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FIRST ANNUAL REPORT

ON

STRATEGIC OPTIONS FOR INTERNATIONAL TECHNOLOGY TRANSFER  
AND INSTITUTIONAL DEVELOPMENT

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by the

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## TABLE OF CONTENTS

<u>Item</u>		<u>Page</u>
	SUMMARY	1
I.	BACKGROUND TO GRANT AND PROJECT CONTEXT	4
II.	PROJECT METHODOLOGY	8
III.	MONITORING AND EVALUATION	11
IV.	REVIEW AND ANALYSIS OF PROJECT RESULTS	12
V.	MANAGEMENT	24
VI.	FINANCIAL REPORT	Attachment 1
VII.	LESSONS LEARNED	30
VIII.	RECOMMENDATIONS	30
IX.	ATTACHMENTS (Available on Request)	
	1. Financial Report	
	2. Logical Framework	
	3. Annual Plan 1991 - 1992	
	4. Monitoring and Evaluation Plan	
	5. IIRR Publications, Papers and Training Kits	
	a) Annual Report	
	b) <u>Rural Reconstruction Review</u>	
	c) <u>International Sharing</u> newsletter	
	d) <u>IIRR Report</u> newsletter	
	e) The Family Food Production Project in Negros; Evaluation Report: (IIRR Research Report #4)	
	f) Resource Book on Sustainable Agriculture in the Uplands	
	g) Proceedings of the Roundtable on Rural Women's Issues and Programs in Asia	

TABLE OF CONTENTS (Cont'd)

Attachments (Cont'd)

- h) Low-input Rice Production Training Kit
  - i) The Development of IIRR's Village Information System: The Cavite Experience
  - j) The Rise and Fall of People's Organizations: A review of the Literature
  - k) Lessons from The Ilog Experiment
  - l) People's Organizations in Rural Reconstruction: The Case of Sitio Hacienda
  - m) Consultation Behavior and Perceptions of Childhood Acute Respiratory Infections Among Traditional Healers and Mothers in a Rural Village in the Philippines
  - n) Appropriate Technology at IIRR Annual Report 1990
  - o) The Family Food Production Program in Negros Occidental, 1986-1990
  - p) Internacional Training Courses Brochure
  - q) The IIRR Training Center
  - r) Spanish Brochures
- 6. List of Courses and Conferences
  - 7. IT Curriculum
  - 8. Appropriate Technology Training course description
  - 9. Consultancy List
  - 10. a) The Food Lot Module in Cavite: Lessons and Insights  
b) Report on the Ignaco Family Farm by Brendan Hoare
  - 11. Genetic Resource Conservation Poster

TABLE OF CONTENTS (Cont'd)

Attachments (cont'd)

12. a) International articles about IIRR  
b) Local articles
13. Participatory Approach to Integrated Rural  
Development: Experience of the Unnayan  
Shahojogy Trust (UST) in Bangladesh
14. Resumes of New Staff
15. 'Global 500' Award Citation

## SUMMARY

The International International of Rural Reconstruction (IIRR) herein submits to the Agency for International Development (AID) the First Annual Report, describing its programs and activities during the period July 1990 to June 1991, the first year of the Project entitled Strategic Options for International Technology Transfer and Institutional Development with AID Matching Grant support under Cooperative Agreement No. OTR-0158-A-00-0084-00.

This 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.

Training. During the reporting period, 414 development practitioners from 90 organizations in 20 countries participated in training programs, workshops, and conferences organized by IIRR. The training program was expanded and enriched with new course offerings, upgraded curriculum and outreach to new third world countries, and greater participation from areas that had previously been underserved.

A total of ten courses were offered. Two general courses in rural development management were held at the Philippines for development specialists throughout Africa, Asia, and Latin America. Five collaborative training courses were held onsite in different third world countries. Three contract courses were offered on special subjects.

Five specially tailored programs of individual study were also arranged for development specialists from India, Thailand, Bangladesh, Madagascar, and New Zealand.

IIRR also hosted five conferences on different aspects of international development, including women in development, health, and African development.

Major achievements in the reporting period included:

- 1) Development of a new International Course in Rural Development Management, a revamped and upgraded four-week course for development specialists, offered annually at IIRR's headquarters in the Philippines.
- 2) Development of an International Training Course in Regenerative Agriculture, IIRR's first major international course in a specialized field of appropriate technology. The first course will be offered in November 1991.

IIRR staff spent a total of 488 person-days in visits to learn from and share information and ideas with 140 other outstanding organizations in 27 countries of Africa, Asia, and Latin America. Technical and managerial assistance was provided to 16 organizations in 11 countries.

International Conference Presentations. Four IIRR staff members presented papers at international conferences and workshops in Bangkok and the Netherlands. In addition Dr. Julian Gonsalves, Director of IIRR's Appropriate Technology Unit, delivered a keynote address at the annual conference of the Association for International Agricultural and Extension Education in St. Louis and gave workshops at the Center for Indigenous Knowledge in Agriculture and Rural Development at Iowa State University.

Action research. IIRR implemented 18 promising action research projects in appropriate technology, agroindustrialization, and population including: Low-input rice production, Integrated minifarms or "food lot modules," Micro-enterprise development and rural credit, and Agricultural approach to health and family planning.

Three international collaborative research projects were launched:

1. Regenerative agriculture for semi-arid lands in India
2. Promoting maternal and child health in India
3. Technology Testing and Adaptation in Agroforestry and Regenerative Agriculture in the Humid Tropics, a collaborative program with the Ghana Rural Reconstruction Movement.

