

Learning to end poverty



INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION

IIRR 

ANNUAL REPORT
2018



The 'PING'

The PING is a Chinese ideogram, a symbol expressing an idea that cannot adequately be summarized in words.

It was the logo of the Mass Education Movement founded in China in 1923 by Dr. Y.C. James Yen and now is the logo for the International Institute of Rural Reconstruction (IIRR) established in 1960.

There are two levels of meaning of the PING: **GLOBAL** and **PERSONAL**.

For the world, the PING is meant to light the path to **PEACE**, **EQUALITY**, and **JUSTICE**.

The horizontal bar on top represents the mind or brain – essential for the success of any effort.

The dash on the left is equity.

The dash on the right is justice.

The cross in the center represents compassion for the neglected poor.

'**PING-MIN**' (common people) '**JIAO-YU**' (education) means mass education in Chinese. According to Dr. Yen, equal education and opportunity for all, corrects injustice. When there is equity and justice, there will be peace.

For each person, the PING inspires **CALMNESS**, **SERENITY**, and **TRANQUILITY**.

The Chinese maxim '**PING XIN JING QU**' advises that when provoked and irate, "calm your heart and quiet your mind" to acquire serenity and tranquility.

In honor of our founder, his background, and his beliefs, IIRR has adopted the PING as its logo.

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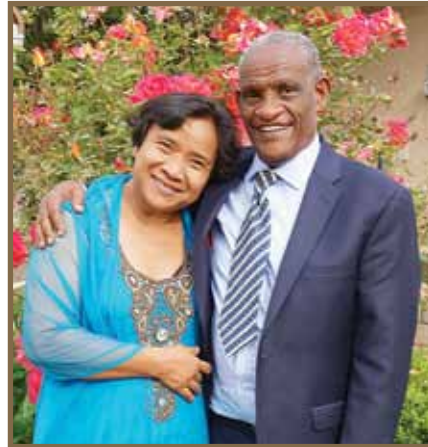
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Message



Ricardo Anzaldua-Montoya
Chairman Board of Trustees



Isaac Bekalo
President

Dear Friends and Partners,

We thank our community partners for making 2018 a great year of learning for IIRR staff, management, and trustees. Going to the people, listening, learning, and planning with them are our core principles and in 2018 we did exactly that. The learning culminated with the celebration of the 125th birth anniversary of our founder, Dr. Y.C. James Yen, who dedicated his entire life uplifting the rural poor by teaching them “how to fish.” It is remarkable how in 2018, our trustees and senior management devoted over 3,600 hours or over 450 person days for learning. This is a huge investment that we are proud of.

As early as February 2018, our new Chairman Ricardo Anzaldua, Vice Chair Mary Chan, and Lisa Milton, one of our trustees, together with our president Isaac Bekalo, traveled to Southern Ethiopia and Northern Uganda. We thank the communities we visited for sharing their insights: the girls supported by our Goats4Girls initiative, the innovative school teachers who make learning possible despite limited resources, and the farmers (women and men) who defy poverty despite harsh farming conditions.

In March 2018, our trustee Dane Smith and his wife Judy took advantage of their personal travel to Cambodia to spend a day with our dedicated staff and president to learn about school nutrition gardens and interact with students, teachers, and community leaders.



In September and October 2018, our program managers, global management team members, and trustees converged in the Philippines, our global headquarters, to top off our learning. Taking full advantage of these unique global gatherings, we organized a Rural Reconstruction Training Course for all our program managers and global management team where the core mission was to learn from communities. We also organized a one-day Rural Reconstruction Seminar for over 50 trustees, managers, staff, and partners on the same day that we celebrated Dr. Yen's 125th birth anniversary. After the aforementioned series of activities in our headquarters, Board Members Mary Chan, Ricardo Anzaldua, Jim Diao, Emily Cheng, Dane Smith, Mary Racelis, and Isaac Bekalo set out in a community learning mission by visiting schools and farmers in the provinces of Cavite and Ivisan, Capiz. Ivisan, which was devastated by Typhoon Haiyan, was where IIRR implemented a Bridge Program to help communities transition from relief to recovery and to long-term development. During the field learning, we were all inspired by having Claire Diao, the great granddaughter of our founder Dr. Yen, and Leonora Anzaldua, the daughter of our chairman. They represent the third generation of prospective development workers who may continue the great work of Rural Reconstruction.

Following the fascinating learning in the Philippines, Mary, Ricardo, and Isaac, together with our country directors, continued the learning mission to Myanmar and Cambodia. We visited school nutrition programs and farmers who are experimenting with various crops and fruit trees to mitigate the effects of climate change and earn a decent living. We are indeed grateful to

them for their willingness to share their lessons and insights, which will make us better development workers and supporters.

In 2018, and over the last 5-10 years, we have made significant contribution to reducing rural poverty. Here are few highlights of our work:

- In Uganda, we have organized over 2,300 farmer groups with total membership of 100,000 farmers, of which 64,000 (64%) are women. They benefited over 500,000 individuals through financial inclusion, child education, healthcare access, financial literacy, economic skills development, and agricultural and livelihood improvement.
- In Kenya, 100,000 young pastoralists and their parents benefited from our education program. In addition, 17,000 girls and 12,000 parents benefited from our giving girls a second chance, and 28,000 girls from reducing and eliminating sexual- and gender-based violence among pastoralist communities. Finally, over 25,000 benefited through improved livestock market.
- In Southern Ethiopia, over 110,000 pastoral children enjoyed access to equitable quality preschool and primary school education. Of these, 2,000 girls were kept from dropping out of school through the Goats4Girls initiative. Over 1,000 girls were provided refuge in girls' hostels, 16,000 businesswomen improved their business, over 500 schools were fitted with solar panels to provide reading facility for teachers and students, and 9,600 heads of household improved their income by 50% through effective



and gender equitable productive resources utilization. Finally, 40 women and youth enterprise groups were established to strengthen livestock market linkage benefiting over 50,000 pastoralists.

- In South Sudan, over 25,000 pastoralists benefited from our program. Over 2,000 school children learned gardening skills, benefiting 10,000 internally displaced people and giving 11,500 households access to seeds. A total of 3,000 agro-pastoralists were organized to foster livelihood diversification.
- In Myanmar, one of IIRR's youngest programs, we promoted climate smart agriculture and community-based adaptation in four agro-ecologies, reaching at least 1,000 farmers (5,000 individuals). We also organized various learning events for over 500 NGO and government development workers.
- Our work in the Philippines has impacted the lives of over 500,000 children, parents and teachers. More than 250 lighthouse schools grew and distributed seeds and seedlings to communities and other schools. More than 320,000 students and community members improved their nutrition. More than 140 child development centers also adapted the integrated school nutrition model. Nearly 4,000 farmers were trained and given seeds, livestock, and planting materials to develop climate smart livelihood options.

