

SECOND ANNUAL REPORT

ON

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

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BUREAU FOR FOOD FOR PEACE AND VOLUNTARY ASSISTANCE**

by the

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION

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SUMMARY

The International International of Rural Reconstruction (IIRR) herein submits to the Agency for International Development (AID) the Second Annual Report, describing its programs and activities during the period July 1991 to June 1992, the second year of the Project entitled Strategic Options for International Technology Transfer and Institutional Development with AID Matching Grant support under Cooperative Agreement No. OTR-0158-A-00-0084-00.

I. PROGRAM

IIRR continued to develop and share innovative strategies to mobilize third world villagers to address critical global environmental issues; adapted reproductive health training materials to new cultural contexts and to use in combatting AIDS; conducted action research on rural industrialization, credit and microenterprise development; and significantly expanded outreach efforts in East Africa.

Program highlights in this reporting period included:

International Training and Outreach. During the reporting period more than 750 development executives from 290 agencies working in 47 countries participated in training programs, workshops, and conferences organized by IIRR and its partners in the third world. In addition, IIRR's training center in the Philippines was host to more than 1,400 visitors from around the world.

Major courses and conferences were:

- o IIRR developed and offered a major new one-month course on regenerative agriculture in November 1992, which was attended by 30 international leaders in the field of environmentally sound food production.

- o A regional training course on regenerative agriculture in Latin America was attended by 65 development specialists, an increase of 55 per cent from the previous course in 1991.

- o IIRR organized two conferences of African development specialists, including the inaugural meeting of the East African Rural Reconstruction Association, which will coordinate a regional program to promote participatory development in rural areas.

- o A two-day conference of National Rural Reconstruction Movements from Colombia, Ghana, India, the Philippines, and Thailand was held in India in March 1992.

Training Materials. IIRR continued to produce high quality training materials, including a training manual on AIDS, produced in collaboration with an indigenous Ugandan organization, and training kits on aquaculture and highland agriculture in Nepal, which will be published later this year.

International Field Operations and Research. IIRR staff devoted more than 1200 person-days on assignments to 18 countries of Africa, Asia, and Latin America. Through collaborative research projects and consultancies, IIRR developed innovative approaches to critical issues of poverty, environmental degradation, health, and effects of urbanization and rural industrialization:

o More than ten action research projects on regenerative agriculture were carried out in the Philippines, Ghana, and India, including studies of low-input rice production, genetic resource conservation, integrated farming on small plots of land called "food lot modules," and agroforestry in the humid tropics.

o IIRR staff assisted alumni associations in Nepal and Bangladesh to develop "social laboratories" to carry out grass roots action research on participatory, integrated rural development.

o IIRR published a collaborative study with the Unnayan Shahogy Team, entitled "A Participatory Approach to Rural Development: the UST experience in Bangladesh."

o An evaluation of the primary health care programs of the Guatemalan Rural Reconstruction Movement will be the basis for carrying out a collaborative research project on methods to improve health in rural areas in Guatemala.

o IIRR collaborated with the Indian Rural Reconstruction Movement on a pilot project to improve maternal and child health in India.

o IIRR produced the draft of an anthology of papers on micro-enterprise development, based on a conference of 17 Philippine development organizations.

In addition, IIRR collaborated with the Center for Indigenous Knowledge on Agriculture and Rural Development of Iowa State University to develop plans for a Regional Program on Indigenous Knowledge in Asia and conducted a symposium on this subject in June 1992.

II. ADMINISTRATION

Four key staff positions were filled during the reporting period. A new Executive Vice President was appointed to replace the late Antonio C. de Jesus. A new Director of Field Operations and Research and a Director of International Training and Outreach were appointed. A new Regional Coordinator for Latin America, who will be based full time in the region, was also selected after an extensive search. A new executive director for IIRR's U.S. office, recruited in 1991, assumed full-time responsibility for the position.

In addition IIRR began a major campus development project to expand training and dormitory facilities and to develop the grounds as an environmental education center.

III. FINANCE

During the reporting period, IIRR expended \$600,000 in AID grant money and raised and expended \$839,950 as the PVO match. Total expenditures for the period of July 1, 1990 to June 30, 1992 are \$3,128,889.

I. BACKGROUND TO GRANT AND PROJECT CONTEXT

1. Background

- a) Organizational Purpose. The International Institute of Rural Reconstruction (IIRR) is a major international training center dedicated to improving the quality of life of the rural poor by promoting and demonstrating principles and practices of integrated rural development for study, adaptation and implementation in the developing countries of Africa, Asia, and Latin America.
- b) Approach. The Institute's basic rural development approach is characterized by the application of three time-honored and tested concepts:
 1. A Fourfold Integrated Rural Reconstruction Program Design. IIRR's operation aims to combat the four major problems of peasant people: poverty, disease, ignorance, and civic inertia. The design recognizes that these are interlocking problems, and that the successful solution of one depends upon the successful solution of the others. The design therefore integrates the fourfold components of: livelihood, education, health, and self-governance.
 2. The Social Laboratory. This is both an educational tool and a testing ground for rural reconstruction theories and designs. Physically, it is a designated area of village communities where the Institute's programs and ideas are demonstrated, studied and evaluated independently or in collaboration with other agencies or groups previously trained by IIRR and operating social laboratory programs within other country settings. Workers and other specialists are trained not only in the Institute's classrooms, but in the social laboratory where they learn by observation and actual participation.
 3. A profound, practical and philosophical belief in the powerful potential of the rural people to better themselves.

IIRR implements its mission by employing three strategies:

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

Within IIRR's organizational structure, these strategies are operationally achieved through the synergistic activities of two major program divisions.

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

The first program is designed to accomplish IIRR's mission of

GENERATING KNOWLEDGE IN RURAL RECONSTRUCTION; the second program is designed to accomplish IIRR's mission of **SHARING THAT KNOWLEDGE WITH OTHER RURAL DEVELOPMENT ORGANIZATIONS AND PRACTITIONERS THROUGHOUT THE WORLD.**

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

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

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

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

These abilities are demonstrated by IIRR's achievements in developing and sharing environmentally sound methods of food production, in helping to build and strengthen indigenous partner organizations like the National Rural Reconstruction Movements and Alumni Associations and in developing and disseminating culturally appropriate materials and methods for grass roots education programs about family planning and reproductive health.

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

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

The project focuses on the following critical global issues:

1) Environment/Ecology

Despite the promise of the "Green Revolution," many modern conventional agricultural approaches, relying on high technology and expensive external inputs, have only exacerbated farmers' problems, leaving them heavily in debt and vulnerable to fluctuating international markets.