'Global 500' Award. IIRR's achievements in promoting environmentally sound agriculture received special recognition in June 1991, when Dr. Julian Gonsalves, director of the Appropriate Technology Unit, was named to the United Nations Environmental Program's "Global 500" Honor Roll.

The citation reads:

"Dr. Gonsalves developed a training and education programme promoting the adoption of environmentally sound methods of food production in the Philippines and other third world countries. The programme focuses on problems of deforestation, soil erosion, fuel shortages, pesticide mismanagement, deterioration of rice ecosystems, loss of genetic resources and related stress on rural social systems. Specialists from more

than 100 government and non-government agencies have been trained to adapt and disseminate these strategies in different countries in Asia, Africa, and Latin America."

I. BACKGROUND TO GRANT AND PROJECT CONTEXT

1. Background

a) Organizational Purpose. The International Institute of Rural Reconstruction (IIRR) is a major international training center dedicated to improving 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 Africa, Asia, and Latin America.

b) Approach. The Institute's basic rural development approach is characterized by the application of three time-honored and tested concepts:

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 of one depends upon the successful solution of the others. The design therefore integrates the fourfold components of: livelihood, education, health and self-governance.
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 implements its mission by employing three strategies:

1. LEADERSHIP AND MANAGEMENT TRAINING
2. TECHNOLOGY TRANSFER
3. INSTITUTIONAL DEVELOPMENT

Within IIRR's organizational structure, these strategies are operationally achieved through the synergistic 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 GENERATING KNOWLEDGE IN RURAL RECONSTRUCTION; the second program is designed to accomplish IIRR's mission of SHARING THAT KNOWLEDGE WITH OTHER RURAL DEVELOPMENT ORGANIZATIONS AND PRACTITIONERS THROUGHOUT THE WORLD.

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

- c) Special capability. IIRR has more than 70 years of practical development experience. The adoption and adaptation of IIRR's various programs and operating procedures by rural development agencies in 50 Third World countries testifies to its ability to formulate, develop, carry out, and field innovative and relevant integrated strategies in rural development. These strategies are now successfully being used by IIRR's affiliated movements, its training alumni, and by PVOs who have learned of these programs at international symposia, visits to the IIRR, and staff members' participation in IIRR's regular IT programs.

IIRR believes that its greatest capacity for contributing to the solution of global development problems lies in its demonstrated abilities in:

- 1) Technology development and transfer;
- 2) Accelerated indigenous institutional development;
- 3) Training.

These abilities are demonstrated by IIRR's achievements in developing and sharing environmentally sound methods of food production, in helping to build and strengthen indigenous partner organizations like the National Rural Reconstruction Movements and

Alumni Associations and in developing and disseminating culturally appropriate materials and methods for grass roots education programs about family planning and reproductive health.

- d) Socio-economic Issues and Problems Addressed by the Project. The failure of many development programs in the Third World is evident from the fact that despite the increased flow of North-South development resources and the intensified scale of development efforts in the Third World since the U.N. sponsored "development decade" of the 1960s, the North-South gap in wealth and living standards widened even further in the decade of the 1980s. The centuries-old problems of poverty, illiteracy and ignorance, high population growth rates, malnutrition and ill health, environmental degradation, and government ineffectiveness and political instability have persisted and, in many countries, actually worsened.

The major internal deficiency of many field programs for the development of the rural poor is that they are, by and large, based on a sectoral rather than an integrated approach and are "top-down" in design, rather than "bottom-up" and "participatory."

The project focuses on the following critical global issues:

1) Environment/Ecology

Despite the promise of the "Green Revolution," many modern conventional 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.

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

Other problems include: pesticide poisoning, loss of biological diversity, depletion of energy resources, and overpopulation.

2) Rural Agro-Industrialization and Rural People's Organizations

Although there are many potential benefits, urbanization and industrialization in rural areas

can also have serious detrimental effects, including environmental degradation and displacement and loss of livelihood for the rural poor. IIRR is developing strategies to help address these potential problems.

- e) Gender Concerns. As AID has noted in its Women in Development policy paper, of 1982, women's participation in agriculture, small-scale enterprise, education and training, water use and sanitation, and natural resource management is critical to the economies of developing nations. No development scheme can be fully effective or successful if it does not take into account women's activities in these areas, both as participants and beneficiaries.

## 2. Funding

- a) Resources. Support for IIRR's program to address these problems and issues have come from corporations, foundations, and individuals in the U. S., Europe, and Japan, as well as earned income from training fees and other sources related to IIRR's training and research program.
- b) Need for external funding. IIRR is making a concerted effort to diversify its sources of support and to increase the percentage of earned income. Unfortunately, many indigenous agencies working with the "poorest of the poor" do not have the resources to pay the full costs of IIRR's training and management assistance programs. To enable IIRR to continue its training and other valuable services to other development agencies, it has been necessary to seek external funding from AID.

## II. PROJECT METHODOLOGY

### 1. Summary

#### a) Program Goal

The goal of the project is to accelerate technology transfer and institutional development among indigenous development agencies in the developing world by training and strengthening IIRR's international network (affiliates and alumni) and to contribute to the discovery, adaptation and use of new initiatives and related appropriate technologies critical to solving problems of poverty, hunger, disease and the environment by strengthening international research and field operations.