- In Cambodia, nearly 10,000 farmers, fisherfolk, students, and teachers benefited from IIRR's interventions. We helped establish one hundred aquaculture model farms as learning sites and 42 village development funds and saving groups, who collectively saved over \$575,000. We helped train 5,000 farmers were trained and practiced climate-resilient techniques, crop diversification, and waste management; over 2,300 children learned about health, climate-smart agriculture, and BIG programs and have planted vegetables in homestead areas.
- Through the global Community of Practice and Collaborative Learning Program, we have built the capacity of over 100,000 development leaders through trainings, technical assistance, coaching, documentation, and knowledge management. In 2018, we have hosted and facilitated global forums in Kenya, Spain, Bangladesh, India, Timor Leste, and the Philippines.
- Nearly 100,000 local and international development practitioners visited the Yen Center (our global learning and demonstration facility) and gained practical lessons on integrated family farming, agroforestry, and other climate smart approaches.
- In 2018, we launched a bold, bright, and beautiful website to communicate our work more effectively.



All these are remarkable achievements and we would like to once again thank our community members and staff who have worked so hard to make them happen.

Finally, 2018 is also the time we say goodbye to Isaac, who has served the institute for nearly 30 years – first as Africa Regional Director and then as president for more than 10 years. While the IIRR family will greatly miss him, we are very happy to announce that Peter Williams has accepted the challenge to lead the organization starting July 1, 2019. We would like all our esteemed supporters to join us in wishing Isaac well in his next journey and in welcoming Peter as he takes on the leadership of our very valuable institution.

We thank you for your generous support in 2018 and the years past. Please continue your support to the great work of this very rare, immeasurably valuable institution.

Ricardo Anzaldua-Montoya
Chairman Board of Trustees

Isaac Bekalo
President

IIRR welcomes the incoming President

Peter Williams

Peter is a social entrepreneur who was the founder and executive director of ARCHIVE Global - an international NGO that designs homes to improve health. Forbes Magazine named his organization as having one of the eight best sustainability ideas on the planet, and in 2018, Fast Company recognized it as one of the most innovative social good projects in the world. Peter also served as an International Expert Adviser at the World Bank, delivered projects in five continents, and holds two master's degrees from the University of Oxford and Columbia University. Devex named him one of the leading international development leaders in Britain. When he isn't too busy, he enjoys reading and sharing ideas on social innovation with groups around the world.



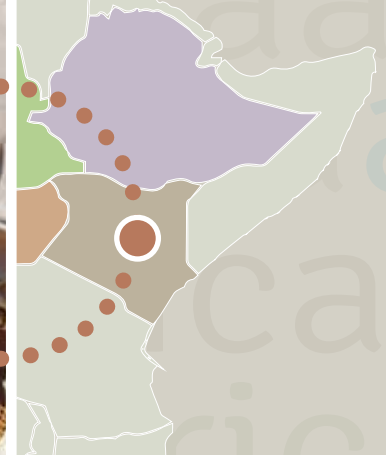
HIGHLIGHTS

Over the past 5-10 years, the various IIRR programs benefitted over 180,000 pastoralists in Northern Kenya

- 100,000 girls and parents through education cool campaign
- 17,000 girls and 12,000 parents benefitted through our giving girls a second chance program secured them
- 28,000 reduced sex and gender-based violence
- 25,000 improving livestock marketing



Kenya



In Kenya, many pastoralist children traditionally serve as herders and parents prefer to keep them at home instead of paying costly school fees to send them to school. Most basic education systems available to pastoralists are characterized by limited access, gender inequality, low retention, and poor infrastructure.

IIRR supports pastoralists in partnership with the national government and local communities. We provide education for out-of-school children in pastoralist areas to give access to quality education. We develop a flexible education curriculum—mobile schools, evening classes, ample materials and review—to fit with pastoral mobility patterns and allows children to help with herdline. For instance, the Goats4Girls program has enabled students to continue their education and be economically independent while also contributing to their household income.

The disparity between school attendance of boys and girls in Kenya is even more alarming. Girls face many challenges to attain an education, like pushback from parents and vulnerability to sexual abuse and abduction.

Education

- 4,703 more girls enrolled and attending school making a 232% increase from 2017
- 7,648 new students enrolled in school bringing 162% increase from 2017
- 566 children with special needs are now enrolled in school
- 2 education cluster forums expanded and established
- 96 supplementary braille books, 5 sound balls, 1 smart packing braille, 5 talking watches and 10 geometrical sets provided to children with special needs
- 15 new schools (14 primary and 8 secondary schools) established
- 746 primary school books and 289 secondary school books were provided
- 150 revision books, 120 solar lamps, 163 leadership badges, 18 academic badges and geometrical sets provided to 180 girls with excellent school attendance in both curricular and co-curricular activities



- 600 girls were provided with Bio-Intensive Gardening (BIG) Bags for vegetable production
- 103 girls taken for an exposure visit from three different exchange visits
- 1800 sanitary and hygiene kits provided to girls from very poor families
- 300 girls were also supported with school uniforms
- 16,196 members of the community were sensitized on the negative health effects of Sexual and Gender-Based Violence (SGBV)
- 1,050 schoolgirls participated as Agents of Change and advocates of every girl's rights to be protected from SGBV in their schools and communities
- 24 Sex and Gender-based Violence (SGBV) functional clubs established in schools
- Over 600 individuals from various sectors support and protect girls from cultural harmful practices and reduce school dropouts. IIRR equipped them with knowledge and skills on dealing with SGBV cases

A STORY OF POSITIVE CHANGE

Pastoralist children in the digital age

IIRR partnered with ICT service provider e-limu Kenya to enhance the digital literacy of pastoralist children in northern cluster schools. The software, which has revision packages for Class 7 and 8 and literacy app for Class 1 and 2, was installed in 245 government tablets. Prior to that, most of these tablets have been lying idle for two years because they were only meant for Class 1 and 2. In addition, most of the teachers have wide technological gaps. Therefore, 54 teachers were trained on how to use ICT for learning.

Maralal Primary School is one of the schools that received the software on its 50 tablets. **Teacher Veronica Muthoni** shared, “**All the upper class learners enjoy using digital devices in revising KCPE. The program favored the needy children who could not afford to buy textbooks and revision papers. Parents have been very supportive of the program, allowing their children to come to school even on weekends.**”

The devices are portable so learners can go and revise within the compound and under trees. IIRR visited the school one Sunday and found some of the boys lying on the compound while reading using their tablets. They said, “**We**



know IIRR’s projects are only for girls but now, even us boys benefitted.”

