)	March 7-16, 1990
3. Southeast Asia/Regional Workshop on Sustainable Agriculture in the Uplands Venues: IIRR (Silang, Cavite) Mindanao Baptist Rural Life Center (Davao del Sur) Mag-Ugmad Foundation (Cebu)	August 25 - September 9, 1989

ACTIVITY/VENUE	START/COMPLETION DATES
C. INTERNATIONAL OUTREACH/COLLABORATIVE COUNTRY TRAINING AND DISSEMINATION OF APPROPRIATE TECHNOLOGY	
1. Country Training on Agricultural Approach to Family Planning Venue: GhRRM, Mampong, Akwapim Dist., Ghana	June 30-July 12, 1989
2. IIRR/MGRR country Training on Sustainable Agriculture for Guatemala Venue: Livingstone, Guatemala	June 19-28, 1989
3. Country Training on Agricultural Approach to Family Planning Venue: Yayasan Indonesia Sejahtera, Solo, Indonesia	Sept. 16-27, 1989
4. Country Training of Farmer Advocates of Regenerative Agriculture for the Lowlands in the Philippines. Venue: IIRR	Sept. 18-27, 1989
5. Study Tour on Sustainable Agriculture of Delegates from the Institute of Environmental Sciences, Nanjing, Hangahon, People's Republic of China	Oct. 31-Nov 1989
6. Training on Bio-Intensive Gardening and Agro-forestry for BC Trust with Approtech Asia* Venue: Visag, Southern India	Nov. 14-30, 1989 (2 sessions)
7. IIRR-BARRA Preparatory Workshop for Promoting Regenerative Agriculture Technologies in Bangladesh* Venue: Dacca, Bangladesh	December 1989
8. Consultancy Training on:	
a. Bio-Intensive Gardening and Small-scale Agriculture Venue: Upper Mendi and Kalakila Papua New Guinea	Dec. 4-11, 1989
b. Agro-forestry and Poultry Production Venue: Upper Mendi, Southern Island Papua New Guinea	Dec. 11-18, 1989

*Consultancy/Resource Person Inputs only from IIRR

ACTIVITY/VENUE	START/COMPLETION DATES
9. Country Training on Community Development and Appropriate Technologies for PCF (Population Center Foundation) Program Staff (Venue: IIRR)	Jan. 8-27, 1990
10. Country Training on Bio-Intensive Gardening for Members of the Church of Jesus Christ of Latter Day Saints (Venue: IIRR)	Jan. 22-27, 1990
11. Country Training on Sustainable Agriculture for Mexico (Venue: Mexico)	March 21-25, 1990
12. Country Training on Agricultural Approach to Family Planning Venue: India	March/April, 1990
13. Country Training on Agricultural Approach to Family Planning Venue: Nepal	March/April, 1990

ACTIVITY	DURATION
D. INTERNATIONAL TRAINING AND OUTREACH STRATEGY PROGRAM/DEVELOPMENT (GENERAL)	
1.0 Program Development	
1.1 Design and development of New International Training Course on Rural Reconstruction (Training Needs Analysis Phase)	Jan.-June, 1990
1.2 Design and development of new International Training Course in Selected Management/Appropriate Technology specialization (Training Needs Analysis Phase)	Jan.-June, 1990
2.0 Concept Paper and Adoption of Policy on Alumni Affairs	
2.1 Preparation of Concept Paper	
a. First Draft	
b. Final Draft	February 1990

- | | | |
|-----|--|---------------------|
| 2.2 | Adoption by IIRR Board | March/April, 1990 |
| 3.0 | International Outreach Staff Recruitment/
Deployment | |
| 3.1 | Regional Outreach Coordinator for
Africa (Dr. Isaac Bekalo) | June-Oct. 1989 |
| 3.2 | Regional Outreach Coordinator for
Asia (Mr. Demetrio Imperial, Jr.) | October 1989 |
| 3.3 | Regional Outreach Coordinator for
Latin America (Mr. Scott Killough) | Jan.-June 1990 |
| 4.0 | International Outreach Strategy/Program
Development: Africa | |
| 4.1 | Update Alumni Directory and identify
and contact active alumnus per country/
area to serve as coordinator/contact
person | Nov. 1989-Jan.1990 |
| 4.2 | Actualize 5% increased coverage of
alumni by IIRR publications | Jan.-June 1990 |
| 4.3 | Field day for government and non-
government agencies in agro-forestry/
distribution of Info-kit on agro-
forestry for National use in Ghana | May or April 1990 |
| 4.4 | Develop a Region-wide Information
Sharing System among the alumni
members | June 1990 |
| 4.5 | Encourage selected alumni members to
document their experiences and share
with Fellow Alumni by publishing in
IIRR and other development journals | Nov. 1989-June 1990 |
| 4.6 | Visit in person up to 10% Alumni of
Ghana and Kenya and exchange views
for collaborative efforts | April-May 1990 |
| 4.7 | Provide technical support to GhRRM
staff on planning and proposal
writing | April-May 1990 |
| 4.8 | Exploratory visits to Ethiopia, Kenya,
Uganda with special interest to agencies
who work with and for women to establish
collaborative projects | April-May 1990 |

4.9	Recruit IT participants for 1990 Senior Managers Training in Rural Development at least 35% women	Jan-June 1990
4.10	Update 50% Alumni about recent developments in IIRR and its new focus on international training and outreach	June-July 1990
5.0	International Outreach Strategy/Program Development: Asia	
5.1	Counsultancy mission to Nepal	January 1990
5.2	Meeting with PRRM	Jan.-Feb. 1990
5.3	Discussions re: technical assistance and/or possible collaborative activity with LP3ES. Indonesia	Feb.-March 1990
5.4	Discussion with SARRA re regional collaborative training in 1991. Consultancy visit to India	March-April 1990
5.5	Encouragement to Alumni, NRRMs and other NGOs and POs to document and publish their experiences in IIRR publications (International Sharing) and other development journals and IIRR Report	Dec. 1989-June 1990
5.6	Exploratory visit to Pakistan and consultancy visit to Bangladesh	May-June 1990

II. INTERNATIONAL APPROPRIATE TECHNOLOGY DEVELOPMENT AND TRANSFER

PROJECT TITLE/LOCATIONS	DURATION
1. Consolidating the Gains of the UNICEF Family Food Gardening Program in the Province of Negros Occidental	on-going ending Oct. 1990
2. Vegetable and Tree Genetic Conservation Systems at the Family-Farm Level (Seeds of Hope - second phase)	on-going cont. for 5 years
3. Agroforestry for Regenerating Rainfed Upland Areas in Cavite	on-going ending July 1990 (To be presented for renewal)

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- | | | |
|----|--|---|
| 4. | Freshwater Fish Technologies Development for Income Generation and for Improvement of Family Nutrition | on-going
ending July 1990
(To be presented) |
| 5. | Non-Land Based Technologies for Micro-Enterprise Development Program | on-going
ending Dec. 1991 |
| 6. | Low External-Input Rice Based Ecosystems Development Project | on-going
Second phase for
3 years expected |
| 7. | Bio-Intensive Market Oriented Vegetable Gardening for Urban Poor and Rural Landless | on-going |
| 8. | Foodlot Module Program | Jan. 1990
(3 years) |
| 9. | IIRR Collaborative Demonstration Project in Sustainable Agriculture/Family Food Lot Module. Location(s): Negros, Sagayan and Bago Town, Negros | July 1987-Dec. 1989 |

III. INSTITUTIONAL DEVELOPMENT

A. STRATEGIC/OPERATIONAL PLANNING, MONITORING AND EVALUATION

- | | | |
|-----|---|-------------------------|
| 1. | IIRR Five-Year Plan, 1990-95 | |
| 1.1 | First Draft | June-Aug. 4, 1989 |
| 1.2 | Final Draft | Dec. 1989-Feb 1990 |
| 1.3 | Adoption by IIRR Board | March/April, 1990 |
| 2. | IIRR Operational Plan 1990-91 | |
| 1.1 | First Draft | Aug-Nov. 16, 1989 |
| 1.2 | Final Draft | Dec 1989-Feb 1990 |
| 1.3 | Adoption by IIRR Board | March/April, 1990 |
| 3. | Organization and Initial Staffing of IIRR Planning and Monitoring Staff (PMS) | June 1989-June 30, 1990 |
| 4. | Design and Installation of Improved Planning, Monitoring and Evaluation (PME) Systems which computer-based Management Information Systems (MIS) | Jan.-June 30, 1990 |

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B. INTERNATIONAL RECRUITMENT & HUMAN RESOURCES DEVELOPMENT

1. Recruitment of Regional Outreach Staff June 1989-June 1990
(details in Section I.D. 3 above)
2. Recruitment of Additional Senior Research and Training Staff June 1989-June 1990
3. Staff training and development program Jan 1990-June 1995
focused on:
 - a. Refresher and Advanced Courses in International language and culture
 - b. Senior staff in international educational travel
 - c. Middle/Senior level Fellowship in Advanced degrees/post-graduate courses in development management/technology specialization.
 - d. Staff participation in technical, managerial and sectoral workshops, conferences and training activities.