#### b) Program Purpose and Objectives

The purpose of the project is to support:

- the development of national, regional and international rural reconstruction managers, specialists and field workers;
- the building and enhancing of institutional capabilities for interagency collaboration and sharing between and among IIRR/NRRMs and RRAAs and other development agencies; and
- updating knowledge and techniques in rural reconstruction, with a focus on a limited number of critical issues.

#### c) Approach, Methodology, and Strategy

The project will be carried out by IIRR's Divisions of International Training and Outreach, and International Field Operations and Research to produce new training curriculum content and increased collaborative approaches to instruction and technology transfer involving greater participation by IIRR's international network of alumni, NRRMs, and other PVOs.

The project covers a broad range of IIRR operations including action research in the Philippines that is essential to IIRR's international mission, especially with respect to developing adaptive rural technologies. Special attention will be given to sustaining IIRR's Appropriate Technology Unit's 'high impact' programs and projects in regenerative agriculture, bio-intensive gardening, low-input rice production, agroforestry,

integrated food lot modules, fisheries, upland farming and livestock/poultry developments under a more all encompassing program heading of ENVIRONMENT/ECOLOGY. Building on IIRR's already recognized strengths, ENVIRONMENT/ECOLOGY will include new thrusts in RURAL ENERGY focusing on household level fuel and energy issues, fuel efficient stoves, solar-based wood drying technology and introduction of new multipurpose fuelwood tree species.

IIRR will also continue concentrated work in the development of cross-cultural family planning communication methods using a unique agricultural analogies approach. IIRR's new initiatives in REPRODUCTIVE HEALTH AND POPULATION will include action research and training in at least three third world countries.

As embodied in this five-year program, the basic approach is to enrich and expand the scope of IIRR's international training and outreach activities, both in terms of content and geographical coverage. As corollary to this, the new five-year program will see the increased "international networking" of IIRR's field alumni associations, and other rural development organizations that share the rural reconstruction philosophy and principles of IIRR. It also includes the enhancement of the Institute's human and physical resources to render them more responsive and suitable to an enriched and expanded international program.

Simply stated, the overall purpose is to increase and expand in a more rapid and effective manner the impact of IIRR's programs in terms of more countries and peoples reached with particular emphasis on the most disadvantaged sectors and with particular attention to their most critical needs.

d) Key Inputs

The key inputs for achieving this strategy are personnel, funding and facilities and equipment described in Section V. The program depends upon IIRR's ability to fundamentally create bona fide solutions to real development problems -- technologies that offer rural people "living proofs" in such a way that adoption becomes nearly spontaneous. IIRR's success in this area has been spearheaded by its Appropriate Technology Unit. This Unit, to be guided in 1990-95 by strengthened research and development communication capabilities, will enlarge and accelerate the impact of IIRR's contributions.

e) Target Groups

The target groups are managers, leaders and technical specialists of government, non-government and multi-lateral agencies working to promote development of economic and social development of impoverished rural people in Africa, Asia, and Latin America.

f) Outputs and Products

To accomplish the goal and purpose, IIRR plans to:

- provide general courses in rural reconstruction for senior managers;
- provide specialized training involving technology transfer for middle managers;
- provide collaborative regional training programs, conferences, collaborative training and financial support for National Rural Reconstruction Movements and Rural Reconstruction Alumni Associations;
- establish linkages with other NGOs in new countries through an International Information Exchange Project;
- conduct surveys and studies of a limited number of critical issues as well as collaborative research projects; and
- analyze and synthesize issues and state of the art technology adoption and the generation and regular updating of cross culturally relevant knowledge in rural reconstruction.

g) Role of Women

Women play a key role as agency managers and technical specialists attending IIRR's training courses. Under the grant, IIRR is making an effort to increase women's participation in the training. The project will also include action research studies of women's problems and roles with regard to grass roots development, in order to develop practical approaches for addressing women's problems.

2. For comparison of actual accomplishments with those originally proposed, please see Section IV.

### III. MONITORING AND EVALUATION

#### 1. Refinements and Changes.

There have been no significant changes from the monitoring and evaluation information presented in IIRR's proposal. However, for a number of reasons outlined in Section VII, IIRR does wish to propose a revision of the log frame.

During the reporting period a detailed monitoring plan and instruments have been developed by the Office of the Executive Vice President. (Attachment 4).

#### 2. Midterm Assessment.

As discussed in the project proposal, IIRR plans to undertake an inhouse midterm evaluation in 1992-93.

#### IV. REVIEW AND ANALYSIS OF PROJECT RESULTS

##### 1. Review and Analysis

- a) Following is a summary of specific outputs as specified in the project proposal (See IIRR-AID agreement, pages 7-18).

##### INTERNATIONAL TRAINING AND OUTREACH (See Attachment 6)

1. General Course in Rural Development Management. Two four-week courses were held in October 1990 and May 1991 at IIRR's headquarters in the Philippines. A total of 50 participants from 18 countries attended these courses. The course has been revamped and upgraded to meet the development needs of the 1990s with modules on current concepts and issues in rural development, participatory program management, and management of organizational resources. (See attachment 7).
2. Specialized Course in Appropriate Technology. The first specialized International Training Course on Regenerative Agriculture will be held at IIRR's headquarters in the Philippines in November 1991. Plans and description of this course are described in detail in Attachment 4. Participation by at least 30 development specialists from all over Africa, Asia, and Latin America is expected. Content will include low-external input agricultural technologies, technology dissemination and adaptation, project management for sustainable agricultural development, individual study, and 19 specific topics. (See attachment 8).
3. Conferences and Seminar/Workshops. Five major conferences and seminar/workshops were held at IIRR during the reporting period.