In 2018, Maralal Primary registered 263 candidates (out of its 3000 enrollees) and with a mean grade of 263, it emerged as the best public school in Samburu County. IIRR hopes that through this project, cluster schools will continue to embrace technology and develop innovative learning instructions that will stimulate learning.

A STORY OF POSITIVE CHANGE

Fighting Sex and Gender Based Violence

In order to influence healthy behaviors that protect women and girls, IIRR, through the support of UN Women’s sexual and gender based violence (SGVB) project in Northern Kenya, used a multi-sectoral strategy to make communities and local actors more aware of gender based violence (GBV) issues. The strategy aimed to protect the rights of women and girls, enforce laws protecting them, and strengthen healthcare and psychosocial support services for SGBV survivors. The multi-sectoral approach emphasizes the roles of schools, teachers, law enforcement agencies, healthcare providers, and social workers in ending SGBV. IIRR worked with the Children’s Department of the Ministry of Social Services in organizing an aggressive campaign involving women and girls in communities.



Role Models Restore Girls Hopes During Summer Camps

In 2018, IIRR organized a four-day girls’ camp for 400 girls from Wamba, 250 girls from Merti, 200 girls from Kargi, and 200 girls from Korr. During the camp, the girls were trained on the harmful effects of FGM and other cultural practices such as early, forced marriage, and beading. The girls entertained the guests with dances, drama, and poems on SGBV.

A STORY OF POSITIVE CHANGE

School Clubs Build Girls Confidence

IIRR facilitated the formation of 24 SGBV school clubs. These clubs and their patrons worked with trainers in creating posters with anti-FGM messages that were placed in houses, schools, police stations, hospitals, churches, and motorbikes. The clubs also linked with law enforcement agencies in identifying and reporting SGBV cases. In Kargi, two rape survivors and one early forced marriage case were referred the SOS children Family Village and Mission Charity Family Center, both rescue centers in Marsabit. In Lempuranai Primary School in Samburu, 9 survivors of FGM were referred to Nomadic Girls Foundation in Wamba and Nest Children Home in Limuru. In all the target schools, the teachers integrated SGBV issues in their day-to-day teaching.



A STORY OF POSITIVE CHANGE

Digital connectivity transforming schools in Northern Kenya

Musa Abdille is the head teacher of Maralal Primary School and cluster head of Maralal. He has over 30 years of experience as a teacher and school manager. **“I thought ICT is a very alien concept, very complex and is only meant for young people and not for ‘analogue’ people like me,”** he shared. **“That is, until the Teachers Service Commission gave the directive that the Teacher Performance and Appraisal Development (TPAD) forms must be completed online.”** His only gadget that time was a basic mobile phone so he sought help of his digitally literate friends for a fee. Then in 2015, the Kenya National Examination Council (KNEC) required schools to register their KCPE students online. Without the requisite ICT skills and equipment, Musa would go to Internet Cafes to register his students online.

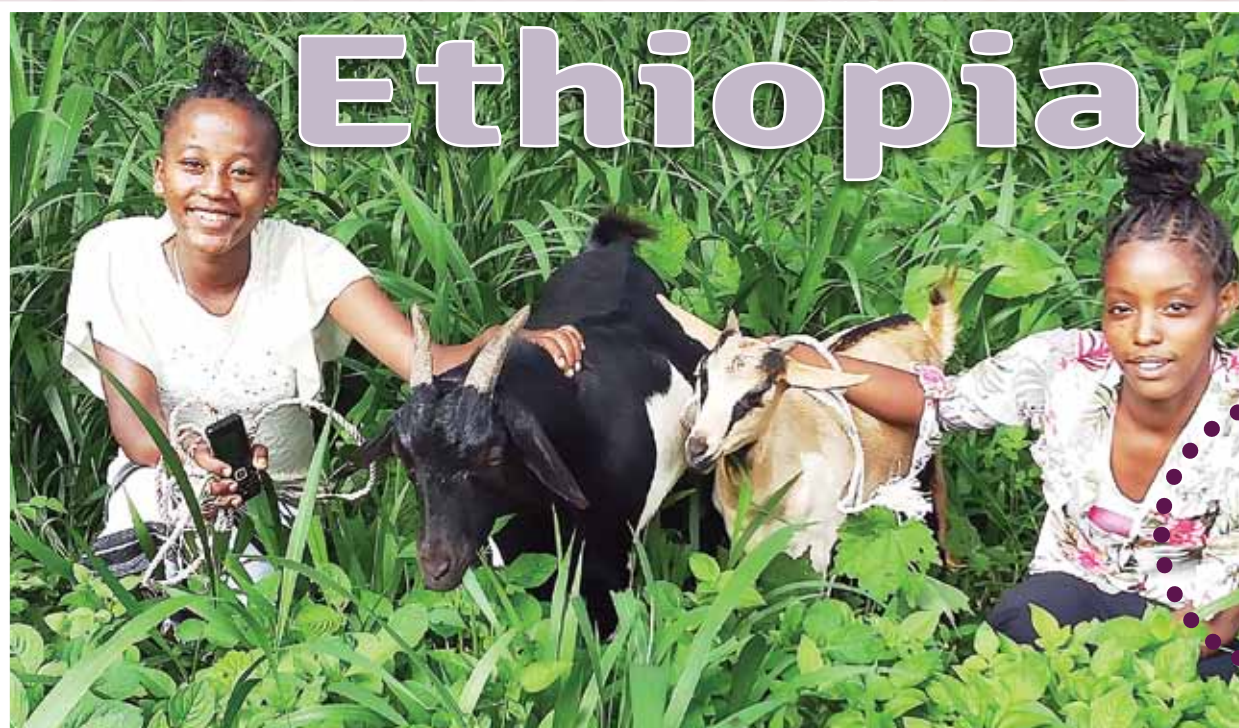


In 2017, IIRR’s education program trained 41 school teachers on ICT, which included Musa. **“It was a golden chance for us. After the training, I was able to use a smart phone to open emails, type and send messages, and communicate via Whatsapp. I soon learned how to use the desktop computers IIRR provided. The ICT training opened many other opportunities and changed the way we do things at a personal level and in school.”**

In 2018, all of the school’s records have been digitized. The British Council donated 20 desktop computers and the

government provided two laptops, 280 tablets, and two projectors. Standard 8 learners are using computers with software from IIRR to access national exam review papers from year 2000 – 2017 for online revision, greatly improving their performance. In 2018, the KCPE mean score was 279, higher than in 2017. Six learners also got over 400/500 marks compared to last year, where only one student attained the over 400 mark. During school holidays, students and community members are given access to the ICT facilities. Internal exams for the school are now typed and printed on-site. The typing and printing/photocopying services are extended to other neighboring schools for a fee. The special needs learners use the lab to access Kenyan sign language, though more course books for deaf and dumb learners are still needed.