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EDITORIAL

BEATING THE GREENHOUSE EFFECT

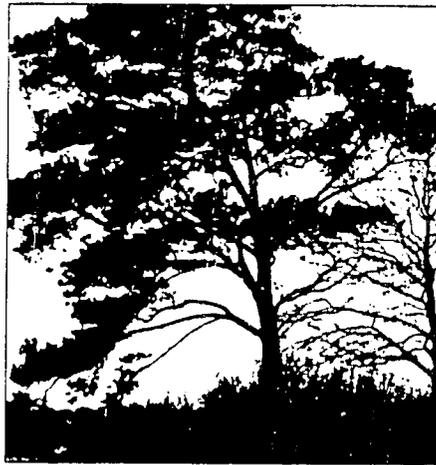
Every year, the combustion of coal, oil and gas leads to the emission of 20,000 million tons of carbon dioxide into the atmosphere, contributing to the global warming known as the greenhouse effect.

The greenhouse effect is causing the Earth's climate to become warmer, leading to a chain reaction of sorts, aggravating the problems of air and water pollution.

The whole of mankind is faced with the threat of irreversible climatic changes. This is why all nations should pool their efforts to tackle this problem. The Earth is faced with the threat which only joint efforts and improved international cooperation can ward off.

Carbon dioxide and other 'greenhouse' gases in the atmosphere play the same role as the glass roof of a greenhouse: it is transparent to sun rays but does not let out the heat from the space below. This is why the temperature under the roof is growing.

The mean tropospheric temperature of the Northern hemisphere has increased by 0.4 to 0.6 degrees. In ten years, it is expected



to rise by 1.2 to 1.3 degrees and will rise to 3 to 4 degrees by the next 50 years. In high latitudes, increases will be even bigger. This is something serious as such processes in the troposphere lead not only to the general warming of the climate but also to a re-distribution of mean temperatures in various regions of the world.

Many scientists say that the thawing of Arctic and Antarctic masses of ice may begin, flooding port cities and continental plains. Droughts will also occur. The warming of the climate may also lead to a sharp increase in the amount of atmospheric precipitation.

Even if temperatures grow by only one degree, atmospheric circulation patterns and soil moistening conditions would change drastically. Zones traditionally considered optimal for farming and other types of economic activity would no longer

(continued on page 2)

Foundation stone laid for EARRA

by Mohammad Hallo

Following the initial consultation and elementary discussion of five African participants to IIRR's 32nd International Training (IT), the idea of an East Africa Rural Reconstruction Association (EARRA) was conceived. A follow-up meeting to concretize the idea took place at the Philippine Union College (PUC) among the five Africans and the IIRR Regional Coordinator for Africa.

Those who helped laid the foundation stone for EARRA were Tekola Beyene of Ethiopia, Jonathan Asamoah of Ghana, and Kenyans James Atema, Fredrick Kabare and Mohammad Hallo.

EARRA's main purpose is to maximize the knowledge and experiences gained from IIRR by the alumni coming from the East African region. The focus of EARRA is to demonstrate the rural reconstruction philosophy, principles and practice through the fourfold approach among the Eastern African countries, namely: Kenya, Ethiopia, Tanzania, Uganda, Somalia and Sudan.

The objectives of EARRA are four. The first one is to promote and create awareness for rural reconstruction workers to enhance sustainable development programs. The second objective is to foster partnership amongst rural reconstruction workers within the East African region. The third objective is to demonstrate the fourfold program of livelihood, health, education

(continued on page 9)

DR. YANG CHU JAMES YEN, one of the world's ten outstanding revolutionaries, died of pneumonia on January 17, 1990, in New York City. He was 96. His lifetime was devoted to the cause of rural reconstruction, a movement he founded more than 70 years ago.

Dr. Yen's legacy is to always strive to promote active participation, self-reliance and mutual self-help among the people and to tap human potentials and resources found in their midst.

In his last public address, on the occasion of the 70th anniversary of the Rural Reconstruction Movement, Dr. Yen told a packed audience in New York City in 1989 that at no other time in human history has the goal of brotherhood, harmony and peace been more critical. "However, there is no hope for world peace as long as two thirds of the world's people, the Third World, are subject to mass poverty, mass ignorance, disease and injustice," he said.



Dr. Yen inspects a fishpond project in a village in Cavite province, with Dr. Flavier (second from left).

DR. YEN LEAVES THIS WORLD, BUT HIS MOVEMENT REMAINS

World peace and human development were what Dr. Yen had in mind when he conceived the idea of a Rural Reconstruction Movement during the difficult years of World War I. He was then in the battlefields of France, just out of college and working as a YMCA volunteer interpreter for the 200,000 Chinese *coolies* (laborers) sent by China to dig trenches and build roads for the Allies. *The coolies* could neither

read nor write and so they always asked Dr. Yen to write letters for them for their families back home.

His successful efforts to teach the *coolies* how to read and write inspired him and made him realize the latent intelligence and capabilities of unschooled peasants. For their upliftment, Dr. Yen began simplifying the Chinese alphabet and started publishing *The*

Chinese Laborers' Weekly for the new literates.

This simple newspaper reported what was going on in China as well as around the world in easy-to-understand words. Later, one of the *coolies* donated 365 francs which he saved from his three years of labor to sustain more issues of *The Chinese Laborers' Weekly*. That pure and generous act
(continued on page 2)

International SHARING

A SPECIAL ISSUE IN MEMORY OF DR. Y. C. JAMES YEN
MARCH 1990

ISSN 1011 - 8713

Published by the International Institute of Rural Reconstruction, Silang, Cavite, Philippines

International SHARING

Vol. IV, No. 2

August 1985 ISSN 1004-171X

Published by the International Institute of Rural Reconstruction, Silang, Cavite, Philippines

COMMENTARY

ILLITERACY: STILL A THIRD WORLD SCOURGE

What happens after adults have learned to read and write? For many, literacy becomes an accomplishment of the past – a skill that they possess but which has little practical value for most of their daily activities. Reading materials are scarce in many areas and when they are available, they do not always reflect the needs and interest of new literates.

Throughout the world, thousands of adults spend their evenings or spare times learning to decipher the written symbols on a text book page, a poster or a scrap paper. Many have spent their days working in the fields, others in factory production lines, in small shops, crowded markets, under the trees, village halls or training centers. However, in most developing countries effective participation of adults in the building of their own societies is difficult if not impossible because of mass illiteracy which constitutes a major handicap to the communication of symbols and ideas.

The implementation of some literacy programs of continuing adult education, which is a prerequisite for the process of modernization, is also often impeded or rendered impossible because of the inability of illiterate adults to participate. For these and other reasons, the reduction of illiteracy is one of the major priorities of adult education in developing countries.

UNESCO estimates the number of illiterates in the world close to one billion and has declared 1990 International Literacy Year. UNESCO further elaborates that in 1985, one in four adults were illiterate, 95 percent of these were in the developing world. While Asia has the largest aggregate number of illiterates in proportion to the population, Africa leads the global league table because it is facing an education crisis; Nigeria accounts for 27M illiterates, followed by India,



It is never too late to learn how to write.

China, Pakistan and Bangladesh with the fifth worst illiteracy total in the world.

