

PD-ABN-064

FINAL REPORT

ON

**STRATEGIC OPTIONS FOR INTERNATIONAL TECHNOLOGY TRANSFER
AND INSTITUTIONAL DEVELOPMENT**

July 1, 1990 - December 31, 1995

Submitted to

**AGENCY FOR INTERNATIONAL DEVELOPMENT
OFFICE OF PRIVATE AND VOLUNTARY COOPERATION**

by the

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SUMMARY

The International Institute of Rural Reconstruction (IIRR) herein submits to the United States Agency for International Development (USAID) the Final Report on the program entitled Strategic Options for International Technology Transfer and Institutional Development. The program received AID Matching Grant support under Cooperative Agreement No. OTR-0158-A-00-0084-00, covering the period from July 1, 1990 - December 31, 1995, including a six-month extension which was approved in March 1995.

The following report contains a point-by-point comparison of actual accomplishments with the goals and objectives established for the five-and-one-half-year period of the Matching Grant. Specific accomplishments during the grant extension, July 1 - December 31, 1995, are set forth in Appendix 1.

I. PROGRAM

Major program achievements included:

- 1) **Internationalization and shift in center of gravity of IIRR's Philippine headquarters and training center to regional programs, spearheaded by new offices in Africa, Latin America, and Asia.** During the five-and-a-half-year grant period, more than 78 percent of the training participants came from countries outside of the Philippines. Number of training participants from Africa increased from 68 in 1990 to 213 in 1995, and from Latin America, the number increased from 56 to 169 during this period. (Attachment 1)
- 2) **Significant expansion of IIRR's programs for strengthening institutional development of local non-governmental organizations.** IIRR offered a total of 250 training courses over the five-and-one-half-year period. There were more than 4,500 training participants from more than 1,500 organizations working in 74 third world countries. Total number of training participants was more than triple the target set for this period. Number of organizations participating in IIRR's training programs per year increased from 171 in 1990 to 445 in 1995.
- 3) **Developing new avenues of technology transfer and increase in number of IIRR consultancies.** The number of other organizations receiving technical consultancies from IIRR increased from 17 in 1990 to 30 in 1995. For example, these included consultancies to the Family Guidance Association of Ethiopia on indigenous family planning communications, a participatory evaluation of a CEMOPLAF - World Neighbors integrated health and agriculture project in Ecuador, and an evaluation of the extension program of National Agriculture Research Centers of Nepal on behalf of the World Bank.

- 4) **Developing state-of-the-art training courses on critical development issues.** During this period, IIRR greatly improved and diversified its training curriculum to provide state of the art information on critical development issues. New courses were conducted on regenerative agriculture, community-based health systems, development communications, and micro-enterprise development. New courses on gender analysis in agriculture, natural resources and forestry, integrated conservation and development, and development concepts will be offered in 1996 and 1997. IIRR's annual course on rural development management was also upgraded, incorporating lessons learned from field operational research programs around the world.
- 5) **Developing innovative development strategies through international field operational research.** In collaborative field programs with other agencies in Asia, Africa and Latin America, IIRR continued to develop, test, and refine practical approaches to promote sustainable food production, environmental preservation, reproductive health, environmental and occupational health, rural credit and micro-enterprises, and integrated community-based rural development.
- 6) **Production and distribution of top quality information kits, books, research papers and audiovisuals.** In addition to being incorporated in IIRR's training courses and modules, lessons learned have been shared through research papers, books, information kits, and audiovisual materials. During the grant period a total of 26 books and manuals, 16 information kits, 142 technical papers, and 47 videotapes and soundslides have been produced. In 1995, these included books on **Livelihood Options for Coastal Communities, Resource Management for Upland Areas in Southeast Asia**, and working papers entitled: "On Planning in the Face of the Variables of Rural Development," and "Participatory Technology Development for Rainfed Agriculture Improvement in the Semi-Arid Tropics in India: A Case Study Linking Process to Impact."

II. ADMINISTRATION

IIRR's Board of Trustees approved a new mission statement and strategic plan for 1994-2000, focusing on five program areas related to the partnership grant: 1) Environment, Natural Resources and Agriculture; 2) Community Health, Reproductive Health and Nutrition; 3) Rural Enterprises Development; Integrated, Community-Based Rural Development; 5) Institutional Capacity Building. Regional Offices have been established in Latin America (in Quito, Ecuador) and in Africa (in Nairobi, Kenya) and have initiated vigorous efforts to increase IIRR's regional impact. Completion of a new 25-room dormitory with a capacity for 50 persons has doubled training capacity at IIRR's Philippine headquarters.

III. FINANCE

During the reporting period, IIRR expended \$3,200,000 in AID grant money and raised and expended \$6,429,057 as the PVO match. Total expenditures for the period of July 1, 1990 to December 31, 1995 are \$9,629,057. IIRR's capacity to generate earned income greatly increased during the reporting period. As indicated in Attachment 2, total income from training, consultancies, and other earned income increased from less than \$500,000 in 1990 to more than \$1,200,000 in 1995. Percentage of IIRR's budget from USAID dropped to 17 percent, compared with the grant target of 25 percent.

LIST OF ACRONYMS/ABBREVIATIONS

ADB	- Asian Development Bank
ADRA	- Adventist Development and Relief Agency
AID/USAID	- U.S. Agency for International Development
AMREF	- The African Medical and Research Foundation
ACR	- Australian Catholic Relief
ARS	- Automation Research Systems, Limited
BARRA	- Bangladesh Rural Reconstruction Association
BIG	- Bio-Intensive Gardening
CGIAR	- Consultative Group on International Agricultural Research
CHRHN	- Community Health, Reproductive Health and Nutrition
CIDSE	- Coop�ration Internationale pour le D�veloppement et la Solidarit�
CRS	- Catholic Relief Services
CWS	- Church World Service
EARRA	- East Africa Rural Reconstruction Association
ENRA	- Environment, Natural Resources and Agriculture
ICB	- Institutional Capacity Building
ICBRD	- Integrated, Community-Based Rural Development
ICLARM	- International Center for Living Aquatic Resources Management
IDR	- Institute for Development Research
IDRC	- International Development Research Center (Canada)
IIRR	- International Institute of Rural Reconstruction
IRRI	- International Rice Research Institute
IRRM	- Indian Rural Reconstruction Movement
KENGO	- Kenya Energy and Environment Organization
KIOF	- Kenya Institute of Organic Farming
LWR	- Lutheran World Relief
NERRA	- Nepal Rural Reconstruction Association
NGO	- Non-Government Organization
NRRM	- National Rural Reconstruction Movement
PACT	- Private Agencies Collaborating Together, Inc.
PADEK	- Partnership for Development in Kampuchea
PO	- People's Organization
PRRM	- Philippine Rural Reconstruction Movement
RED	- Rural Enterprise Development
REPPIKA	- Regional Program for the Promotion of Indigenous Knowledge in Asia
RRAA	- Rural Reconstruction Alumni Association
TRRM	- Thailand Rural Reconstruction Movement
UNCED	- UN Conference on Environment and Development
UNDP	- UN Development Program
UNESCO	- UN Educational, Scientific and Cultural Organization
UNFPA	- UN Fund for Population Activities
UNICEF	- UN Children's Fund
UST	- Unnayan Shahagojy Team (Bangladesh)

I. INTRODUCTION AND BACKGROUND

The program entitled Strategic Options for International Technology Transfer and Institutional Development with USAID Matching Grant support under Cooperative Agreement No. OTR-0158-A-00-0084-00, covers the period from July 1, 1990 - December 31, 1995, including a six-month extension which was approved in March 1995.

This Cooperative Agreement is designed to enable IIRR to increase its effectiveness in transferring development management capabilities to indigenous Third World organizations and to expand and strengthen IIRR's programs of international training and outreach and international field operations and research, in accordance with its participatory, integrated approach to development.

Program Description

- A. Program Goal: The goal of the Cooperative Agreement is to accelerate technology transfer and institutional development among indigenous development agencies in the developing world by training and strengthening IIRR's international network of partner and alumni organizations, and to contribute to the discovery, adaptation and use of new initiatives and related appropriate technologies critical to addressing the causes and consequences of poverty, hunger, disease, and civic inertia.

- B. Program Purpose: The purpose of the Cooperative Agreement grant is to support:
 - 1. the development of national, regional and international rural reconstruction managers, specialists and field workers;
 - 2. the building and enhancing of institutional capabilities for inter-agency collaboration and sharing between and among IIRR, the National Rural Reconstruction Movements (NRRMs) and Rural Reconstruction Alumni Associations (RRAAs), and other development agencies; and
 - 3. adding to and updating knowledge and techniques in rural reconstruction, with a focus on a limited number of critical issues.

- C. Principal Activities: To accomplish the above-stated goals and purpose, IIRR has planned and is carrying out activities to:

1. provide courses in rural reconstruction philosophy, techniques, and management for senior managers’;
2. provide specialized training involving technology transfer for middle managers;
3. provide collaborative regional training programs, conferences, specialized training, and financial support for NRRMs and RRAAs;
4. establish linkages with other NGOs in new countries through an International Information Exchange Project;
5. conduct surveys and studies of a limited number of critical development issues, as well as collaborative research projects; and
6. analyze and synthesize issues and state-of-the-art technology adaptation and the generation and regular updating of cross-culturally relevant knowledge in rural reconstruction.

II. PROGRAM ACHIEVEMENTS

A. INTERNATIONAL TRAINING AND OUTREACH

Strengthening Institutional Capacity of Local NGOs. During the matching grant period, IRR conducted 250 training courses with a total of 4553 development practitioners working with 1531 organizations in 74 countries.

The number of annual courses more than doubled during the grant period. In 1990, IRR conducted a total of 22 training courses for 383 participants from 171 organizations in 16 countries. In 1995, a total of 53 courses were conducted for 943 participants from 445 organizations in 47 countries. (Table 1.)

New Training Courses. Four new training courses were developed to meet current needs of development practitioners around the world: Courses on Regenerative Agriculture; on Development Communications, Small and Micro-Enterprise Development; and Systems in Community-Managed Health. Courses on Integrated Conservation and Development, Gender Analysis, in Agriculture, Forestry and Natural resources and on Development Concepts have also been developed and will be offered in 1996 and 1997. Existing courses were enhanced, incorporating field experiences as modules, case studies or specific sessions in the international rural development management course. The rural development management course and the regenerative agriculture course were also adapted and conducted on regional and national levels.

Comparison of Program Accomplishments with Log Frame Targets. Table 2 provides a comparison indicating that major log frame targets were far surpassed.

Table 1. Dist. of No. of Training Activities Conducted, Participants, Organizations and Countries Reached by these Activities Per Year

Year	Courses	Participants	Organizations.	Country
90	22	383	171	16
91	36	722	240	9
92	37	725	249	18
93	45	666	240	9
94	57	1115	286	5
95	53	943	445	47
TOTAL	250	4553	1531	74

Note: Participants (and their organizations and countries) who attended more than one training were counted only once in the overall totals.

Table 2. Comparison of Target No. of Training Courses and Conferences with Program-End Accomplishment.

TARGET	ACCOMPLISHMENT
5 intl. courses for 125-150 participants	8 courses with 198 participants
5 intl. specialized/technical courses for 100-120 participants	8 courses for 154 participants
5 regional training courses for 150-175 participants	20 courses with 453 participants
5 natl./country training courses for 175-200 participants	51 courses for 1124 participants
5 special contract training courses for 30-35 participants	45 courses with 908 participants
5-10 individual/group study tours with 25-100 participants	56 study tours for 339 participants
one conference-workshop for 25-30 intl. participants;	8 conferences/seminar-workshops with 265 participants
2 regional conferences for 60-70 participants;	11 conferences/seminars with 278 participants
3 natl. seminar-workshops for 100-200 participants	43 seminars with 1196 participants
TOTAL	250 courses with 4553 participants

Note: Participants (and their organizations and countries) who attended more than one training were counted only once in the total.

The log frame target of training 200-300 persons per year was surpassed; a total of more than 4500 individuals were trained during the grant period. Of the 250 training courses conducted within this period, 46 percent were held outside the Philippines. More than 78 percent participants in these training courses were non-Filipinos, well above the log frame target of 50 percent.

Representation of training participants from priority countries (Kenya, Ethiopia, Uganda, Nepal, Bangladesh, Indochina, Ecuador, and Honduras) was 52 percent, more than double the target of 25 percent. This was due to the establishment of regional offices in Africa and Latin America which facilitated training activities in the region, making these activities more accessible.

Increased Demand. The number of organizations requesting special courses from IIRR increased more than tenfold during the grant period. In 1990, there were 6 special contract training courses and special individual studies were conducted for 9 organizations with 49 participants. By 1995, there were 20 special courses for 98 organizations with 258 participants.

Gender. Percent of women training participants fluctuated from year to year, but overall was below the target of 30 percent. Only 22 percent were female. Measures to increase women's participation included: giving priority to women applicants at the screening stage; awarding full fellowships to women applicants, and active recruitment of women participants.

Several other initiatives were undertaken to address gender issues in development. In collaboration with the International Rice Research Institute, IIRR developed a three-week international training course on gender analysis in agriculture, forestry and natural resources. Gender analysis was incorporated into the design of the regional course in development communication and the international course on rural development management. A training module on gender, environment and development was prepared as part of an environmental education training manual and techniques on data collection of gender related activities were incorporated into the indigenous knowledge participatory action research manual. Gender analysis was also presented in a workshop on indicators of sustainable agriculture. In collaboration with the International Federation of Women in Agriculture, IIRR also published a Regenerative Agriculture Kit for Indian Farm Women.

Technical Consultancies. IIRR greatly expanded its technical consultancies for NGOs and GOs (Table 3). In 1995, consultancies were provided to 30 organizations based in Asia, Africa and Latin America, compared with 17 organizations in 1990. Technical assistance included enhancing training capability, program development and planning, monitoring and evaluation, resource generation, and participatory methods.

Table 3. Number of Agencies Provided with Technical Consultancy/Advisory Services Per Year.

YEAR	AGENCIES
1990	17
1991	25
1992	18
1993	30
1994	35
1995	30

Table 4. Distribution of Communication Material

Type of Material	90	91	92	93	94	95	Total
Videotape	0	1	3	2	13	4	23
Soundslide	0	4	3	1	16	0	24
Information Kit	1	1	1	3	5	5	16
Intl. Newsletter	3	3	3	3	3	2	17
Res. Journal	0	1	1	0	0	0	2
Tech. Papers	22	37	22	11	32	18	142
Annual Report	1	1	2	4	1	0	9
Conference Proceeding	3	2	2	2	2	0	11
Training Material/ Manual	0	5	2	0	2	4	13
Books	1	7	1	1	0	3	13
Promotional Sheet, Brochure, etc.	26	245	31	33	91	46	472
TOTAL	57	307	71	60	165	82	742

Communication Materials. Dissemination of knowledge, lessons and experiences on rural reconstruction through the production, distribution, and exchange of publications and other communication materials also increased significantly. These included the production of the international newsletter, *"International Sharing"*, which in 1995 was distributed to 1262 individuals and 891 organizations from 109 countries; information kits; training materials and manuals; videotapes and soundslides; conference proceedings; the international research journal, *"Rural Reconstruction Review"*; research reports and working papers and resource books. A total of 742 different types of communication materials and publications were produced.

Production of multi-media audio-visual materials, information kits, research reports, and other technical documents were on target for all years, with a total of 742 different types of materials.