“With the ICT skills and equipment, the teachers are able to perform their duties more efficiently and effectively,” said Musa. **“They now use innovative teaching and learning techniques at school. The ICT facility has generated a lot of interest from learners and that the school has had to develop a schedule for each class. No learner likes to be absent during their scheduled time at the facility. The facility made the school child-friendly and helped improve enrolment, retention, performance, and transition.”**



The second and third generation goat beneficiaries

HIGHLIGHTS

Over the past 5-10 years in Ethiopia, IIRR programs benefitted:

- 110,000 pastoralist girls accessed equitable quality education in Southern Oromia
- 2,000 pastoralist girls were prevented from dropping out of school because of Goats4Girls initiative
- Household income of some 10,000 households heads improved by 50%
- 16,000 women business owners improved their business in 7 towns of Northern Ethiopia
- Over 50,000 pastoralist reached through 40 women and youth livestock enterprises to strengthen livestock market linkage in Southern Ethiopia.

Education for Pastoral Communities

- 11 kinds of Standard grades 5-7 Tests (English, Math, Integrated Science, and Biology, Chemistry, and Physics for grade 7) were prepared and administered for 1350 students in 15 schools
- 11 remedial guides (English, Math, Integrated science, and Biology, Chemistry, and Physics) for grades 5-7 were prepared by engaging subject specialists and experienced professional in learning material development from higher institutions to facilitate remedial programs
- 121 stakeholders (23 school directors, 8 CRC supervisors, 11 LC facilitators, 74 subject teachers and 5 woreda education focal persons) were trained on remedial guideline, tools and strategies to implement remedial classes
- 1350 primary students attended remedial classes (2 sessions per week) in 15 primary schools from October to December 2018
- 1350 primary students received learning materials
- 1738 supplementary reference materials in Math, English, and Science purchased and distributed to 15 target schools.

- 15 Parent action groups (one in each target school with about 7 members each) established and work towards reducing school dropout through engaging parents in their children education
- 131 participants (81 teachers, 23 directors, 15 LC facilitators, 15 cluster resource center supervisors, and 2 woreda education office focal persons) undertook 3 monthly learning circle meetings (October to December 2018) to monitor the previous month progress and plan for the coming month in facilitating remedial programs

Girls Hostel

The Chembie Girls hostel was upgraded and now accommodates 72 girls at once for a cycle of two years in two buildings. The hostel previously accommodated only 48 girls.



Goats4Girls

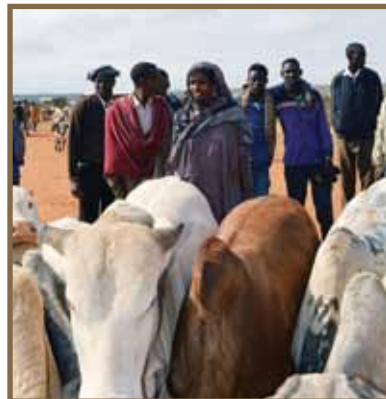
- 50 more girls provided with goats (two each) to continue their education



Food Security and Resilient Livelihoods

CLIMARK

- 50,000 pastoralists reached out with the livestock market linkage initiative
- 40 women and youth livestock-related enterprises strengthened and became operational
- 5 livestock markets are supported to serve as business hubs for the pastoralists



Rural Capacity Building Services (RCBS)

- Two final evaluation services were provided for development organizations
- One communication skill training provided for 36 social workers of a development organization



A STORY OF POSITIVE CHANGE

Remediation: an innovation to enhance student learning

In Gujo Zone of Oromia region, the education offices confirm that the average students' academic achievement has been very low (below 50%, which is a minimum requirement to pass to the next grade level) in the last decades. The problem is more pronounced in Math, English, and Science subjects. Moreover, about 10% of students also drop out of school.

To address this issue, IIRR Ethiopia developed a remedial program to help poor performing students improve their academic performance. Piloted in 15 primary schools (5 in Gorodolla and 10 in Adolla Rede Woredas), 30 poor performing students in Grades 5 to 7 attend two remedial sessions every week where teachers use the remedial guides.

Most of the drop out cases are due to parental attitude, child labor, early marriage, abduction, and economic issues. To address these, a Parent Action Group was organized in each of the 15 schools. Members visit the homes of challenged students monthly to discuss causes and



ways out, and facilitate semester-based discussions with parents. As a result, parents become supportive of their children to regularly attend school and safeguard them from gender-related challenges.

The remedial model enhanced the school performance and attendance of students, as observed by the parents, students, teachers, and government stakeholders. When compared to the baseline where no student scored 50% and above, the midline review taken after 4 months into the intervention revealed that 17.5% of students scored 50% and above in their average academic performance and most of them are regularly attending school.

A STORY OF POSITIVE CHANGE

Girls' hotel intake almost doubles

Pastoralist girls face multiple challenges. Their parents and community believe that sending them to school is a waste of resource since they will belong to their husband's clan once married. Moreover, schools are far away and traveling such distance poses a high risk for abduction or rape. Another challenge is that poor girls cannot afford the expensive cost of living in school areas. Also, since these areas are predominantly pastoral, cereals and vegetables are either unavailable or very expensive. These situations make it difficult or impossible for girls to attend schools.

To support the needy girls, IIRR implemented the project Empowering Girls for Improved Access to Education in Pastoralist Communities of Ethiopia, which is focused on empowering pastoralist girls to complete their schooling at Chembie Secondary School. One of the key interventions is the rehabilitation of the Chembie girls' hostel, which was built six years ago to accommodate 48 girls.

Through the support of the World Food Program USA - Catherine Bertini Trust Fund for Girls' Education, the residential building was upgraded. Doors and windows were repaired, walls were



Painted, floors were cemented, ceilings were fixed, furniture (beds, chairs, tables, cupboards) were

maintained, and the rainwater harvesting facility was conserved. Toilets and bathing facilities were also constructed. Moreover, a new kitchen was built and kitchen facilities were provided. The hostel can now house 72 girls.

To provide them with fresh leafy vegetables, IIRR trained some of the girls on Bio Intensive Gardening and provided them with basic agriculture tools and seeds. The gardens have composting sites and a separate rainwater harvesting facility was built to enable regular water supply especially during the dry season.

A STORY OF POSITIVE CHANGE

CLI-MARK improving the way farmers do business

IIRR's CLI-MARK Project in Ethiopia improves the entrepreneurial skills, knowledge, and organizational capacities of livestock enterprises. In 2018, they acquired critical skills and knowledge and adopted improved practices that enabled them to engage better with markets and gain higher income.