(continued on page 2)

MEMORANDUM OF AGREEMENT

between

The International Rice Research Institute (IRRI)

and

The International Institute of Rural Reconstruction (IIRR)

This Memorandum of Agreement entered into and executed
this _____ day of _____ 1989 by and between:

The International Rice Research Institute,
hereinafter referred to as IRRI, with principal office
at Los Banos, Laguna, Philippines and represented by
its Director General, Dr. Klaus L. Lampe

and

The International Institute of Rural Reconstruction,
hereinafter referred to as IIRR with principal office at
Silang, Cavite, Philippines and represented by its
President, Dr. Juan M. Flavier

W I T N E S S E T H :

Cognizant of the need to provide high quality non-academic
training to improve capabilities for agricultural and rural
development;

Realizing the need to provide, enlightened and progressive
technological training necessary for the advancement of agricultural
and rural development;

Aware that IRRI as a world center for rice research, has
also been mandated to develop and educate promising young scientists
primarily from South and Southeast Asia, along lines connected with
or relating to rice production distribution and utilization, through
a resident training program;

Considering that IIRR has the necessary expertise in
participatory development research and training;

Recognizing that IRRI and IIRR have a common dedicated
interest in pursuing a manpower development program for the
betterment of mankind.

NOW, THEREFORE, in consonance with the above premises,
IRRI and IIRR hereby agree to collaborate in a Farming Systems
Research Training program for trainees and scholars from South

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and Southeast Asia and from other interested countries, subject to the following terms and conditions:

1. This Memorandum of Agreement will be supplemented by Work Plans to be developed by IRRI and IIRR. Basically, collaboration between the parties will enable trainees and scholars of IRRI to spend part of their training program at IIRR in Silang, Cavite, while trainees/scholars from IIRR may spend part of their training program in IRRI Los Banos, Laguna.

2. The Work Plans will describe more specifically the activities to be carried out under this collaborative program and will set forth the envisaged contributions of each party. These Work Plans may originate with either party but will require approval of both parties before implementation.

3. The parties to this Agreement may, by mutual consent modify or amend any of the provisions of this Memorandum of Agreement.

4. This Memorandum of Agreement shall take effect after being duly signed by both parties and shall remain in force until one party serves a written notice of termination to the other party in which case the Agreement shall be considered terminated at the end of the 6th calendar month from the date of the Notice of Termination.

IN WITNESS WHEREOF, the respective officials representing the parties to this Agreement have affixed their signatures

The International Institute of Rural Reconstruction

The International Rice Research Institute

By:

By:

Dr. Juan M. Flavier
President

Dr. Klaus J. Lampe
Director General

Date: _____

Date: _____

SIGNED IN THE PRESENCE OF:

12/1

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

(SEE PRIVACY ACT STATEMENT ON REVERSE)

INSTRUCTIONS:
Submit in duplicate to contracting officer.
See reverse for Contractor Certification.

1. Name (Last, First, Middle) <input type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Miss <input type="checkbox"/> Ms. BEKALO, ISAAC 2. Address (include ZIP Code) IIRR Silang, Cavite 4118 Philippines		2. Contractor's Name International Institute of Rural Reconstruction 3. Position Under Contract Regional Coordinator for Africa 4. Contract No. 5. Proposed Salary 6. Country of Assignment 7. Duration of Assignment	
8. Telephone Number (include area code) 0959-9451 12. Date of Birth 7-29-54 14. Citizenship (if non-U.S. citizen, give visa status) Ethiopian	10. Marital Status <i>Other (specify)</i> <input checked="" type="checkbox"/> Married <input type="checkbox"/> Single <input type="checkbox"/> _____ 13. Place of Birth Kambata, Shoa, Ethiopia	11. Names and Ages of Dependents to Accompany Individual (if applicable)	

15. EDUCATION *(include all secondary, business college or university training)*

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree	Date of Degree
		Summer Hours	Quarter Hours		
Southeast Asia Interdisciplinary Institute Manila, Philippines	Organizational Rural Dev. & Planning			Ph.D.	1988
Philippine Union College, Philippines	Public Health			MPH	1985
University of Eastern Africa, Eldoret, Kenya	Agriculture			B.S.	1983

16. EMPLOYMENT HISTORY

1. Give last three (3) years. Continue on reverse to list all employment related to duties of proposed assignment.
 2. Salary definition - basic periodic payments for services rendered.
 Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overruns differential, or quarters, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		Salary	
		From	To	Dollars	Pct.
Assistant Professor	Int'l Inst. of Public Health, Manila	3/89	8/89		
Project Coordinator	Philippine Union College, Manila	1985	1989		
Project Director for Family Planning	Univ. of Eastern Africa, Kenya	1981	1983		
Assistant Project Director for MCH-FP	OXFAM/England in South Ethiopia	1978	1981		

17. SPECIFIC CONSULTANT SERVICES *(see last three (3) years)*

SERVICE PERFORMED	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		DAILY RATE
		From	To	
Consultant - Evaluation of Health and Agricultural Dev. Projects in Africa	Adventist Development and Relief Agency (ADRA/I), Ethiopia, Kenya, Ghana, Burkina Paso, Zambia and Zimbabwe	12/87	4/88	

18. LANGUAGE PROFICIENCY

LANGUAGE	Speaking			Reading			Writing			Understanding		
	Fair	Good	Excl.	Fair	Good	Excl.	Fair	Good	Excl.	Fair	Good	Excl.
English		X			X			X			X	
Kambategna (native language)												
Tagalog	X			X			X			X		
Swahili		X		X			X					
Amharic		X		X			X			X		

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned; use reverse side of form, if necessary)

20. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct. 18 U.S.C. 1001

Signature of Employee _____ Date _____

SEE APPENDIX
SRS 12-1-8004

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

(SEE PRIVACY ACT STATEMENT ON REVERSE)

INSTRUCTIONS:
Submit in triplicate to contracting office.
See reverse for Contractor Certification.

1. Name (Last, First, Middle) <input type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Miss <input type="checkbox"/> Ms. IMPERIAL DEMETRIO FLORIN		2. Contractor's Name International Institute of Rural Reconstruction	
3. Address (include ZIP Code) IIRR Silang, Cavite 4118 Philippines		4. Contract No.	5. Position Under Contract Regional Coordinator for Asia
6. Proposed Salary		7. Country of Assignment Philippines	8. Duration of Assignment Open
9. Telephone Number (include area code) 0969-9451	10. Marital Status <input checked="" type="checkbox"/> Married <input type="checkbox"/> Single <input type="checkbox"/> Other (specify)	11. Names and Ages of Dependents to Accompany in Original (if applicable)	
12. Date of Birth 12-9-39	13. Place of Birth Camarines Sur, Phil.		
14. Citizenship (if not U.S. citizen, give visa status) Filipino			

15. EDUCATION (include all secondary, business college or university training)

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree	Date of Degree
		Semester Hour	Quarter Hour		
Asian Social Institute, Manila, Philippines	Sociology			MS	1972
ArchDiocesan Seminary, Naga City, Phil.	Philosophy			BA	1960
Holy Rosary Seminary, Naga City, Phil.	Secondary School			-	1956

16. EMPLOYMENT HISTORY

1. Give last three (3) years. Continue on reverse to list all employment related to duties of proposed assignment.
 2. Salary definition - basic periodic payments for services rendered.
 Exclude bonuses, profit-sharing arrangements, commissions, consulting fees, extra or overtime work payments, overness differential, or quarters, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		Salary	
		From	To	Dollars	Pcr.
Regional Coordinator FOR ASIA	IIRR, Silang, Cavite	9/89	Present		
Head, Training Unit	IIRR, Silang, Cavite	9/88	8/89		
Training Specialist	IIRR, Silang, Cavite	9/85	8/87		
Research Coordinator	PRRM, Nueva Ecija, Philippines	9/82	8/85		

17. SPECIFIC CONSULTANT SERVICES (give last three (3) years)

SERVICE PERFORMED	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		DAILY RATE
		From	To	
Workshop Coordinator Regen. Agriculture	Bangladesh Rural Reconstruction Alumni, Dhaka, Bangladesh	11/15/89	12/7/89	Paid to IIRR
Training Needs Analyst	LP3ES, Klaten, Indonesia	6/24/89	7/7/89	-ditto 0
Training Coordinator Sustainable Agri.	CVRPO, Cebu City	9/26/88	10/5/88	-ditto -
Training Management Coordinator	Indian Rural Reconstruction Movement, Bangalore, India	7/2/88	7/30/88	-ditto -

18. LANGUAGE PROFICIENCY

LANGUAGE	Speaking			Reading			Writing			Understanding		
	Fair	Good	Excl.	Fair	Good	Excl.	Fair	Good	Excl.	Fair	Good	Excl.
	English			X			X			X		
Spanish	X				X		X				X	
Tagalog		X			X			X			X	
French						X				X		
Bahasa (Indonesia)		X			X						X	

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned; see reverse side of form, if necessary)

20. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct. 18 U.S.C. 1001

Signature of Employee _____ Date _____

Form Approved
OAS 42-2-R0064

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

(SEE PRIVACY ACT STATEMENT ON REVERSE)

INSTRUCTIONS:
Submit in triplicate to contracting officer.
See reverse for Contractor Certification.