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

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

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

Although there are many potential benefits, urbanization and industrialization in rural areas can also have serious detrimental effects, including environmental degradation and displacement and loss of livelihood for the rural poor. IIRR is developing strategies to help address these potential problems.

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

2. Funding

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

costs of IIRR's training and management assistance programs. To enable IIRR to continue its training and other valuable services to other development agencies, it has been necessary to seek external funding from AID.

II. PROJECT METHODOLOGY

1. Summary

a) Program Goal

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

b) Program Purpose and Objectives

The purpose of the project is to support:

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

c) Approach, Methodology, and Strategy

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

The project covers a broad range of IIRR operations including action research in the Philippines that is essential to IIRR's international mission, especially with respect to developing adaptive rural technologies. Special attention will be given to sustaining IIRR's Appropriate Technology Unit's "high impact" programs and projects in regenerative agriculture, bio-intensive gardening, low-input rice production, agroforestry, integrated food lot modules, fisheries, upland farming and livestock/poultry developments under a more all encompassing program heading of ENVIRONMENT/ECOLOGY. Building on IIRR's already recognized strengths, ENVIRONMENT/ECOLOGY will include new thrusts in RURAL ENERGY focusing on household level fuel and energy issues, fuel efficient stoves, solar-based wood drying technology and introduction of new multipurpose fuelwood tree species.

IIRR will also continue concentrated work in the development of cross-cultural family planning communication methods using a unique agricultural analogies approach. IIRR's new initiatives in

REPRODUCTIVE HEALTH AND POPULATION will include action research and training in at least three third world countries.

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

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

d) Key Inputs

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

e) Target Groups

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

f) Outputs and Products

To accomplish the goal and purpose, IIRR plans to:

- provide general courses in rural reconstruction for senior managers;
- provide specialized training involving technology transfer for middle managers;
- provide collaborative regional training programs, conferences, collaborative training and financial support for National Rural Reconstruction Movements and Rural Reconstruction Alumni Associations;
- establish linkages with other NGOs in new countries through an International Information Exchange Project;

- conduct surveys and studies of a limited number of critical issues as well as collaborative research projects; and
- analyze and synthesize issues and state of the art technology adoption and the generation and regular updating of cross culturally relevant knowledge in rural reconstruction.

g) Role of Women

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

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

III. MONITORING AND EVALUATION

1. Refinements and Changes.

There have been no significant changes from the monitoring and evaluation information presented in IIRR's proposal. The Office of Executive Vice President has developed a detailed monitoring plan and, instruments and in collaboration with IIRR's other departments, monitors the grant implementation continually.

2. Midterm Assessment.

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

IV. REVIEW AND ANALYSIS OF PROJECT RESULTS

1. Specific Outputs Achieved for the Report Period July, 1991 - June, 1992.

A. International Training and Outreach

1. General Course on Rural Development Management

A four-week **International Course on Rural Development Management (ICRDM)** was held May 4-29, 1992. There were 30 participants (11 of whom were women) affiliated with 23 development organizations based in 13 countries. For this course, the experience of the Thailand Rural Reconstruction Movement (TRRM) in "revitalizing a development organization" and the experiences of the national movements in India, Colombia, and the Philippines were incorporated in order to provide cross-cultural perspectives on rural development management.

2. International Specialized Technical Training Course

An **International Course on Regenerative Agriculture (ICRA)** was held November 18-December 13, 1991. There were 30 participants (four of whom were women) representing 29 development groups based in 12 countries. This first international specialized course dealt not only with concepts and skills in regenerative agriculture, but also with the methods of disseminating these regenerative agricultural technologies, management of regenerative agriculture projects, and the issues linking environment with agriculture.

3. Collaborative Training Course

Two collaborative regional training courses were held. The first was the **Third Regional Seminar on Bio-intensive Gardening and Regenerative Agriculture**. This was conducted in Guatemala from July 17 to 25, 1991, with 65 participants, nine of whom were females. Thirty-six organizations were represented, based in seven countries. This training was conducted in collaboration with the Guatemala Rural Reconstruction Movement (GRRM).

The **Tenth Regional Leadership Training** was conducted in collaboration with the South Asia Rural Reconstruction Association (SARRA). It was held in India and was attended by 17 participants (of whom three were women) affiliated with nine organizations based in India, Bangladesh, and Nepal.

Twelve collaborative country/national training courses were conducted with a total of 260 participants, 60 of them female. Four of these courses were conducted in Asia (Bangladesh, Philippines, Cambodia, Nepal); two were national leadership training courses and two were training courses on health. The others were held in Africa (Kenya, Ghana, Uganda) and focused on Agricultural Approach to Family Planning, AIDS Education, Bio-Intensive Gardening, and Agroforestry.

3.a Evaluation of Country-Specific Training Courses on Regenerative Agriculture

A study of the effect of the regenerative agriculture courses on the participants' agriculture programs had been conducted using the mailed questionnaire method. Response rate was lower than expected. However, these still provided meaningful data

which may be used to improve the courses (Attachment 3.12*).

4. Special Contract Training Course

Eleven special contract training courses were conducted, ten of them with a total of 230 participants representing 75 agencies and 26 countries. These courses focused on principles and practices of rural reconstruction, project management, and bio-intensive gardening. Three courses were conducted in Malaysia for the Rubber Industry Small Holders Development Authority. One training course on bio-intensive gardening for the regional officers of Action-Aid in Africa was held May 19-29, 1992, in Kenya. There were 20 participants (seven women) based in four African countries. The rest were conducted in the Philippines for PHILGERFUND, Colombo Plan Staff College, and the State Education Committee of the People's Republic of China. (Note: figures for the PHILGERFUND training are not included in the summary figures listed above, since the training was not begun prior to the preparation of this report.)

5. Group Study/Visitation

For this period, nine special studies were conducted: eight for groups and one for an individual. There were 62 participants from ten countries and 27 development agencies. The special studies focused on general rural reconstruction principles and practices, project planning and monitoring, and regenerative agriculture.

6. Consultancy/Advisory Services

Various types of consultancy and advisory services were provided to 14 development organizations during the report period (Attachment 6.2). These organizations are based in nine countries: five in Asia, three in Africa, and one in Latin America. The services provided focused on assistance in project proposal writing and sourcing of funds, refinement of curricula and training management or facilitating sessions in these training courses, provision of technical advice in the area of regenerative agriculture, organizational and project management, and public health.

