

FIRST ANNUAL REPORT

ON

**A TRANSREGIONAL PROGRAM TO BUILD NGO CAPACITY FOR SUSTAINED
DEVELOPMENT IMPACT**

Cooperative Agreement No FAO-0158A-00-6050

February 1998

Submitted to

**AGENCY FOR INTERNATIONAL DEVELOPMENT
BUREAU FOR HUMANITARIAN RESPONSE**

by the

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LIST OF ACRONYMS

ADRA - Adventist Development and Relief Agency

AIDS - Acquired Immune Deficiency Syndrome

ARO - IIRR's Africa Regional Office

BARRA - Bangladesh Rural Reconstruction Association

CDA - Community Development Association

CEA - Ecuadorian Network of Regenerative Agriculture

CEOPS - Ecuadorian Corporation of NGOs

CIDSE - Cooperation Internationale Pour le Developpement et la Solidarite

CRS - Catholic Relief Services

CWDS - Community Welfare Development Society

DANIDA - Danish International Development Agency

DIP - Detailed Implementation Plan

DOH - Philippine Department of Health

DPPC - Disaster Preparedness and Prevention Commission

EARRA - East African Rural Reconstruction Association

FGAE - Family Guidance Association of Ethiopia

FPAU - Family Planning Association of Uganda

GhRRM - Ghana Rural Reconstruction Movement

GO - Government Organization

List of Acronyms (Cont'd)

ICDM - Integrated Conservation and Development

ICIMOD - International Centre for Integrated Mountain Development

ICLARM - International Center for Living Aquatic Resources Management

ICRA - International Course in Regenerative Agriculture

ICRDM - International Course in Rural Development Management

IDR - Institute for Development Research

IDRC - International Development Research Center

IIRR - International Institute of Rural Reconstruction

ILEIA - Information Center for Low-External Input and Sustainable Agriculture

INIAP - Ecuadorian National Agricultural Research Institute

IRRM - Indian Rural Reconstruction Movement

MYRADA - Mysore Resettlement and Development Administration

NGO - Non-Government Organization

NOVIB - Nederlandse Organisatie Voor Internationale Ontwikkelingssamenwerking

NRRM - National Rural Reconstruction Movement

OCAT - Organizational Capacity Assessment Tool

PAHO - Pan American Health Organization

PRRM - Philippine Rural Reconstruction Movement

PVO - Private and Voluntary Organization

List of Acronyms (Cont'd)

REPPIKA - Regional Program for the Promotion of Indigenous Knowledge in Asia

ROLA - IIRR's Regional Office for Latin America

RR - Rural Reconstruction

RRAA - Rural Reconstruction Alumni Association

RRN - Rural Reconstruction Nepal

SADOPECO - Santo Domingo People's Cooperative

SARRA - South Asia Rural Reconstruction Association

UST - Unnayan Shahagojy Team

EXECUTIVE SUMMARY

In September 1996, the United States Agency for International Development (USAID) awarded the International Institute of Rural Reconstruction (IIRR) a \$1,500,000 Matching Grant (FAO-0158A-00-6050) for "A Transregional Program to Build NGO Capacity for Sustained Development Impact". The grant period is September 30, 1996--September 29, 1999

IIRR is pleased to submit its first annual progress report on this grant, covering the period of September 30, 1996 to September 29, 1997

Program Goal and Purposes

The goal of the program is to promote sustainable improvements in income, health, and food security for the poorest of the poor in selected developing countries

The purposes are 1) To strengthen the capacity of IIRR's NGO partners to implement participatory, people-centered local development programs 2) To increase the capacity and sustainability of IIRR's Regional Centers

The critical development issue being addressed is the capacity of NGOs to achieve positive results in (a) food security at the household family level, (b) sustainable use of natural resources, (c) economic empowerment of women and household income generation, (d) reproductive health, (e) maternal and child health, and (f) environmental health

Achievements in Year 1

During the first year, IIRR has reached or exceeded all program targets and carried out all of the major activities specified in the Detailed Implementation Plan for this period. Almost 1,000 staff members from more than 300 development organizations attended IIRR training courses. There was significant expansion in activities in Africa and Latin America. IIRR's office in Ethiopia received official government recognition, greatly expanding opportunities in the country. A new office in Nepal was opened in March 1997 to develop programs in South Asia.

Information Resources Several important information resources were published, including *Ethnoveterinary Medicine in Kenya*, *Green Manures and Cover Crops Information Kit*, *Recording and Documenting Indigenous Knowledge*, *Farmer-to-Farmer Extension Lessons from the Field*, (Spanish and English), *Bio-Intensive Gardening Kit* (Spanish), *Documenting, Evaluating and Learning from Our Development Projects A Participatory Systematization Workbook* (Spanish & English), *Participatory Rural Appraisal* (Spanish)

IIRR materials development workshops provide an effective means for documenting best practices in different subject areas and promoting South - South information exchange

Tools for Participatory Development IIRR provided training and follow-up support to enable local organizations to develop "state-of-the-art" tools for promoting participatory sustainable development. These approaches include Participatory Technology Development and Dissemination, Participatory Rural Appraisal, Farmer-to-Farmer Extension, Participatory Monitoring and Evaluation, Systematization of planning and implementation of development projects, and the Organizational Capacity Assessment Tool (OCAT).

Sectoral Field Research Field research programs in different countries tested and refined new approaches to environmentally sound food production, prevention of post-harvest losses, water resource management, integrated conservation and development, aquaculture, community managed health, and rural AIDS education.

Management and Administration In addition to shifting the center of gravity from its Philippine headquarters and training center to the regional offices for Latin America, Africa and Asia, IIRR took steps to strengthen its financial sustainability, budgeting, financial management and information systems, human resources, and its capacity to monitor, evaluate and analyze lessons from its field programs. As summarized in the Detailed Implementation Plan, a strategic planning meeting in February 1997 developed plans for strengthening IIRR's management and program capacities in ten key areas.

I OVERVIEW OF YEAR ONE AND CHANGES SUBSEQUENT TO DETAILED IMPLEMENTATION PLAN (DIP)

A Major activities carried out during Year One include

- Conference on Reproductive Health and Communication at the Grass Roots Organizations from 15 African and Asian countries attended a conference in May 1997 in Addis Ababa on appropriate information, education, and communication strategies for promoting reproductive health. 28 case studies were presented and will be documented in a workbook to be published later this year. Summarizing the output of the conference findings, the Minister for Women's Affairs of Ethiopia, Woz Tadelech Haile Michael, said that the participants had shared "effective and appropriate communication strategies that are sensitive to the indigenous culture and have relevance to people's lifetime experiences."
- Regional Workshops in East Africa Regional Workshops on Training of Trainers, Food Security, Watershed Management, Monitoring and Evaluation were held in Kenya in May, August, and September. Participants from four African countries attended.
- Farmer to Farmer Extension Regional Workshop on Farmer-to-Farmer Extension was held in Ecuador in March 1997. There were 29 participants from 14 organizations in Peru, Ecuador, Venezuela, and Colombia. Two national courses on Farmer Participatory Research were held in Ecuador in May and September.
- Water Harvesting A project to promote water harvesting to support vegetable production in Kadida Gamalla district in Ethiopia has improved food security, income generation, and preservation of natural resources. 2,100 farm families now have vegetable gardens. Thirty families have dug water reservoirs which provide water in the dry season, when vegetables are especially valuable sources of family income. Other families have dug simpler wells by hand. The water supply will make it possible to expand the program further by introducing dairy raising and bee keeping.
- Participatory Technology Development and Dissemination Ten farmer-researcher groups have been organized in the Central and Northern Highlands of Ecuador. These groups have carried out research on a variety of subjects including controlling insects and disease of potatoes and bean varieties, llama husbandry, and raising of guinea pigs (which is an important source of nutrition in Ecuador and is a useful income generating activity). The project is carried out in collaboration with the International Center for Tropical Agriculture (CIAT), providing field tests and adaptations of technologies which CIAT has developed. For example, one group of women in the village of Pintag carried out research on the best breeds of guinea pigs for their community and appropriate sanitation and husbandry. Mortality in the raising of guinea pigs was cut by more than half. The village has been a training site on participatory research. Moreover, the project which is in a buffer zone for the Antisana Forest Reserve is also a demonstration of how to provide a financially profitable alternative to reduce pressure on the

forest The Antisana Foundation, a local conservation group, is using the project as a model for integrated conservation and development

- Bio-intensive gardening in Honduras 250 bio-intensive gardens have been established in 35 communities in Santa Barbara State
- Farmer-to-Farmer training in Andean agroecology 40 farmer promoters in different communities will share sustainable agriculture technologies
- Micro-enterprise development in Riobamba Region of Ecuador This pilot project tests systematic approaches to promoting micro-enterprises and rural credit A total of 130 loans have been given to date, 70 per cent to women
- Training programs were conducted in community health in Nepal and in strategic planning, monitoring and evaluation in Bangladesh
- IIRR's center in the Philippines offered courses on development communications, rural development management, community managed health, integrated conservation and development, environmental management, development communication and sustainable agriculture training of trainers