These were:

Women. A regional conference which was attended by 19 women who were working with 19 development agencies in 7 countries in Asia was held in November, 1990. In this conference, the participants shared experiences on working with women in development. (Attachment 5g).

Africa. IIRR's first regional conference was conducted for 33 African post-graduate students

who were currently on leave from their respective agencies (22) which were based in 14 countries in Africa.

Health. Two national conferences which discussed the current health manpower situation in the Philippines and possible alternatives were also conducted this year. The first was attended by 39 medical doctors from 20 medical schools in the country; and the other was attended by 13 heads of nursing schools all over the country.

Food-Based Income Generating Projects. During the year, one seminar-workshop was conducted in the Philippines. Participants shared their experiences in the implementation of food-based income-generating projects. There were 129 participants representing 82 development organizations in the Philippines.

4. Group Study/Visitation. Five rural development specialists received specially tailored individual training practica in rural reconstruction and regenerative agriculture. The trainees, who were on campus for 2 - 5 days, came from Madagascar, Thailand, Bangladesh, India, and New Zealand. In addition, 1,191 people from 110 development organizations around the world visited the IIRR campus during the reporting period for briefings and meetings with IIRR staff.
5. Consultancy/Training Missions. IIRR development management and rural technology specialists provided in situ trainings and technical advice to 16 non-government organizations in 11 countries of Africa, Asia, and Latin America. (See Attachment 9). Activities included proposal writing and fundrasing assistance, assessment of regenerative agriculture field activities, collaborative project planning, documentation of field experiences, organization and project management.
6. Special Contract Training. Three special training courses were conducted at IIRR's headquarters in the Philippines to meet the special requests of other development organizations. The courses were: A Training for Farmers in Regenerative Agriculture, a module on "Technology Transfer: The IIRR Experience," and a course on Rural Development for the staff of the Rural Development Institute of Thailand. Negotiations were also under way to develop a major training program for

the Rubber Industry Small Holders Development Authority of Malaysia.

7. Newsletters and Journal. In addition, development experiences were shared through IIRR's newsletters and journals. For the year, 3 regular issues of International Sharing, which featured experiences of other agencies, were produced and distributed to 747 individuals, and 1,112 development agencies from 90 countries. An issue of the annual research journal Rural Reconstruction Review (Vol. X 1989-1990) had been produced in the latter part of the year and will be distributed to development organizations in Africa, Asia, and Latin America. (Attachments 5b and c).

#### INTERNATIONAL FIELD OPERATIONS AND RESEARCH

The outputs of IIRR's International Field Operations and Research (IFOR) program provide the critical new knowledge inputs of the International Training and Outreach program. Following projects were carried out:

- 1) Appropriate Technology Projects in Regenerative Agriculture:

Nine projects are being implemented in this area. Major achievements in the reporting period include:

- a) Testing of strategies in Low-External Input Rice Production and publication of the Training Kit. (Attachment 5h). The kit contains more than 75 simple, single-concept leaflets with diagrams and explanations of ecologically sound techniques for producing seeds, transplanting seedlings, integrated nutrient cycling, pest control, weed control, water management, cropping patterns, use of rice-plant byproducts, farm implements, and integrated systems (rice-fish-livestock-trees).
- b) "Food Lot Modules" or Integrated Mini-Farms. IIRR has helped 30 farmer cooperators establish demonstration plots ranging from 1,000 -- 10,000 square meter. These mini-farms integrate a variety of ecologically sound agricultural strategies including: backyard garden, a market garden, a woodlot,

a mini fish pond, a rice-fish culture paddy, a stand of coffee, black pepper, and fruit trees, a yam and bean patch, a poultry house (broilers), a livestock shed (pigs or goats), and integrated alley cropping (vegetables and trees) to go with a house and a well. The manure produced by the animals is used to fertilize the planted soil, and various tree leaves and grasses are used for animal feed; the fish in the paddy protect the young rice from weeds and insects, then are harvested.

The experiments indicate that a half-acre integrated farm can provide at least 75 percent of a family's food and household needs, and can earn net income of more than \$1,200 a year, with prospects for profits likely to increase as different components begin to pay off on the initial investment. (Attachments 10a & b)

c) Family/Village - Level Vegetables and Tree Genetic Resource Conservation System. IIRR collects, stores, multiplies and distributes more than 1,000 varieties of traditional crops, which are hardy and disease-resistant and offer many other advantages. This project is vitally important for preserving biological diversity because thousands of traditional crop varieties have been abandoned as farmers adopt hybrid seeds which are used in high-input conventional agriculture. During the report period, IIRR:

- 1) Distributed more than 17,000 packets of seeds of vegetables, legumes (green manure and cover crops), and multi-purpose trees to farmers and extension workers and promoters in different parts of the Philippines. Recipients included community garden promoters (village garden promoters, teachers, in rural schools and farmers). More than 50 percent of the recipients are women.
- 2) Introduced 42 seed varieties into farmers' fields and backyard gardens.
- 3) Conducted a tree-day training workshop for farmer cooperators on seed production, handling and storage.