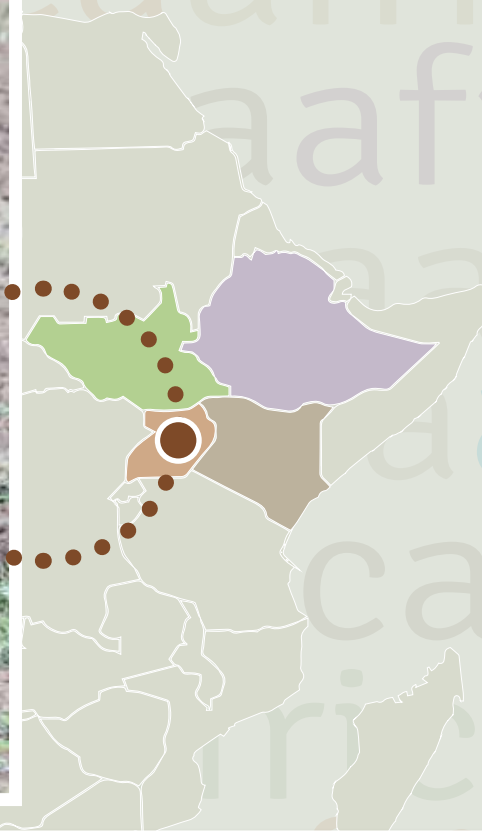


Tume Huka, a farmer who owns a herd of cattle, sheep, and goats and a shop selling motorbike fuel is a member of a micro-enterprise group which buys, fattens, and sells livestock. **"Before the CLI-MARK training, we never kept any records and we didn't make much money,"** she says. **"Now, I have learned how to monitor prices in the market, keep proper records, and work out the best time to buy and sell. As a result, we are making more money."**



At El waye market in Ethiopia, **Garbole Jaldesa**, secretary of a small livestock buying enterprise, discusses with a trader who has just spent 14 days trekking a fine herd of bullocks from Northern Kenya. **"CLI-MARK really helped us,"** he says. **"In the past, I didn't know how to assess the price of an animal but I can now. CLI-MARK also linked me to some lead companies. I now know what their specifications are and we are negotiating an MOU."**

Uganda



HIGHLIGHTS

- In Uganda, we have organized over 2,300 farmer groups with total membership of 100,000 farmers of which 64,000 (64%) are women.
- Our work has collectively benefited over 500,000 individuals through financial inclusion and Entrepreneurship development, sending the children to schools, improving access to health care, improving their financial literacy, economic skills development and improving their agricultural and livelihoods.

Education Program: “Giving girls a second chance in education”

- 13 (2 secondary and 11 primary) schools supported in Moroto and Napak districts, Karamoja sub-region, to enhance learners’ performance in education
- 9,081 (4425 boys and 4656 girls) students were enrolled in the 13 target schools
- 64 (45 males 19 females) teachers were trained in child-centered interactive teaching approaches and assessment strategies
- 44 (16 females, 28 males) examination panelists have enhanced capacities to support close monitoring of the syllabus coverage
- The number of children with special needs increased from 112 in 2017 to 187 in 2018

Youth Opportunity and Leadership Project

- Benefitted 3,206 boys and 2,136 girls in 30 schools in Northern Uganda
- (4,352 boys and 1740 girls) were mentored and coached by the Patrons on leadership essentials

- 10,765 (6420 boys and 4345 girls) students in 30 schools were mentored and coached in community service oriented leadership
- 4,000 students in 15 schools were equipped with co-curricular leadership kits including 46 footballs, 33 netballs, 17 volleyballs, 25 volleyball nets, and 4 television screens which students use to engage in productive leadership activities

Vegetable Oil Development Project

IIRR continued to work with 400 farmer groups in 6 districts in Acholi Region. A total of 10,805 (6913 female, 3892 male) community members directly benefitted.

- 12,000 farmers organized in 400 farmer groups were trained in institutional strengthening and developed vision road journey and constitutions for good governance
- Farmer Groups’ Savings and Loans Associations were strengthened, giving total savings of Ugx 3,941,115,400 (USD 1,065,166)
- 780 farmers (in 26 farmer groups) were linked to financial institutions including banks with a loan portfolio worth Ugx 293,198,000 (USD 79,242)

- 325 farmers have procured oxen, 180 farmer groups were linked for tractor hire services and 180 pairs of oxen were procured for animal traction hire among farmers

Project for Financial Inclusion in Rural Areas (PROFIRA)

- IIRR enrolled 311 Community Savings and Credit Groups (CSCGs) under PROFIRA and registered 280 with the local governments, linked 250 groups to NGOs, economic operators, and local development organizations to access input and output markets
- 9,160 members were trained on Financial Literacy and Basic Business Development skills such as bookkeeping, marketing, value addition, entrepreneurship, and personal financial management
- 120 CSCG were trained and linked to formal financial institutions (FFIs) to access savings products to secure their savings
- 260 mature CSCGs were trained and supported to form clusters and cooperatives to boost their agricultural productivity and sales
- 145 CSCGs have done cash carry-overs and reinvestment of over 60,000,000 as accumulated owners’ equity

Enterprise development assistance for women entrepreneurs in Kampala and Gulu Districts

- 250 women entrepreneurs were linked to women-friendly financial institutions and products and a loan worth UGX 520,550,000 (USD 130,137.5) was accessed
- 333 women entrepreneurs were mentored in sustainable business practices and 203 are now sustainably running their businesses using the skills and knowledge
- 355 women entrepreneurs' capacities were built in agro-value addition (tomato sauce making, briquette making, cassava processing, starch extraction, mushroom growing, processing and poultry farming). 250 own the enterprises and it has reduced the cost of production per unit kilogram from 3237 (about 1 dollar) to 1,163 (less than half a dollar)



A STORY OF POSITIVE CHANGE

From hoe to oxen: Watmon's family graduating from poverty

“Out of the money I got from the sale of soybean, we managed to buy a pair of oxen and ox-plough that greatly improved our level of production and income.”

Layet Lilly Watmon, 37, and her husband Fred, 42, have 7 children. They are members of the Kicar Ber Farmers Group in Paicho sub county, Gulu District.

The farmer group started with only 15 women in 2015 with the aim of improving food security, health, education, household income, and livelihoods. Now, the group has 30 members (20 women) where 11 are youth.

Previously, Watmon's family could only afford to cultivate only one acre of land using hand hoes to grow cotton and tobacco for income and cassava, beans, groundnuts, millet, and sesame for home consumption. The income from cotton and tobacco was little - about UGX 250,000 (USD 67.5) in one planting season - and is not enough to support the family's needs. To cope, they would send only three children to school while the others stayed at home.

IIRR, in partnership with The Ministry of Agriculture Animal Industry and Fisheries, oriented the Kicar Ber Group members on oil



seed production. IIRR trained the farmers how to improve their planting methods (soybean, groundnuts, sesame, and sunflower), post-harvest handling skills, and linkage to markets.