All major activities presented in the Detailed Implementation Plan for Year One have been carried out A comparison of the Detailed Implementation Plan with activities carried out in Year One, and summaries of activities in each region are attached (Appendices 1 & 2)

B Partners and Institutional Capacity Building

A complete list of partner organizations and details of IIRR's relationship with them has been provided in the Detailed Information Plan (Appendix 3)

Some highlights during the first year include

- INIAP (Ecuadorian National Agricultural Research Institute) -- IIRR and INIAP collaborated on production of information materials INIAP has developed its materials production capacity and can now produce its own information kits of sustainable agriculture
- PAHO--(Pan American Health Organization) -- IIRR helped PAHO develop an environmental sanitation pilot project
- Fundacion Esquel IIRR helped Fundacion Esquel evaluate its "Program in Sustainable Human Development"
- Rural Reconstruction Nepal and Community Welfare Development Society -- IIRR has strengthened the ability of these partner organizations to manage and carry out community health programs These programs have been more effectively integrated with other development interventions and have been made

more responsive to the needs of different age groups and the conditions in different ecosystems

- Bangladesh Rural Reconstruction Association and Community Development Association -- IIRR helped these Bangladesh organizations develop strategic plans and improved planning, program management, monitoring and evaluation systems
- Family Guidance Association of Ethiopia -- IIRR and FGAE collaborated on the major conference on Reproductive Health (See p 3)

II CONSTRAINTS, UNEXPECTED BENEFITS, AND LESSONS LEARNED

Although IIRR training and consultancies have expanded greatly in Africa and Latin America, there is some concern that small NGOs lack the human and financial resources for participation in a sustained institutional capacity building program IIRR is experimenting with a system of fees, per diem, community and commodity support to encourage these organizations to develop and use appropriate resources for institutional capacity building

IIRR recognizes a need to expand its field programs in Africa to provide practical experiences for its training workshops Field demonstrations of collaborating organizations have been useful but are not sufficient to insure quality and relevance of the field experiences IIRR is expanding its bio-intensive gardening and water resource management project in Ethiopia and is planning to develop additional field projects and field learning centers

Case studies and audiovisuals for the training programs will also be improved

III CHANGES IN PROJECT DESIGN

There have been no changes in project design, though an organizational restructuring is now being carried out to further strengthen the regional offices, particularly the Asia office, and to strengthen IIRR's capacity to analyze and learn from its field experiences In addition, as part of IIRR's effort to strengthen its monitoring and evaluation and ability to extract lessons from field projects, a Deputy Vice President for Program has been appointed with primary responsibility in these areas (Appendix 4) He will have overall responsibility for monitoring and evaluation A Financial Resource Development Support Office will monitor grant activities closely and will provide analysis of specific program data A resume of the director of this office is attached (Appendix 4)

APPENDIX 1

COMPARISON OF DIP WITH ACTIVITIES CARRIED OUT IN YEAR I

PROGRAM PURPOSE 1 To strengthen the capacity of IIRR's NGO partners to implement participatory, people-centered local development programs

Headquarters

- 1 *Conduct training courses on rural development and related critical issues*
 - All training courses on rural development and related critical issues were conducted on schedule, except for the Watershed training, which was deferred until 1998, and the course on Gender Analysis
- 2 *Production of trans-regional communication materials and publications*
 - IIRR held a workshop to produce a Coastal Resource Management Information Kit, which will be printed in 1998. Production of the Environmental Health Information Kit was postponed

Asia

- 3 *Conduct national and regional training courses, workshops, seminars*
 - Nepal activities included a national training of trainers on Presentation Skills and two training courses for community health workers were conducted with Community Welfare Development Society, and Rural Reconstruction Nepal
 - Development of curriculum on Regional Training of Trainers and Aquaculture training for small scale farmers has been postponed
- 4 *Respond to requests for technical advisory services of selected NGOs and GOs*
 - IIRR provided technical assistance to CIDSE Cambodia for Training Program Evaluation and Needs Assessment Design. It also helped CIDSE to develop case studies on the impact of their projects

- The Asia Office conducted workshops on Program Development and Management for Catholic Relief Services as well as Participatory Rural Appraisal for partners of Christian Aid in the Philippines. IIRR also provided technical assistance to the Philippines Red Cross
- 5 *Initial profiling of RR alumni for the purpose of developing a data-base benchmark data (Nepal/Bangladesh)*
- Profiling of Rural Reconstruction alumni has begun in Nepal
- 6 *Identification and selection of NGOs to be assisted*
- (See Appendix 3, p 18-23 of DIP)
- 7 *Generate knowledge through the implementation of field projects using participatory approaches in collaboration with selected organizations*
- IIRR Asia office assisted the following partners in project and program development
- NEPAL CWDS, RRN, ICIMOD, NERRA
- BANGLADESH SAP, BARRA, RDRS, ICIMOD
- PHILIPPINES PRRM
- IIRR continued health intervention strategies with community partners in Cavite and Bicol
- 8-9 *Regular monitoring and participatory evaluation of on-going field projects, and*
- Process documentation of field programs and capacity development efforts for future sharing of information and learnings*
- Process documentation and participatory methods have been used to monitor and evaluate IIRR's work in Asia. This has given IIRR opportunities to learn and enrich the quality of its regional and international training and capacity building program
- 10 *Production of technical papers and/or communication materials to share learnings generated from the field program and networking*
- During the period of reporting, a workshop for the production of an information kit on aquaculture was conducted in Bangladesh. The publication is undergoing

final editing A workshop on natural resource management in rainfed drylands was conducted in India Both workshops were highly successful and received positive evaluation from participating partners

Africa

11 *Holding of national and regional training courses/seminars/workshops for all interested GOs and NGOs in the region especially those based in the focus countries*

- The Africa Regional Office completed the following regional training activities in Kenya
 - Food security Through Watershed Management
 - Trainer of Trainers on Sustainable Agriculture
 - Needs Assessment, Project Design and Proposal Writing
 - Participatory Monitoring and Evaluation

The Africa Regional Office offered training and other capacity building opportunities to Ethiopian partners These included training courses on the following topics

- Farmer-Farmer Extension
- Gender Analysis
- Rural Development Management

12 *Strategic plan development of the organizations in the cluster and based on the results, development of a detailed capacity building and mentoring plan (Ethiopia and Kenya)*

- IIRR's ARO staff worked with a cluster of Ethiopian NGO partners in the development of their strategic plans They have begun the implementation of a comprehensive capacity building and mentoring plan

13 *Development of a plan for the implementation of reproductive health and population initiatives for the region*

- A trans-regional (Africa-Asia) conference on reproductive health and communications at the grass-roots was attended by representatives from 15 countries

14 *Development of a more focused gender program centered around women's economic activities (Ethiopia)*

- The hiring of a Gender specialist and the conduct of a gender analysis course marked the beginning of ARO's gender program in Ethiopia

15-16 *Process documentation of field programs and capacity development efforts, and*

Production of technical papers and/or communication materials to share learnings generated from the field program and networking

- Process documentation of all activities has contributed to improve quality of education and learning content and methodology. A best practices workshop on sustainable agriculture in the great lakes region of Africa has been postponed until the second year of the grant

Latin America

17 *Provision of technical advisory services to the following organizations and others upon request throughout the duration of the Matching Grant Program*

- IIRR's Regional Office for Latin America (ROLA) provided technical assistance to INIAP and PAHO as planned. Its work with CRS was interrupted due to project expansion and staff changes. It is expected to resume in 1998

18 *Holding of at least 10 national training courses and workshops mainly focusing on participatory tools for project identification, planning and systematization and participatory tools for the development, dissemination of sustainable agriculture technologies and sustainable technologies per se*

- ROLA conducted a number of training courses and workshops focusing on enhancing partners' skills in the use of participatory methodologies for project identification, planning and systematization. The focus of ROLA's training was sustainable agricultural technology. All activities except the Workshop on Participatory Rural Appraisal in Honduras were conducted as scheduled. The Honduras activity has been postponed until a later date

19 *Provision of follow-up activities to train alumni upon their request focusing on the practical application of skills acquired during the training*

- Follow-up training with alumni on request

A

20-22 *Pursue the development and implementation of new field program initiatives and continue implementation of on-going initiatives,*

Process documentation of field programs and capacity development efforts for future sharing of information and learnings, and

Production of technical papers and/or communication materials at the end of the program to share learnings generated from the field program