- 4) Produced 150 posters to promote the concept of genetic resource conservation. (Attachment 11).
  - 5) In order to make the project self-sufficient, seed packets are also sold at a minimum cost. In the first half of 1991, sales of seeds grossed more than \$1,000.
- d) Two collaborative international regenerative agriculture projects were inaugurated in 1991:
- 1) Technology Testing and Adaptation in Agro-Forestry and Regenerative Agriculture in the Humid Tropics, a three-year project started in March, 1991 in collaboration with the Ghana Rural Reconstruction Movement.
  - 2) Collaborative Semi-Arid Regenerative Technology Project, a two-year (1991-1993) project in collaboration with a development agency in India, Mysore Resettlement and Development Administration (MYRADA).
- 2) Appropriate Technology Projects for Adaptation Development of Rural Energy:
- Tests were carried out in Philippine villages on alternative fuel sources and on developing efficient crop dryers. Plans were drawn up for a collaborative project with Myrada, a major Indian development organization, for a project to develop biogas sources of energy. A comprehensive plan has been drawn up to test and develop biomass, wind, solar and water resources of energy. The Plan calls for:
- a) Testing, demonstration and training on biogas technology;
  - b) Planning and operation of hydraulic ram pump;
  - c) Identification and reintroduction of fuel efficient woodstoves which are available or could be manufactured locally;
  - d) Testing and demonstration of photovoltaic cells for solar home lighting;

- e) Testing and demonstration of windmill for water pumping; and
  - f) Identification of other non-conventional sources of energy.
- 3) People's Organizations and their Participation in Agro-Industrialization. Eight projects are being carried out in this area. Highlights include:
- a) Micro-enterprise development. Village level projects have tested and developed micro-enterprises based on small manual farm equipment like rotoweeders and production of cutflowers. These enterprises are closely related to IIRR's program to promote environmentally sound agriculture and both have been incorporated into the "Food Lot Modules" or integrated mini-farms (see page 14). Other technologies which have been tested but have been deemed too complicated for development with village cooperatives are production of essential oils and charcoal briquettes made of rice straw. These projects may be worth developing with individual entrepreneurs, however.
  - b) People's Bank. "PAMANA," a non-formal intervillage lending Federation is evolving into a "people's bank," managed by the villagers themselves to meet their financial needs. Fifteen people's cooperatives belonging to this network have a total membership of more than 2,300 villagers. The Cooperative Lending Federation has a growing loan portfolio which is now worth more than \$500,000.
  - c) Agrarian Reform Project. This project develops methods for educating villagers about their rights under the agrarian reform laws and enables them to take advantage of legal services which are available. The government has commended IIRR for successful implementation of this project in three municipalities and requested that it be extended to the entire province of Cavite. A letter from Serapio T. Magpayo, provincial agrarian reform officer, notes:

"The Department of Agrarian Reform  
wishes to congratulate you for the

successful implementation of the AGRARIAN REFORM INFORMATION, EDUCATION AND LEGAL REFERRAL SERVICES (ARIES) Project here in Cavite.

"This project has been very helpful to us in the Department of Agrarian Reform (DAR) in the implementation of the Comprehensive Agrarian Reform Program (CARP). Although your project areas are limited only in Silang, General Trias and Dasmaringas, the good effect is felt by the farmer-beneficiaries not only in covered areas but also in other municipalities of Cavite. We hope you could expand your coverage to other towns and cities where there are many CARP beneficiaries who need your assistance through the ARIES project."

- d) The Ilog Experiment. IIRR has completed an analysis of this pilot project, which developed and tested strategies for promoting "convergence," i.e. collaboration among more than ten government and non-government agencies to improve health, livelihood, education, and self-government in a single municipality. (Attachment 5k). Lessons have been incorporated into the training program of the Department of Interior and Local Government nationwide.

4) Population/Health

During the reporting period, there were two projects focused on primary health care and family planning and reproductive health:

- a) Maternal and Child Health Project in India. With IIRR's assistance, the Indian Rural Reconstruction Movement has launched a project to improve health conditions for 4,000 families in Pulicherla Mandala (subdistrict), Chittoor District, Andhra Pradesh State, South India.
- b) Agricultural Analogies Approach to Family Planning. In the final phase of a three-year project, involving 11 partner organizations in six countries, IIRR completed evaluation and analysis of

training materials and methods, which have been cross-culturally adapted from the "analogies method" of health education developed by IIRR. In March 1991, the IIRR training team visited Thailand, India and Bangladesh to complete the evaluations. In all, more than 200 charts, illustrations, and new analogies have been developed during the three-year program, and incorporated in the regular health and training programs of the partner organizations.

\* \* \* \* \*

b,c,d,e) It is still too early to present a meaningful evaluation of effect on target groups, impact on local institutions and policy and people outside the project areas, and unintended effects. Preliminary findings are presented in Attachments 5, 10, 12, and 13.

2. Comparison of Accomplishments with those proposed for this period:

A. International Training and Outreach

1. Proposal: 200-300 persons trained per year

Accomplishment: 414 persons trained.

2. Proposal: 60 percent of efforts dedicated to regional and country specific trainings outside the Philippines.

Accomplishment: Of 15 training courses, conferences, and workshops carried out by IIRR in the report period, only five were directed exclusively at Philippine agencies and personnel. 67 percent were international rural development management courses for participants from many countries, and regional, multinational or country-specific trainings outside the Philippines.

3. Proposal: Completion of one international training course in rural development management, 25 percent of participants from underserved countries, 30 percent women.

Accomplishment: Two international courses in rural development management were held with total attendance of 50, 36 percent from underserved countries - 28 percent were women. The proportion of women rose to 38 percent in the second training course, held in May 1991.

4. Proposal: One Collaborative regional training course with 30-35 participants.

Accomplishment: One collaborative regional training course with 20 participants from 11 organizations in four countries.