1. Name (Last, First, Middle) <input type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Miss <input type="checkbox"/> Ms. KILLOUGH SCOTT ALAN		2. Contractor's Name International Institute of Rural Reconstruction	
3. Address (include ZIP Code) IIRR Silang, Cavite 4118 Philippines		4. Contract No.	5. Position Under Contract Regional Dir. Lat. Am Deputy Dir.-Appropriate Tech. Unit
9. Telephone Number (include area code) (0969) 9451		6. Proposed Salary	7. Country of Assignment Philippines
10. Marital Status <input type="checkbox"/> Married <input checked="" type="checkbox"/> Single <input type="checkbox"/> Other (specify)		8. Duration of Assignment Open	
11. Name and Age of Dependents to Accompany Individual (if applicable) N/A		12. Date of Birth 4/19/61	
13. Place of Birth Albuquerque, NM, USA		14. Citizenship (if not U.S. citizen, give this status) U.S.	

15. EDUCATION (include all secondary, business college or university training)

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree	Date of Degree
		Semester Hours	Quarter Hours		
Cornell University, Ithaca, N.Y.	Int. Agriculture	32		MPS	5/89
Oklahoma State Univ., Stillwater, OK	Agriculture Economics	140		BS	5/83
Skiatook High School, Skiatook, OK	General/Agriculture	80		Dip.	5/79

16. EMPLOYMENT HISTORY

1. Give last three (3) years. Continue on reverse to list all employers related to duties of proposed assignment.

2. Salary definition - basic periodic payments for services rendered.

Exclude bonuses, profit-sharing arrangements, commissions, consulting fees, extra or overtime work payments, overruns differential, or quarters cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		Salary	
		From	To	Dollars	Pcr.
Associate Director Approp. Tech. Unit	IIRR, Silang, Cavite 4118 Philippines	1/90	Present		
Recruiter	Peace Corps NY Recruiting Office, NY	2/89	12/89		
Admin. Assistant P/T Peace Corps	Int'l Agric. Program, Cornell Univ., Ithaca, New York	9/87	12/88		
Recruiter Technical Trainer	Miranda Associates, Guatemala Contract Washington, D.C.	10/86	4/87		

17. SPECIFIC CONSULTANT SERVICES (give last three (3) years)

SERVICE PERFORMED	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		DAILY RATE
		From	To	

18. LANGUAGE PROFICIENCY

LANGUAGE	Speaking			Reading			Writing			Understanding		
	Fair	Good	Excl.	Fair	Good	Excl.	Fair	Good	Excl.	Fair	Good	Excl.
	English			X			X			X		
Spanish		X			X			X			X	
Kekchi (Maya)	X			X			X			X		
Tagalog	X			X			X			X		

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned; use reverse side of form, if necessary)

20. CERTIFICATION:

To the best of my knowledge, the above facts stated are true and correct.

18 U.S.C. 1001

Signature of Employer

Date

AGROFORESTRY TECHNOLOGY INFORMATION KIT



DEPARTMENT OF ENVIRONMENT
AND NATURAL RESOURCES (DENR)
Visayas Avenue, Diliman
Quezon City, Philippines

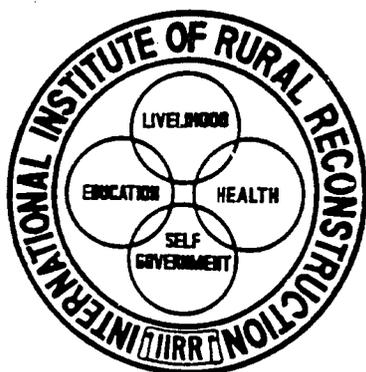


INTERNATIONAL INSTITUTE OF
RURAL RECONSTRUCTION (IIRR)
Silang, Cavite, Philippines



FORD FOUNDATION (FF)
6th Floor, Doña Narcisa Bldg.
Paseo de Roxas, Makati
Metro Manila, Philippines

REGENERATIVE AGRICULTURAL TECHNOLOGIES



IIRR
Cavite



unicef
Manila

The Bio-intensive Approach to Small-scale Household Food Production



IIRR
Silang
Cavite



MINISTRY OF
AGRICULTURE & FOOD
NEGROS OCCIDENTAL



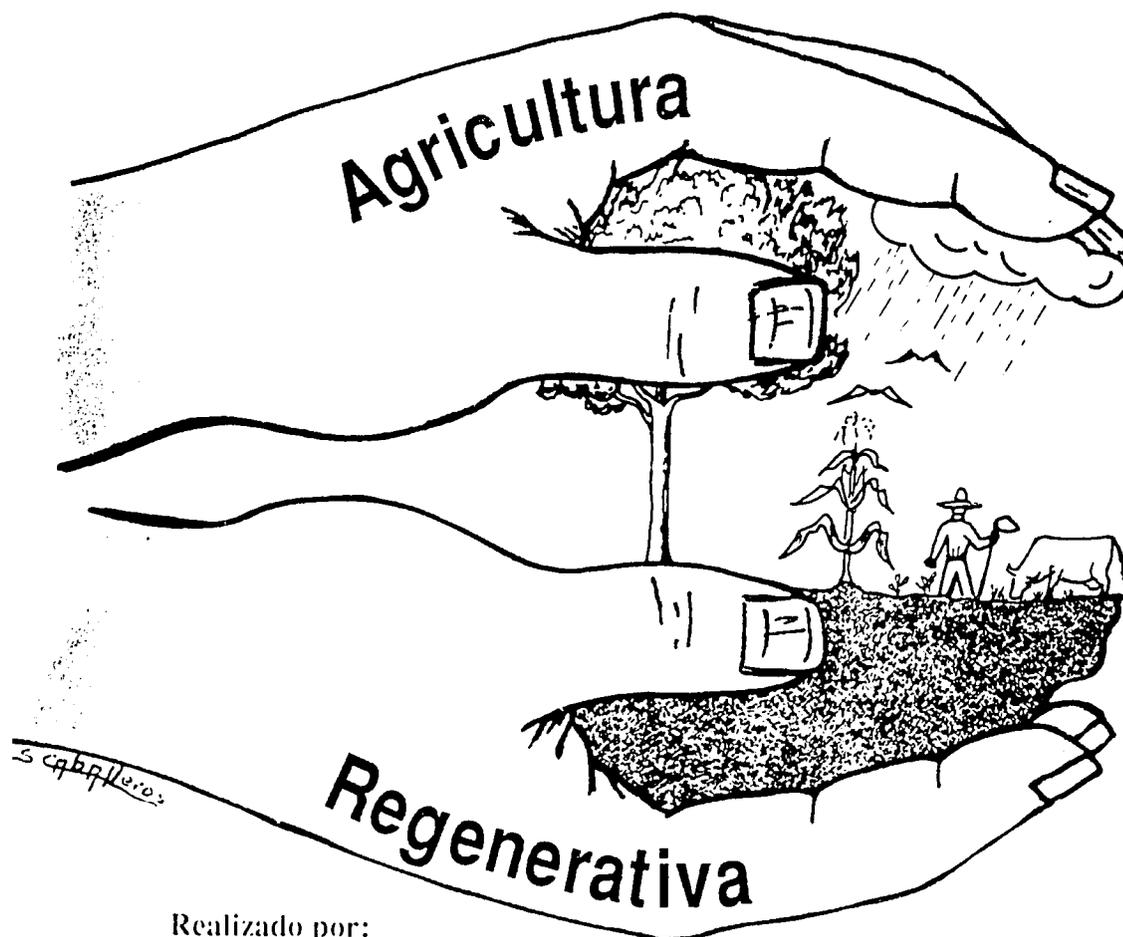
UNICEF
MANILA

II SEMINARIO LATINOAMERICANO SOBRE AGRICULTURA REGENERATIVA Y CULTIVOS BIO - INTENSIVOS

Bases y Prácticas para una Agricultura Ecológica

SEDE:
CENTRO DE CAPACITACION DEL MOVIMIENTO GUATEMALTECO DE
RECONSTRUCCION RURAL EN JALAPA

FECHA: 7-15 DE MARZO DE 1990



Realizado por:

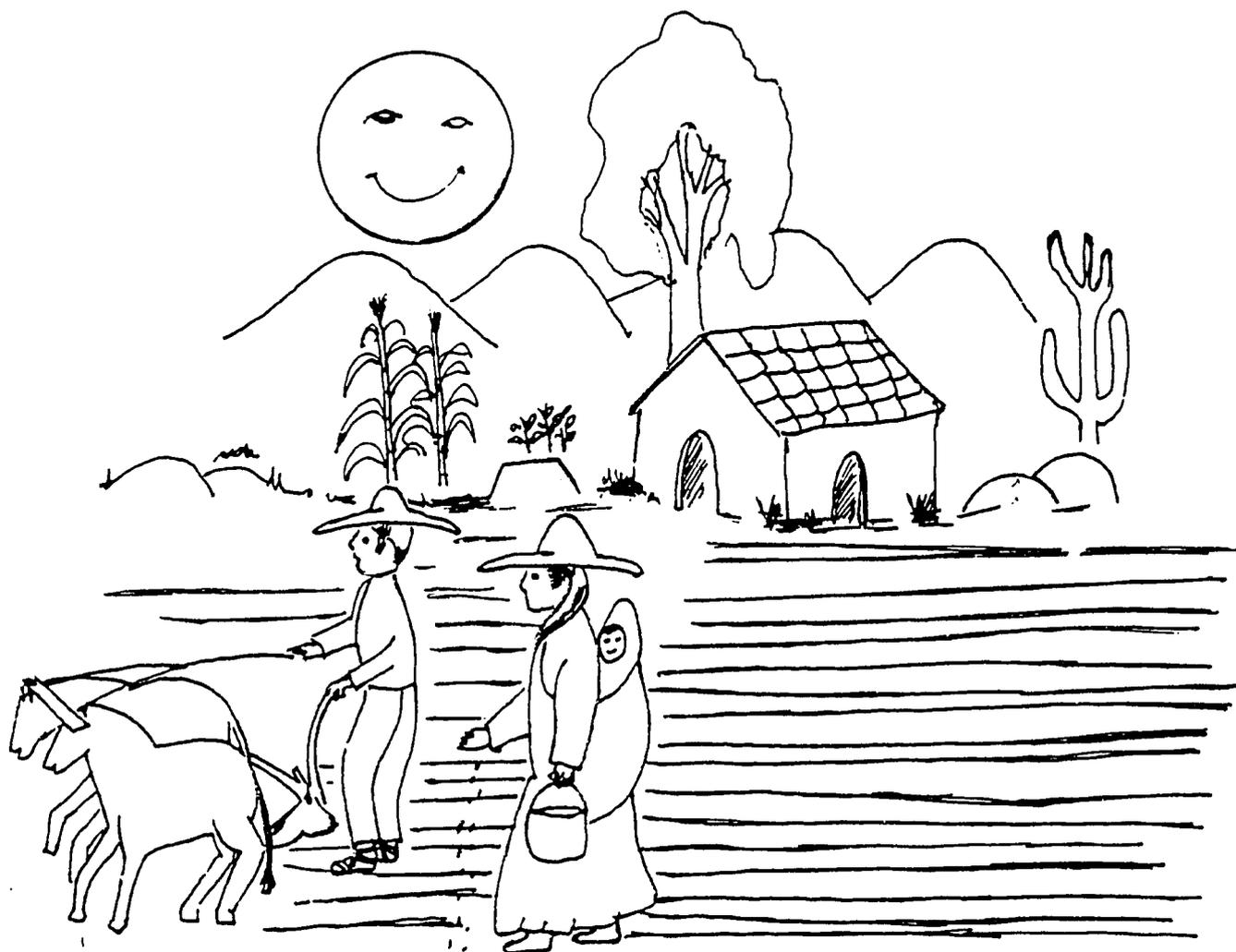
MOVIMIENTO GUATEMALTECO DE RECONSTRUCCION RURAL
M.G.R.R.
Guatemala, Centro América

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION
I.I.R.R.
Silang, Cavite Filipinas

Patrocinado por:

The Jessie Smith Noyes Foundation
The General Service Foundation

SEMINARIO: PRODUCCION DE ALIMENTOS Y ENERGIA PARA UN MEDIO AMBIENTE SANO



Convocado por:

PRAXIS. Programa de Formación en la Acción y la Investigación Social A.C.

IIRR. International Institute of Rural Reconstruction.

MGRR. Movimiento Guatemalteco de Reconstrucción Rural.

A efectuarse del 20 al 25 de Marzo de 1990, en el Castillo, Guanajuato.

México, D.F.

Patrocinado por:

Jessie Smith Noyes Foundation.

General Services Foundation.

1990 ATU TRAINING COMMITMENTS

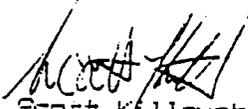
DATE	TITLE	VENUE
Jan. 10-11	ATU Team Review of Food Lot Modules in Cavite	Cavite
Jan. 12	State of the Art: IIRR's Aquaculture Project	IIRR
Jan. 15-30	Food Production Training and Consultancy Visit	Papua New Guinea
Jan. 22-26	Latter Day Saints Training on BIG and RAT	IIRR
Jan. 28-31	IOC Planning Meeting for Sustainable Farming Systems	Bangkok
Jan. 29	Seminar on Low-Input Rice Production Project	IIRR
Feb. 5	Minimum Intervention Technologies Approach to Upland Rice Systems Improvement	IIRR
Feb. 13-16	Rice-Based, Lowland Ecosystems Training for Bicol Sites	Bicol
Feb. 13-16	Food Lot Module Training (FICAH-new cooperators for Bicol)	Bicol
Feb. 15- March 5	Consultancy-Training in Regenerative Agriculture for Rainfed Coastal Areas	Livingstone
Feb. 20-24	Food Lot Module Training (FICAH-new cooperators for Cavite)	Cavite
Feb. 26	Aquaculture Program Review	Cavite
February	IT Mid-Managers Special Interest Session	IIRR
1st qtr	Community Garden Promoters Workshop	Eacolod

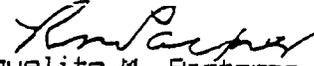
DATES	TITLE	VENUE
March 6-9	Agroforestry Training for New Batch (Maragondon Farmers)	Cavite
March 6-11	Motivational Trip for DECS - Negros	Bicol/ Quirino
March 7-16	Regenerative Agriculture for Latin America	Jalapa, Guatemala
March 14-16	Field Study/Trip and Status Review: Cow-Calf/Carabao Project Cooperators	Cavite
March 20-22	Refresher Course and Program Review and Training for Small Goat Project Cooperators (GAA)	Cavite
March 21-25	Family Food Production Training (urban-bias) in Mexico City IIRR-MGRR-FRAXIS	Mexico
March 27-30	Technical Training of Carabao-Dairy Cooperators (GAA)	Cavite
March 28-30	Agroforestry Training for Barangay Scholars in Cavite	Cavite
April	Follow-up Visit to the ECT Training	India
April	Rice-Based Lowland Ecosystems Training - 1	Cavite
April	Training on BIG and RAT for Population Center Foundation	IIRR
April 10	Cropping Systems and Fuelwood Production Session (ES Agroforestry - Batch 3)	Cavite
April 21-22	Upland Cropping Systems Training at Maragondon (new and old)	Cavite
April 24-27	Rice-Based Upland Ecosystems Training-1 (REF-II)	Cavite
April 24-27	Training in Ghana on Agroforestry for MVSL Farmers	Ghana
April 24-27	Seed Production Technologies for Family Food Gardens in Negros (IIRR-UNICEF-UPLB)	Bacolod