7. Conferences and Seminar-Workshops

For the report period, nine conferences and seminar-workshops were conducted. These were:

Regenerative Agriculture: Two international and two national seminar-workshops were conducted. The first international workshop dealt with the production of an information kit on aquaculture-agriculture technologies. The second international workshop was on strategies for enhancing low-external-input and sustainable agriculture. The national-level workshops were concerned with GO-NGO collaboration in agriculture and natural resources management in the Philippines and the production of a technology information kit on regenerative agriculture for the hill farmers of Nepal.

*Available on Request

Africa: Two regional conferences were held for rural development practitioners and advocates from Africa. The first was the conference of the East Africa Rural Reconstruction Association (EARRA), where the participants shared experiences in rural reconstruction which were documented as case reports (Attachment 5.3). The second was a conference of African students taking post-graduate studies in the Philippines who are affiliated with development organizations based in Africa. This conference dealt with the problems and prospects of sustainable development in Africa.

Micro-Enterprise Development: One conference on micro-enterprise development was held for various government and non-government institutions to share their experiences in the implementation of micro-enterprise projects in the Philippines.

Indigenous Knowledge: One national symposium on Indigenous Knowledge and Development was held in June, 1992. Figures for participation were not available at the time of preparation of this report.

NRRM Conference: The fifth IIRR-NRRM conference was conducted in India with 17 participants representing the IIRR and five rural reconstruction movements from the Philippines, Thailand, India, Colombia, and Ghana. The two-day meeting led to a strong recommendation that the various national movements increase their contacts and collaboration with one another.

8. Visitor's Bureau

Awareness-raising on IIRR and its rural reconstruction activities is carried out also through orientations conducted for one-day visitors to the IIRR campus in the Philippines. For the report period, a total of 1,409 individuals visited IIRR; 40.8% were women. These visitors were connected with 328 development institutions based in the Philippines and in 30 other countries.

9. Correspondences

Agency linkages were also established and maintained through communications. For the report period, IIRR corresponded with 207 organizations from 47 countries. There were 293 contact persons.

10. Overseas Trips

For the year, a number of IIRR staff made 64 visits to nine countries in Asia, five countries in Africa, and four countries in Latin America. The purpose of the trips varied: providing consultancy or advisory services, recruitment of training participants, identifying collaborative activities, sourcing of funds, and attendance at conferences or seminars. At these conferences (in Germany, Nepal, and India), IIRR shared its experiences on the development of information kits, intensive feed gardens, and lowland rice production (Attachment 6.3).

11. Information Exchange

One means of sharing IIRR's experiences with other development institutions is the publication of these experiences in the Institute's research journal and international newsletter. For this report period, three issues of the newsletter, International Sharing (Vol. 6, Nos. 2 and 3, and Vol. 7,

No. 1) were produced and distributed to 1,008 individuals and 1,043 development agencies in 101 countries . The year's issue (1990-1991) of the research journal, Rural Reconstruction Review, is in the editing stage and will be published by the first semester of the third report period.

12. Other Material Productions

Technical productions included a technology kit on bio-intensive gardening for India which was co-produced with CARE-India and the Indian Rural Reconstruction Movement (IRRM). (Attachment 3.4). An information kit on aquaculture-agriculture technologies which had been co-produced with the International Center for Living Aquatic Resources Management (ICLARM) is expected to be completed by the first semester of the third report period. On Food Lot Module, one video tape was done during the year. And in connection with IIRR's AIDS education program in Uganda, an "AIDS Manual" was published for community health workers. (Attachment 3.17)

13. Coverage of the Training and Outreach Activities

For the report period, a total of 4,004 individuals, and 2,002 development organizations based in 84 countries -- 40 in Asia, 29 in Africa, and 15 in Latin America -- were reached through the various training and outreach activities described in the previous pages.

B. International Field Operations Research

1. Environment/Ecology Projects

a. Foodlot Module

For the report period, efforts of the project were directed to imparting knowledge and skills on the various foodlot module technologies to farmers. Farmer-to-farmer cross visitations were found to be effective in motivating farmers to adopt the technologies. In addition, a 25-minute video documentation of the project was produced during the report period. This is now being used for training purposes.

b. Vegetable and Tree Genetic Conservation System

Activities of the project for the year focused on the retrieval of "disappearing" seed varieties and their distribution for propagation. Seed retrieval trips were conducted to collect these seed varieties. As a result, 63 heirloom seed varieties were collected and reintroduced into the farmers' fields and backyard gardens.

c. Low-Input Rice-Based Ecosystems Development (Phase II)

In order to hasten the dissemination of the more developed technologies on low-input rice production, two lowland farming areas were selected as impact villages. A number of support activities were initiated in these villages: seed production, fabrication of a double-disc plow, and visits of the farmers to successful organic farms in other areas. In addition, rice yield enhancement, cost-reducing, and soil fertility enhancement technologies were introduced in the impact villages.

d. Agroforestry for Regenerating Rainfed Upland Areas in Cavite

As with the previous projects discussed, the emphasis of this project for the year was technology dissemination. This was accomplished through the holding of field days in various villages wherein selected farmers presented their accomplishments in their demonstration sites and related how these accomplishments were achieved. In addition, economic and technical benefits derived by the farmers were emphasized at these field days.

e. Freshwater Fish Technologies Development for Income Generation and For the Improvement of Family Nutrition (Phase III)

A major accomplishment for the report period was the participatory assessment of the project which resulted in modifications of the various aquaculture technologies being tested. Dissemination of the technologies was carried out through the training of more farmer cooperators.

f. Low-Cost Production System for Hog, Cattle, Goat, Carabao, and Poultry

The major activity of this project for the year was the acquisition of improved breeds of livestock which could thrive in adverse situations prevalent in the social laboratory, such as limited pasture land and smaller farm lands planted to permanent crops. These livestock were then dispersed to farmers who were given training in animal health care and management.

g. Collaborative International Regenerative Agriculture Project

g.1 Technology Testing and Adaptation in Agroforestry and Regenerative Agriculture in the Humid Tropics

This is a project that is being implemented in Ghana, West Africa, in collaboration with the Ghana Rural Reconstruction Movement (GhRRM). Mechanisms for implementing the project were developed and are now in place. These include the monitoring of the project and the documentation of the strategies used in disseminating the agroforestry and regenerative agriculture technologies.

g.2 Participatory Technology Development for Rainfed Agricultural Improvement in the Semi-Arid Tropics

Full implementation of the project in India is currently being done in collaboration with the Mysore Resettlement Development Agency (MYRADA). Initial assessment of how the various regenerative agriculture technologies are implemented in the watershed areas was conducted and improvements were carried out.