In early 2018, Fred and Layet planted soybean on two acres of land where they harvested 1,217 kilos, earning UGX 2,068,900 (USD 559). The couple used the money to acquire a pair of oxen and a plough to ease cultivation. In the second season, they cultivated seven acres of land and yielded 3,940 kilos of soybeans, earning an income of UGX 6,304,000 (USD 1,703.78).

“Our lives greatly improved. We used part of the money to construct a semi-permanent house and now all our children are getting quality education, good medication, and meals,” Layet shares.

Securing land tenure for improved food security

In 2018, IIRR, in partnership with the Global Land Tool Network (GLTN) facilitated by the UN-Habitat, implemented a project aimed at securing land tenure to boost production and increase food security among rural poor smallholder farmers including women, youth, and vulnerable groups. The project was implemented in 2 sub-counties: Rubaya and Kamuganguzi, Kabale district in South Western Uganda.

- 4,000 smallholder farmers were sensitized on land rights and the customary land registration process
- 145 local council leaders, including women councilors and youth representatives, were equipped with knowledge and skills in Alternative Dispute Resolution (ADR)



A STORY OF POSITIVE CHANGE

IIRR changing women's welfare

Busega Market Tomato Traders Association (BUMATA) is comprised of 30 women entrepreneurs selling tomatoes at the Busega Market in Rubaga Division, Kampala District. The group buys tomatoes from traders that deliver in lorries and trucks from the rural areas. The group has been involved in tomato trading since 2013 but has been suffering losses due to high perishability, low prices, and fraudulent middlemen.

In February 2018, through IIRR's mentorship and business coaching, BUMATA conceived an idea of adding value to their fresh tomatoes to reduce business losses. In December 2018, the group started producing tomato sauce though they were still operating with losses from low output, low shelf life, and high input costs.

With IIRR's support, the group increased the volume of the tomato sauce they produced, increased shelf life, and eliminated fake inputs. The group was linked to genuine input dealers and product development institutions such as Makerere University Food Science and Technology and Uganda Industrial Research Institute for product development and nutrition analysis.



Now, BUMATA is producing 100 kilos of tomato sauce, which is equivalent to 250 bottles (400 grams) per week compared to the 32 kilos they produced before IIRR's program. As production increased, the cost of production per kilo decreased, from UGX 3237 (USD 1) to UGX 1,163 (USD 0.3).

Through IIRR's interventions, the group has increased its competitiveness. It is currently supplying two establishments with tomato sauce, like the Panamera Restaurant and Naguru and Platinum Hotel in Kigwanya Busega. The group members' income greatly increased, improving their welfare.

- 37 land-related conflicts were resolved leading to harmony and increased agricultural production
- 815 local leaders were trained in gender and land administration
- Land belonging to 1,048 households were mapped, registered, and issued with Certificates of Customary Land Ownership



IIRR coordinated the production of land and conflict book with GLTN.

A STORY OF POSITIVE CHANGE

Land rights is women rights

Sarah Tushabomwe sells potato grown in their land. **“Joint land ownership with my husband has given me confidence and inspired me to work harder. In the next season, I intend to grow even more potatoes to continue supplying our clients and cater our home consumption,”** she shares. Sarah is one of the 697 women in South Western Uganda that is happy to register her family land and attain legal documentation in the form of a land title.

Previously, women’s rights to access, inherit, own, control, or utilize land were not recognized. Women were not aware that land laws in Uganda provided for equal rights of men and women. Although they are the primary caretakers, women have limited decision making powers on land utilization. Majority of them become victims of eviction and land grabbing. Over 60% of women require permission from male relatives to cultivate certain land. This negatively impacted women’s participation in agricultural investments, food security, and income.

In 2018, IIRR, through the support of the Netherlands Embassy through the UN Habit Global Land Tool Network, implemented a project that advances a continuum of land rights for both men and women. The project sought to secure land tenure of small holder farmers for improved



food security, nutrition, and income. Communities and local leaders were sensitized and trained on equal land ownership rights, gender responsive mediation, and dispute resolution. Alternative Dispute Resolution Committees were strengthened to boost peace, hence improving household agricultural investments.

As a result, 697 women had their land registered and secured either individually or jointly with their spouses. Society has also recognized the girl children’s rights to own land, giving hope and inspiration to all.

“I am happy that my name appears on all the documents of our family land. It is now clear that we are equal as children,” said Hilda Kyohirwe, one of the women.

A STORY OF POSITIVE CHANGE

Gender responsive financial inclusion boosts family businesses

Suzan Aringo, 28, and her husband **Odong Stephen**, 33, are members of Gwok Dogi “B” Farmers Group in Patiko Sub-County, Gulu District in Northern Uganda. They are rice farmers.

Previously, Odong does not involve his wife in the planning, production, and sale of products. He does not account how the income is used.

In 2018, IIRR mainstreamed gender in the Project for Financial Inclusion in Rural Areas (PROFIRA). Community farmers were trained and mentored on gender inclusion. Odong was one of the participants and the training on Family Financial Planning (FFP), remarkably changed the way he does his business. He and his wife embraced gender inclusion. **“We now make development plans together and this boosted our business in rice production,”** Stephen says.

Since then, their average household income has increased from UGX 2,000,000 (USD 540.5) in 2017 to UGX 3,700,000 (USD 1,000) in 2018. Odong and his wife are now able to pay for their children’s education, which costs UGX 280,000 (\$75.6) per term and meet other financial needs.



A STORY OF POSITIVE CHANGE

Healthy chicken, healthy income

Pece Pawel Women’s Group is comprised of 30 women entrepreneurs from Pece Division in Gulu Municipality. The group deals in poultry, though each member owns a private business. The group started the poultry business in 2014 with 50 chicken and have been losing half of them because of poor management practices and diseases.

In June 2018, IIRR linked the group to the Konny Lee Veterinary Shop in Gulu town for veterinary and extension services for their poultry. Since the linkage, the group has recorded the highest survival rate of the chickens and increased population from 50 to 350. The group also learned to buy chicken from a genuine chicken dealer such as Binyizika Poultry International, as advised by the Konny Lee Veterinary Services.

Currently, the Pece Pawel Women’s Group is selling chicken worth UGX 4,200,000 (USD 1,105). The group was able to access funds worth UGX 5,000,000 (USD 1,315.78) from the country’s Ministry of Gender Labour and Social Development. They used the money to invest on more chickens.