Information Kits. IIRR also developed a unique process for facilitating the production of culturally appropriate training and educational materials. Bringing together technical specialists, editors, artists, writers, educators, trainers, and community organizers in intensive workshops, IIRR and collaborating agencies in different parts of the world produced information kits on a wide variety of critical development issues. In 1990-95, 16 information kits have been produced and distributed in 40 countries.

Regional Offices

IIRR's new regional offices for Africa, Latin America and Asia have developed plans tailored to the specific needs of each region. (Attachment 1) The regional office for Africa was set-up in Kenya, the Latin America office in Ecuador and the Asia office in the IIRR headquarters in the Philippines. The Africa Regional Office was legally registered with the Kenya government through the NGO Council and the Regional Office for Latin America with the Ecuador government through the Ministry of Foreign Affairs.

Table 5. Number of Training Courses Held in the Region Per Year.

YEAR	ASIA	AFRICA	LAT. AM.
1990	4	1	2
1991	7	4	1
1992	5	8	1
1993	10	7	3
1994	9	13	9
1995	14	8	8
TOTAL	49	41	24

In Africa, national and regional training courses on rural development management and food security were developed and held on a regular basis. The number of development practitioners from Africa who participated in all of the Institute training and outreach activities including those held in the Philippines increased from 68 in 1990

to 213 in 1995. Alumni of IIRR training courses formed an East African Rural Reconstruction Association, which was officially registered with the Kenya government. The alumni association is an important partner of the Institute in the implementation of rural development initiatives in the region. For example, in 1995, EARRA and IIRR collaborated on the first regional course on small enterprise development, with 29 participants from four East African countries.

The Asia Regional Office Has helped strengthen the capabilities of the Nepal Rural Reconstruction Alumni Association (NERRA), and the Bangladesh Rural Reconstruction Alumni Association (BARRA). These associations were formally registered as legal entities in their respective countries during this matching grant period, set up their own offices, hired their own staff, and now have the capabilities to pursue their own development initiatives. NERRA now holds regular training courses on rural development management. BARRA conducts national and regional courses in sustainable agriculture and rural development management for participants from the countries of South Asia.

The Asia regional office also provided technical assistance to the Cambodian government in the development of country strategies and programs in sustainable development.

IIRR also laid the groundwork for establishing a South Asia office in Nepal in 1996. This included a study of the legal requirements for registration and preliminary discussions with appropriate government officials.

The Regional Office for Latin America has promoted a significant expansion of IIRR's activities in the region. In 1990, only two training courses were conducted in the region (in Mexico and in Guatemala). In 1995, there were eight courses. The number of development practitioners and organizations reached through the IIRR training and outreach program increased from 56 participants and 37 organizations in 1990 to 156 participants and 75 organizations in 1995. Technical consultancies for NGOs in Ecuador and Honduras have also increased, as well as partnerships with international and local organizations.

Impact on Institutional Development of Local Organizations. Organizations participating in IIRR's training courses have adapted and applied the lessons learned to increase the effectiveness of their development programs. Following are some examples:

In Bangladesh, an alumnus refocused his program to adopt the integrated approach to development which he learned from one of IIRR's international training courses on rural development. An alumnus who works in a remote area in Cambodia has shifted his organization's health program from curative to a community-based approach. A training participant from South India introduced sustainable agriculture in his program area. A participant from Laos catalyzed the drawing up of the vision, mission and strategy statements of her organization.

In some cases, training participants started their own NGOs after their training in order to implement their learnings from the course. For example, in Nepal an alumnus organized the Community Welfare Development Society (CWDS). This NGO operates outside the Kathmandu Valley and has water and sanitation, literacy, and women as priorities.

The Ecuadorian Agro-Ecology Network (CEA) which has 25 member NGOs, adopted a major shift in policy from the traditional top-down approach towards the use of participatory methods in planning and doing agro-ecological systems analysis and agricultural research and farmer-to-farmer extension after several collaborative training and consultancy activities undertaken with IIRR. The new policy is currently being adopted by the network's 25 member NGOs.

Similarly, after undertaking collaborative training and technical consultancies with IIRR, NGO partners involved in the CARE-FISE project in Ecuador adopted the participatory rural appraisal method to identify and plan community projects. CEMOPLAF is moving towards the implementation of the integrated approach in its projects. In two provinces of Ecuador, agricultural training is being integrated into family planning programs.

In Africa, Actionaid, CARE and ADRA have sent key staff to IIRR's international training courses, and have reported marked improvement in technical, management, and interpersonal skills.

B. INTERNATIONAL FIELD OPERATIONS

A major achievement of this grant has been to expand and improve IIRR's field operations to add to and update knowledge and techniques in rural reconstruction, with a focus on a limited number of critical issues.

IIRR's seven-year strategic plan, formulated in 1993, identified five critical issues as the focus for its collaborative field research programs: 1) Environment, Natural Resources and Agriculture; 2) Community Health, Reproductive Health and Nutrition; 3) Rural Enterprise Development; 4) Institutional Capacity Building; and 5) Integrated Community-Based Rural Development.

IIRR has carried out major collaborative field operational research projects in the Philippines, South Asia, Ghana, East Africa, and Honduras to develop, test, refine and share effective strategies to address these issues.

1) *Environment, Natural Resources and Agriculture.*

- **Bio-intensive Gardening in Ethiopia.** In Ethiopia, IIRR collaborated with Adventist Development and Relief Agency to adapt bio-intensive gardening

technologies for food security and income generation in a semi-arid climate. More than 1,500 demonstration gardens were established in Kadida Gamella, Ethiopia's poorest district, providing better nutrition for more than 10,000 men, women, and children. The program is a model for national and East African training programs on food security. Establishment of seed-selling centers and tool banks by village entrepreneurs helps insure sustainability.

- **Agroforestry in Ghana.** In the Mampong Valley of Ghana, IIRR collaborated on an agroforestry project with the Ghana Rural Reconstruction Movement to adapt technologies for mobilizing rural communities to carry out sustained environmental preservation programs.
 - **Regenerative Agriculture for Semi-Arid Areas of India.** In the Karnataka state of Southwest India, a regenerative agriculture project for semi-arid areas was implemented in collaboration with Mysore Resettlement and Development Administration (MYRADA). Simple, low-cost technologies were promoted for soil conservation and watershed management. The program has increased the household income of the villagers through increased crop yields. It has also increased soil fertility and land values and decreased soil erosion in the watershed areas. The program is documented in the case study entitled "Participatory Technology Development for Rainfed Agriculture in the Semi-Arid Tropics," which was presented at an international conference in India. Lessons learned will also be adapted for sharing in semi-arid areas of East Africa, including Ethiopia.
 - **Integrated Farming Systems.** IIRR's research on integrated farming systems has demonstrated 20-30 percent increase in rice yield, 40% increase in farm income, 25-35% reduction in costs, improved diversity of food and income sources; reduction in use of chemical inputs, and improved soil fertility and productivity.
 - **Farmer-to-Farmer Extension.** Participatory research programs on farmer-to-farmer extension were carried out in the Philippines in collaboration with Mag-Uumad Foundation and in Honduras in collaboration with Zamorano and Cornell University.
- 2) ***Reproductive Health, Community Health and Nutrition.***
- **AIDS.** IIRR developed a wide range of culturally appropriate training and educational materials for promoting understanding and appropriate behaviors to respond to the AIDS epidemic in different countries. These included the popular book on Participatory Rural AIDS Education, produced in collaboration with the Family Planning Association of Uganda, a paper entitled "Participatory AIDS Education: The KASAKA

Experience" which was also used as a case study in IIRR's International Course in Health; another paper entitled: "The role of NGOs in Participatory Rural AIDS Education" which was presented in the Third International Conference on HIV/AIDS in Asia and the Pacific" in Chiangmai, Thailand, August 1995, an audiotape and other teaching materials including a "health fence" chart focusing on AIDS.

- **Family Planning.** A program to adapt and test culturally appropriate training materials on family planning was implemented in Indonesia, Bangladesh, India, Ghana, Kenya, and Thailand. The materials produced, including flip charts illustrating analogies which are easily understood by the rural poor, have been incorporated into the programs of health and family planning organizations in each of the countries.
 - **Maternal and Child Health.** In collaboration with the Indian Rural Reconstruction Movement, IIRR implemented a collaborate project to improve maternal and child health in 30 communities in South India. The program mobilized active community involvement to improve health within the context of an integrated rural development program. The model has been adapted by the Indian government for national implementation.
 - **Community-Managed Health Program.** IIRR also conducted field research on food security to develop workable models for improving the food and nutritional security of low income families; a children's program which integrates health, nutrition, early childhood development, and parents' education to insure the total development of children ages 3-6 years; and a community-managed health program to improve the overall health situation of 5 rural communities through a community-managed, age-specific, and gender-sensitive health interventions. IIRR's experiences in community-managed health programs were presented at an international conference on "Cultural Dimensions of Development in Asia", in June 1994.
- 3) ***Integrated Community-Based Rural Development and Institutional Capacity Building.***
- **Strengthening the Capacity of People's Organizations.** To demonstrate, test, and adapt some of the participatory integrated rural development alternatives, IIRR pursued 3 major participatory action research projects in its social laboratories. These projects, involving partnership of government agencies, non-government organizations, and the rural poor, developed leadership and management capabilities of local people's groups. By the end of the program, these groups were able to function independently as effective promoters of development in their communities. Lessons learned are documented in eight case studies and in the paper entitled "Group Formation and Mobilization Towards Sustainable Development."

IIRR has also launched a community-based, integrated development project in an island province in the Philippines in collaboration with the Philippine Rural Reconstruction Movement.

4) *Credit and Rural Enterprise.*

- **Credit.** The People's Organizations Loan Fund Committee (POLFC), that was organized by IIRR in 1989 to take over the management of its loan fund (from the IIRR-staffed Project Loan Fund Committee or PLFC), was formally registered as an interlending cooperative federation in 1991. Named "PAMANA" (Pilipino word for "heritage") by its members, this federation initially consisted of the original 14 village-level cooperatives that IIRR organized during the period 1980-1989. This number has now grown to 25.

PAMANA is governed by a 15-person Board of Directors, 14 of whom represent the member-cooperatives. The 15th member is IIRR's token representative. This Board, which is assisted by a small management unit staffed completely by villagers, took over the management of the IIRR loan fund, including making decisions on loan applications of the member-cooperatives. IIRR facilitated a number of training courses for both the board members and the management staff, in order to provide them with the necessary skills to effectively manage the loan fund.

The member-cooperatives are also gradually taking over the ownership of the loan fund, through an arrangement whereby IIRR transfers to PAMANA five dollars of the fund (recently increased to ten dollars) for every dollar that the member-cooperatives put in as their share in the capitalization of the fund. To date, the member-cooperatives have put in a total of approximately \$32,000 as their share in the fund, and IIRR has matched this with its own contribution of about \$200,000.

PAMANA extends loans to its member-cooperatives for various purposes, including the purchase of agricultural inputs, purchase of working animals, working capital for agricultural "service centers" (ricemills, feedmill), and working capital for small businesses. It also extends "micro credits" for micro-enterprises of very poor families.

- **Rural Enterprises.** IIRR's rural enterprise program covers two types of enterprises. One type is agribusiness enterprises, which provide an outlet for the produce of small farmers who belong to the village coops organized by IIRR. These agribusiness enterprises, which are also owned and managed by cooperatives, include ricemills, feedmills and a meat processing project.

The other type is non-agricultural enterprises, which provide employment to those who are not engaged in any agricultural undertaking, such as the landless. This latter type consists of varied activities, ranging from very small (\$20 capitalization) fish or vegetable buy- and-sell businesses, to a small garments factory that employs 10 women as sewers, and another 10 as dealers.

With the continuing conversion of agricultural areas into industrial or commercial uses, IIRR finds an increasing demand for technical and financial assistance to non-agricultural enterprises.

Knowledge distilled from the Institute's collaborative research projects has been incorporated as modules in IIRR's training courses, as new training courses, audio-visuals, and publications.

III. MANAGEMENT

Strategic Plan. IIRR developed a seven-year plan focussed on the Year 2000. The planning process involved: Assessing needs and capabilities, Setting strategic objectives; Designing programs and activities; Reorganizing; Implementing programs; and Seeking to ensure sustainable achievements.

Five priority program divisions have been established; three functional program divisions and a number of support services departments have been organized into a detailed operations matrix. Gender and indigenous knowledge are cross-cutting themes for all program areas.

Monitoring and Evaluation. In 1992, IIRR created an Office of Planning, Monitoring, and Evaluation which established a computerized database to store and retrieve all program data, including statistics related to this matching grant.

Upgrading and Internationalization of Staff. During the course of the grant, the technical and managerial capability of the IIRR staff was strengthened and the staff was internationalized. In 1995, IIRR had an international staff from 12 countries, with a wide range of professional backgrounds. Professional staff include seven Ph.Ds, 4 MDs and 23 with Master's degrees in different development fields. The number of non-Filipino staff increased from 8 staff in 1990 to 22 in 1995, 16 percent of IIRR's total staff. In 1995, IIRR has a total of 146 staff (74 technical and 72 non-technical). By 1995, the Latin America and Africa regional offices each had 5 staff including the regional director.

Gender. The percentage of female staff increased from 40 percent in 1990 to 56 percent in 1995, with women also playing a greater role in the management of the Institute. In 1995, the Operations Committee which consists of the heads and directors of all divisions and offices in the Institute had 20 members; 35% were female. In 1990, only 20% of the Operations Committee members were female.

Professional Development of Staff. Capabilities of staff were enhanced by providing them with the opportunity to participate in in-house, local and overseas seminars, conferences, and training courses. Such courses ranged from specific computer software know-how, including wordperfect 5.1, ventura publisher, d-base 3+, pagemaker, CDS/ISIS, etc. to technical courses such as tropical sustainable agriculture; editing of newsletters, organizational development, disaster management and preparedness, health and development, etc.

Learning Resource Center. Materials for enhancing development perspective of staff and training participants, as well as for use in program development, were continuously made available in the IIRR's library, which was converted into a learning resource center. In 1990-1995, a total of 2685 additional

books/monographs and 687 journals were made available for use of the staff. Furthermore, inter-library linkages were established with nine other libraries and institutions for sharing facilities and exchange of materials: International Rice Research Institute (IRRI), International Center for Living Aquatic Resources Management (ICLARM), Asian Institute of Management (AIM), Asian Development Bank (ADB), World Health Organization (WHO), University of the Philippines-Los Baños (UPLB), De La Salle University (DLSU), Thomas Jefferson Library and the Technology Resource and Learning Center (TRLIC).

Resource Generation. IIRR's capacity to generate earned income greatly increased during the reporting period. As indicated in Attachment 2, total income from training, consultancies, and other earned income increased from less than \$500,000 in 1990 to more than \$1,200,000 in 1995. Percentage of IIRR's budget from USAID dropped to 17 percent, compared with the grant target of 25 percent.

Communications and Physical Facilities

Under the matching grant program, enhancement of telecommunications and physical facilities in the IIRR headquarters was also undertaken. IIRR implemented several measures to facilitate communications with its regional offices and partner organizations. During 1990 -95, IIRR acquired one PABX system, 7 cellular phones, one radio telecommunication system, 2 direct dial telephone systems, 2 regular telephone lines, 5 e-mail modem machines and 4 fax machines. Systems for recording, relaying of information and charging were also established. This has greatly enhanced communications among IIRR headquarters and overseas offices and partner agencies, especially the alumni associations and national movements in Asia, Africa, and Latin America.