2. Rural Energy Program

Efforts to develop technologies on alternative fuel sources and to conduct studies on the available energy resources and adaptability of bio-gas in the IIRR social laboratories were set back due to staff turnover. However, plans were finalized to consolidate the experiences in small-farm utilization of bio-gas energy in the Philippines in preparation for a course on bio-gas technology which will be held later in 1992.

3. Community-Based Environmental Education And Action

In selected villages in one of the IIRR social laboratories, youth volunteers were recruited and trained to be advocates of environmental protection in their villages. In support of their advocacy activities, information-education-communication materials were developed. A media project which complements these activities was launched early last year. This project is now in the midst of producing audio-visual materials on environmental education with the assistance of experts in various fields. Thus far, the scripts for five of the ten planned productions have been completed.

4. Agro-Industrialization: Non-Land-Based Technologies for Micro-Enterprise Development

Studies on the feasibility of essential oil production, rootcrop processing, rice hull charcoal production, and small farm tools rental indicated that these strategies were not economically viable. Results of these studies were shared in a national conference on micro-enterprise development together with the experiences of other development organizations.

5. Program for Rural Industrialization and Entrepreneurial Strategies for the Rural Poor

One micro-enterprise, a cooperative industrial sewing project, was established during the report period. Participants in the enterprise are small farmers who lost their farms or are about to lose their farms to industrialization. The enterprise involves the production of sacks for animal feeds and milled rice, and of ready-to-wear farm clothes. The entire project is being documented to record how it is able to contribute to improving the quality of life of this sector of the rural poor (i.e., landless people).

6. Rural Development Strategic Studies

a. Trends and Issues in Rural Development Studies

Demographic, socio-economic, and other relevant data on selected countries in Africa, Asia, and Latin America form the regional databases currently being collected and consolidated. The Central American, Caribbean, and South American studies were completed during the report period. (Attachment 3.20).

b. State-of-the-Art Studies in Appropriate Rural Technology Adaptations

The state of micro-enterprise development in the Philippines was studied during the report period. Experiences of various development organizations were consolidated and analyzed to determine the current

state of micro-enterprise development together with the issues and problems in community enterprise development. The final document, however, is not yet finished.

c. Rural Development Management Innovations in the Third World

c.1 Technology Transfer

Arrangements were made and are being implemented to study and document the experiences of the Ghana Rural Reconstruction Movement (GhRRM) in the transfer of regenerative agriculture and agroforestry technologies. Parallel activities are being conducted to study and document the experiences of IIRR in the transfer of these technologies.

c.2 Credit

A participatory study of the Credit Program of the Guatemala Rural Reconstruction Movement (MGRR) is being conducted. A study of the repayment behavior of people's organizations in the Cavite Social Laboratory was conducted and written up. The study on the impact of IIRR's Credit Program was also completed. However, the document is still in draft form and will only be finalized by September of this year.

c.3 Social Laboratory

Documentation of the experiences of IIRR on the role of a Program Management Information System (PMIS) in the operation and management of a social laboratory has been completed. The Yayasan Indonesia Sejahtera (YIS) is currently involved in a similar activity but still has to start final documentation of its efforts.

c.4 Women in Development

Documentation of IIRR experiences in this area is only partially done. Completion is expected by the end of 1992.

c.5 Community Organizing

Efforts are still directed to identifying a development organization that will be willing to collaborate with IIRR in this undertaking. However, documentation of IIRR experiences in this area is already well underway.

7. People's Organizations in Rural Reconstruction

In line with the thrust of the institutionalization of people's organizations, training of their committees on education, health, and livelihood who will assume management of the organizations' activities was intensively carried out. Other sub-projects included under this project are the following:

a. Agrarian Reform Information Education (and Legal Referral) Service Project

The project was concluded during the report period. The first draft of the terminal report, which contains learnings gained by the project, has been prepared. The lessons include the factors that have prevented farmers from fighting for their tenancy right over the lands that most have been farming for generations.

b. People's Education Centers

A study on the current utilization of the learning centers indicated that usage level was low due to reasons of dilapidation, inaccessibility, and inappropriate size (Attachment 3.16 *).

c. PAMANA Interlending Cooperative Federation

Internal capital of the member-cooperatives is being continuously built-up. As of December, 1991, the 19 village-level cooperatives had accumulated almost US\$16,000 in savings. In addition, efforts to extend service to the poorer inhabitants of the village who are not members of the community is being pursued through a special loan window.

d. Holistic Development of Talipusngo

As part of the process of "weaning" the IIRR-assisted village cooperative from IIRR, establishment of linkages between the cooperative and higher-level organizations was facilitated. Through this linkage, electricity was brought to the village; and a loan for crop production and a grant for cattle production were obtained.

e. Anchor Livelihood Project

Nine technologies which are simple and affordable were introduced to the people's organizations to provide them with the opportunity to generate income. These are: Foodlot Module, Cow-Calf Dispersal, Goat Production, Low-Input Rice Production, Carabao Milk Production, Coffee Plantation Improvement, Market Garden, Fuelwood and Stoves, and Aquaculture. Economic benefits derived by the farmers from these technologies are being studied and the final document will be available by December of this year.

8. Local Resource Management

Improving the capability of the federation of all village cooperatives in the management of its own affairs was continuously done. This included training the officers and members on project and enterprise management. In addition, the federation initiated the implementation of social services, such as the establishment of Child and Youth Care Centers in 13 villages.

9. Ilog Experiment on Integrating Government and Non-Government Development Programs

A private foundation which will assume management of the various activities initiated by the project was organized. With this, IIRR was able to phase out of the project last year since the existence of the foundation ensured a continuous pursuit of the project objectives despite the probable turn-over of officials with the May, 1992 elections.

10. Information\Communication System for Rural Communities

Interpersonal communications and the print media were found to be most effective in providing information to the rural poor in two villages in the IIRR social laboratory. Thus, focused group discussions and group assemblies were used in assessing the information needs of the target groups and in providing information which facilitated identification of their problems and alternative solutions.

11. Population and Health

In a pilot village in the Philippine social laboratory, mothers of malnourished children were trained to spearhead the implementation of direct and indirect food security actions in the village. The mothers were found to be effective not only in improving the nutritional status of their children but also in tapping the services of the local health unit.