- The process documentation of ROLA's Farmer-to-Farmer Participatory Research an Extension field work has continued to provide an effective method to improve training activities and produce educational materials and manuals for field work Manuals on bio-intensive gardening, participatory rural appraisal, systematization in Spanish and English, and a book on Farmer Led Extension in Spanish and English were published

The success of the second stage of ROLA's microenterprise project in Ecuador has led to significant expansion plans for 1998

PROGRAM PURPOSE 2 To increase the capacity and sustainability of IIRR's Regional Centers (a) to deliver and sustain services to NGOs, (b) to undertake process documentation and impact evaluation, and (c) to promote inter-institutional learning and networking

During 1997 the matching grant provided several important opportunities for IIRR to systematically plan for organizational improvements that will contribute to the sustainability of it's program at regional and international levels

Headquarters

23 *Participation in a workshop on strategies for sustainable development to identify inputs for IIRR's resource generation strategy*

- In January 1997, four management staff participated in a workshop conducted by Institute for Development Research (IDR) on institutional sustainability

24 *Institutional action planning to identify key issues and actions required to help IIRR attain sound financial, structural and management systems and make it an effective and efficient learning and sharing organization for rural reconstruction*

- In February the Institute undertook a one-week planning process Participants included representatives from the Board of Trustees, Senior Management,

Program, Training and Administration IIRR used the process to identify improvements in key management systems necessary for IIRR to become an efficient and effective learning and sharing organization. The successful implementation of these plans is recognized as crucial to its sustainability goals.

25 *Design and implementation of an efficient and effective financial management information system*

- IIRR has already effected some improvement in the financial management information system. A comprehensive computerized system is expected to be completed early in 1998.

26 *Clarification of staff roles, responsibilities and decision-making processes*

- The clarification of staff roles and responsibilities will be addressed during an organizational restructuring which is planned for early 1998.

27 *Implementation of a human resource development system*

- A new human resource manager was hired during the reporting period and has designed a detailed action plan necessary to achieve an effective Human Resource Development System.

28 *Development and implementation of a comprehensive resource generation strategy that will cover all core costs associated with relevant high quality programs*

- Significant efforts have been made to develop information systems to support IIRR's resource generation strategy.

29 *Institutionalization of a system for multi-level monitoring and evaluation*

- An institutional monitoring and evaluation system has been designed and is expected to be implemented in early 1998.

30-34 *Implementation of policy and guidelines on NGO networking and cooperation,*

Analysis of alternative organization structure,

Development of systems, processes and procedures for packaging and sharing lessons learned during IIRR's field experiences

Clarification of issues of governance of IIRR, and

Hiring of required staff (personnel officer, marketing and evaluation)

- Being carried out as part of the Strategic plan finalized in 1997

35 *Enhancement of staff capabilities*

- During the reporting period more staff have been engaged in international training and technical assistance contracts. This has increased both the capacity of the Institute to implement an effective international program, as well as the professional experience of the individuals involved

Asia

36 *Establishment of sub-regional office for South Asia*

- A sub-regional office has been established in Kathmandu, Nepal

37 *Collaborate with headquarters the development and implementation of systems, processes and procedures indicated in item # 25-32 in the region*

- Efforts have been made to insure that improvements to the Institute's management systems are systematically integrated at regional levels

38 *Setting-up of a development weather station for South Asia to monitor current thinking and emerging trends on critical development issues in the region*

- Scheduled for 1999

39-40 *Enhancement of staff capabilities, and*

Hiring of required additional staff

- An office manager for Nepal was hired and she participated in IIRR's ICRDM International Course in Rural Development Management management in August as a means to enhance regional capability

Africa

41 *Explore the possibility of establishing learning centers in the region*

- The concept for a learning resource center has been developed in Ethiopia

42 *Collaborate with headquarters the development and implementation of systems, processes and procedures indicated in item # 25-32 in the region*

11

- Efforts have been made to ensure that improvements to the Institute's management systems are systematically integrated at regional levels

43 *Enhancement of staff capabilities*

- Efforts to enhance staff capacities have included computer training

44 *Hiring of required additional staff*

- ARO has employed a monitoring and evaluation officer as well as a gender specialist It is currently recruiting for a program coordinator

Latin America

45 *Collaborate with headquarters the development and implementation of systems, processes and procedures indicated in item #25-32 in the region*

- Efforts have been made to insure that improvements to the Institute's management systems are systematically integrated at regional levels

APPENDIX 2

SUMMARY OF ACTIVITIES IN EACH REGION

I. Africa

During the first year of the matching grant, IIRR's office in Africa carried out the following activities

- 10 trans-regional, regional and national sharing forums such as conferences, trainings and workshop
- 7 consultancies and advisory missions
- trans-regional conferences, trainings, workshops, consultancy missions, institutional mentoring, and publications
- Pact-IIRR Ethiopia NGO capacity enhancement project
- Generated resources from diverse sources (training, consultancies, projects, guesthouse rent) moving ARO to financial sustainability
- Increased staff skills and capacity by attracting highly competent staff and upgrading the skills of existing staff through various training activities
- Improved its office management capacity through purchase of new equipment and upgrading the existing ones and installing better communication facilities
- Improved its linkages and networking with government, NGOs and donors, thus increasing demand for its services

A TRAININGS

Course title	No of Participants	Countries Represented	Dates	Country
TOT for Sustainable agriculture	15	4	May	Kenya
Food security/watershed Management	19	3	August	Kenya
Monitoring and evaluation	12	4	September	Kenya
Development managers course	19	8	Oct - Nov	Kenya
Integrated Rural Manager Course	14	Ethiopia		Ethiopia
TOF on strategic planning	17	Ethiopia		Ethiopia
Farmer Led Extension	14	Ethiopia		Ethiopia
Project Design & Proposal Writing	14	Ethiopia		Ethiopia
Population Conference		15	May	Ethiopia
Gender	18			Ethiopia

Three staff of the learning center participated in the food security through management course

Other training-related activities carried out during the year were

- Training needs assessment involving 150 Kenyan NGOs This was done through a survey followed by a visit to three organizations by ARO staff to verify the findings from the questionnaires
- Acquisition and development of training materials
- The development of a concept for the follow-up course participants in Kenya

B CONSULTANCIES

Nature of consultancy	Organization	No of Participants	Country
Training needs assessment	Radda Barnen	10	Sudan
Community organization course	Radda Barnen	10	Sudan
Managers course	Compassion International	9	Kenya
Vulnerability in Ethiopia	Disaster Preparedness and Prevention Commission (DPPC)		Ethiopia
Capacity Assessment of Local Organizations	CARE Kenya		Kenya
Strategic Planning	DPPC	26	Ethiopia

C MENTORING

- 11 NGOs were mentored on the development of the strategic plans
- 7 NGOs on financial accounting procedures and computerization of the accounting systems
- 2 NGOs were mentored on monitoring and evaluation
- 8 NGOs were mentored on food security through watershed management

D LEARNING CENTER ESTABLISHMENT

The concept of the learning center has been developed and six of the learning center members participated in an exposure visit to Kenya

The preparatory workshop for the Sustainable Agriculture Extension Manual production has been done and a steering committee of 7 NGOs selected

II. LATIN AMERICA

A PROVISION OF TECHNICAL ADVISORY SERVICES

1 Catholic Relief Services (CRS)

The on-going systematization of their credit/health project in Ecuador is delayed due to CRSs change of staff and expansion of the project. It is expected renewed level of activity in 1998.

2 Ecuadorian National Agricultural Research Institute (INIAP)

The consultancy with INIAP was successfully accomplished in the first semester of 1996. The main objectives of the consultancy were to

- Train selected INIAP staff in the different components of the workshop on participatory production of sustainable agriculture material. The workshop was held from March 31 to April 4, 1997. 22 INIAP staff participated in the workshop.
- Produce different training materials, as a result of the participatory workshop (post-production). This phase is considered in-service training of INIAP staff in the whole process of producing sustainable agriculture materials after the workshop.

The following materials were produced

THEMES	MATERIALS		
	# Books	# Leaflets	# Posters
Organic Control of Premnotrypes Vorax	1500	5000	1500
Reproduction of potatoes through buds	500	5000	500

The two themes were selected by INIAP. Both technologies were validated in the last 8 years and were considered as priority areas at national level. IIRR was able to successfully train INIAP staff to lead future participatory production of sustainable agriculture material. At the same time, important training and promotion materials were produced to solve two critical potato production problems, the main staple crop in Ecuador.

3 Pan American Health Organization (PAHO)

This consultancy was successfully accomplished in the first semester of 1997. The objective of the consultancy was to assist PAHO to develop an environment sanitation pilot project using participatory methodologies.