The women also gained knowledge on poultry management. They also learned to treat their own chicken using proper medication. New castle vaccine, fowl pox, oxy-vitamin, OTC 20% coccid, Dewormers (albendazole), and accaricide (sybertix) are some of the drugs the group is well versed with. **“Our hope is to be the biggest poultry business in Gulu town and become the major player in the market,”** the chairperson, **Monicah Kabanyoro**, says. The members have testified that there is harmony in their homes now because they are now able to complement their husbands’ earnings.



HIGHLIGHTS

In South Sudan, over 25,000 pastoralists benefited from our program.

- Over 2,000 school children learned gardening skills, benefiting 10,000 internally displaced people and giving 11,500 households access to seeds.
- A total of 3,000 agro-pastoralists were organized to foster livelihood diversification.

South Sudan

South Sudan

South Sudan is the youngest country in Africa. The country received independence on 9th July 2011. The number of states has increased from 10 to 32 states with a projected population of 12.8 million. At least 75% of the populations are pastoralists/agro-pastoralists, with 25% entirely engaged in agriculture.

The country, with its vast natural resources and favorable ecological conditions, has immense potential for sustainable economic development. About 50% of the total land surface is prime agriculture land.

Unfortunately, South Sudan faces a number of challenges. It relies heavily on unpredictable rainfall. It has widespread poverty attributed to low purchasing power with high inflation, skewed income distribution, and inadequate delivery of social services. Large segment of the population is displaced due to inter and intra communal conflicts and cattle raiding. This has slowed the progress of food security initiatives and agriculture sector recovery and rehabilitation.

To contribute to the improvement of the food and nutrition security and peace in South Sudan, IIRR is implementing four core interventions in the country; Bio-Intensive Gardening (BIG) in schools, Integrated Pastoral Livelihoods, Education Field Schools, and Community-Managed Disaster Risk Reduction (CMDRR).

Bio-Intensive Gardening (BIG)

Since 2013, IIRR has partnered with the Presbyterian Hunger Project to promote the BIG in 10 schools to facilitate life skills transfer.

- 400 children (8-13 years old) were mobilized in agriculture clubs, trained and equipped with basic skills in vegetable growing and marketing.
- A total of 1800 have benefited from learners replicating the knowledge and skills learned in their homes.
- 20 teachers trained to lead and guide agriculture clubs.
- 10 target schools have designated portions of land for demonstration. The plots are also used for learning during practical science lessons.
- BIG skills are contributing to increased household incomes and job creation for the out-of-school youth
- Some teachers earn USD200 from the sale of excess vegetables as compared to \$15 salary they earn each month.



Integrated education field schools

Since 2015, IIRR has partnered with the UNFAO to implement the Agro-Pastoral Community Resilience Programmes. In 2016, there was a need to integrate literacy and numeracy in the pastoral livelihood programmes. From September 2016 – October 2018, IIRR partnered with FAO/UNESCO to pilot a 2-year Pastoral Livelihoods and Education Field School (PLEFS) programmes. It has 3 modules each one is designed for a period of 9 months. Once a learner has completed all the modules, he/she can enroll in the mainstream primary school.



School in cattle camp.

Achievements

- 34 youth were trained as Community Animal Health Workers and currently supports the State Department for Animal Resources and fisheries during mass vaccination campaigns
- At least 90% of the learners can read and write their names, dial phone numbers, count days of the week, recognize the expiry dates of drugs, and record their savings
- 12 community facilitators trained and retrained to strengthen their skills as mobile teachers in cattle camps
- 300 selected learners from the cattle camps trained on various income-generating activities
- 6 income-generating activities were mainstreamed in the youth and adult curriculum: milk handling, vegetable growing, honey production, fish preservation, making mineral leak blocks, and livestock health management
- The milk value chain was boosted in Rumbek. At least 80 women in cattle camps supply milk to Rumbek's milk bar
- 240 (180 female, 60male) were mobilized into Village Community Banking Groups and supported with business skills to boost local investment. 8 groups completed the first cycle of saving at least 1,300,000 South Sudanese Pound (\$8000). The beneficiaries are investing the dividends in individual income-generating activities and supporting their children with basic needs.

Resilience and disaster risk reduction

IIRR promotes Community Managed Disaster Risk Reduction program (CMDRR) in South Sudan to build the capacity of partners working in disaster-prone and fragile communities. The ultimate objective is to support the in mainstreaming CMDRR in their development and emergency response plans so that they can effectively engage with government to influence policies, practices, and investments that promote disaster risk reduction.

In 2018, IIRR supported four communities in Western Lake to develop and implement their CMDRR priorities. In partnership with FAO, IIRR trained 34 Community Animal Health Workers (CAHW) to support the trained CAHWs on livestock disease surveillance, treatment, reporting, and integrating peace-building activities to enhance co-existence. In addition, they supported resilience initiatives such as making mineral licks to improve livestock nutrition, and promotion of livelihoods diversification.

Also, IIRR partnered with Cordaid to support 3000 smallholder farmers in Fashoda, Makal, and Manyo of Upper Nile acquire skills to mainstream CMDRR and Agribusiness in Farmer Field Schools.



A STORY OF POSITIVE CHANGE

Reviving hope of pastoralist girls

Yom Makat Alak, a 17-year-old girl living in War-abyei cattle camp, shares, “I was not taken to school by my parents. I was only told that girls are only supposed to do house work and serve as a good housewife.” Just like the other girls, she was enrolled in the Pastoral Livelihoods and Education Field School (PLEFS) Program in youth class. She said, “I have benefitted a lot from the literacy classes IIRR introduced. I feel this is my chance to attain education. I am now able to read pieces of work, write my name and names of other people in the Savings and Loan Group. I can dial and make calls, which was not the case before. With my writing skills, I was elected as secretary of the youth saving and loan group. My parents were planning to marry me off but now they realise the need for me to study first. I encourage other young girls to come and join the PLEFS Program because after the learning session, we discuss issues that affect us as girls. We encourage other girls to convince their parents to allow them to finish studying before marrying them off. During open days, we show to the community our reading, writing, and counting skills. This changed the minds of parents who refused us to interact freely during the learning session.”



A STORY OF POSITIVE CHANGE

Mary's hope of establishing a nursery school

Mary Hayat, 20, is in the youth class but she has never attended school before because her parents believed that girls are supposed to do housework and train to serve their husbands. But she was very grateful for the PLEFS program. After seven months, she learned to write and read books on her own. She was also able to write names and make calls, which she couldn't do before. Because of her writing skills, she was elected as secretary of the Village Savings and Loan Association (VSLA) she is a member of.



She shares, “Many girls and parents get surprised by my reading and writing skills. Because of this, some parents have begun supporting their daughters to enroll for literacy classes. We have formed a women's group and engage with the camp leaders to advocate for all girls to join the PLEFS Program. This is the only way we can prevent child marriages, which is rampant in cattle camps. I plan to take a loan to establish a nursery school near the cattle camp so that I teach the young children who cannot move when the cattle camp moves to another location.”