5. Proposal: One collaborative country training course with 35-40 participants.

Accomplishment: Four collaborative country training courses, two in India, one in Bangladesh, and one in the Philippines, with a total of 65 participants.

6. Proposal: 1 group study visitation with 5-10 visitors from 1 - 4 countries.

Accomplishment: Individual study practica for five visitors from five different countries.

7. Proposal: Five special contract training courses for 30-35 participants each.

Accomplishment: Three contract training courses for a total of 31 participants from 18 organizations in four different countries. Negotiations are under way with Rubber Industry Smallholders Development Authority (RISDA) of Malaysia for a series of 14 courses for more than 500 middle and senior managers.

8. Proposal: IIRR to provide consultancy services to 10 government and non-government agencies in 3-5 countries per year.

Accomplishment: Consultancy services were provided to 16 organizations in 11 countries of Africa, Asia, and Latin America.

## B. International Publication and Exchange

1. Proposal. Production of one issue of Rural Reconstruction Review, 3 issues of International

Sharing newsletter, and one Annual report per year.

Accomplishment: Done. (Attachment 5 a, b, c)

2. Proposal: Publication of 12 international news media and 12 local news media articles per year.

Accomplishment: International articles include: "The Lessons of Laughter," by IIRR's President Juan M. Flavier in World Health Forum, "Ghanaian Farmers Practice Regenerative Agriculture" in African Farmer Magazine, "Getting the Word Out on Sustainable Agriculture," in grassroots development magazine, "Speaking the Language of the Community" in JOICPF News, Agroforestry Technology Information Kit, in PACT Media Services Services Catalogue. "Farmers as Good Managers and Cautious Gamblers," in Ileia Newsletter. (Attachment 12a).

Articles in local publications include articles in Philippine Daily Inquirer, Newsday, The Sunday Times Magazine, and PopCenter. (Attachment 12b).

3. Proposal: Publication of one Training Kit or research monograph per year.

Accomplishment: Publication of training kit on Low Input Rice Production and book on Sustainable Agriculture in the Uplands. (Attachments 5f & h).

4. Proposal: Collaborative publication of one major workbook/information kit based on field experiences of IIRR and/or experiences of a National Rural Reconstruction Movement, alumni association or other agency.

Accomplishment: Publication of analysis of field program of Unnayan Shahajogy Trust, founded by an IIRR training alumnus in Bangladesh. (Attachment 13).

5. Proposal: Production of five multimedia audio soundslides per year, with one-two regional language editions.

Accomplishment: Three slide shows were produced, including a Spanish language slide show on regenerative agriculture, as well as a music video of the rural reconstruction credo.

C. International Field Operations and Research

1. Proposal: Publication of five major studies of critical issues by June 1991.

Accomplishment: Publication of studies of Women in Development, Community Health, a book and training kit on sustainable agriculture and a working paper on "The Rise and Fall of People's Organizations: A Review of the Literature. In addition, a paper on Rural Industrialization has been completed and submitted to World Development magazine for publication. (Attachments 5f, g, h, j & m).

2. Proposal: Rural Development Strategic Studies for six target regions will be completed by June 1991.

Accomplishment: IIRR's regional coordinators for Africa, Asia, and Latin America have each paid at least two visits to their regions and have completed preliminary reports on strategic development issues in each target region. (Available on request).

3. Proposal: One major state of the art Appropriate Technology anthology source book completed by June 1991.

Accomplishment: Publication of Resource Book on Sustainable Agriculture for the Uplands. (Attachment 5f).

4. Proposal: Seven environmental projects will be carried out in the Philippines and one-two other countries by 1995.

Accomplishment: 9 projects are under way in the Philippines, one in India, and one in Ghana.

5. Proposal: Four micro-enterprises will be tested and developed under the agro-industrialization program.

Accomplishments: Four micro-enterprises have been tested and the two most promising, on cut flowers production and small farm machinery, are being developed.

6. Proposal: An average of four mini-rural industrial corporations will be established each year under

the Program of Rural Industrialization and Development of Entrepreneurship (PRIDE).

Accomplishment: Counterpart funding from Rissho Kosei Kei has been secured for this project and it will be launched in 1991-1992.

7. Proposal: One major study book on Rural Development Management Innovation will be completed each year, including one study book on Women in Development.  
Accomplishment: The study book on Women in Development has been published. (Attachment 5g).

Accomplishments in projects on People's Organizations in Rural Reconstruction, environmental education, rural energy, local resource management, information communication systems for rural communities, People's Empowerment through Participatory Research and Reproductive Health and Family Planning are described in Section IV. 1 (pages 14-19), and Attachments 5i, j, k and l).

V. MANAGEMENT: REVIEW AND ANALYSIS OF HEADQUARTERS SUPPORT FUNCTIONS

1. Support Functions

a) Project planning and Management Activities

The Office of the Executive Vice President coordinates a "Program Monitoring Group" with representatives from each unit of IIRR.

Detailed annual plans and reports have been drafted (Attachment 3), as well as quarterly plans and reports.

A three-day meeting, involving all program staff was held to promote inter-departmental communication and maximize staff input and feedback in the planning process.

A computerized reporting and monitoring system has been set up with log frames and GANT CHART for each project to facilitate systematic planning and management and coordination of the program. (See Attachment 3).

b) Staff Resources

In January 1991, Dr. Aaron Miller, a non-profit executive with more than 35 years' experience, was appointed executive director of IIRR's U.S. office and serves a chief contact person with AID on this project. Dr. Miller was previously executive director of Universities Field Staff International, and has also served as a university professor and administrator, as a writer, director and producer of films, radio, and TV programs, and as an officer with the U.S. Information Agency.