In addition, desk-top publishing and audio-visual equipment were also acquired. These included: additional computers, cameras, VCR equipment, laser printers, a binding machine, microphones, slide programming board, projectors, copying machines, scanner, AV mixer, and editing machine. This enabled the production of camera-ready materials, videotapes and soundslides.

IIRR's facilities were improved significantly. A new cottage was constructed for foreign volunteers. A new dormitory with 24-bedroom capacity was constructed. New amenities were added to these dormitories (including the old dormitory) for greater comfort of the participants. An extension of the old campsite building was constructed as another training or meeting site. Offices were renovated to create space for a materials production room, a materials display room and office space for incoming staff. Additional equipment was acquired to improve the canteen.

CONCLUSION

USAID's support enabled IIRR to upgrade and diversify its programs, strengthen its managerial and technical capabilities at the headquarters in the Philippines and greatly increase its potential impact in Africa and Latin America, as well as Asian countries outside the Philippines.

During the grant period, IIRR's achievements were also recognized by a number of prestigious awards, including the Alan Shawn Feinstein World Hunger Award for the Prevention and Reduction of World Hunger and the United Nations Environment Programme's "Global 500" Award.

As reported in the independent Final Evaluation, submitted to USAID in 1994, "the goal and the purpose of this Grant Agreement have been satisfactorily achieved. IIRR has conscientiously and satisfactorily performed the functions and carried out the activities to which it was committed by the Grant Agreement The Institute can be proud of its achievements in the field and its impact on the lives of the rural poor."

APPENDIX 1

ACCOMPLISHMENTS UNDER BRIDGING GRANT, JULY-DECEMBER, 1995

In March 1995, USAID approved a bridging grant of \$200,000 to enable the International Institute of Rural Reconstruction (IIRR) to extend its program entitled "Strategic Options for International Technology Transfer and Institutional Development" under Cooperative Agreement No. OTR-0158-A-00-0084-00 from July 1, 1995 through December 31, 1995.

The grant extension enabled IIRR to maintain momentum and consolidate several key initiatives which were launched during the partnership grant. In addition, IIRR was able to lay the groundwork for further efforts to strengthen indigenous development organizations and share innovative strategies to address critical global economic and social issues.

Following is a summary of major achievements during this period:

Strengthening of the Regional Offices. During the period, the regional offices in Latin America, Africa, and Asia continued to build/strengthen partnerships with 10 - 15 key NGOs in each region. (Attachment 3) Collaborative training courses and field projects on regenerative agriculture, participatory research, effective organizational management were carried out. New program officers were hired to strengthen the capabilities of the Latin American and African regional offices. A field office was established in Rio Bamba in Ecuador to work with indigenous organizations.

Preparations were made to set up an office for South Asia with headquarters in Nepal. These included a study of the legal requirements and discussions with appropriate government officials.

New Training Courses to Share Effective Development Strategies. During this period, IIRR conducted international courses in rural development management, international health, and regenerative agriculture at its headquarters in the Philippines. In collaboration with the Overseas Development Institute and World Neighbors, IIRR also held a major international workshop on Farmer-led Approaches to Agricultural Extension, which was attended by 75 leaders in this field from all over the world. More than 40 papers were presented at the workshop and IIRR will collaborate on producing a book and video on this subject in 1996. New courses on Gender Analysis in Agriculture, Forestry, and Natural Resources, which was developed in collaboration with the International Rice Research Institute, and on Integrated Conservation and Development will be offered for the first time in 1996. New courses were offered in each region, as described below.

Enhancing Rural Development Efforts of Indigenous Partner Agencies.

Collaborative training and field operational research projects were implemented to enhance the capabilities of indigenous partners in each region. Training courses included: Workshop on Policies for Sustainable Agriculture in the Ecuadorian Andes, Regional Course on Food Security in Kenya, which was attended by representatives of NGOs in four East African Countries, Rural Development Managers Course in Ethiopia, Special Course on Cage Aquaculture in Bangladesh, and a course on community leadership training in collaboration with the Nepal Rural Reconstruction Association. IIRR and regional partners carried out collaborative field research programs on regenerative agriculture in Ethiopia, on bio-intensive gardening in Honduras and on micro-credit in Ecuador.

Information and Training Tools. The following books and information kits were produced during this period: Resource management for upland areas in Southeast Asia; livelihood options for coastal communities; paraveterinary medicine; environmentally sound technologies for women in agriculture; and occupational health and safety/general health. The Regional office for Latin America produced drafts of a Spanish language Bio-Intensive Gardening Kit for the region, handbooks on Systematization of rural development programs, and on Farmer-to-Farmer Extension. Groundwork was laid for collaborative workshops to produce an information kit on sustainable agriculture for Andean South America, which will be held in April 1996, and a cover crops kit for Central America.

Health Database. IIRR's Division of Community Health, Reproductive Health, and Nutrition collates and analyzes data related to early childhood and development, baseline data on health in three ecosystems in Cavite province as part of its Community Health Model project, indigenous knowledge and practices related to maternal and child health, occupational health in the agricultural sector, and communications in family planning. A computerized list of contacts and addresses of organizations working in the health field is being developed using the SCIMATE program. The health database will be further systematized and computerized as IIRR refines its institutional management information system, under the major program and administrative reorganization which is now being carried out.

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION

A.I.D. MATCHING GRANT

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

FINANCIAL PROFILE OF THE PROJECT - 5 YEARS

SUMMARY TABLE

For the period July 1, 1990 to December 31, 1995

A. ACTUAL EXPENDITURES

<u>Project Elements</u>	<u>A. I. D.</u>		<u>P. V. O.</u>	
	<u>ACTUAL EXPENSES</u>	<u>APPROVED BUDGET</u>	<u>ACTUAL EXPENSES</u>	<u>APPROVED BUDGET</u>
Program Costs	2,564,411	2,486,000	4,947,138	3,146,500
Procurement	0	0	196,462	32,500
Research & Evaluation	47,193	47,000	93,720	95,000
Indirect Costs	<u>588,396</u>	<u>667,000</u>	<u>1,191,737</u>	<u>829,000</u>
TOTAL	<u><u>3,200,000</u></u>	<u><u>3,200,000</u></u>	<u><u>6,429,057</u></u>	<u><u>4,103,000</u></u>

B. SOURCES OF PROJECT FUNDS

A.I.D. Matching Grant	3,200,000
Private - Cash	<u>6,429,057</u>
TOTAL	<u><u>9,629,057</u></u>

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION

A.I.D. MATCHING GRANT

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

FINANCIAL PROFILE OF THE PROJECT

For the period January 1 to December 31, 1995

A. ACTUAL EXPENDITURES

Project Elements	A. I. D.		P. V. O.	
	<u>ACTUAL EXPENSES</u>	<u>APPROVED BUDGET</u>	<u>ACTUAL EXPENSES</u>	<u>APPROVED BUDGET</u>
Program Costs	400,673	398,000	920,427	543,500
Procurement	0	0	7,831	12,500
Research & Evaluation	0	2,000	20,404	20,000
Indirect Costs	<u>99,327</u>	<u>100,000</u>	<u>233,232</u>	<u>120,000</u>
TOTAL	<u>500,000</u>	<u>500,000</u>	<u>1,181,894</u>	<u>696,000</u>

B. SOURCES OF PROJECT FUNDS

A.I.D. Matching Grant	500,000
Private - Cash	<u>1,181,894</u>
TOTAL	<u>1,681,894</u>

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION

A.I.D. MATCHING GRANT

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

FINANCIAL PROFILE OF THE PROJECT

For the period January 1 to December 31, 1994

A. ACTUAL EXPENDITURES

<u>Project Elements</u>	<u>A. I. D.</u>		<u>P. V. O.</u>	
	<u>ACTUAL EXPENSES</u>	<u>APPROVED BUDGET</u>	<u>ACTUAL EXPENSES</u>	<u>APPROVED BUDGET</u>
Program Costs	472,411	459,000	681,408	579,000
Procurement	0	0	49,239	7,500
Research & Evaluation	15,394	15,000	27,015	22,000
Indirect Costs	<u>112,195</u>	<u>126,000</u>	<u>169,383</u>	<u>152,500</u>
TOTAL	<u>600,000</u>	<u>600,000</u>	<u>927,045</u>	<u>761,000</u>

B. SOURCES OF PROJECT FUNDS

A.I.D. Matching Grant	600,000
Private - Cash	<u>927,045</u>
TOTAL	<u>1,527,045</u>

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION

A.I.D. MATCHING GRANT

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

FINANCIAL PROFILE OF THE PROJECT

For the period January 1 to December 31, 1993

A. ACTUAL EXPENDITURES

<u>Project Elements</u>	<u>A. I. D.</u>		<u>P. V. O.</u>	
	<u>ACTUAL EXPENSES</u>	<u>APPROVED BUDGET</u>	<u>ACTUAL EXPENSES</u>	<u>APPROVED BUDGET</u>
Program Costs	477,422	464,000	1,033,343	574,000
Procurement	0	0	41,755	5,000
Research & Evaluation	11,176	10,000	15,371	18,000
Indirect Costs	<u>111,402</u>	<u>126,000</u>	<u>237,293</u>	<u>159,000</u>
TOTAL	<u>600,000</u>	<u>600,000</u>	<u>1,327,762</u>	<u>756,000</u>

B. SOURCES OF PROJECT FUNDS

A.I.D. Matching Grant	600,000
Private - Cash	<u>1,327,762</u>
TOTAL	<u>1,927,762</u>

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION

A.I.D. MATCHING GRANT

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

FINANCIAL PROFILE OF THE PROJECT

For the period July 1 to December 31, 1992

A. ACTUAL EXPENDITURES

<u>Project Elements</u>	<u>A. I. D.</u>		<u>P. V. O.</u>	
	<u>ACTUAL EXPENSES</u>	<u>APPROVED BUDGET</u>	<u>ACTUAL EXPENSES</u>	<u>APPROVED BUDGET</u>
Program Costs	242,997	232,000	816,082	287,000
Procurement	0	0	53,627	2,500
Research & Evaluation	5,126	5,000	6,670	9,000
Indirect Costs	<u>51,877</u>	<u>63,000</u>	<u>187,088</u>	<u>79,500</u>
TOTAL	<u>300,000</u>	<u>300,000</u>	<u>1,063,467</u>	<u>378,000</u>

B. SOURCES OF PROJECT FUNDS

A.I.D. Matching Grant	300,000
Private - Cash	<u>1,063,467</u>
TOTAL	<u>1,363,467</u>

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION

A.I.D. MATCHING GRANT

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

FINANCIAL PROFILE OF THE PROJECT

For the period July 1, 1991 to June 30, 1992

A. ACTUAL EXPENDITURES

<u>Project Elements</u>	<u>A. I. D.</u>		<u>P. V. O.</u>	
	<u>ACTUAL EXPENSES</u>	<u>APPROVED BUDGET</u>	<u>ACTUAL EXPENSES</u>	<u>APPROVED BUDGET</u>
Program Costs	486,037	464,000	619,186	574,000
Procurement	0	0	33,301	5,000
Research & Evaluation	10,176	10,000	18,390	18,000
Indirect Costs	<u>103,787</u>	<u>126,000</u>	<u>169,073</u>	<u>159,000</u>
TOTAL	<u>600,000</u>	<u>600,000</u>	<u>839,950</u>	<u>756,000</u>

B. SOURCES OF PROJECT FUNDS

A.I.D. Matching Grant	600,000
Private - Cash	<u>839,950</u>
TOTAL	<u>1,439,950</u>

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION

A.I.D. MATCHING GRANT

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

FINANCIAL PROFILE OF THE PROJECT

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

A. ACTUAL EXPENDITURES

<u>Project Elements</u>	<u>A. I. D.</u>		<u>P. V. O.</u>	
	<u>ACTUAL EXPENSES</u>	<u>APPROVED BUDGET</u>	<u>ACTUAL EXPENSES</u>	<u>APPROVED BUDGET</u>
Program Costs	484,871	469,000	876,692	589,000
Procurement	0	0	10,709	0
Research & Evaluation	5,321	5,000	5,870	8,000
Indirect Costs	<u>109,808</u>	<u>126,000</u>	<u>195,668</u>	<u>159,000</u>
TOTAL	<u><u>600,000</u></u>	<u><u>600,000</u></u>	<u><u>1,088,939</u></u>	<u><u>756,000</u></u>

B. SOURCES OF PROJECT FUNDS

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

25

Logical Framework

LOGICAL FRAMEWORK

Revised March 1993

SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
<p>A.1 Goals:</p> <p>International Training and Outreach</p> <p>To increase the impact accelerate and broaden the promotion of rural reconstruction knowledge in the developing countries of Africa, Asia and Latin America through the use of IIRR's program of training and the strengthening of its international network of collaboration with other NGOs and GOs.</p>	<p>A.1.a. Measurement of Goal Achievement</p> <ul style="list-style-type: none"> o Continued 100% maintenance level of efforts to train 200-300 persons per year. o 50% of efforts and enrollment dedicated to regional and country specific training and consultancies outside of the Philippines 	<p>A.1.b Means of Verification</p> <ul style="list-style-type: none"> o Annual Accomplishment Reports 	<p>A.1.c Assumptions</p> <ul style="list-style-type: none"> o NGOs continuing interest and demand in Rural Reconstruction philosophy and practice worldwide. o IIRR ability to generate knowledge of relevance to NGO technology transfer and institutional development needs. o IIRR ability to develop collaborative training venues in cooperation with other NGOs and GOs.
<p>A.2 Purpose: International Training (IT)</p> <p>Development of International Training courses, international and collaborative regional/national workshops, agency in-situ consultancy, study tours and orientation.</p>	<p>A.2.a. End of Project Status</p> <p>a) By 1995; IIRR will have trained an average of at least 200 participants from Africa, Asia and Latin America. Trained per year - 5 yrs Est. total = 1000</p> <p>b) IIRR will have conducted:</p> <ul style="list-style-type: none"> o International General Courses in Rural Reconstruction/Philippines o 5 International Specialized Technical Trainings/Philippines o 5 Collaborative Regional Training Courses/Africa/Latin America/Indochina o 5 National/Country Training Courses 	<p>A.2.b. Means of Verification</p> <ul style="list-style-type: none"> o IIRR Enrollment Records o Training Materials and curriculum o Increased mailing lists o Completion of all Scheduled Training 	<p>A.2.c. Assumptions</p> <ul style="list-style-type: none"> o Continuation of funding o Sufficient international travel funds o Sufficient training fellowships o Ability of training participants to afford local travel and release time to attend trainings.

SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
	<ul style="list-style-type: none"> o 1 International Conference/Workshop o 2 Regional Conference/Workshops o 3 National Seminar/Workshops o 5-10 Group/Individual Study Tours o 50 Technical Advisory/Consultancy Services with 50 NGOs/GOs from 15 to 25 countries o 25 Special Contract Trainings o One-day Orientation on RR and Specific IIRR Activities Provided to 600 Rural Development Practitioners Per Year. 		
<p>A.3. Output: Training Courses</p> <p>These are courses on integrated rural development management and appropriated rural technologies conducted either in-campus or in any other developing countries of Asia, Africa and Latin America for managers and staff of development organizations. For these courses the following special provisions on the preferred types of participants will apply:</p> <ul style="list-style-type: none"> o At least 30% participants are women o At least 25% comes from countries not previously reached by IIRR, or countries which have less than five (5) alumni of IIRR's training courses (among the priority countries in this regard are Uganda, Ethiopia, and Kenya in Africa, Nepal, Bangladesh, Indochina in Asia and Ecuador and Honduras in Latin America. 	<p>A.3.a. Indicator</p> <ul style="list-style-type: none"> o One (1) international course on RR in the Philippines for 25-30 senior managers/trainers of rural development organizations per year for a total of five (5) courses and 125-150 participants from 1990-1995. o One (1) international specialized/technical course in the Philippines for 25-30 managers and staff of development organizations per year for a total of four (4) courses and 100-120 participants by mid-1995. o One (1) regional training course for 30-35 participants undertaken in collaboration with other development agencies in the region per year for a total of five (5) courses for 150-175 participants for five years. o One (1) country training course for field practitioners and trainers for 35-40 participants for a total of five (5) courses and 175-200 participants for five years. 	<p>A.3.b. Means of Verification</p> <ul style="list-style-type: none"> o IIRR enrolment records o Training materials o Completion of all scheduled training 	<p>A.3.c. Assumptions</p> <ul style="list-style-type: none"> o Demand for info on Rural Reconstruction grows steadily/topics are of sufficient appeal. o Promotion of IIRR Training is seen by eligible participants o Stable conditions prevail in the Philippines and in the countries where the activity will be conducted. o Training facilities and housing are maintained and can accommodate participants satisfactorily. o Sufficient international travel funds and training fellowships. o Ability of training participants to afford local travel and release time to attend training courses.

SUMMARY	INDICATOR	MEANS OF VERIFICATIONS	ASSUMPTIONS
<ul style="list-style-type: none"> o Preference will also be given to small NGOs, particularly those that work with other disadvantaged and underserved sectors. 			<ul style="list-style-type: none"> o Consent and cooperation of partner agencies such as NRRMs, alumni associations and other PVOs. They have adequate staff and resources to collaborate and they can donate or pay for training facilities. o Deployment of regional coordinators
<p>A.4 Output: Conferences, Seminar-Workshops, Symposia</p> <p>These activities are for policy makers, trainers and managers of integrated rural development to review/assess trends in development and adopt medium to long-term agenda or to exchange experiences along a common topic in rural development.</p>	<p>A.4.a. Indicators:</p> <ul style="list-style-type: none"> o One (1) conference-workshop for 25-30 international participants. o Two (2) regional conferences for 30-35 participants or a total of 60-70 participants by mid-1995 o A total of three (3) collaborative national seminar-workshop of 3-5 days for 100-200 participants by mid-1995. 	<p>A.4.b Means of Verification:</p> <ul style="list-style-type: none"> o Publication of conference proceedings o IIRR trip reports 	<p>A.4.c. Assumptions:</p> <ul style="list-style-type: none"> o Consent and participation by NRRMs, alumni associations and other PVOs. o Sufficient international travel funds. o Deployment of regional coordinators.
<p>A.5 Output: Special Contract Training</p> <p>For PVOs, NGOs and GOs upon their request in selected areas of development management and technology adaptation and transfer.</p>	<p>A.5.a. Indicator</p> <ul style="list-style-type: none"> o Five (5) per year for 30-35 participants for a five year total of 25 contract training courses and 750-875 participants. 	<p>A.5.b. Means of Verification</p> <ul style="list-style-type: none"> o Contract documentation 	<p>A.5.c. Assumption:</p> <ul style="list-style-type: none"> o Ability of PVOs, NGOs and GOs to afford contract training.A.5.c.

SUMMARY	INDICATOR	MEANS OF VERIFICATIONS	ASSUMPTIONS
<p>A.6 Output: Study Tours and Orientation</p> <p>Study tours for groups/individual trainers and managers of 5-10 days or at least one day visitation for orientation in IIRR's Social laboratories in Cavite, Bicol and Negros.</p>	<p>A.6.a. Indicator</p> <ul style="list-style-type: none"> o 1-2 study tours per year for 5-10 persons from 1-4 countries, or a total of 5-10 study tours with 25-100 visitors from 5-20 countries. o 600 managers, practitioners and other persons interested in rural development provided with orientation on rural reconstruction per year for a total of 3000 persons in five years. 	<p>A.6.b. Means of Verification</p> <ul style="list-style-type: none"> o Guest registrar record o Training report 	<p>A.6.c. Assumptions:</p> <ul style="list-style-type: none"> o Continuing stability in the Philippines. o Continuing appeal and relevance of field projects.
<p>A.7 Output: Technical Advisory/ Consultancy Services</p> <p>Technical services provided to NRRMs, AAs and other PVOs on technology transfer, staff training, and development management.</p>	<p>A.7.a. Indicator</p> <ul style="list-style-type: none"> o 10 NGOs/GOs in 3-5 countries per year or a total of 50- NGOs/GOs and 15-25 countries by mid-1995. 	<p>A.7.b. Means of Verification</p> <ul style="list-style-type: none"> o Trip Reports o Contract documentation 	<p>A.7.c. Assumptions</p> <ul style="list-style-type: none"> o Availability of staff o Deployment of regional coordinators o Continuing need of IIRR assistance.
<p>B.1 Purpose: International Communication Materials (Publications and Audio-Visual Materials) Exchange</p> <p>To disseminate knowledge, lessons and experiences on rural reconstruction to current and potential users of the IIRR's fund of development knowledge within and outside the IIRR network.</p>	<p>B.1.a. End of Project Status:</p> <ul style="list-style-type: none"> 3 multi-media audio-visual/sound slide production per year 10 international and/or local news media articles per year 3 international newsletter publications per year 2 training materials and/or information kits per year 4 annual reports 3 Annual international research journal publications. 5 research reports/working papers per year 2 conference proceedings per year 	<p>B.1.b. Means of Verification</p> <ul style="list-style-type: none"> o Publications o Materials produced o Mailing list o Materials/Publications exchange list 	<p>B.1.c. Assumptions</p> <ul style="list-style-type: none"> o Procurement of new desk-top publishing/audio-visual equipment o Addition of staff o On going program and project activities are suitable for documentation.

SUMMARY	INDICATOR	MEANS OF VERIFICATIONS	ASSUMPTIONS
	2 institutional and course brochures per year 2 promotional/orientation slides/videos per year 1 general information kit 1 compilation of annotated bibliographies of IIRR technical papers.		
B.2 Output: Maintenance of regular IIRR publications of international newsletter and research journal.	B.2.a. Indicator <ul style="list-style-type: none"> o One (1) annual international research journal publication per year (Rural Reconstruction Review) o Three (3) newsletter issues per year (International Sharing) o One (1) annual report publication per year (IIRR Annual Report) 	B.2.b. Means of Verification <ul style="list-style-type: none"> o Publications 	B.2.c. Assumption <ul style="list-style-type: none"> o Demand for publications continues
B.3 Output Publication of experiences of IIRR and other organizations	B.3.a. Indicator <ul style="list-style-type: none"> o Two (2) training materials/information kits per year o Three (3) multi-media audio visual materials per year o Five (5) research reports/technical and working papers per year o Two (2) conference proceedings per year o One (1) compilation of annotated bibliographies of IIRR technical papers by Dec. 1993 with an update by June 1995 	B.3.b. Means of Verification <ul style="list-style-type: none"> o Publication of Kit 	B.3.c. Assumptions <ul style="list-style-type: none"> o Available funding o New findings and lessons are documented and can be packaged.

SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
B.4 Output Promotional and orientation materials	B.4.a Indicator <ul style="list-style-type: none"> o Two (2) institutional and course brochures per year o Two (2) promotional and orientation slides, tape and video programs per year o One (1) general information kit 	B.4.b. Means of Verification <ul style="list-style-type: none"> o Publication or produced materials 	B.4.c. Assumptions <ul style="list-style-type: none"> o Available funding
	o Ten (10) international/local news media articles per year.		
B.5 Output Distribution and exchange of publications/materials	B.5.a Indicator <ul style="list-style-type: none"> o At least 1500 copies of each issue of the international newsletter distributed to individuals and organizations involved in rural development. o At least 2000 copies of the international research journal distributed to individuals and organizations involved in rural development. 	B.5.b. Means of Verification <ul style="list-style-type: none"> o Mailing/Exchange list o Sales records 	B.5.c. Assumptions <ul style="list-style-type: none"> o Publications/materials are produced as planned o Available funding
I A & B Inputs/Budget Summary	Indicators: USAID PVO	Means of Verification	Assumption:
1. International Training	70,000 77,000	o Project Records	o Resources available as planned
2. Specialized Training	70,000 77,000		
3. Collaborative Regional Training	18,000 13,000		
4. Collaborative Country Training	34,000 41,400		
5. International and Collaborative Regional and National Workshop/Conference	32,000 40,000		
	5,000 2,000		
6. Publications/Information Exchange	49,000 56,000		
	4,000 2,000		
7. Regional Coordinators' Travel	17,000 18,000		
8. Capability Strengthening Assistance	89,000 181,000		
9. Development Communication	-----		
10. Appropriate Technology	388,000 507,000		
	=====		

SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
<p>II. A.1 Goal</p> <p>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.</p>	<p>A.1.a Indicator</p> <p>40% at least of FOR activities to be of collaborative international project relevance to disadvantaged and underserved sectors, i.e., women or rural populations in the countries where these are undertaken. Priority will be given to collaborative project which address issues or problems in environment, gender, community organizing, credit, health, education and livelihood.</p>	<p>A.1.b Means of Verification</p> <ul style="list-style-type: none"> o Annual Accomplishment Reports o Occasional independent evaluations o Annual, mid-year and terminal reports o FOR project plans and reports 	<p>A.1.c Assumptions</p> <ul style="list-style-type: none"> o Stability in the Philippines prevails o Adequate international travel funds o Successful scheduled completion of existing projects in the Philippines o Additional private funding for starting for expansion of new projects
<p>A.2 Purpose</p> <p>To enhance the impact of training and outreach programs on the institutional development of NGOs and GOs and on the quality of life of the rural people. IIRR will generate and demonstrate appropriate technology solutions, innovative development management approaches and strategies that are relevant to priority problems and needs and suitable to varying cultural and ecological conditions.</p> <p>Field Operations Research will therefore focus on:</p> <p>A. Appropriate Technology Research</p> <p>To develop a people's technology resource base that is built upon the synthesis of indigenous knowledge and</p>	<p>A.2.a End of Project Status</p> <p>By 1995, IIRR will have:</p> <ul style="list-style-type: none"> o Conducted 10 collaborative research projects. o Identified priority development issues in technology transfer and institutional development for further research and program development. <p>Note: All the following will be carried out in 1-2 countries including Philippines in collaboration with NRRMs, alumni associations and/or other rural development groups which share the rural reconstruction philosophy and principles.</p> <ul style="list-style-type: none"> o Regular and up-to-date incorporation of proven technology adaptation and development management innovations in IIRR training curricula and technical consultancies. 	<p>A.2.b Means of Verification</p> <ul style="list-style-type: none"> o (Note: For all field-based research projects, target dates for publication of working papers (case studies) both by IIRR and in international journals) <ul style="list-style-type: none"> a. For on going projects, one project per year beginning December 1992-December 1994 b. For proposed collaborative and regional/country projects, one project per year beginning 1993. c. Terminal/summative report, one per project per country by mid-1995. o (Note: Target date for compilation and editing for release of major publications) <ul style="list-style-type: none"> a. For on going projects between July 1992 and June 1994. b. For proposed projects between January 1996 and December 1997. 	<p>A.2.c Assumptions</p> <ul style="list-style-type: none"> o Sufficient funds for new program development o Adequate staff o Cooperation of NRRMs, alumni associations and PVC's in collaborative research projects o Institutional capabilities to suit the priorities among critical development issues identified o Sufficient funds for international travel o Increased development communications capability (staff/equipment)

SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
<p>A.2 Purpose (cont'd)</p> <p>borrowed technology innovations and consists of field-tested simplified and transfer-ready technology package suited to the specific needs of socio-cultural/ecological conditions of the rural people of the Third World.</p> <p>B. Integrated Rural Development Management Research</p> <p>To design, test and demonstrate in the social lab in the Philippines and in one or more countries in Asia, Africa and Latin America, the validity and efficacy of development management adaptations of the integrated four-fold rural reconstruction approach towards attaining the holistic and self-reliant development of the rural poor of Third World countries.</p> <p>C. Rural Development Strategic Research</p> <p>To enhance the practical usefulness and timely relevance of IIRR's programs, the institute shall systematically monitor and analyze the existing rural development knowledge particularly the development trends and current issues in relation to rural institutional development, rural technology development, rural environmental and resource development, and their social</p>	<p>A.2a End of Project Status (cont'd)</p> <ul style="list-style-type: none"> o Achieve wider recognition of IIRR international NGO leadership role. o Conducted five (5) major studies on IIRR experience. <p>Negotiations with specific collaborators, collaborative project development and fund-raising for each one will be undertaken.</p> <p>Project implementation is expected to begin in January, 1991. Most projects will be of 4-year duration, i.e. January 1991 to December, 1994.</p> <ol style="list-style-type: none"> 1. Development issue related review papers and presentations in IIRR regular seminars by senior specialists. 2. Headquarters and regional office data base on the development situations in rural areas of target countries/regions. 	<p>A.2b Means of Verification</p> <ul style="list-style-type: none"> o Documentation of lessons from past and current project activities to be incorporated into the international training curricula by April 1991. o Draft of the documents in the experiences being studied. <ol style="list-style-type: none"> 1. Occasional papers/monographs containing the development-related materials presented in seminars. 2. Unpublished seminar papers. 3. Columns and articles published in IIRR calendar, International Sharing and Rural Reconstruction Review. 4. Data base on development situations. 	