With regard to the Maternal and Child Health Project that is being implemented in India in collaboration with the Indian Rural Reconstruction Movement (IRRM), traditional birth attendants were trained to assist in the implementation of the project in their villages. As a result, the traditional birth attendants are now playing a substantial role in influencing pre-and-post-natal mothers to adopt health and nutrition measures. The women's organizations are becoming the liaison between the villages and the government structures in the delivery of health services to the villages.

2. Effect on Target Group

A. International Training and Outreach

1. Acquisition of Knowledge and Skills on Rural Development

Through the various training activities that were conducted at the IIRR Philippine Headquarters and outside, 619 development practitioners were trained. The participants were mostly middle-and-senior-level staff holding key positions in their organizations. Of these, 500 participants (81%) were male and 119 (19%) were female. In addition, more than 150 development specialists attended conferences organized by IIRR.

Evaluation of the training courses revealed that the participants gained additional knowledge and skills in the areas of project management, which included project planning, monitoring, and documentation; approaches, trends, and issues in rural development; and organizational management, which included

management approaches, strategic planning, management information systems, fundraising, and project proposal writing. In the specialized courses, the participants acquired technical knowledge and skills in regenerative agriculture, family planning communications, AIDS prevention, and community medicine.

2. Enhancement of Capabilities of Institutions in Pursuing Rural Development

Skills and knowledge gained by some of the participants from the training courses they have attended at IIRR were applied in their programs. The national movements in India, Ghana, and Guatemala are currently implementing regenerative agriculture projects and have conducted training courses on these. The South Asia Rural Reconstruction Association (SARRA) conducted its Tenth Regional Leadership Training (RLT), and the alumni associations in Bangladesh and Nepal conducted National Leadership Training (NLT) courses. These leadership training courses are basically adaptations of the International Course on Rural Development Management (ICRDM) which members of these associations attended. Action-Aid of Kenya is in the midst of sourcing funds for the establishment of its own social laboratory in the country.

3. Increased Development Orientation of International Training Participants

International training alumni have formed themselves into associations committed to the pursuit of rural reconstruction as an approach to development. A few alumni currently connected with government institutions are actively attempting inculcation of rural reconstruction principles in the operation of their institutions. This is particularly true of an alumnus holding a key position in the Department of Agriculture of Cambodia and another who is a member of the National Planning Board of the Government of India.

4. Emerging Recognition in Latin America

Due to the success of its regenerative agriculture initiatives, the Guatemala Rural Reconstruction Movement is gaining greater recognition among government and non-government institutions in Latin America as a leading organization in this field. This is attested by a 55% increase in the number of participants in the latest training course on regenerative agriculture, representing five Latin American countries. By comparison, only three Latin American countries were represented in the previous training.

International Field Operations Research

1. Access to Basic Production Services

Farmer-members of people's organizations in the Philippine social laboratory were able to obtain production loans and marketing services for their produce. A total of 2,488 farmers, 347 of them women, were able to obtain loans amounting to P17,684,449, or US\$707,378, as of the report period, at 12-15% interest, which is much lower than the 24-30% rate of the banks. In addition, these farmers were able to use their cooperatives to sell their produce of rice, corn, coffee, pineapple, and feed grains at fair prices.

2. Exposure to Alternative Farming Methods

With the introduction of regenerative agriculture technologies, third world

farmers are provided with alternative farming methods that are ecologically sound and less expensive than their usual methods. In the Philippines, more than 20,000 farmers have adopted these technologies.

Likewise, farmer-cooperators from Ghana, Guatemala, India, and Bangladesh have been trained in the regenerative agriculture technologies. In Ghana, there are 95 farmer-cooperators, of whom six are female. Data from the other countries are not available.

3. Problems Encountered

1. The worldwide recession has affected the fundraising capacity of IIRR, hampering the implementation of some activities. This difficulty has been addressed by reducing the scope of the affected activities, by maximizing in-house, revenue-generating capacities, implementation of cost-cutting measures, and intensification of fund-raising efforts.
2. Unforeseen events resulted in the postponement or delay of certain activities. These events, such as the coup d'etat and the cyclone in Bangladesh, caused a decrease in enrollment in the scheduled training course in the country. Other affected activities were reset to later dates.
3. Rate of adoption of the regenerative agriculture technologies was lower than desired because of the tendency of farmers to demand immediate results which an ecological method cannot provide. This was partly resolved through the farmer-to-farmer cross visits and the holding of field days.

4. Comparison of Accomplishments with July, 1991 - June, 1992 Plans

A. International Training and Outreach

1. Training Courses

- a. The international specialized course (International Course on Regenerative Agriculture) and the international general course on RR (International Course on Rural Development Management) were held as planned. Both courses reached their goals in terms of total number of participants. Eleven of the 30 participants in the management course were women, exceeding the target of 30 percent; however, only four women attended the regenerative agriculture course, which was being offered for the first time. Women continue to constitute a minority among senior and middle level managers of third world development organizations, and IIRR is considering creating a training course especially for women.
- b. Of the 11 planned collaborative training courses, eight were conducted. The training on Primary Health Care and Regenerative Agriculture in Malawi, the Course on Bio-gas Technology, and the training on Regenerative Agriculture in Nepal did not push through as planned because the expected funding did not materialize. However, five additional unplanned courses were conducted; these were the four trainings on Agroforestry for farmers in Ghana and one training on Health for rural health practitioners in Cambodia.
- c. There were seven special contract training courses planned for the period. Of the seven, only three were actually conducted. These were the training

courses for the staff of the Malaysian Rubber Industry Smallholder Development Authority (RISDA) which, instead of the planned one course, ended up as three courses because of the number and the difference in position levels of the participants. The other two courses that pushed through were a training on Project Management for PHILGERFUND and the Integrated Rural Development Training for the government ministries of Cambodia. The others did not materialize due to funding constraints and delays in the accomplishment of preceding activities such as the training needs-assessment. In the case of the latter, these are expected to be conducted in time for the third report period.

However, six unplanned special contract training courses were conducted during the report period. Two were for a Chinese group and one for the Colombo Plan Staff College, one special contract training course on bio-intensive gardening was conducted for the staff of Action-Aid in Kenya; and two additional courses on project management for PHILGERFUND.

- d. The numbers of special group studies conducted this year exceeded the planned one-two groups. Eight groups and one individual attended the special studies.

2. Conferences/Seminar-Workshops

All of the five planned conferences and seminar-workshops were carried out during the report period. In addition, a national conference on micro-enterprise development and a symposium on indigenous knowledge, which were not part of the plan, were conducted.