New senior staff positions include three Regional Outreach Coordinators who were hired in the first half of 1990: Africa - Dr. Isaac Bekalo, Asia - Demetrio Imperial; Latin America - Scott Killough; director of research, Dr. John Shao; senior researcher, Dr. David Kimeu; specialist on development communications, Dr. Hernando Gonzales. (Attachment 14.)

IIRR suffered a terrible blow on June 30, 1991 when the Executive Vice President, Dr. Antonio C. de Jesus, passed away after a year-long battle with cancer. His responsibilities are being filled on a temporary basis by Conrado Navarro, Director of International Field Operations and Research.

The position of Director of International Training and Outreach has been advertised in three publications with total combined circulation of more than 10,000 in the United States, Europe and abroad. Letters have also been sent out requesting recommendations from 500 leaders of the development community. A total of 25 applications have been received and screened in the U.S. and the Philippines. Discussions and negotiations are under way with two highly qualified finalists.

Gender Breakdown:

Currently, 40.2% of the total number of technical staff are female. Within the year, there was a 12.2% increase in the number of female staff. Membership of IIRR's Management Committee is 20 percent female. IIRR has adopted an affirmative action policy with the goal of increasing the percentage of women on the program staff and on the Management Committee to 50 percent in 1991-92.

c. Training

Seven inhouse seminars have been conducted to upgrade staff knowledge and capability on computer, women's issues, technical report writing and the use of visual aids in training.

In addition three staff members have attended courses held by other Philippine institutions and 14 staff members have attended courses and conferences in other countries.

Gender Breakdown: Of 14 attending international conferences and courses, 50 percent were women; two of the three staff members attending the courses at the other Philippine institutions were women.

An IIRR inhouse workshop from November 12 - 15, 1991 on "Gender and Development" issues was attended by 23 women staff members.

d. Logistical Support

Desktop publishing capability has been enhanced by acquisition of 6 computers; 1 laser printer; and 1 copier. One VHS camera and VCR equipment have also been acquired.

Other equipment include:

- o The telecommunication system of the institute was improved through the acquisition of 1 cellular telephone; 1 PABX System and 1 Radio Telecommunication System.
- o Six vehicles.
- o Computerization of the accounting, financial reporting and control was almost complete. It is expected to be completed in the early part of the second year.
- o Instead of drilling a new well for in-campus domestic water supply, which was very expensive, arrangements have been made with the local water administration office to supply water to IIRR.
- o Dormitories and offices have been repaired and/or repainted.

e. Technical Assistance

See pages 12-18.

f. Project Fundraising and Marketing

See page 7.

g. Role of Board of Directors

IIRR's Board of Trustees held its annual meeting in February 1991. The Executive Committee met three times, including one joint session with the Program and Planning Committee. The Program and Planning Committee met twice and the Finance and Budget Committee met six times.

Among other important decisions, the trustees approved bylaw changes and policy revisions recommended to conform to new standards of the National Charities Information Bureau with regard to attendance, specific terms of office, conflict of interest and promotion of pluralism and diversity.

Three new trustees, two of them women, were elected at the Annual Board meeting: Dr. Pratima Kale, Chief of Asia Section of UNICEF; Audna England, Vice President of Carnegie Council on Ethics and International Affairs, Jose M. de Lasa, Vice President, Bristol-Myers Squibb Company.

h. Development Education

IIRR President Dr. Juan M. Flavier, delivered presentations on development issues at the University of Virginia, International House, and Columbia University's Center for Population and Family Health.

A three-year program to promote development education among Filipino-Americans has been recommended for Biden-Pell funding. In line with this initiative, Dr. Flavier met with Filipino-American groups in New York, Chicago and Virginia.

2. Comparison of actual accomplishments with those originally proposed.

a) Project planning and management activities.

1. Proposal: Production of annual operational plans.

Accomplishment: See Attachment 3.

2. Proposal: Financial Management and Control system decision.

Accomplishment: Computerisation of financial management system will be completed in beginning of second year.

3. Proposal: Completion of Program Monitoring and Evaluation System Design.

Accomplishment: See Attachment 4.

4. Proposal: Completion of job descriptions and specifications.

Accomplishment: Job descriptions completed.

b) Staff resources.

1. Proposal: Three regional coordinators, one development communications specialist and two senior research staff hired by September 1990.

Accomplishments: Hiring of Regional Coordinators, Scott Killough, Isaac Bekalo, Demetrio Imperial; development communications specialist, Dr. Hernan Gonzalez, Senior Research staff, Dr. John Shao and Dr. David Kimeu. (Attachment 14).

c) Training

1. Proposal: 5-7 staff members attend international conferences, seminars and educational tours.

Accomplishment: 15 staff members attended international conferences and training programs. Four staff members presented papers.

2. Proposal: 4-5 staff members per year attend advanced training courses in technical specializations.

Accomplishment: Tropical Sustainable Agriculture in Development Projects (Hungary) - one staff member; Health and Development in Asian Rural setting (Japan) one staff member; Health Systems Research (Philippines) - two staff members. Visits to aquaculture projects in Indonesia - two staff members; Development Management Training Course at Selly Oaks College, England - one staff member.

3. Proposal: 10 staff members attend short-term language proficiency courses per year.

Accomplishment: Language training has been scheduled for 1991-92.