34

SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
<p>structural (e.g. women), cultural (e.g. IK) and ecological sensitivity in the developing nations. The synthesis of the finding shall help orient and steer IIRR's and programs to appropriately address the critical and serious development issues and problems.</p>	<p>5. Circulation/routing of reading materials on development issues and innovations among the IIRR staff.</p>		
<p>A.1 Output: Environment/ Ecology Projects</p> <p>These projects aim to generate knowledge in effective, low-cost, appropriate, environmentally-sound and sustainable agricultural technologies that address the rural poor's food sufficiency, security and food-based income-generating requirements while at the same time preserving and enhancing the environment.</p> <p>To ensure the sustainable livelihood of ever escalating numbers of rural poor, IIRR in partnership with farmers pursue the testing refinement and dissemination of ecologically regenerative, environmentally ennobling and economically affordable as well as profitable agro-based technologies. By further participatory on-farm trials for mix-matching farmer appropriate technologies are developed, and their adaptive and adoptive transfer strategies are determined through cross-country trails and gathering feedbacks.</p>	<p>A.1.a Indicator</p> <p>Field program development in the Philippines and 1-2 other countries with priority to semi-arid regions (1990-95)</p> <p>1. Agroforestry/Tree-Based Farming Systems</p> <ul style="list-style-type: none"> - participatory technology development approaches to develop agroforestry/tree systems. - collaborative research studies identifying key aspect of these systems. - strategies/techniques to utilize tree species in these systems <p>2. Freshwater Aquaculture</p> <ul style="list-style-type: none"> - participatory technology development strategies related to aquaculture - document indigenous knowledge systems related to traditional integrated agriculture-aquaculture <p>3. Plant Genetic Resources Conservation</p> <ul style="list-style-type: none"> - continued integration of indigenous plant species into farm systems - implementation of strategies and documentation of the continued integration of indigenous plant species into farm systems (food, fuel and fertilizer). 	<p>A.1.b Means of Verification</p> <ul style="list-style-type: none"> o Annual working papers o Technical/summative report o Information technology kit o Audio-visual materials o Research reports 	<p>A.1.c Assumptions</p> <ul style="list-style-type: none"> o Continuity in staff leadership of IIRR/Appropriate Technology Unit o Continuation of additional private funding

SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
<p>1. Regenerative Agriculture Technologies</p> <ul style="list-style-type: none"> - Agroforestry/Tree-based Farming Systems - Freshwater Aquaculture - Plant Genetic Resources Conservation - Integrated Farming Systems (foodlot module, low-external input rice production and farming systems) - Small-scale Animal Production - Bio-Intensive Gardening (including peri-urban gardening) - Rural Energy - Semi-arid Areas Agriculture - Farmer-based Extension Systems 	<p>4. Integrated Farming Systems (foodlot module, low external input rice production and farming systems)</p> <ul style="list-style-type: none"> - documentation of economic and environmental impact of integrated farming systems - develop approaches/strategies for the analysis of integrated farming system - develop decision-making tools for farmers to allow them to increase farm production through integration and diversification - document indigenous knowledge systems related to traditional integrated farming systems - document role of women in integrated farming systems <p>5. Small-Scale Animal Production</p> <ul style="list-style-type: none"> - participatory technology development strategies related to the topic - documentation and refinement of alternative animal health care systems based on IK - analysis of the economic and environmental viability of alternative modes of small-scale animal production <p>6. Bio-Intensive Gardening (including Peri-Urban Gardening)</p> <ul style="list-style-type: none"> - document adaptations of technology to other agro-ecological cases - collaborative FOR project (outside of the Philippines) to test BIG under new agroecological, i.e. semi-arid, or socio-economic, i.e. peri-urban, situations - document critical role that women play in BIG as nutrition-focused food production approaches 		

SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>7. Rural Energy</p> <ul style="list-style-type: none"> - continued adaptation and testing of small-scale biogas systems - small initiatives in other areas may be pursued <p>8. Semi-arid Areas Agriculture</p> <ul style="list-style-type: none"> - use of South-to-South technology exchange strategies (South Asia-Africa) - collaborative FOR projects in Latin America or Africa - document on-going experiences in South India with MYRADA <p>9. Farmer-based Extension Systems</p> <ul style="list-style-type: none"> - international workshop to document case studies; book to be edited by IIRR - documentation of farmer-based extension strategies used by IIRR and partner agencies - case studies of women as farmer-extensionists 		
<p>2. Environment</p> <ul style="list-style-type: none"> - Coastal Areas Resources Management - Watershed Management - Protected Areas 	<p>1. Coastal Areas Resource Management</p> <ul style="list-style-type: none"> - collaborative field projects to document participatory technology development approaches to community-based coastal areas resources management 	<ul style="list-style-type: none"> o Case studies o A monograph on the IIRR's coastal areas resource management experience 	

2
1

SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>2. Watershed Management</p> <ul style="list-style-type: none"> - field projects to assess environment-friendly technologies using watershed as a unit of analysis. <p>3. Protected Areas</p> <ul style="list-style-type: none"> - collaborative field project to test and document sustainable livelihood activities based on natural resources management strategies in "buffer zones" of conservation or protected areas. 	<ul style="list-style-type: none"> o Research outputs on assessment studies o A monograph on environmentally benign technologies for watersheds o Research reports (staff working papers and case studies) o Technical papers and monographs 	
<p>3. Community Environmental Education and Action</p>	<ul style="list-style-type: none"> o Documentation of people's action in environment 	<p>Case Study</p>	
<p>B.1. Output Agro-Industrialization and Entrepreneurial Strategies for the Rural Poor</p> <p>To spur the development of rural industries and entrepreneurial opportunities for the landless rural poor in the province of Cavite. IIRR aims to evolve viable alternatives for income-generation in place of their former farm-based livelihood activities. The project will call for the establishment of mini-rural industries corporations or MRICs. IIRR will provide initial capital, equipment, and raw materials, while the participating landless rural poor will provide time, talent and skills for which they will be compensated in the form of wages and shares of stocks. IIRR will provide</p>	<p>B.1.a Indicator</p> <ul style="list-style-type: none"> o Action research on the experiences in development and management of rural industries among the rural poor. 	<p>B.1.b Means of Verification</p> <ul style="list-style-type: none"> o Terminal report o Semestral reports o Research reports o Case materials for training 	

SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
<p>training to beneficiaries in technical skills for producing marketable goods, product identification, packaging, promotion, marketing, and financial management.</p>			
<p>B.2 Output Participatory Action Research on Sustainable Integrated Rural Development</p> <p>To experimentally search and test and experientially evolve and established the cross-culturally-ecologically adaptable, environmentally benign, socio-culturally equitable and locally sustainable integrated rural development, IIRR has been undertaking diverse kinds of field action projects in the 3 Philippine social laboratories, and one each in Ghana and India. These projects are strategically designed for gradually increasing people's management participation finally to be totally taken over by people themselves as their own development affairs. Several critical and serious development issues based action research agenda are incorporated into these projects, with built in strategies for people participation also in action research. The findings of which will be synthesized into a consolidated volume containing several articles organized around at least five strategic study areas. The study is expected to empirically and experientially demonstrate:</p>	<p>B.2.a Indicator</p> <ul style="list-style-type: none"> o Project specific and general action research plans by June 1993 o Project specific research outputs and some consolidated documents by June 1994 o Continuation of the above and the final consolidated draft manuscript/published volume by June 1995 	<p>B.2.b Means of Verification</p> <ul style="list-style-type: none"> o Records from Research Management Information System (REMIS) of IIRR o Draft/published research reports o Draft/published consolidated volume o Draft/published information kits and videos 	<p>B.2.c Assumptions</p> <ul style="list-style-type: none"> o Adequate research experts in RSU o Availability of adequate financial resources for the conduct of action research and publication

SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
<ul style="list-style-type: none"> a) The way the poor focused four-fold integrated rural development takes place through people's organized action in rural communities; b) The people tested approaches and strategies in managing participatory integrated rural development; c) The grassroots strategies for integrating structural groups (mainly women) in managing integrated rural development; d) The people-centered strategies for incorporating the environmental values and considerations in the management of rural development, while promoting and utilizing indigenous knowledge and wisdom; and e) The participatory alternative strategies for resolving the resultant development issues and problems in achieving sustainable rural development. 			
<p>B.3 Output: People's Organizations in Rural Reconstruction</p> <ul style="list-style-type: none"> a) Cavite social laboratory b) Albay social laboratory c) Negros social laboratory 	<p>B.3.a Indicator</p> <ul style="list-style-type: none"> o Monograph on "People's organization for rural reconstruction: IIRR's experiences on bottom-up development through cooperatives" o Social laboratory specific case studies o International conferences conducted on credit and community organizing experiences of IIRR and the NRRMs/AAs 	<p>B.3.b Means of Verification</p> <ul style="list-style-type: none"> o Published monograph o Case studies working papers o Conference proceedings o Records from Research Management Information System (REMIS) of IIRR 	<p>B.3.c Assumption</p> <ul style="list-style-type: none"> o Adequate funding

SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
<p>B.4 Output: Rural Information and Communication</p> <p>This project attempts to address the problem of the rural poor's limited access to adequate reliable and timely information which will assist them in making rationale decisions.</p>	<p>B.4.a Indicator</p> <ul style="list-style-type: none"> o Documentation of a set of strategies that employes appropriate 2-way communication channels for delivering development information to rural poor families o Sharing of the experience in international trainings and workshops 	<p>B.4.b</p> <ul style="list-style-type: none"> o Records from Research Management Information System (REMIS) of IIRR o Case studies o A consolidated volume o IT curriculum 	
<p>B.5 Output: People Empowerment Through Participatory Research</p> <p>This project is to develop, test, analyze and document strategies for "empowering" the rural poor by involving them in the first stage of the decision-making process which is the research</p>	<p>B.5.a Indicator</p> <ul style="list-style-type: none"> o Development and installation of a "village Information Systems", to provide villagers and outsiders with updated and comprehensive basic information about the village, i.e. demographic, economic, socio-cultural and political information o Monograph - "People empowerment through participatory action research: people as scientist to discover their own reality" 	<p>B.5.b. Means of Verification</p> <ul style="list-style-type: none"> o Working papers o Terminal/summative reports o Records from Research Management Information System (RMIS) of IIRR o The published monograph 	<p>B.5.c Assumptions</p> <ul style="list-style-type: none"> o Available private sector funding
<p>B.6 Output: Reproductive Health Program</p> <p>To develop and implement a holistic reproductive health program at village level that will have:</p> <ul style="list-style-type: none"> a) Both men and women as clients; b) The support of traditional health care providers effectively implementing the role of western-trained professionals at every stage of the reproductive process and of the referral levels; and 	<p>B.6.a Indicator</p> <ul style="list-style-type: none"> o Collection of Anthology of graphic illustrations, case studies and motivational village level training methods. o One field level demonstration/research project o A set of training materials and IEC materials based on the expressed needs of the specific age group of the community, the youth, adult and elderlies 	<p>B.6.b Means of Verification</p> <ul style="list-style-type: none"> o Working papers o Terminal/summative report o Project progress reports o Records from Research Management Information System (REMIS) o IEC materials 	<p>B.6.c Assumptions</p> <ul style="list-style-type: none"> o Continuing funding by private donor sources o Availability of funds

SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS																					
c. Educational messages developed and shared in suitable form and content appropriate to youth, adult and elderly.	o A monograph on "IIRR's experiences on promoting reproductive health among villagers"	o Published monograph																						
<p>II. A & B Inputs/Budget Summary</p> <p>1. International Collaborative</p> <p>1.1 Research Specialist</p> <p>1.2 Collaborative Field Projects with NRRMs/AAs/agencies</p> <p>1.3 Studies of Field Experiences with NRRMs/AAs/agencies</p> <p>TOTAL</p> <p>Indirect Costs</p>	<p>Indicator</p> <table data-bbox="704 600 953 941"> <thead> <tr> <th></th> <th>USAID</th> <th>PVO</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>27,000</td> <td>36,000</td> </tr> <tr> <td></td> <td>54,000</td> <td>46,800</td> </tr> <tr> <td></td> <td>5,000</td> <td>8,200</td> </tr> <tr> <td></td> <td><u>86,000</u></td> <td><u>90,000</u></td> </tr> <tr> <td></td> <td><u>126,000</u></td> <td><u>158,886</u></td> </tr> </tbody> </table>		USAID	PVO					27,000	36,000		54,000	46,800		5,000	8,200		<u>86,000</u>	<u>90,000</u>		<u>126,000</u>	<u>158,886</u>		
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SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
<p>III A.1 Goal</p> <p>Administrative Support Services and Institutional Management to support adequate provision and delivery of technical, physical, financial and management support services at the World Headquarters and in all off-campus fields.</p>	<p>A.1.a Indicators</p> <p>Delivery of human, physical and financial resources to implement IIRR's core and support program in accordance with planned schedules and targets.</p> <p>Unity of purpose and synergy in IIRR's organizational efforts.</p> <p>High levels of organizational stability.</p> <p>Increased occupancy of Silang campus cottages as a "living international community" development experts.</p>	<p>A.1.b Means of Verification</p> <ul style="list-style-type: none"> o Annual, mid-year and terminal accomplishment reports. 	<p>A.1.c Assumptions</p> <ul style="list-style-type: none"> o Continued stability in the Philippines o Increased and renewed staff and Board leadership
<p>A.2 Purpose</p> <p>Human Resources Development</p>	<p>A.2.a End of Project Status</p> <p>By 1995 IIRR will have: Mobilized and maintained a personnel complement in accordance with planned targets.</p> <p>Achieved high levels of employees and enriched international outlook among resident staff.</p>	<p>A.2.b Means of Verification</p> <ul style="list-style-type: none"> o Personnel records o Annual, mid-term and terminal accomplishment reports 	<p>A.2.c Assumptions</p> <ul style="list-style-type: none"> o Sufficient resources to offer competitive compensation to attract and retain staff o Increased international recruitment
<p>A.3 Output: International Recruitment, Standard Position Classification, Compensation and Benefits System (1990-95).</p>	<p>A.3.a Indicators</p> <ul style="list-style-type: none"> o The full staff complement as required by the 5-year program plan is in place by start of 1992 and maintained at full strength up to the end of the program in mid 1995. o Increased development expertise, international backgrounds and international language capabilities of the core program staff shall have been attained not later than the mid-program (year-end 1992) and maintained up to the end of the program in mid-1995. 	<p>A.3.b. Means of Verification</p> <ul style="list-style-type: none"> o Personnel Records 	<p>A.3.c Assumption</p> <ul style="list-style-type: none"> o Available qualified candidates

SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
<p>A.4. Output: Integrated Staff Training and Development Program (1990-1995)</p> <p>This will include attendance in international, local or in-house conferences, seminars and educational tours and formal/advanced training in technical specializations.</p>	<p>A.4.a. Indicators</p> <ul style="list-style-type: none"> o 5-7 attendance at international conferences, seminars and educational tours or a total of 25-35 staff by mid-1995. o 4-5 staff per year or a total of 20-25 by mid-1995 go on short and long-term study grants including leaves with pay. o 3 technical training courses, seminars or conferences which would include computer courses and desktop publishing capabilities are conducted in-house for all interested staff per year for a total of 15 courses for five years. 	<p>A.4.b Means of Verification</p> <ul style="list-style-type: none"> o Trip reports o Personnel records 	<p>A.4.c Assumptions</p> <ul style="list-style-type: none"> o Staff interest o Sufficient resources for travel and tuition.
<p>A.5. Output:</p> <p>Library Resources Enrichment and Database Development</p>	<p>A.5.a. Indicators</p> <ul style="list-style-type: none"> o Increased library materials and increased use of library resources by IRR staff. o Inter-library user linkages with at least 5 major libraries/technology resource centers in Metro Manila and 1 Major International library established by mid-1995. 	<p>A.5.b. Means of Verification</p> <ul style="list-style-type: none"> o Library service use statistics, library unit annual reports. o Survey feedback of users. o Mid-term and terminal evaluation reports. 	<p>A.5.c. Assumption</p> <ul style="list-style-type: none"> o Sufficient staff and resources.
<p>III. B.1. Purpose:</p> <p>Institutional Management Systems and Resource Development</p> <p>Improvement of capabilities for resource development and planning, program/project coordination,</p>	<p>B.1.a. End of the Project Status:</p> <ul style="list-style-type: none"> o Balanced budget in all years to mid-1995. o Reduction in percentage share of USAID support to total funding to not more than 25 by mid-1995. o Rate of staff turn-over kept to an acceptable minimum. 	<p>B.1.b Means of Verification</p> <ul style="list-style-type: none"> o Financial reports, audit reports o Annual, mid-term and terminal evaluation reports. o Mid-term and terminal evaluation reports. 	<p>B.1.c Assumption</p> <ul style="list-style-type: none"> o Continued staff and Board leadership, fiscal foresight and resource development.

SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
<p>monitoring and evaluation, and financial management and control.</p>	<ul style="list-style-type: none"> o External and internal perceptions of IIRR as a major international organization by mid-1995. o Five-Year Plan 1990-1995 (Note: Final draft completed by Feb. 1992). o Annual operational plans for 1990-91 to 1994-95 (Note: Final draft of 1990-91 plan completed in Feb. 90). o Long-term Strategic Plan: IIRR in the 21st Century (by mid-1994). o Five-Year Plan 1995-2000 (by year-end 1994). o Program monitoring and evaluation system design, including a computer-based management information system (by July 1990). 		
<p>B.1 Output (Cont'd.)</p>	<p>B.1.a. Indicators (Cont'd.)</p> <ul style="list-style-type: none"> o IIRR Staffing Pattern and Plans for recruitment of senior and middle management international staff including Directors of International Training and Outreach, Research and 3 regional coordinators. Personnel 1990-1995 include job descriptions and specifications (by July, 1990). 	<p>B.1.b. Means of Verification (Cont'd.)</p>	<p>B.1.c. Assumptions (Cont'd.)</p>
<p>B.2 Output:</p> <p>Increased participation of women in IIRR management decision-making.</p>	<p>B.2.a. Indicators</p> <ul style="list-style-type: none"> o Increase from 37% of total staff and 30% of Management Committee (MANCOM) to at least 50% by mid-1995 at the latest. o Increase in participation of women in decision-making at the unit levels and at the MANCOM sub-committee levels. 	<p>B.2.b. Means of Verification</p> <ul style="list-style-type: none"> o Personnel Records o Minutes of meetings 	<p>B.2.c. Assumption</p> <ul style="list-style-type: none"> o Recruitment, retention and promotion of women staff.

SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
<p>B.3 Output:</p> <p>Improved Earned and Contributed Income Generation</p>	<p>B.3.a. Indicator</p> <ul style="list-style-type: none"> o Demonstration Farm Development and Management Plan (before year-end 1990) o Updated Marketing Plan of IIRR Technical/Professional Services and Facilities (before year-end 1990) o Endowment Fund Management Plan (before year-end 1990) o Increase in internally generated income by at least 100% between mid-1990 and mid-1995. o Reduction of percentage share of USAID funding assistance to not more than 25% by mid-1995. 	<p>B.3.b. Means of Verification</p> <ul style="list-style-type: none"> o Annual financial and audit reports o IIRR annual, mid-term and terminal reports 	<p>B.3.c. Assumption</p> <ul style="list-style-type: none"> o Continued staff and Board leadership o Fiscal foresight, resource development and long-range planning.
<p>B.4 Output:</p> <p>Improved Financial Management and Control</p>	<p>B.4.a. Indicators</p> <ul style="list-style-type: none"> o Systems for rationalizing and allocating cost for spending both restricted and unrestricted funds. o Computerization of reports, process and control information will be fully achieved. 	<p>B.4.b. Means of Verification</p> <ul style="list-style-type: none"> o Financial statements o Internal procedural manual changes 	<p>B.4.c. Assumption</p> <ul style="list-style-type: none"> o Computer and fax technology procurement.

SUMMARY	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
<p>B.5 Output:</p> <p>Physical Plant and Communications</p> <p>Provision of adequate communications technologies and physical facilities in the Silang campus to backstop the core and support of IRR.</p>	<p>B.5.a Indicators</p> <ul style="list-style-type: none"> o Increase procurement of communications technology (1990-91). o Identification and preparation of plans for necessary improvement/additions to conference and workshop facilities (July, 1990-June, 1991) o Fax and computer links to NRRMs, alumni associations and other FVOs o Construction and/or renovations of dormitories to reach 40-bedroom capacity o Complete desktop publishing and audio-visual equipment in place by 1993. 	<p>B.5.b Means of Verification</p> <ul style="list-style-type: none"> o Procurement record o Technology equipment installed 	<p>B.5.c Assumptions</p> <ul style="list-style-type: none"> o Adequate funding available o Ability to design, purchase and implement unified system of communication o Ability to raise private funds for capital improvements.

ATTACHMENT 1

IIRR'S REGIONAL OFFICES AND PARTNERS

Collaborating Organizations in Africa

(1990-1995)



Ghana
Ghana Rural Reconstruction Movement
International Center for Living Aquatic
Resources Management

Uganda
ActionAid
Family Planning Association of Uganda
Save Life Mission
Uganda Rural Development and Training

Tanzania
East African Support Unit for NGOs (ESUN)
Plan International

Ethiopia
ActionAid
Adventist Development and Relief Agency
CARE International
Christian Relief and Development Agency
Family Guidance Association of Ethiopia
Food for the Hungry International
Norwegian Church Aid
OXFAM - UK
Private Agencies Collaborating Together
SNV - Ducu Development Agency
World Vision

Kenya
ActionAid
Adventist Development and Relief Agency
East Africa Rural Reconstruction Association
Food for the Hungry
Kenya Energy and Non-governmental
Organization
Kenya Institute of Organic Farming
CARE International
Ford Foundation
Lutheran World Relief

Region: Africa

HISTORICAL OVERVIEW

With support from USAID's current matching grant, IIRR hired a full-time Regional Coordinator for Africa in 1990. Previously its outreach in the region had focused mainly on collaboration with the Ghana Rural Reconstruction Movement (GhRRM) and on participation of African organizations in international training programs held at IIRR's center in the Philippines.

Expansion of Regional Impact. Between 1981 and 1989, IIRR trained a total of 206 participants from the region. In 1990-1992, the number of regional participants increased to 362 for courses conducted mostly within the region. In mid-1994, IIRR opened an office in Nairobi, Kenya. That office is now fully operational, with a team of five staff and a basic office infrastructure including fax and E-Mail. In 1994-95, IIRR has trained more than 600 staff of more than 140 agencies in Africa, IIRR has undertaken 19 consultancies in its focal countries.

Regional Goal. The goal of the Regional office is to strengthen local institutions in a collaborative manner. The Office will focus initially on four East African countries -- Ethiopia, Kenya, Tanzania, and Uganda -- and on three sectoral areas: Food Security, Environment and Family Planning/AIDS.

Regional Partners. IIRR's partners in the region include the Action Aid (UK) offices in Kenya, Ethiopia, and Uganda, ADRA Ethiopia, Lutheran World Relief, East African Rural Reconstruction Association (a network of IIRR alumni) and PACT, with which IIRR is collaborating on a grant from the USAID mission in Ethiopia.

Collaborative Field-Based Programs. For many years, IIRR helped the Ghana Rural Reconstruction Movement implement an Agroforestry program in Ghana's humid tropics. A major country-specific training on sustainable agriculture introduced basic concepts of Regenerative Agriculture in the late 1980's. An information kit on Agroforestry in Ghana was recently produced and this is currently being used nationally. In Ethiopia, IIRR is promoting food security through bio-intensive gardening.

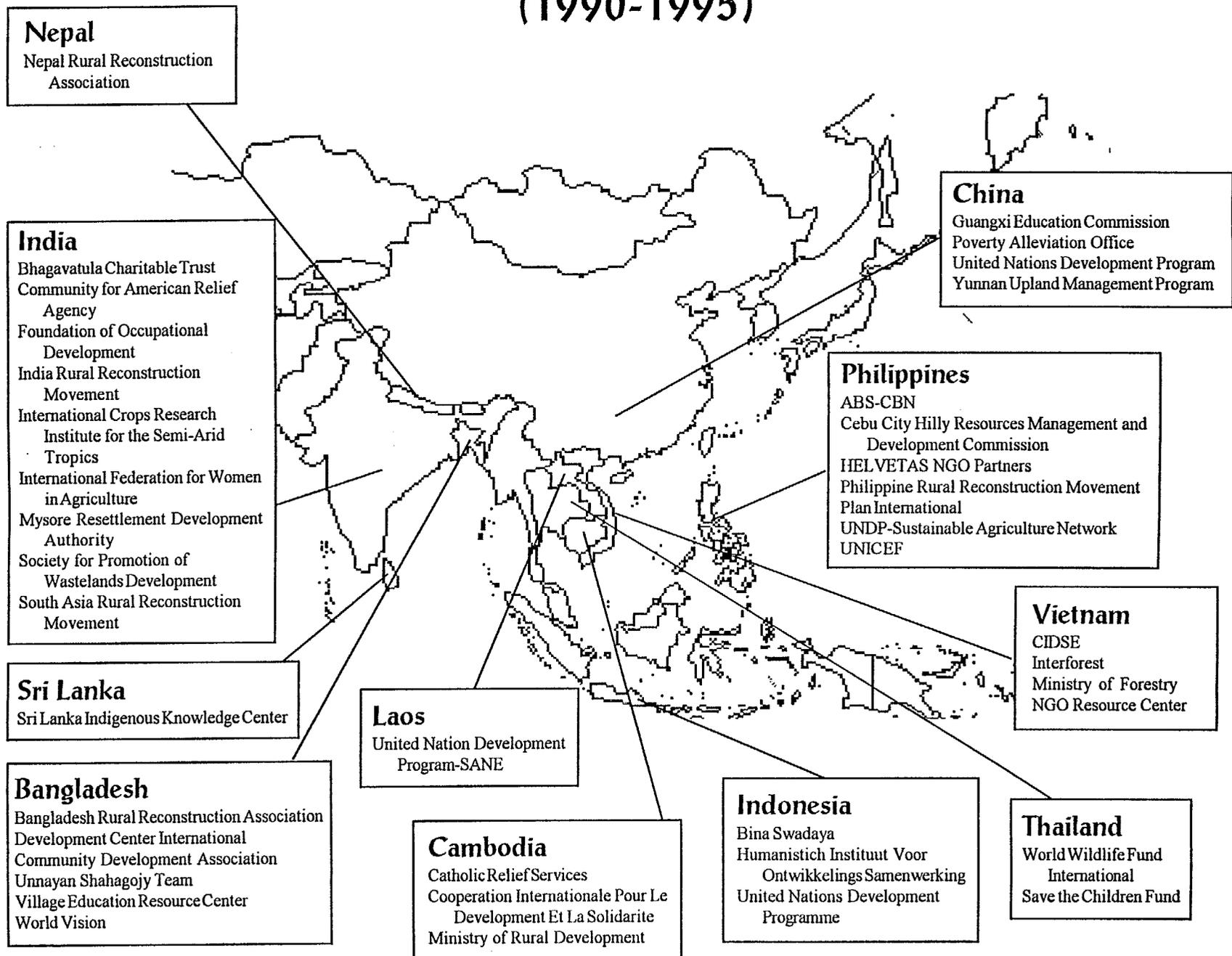
Training Courses. In 1995, IIRR has offered the following workshops: African managers-development course; a rural development Managers course for Ugandan NGOs; a food security workshop undertaken with the Canadian Food Grains Bank; small enterprises development course for Kenya and a Regional Managers course (the last two undertaken with EARRA). Similar courses aimed at strengthening the capacity of country-specific indigenous and national NGO's are planned for 1996: National managers' courses for Action Aid, Uganda and Kenya; Regional managers course for Africa and Food Security courses.

Planning-consultancies and advisory services. In 1994-95, IIRR has provided the following consultancies: 1) to the Family Guidance Association of Ethiopia on indigenous family planning communications; 2) to Adventist Development and Relief Agency (ADRA) on a Development concepts workshop; 3) program design assistance for Food for the Hungry in Kenya; 4) Strategic Planning consultancies for CARE Kenya and for Norwegian Church Aid\ Ethiopia .

"Cluster Approach". The Africa office has recognized both the importance and the limitations of training and conferences as capacity building tools and has begun to concentrate its activities in "a cluster - approach," where IIRR will work with clusters of 15 to 20 NGOs in each country. This approach will facilitate inter-institutional learning, promote the sharing of increasingly scarce resources, and facilitate impact evaluation. This approach is currently being undertaken in Ethiopia in support of the program funded by the USAID Country Mission.

Collaborating Organizations in Asia

(1990-1995)



Region: Asia

HISTORICAL OVERVIEW

IIRR's history has been closely linked with Asia, dating back to the pioneering rural reconstruction programs in China of the 1920s -1940s. The first National Rural Reconstruction Movement was founded in the Philippines in 1952 and IIRR has had its world headquarters in the Philippines since the 1960s.

The Asia Regional Office is based in IIRR's world headquarters, which provides technical assistance to country-specific and region-wide activities. This specialized assistance includes support in technical subjects, information-communication, research methodology, process and evaluation, and program, organizational and financial management.

Regional Expansion. The Asia Regional Office was officially inaugurated in mid-1992 with the help of the current USAID Matching Grant. It counts on the support of the Headquarters staff for its expanding range of activities in the region. During the period of the current grant, IIRR has provided 71 consultancies to 39 organizations in 10 Asian countries, besides the Philippines. The number of Asian organizations participating in IIRR's training programs increased from 133 in 1990 to 258 in 1995.

Alumni Networks. IIRR collaborates with four autonomous networks of Asian alumni of IIRR's international training programs: the Nepal Rural Reconstruction Association (NERRA), Bangladesh Rural Reconstruction Association (BARRA), South Asia Rural Reconstruction Association (SARRA) and Thailand Rural Reconstruction Alumni and Friends Association (RRAFA).

Programs in South Asia. During the current grant period, NERRA and BARRA were legally registered. With USAID country mission assistance (channeled through PACT), BARRA conducts national and local courses in regenerative agriculture. This program also provides on-site technical follow-up to participants of the courses. BARRA has become a widely-respected leader of regenerative agriculture in Bangladesh, facilitating networking and providing support to other agencies. It also conducts sub-regional courses in rural development management and fosters south-south exchanges of experiences among South Asian countries. IIRR will continue to work with BARRA to increase its own capacity to serve other NGOs in Bangladesh, especially the smaller ones.

SARRA is involved in policy advocacy and networking activities; both are active members of the Asian NGO Coalition (ANGOC). NERRA conducts at least one rural management and leadership development training course per year. With the assistance of USAID and Danida, NERRA worked in collaboration with IIRR, the International Center for Integrated Mountain Development (ICIMOD), and CARE to publish an information kit on environmentally

sound farming practices for the hill farmers in Nepal. This publication, produced with the collaboration of more than 20 government and non-government organizations, is now in wide circulation across the country. NERRA and ICIMOD have recently translated the kit into Nepali so that it can reach a wider audience.

Strategic Partnerships in India. IIRR has collaborated with MYRADA on watershed management. With the International Federation of Women in Agriculture, it has produced a training kit on environmentally sound food production technologies of particular relevance to women. The publication, will be distributed nationally through a network of training institutions affiliated with the Indian Council of Agriculture Research.

Vietnam. In 1993, IIRR began to work more systematically in Indo-China. IIRR helped the Vietnamese Ministry of Forestry project in the Northern Uplands with strategic direction setting, training of trainers, print media development in support of extension, information communications, etc. Staff of Vietnamese NGOs and government agencies have attended training programs and workshops at IIRR Headquarters. IIRR also did a special training on community health for a group of medical doctors from the Hanoi School of Medicine and health professionals of one province.

Cambodia. Over the years, Cambodia has sent a number of key government officials to IIRR's international courses. At IDRC's request, IIRR assisted the Cambodian government in the design and conduct of the first consultation workshop of its Ministry of Rural Development. IIRR assisted a number of local NGOs in strategic planning, program design, and staff development, and is engaged in a collaborative, field-based sustainable agriculture project with Catholic Relief Services (CRS) in Cambodia.