3. Consultancy/Advisory Services

- a. In Latin America, consultancy or advisory services to the Guatemala Rural Reconstruction Movement were provided as planned. In Honduras, plans to assist the international training alumni in documenting their experiences on RR did not materialize due to time constraints. Similarly, plans to provide technical services on regenerative agriculture to the Colombian Rural Reconstruction Movement were not accomplished due to communication difficulties.
- b. In Africa, assistance was provided to the Ghana Rural Reconstruction Movement in the documentation of its past experiences on agroforestry and the development of mechanisms for the management and implementation of its new regenerative agriculture project, including the acquisition of additional skills on these technologies. The East Africa Rural Reconstruction Association was assisted in defining its organizational structure and establishing its legal identity. All these were as planned.
- c. Similarly in Asia, most planned consultancy and advisory services were accomplished except for the technical and training needs assessment on agronomy and fishery with CIDSE-Cambodia, which was moved to the third year due to time and funding constraints. With the International Federation for Women in Agriculture (IFWA) of India, assistance extended only as far as preparation of a proposal for the development of an information kit on environment-oriented technologies for women. The development of the kit has not started due to time constraints, but work should begin by mid-August 1992.

4. Visitors Bureau

The actual number of visitors given an orientation on IIRR and its rural reconstruction activities was 1,409. This was well in excess of the expected target of 600 individuals.

5. Documentation and Exchange of Information on RR

a. As planned, the following documents and materials were produced during the report period:

- o Three Issues of the international newsletter, International Sharing (Attachment 3.2)
- o Six Case Studies on GO-NGO Collaborative Activities (Attachment 3.5)
- o The Annual Report 1991 (Attachment 3.1)
- o RR Experiences of the Unnayan Shahojogy Team of Bangladesh, Participatory Approach to Integrated Rural Development: The UST Experience in Bangladesh (Attachment 5.1)
- o Ten Case Studies on the RR Experiences of International Training Alumni from East Africa. (Attachment 5.3)
- o IIRR News Briefs (Attachment 3.18)

b. The following were included in the plan for the report period, but these are still in the draft or editing stage and will be completed in the next report period:

- o Information kit on Bio-Intensive Gardening (Third Edition-Revised)
- o Farmers' Manuals on: Cow-Calf Raising (English and Filipino); Improved Goat and Hog Raising (English and Filipino)
- o Information kit on Agri-Aquaculture Technology
- o The 1990-1991 Issue of the research journal, Rural Reconstruction Review
- o Information Kit on Regenerative Agriculture for Hill Farmers of Nepal
- o Soundslides on Rice-Fish Culture and Agroforestry
- o Spanish Version of the Information Kit on Regenerative Agriculture

c. The following planned activities were not accomplished:

- o Production of soundslides on Food Lot Module and Low-Input Rice-Based Ecosystems Development (Lowland), due to fund limitations
- o Translation of selected RR materials into French for distribution to Francophone Africa, due to inadequate access to a good translator

d. The following documents/materials were not planned, but were produced during the report period:

- o Technology kit on Bio-Intensive Gardening for India co-produced with CARE-India and the India Rural Reconstruction Movement (Attachment 3.4)
- o A videotape on Food Lot Module
- o A soundslide on Soil and Water Conservation in Bicol

- o A Filipino draft of the Community Farmers' Seed Production Technology kit
- o SEASAN Newsletter on Small-Holders Animal Production (Attachment 3.9)
- o AIDS Educator's Manual (Draft) (Attachment 3.17)

B. International Field Operational Research

1. Environmental/Ecology Projects

- a. Food Lot Module: Results of testing the technologies in the Philippine social laboratory are being documented as planned. A study on the feasibility of growing off-season tomatoes has been conducted and documented (Attachment 3.8*). A videotape on Food Lot Module was produced.
 - b. Freshwater Fish Technologies for Income Generation and For Improvement of Family Nutrition: The script for the soundslide has been prepared and production is now in progress. An information kit on aquaculture-agriculture technologies is now entering production.
 - c. Low-Input Rice-Based Ecosystems Development Phase II (Lowland): Knowledge generated by the project was documented in three technical papers: "Towards a Sustainable Lowland Rice Farming: The Low-Input Rice Production Experiences," "Integrated Nutrient Cycling in Rice-Based Farming Systems," and "Alternative Fertilizer Management in Lowland Rice" (Attachments 3.10*, 3.11*, 4.2)
 - d. Peri-Urban Agricultural Program in Resettlement Areas: The proposed documentation of the potentials of and constraints to urban agriculture has not yet been completed, primarily because of changes in staff. Other priorities, such as revision of the bio-intensive gardening kit and soundslide productions, now make it likely that this project will be indefinitely delayed.
 - e. Vegetable and Tree Genetic Resources Conservation Program: Partial project results have been documented and are now in manuscript form, "A Study of the Plant Genetic Resources Conservation Program of IIRR on Negros Occidental" (Attachment 3.13*).
 - f. Agroforestry for Regenerating Rainfed Upland Areas in Cavite: Project field notes were consolidated and a script for sound-slides based on this document has been initiated. Production is expected to be completed in the third year. In addition, a paper on a farmer-derived agroforestry system was written up (Attachment 3.14*).
2. Rural Energy Program: The proposed technical papers, one on available energy resources in Cavite households and the other on the prospects and adaptability of bio-gas in the IIRR social laboratories, have not yet been produced. The bio-gas training session that will yield the paper will be held later this year with the support of The Rockefeller Foundation. The paper on Cavite probably will be delayed until 1993.

3. Agro-Industrialization: Non-Land-Based Technologies for Micro-Enterprise Development: The documentation on the potentials and constraints in the rental of small farm tools in Lowland Cavite has been produced as planned and shared at a national conference on micro-enterprise development. The technical papers on the feasibility of essential oil extraction, rootcrop and chips production, and rice hull charcoal production have also been refined as planned (Attachment 3.6*).
4. Collaborative Action Research Projects
 - a. Maternal and Child Health Project: The annual report has been prepared in India and shared with IIRR. The report cites specific aspects of IIRR experiences that have been adapted in the social laboratory of the Indian Rural Reconstruction Movement.
 - b. Technology Testing and Adaptation in Agroforestry and Regenerative Agriculture in the Humid Tropics: Activities have been conducted as planned. As a result, the baseline survey has been completed and documentation of project activities is being undertaken by staff of the Ghana Rural Reconstruction Movement. A draft of the baseline survey report has been completed.
 - c. Participatory Technology Development for Rainfed Agricultural Improvement in the Semi-Arid Tropics: The planned activities intended to facilitate smooth implementation of the project have been carried out. However, a framework for documenting knowledge generated by the project has yet to be finalized.
5. Integrated Rural Development Research
 - a. Program for Industrialization and Entrepreneurial Strategies for the Rural Poor: Activities were implemented as planned. The first enterprise that has been established, a sewing industry, is being documented as required.
 - b. People's Organization in Rural Reconstruction
 - b.1 Agrarian Reform Information, Education (and Legal Referral) Services Project: The terminal report is being refined to highlight the lessons learned from the project.
 - b.2 People's Education Center: A study on the current condition and level of utilization was done. The first draft of the documentation has been completed and is now being revised. (Attachment 3.16*)
 - b.3 Holistic Development of Talipusngo: Analysis and writing-up of the project evaluation study was not finished as planned but is expected to be completed by first semester of the third report period.
 - b.4 Anchor Livelihood Projects: Data collection on the economic impact of the project on the farmer beneficiaries has been

completed as planned. The technical paper is expected to be finished by the third report period.