IIRR staff conducted the following activities as part of this consultancy

- Selected 6 communities where the pilot project was implemented
- Participatory diagnostic and planning of the pilot projects in 6 communities
Several staff from different government agencies and PAHO were trained and assisted in conducting a participatory rural appraisal and developing 6 logical frameworks for the project, one per community
- Developed 6 community-based, environment sanitation plans in collaboration with government and PAHO staff with community members

4 Fundacion Esquel

IIRR staff facilitated the identification and analysis of the global impact resulting from the implementation of the "Program in Sustainable Human Development" implemented in Ecuador by Fundacion Esquel. The program consists of 19 projects

B WORKSHOPS ON PARTICIPATORY METHODOLOGIES

The main objective of the following courses was to share participatory methodologies and practical tools and techniques to improve the quality of work of NGO staff. Most planned courses were conducted, except PRA in Honduras and ZOPP in Ecuador, which are rescheduled for 1998

- 1 Workshop on Systematization of Development Projects** The workshop was held in the city of Cuenca, Ecuador, on June 17-18, 1997. The workshop was conducted upon request by an institutional capacity building project, ACORDES, led by a Belgian NGO in collaboration with the University of Cuenca. 23 participants from 16 local organizations were present in the workshop.
- 2 Courses on Participatory Technology Development** Two courses were offered on PTD, one for professional staff of NGOs and GOs, and another one for farmer promoters in the Latacunga Region. The SECOND NATIONAL WORKSHOP ON FARMER PARTICIPATORY RESEARCH, a two-week national level course, was held in Ecuador from May 5 to 16, 1997. 17 participants (extension workers and other professional staff) from 7 organizations participated in the course.
- 3 Workshop on farmer-to-farmer extension** The THIRD REGIONAL LATIN AMERICA WORKSHOP ON FARMER-TO-FARMER EXTENSION was held in Quito, Ecuador from March 18-20, 1997. 29 participants from 14 organizations from Ecuador, Venezuela, Peru and Colombia participated in this event. Based on the lessons learned and the need in his country, a participant replicated this F2F workshop in October 1997 in Bolivia.
- 4 Courses on Sustainable Agriculture technologies** In 1997, 15 workshops were coordinated by IIRR and facilitated by farmer promoters, with the participation of

more than 200 farmers from approximately 20 farmer organization or communities

C IMPLEMENTATION OF FIELD PROGRAMS

Three major learning programs are being implemented as planned farmer participatory research, farmer-to-farmer extension, and micro-enterprises

- 1 Farmer participatory research** The second year of the project has provided training to a second batch of NGO staff to implement their own farmer-researcher groups. In this year IIRR staff is providing follow-up to the last years' trainees as well. A project coordinator, Veronica Proaño, was hired to lead the project on a part-time basis. So far the project has established and supported the work of 10 farmer-researcher groups around the country.

In 1997, project staff and funders have decided to focus the project just in the Central and Northern regions of the Highlands, since the strategy of serving the whole country proved not to be efficient. Furthermore, IIRR decided to focus its work on PTD mainly with farmer promoters, but follow-up will be provided to technical staff as requested. In June 1997, Nelly Endara (Program Officer) and Veronica Proaño (Project Coordinator), together with farmer leaders, were invited to attend a meeting of farmer-researcher groups in Colombia, with the objective of replicating the meeting of farmer-researcher groups in Ecuador. The project is collaborating with two important government institutions like INIAP and the Ministry of Agriculture, to influence them on the relevance of farmer participation in their national research programs. INIAP is already planning their first internal participatory technology development course for their own agricultural researchers.

- 2 Farmer-to-Farmer Training Program in Andean Agroecology** This program started in January 1997. The project is lead by Jose Carvajal and Wilson Cisneros. Its objective is to promote farmer-to-farmer courses and cross visits among different highland communities to share successful sustainable agriculture practices. The first semester of 1997 focused on the diffusion of the program at a national level. Visits were conducted in the Highland Provinces of Ecuador. 72 organizations were visited (37 NGOs and government agencies and 35 farmer associations). As a result of this initial visit, 11 applications were submitted to IIRR to support specialized workshops among different communities. More than 40 farmer promoters were identified and are committed to be facilitators in different communities to share successful sustainable agriculture technologies. In 1997, 15 courses were offered.
- 3 Micro-enterprises project** This project is implemented in the Riobamba region of Ecuador. The third phase of the project began in September 1997. The original methodology was modified, by including the lessons learned in the last two years of project implementation.

As of November 1, 1997, there are 60 active loans, out of the 129 given in the last

two years Of the total number of loans given, 70% of them have been given to women and 30% to men Repayment rates are 97% (voluntary) and 3% (through lawyer)

Month	# Loans
January	4
February	3
March	4
April	2
May	10
June	5
July	10
August	8
September	8
October	7
TOTAL	61 loans

D PUBLICATIONS

The following materials were published as part of the process documentation effort to share information and lessons learned

- *Bio-Intensive Gardening Kit* (in Spanish)
- *Farmer-to-farmer Extension Lessons from the Field* (Spanish & English)
- *Participatory Systematization Workbook* (Spanish & English)
- *Participatory Rural Appraisal* (in Spanish)

Cover Crops and Green Manure Kit (in Spanish), *Logical Frame Work* are being completed

E NETWORKING

Two major meetings were attended by ROLA staff

- Conference of Participatory Action Research in Colombia, where the systematization workbook was widely disseminated
- A paper on systematization was presented at the WWF Board meeting in Ecuador, that, together with other 2 influential presentations, provided the basis to recommend two important aspects to the WWF board training in participatory approaches and "systematization" of ICDPs and other conservation-oriented activities

III ASIA

The Asia Office carried out the following activities

A TRAINING

- 1 National Training of Trainers Course on Presentation and Facilitation Skills (Nepal 18 participants from 12 organizations)
- 2 Training on Community Health (Nepal 25 RRN field staff)
- 3 Training on Community Health (Nepal 15 CWDS staff)

B WORKSHOPS

- 1 Program development and management workshop for the Catholic Relief Services -Southeast Asia Forum (Philippines -21 participants from CRS offices in Cambodia, Vietnam, Indonesia, Thailand, Philippines, Russia)
- 2 Workshop on Participatory Rural Appraisal (Philippines 25 participants from 22 Philippine partner organizations of Christian Aid)
- 3 Workshop on Community Health (Nepal 15 field manager and program officers of RRN)
- 4 BARRA -Strategic Planning (Bangladesh)
- 5 CDA - Workshop to establish a planning, monitoring and evaluation system (Bangladesh)

C CONSULTANCIES

- 1 CIDSE - Cambodia
 - Training Program Evaluation and Training Needs Assessment Design
 - Baseline Survey Course

D PROGRAM DEVELOPMENT

- 1 Proposal development for
 - CWDS Integrating Health Development in Mid Hill Rural Nepal (Nepal)
 - RRN Integrating Health with Women Empowerment in Rural Reconstruction (Nepal)
 - Profiling and Disseminating Soil and Water Management Practices in the Hindu-Kush Himalayan Mountain Region (ICIMOD Pakistan, India, Myanmar, Bangladesh, Nepal, China) Himalayan Mountain Region (ICIMOD Pakistan, India, Myanmar, Bangladesh, Nepal, China)
- 2 NERRA - Concept paper on Strengthening Local Organizations

APPENDIX 3

ORGANIZATION	TYPE	TYPE OF RELATIONSHIP	REASON FOR RELATIONSHIP	ACTIVITIES TO BE CARRIED OUT BY ORGANIZATION
ASIA				
International Center for Integrated Mountain Development (ICIMOD)	NGO	formal	Support IIRR activities in the region	Provide funds and technical expertise in undertaking programs on the devt and dissemination of mountain agric technologies and rural institution building and trng (Nepal)
Nepal Rural Reconstruction Association (NERRA)	NGO	informal	Access IIRR assistance on institutional capacity development	Participate in program activities intended to enhance organizational skills in networking and participatory program management (Nepal)
Rural Reconstruction Nepal (RRN)	NGO	informal	Access IIRR assistance on institutional capacity development	Participate in a program aimed at developing institutional capacity for undertaking an ecological health project (Nepal)
Support Activities for Poor Producers of Nepal (SAPPROS)	NGO	formal	Access IIRR assistance on institutional capacity development	Participate in a program meant to enhance organizational capacities in establishing a comprehensive community health care system (Nepal)
Community Welfare Development Society (CWDS)	NGO	formal	Access IIRR assistance on institutional capacity development	Participate in activities meant to enhance skills in designing and implementing a community health project (Nepal)
Community Development Association (CDA)	NGO	informal	Access IIRR assistance on institutional capacity devt	Participate in activities to build capacity in integrated development (Bangladesh)
Bangladesh Rural Reconstruction Alumni Association (BARRA)	NGO	formal	Access IIRR assistance on institutional capacity development	Participate in activities meant to strengthen capability in networking, rural devt management and documentation (Bangladesh)
Village Education Research Council (VERC)	NGO	formal	Access IIRR assistance on institutional capacity development	Participate in a program aimed at enhancing capability in implementing education and environmental health projects (Bangladesh)