DATES	TITLE	VENUE
April 25-27	Training on Small Farm Tools Manufacture	Cavite
April-May	ABCECDF Training	Ifugao
May 2-4	Food Lot Modules Program Review and Technical Update	Cavite
May 3-4	Coffee-Based Farming Systems	Cavite
May 7-12	Workshop to Finalize Low-Input Rice Production Kit	Cavite
May 16-19	Agency Training for Ghana GOs/NGOs in Agroforestry	Ghana
May 19	Field Day for Agroforestry at MVSL for GOs/NGOs (release of information kit)	Ghana
May 29-30	Aquaculture Technical Training	Cavite
June 13-20	Rural Energy and Fuelwood (FO Training)	Cavite
June 25-29	Rice-Based Lowland Ecosystems (Bicol cooperators visit to Cavite)	Cavite
2nd quarter	Community Garden Promoters Workshop	Bacolod
July 3-5	Follow-up Training of all Livestock Cooperators	Cavite
July 10-12	Urban Agriculture Training for DEB Growers	Cavite
July 16-23	Sustainable Agricultural Alternatives for Small and Marginal Farmers (FRFM/IIRR)	IIRR
July to August (two weeks)	Farming Systems Research, Training and Extension (IIRR/IRRI)	IIRR
August	Exploratory Visits to Indo-China Region for RAT Trainings (RBF-II)	

DATES	TITLE	VENUE
August 7-8	Rice-Based Upland Ecosystems Training-2 (REF-II) for Cavite Farmers	Cavite
August 8-10	Rice-Based Lowland Ecosystems Training-3 (REF II) for Cavite Farmers	Cavite
August 15-18	Rice-Based Lowland Ecosystems Training-2 (REF II) for Bicol Farmers	Bicol
August 15-18	Food Lot Module Training-2 for Bicol Sites	Bicol
Sept. 15- Oct. 1	Training on Sustainable Agriculture in the Lowlands	Thailand
Oct. 9-10	Rice-Based Upland Ecosystems Training-3	Cavite
Oct.	Special Interest Sessions on AT/RA for Senior Managers (regular IT course)	IIRR
Nov. 5-20	Workshop on Regenerative Agriculture for NGOs in Bangladesh	Bangladesh

Noted by:


 Scott Killough
 Deputy Director, ATU

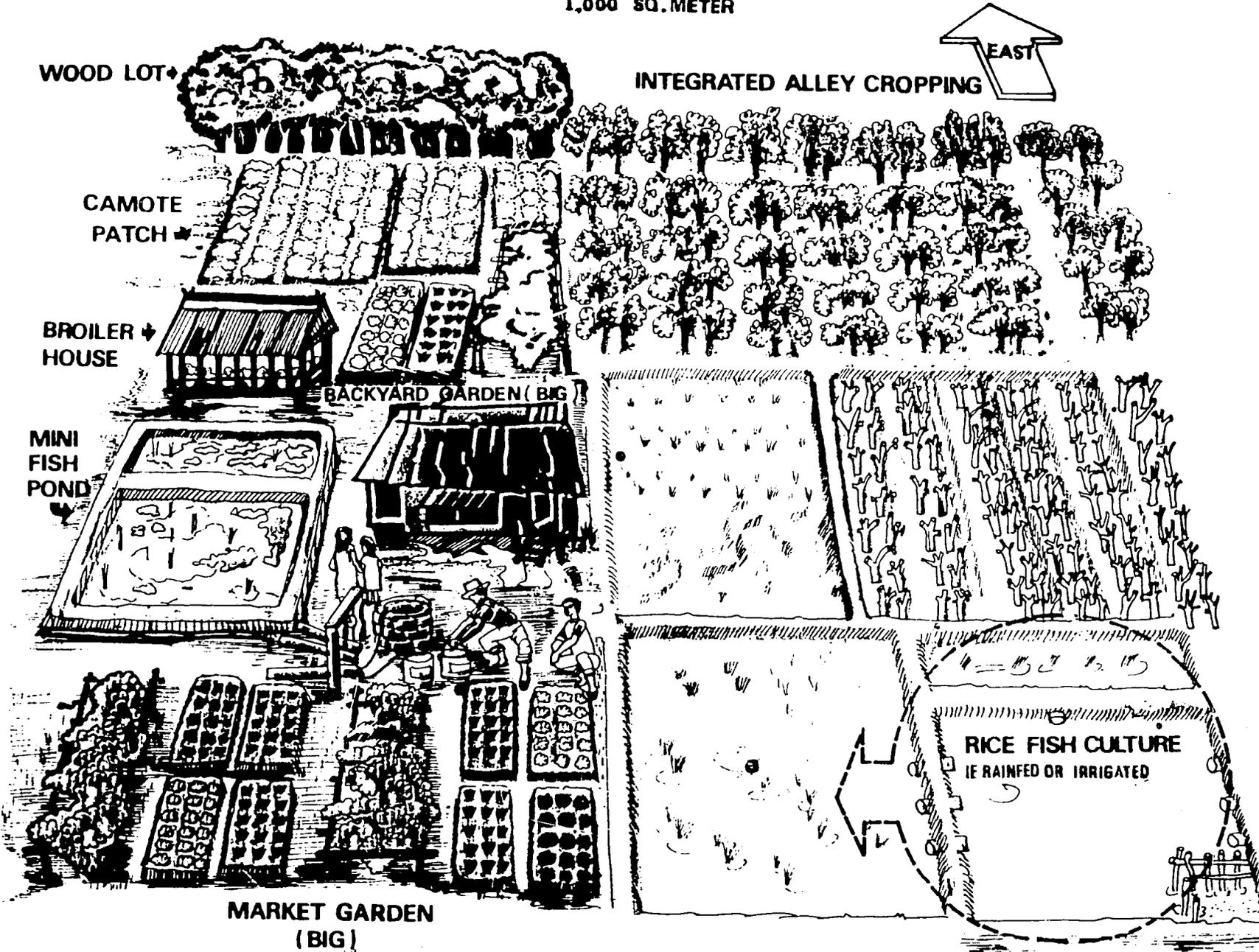

 Raquelito M. Pastores
 Assistant Director, ATU


 Julian F. Gonsalves, Ph.D.
 Director, Appropriate Technology Unit

gmb
 1/22/90

FOOD LOT MODULE

1,000 SQ. METER



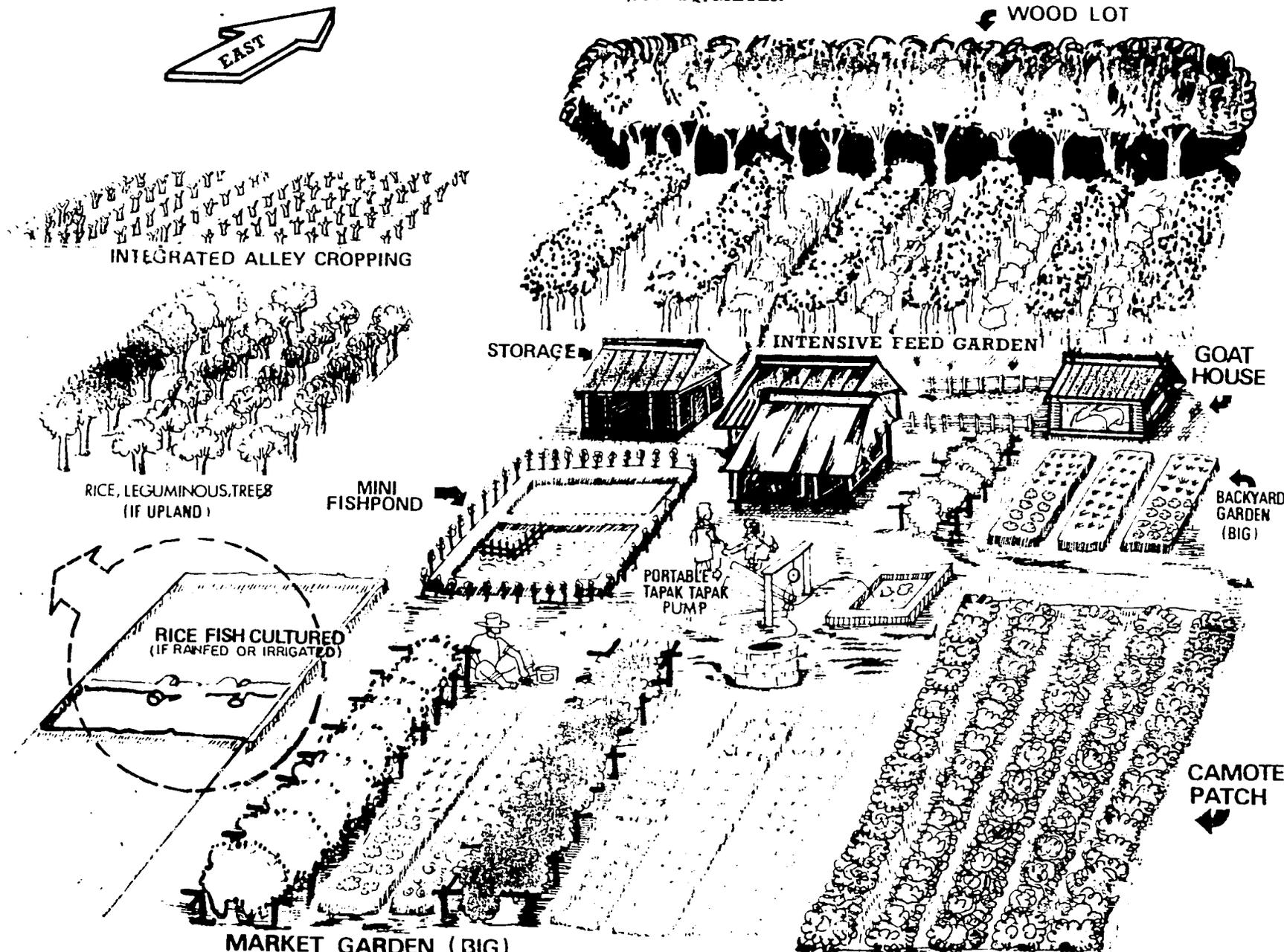
- COMPONENTS:**
- * 120 SQ. METER MARKET GARDEN (BIG)
 - * 25 SQ. METER BACKYARD GARDEN (BIG)
 - * 100 SQ. METER WOODLOT
 - * 100 SQ. METER HOMESTEAD/HOUSE SITE
 - * 50 SQ. METER MINI-FISH POND
 - * a) 500 SQ. METER IF RAINFED/IRRIGATED RICE-FISH CULTURE
 - b) IF UPLAND, 2 CROPS UPLAND RICE or CORN FOLLOWED by SORGHUM (Integrated Alley Cropping)
 - * 15 SQ. METER BROILER PRODUCTION BASED ON FARM BY PRODUCTS and SORGHUM (30 BIRDS) or GOAT PROJECT
 - SORGHUM (30 BIRDS)
 - * 100 SQ. METER CAMOTE (2 Crops followed by legume cover crop)

DESIGN ASSISTED BY: FAO
IMPLEMENTATION ASSISTED BY: UNICEF

FOR MORE INFORMATION CONTACT: DA/DECS/IIRR

FOOD LOT MODULE

2,500 SQ. METER



COMPONENTS:

- a) 1,500 sq. meter rice fish culture: if rainfed/irrigated rice land
- * b) If upland, upland rice crop in between rows of trees (alley cropping) Followed by corn and Finally cowpea or rice bean relayed into corn (3 weeks before corn harvest)
- * 50 sq. meter mini fish pond
- * 100 sq. meter house site
- * 50 sq. meter backyard garden (BIG)
- * a) 200 sq. meter intensive feed garden food for goats
- * b) 50 sq. meter housing for goats
- * 120 sq. meter market garden (BIG)
- * 300 sq. meter intensive woodlot
- * 100 sq. meter camote patch (2 crops followed by legume, ps cover crop)
- * 1-3 sq. meter area within any of the component areas of the above components for construction of any open well for supplementary irrigation and then using of the tapak-tapak pump for water lifting.
- * 30 sq. meter area allotted for storage housing/facilities.

NOTE:

The open well may be constructed within the BIG or woodlot area where area allowances have been made accommodate construction of small structures.

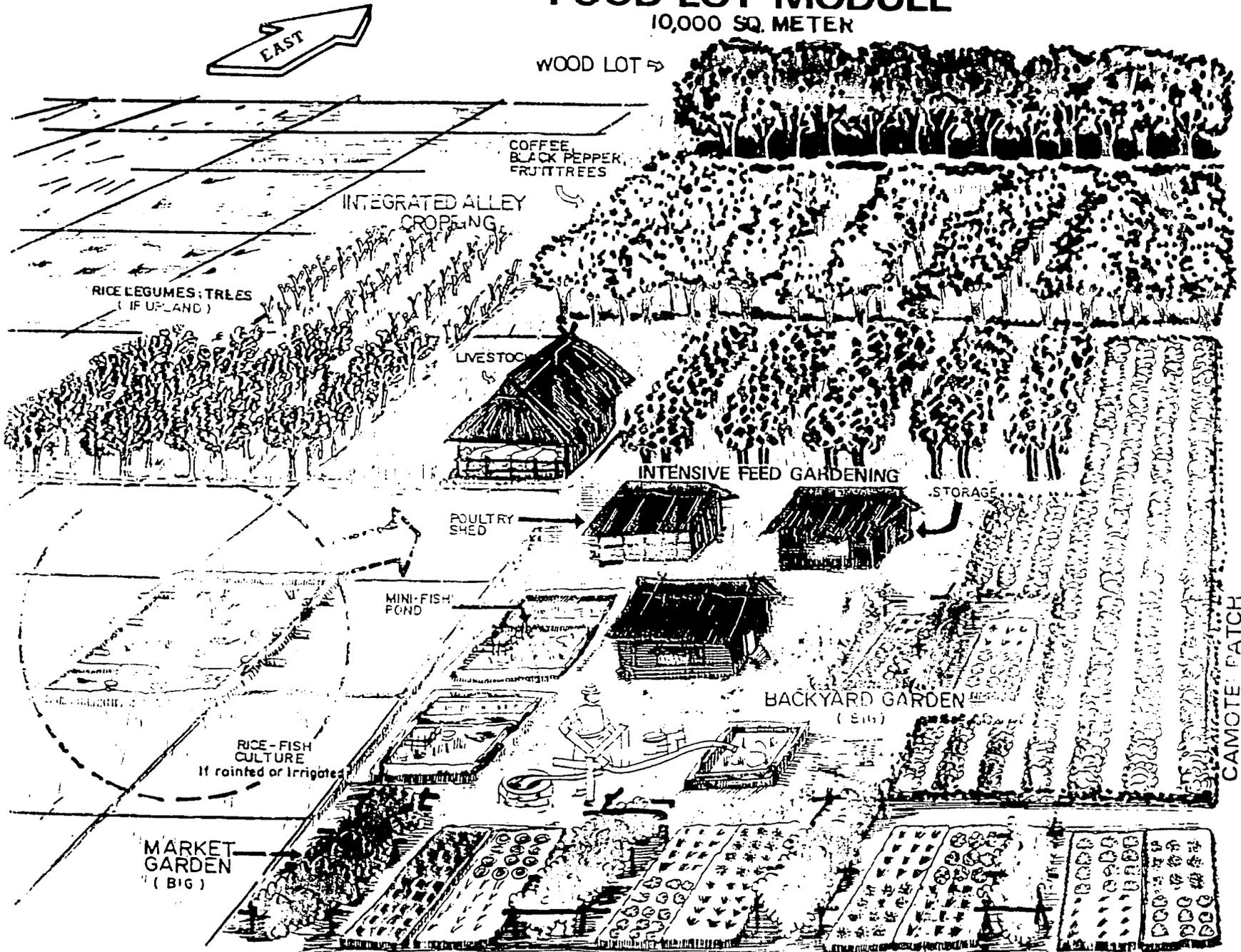
INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION
SILANG, CAVITE PHILIPPINES