b.5 PAMANA Interlending Cooperative Federation: The study on the repayment behavior of people's organizations has been accomplished and written up as planned.

6. Local Resource Management Project: The terminal report has been completed as planned, but is still in draft form.

7. Ilog Experiment: The terminal project report incorporating lessons learned from GO-NGO collaboration has been accomplished as planned. (Attachment 3.15*)

8. Information Communication System for Rural Communities: Analysis of the baseline study has not been completed. Plans for the third year, however, include completion of the study.

9. Reproduction Health, Family Planning and Nutrition: The technical report on a participatory nutrition program has been accomplished as planned.

10. Rural Development Strategic Studies

a. Regional Situationers: Data collection went on as planned. However, only data on Latin America has been consolidated and written-up.

b. Rural Development Management Innovations in the Third World:

b.1 Women in Development: The study will be completed during the next reporting period. A draft of the review of IIRR experiences has been completed.

b.2 Social Laboratory Approach: The role of a Program Management Information System in Social Laboratory has been documented and completed as planned.

b.3 Rural Credit: The experience of IIRR on the repayment behavior of people's organizations in the community has been documented. Exploratory discussions with the Guatemala Rural Reconstruction Movement regarding the documentation of its credit program are progressing slowly because of the movement's other priorities.

b.4 Technology Transfer: Documentation of the experiences of the Ghana Rural Reconstruction Movement regarding the transfer of regenerative agriculture technologies is being undertaken as planned.

b.5 Community Organizing: A study of the factors affecting the growth and decline of one people's organization had been completed as planned, however, efforts to find an outside agency that will be interested in collaboration with IIRR in this area have not yet yielded concrete results.

V. MANAGEMENT: REVIEW AND ANALYSIS OF HEADQUARTERS/SUPPORT FUNCTIONS

1. Support Functions

a. Project Planning and Management Activities

A four-day meeting of all staff was held to reflect on concrete contributions of the year's program activities to the vision and mission of the Institute. This was followed by a program review and the preparation of plans for the third year report period and the annual report.

In preparation for the expansion of monitoring activities, to include even the support activities of the Institute, all project profiles have been refined and finalized. Initial steps to computerize the monitoring of these activities in addition to the program activities have been undertaken.

b. Staff Resources

A new Executive Vice-President, Mr. Conrado Navarro, was appointed to take over from Dr. Antonio de Jesus, who passed away in June 1991. With the appointment of Mr. Navarro, who was formerly the Director of the Field Operations Research Division, Dr. Lorna Labayen, female, was promoted to head this division.

Simultaneously, the Office of the Executive Vice-President was strengthened with the lateral transfer of two staff and the hiring of additional staff. The revitalization of the office was effected to give emphasis to the monitoring of the Institute's programs, implementation of a management information system, and development of new and relevant program areas.

In addition to this initial restructuring, trimming of existing staff to remove marginal performers was done and more relevant positions have been filled by new staff. A director for the Division of International Training and Outreach has been hired in the person of Dr. Frank Denton, an American who has wide experience in development. Likewise, five support staff and five program staff were hired during the period.

With all these changes, the total number of IIRR staff (including U.S. Office) is 149, of which 45.6% are female. There are 88 program staff, 38.6% of them female (Attachment 6.11). The membership of the Management Committee, which is composed of heads and deputies of units responsible for the management of programs of IIRR, numbers 14, five of whom are female.

c. Training

Three in-house seminars were conducted to enhance skills of staff in the use of computers, in management, and in photography. Four similar seminars were conducted to sharpen awareness of the staff on the role of women in development, the role of indigenous knowledge in development, the situation obtaining in Cambodia, and activities conducted in the IIRR social laboratory.

In addition to the in-house seminars, three program staff were able to attend staff development courses in Germany, Thailand, and the U.S.A., and ten staff attended courses offered by other Philippine institutions. Among the 13 staff so privileged, six were female.

d. Logistical Support

Communications support services in the form of editing, script writing, photography, desk top publishing, and materials development were provided in the production of the audio-visual materials used in the training courses held and the documents that were published.

The library increased its available materials on rural development for use of the staff. For the report period, a total of 591 new materials were acquired: 231 journals, 360 books. An average of 36.6% of the staff used the library. Likewise, library user linkages that were previously established were maintained this year.

To further enhance communication between IIRR and its contact agencies, operations of the Manila Office have been computerized and an additional telephone line exclusively for FAX has been installed. Alternative ways of handling and delivering messages has been implemented.

e. Technical Assistance

Please see Section IV.

f. Fund Raising and Marketing

Aside from the usual strategy of raising funds through the preparation of proposals for specific projects and activities, efforts were directed toward increasing capacity of the Philippine headquarters to address the needs of outside groups for training facilities. Between training activities of IIRR, the facilities were leased to 77 groups/individuals; for the report period, this generated additional income for the Institute amounting to P1,890,500.70 or US\$75,620.00.

Another strategy used to increase IIRR income was to bank on the growing recognition of the quality of IIRR's training courses. Thus, there was an increase in income generated by special contract training courses and consultancy missions.

g. Role of Board of Directors

Two Executive Committee meetings and one full Board meeting were held during the year. The Board continued to monitor closely the finances of the Institute and took a significant step at the full meeting in March 1992 by authorizing the creation of a Resource Development Committee to be chaired by the Executive Director of the US office. The committee has met and a comprehensive financial plan is in preparation.

h. Development Education

With the support of a Biden-Pell grant, IIRR began a three-year project to encourage Filipino-American organizations to carry out a sustained educational program on critical development issues facing the Philippines. The first in a series of national workshops, held in May 1992 in New York City, was attended by more than 30 leaders of Filipino organizations in New York, Philadelphia, Boston, and Washington D. C. Appropriate development education materials are also being produced.