4. Proposal: Three short-term computer skills courses attended by five staff members per year.

Accomplishment: A total of 20 staff members received inhouse training in 4 courses on computer skills: on computer maintenance, use of D-base 3+, Word Perfect 5.0, and Ventura.

c) Logistical support.

1. Proposal: Increased library materials and usage.

Accomplishment: 167 new books and 40 journals were acquired by the library. About 40 percent of program staff use library regularly.

2. Proposal: Inter-library user links with at least five major libraries.

Accomplishment: Links were established with University of the Philippines at Los Banos, International Rice Research Institute, University of the Philippines at Diliman,

Ateneo University, International Center for Living Aquatic Resource Management, and Thomas Jefferson Library.

3. Proposal: Preparation of plans for improvements in conference and workshop facilities, lodging, dining and recreational facilities.

Accomplishment: Plans have been made to expand IIRR's dormitory and canteen, air condition training hall, and improve the water supply. Attachment 3, p 145-50).

f. Project fundraising and marketing.

1. Proposal: Completion of demonstration farm development and management plan.

Accomplishment: See Attachment 3 p 116-121.

2. Proposal: Updated marketing plan of IIRR technical/ professional services and facilities.

Accomplishment: See Attachment 3 p 146 and brochures. (Attachments 5p, q, r).

3. Proposal: Endowment Fund Development and Management Plan

Accomplishment: This is being carried out by IIRR's Finance and Budget Committee and investment consultant, Shearson, Lehman Brothers.

VI. FINANCIAL REPORT

Please see Attachment 1.

VII. LESSONS LEARNED AND LONG-TERM PROJECT IMPLICATIONS

As indicated in Section IV. and in the Attachments, IIRR has generated a tremendous amount of information and material about specific appropriate technologies, management, training, and institutional building for developing rural areas in the third world.

However, it is still too early to analyze project costs and benefits and other questions listed in this section. These issues will be addressed in later reports.

VIII. RECOMMENDATIONS

Although IIRR has generally met and in many cases exceeded the targets for this period of the report, both IIRR staff and the AID project officer have identified difficulties with the logical framework. This is in part due to staff turnover and illness in the period when the grant was being negotiated and scaled down from a budget of \$5,000,000, as originally proposed, to the \$3,000,000 which was approved. Resulting problems are:

- o The current log frame contains some inconsistencies.
- o Some of the targets are not realistic.
- o Language and goals in certain places are unclear.

We therefore respectfully recommend that AID consider renegotiating the grant to allow for drawing up a new logical framework which would address these issues.

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INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION

A.I.D. MATCHING GRANT

Cooperative Agreement No. OTR-0158-A-00-0084-00

FINANCIAL PROFILE OF THE PROJECT - YEAR 1

For the Period July 1, 1990 to June 30, 1991

A. BUDGETED VERSUS ACTUAL EXPENDITURES

<u>Project Elements</u>	<u>A.I.D.</u>		<u>PVO</u>	
	<u>Budget</u>	<u>Expend.</u>	<u>Budget</u>	<u>Expend.</u>
Program Costs	464,000	484,871	587,000	876,692
Procurement	5,000	0	2,000	10,709
Evaluation	5,000	5,321	8,000	5,870
Indirect Costs	<u>126,000</u>	<u>109,808</u>	<u>159,000</u>	<u>195,668</u>
Total Project	<u>600,000</u>	<u>600,000</u>	<u>756,000</u>	<u>1,088,939</u>

B. SOURCES OF PROJECT FUNDS FOR THE PVO

	<u>1st Year</u>
A.I.D. Matching Grant	600,000
Private - Cash	<u>1,088,939</u>
TOTAL	<u>1,688,939</u>

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTIONA.I.D. MATCHING GRANTCooperative Agreement No. OTR-0158-A-00-0084-00FINANCIAL PROFILE OF THE PROJECTSUMMARY TABLE

For the Period July 1, 1990 to June 30, 1995

A. BUDGETED VERSUS ACTUAL EXPENDITURES

<u>Project Elements</u>	<u>Year 1</u>		<u>FUTURE FUNDING</u>		<u>Total Cost 5 Years</u>	
	<u>07/01/90 to 06/30/91</u>		<u>07/01/91 TO 06/30/95</u>		<u>Budgeted</u>	<u>Projected</u>
	<u>Budget</u>	<u>Expend.</u>	<u>Budget</u>	<u>Projected</u>		
Program Costs	1,051,000	1,361,563	4,204,000	4,204,000	5,255,000	5,565,563
Procurement	7,000	10,709	28,000	28,000	35,000	38,709
Evaluation	13,000	11,191	52,000	52,000	65,000	63,191
Indirect Costs	<u>285,000</u>	<u>305,476</u>	<u>1,140,000</u>	<u>1,140,000</u>	<u>1,425,000</u>	<u>1,445,476</u>
Total Project	<u>1,356,000</u>	<u>1,688,939</u>	<u>5,424,000</u>	<u>5,424,000</u>	<u>6,780,000</u>	<u>7,112,939</u>

3. SOURCES OF PROJECT FUNDS FOR THE PVO

A.I.D. Matching Grant	600,000	600,000	2,400,000	2,400,000	3,000,000	3,000,000
Private - Cash	<u>756,000</u>	<u>1,088,939</u>	<u>3,024,000</u>	<u>3,024,000</u>	<u>3,780,000</u>	<u>4,112,939</u>
TOTAL	<u>1,356,000</u>	<u>1,688,939</u>	<u>5,424,000</u>	<u>5,424,000</u>	<u>6,780,000</u>	<u>7,112,939</u>

32