DESIGN ASSISTED BY:
FAO
IMPLEMENTATION
ASSISTED BY: UNICEF

FOR MORE INFORMATION
CONTACT:
DA/DECS/IIRR

FOOD LOT MODULE

10,000 SQ. METER



COMPONENTS:

- * 500 sq. meter market garden (BIG)
- * 600 sq. meter woodlot
- * 100 sq. meter mini-Fish pond (two 50 meter sq. ponds)
- * 100 sq. meter house site
- * 50 sq. meter backyard garden (BIG)
- * 400 sq. meter intensive feed garden (for one cattle fattening project, 100 sq. meter livestock area shed) or 4-5 goats
- * a) 5,300 sq. meter rice Fish culture if rainfed/irrigated
- b) If upland: alley cropping of corn/upland rice (and legumes relayed to corn) and trees
- * 750 sq. meter camote patch (2 crops followed w/by rice bean)
- * 2,000 sq. meter coffee + black pepper and mixture of fruit trees (using cavite model)
- * 50 sq. meter broiler production (100 birds)
- * 3 - 9 sq. meter area w/in any of the component areas above for construction of about three open wells for supplementary irrigation and using a portable tapak-tapak pump for water lifting
- * 50 sq. meter allotted for storage housing/facilities

NOTE:

The open wells can be constructed within the BIG broiler production or woodlot where area allowances have been made to accommodate construction of small structures.

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION
SILANG, CAVITE PHILIPPINES

DESIGN ASSISTED BY:
FAO
IMPLEMENTATION
ASSISTED BY: UNICEF

FOR MORE INFORMATION
CONTACT:
DA/DECS/IIRR

IIRR BOARD MEMBERS

Dr. Y. C. James Yen, Founder (1893-1990)

Mr. John M. Allen
President of the Board of Trustees
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Belgium

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Executive Director
Movimiento Guatemalteco
de Reconstruccion Rural
Apartado Postal 1697
Guatemala, C.A.
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FAX 5022351779

Mr. Bernd V. Dreesmann
Secretary General
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West Germany
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Dr. Juan M. Flavier*
International Institute of
Rural Reconstruction
Silang, Cavite 4118
Philippines
(0969) 451

Mr. James G. Johnson, Jr.*, Counsel
Cleary, Gottlieb, Steen & Hamilton
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FAX 212-225-3999

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Larchmont, NY 10538
914-834-6359
Home: Sawtooth Road, P.O. Box
Gilmanton, NH 03237-0506
603-267-6777

Dr. Walter H. Judd**
10450 Lottsford Road, #1218
Mitchelville, MD 20716

Mr. James F. Kelly
Vice President
Chemical Bank
277 Park Avenue, 13th Floor
New York, N.Y. 10172
212-310-6723/4
Home: 223 Vase Avenue
South Orange, N.J. 07079

Mr. Manuel P. Manahan
109 Scout Rallos
Quezon City
Philippines

137

Mr. Howard W. McCall, Jr.**
c/o Chemical Bank
30 Rockefeller Plaza - Suite 6100
New York, N.Y. 10112
212-621-2754
Home: 68 Dorchester Road
Darien, CT 06820
203-655-1239

Mr. Louis L. Mitchell*
7809 Antiopi Street
Annandale, VA 22003
703-204-0474
FAX 703-644-5014

Mr. Russell A. Phillips, Jr.*
Executive Vice President
Rockefeller Brothers Fund
1290 Avenue of the Americas
New York, N.Y. 10104
212-373-4205
Home: 40 East 88th Street, Apt. 5D
New York, N.Y. 10028

Dr. Goturi Narayana Reddi*
President
Indian Rural Reconstruction Movement
506, 9th Main, 3rd Cross
H.A.L., 2nd Stage Indiranagar
Bangalore - 560 038
India
567727

Dr. Jose Manuel Restrepo
Executive Trustee
Movimiento Colombiano de
Reconstruccion Rural
Calle 69 No. 10-87, Oficina 404
Apartado Aereo No. 22565
Bogota
Colombia, Sur America
211-80-59 or 218-26-06 (O)

Mr. Robert A. Wilson
The Pfizer Foundation, Inc.
235 East 42nd Street
New York, N.Y. 10017
212-573-2323

*Members of Executive Committee
**Trustees Emeritus

06/90

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**CONCEPTUAL FRAMEWORK USED IN IIRR'S
REGENERATIVE AGRICULTURE ACTIVITIES:
(National and International)**

ASSESSMENT OF KNOWLEDGE

*(Farmer-Level: Indigenous Knowledge
Institutional Level: International and National
Research Centers)*



DESIGN OF OPERATIONAL STRATEGY



**FARMER-LEVEL TESTING,
ADAPTATION/REFINEMENT, ADOPTION**



EXPANSION OF THE CONCEPT/SCALING UP
(within project sites)



WIDER SHARING
*(workshops, information kits,
newsletters, NRRMs)*

IIRR RESEARCH PAPERS, REPORTS
AND CONFERENCE PRESENTATIONS

(A sampling ... Complete listing available upon request)

1. Alternative Fertilizer Management in Lowland Rice. Eusebio T. Imperial. Presented at the SNV-Netherlands Development Organization - FAO IPM Conference for NGOs in Tagbilaran, Bohol on November 5-12, 1989.
2. Some Practical Management Techniques to Reduce Golden Snail Damage in Lowland Rice. By Eusebio T. Imperial. (Ibid.)
3. The Adaptation of Rice-Fish Culture Technology. By Frank Fermin. Presented at the Second Asian Regional Workshop on Rice-Fish Research and Development at Central Luzon State University, Munoz, Nueva Ecija, Philippines on October 24-28, 1989.
4. Saving Seed through Gardener Curators. Dr. Julian Gonsalves. Community Seed Production and Banking Training. IIRR University of the Philippines at Los Banos - UNICEF. April 24-27, 1990.
5. Family Food Production Interventions. Lessons from Negros Occidental. Presented at the Mid-Term Review, UNICEF-Assisted Area Based Child Survival and Development Program, Negros Occidental, June 13-15, 1990, Bacolod City. Prepared by Dr. Julian F. Gonsalves and Rusty Binas with assistance of C. Jomilla, A. Escobia, A. Ibanes, O. Hucalla, E. Sancellan, R. Valdevieso, R. Galve, and R. Gacho.
6. Bio-Intensive Gardening. Dr. Julian Gonsalves. ILEIA, July 1989. Volume 5, No. 2)
7. Agro-Ecosystem Analysis Demystified. Dr. Julian Gonsalves. Presented in the July 24 - November 17, 1989 Training Program on Farming Systems Research and Extension. Department of Agricultural Economics, International Rice Research Institute, Los Banos, Laguna.
8. Understanding the Interlocking Nature of Rural Poverty: Using the Webbing Technique. Dr. Julian F. Gonsalves. (Ibid.)
9. The IIRR Education Program. Presented by Conrado Navarro. World Conference on Education for All, Jomthien, Thailand, March, 1990.
10. Mini-Case Studies on People's Participation in Rural Reconstruction. Edited by Conrado Navarro, IIRR international training courses.

ANNUAL REPORT

FAMILY FOOD PRODUCTION PROGRAM FOR NEGROS

FUNDED BY THE
UNITED NATIONS INTERNATIONAL CHILDREN'S EMERGENCY FUND
(UNICEF)

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION
SILANG, CAVITE, PHILIPPINES
31 DECEMBER 1989



IIRR



Department of
Agriculture and Food



Department of Education
Culture and Sports



UNICEF

ABSTRACT

This report covers the activities of the year in the Second Phase of the Family Food Production Program of IIRR in Bacolod, Negros Occidental. Phase II of the program centers on the consolidation of past gains while increasing the advocacy work Nutrition oriented food production such as the Food Lot Modules.

It also presents factors affecting sustainability and replicability of the program and analyzes within the context of the objectives of UNICEF and the network of GOs, NGOs working alongside with IIRR. Case studies and testimonies of beneficiaries were also included here to present a qualitative perception of the change in their lives resulting from the program. Insecurity of tenancy arrangements with landlords continues to be a factor in sustainability of the program and consequently, a major threat to the program. This is vividly told by beneficiaries through stories presented in the latter portion of the report.