ORGANIZATION	TYPE	TYPE OF RELATIONSHIP	REASON FOR RELATIONSHIP	ACTIVITIES TO BE CARRIED OUT BY ORGANIZATION
Unnayan Shaha-gojoy Team (UST)	NGO	informal	Access IIRR assistance on institutional capacity development	Participate in activities meant to enhance capacities for undertaking field operational research and documentation (Bangladesh)
AFRICA				
ADRA (Adventist Development Relief Agency)	NGO	formal	Provides IIRR with opportunity for field learning	Assist IIRR in implementing a food security field project (Ethiopia)
Netherlands Development Agency	NGO	informal	Support IIRR activities in the region	Joint training and financial support for various national training (Ethiopia)
Lem-The environment and Development Society of Ethiopia	NGO	formal	Provides IIRR with opportunity for field learning	Collaborate with IIRR on the establishment of a learning center (Ethiopia)
Canadian Food-grains Bank	NGO	informal	Support IIRR activities in the region	Sends staff of partner organizations in IIRR training courses (Ethiopia)
PACT	NGO	formal	Support IIRR activities in the region	Finance IIRR local NGO capacity building initiative (Ethiopia)
Christian Relief and Development Assoc (CRDA)	NGO	informal	Support IIRR activities in the region	Sends staff of partner organizations in IIRR training courses (Ethiopia)
German Agro-Action	NGO	informal	Support IIRR activities in the region	Shares information on training courses conducted by IIRR and other information with NGO networks (Ethiopia).
Action Aid-Kenya	NGO	informal	Support IIRR activities in the region	Information exchange and networking (Kenya)
Action Aid-Ethiopia	NGO	informal	Support IIRR activities in the region	Information exchange and networking (Ethiopia)
Save the Children-US	NGO	informal	Support IIRR activities in the region	Exchange development information (Ethiopia)

ORGANIZATION	TYPE	TYPE OF RELATIONSHIP	REASON FOR RELATIONSHIP	ACTIVITIES TO BE CARRIED OUT BY ORGANIZATION
Uganda Rural Development and Training (URDT)	NGO	informal	Support IIRR activities in the region	Assist IIRR in implementing sustainable agriculture training activities (Uganda)
Environment Alert	NGO	informal	Support IIRR activities in the region	Exchange development information (Uganda)
Church of Uganda	NGO	informal	Support IIRR activities in the region	Provide information on IIRR training courses to its network (Uganda)
Family Guidance Association of Ethiopia (FGAE)	NGO	informal	Access IIRR assistance on institutional capacity development	Implementation of a Family Planning Education/Communication Project, co-hosts a population conference (Ethiopia)
Norwegian Church Aid (NCA)	NGO	informal	Access IIRR assistance on institutional capacity devt for its network	Contracts IIRR for in-house training and consultancies for organizations who are members of its network (Ethiopia)
World Neighbors	NGO	informal	Support IIRR activities in the region	Exchange development information (Uganda)
Canadian Physicians for Aid and Relief (CIPAR)	NGO	informal	Access IIRR assistance on institutional capacity development	Participates in some training courses conducted by IIRR (Ethiopia)
World Vision	NGO	informal	Access IIRR assistance on institutional capacity development	Participates in some training courses conducted by IIRR (Ethiopia)
Food for the Hungry	NGO	informal	Access IIRR assistance on institutional capacity devt	In-house capacity building in strategic planning sends staff to IIRR training courses (Kenya)
Food for the Hungry	NGO	informal	Access IIRR assistance on institutional capacity devt	In-house capacity building in strategic planning, sends staff to IIRR training courses (Ethiopia)
Relief Association of Wolo	NGO	informal	Access IIRR assistance on institutional capacity devt	Participates in some training courses conducted by IIRR (Ethiopia)

ORGANIZATION	TYPE	TYPE OF RELATION	REASON FOR RELATIONSHIP	ACTIVITIES TO BE CARRIED OUT BY ORGANIZATION
Ethiopian Environmental NGO (EENGO)	NGO	informal	Access IIRR assistance on institutional capacity development	Collaborate with IIRR in its strategic plan development, capacity mentoring and training (Ethiopia)
Community Road and Development Organization (CRDO)	NGO	informal	Access IIRR assistance on institutional capacity development	Collaborate with IIRR in its strategic plan development, capacity mentoring and training (Ethiopia)
Development Initiative and Sustainability Assuring Programs	NGO	informal	Access IIRR assistance on institutional capacity development	Collaborate with IIRR in its strategic plan development, capacity mentoring and training (Ethiopia)
Hundee-Oromo Grassroots Development Initiative	NGO	informal	Access IIRR assistance on institutional capacity devt	Collaborate with IIRR in its strategic plan devt , capacity mentoring and training (Ethiopia)
African Development Aid Association	NGO	informal	Access IIRR assistance on institutional capacity development	Collaborate with IIRR in its strategic plan development, capacity mentoring and training (Ethiopia)
Selan Environmental Development Agency	NGO	informal	Access IIRR assistance on institutional capacity development	Collaborate with IIRR in its strategic plan development, capacity mentoring and training (Ethiopia)
Nazareth Children's Center and Integrated Development	NGO	informal	Access IIRR assistance on institutional capacity devt	Collaborate with IIRR in its strategic plan devt , capacity mentoring and training (Ethiopia)
Southern Ethiopia Peasant development Aid	NGO	informal	Access IIRR assistance on institutional capacity devt	Collaborate with IIRR in its strategic plan devt , capacity mentoring and training (Ethiopia)
Rift Valley Children and Women Development Association	NGO	informal	Access IIRR assistance on institutional capacity development	Collaborate with IIRR in its strategic plan development, capacity mentoring and training (Ethiopia)
Oromo Development and Islah Association	NGO	informal	Access IIRR assistance on institutional capacity/ devt	Collaborate with IIRR in its strategic plan devt , capacity mentoring and training (Ethiopia)

ORGANIZATION	TYPE	TYPE OF RELATIONSHIP	REASON FOR RELATIONSHIP	ACTIVITIES TO BE CARRIED OUT BY ORGANIZATION
Save the Children-UK	NGO	informal	Access IIRR assistance on institutional capacity devt	Participates in training courses conducted by IIRR, exchange of development information (Ethiopia)
Relief Society of Tigri	NGO	informal	Access IIRR assistance on institutional capacity development	Participates in some training courses conducted by IIRR, jointly develop local capacity building initiatives in the northern region
Plan International	NGO	informal	Access IIRR assistance on institutional capacity devt	Participates in some training courses conducted by IIRR (Uganda)
LATIN AMERICA				
COMUNICA	NGO	formal	Support IIRR activities in the region	Offer collaborative training courses and materials production (Ecuador)
Latin American Agroecology Movement (MAELA)	NGO Network	formal	Support IIRR in pursuit of activities in the region	Assist IIRR in the implementation of some training courses and production of publications (Ecuador)
Asian Vegetable Research and Development Center (AVRDC)	Intl Research Center	formal	Support IIRR activities in the region	Co-publish with IIRR certain major publications (Ecuador)
Intl Center on Information on Cover Crops and Green Manures (CIDICCO)		formal	Support IIRR activities in the region	Co-publish the Cover Crops and Green Manures Information Kit (Honduras)
World Neighbors	NGO	formal	Support IIRR activities in the region	Co-publish the Cover Crops and Green Manures Information Kit (Honduras)
Cornell University		formal	Support IIRR activities in the region	Co-publish the Cover Crops and Green Manures Information Kit (Honduras)
Swissaid	NGO	formal	Support IIRR activities in the region	Assist IIRR in conducting farmer-to-farmer training and implementation of the Farmer-to-Farmer Extension Program (Ecuador)