Laos. A group of health workers from CHAMPA, a Lao NGO, attended a two-week orientation on community-managed health at IIRR's headquarters. IIRR is also helping an NGO in Laos explore the possibility of re-structuring an existing agricultural school into a training center for a southern province.

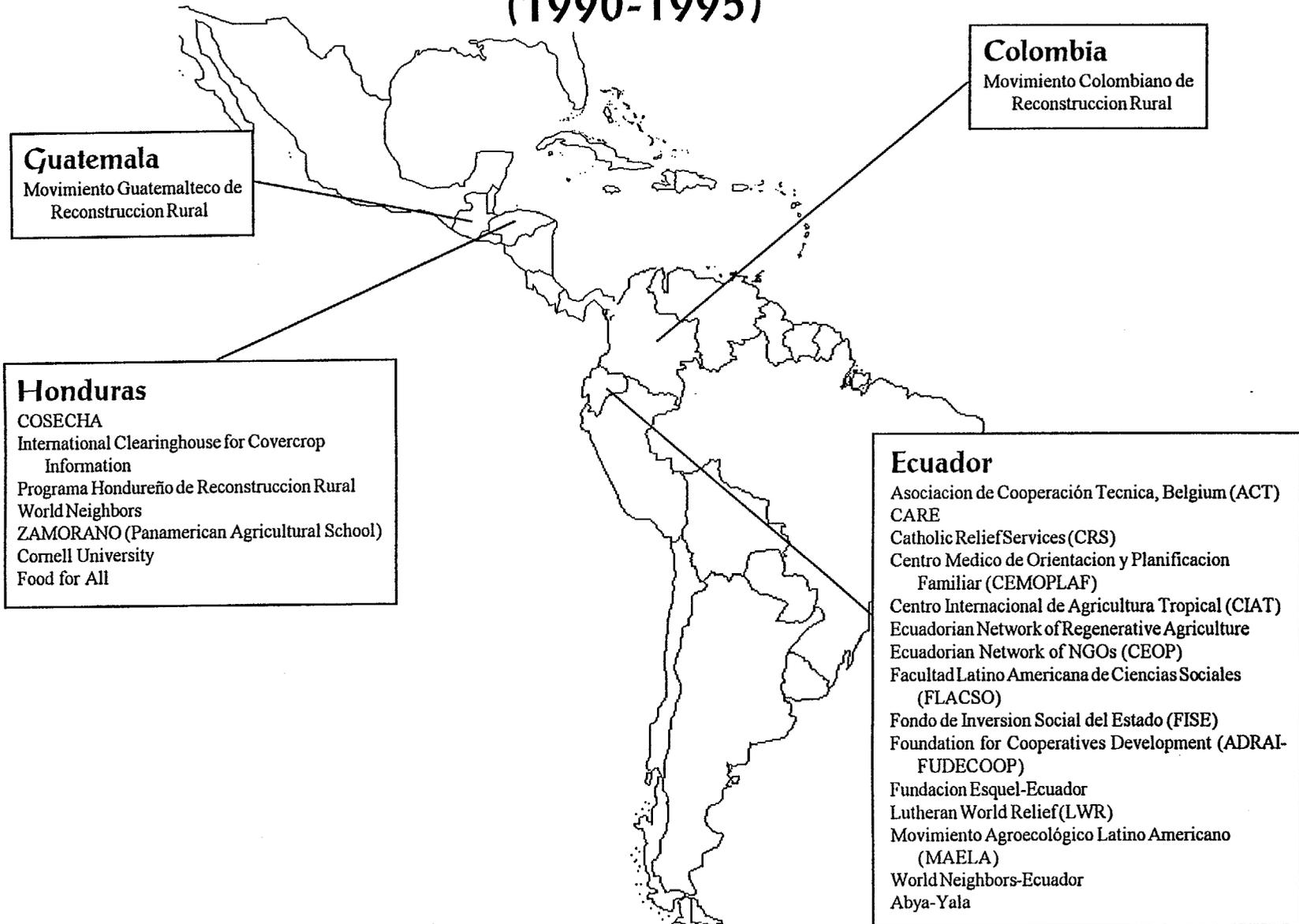
China. IIRR has a consultancy with the Ford Foundation in Yunnan province to conduct a series of reviews, organizational analyses, training and video documentation aimed at institutionalizing and upscaling the poverty - alleviation interventions of the Yunnan Upland Management Project. In Guangxi province, IIRR is helping promote Occupational Health and Safety through the rural school system. A forthcoming handbook on environmental health will be used in schools throughout the province. Next year, a similar program will introduce environmental and natural resources management concepts through the schools, possibly in collaboration with the World Wide Fund for Nature.

IIRR is also playing a major role in support of the capacity-building in integrated conservation and development program of the World Wide Fund for Nature in Asia-Pacific.

Philippines. IIRR works with Lutheran World Relief (LWR) in demonstrating community health care models with emphasis on reproductive health. A new initiative focuses on occupational and environmental health care of farm workers. IIRR has also assisted the Department of Health in a program to document health-financing strategies.

Collaborating Organizations in Latin America

(1990-1995)



Region: Latin America

HISTORICAL OVERVIEW

Since 1965, IIRR has worked in collaboration with indigenous partners, the Guatemalan Rural Reconstruction Movement, the Colombian Rural Reconstruction Movement and the Honduras Program of Rural Reconstruction. These National Rural Reconstruction Movements have concentrated mainly on sustainable agriculture, microenterprise development and rural credit, and community-based health.

IIRR established its Regional Office for Latin America in August 1993 in Quito, Ecuador. The office aims at building the capacity of NGOs and local networks to plan, implement, and evaluate participatory rural development programs.

Expansion of Regional Impact. Since the regional office was established, IIRR has conducted 21 courses in Ecuador and Honduras, with 486 participants from 288 organizations. IIRR's partners in implementing these courses have included networks of Ecuadorian NGOs like the Ecuadorian Network for Sustainable Agriculture, as well as U.S. PVOs like CARE, Lutheran World Relief, and Catholic Relief Services. The courses have focused on sustainable agriculture and institutional capacity building. The number of organizations participating in IIRR's training programs has increased by 300 percent, compared with the three-year period before the establishment of the regional office. Other activities carried out by the Latin American Regional Office include:

Workshops and Conferences to Enable NGO's to share innovative experiences. IIRR has organized two workshops in Ecuador and Honduras on farmer-to-farmer extension with partners CIDDICO, COSECHA, Cornell University, and ADRA.

Technical and Management Consultancies. In 1993-1995, IIRR carried out 18 consultancies. For example, IIRR led a participatory evaluation of a CEMOPLAF - World Neighbors integrated health and agriculture project. IIRR also provided technical assistance to the CARE-FISE program for institutional capacity building of Ecuadorian NGOs.

Information Resources. In collaboration with local organizations, IIRR is producing the following training kits and manuals. These have included: the Regenerative Agriculture Kit for Ecuador, Cover Crops and Green Manures kit for Central America, Bio- Intensive Gardening Kit for Latin America, Farmer-to-Farmer Extension Handbook and Systematization Workbook.

Field Action Research. IIRR is also assisting local organizations to develop sustainable development approaches. For example, in Rio Bamba in the Ecuadorian Highlands. IIRR and ACT are carrying out a program to field-test strategies for providing small loans for indigenous communities; this will be the basis for a larger program in two highland provinces.

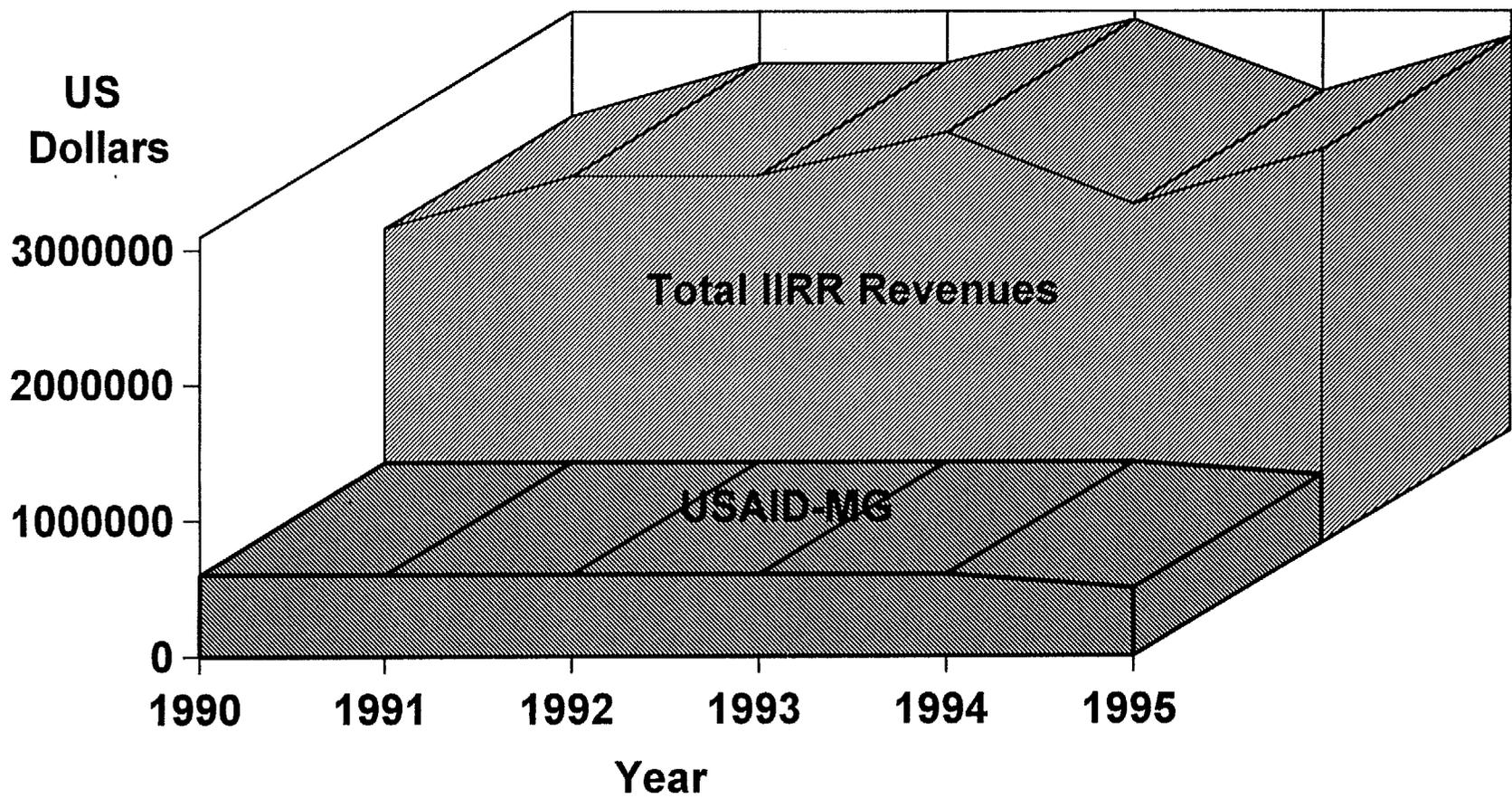
Assistance to Indigenous Organization. IIRR has received many requests for help from indigenous organizations. For example, there is a growing relationship with CONAIE. It also has carried out an organizational needs assessment for the indigenous peasant organization RUNA YUVAI. This work with indigenous groups will be expanded.

This proposed matching grant will enable IIRR to expand and sustain its efforts to meet the major technical and management needs of Latin American NGOs.