2. Comparison of Actual Accomplishments with Originally Proposed

a. Human Resource Development

- o Plan to recruit needed additional staff was accomplished. Also, the plan to restudy the employment policy for contractual staff was done, resulting in a change in policy on contractual staff renewal. Instead of renewing on a yearly basis as before, contractual staff after the initial year of service are renewed based on the lifespan of the project.

The study to update the employee retirement benefits' program was completed as planned. Recommendations have been made and are now waiting to be acted upon.

- o Staff development opportunities were provided as planned. However, language capability enhancement for concerned staff and the conduct of workshops on regional situations were postponed until 1993. Instead of the targeted four training courses for the secretarial staff on the use of computer software programs, only one was given due to lack of common time for the conduct of these courses. The others will be offered when time permits.
- o Policies on current library procedures and practices have been reviewed as planned and improvements will be implemented by next year.

b. Institutional Management System

- o Institute-wide planning, reflection meeting, assemblies, and research seminars were conducted as planned.
- o Institutionalization of a program monitoring and evaluation system, including a management information system, has been initiated and partially completed.
- o An improved system of funds allocation, review of funds status, and regular field audit has been developed and implemented.
- o In addition to the general assemblies conducted, 24 issues of the internal newsletter, IIRR Calendar, have been published to enhance inter-unit exchange of information.

c. Resource Development

- o Implementation of the project for campus development has been started; planned improvements in the training facilities and accommodations in order to increase amount of income generated from these facilities were accomplished; 16 project proposals have been prepared and submitted for funding. In addition, plans to construct another dormitory, to expand accommodations offered on the campus, have been finalized.

VI. FINANCIAL REPORT

Please see Attachment 1.

VII. LESSONS LEARNED AND LONG-TERM PROJECT IMPLICATIONS

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

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

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

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

A. BUDGETED VERSUS ACTUAL EXPENDITURES

<u>Project Elements</u>	<u>Two Years</u>		<u>FUTURE FUNDING</u>		<u>Total Cost 5 Years</u>	
	<u>07/01/90 to 06/30/92</u>		<u>07/01/92 TO 06/30/95</u>			
	<u>Budget</u>	<u>Expend.</u>	<u>Budget</u>	<u>Projected</u>	<u>Budgeted</u>	<u>Projected</u>
Program Costs	2,096,000	2,466,786	3,114,000	3,114,000	5,210,000	5,580,786
Procurement	5,000	44,010	15,000	15,000	20,000	59,010
Evaluation	41,000	39,757	84,000	84,000	125,000	123,757
Indirect Costs	<u>570,000</u>	<u>578,336</u>	<u>855,000</u>	<u>855,000</u>	<u>1,425,000</u>	<u>1,433,336</u>
Total Project	<u>2,712,000</u>	<u>3,128,889</u>	<u>4,068,000</u>	<u>4,068,000</u>	<u>6,780,000</u>	<u>7,196,889</u>

B. SOURCES OF PROJECT FUNDS FOR THE PVO

A.I.D. Matching Grant	1,200,000	1,200,000	1,800,000	1,800,000	3,000,000	3,000,000
Private - Cash	<u>1,512,000</u>	<u>1,928,889</u>	<u>2,268,000</u>	<u>2,268,000</u>	<u>3,780,000</u>	<u>4,196,889</u>
TOTAL	<u>2,712,000</u>	<u>3,128,889</u>	<u>4,068,000</u>	<u>4,068,000</u>	<u>6,780,000</u>	<u>7,196,889</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 - YEARS 1 & 2

For the Period July 1, 1990 to June 30, 1992

A. BUDGETED VERSUS ACTUAL EXPENDITURES

<u>Project Elements</u>	<u>A.I.D.</u>		<u>PVO</u>	
	<u>Budget</u>	<u>Expend.</u>	<u>Budget</u>	<u>Expend.</u>
Program Costs	933,000	970,908	1,163,000	1,495,878
Procurement	0	0	5,000	44,010
Evaluation	15,000	15,497	26,000	24,260
Indirect Costs	<u>252,000</u>	<u>213,595</u>	<u>318,000</u>	<u>364,741</u>
Total Project	<u>1,200,000</u>	<u>1,200,000</u>	<u>1,512,000</u>	<u>1,928,889</u>

B. SOURCES OF PROJECT FUNDS FOR THE PVO

	<u>1st Year</u>	<u>2nd Year</u>	<u>Years 1 & 2</u>
A.I.D. Matching Grant	600,000	600,000	1,200,000
Private - Cash	<u>1,088,939</u>	<u>839,950</u>	<u>1,928,889</u>
TOTAL	<u>1,688,939</u>	<u>1,439,950</u>	<u>3,128,889</u>

INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTIONA.I.D. MATCHING GRANTCooperative Agreement No. OTR-0158-A-00-0084-00FINANCIAL PROFILE OF THE PROJECT - YEAR 2

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

A. BUDGETED VERSUS ACTUAL EXPENDITURES

<u>Project Elements</u>	<u>A.I.D.</u>		<u>PVO</u>	
	<u>Budget</u>	<u>Expend.</u>	<u>Budget</u>	<u>Expend.</u>
Program Costs	464,000	486,037	574,000	619,186
Procurement	0	0	5,000	33,301
Evaluation	10,000	10,176	18,000	18,390
Indirect Costs	<u>126,000</u>	<u>103,787</u>	<u>159,000</u>	<u>169,073</u>
Total Project	<u>600,000</u>	<u>600,000</u>	<u>756,000</u>	<u>839,950</u>

B. SOURCES OF PROJECT FUNDS FOR THE PVO 2nd Year

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 - YEAR 1

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

A. BUDGETED VERSUS ACTUAL EXPENDITURES

<u>Project Elements</u>	<u>A.I.D.</u>		<u>PVO</u>	
	<u>Budget</u>	<u>Expend.</u>	<u>Budget</u>	<u>Expend.</u>
Program Costs	469,000	484,871	589,000	876,692
Procurement	0	0	0	10,709
Evaluation	5,000	5,321	8,000	5,870
Indirect Costs	<u>126,000</u>	<u>109,808</u>	<u>159,000</u>	<u>195,668</u>
Total Project	<u>600,000</u>	<u>600,000</u>	<u>756,000</u>	<u>1,088,939</u>

B. SOURCES OF PROJECT FUNDS FOR THE PVO

1st Year

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