ORGANIZATION	TYPE	TYPE OF RELATIONSHIP	REASON FOR RELATIONSHIP	ACTIVITIES TO BE CARRIED OUT BY ORGANIZATION
CARE	NGO	formal	Support IIRR activities in the region	Assist IIRR in conducting farmer-to-farmer training and implementation of the Farmer-to-Farmer Extension Program (Ecuador)
ABYA YALA	NGO	formal	Support IIRR activities in the region	Co-publish with IIRR certain major publications (Ecuador)
COSECHA	NGO	formal	Support IIRR activities in the region	Co-publish the Cover Crops and Green Manures Information Kit (Honduras)
International Center for Tropical Agriculture (CIAT)	Intl Research Center	formal	Support IIRR activities in the region	Provide funds and technical assistance in trng and the implementation of the Farmer Participatory Research Project (Ecuador)
Association of Tropical Cooperation (ACT)	NGO	formal	Support IIRR activities in the region	Provide funds and technical assistance on a micro-credit project (Ecuador)
Pan American Health Organization (PAHO)	UN system bilateral orgn	formal	Access IIRR assistance on institutional capacity development	Participate in a training meant to enhance organizational capacity in the identification and planning of water and sanitation projects (Ecuador)
Catholic Relief Services (CRS)	NGO	formal	Access IIRR assistance on institutional capacity development	Participate in a trng meant to enhance staff capability in systematization of their credit and health programs (Ecuador)
ANTISANA	NGO	formal	Access IIRR assistance on institutional capacity development	Participate in a program aimed to enhance skills in the devt and dissem of sustainable agriculture technologies in the buffer zone of the ANTISANA ecological reserve (Ecuador)
Ecuadorian Research Institute (INIAP)	NGO	formal	Access IIRR assistance on institutional capacity development	Participate in a program aimed at improving organizational capability in participatory technology development and participatory production of sustainable agriculture information materials (Ecuador)

RESUMES

- 1) Deputy Vice President for Program - Scott Killough
- 2) Director, Financial Resource Development and Support Office - Catherine A Shutt
- 3) Director, Personnel and Human Resources Management Office - Javier G C Montemayor

SCOTT KILLOUGH

IIRR, Km 39, Silang, Cavite, 4118, Philippines
Tel (63)(046) 414-2417 Fax (63)(046) 414-2420
e-mail iirr@phil.gn.apc.org

PROFESSIONAL EXPERIENCE

International Institute of Rural Reconstruction
Silang, Cavite, Philippines

<i>PhD study leave, University of Reading, UK</i>	April 1996 - Present
<i>Director, Environment, Natural Resources and Agriculture Program</i>	Jan 1993 - March 1996
<i>Deputy Director, Appropriate Technology Unit</i>	Feb 1990 - Dec 1992
<i>Coordinator, Latin America Regional Program</i>	Feb 1990 - Dec 1991

Manage an inter-disciplinary program involving a team of more than 20 agriculture, natural resources and environment technical specialists. Program activities include community-based agriculture and natural resource development, international training, networking and outreach, technical information materials production, and action research. Responsible for management direction, developing program initiatives and handling all personnel and administrative program functions within a cross-cultural setting. Have supervised the implementation and completion of more than 50 projects or major international activities. Responsible for all aspects of financial management (an annual program budget of close to US\$1 Million), and for project and program proposal development with a number of proposals having been successfully realized. Serve as a member of the institute-wide management committee.

Have conducted major short-term activities and/or completed professional work in 19 countries of Asia, Africa and Latin America. International assignments (outside of the Philippines) include

1996

April	Ecuador	Conduct a national workshop to produce a Spanish-language technical publication on agro-ecological experiences from the Ecuadorean Andes region (Quito)
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August	Honduras	Conduct a regional workshop to produce a Spanish-language technical publication on cover crop/green manure production technologies in Central America (Tegucigalpa)
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1995

February	India	Coordinate and participate in a national workshop on dryland agriculture (Bangalore)
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April	Ecuador	Technical support visit to the Latin America regional office (Quito, Altiplano)
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April	Guatemala	Exploratory visit to develop a collaborative integrated conservation-development project (El Peten region)
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April	Honduras	Planning visit for a regional information material (Spanish language) production workshop on cover crops and green manures (Tegucigalpa)
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1991			
April	China	Consultancy on project documentation for sustainable agriculture research sponsored by Winrock/RBF (Sichuan, Nanjing, Beijing)	
June	Nepal	Project formulation visit (Kathmandu)	
July	Guatemala	Co-ordinate a Latin American regional training course on regenerative agriculture (Jalapa)	
August	Costa Rica	Develop plan for establishment of a Latin America regional office (San Jose)	
August	Colombia	Visit to IIRR partner NGO (Bogota, Cartagena)	
September	India	Participate in an ODI-sponsored workshop on GO-NGO collaboration in agriculture projects (Hyderabad)	
October	Nepal	Participate in the first national workshop on sustainable agriculture (Kathmandu)	
1990			
March	Guatemala	Co-ordinate a Latin American regional training course on regenerative agriculture (Jalapa)	
March	Mexico	Co-ordinate a national training course on regenerative agriculture (Queretaro)	
September	India	Project formulation mission for a dryland agriculture field research project (Karnataka, Andhra Pradesh)	
October	Costa Rica	Exploratory visits for Latin American program development	
November	Guatemala		
	Colombia		
	Nicaragua Honduras		
November	Thailand	Participate in the Asian Farming Systems Research/Extension regional symposium (Bangkok)	
U S Peace Corps	New York City	Jan 1989 - Dec 1989	
	Cornell University	Jan 1988 - Dec 1988	

Recruiter/Campus representative

Recruited and counselled candidates for Peace Corps volunteer positions. Interviewed candidates and assessed their skills, motivation and commitment for volunteer service. Monitored and followed-up application processing. Planned and conducted recruitment campaigns, disseminated information and promoted awareness of volunteer programs.

International Agriculture Program
Cornell University Ithaca, New York Aug 1987 - Dec 1987

Administrative assistant to program training manager

Conducted research in support of management information systems for the short-term training and outreach activities of the International Agriculture Program
Provided logistical support to short-term training and program activities

Miranda Associates, Inc Guatemala Nov 1986 - Mar 1987

Livestock technical trainer

Developed, implemented and evaluated a 13-week pre-services technical training program for Peace Corps volunteers in a small-scale livestock development program sponsored by the Guatemalan Ministry of Agriculture. Trained volunteers in the skills, behaviors and attitudes necessary to serve as livestock extension workers in the government extension service developing small-scale animal production projects and to train community-based para-professionals

U S Peace Corps Guatemala Dec 1983 - May 1986

Agricultural livestock extension worker

Organized community groups of both men and women from subsistence households indigenous community (Kekchi) and assisted them to develop, acquire funding for and implement small-scale integrated animal production projects (swine, poultry and cattle). Organized and conducted community-wide animal vaccination programs. Served as a livestock extension agent conducting diagnosis and treatment of animal diseases and disorders, and performing minor surgery. Planned, acquired funding for and implemented two-week training programs for community-based para-vets working throughout the country. Directly supervised para-vets in the establishment of small businesses to provide intensive animal care services to their community and surrounding areas. Developed a working knowledge of the Kekchi language

College of Agriculture
Oklahoma State University Stillwater, OK Jan 1982 - May 1983

Research assistant - Department of Agricultural Economics

Conducted economic analysis of data from research performed by an agricultural extension economist monitoring price trends in livestock video marketing

EDUCATION

University of Reading, Reading, U K In progress
Higher Degree by Research (PhD) in the Agricultural Extension and Rural Development Department. Research is focussing on farmer-to-farmer experiences in several Latin American countries

Cornell University, Ithaca, New York May 1989
Master of Professional Studies (MPS) in International Agriculture and Rural Development. Professional Paper entitled "A Small Farmer Credit Program in Guatemala. Program Suggestions and Training Guidelines for the Credit Agent"

Oklahoma State University, Stillwater, Oklahoma Aug 1983
BS Agricultural Economics, Political Science minor

MAJOR TRAINING/WORKSHOP ACTIVITIES COORDINATED

- International Consultation Workshop for Training in Sustainable Agriculture (with ETC Foundation), October 1995
- International Conference on Farmer-led Extension (with ODI and World Neighbors), July 1995
- 4th South-South Exchange for PRA Practitioners (with IDS, Helvetas and OUTREACH), April 1995
- Asia Regional Consultation on Sustainable Agriculture Networking and Extension (with UNDP and ANGOC), February 1994
- Roving Workshop on Indigenous Agroforestry with Ethnic Groups in Upland Areas (with SEASAN), April 1993
- International Workshop on Networking for Sustainable Agriculture (with ILEIA and World Neighbors), March 1992
- Philippine National Conference on Micro-Enterprise Development, November 1991

In addition to the major international activities listed above, have organized and/or coordinated more than 100 short-term trainings, workshops, and study tour activities in the Philippines and several other countries. These activities have focussed on sustainable agriculture technologies, integrated farming systems, food security, participatory rural development methods, extension approaches, agricultural project/program management, and extension materials and publications.