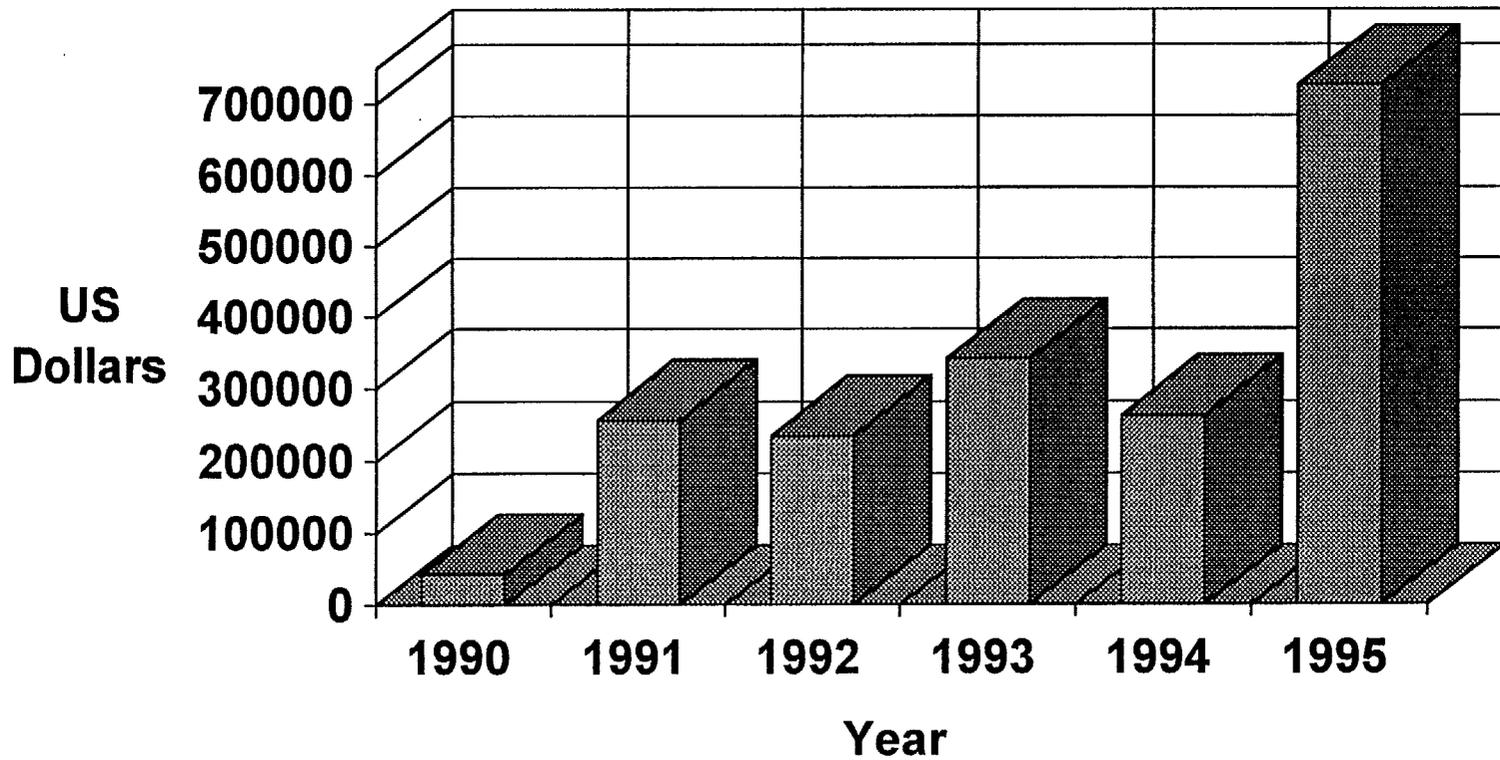
ATTACHMENT 2

IIRRE REVENUES 1990 - 1995

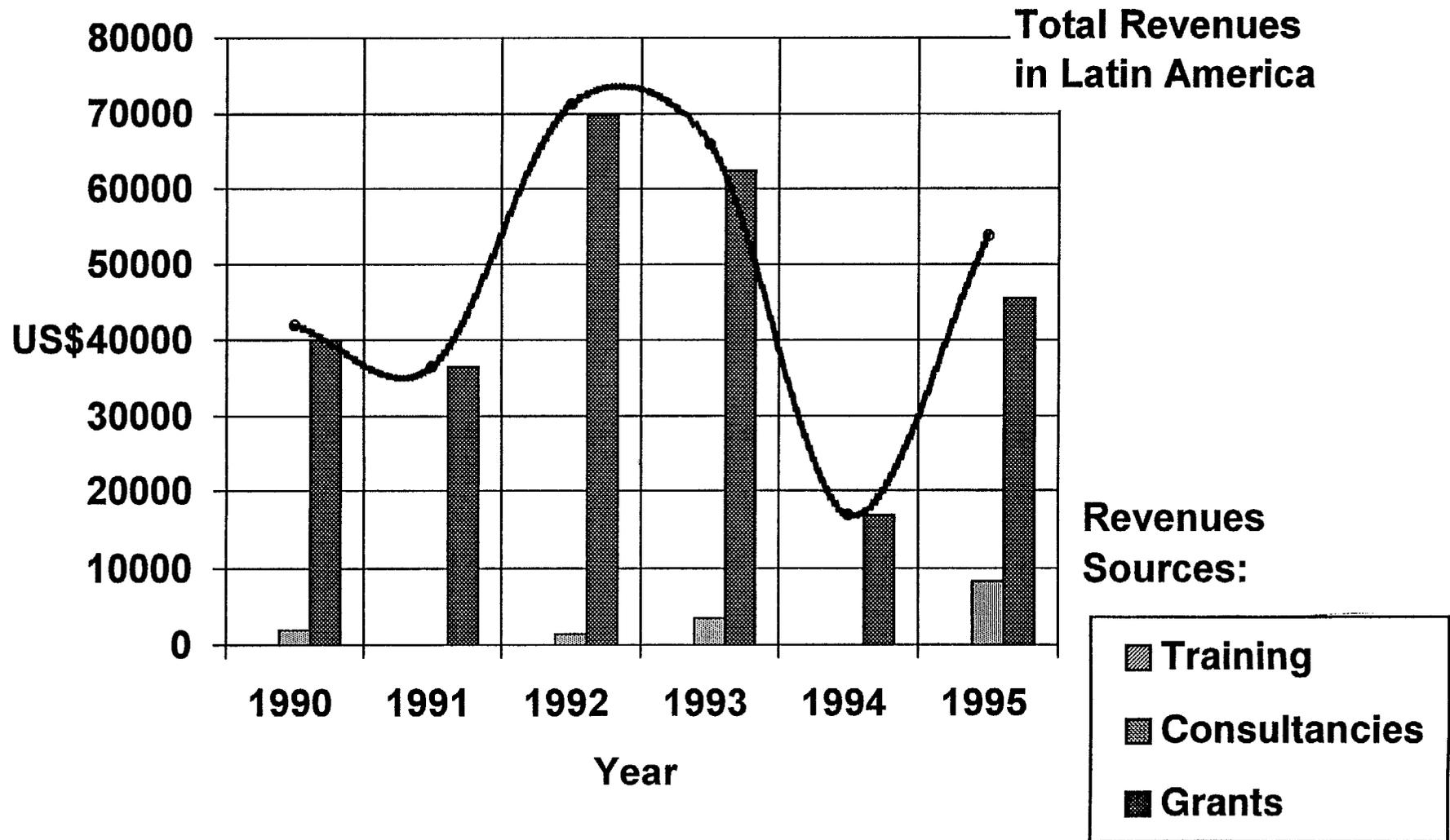
USAID-MG and the Total IIRR Revenues



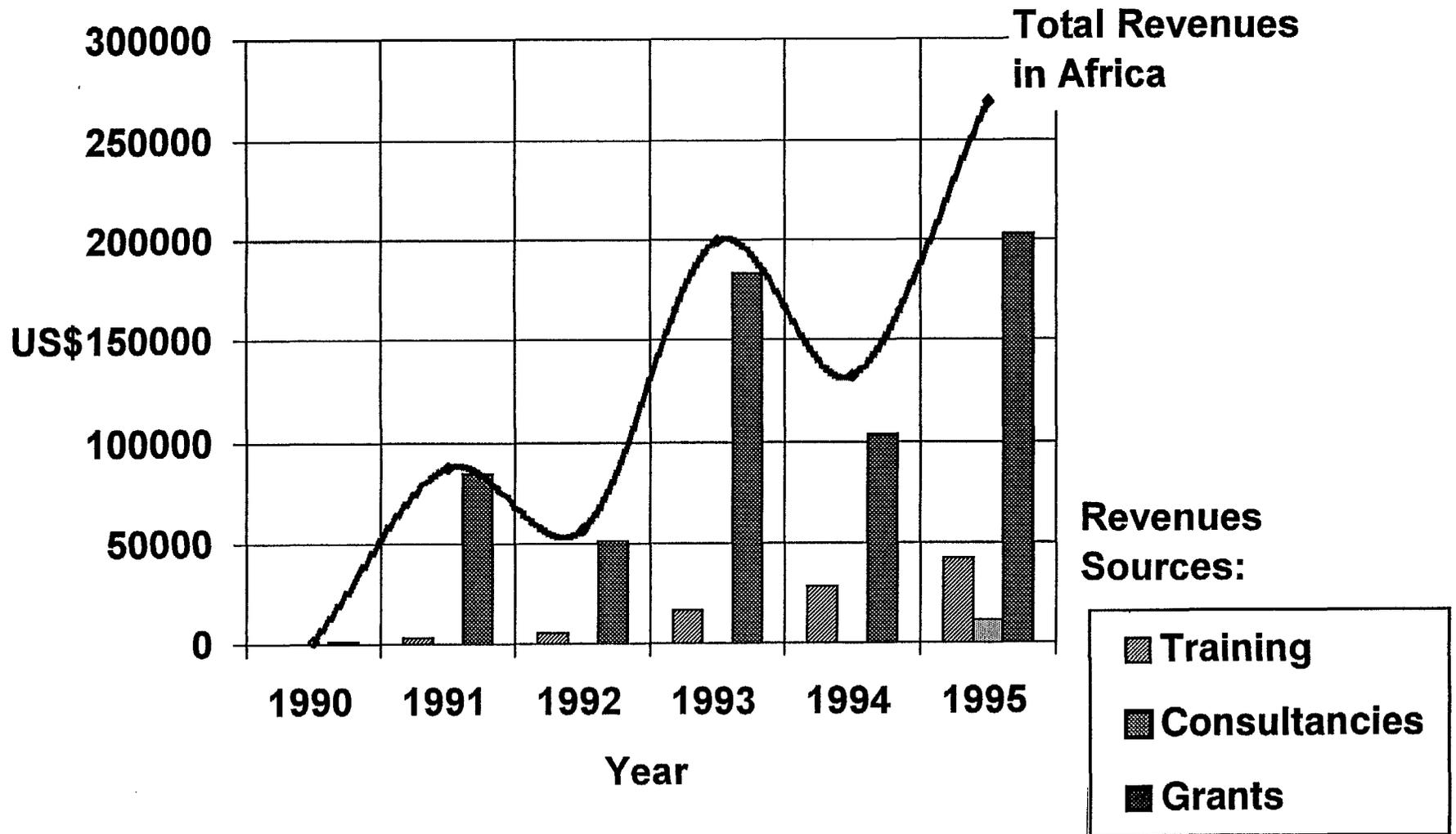
Revenues Generated from Regional Centers (1990-1995)



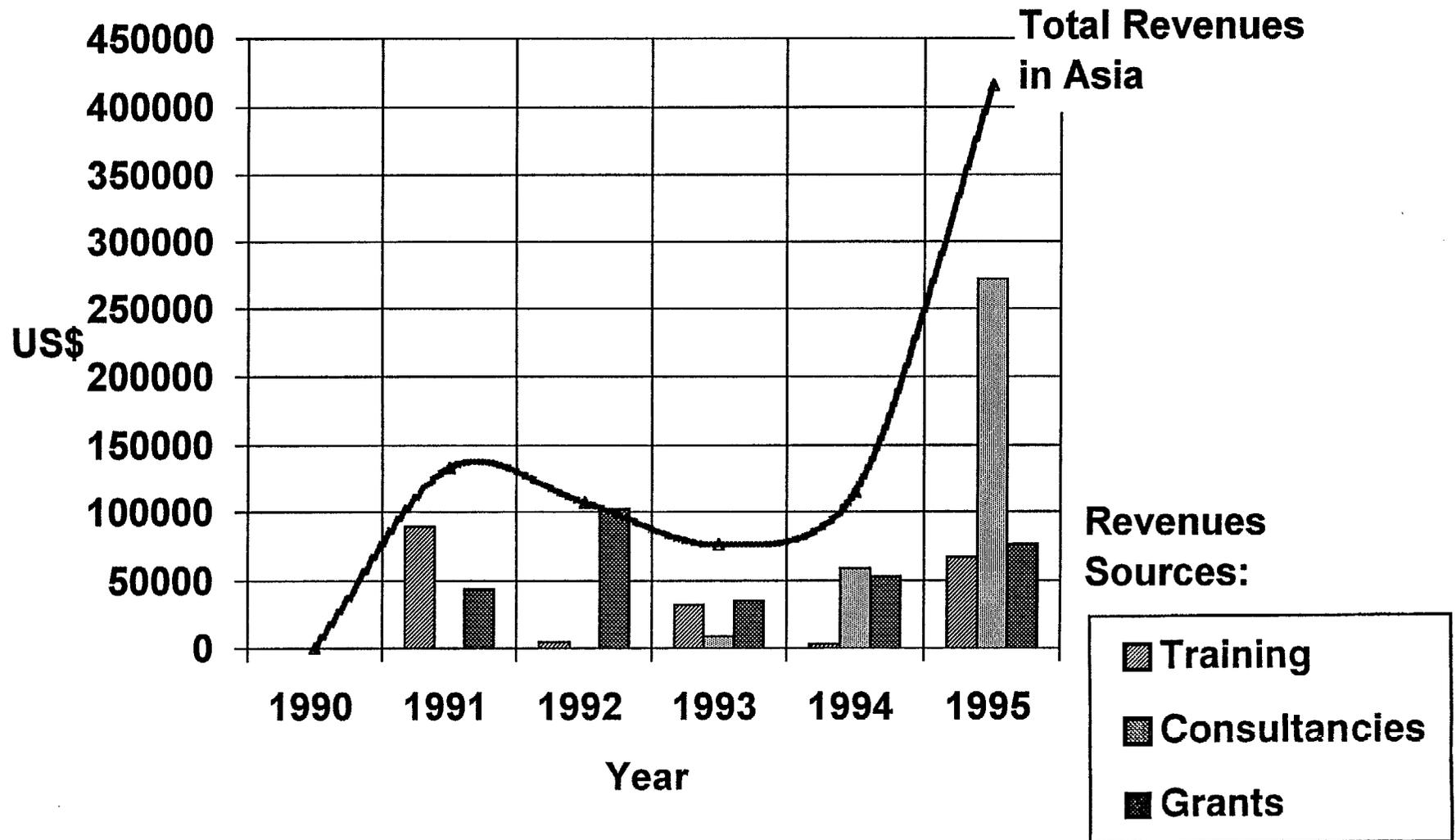
Revenues Generated in Latin America



Revenues Generated in Africa



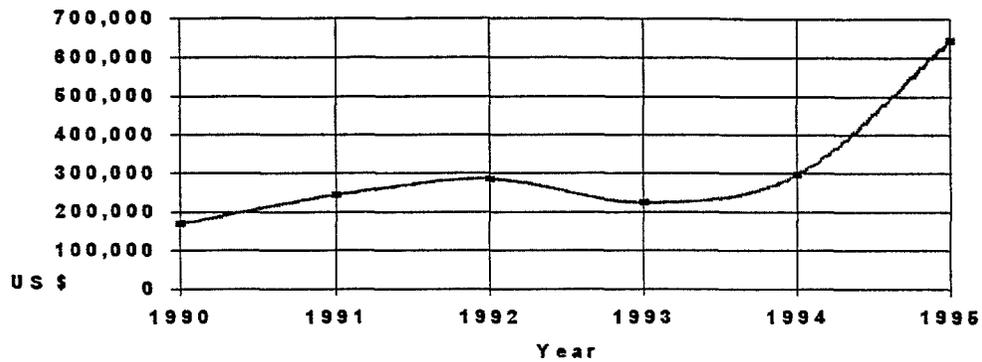
Revenues Generated in Asia



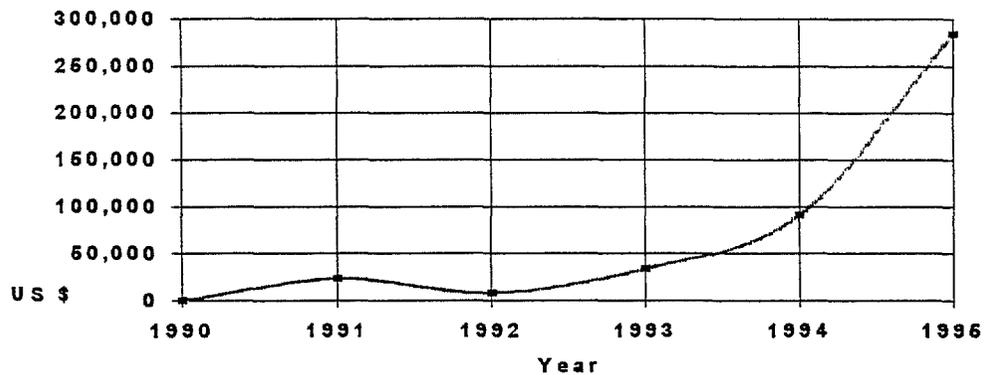
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IIR-EARNED (NON-GRANT) INCOME: 1990-1995

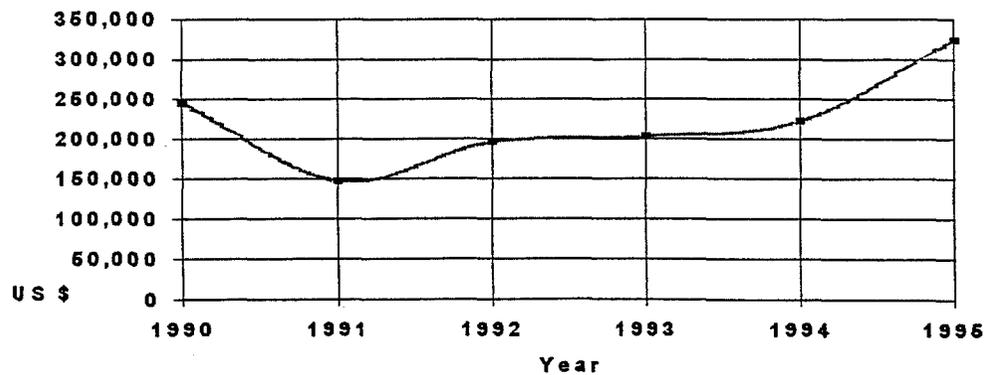
Revenues from Training



Revenues from Consultancies



Revenues from Facilities



65