PUBLICATIONS

Worked as technical and content editor for several IIRR technical publications produced through collaborative workshops

- Manual de practicas de cultivos de coberatura y abonos verdes (tentative title)
- Manual de practicas agroecologicas de los andes ecuatorianos (1996)
- Agriculture and natural resources management for the upland areas of Southeast Asia (with FAO) (1995)
- Para-veterinary medicine kit (1995)
- Livelihood options for coastal communities (1995)
- Environmentally-sound technologies for women in agriculture (with IFWA) (1995)
- Agroforestry in Ghana - A technology information kit (with GhRRM) (1994)
- Ethnoveterinary medicine for Asia - A technology information kit (1994)
- Environment, agriculture and natural resources management Basic concepts - An information kit (1993)
- Environment, agriculture and natural resources management Ideas for action - An information kit (1993)
- Farmer-proven integrated agriculture-aquaculture A technology information kit (with ICLARM) (1993)
- Agroforestry technology information kit (with DENR and the Ford Foundation), 2nd edition (1992)
- Regenerative agriculture technologies for the hill farmers of Nepal An information kit (with NERRA) (1992)
- Agricultura regenerativa (with MGRR) (1991)
- Low-external input rice production technology information kit (1990)

RESEARCH REPORTS

- 1 Bhuktan, Jit, C Basilio, and S Killough, Farmer-to-Farmer Extension An Analytical Review of Some Selected Experiences from Asia, Presented at the International Workshop on Farmer-led Extension Approaches, held at IIRR, Silang, Cavite, Philippines, July 1995

- 2 Bhuktan, Jit, C Basilio, S Killough M de los Reyes, S Operio and R Locaba, Participatory Upland Agro-ecosystems Management An Impact Study, Presented at the IIED New Horizons Workshop, held at Bangalore, India, November 1994
- 3 Igbokwe, Kennedy, R San Buenaventura, C Basilio, S Killough, N Pandhare, and Ramanchandrappa, Participatory Technology Development for Rainfed Agriculture Improvement in the Semi-arid Tropics in India A Case Study Linking Process to Impact, Presented at the IIED New Horizons Workshop, held at Bangalore, India, November 1994
- 4 Killough, Scott and Julian Gonsalves Networking for Sustainable Agriculture The IIRR Experience, Presented at the ILEIA-IIRR-World Neighbors International Workshop on Networking for Sustainable Agriculture, IIRR, Silang, Cavite, Philippines, April 1992
- 5 Killough, Scott, Participatory Methods for the Promotion of Low-external Input Integrated Farming Systems for Regenerative Agriculture, Paper submitted to the Asian Farming Systems Symposium, AIT, Bangkok, Thailand, November 1990

ADDITIONAL SKILLS

- Spanish language proficiency Speak, read and write Spanish fluently
- Computer proficiency Strong word processing skills and some experience in spreadsheet and desk-top publishing software (working knowledge of both Macintosh and IBM-compatible software) Knowledge and experience with Internet and e-mail systems

References furnished upon request

**CURRICULUM VITAE
CATHERINE ANN SHUTT**

PERSONAL DETAILS

<i>Address</i>	The International Institute Of Rural Reconstruction (IIRR), Silang 4118, Cavite, The Philippines	<i>Date of Birth</i>	
<i>Phone</i>	63 046-414 2417-9	<i>Nationality</i>	British
<i>Fax</i>	63 046-414 2420		
<i>Email</i>	urr@phil.gn.apc.org	<i>Marital Status</i>	Single

EMPLOYMENT DETAILS

Professional Skills and Experience Acquired

- Strong inter-personal and writing skills, able to establish relationships and work with people at all levels
- Participation in working teams, both in leadership and support roles
- Effective use of analytical techniques and presentation of solutions to initiate and support change
- High level of competence in financial planning, accounting and analysis for internal and external financial management needs of NGOs, microfinance institutions and enterprises
- Adaptation of commercial marketing and business planning principles for use by not for profits
- Capability to develop computerized and manual management information systems to support the efficient and effective generation, protection and use of funds
- Ability to react positively under pressure and work to deadlines
- Development of sessions on financial management, socio-economic considerations of development interventions, and micro credit for international training courses and study tours
- Short term consultancy work in financial information systems diagnostics, feasibility studies, financial modeling and planning for credit and enterprise programs
- Participation in planning and implementation of institutional capacity building exercises with NGOs and grassroots organizations using participatory methodologies e.g SWOT analysis, strategic planning, Blondin Model, Organizational Capacity Assessment Tool
- Played key support roles to top managers in the process of organizational change management
- Participatory project planning, proposal packaging and marketing, monitoring and evaluation
- Installation, management, troubleshooting and diagnostics of computer hardware, software and LANs

Current Employment

Nov 96 - Positions The International Institute of Rural Reconstruction, IIRR
Resource Development Support Officer (Operational)
Adviser on Credit, Enterprise & Financial Information Systems (Programmatic)

Function As director of the Financial Resource Development Support Office, my main purpose is to assist with the development and implementation of tools and techniques that will contribute towards IIRR's sustainability. I will focus on enhancing the Institute's financial management capabilities through the development and implementation of business management tools and techniques for establishing medium - long term revenue targets. Establishing electronic and manual information systems to assist in planning and monitoring marketing strategies to support the achievement of these targets will be another important task. I will continue to advise IIRR's President on other financial management information issues pertaining to short term, operational financial decision making. My program work will involve sharing technical skills and experience with IIRR's partners. This will specifically be in areas of credit, enterprise and financial management systems.

Employment History

Oct 93 - Oct 96 IIRR, The Philippines

Position VSO Community Banking and Enterprise Advisor

Function My original purpose in this position, was to assist a grassroots agricultural credit cooperative to establish more professional banking systems and procedures. However, I considered that low demand for credit, poor repayment and subsidized costs of borrowing placed a serious threat to the continuance of the project. It was also vulnerable due to a rapidly changing economic environment -- part of the government's industrialization program. Portfolio planning and other vital financial management functions had been given low priority because of insufficient capabilities and experience of the cooperative and partner NGO. My language limitations meant that I had low effectiveness at grassroots level. I made efforts to try to find opportunities for a strategic planning process with external facilitators, before pursuing the improvement in systems.

Major Achievements

- I was largely responsible for initiating and securing funding for an extensive strategic planning process that resulted in the cooperative electing to totally reorganize. I was also fortunate to participate in the preparation for, and implementation of this activity. Lead efforts in financial modeling and planning to help the cooperative adopt full cost pricing. A new structure with changes in policies and procedures plus enhanced use of financial information has led to improvement in financial performance. Comparative analysis of the year following the reorganization with the year previous shows that the cooperative has released increases of 35% in loan releases, 40% increase in principal and interest collection, and over 400% increase in net income. In terms of financial sustainability, there has been a steady increase in return on performing assets. The cooperative has attained over 100% operational sufficiency and the cost per loan made has dropped by about 75 per cent.
- I designed and developed a Financial Information System Database Application in MSACCESS. It allows the maintenance of financial accounting information and borrower information through single data entry. Sophisticated reporting functionality provides automatic analysis for vital portfolio management tasks.

Jun90 -Sept 93 Foundation for the Study of Infant Deaths London

Position Computer Services Manager and Financial Controller

Function In my financial role, I was responsible for the maintenance and analysis of financial information and the preparation of all financial reports for external financial accounting and internal management accounting management needs. As a computer services manager, my main purpose was to establish, develop and maintain effective and efficient methods for storing the NGO's information, at national regional and local levels through it's LAN and database capability. This required devising administration procedures to support database applications, drafting procedural training and policy documents, offering hardware and software support for all users, evaluating progress and advising management on the wider use of computer resources as well as proposing future investments when considered necessary.

Major Achievements

- The design and implementation of a relational database computerised financial information system with meaningful categorization facilitated the production of accurate and timely accounting and fund balance reports. The application could use the same base data to support other internal management needs such as budget planning, forecasting, analysis and control as well fundraising strategy formulation and implementation. (Average annual income from voluntary contributions approx \$2.0 million)

- Extending the use of the above database to support effective linkaging with regional coordinators and local groups The database played a critical role in regional referral for bereavement support and fundraising
- Significant improvements in budgetary control were realized following the implementation of a manual ordering systems which I devised
- Creating, and training network users in the use of devices such as mail merges and macros greatly improved staff productivity

Jan88 - Dec 89 Champion Sport, Division of Burton Group Plc, London

Position Assistant Merchandiser & Central Sales Planning, Branch & Warehouse Liaison Officer

Function In my merchandising role, I was responsible for planning and phasing seasonal sales by week, monitoring performance according to plan, re-forecasting and deciding on the spending of markdown budget in order to achieve seasonal plan targets My central planning responsibilities included the collation and analysis of sales plans from the levels of individual branches and garment types to the overall company figures as required for management decision making My liaison duties were to ensure smooth relationships between the central buying office, the warehouse and transport division and the national network of 106 shop branches that were located throughout the UK

Jan - Aug 88 Allocator

Function My primary purpose facilitate the maximization of current season sales through the most effective allocation of stock, and according to analysis of sales performance

Major Achievements

- I was able to identify inefficiencies in the warehouse to branch delivery system, proposed an alternative schedule which was implemented and resulted in both cost efficiencies and increased effectiveness

May87 - Dec 88 Midland Bank Stock Office, City Of London

Position Supervisor on Government Share Issues

Aug86-April 87 Tony Mansion Associates, Marketing Agents for Irish Life Assurance

Position Divisional Manager of group of Marketing/Sales Representatives

ACADEMIC QUALIFICATIONS

1981 'O' Levels English Language (A), English Literature (A), Mathematics (A) French (A) Geography(A), History(B) German(B), Chemistry(B) Physics(B)

1983 'A' Levels Chemistry(A), English Language (C), Mathematics (D)

1986 BSocSc Money Banking & Finance, University of Birmingham (2 ii)
Main Subjects Economics, Accounting, Econometrics, Operational Research Statistics,
Dissertation The Zambian Economy Problems and Prospects

ADDITIONAL INFORMATION

Training Courses Hands-on Workshop in Project Proposal Development '97 -- UMKC , USAID, & IRRI
Fund Raising Techniques & Principles '97-- PBSP & Indiana University Fund Raising Schl
International Course on Rural Development Management '95 '96,'97 -- IIRR
Intermediate level programming MSAccess '95 -- IACT
Operation & Management of Savings, Credit and Enterprise Programs '94 NGO-CCD

Interests Free trade, fair trade and globalization
Women's issues
Food and nutrition
Swimming and sub aqua diving

Miscellaneous Currently taking second year of an MSc in Agricultural Economics Wye College UCL UK
Intermediate level programming MSAccess (Access and Visual Basic) Dataease (SQL)
High competency in Excel, Lotus, Supercalc, Word, Wordperfect, Wordstar
Certificate in Counseling and Personal Development (University of London)
Worked for one year as a part-time volunteer for Oxfam Trading
Widely traveled, family lived in Zambia 1968 -1985
Conversational Tagalog and rusty conversational French
Clean driving license
Strong sense of humor!

110 Avenida Rizal Street Phase 3
Bahayang Pagasa Subdivision
Espeleta 1, Imus, Cavite

Javier Gil C. Montemayor, Sr.

Objective

Functional Summary

Total number of years of experience in management and administrative work

- a Garments Manufacturing 1 ½ years
- b Newspaper Publishing/Printing 10 years
- c Population Management and Family Planning - NGO (Non-Governmental Organization) 20 years
- d Academia 3 years
- e Pastoral Care and Counseling Church Administration 26 years

Employment

June 1, 1992 - December 31, 1996

Executive Director

Family Planning Organization of the Philippines, Inc
50 Doña Magdalena Hemady Street, New Manila, Quezon City

January 6, 1992 - May 31, 1992

Chief, Program Operations Group

Family Planning Organization of the Philippines, Inc
50 Doña Magdalena Hemady Street, New Manila, Quezon City

February 1, 1987 - December 31, 1991

Personnel Manger and Building Administrator¹
Express Commercial Printers Corporation
371 Bonifacio Drive, Port Area, Manila

November 20, 1989 - June 9, 1990

Personnel Manager and General Services Manager
Waiver Garments Corporation
Fransisco P Feix Avenue Cainta, Rizal

February 1, 1989 - December 23, 1989

Personnel Manager²
a. *General Garments Corporation*
b. *BIFLEX (Phils.), Inc.*
c. *FILFLEX Industrial and Manufacturing Corporation*
Filiflex Compound Mercedes Avenue
Bo San Miguel Pasig City

October 28, 1981 - January 31, 1987

Personnel Manager and Building Administrator
Philippines Daily Express Publishing Corporation
371 Bonifacio Drive Port Area, Manila

July 13, 1981 - October 27, 1981

Officer-in-Charge, Personnel Division
Philippines Daily Express Publishing Corporation
371 Bonifacio Drive Port Area, Manila

March 9, 1981 - July 12, 1981

Assistant Personnel Manager
Philippines Daily Express Publishing Corporation
371 Bonifacio Drive Port Area, Manila

September 1, 1980 - March 8, 1981

Head, Evaluation and Monitoring Unit
Family Planning Organization of the Philippines, Inc.
Benlar Building 1184 Quezon Avenue Quezon City

January 1, 1979 - August 31, 1980

Project Development and Review Officer
Family Planning Organization of the Philippines, Inc.
Benlar Building 1184 Quezon Avenue Quezon City

April 1, 1976 - December 31, 1978

Program Officer, Manila FPOP Chapter
Family Planning Organization of the Philippines, Inc
Benlar Building 1184 Quezon Avenue Quezon City

June 1974 - March 31, 1976

Lecturer
De La Salle College (now De La Salle University)
2401 Taft Avenue Manila

June 1967 - May 1968

Assistant Director and Assistant Principal
St. John's Cathedral School
Dagupan City, Pangasinan

Education

Graduate Studies

1980 - 1985

Master in Business Administration (M.B.A.)²
University of Santo Tomas Graduate School
Sampaloc, Manila

1971 - 1972

Licentiate in Sacred Theology (S Th L.)
Faculty of Sacred Theology
University of Santo Tomas
Sampaloc, Manila

1966 - 1967

Licentiate in Philosophy (Ph L)
Faculty of Philosophy
University of Santo Tomas
Sampaloc, Manila

College

1964 - 1967

Bachelor of Arts, Major in Philosophy (A.B , Classical)
College of Arts and Sciences
University of Santo Tomas
Sampaloc, Manila

1968 - 1971

Bachelor of Sacred Theology (S Th.B)
Faculty of Sacred Theology
University of Santo Tomas
Sampaloc, Manila

1964 - 1966

Bachelor of Philosophy (Ph.B)
Faculty of Philosophy
University of Santo Tomas
Sampaloc, Manila

Summer, 1967

Nine (9) Units Earned
College of Education
University of Santo Tomas
Sampaloc, Manila

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Secondary 1959 - 1964

Mary Help of Christians Diocesan Minor Seminary
Binmaley, Pangasinan

Elementary 1952 - 1958

Malasiqui Central Elementary School
Malasiqui, Pangasinan

Academic Awards

Recipient of the "Rector's Award for Academic Excellence" bestowed by the University of Santo Tomas, Sampaloc, Manila on February 29, 1972

Magna Cum Laude, Licentiate in Sacred Theology (S Th L), University of Santo Tomas Faculty of Sacred Theology, Sampaloc, Manila, 1972

Magna Cum Laude, Licentiate in Philosophy (Ph L), University of Santo Tomas Faculty of Philosophy, Sampaloc, Manila, 1967

Consistent Valedictorian from first year to fifth year of the Minor Seminary Course, Mary Help of Christians Diocesan Minor Seminary, Binmaley, Pangasinan, 1959 - 1964

Consistent Valedictorian from grade one to grade six, Malasiqui Central Elementary School, Malasiqui, Pangasinan, and in the first year High School, Agno Valley Academy, Malasiqui, Pangasinan, 1952 - 1958/1959

**Trainings,
Seminars,
Workshop,
Conferences, Etc**

Please see attached long list of trainings, Seminars, Workshops, Conferences, Etc attended abroad and here in the Philippines

Civil Status **Married**

Nationality **Filipino Citizen**

Gender **Male**

Height **163 cm (64 inches or 5'4")**

Weight **88 kg (195 lb)**

SSS Number **03 - 3429049 - 2**

Taxpayer
Identification No **115 - 940 - 003**

References

Ms Mary Jane C Ortega
Chief Operating Officer
Express Commercial Printers Corporation
371 Bonifacio Drive, Port Area, Manila

Fiscal Ismael P Casabar
Chief, Prosecution Division
City Fiscal's Office
Hall of Justice
City Hall Compound, Quezon City

Dr Emil Maluto
E Maluto Medical-Maternity Clinic
Cabezas St Phase II - A
Bahayang Pagasa Subdivision
Molino, Bacoor, Cavite

Certified True and Correct

Javier Gil C Montemayor, Sr
Applicant

Date _____

¹ On leave from February 1 1989 to June 9 1990

² These are three sister companies located at one and the same compound

³ Without thesis

Job Description Please refer to attached photocopies

Professional Membership

- **Philippine Council of Management**
Company Representative
- **Employers Confederation of the Philippines**
Company Representative
- **Personnel Management Association of the Philippines (PMAP)**
Company Representative
- **Manila Family Planning Organization, Inc**
Corporate Secretary Volunteer
- **Family Planning Organization of the Philippines, Inc (FPOP)**
Corporate Secretary Volunteer
Corporate Treasurer Volunteer
- **Dr. Jose P. Rizal Memorial Foundation, Inc**
Consultant
- **Dr Jose P Rizal National Medical Research Center**
Consultant
- **Organizational Development of Asia, Inc**
Consultant

Personal Data

Name Javier Gil C Montemayor, Sr

Mailing Address 110 Avenida Rizal Street Phase III
Bahayang Pagasa Subdivision
Barangay Mariano Espeleta 1
Imus, Cavite

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