A STORY OF POSITIVE CHANGE

Promoting school gardening for improved nutrition and incomes

IIRR has implemented Bio Intensive Gardening (BIG) in South Sudan schools since 2013. It aims to strengthen schools as knowledge hubs to improve nutrition and incomes of displaced- and war-affected communities. In 2018, the school gardening activities targeted 10 schools in Jubek County. Ten agriculture clubs, with a total population of 300 students (179 female and 121 male), were established and strengthened. Each club has two teachers serving as patrons to support the activities. A total of 600 parents were sensitized about the schools' gardening project during the school open days.

Mayo Girls Primary School is one of the schools implementing BIG and they grow eggplants, tomatoes, kudura, girgir, okura, and pumpkin. The vegetables harvested are used to prepare source for pupils and teachers and the surplus are sold to generate income for the agriculture club. The school gardens are also used during science practical lessons. Agriculture club members are equipped with skills on seeds selection and preservation, nursery bed establishment and management, transplanting and moisture management, pest identification and management, crop management, harvesting, and marketing. Each member is required to establish a similar plot at home and share their BIG skills with their parents and siblings. Through this, at least 1,800 community members learned and practiced BIG to produce vegetables for consumption and sale.



Regina is one of the teachers and patrons of Mayo Girls Primary School's agriculture club. She shares that the harvest from the small gardens helped improve the diet of teachers and pupils.

"I applied BIG to my home garden and I harvested enough for my family to eat and sell. I earned SSP 30,000 (USD 200) from the sales, which helped supplement my salary worth SSP 2,500 (USD 15), which is not enough to cater my family's needs. I use the earnings from the vegetables to pay for my son's school fees. I wish I had known this earlier. I discovered vegetables earn fast because they mature quickly. I plan to make vegetable growing into a business. It helps keep my children healthy and our family happy."

In Gabat Primary School, students specialize in tomato production. The agriculture club members discovered the school's soil is suitable for tomato growing. In support, the school provided the agriculture club with water pipes from piled water in the school. The club's patron reports that the pupils were motivated to irrigate the gardens after realizing the benefits of selling the tomatoes.

"We sell the tomatoes to teachers. Some of the harvests are used for the lunch of school children. Armed with BIG skills and knowledge, 25 children established their home gardens. Their tomatoes attracted sellers from Juba market to buy the tomatoes from the community. Parents engaged in tomato growing can now buy school requirements for their children and support them in school."

HIGHLIGHTS

In Cambodia, nearly 10,000 farmers, fisherfolks, students, and teachers benefited from various IIRR interventions. These include:

- 100 aquaculture model farms were established and used as a learning sites
- 42 village development funds and saving groups have been formed and saved USD 576,033
- 5,000 farmers in nearly 200 villages were trained and apply their knowledge in climate-resilient techniques and crop diversification and waste management
- Over 2,300 children learned about health, climate-smart agriculture and BIG programs, and have planted vegetables in homestead areas. The knowledge and skill is transferred to 80 parents and 74 teachers



Cambodia

Over 80% of Cambodia's population live in rural areas and more than a third live in extreme poverty. Poorly functioning markets and lack of infrastructure contribute to economic failures of smallholder farmers and agricultural entrepreneurs. Since 2012, IIRR's work in Cambodia has been a cornerstone in addressing key national issues on food security, malnutrition, and poverty.

IIRR continues to team up with the District Offices of Agriculture, Education, Youth, and Sport, Commune Councils, Cambodian Centre for Study and Development in Agriculture (CEDAC) with financial support from development organizations such as the Biodiversity Conservation Corridors Project (BCCP), GIZ, the European Union (EU) through the Fisheries Administration (FiA) of the Ministry of Agriculture, Forestry and Fisheries (MAFF), CIAT, and IIRR to address agricultural challenges through climate-smart agriculture, promotes nutrition sensitive and adaptive options for smallholder farmers and strengthen the awareness of local fishers on resilient and sustainable fishing practices.

The programs contribute to building the local communities' self-reliance by strengthening their ability to plan, finance, and implement their own development solutions.

Education and Nutrition

- Over 2,300 children learned about health, climate-smart agriculture and BIG programs and have replicated growing vegetables in their homestead
- 80 parents and trainers, 74 teachers applied new techniques and best practices for vegetable growing
- 3,000 kgs. of mixed vegetables were distributed to students, teachers, and communities



Food security and resilient livelihoods

- 5,000 farmers in almost 200 villages (1,589 females) trained on climate-smart agriculture, crop diversification, and waste management. Farmers are now applying climate-resilient techniques to planting rice, vegetables, and cassava plants
- There is 40-80% increase in farmer beneficiaries' income. They now have improved production, higher productivity, and higher income from vegetable farming
- Over 300 training and coaching sessions organized for rice, cassava production, and safe vegetable farming
- Over 2,200 high-value drought and salinity tolerant fruit tree seedlings distributed in two provinces
- 5 demonstration farms established as learning sites for farmers to know more about the concepts and techniques for nutrition-sensitive agriculture



- 37 Village Development Fund and Saving Groups (VDFSGs) were established in 9 Community Protected Areas and 14 Community Forests were established across 2 provinces
- Over 1,600 members of village development fund gained new skills on fund management and chicken production to improve the economic condition
- USD 561,570 saved from the Village Development Fund, which can be borrowed by smallholder farmers as capital for their small businesses

Sustainable fishing and ocean ecosystem restoration

- 452 villagers (172 females) have enhanced their understanding of fisheries law. Fishers have now transitioned to use sustainable fishing practices to address the issues on overfishing. This shift helps restore fish stocks and restore health of the ocean ecosystem
- 1 tree nursery established and 12,000 mangrove seedlings planted



- 100 aquaculture model farms established and ready for use as learning sites for sharing of successful practices for replication and upscaling
- 6 savings groups formed with a total saving capital of KHR 57,852,100 (USD 114,000), which gave farmers and fishermen better access to collective saving and credit service



A STORY OF POSITIVE CHANGE

Improved family nutrition through home grown vegetables

Keo Sreytouch, 24, lives with her husband and parents in Damnak Kantuot Village, Kampot Province. Rice farming is her family's main source of income but she also raises chickens and grows vegetables for their consumption. Her family prefers meat over vegetables so their meals lack diversity and nutrition. She only grows rice cucumber and sponge gourd that are not enough for her family so she still buys vegetables from the market, which sells imported vegetables that have high levels of agro-chemicals, posing health risks.

When IIRR implemented the GIZ-funded Multisectoral Food and Nutrition Security (MUSEFO) Project in her village, Sreytouch attended the technical trainings on climate-smart and nutrition-sensitive agriculture. The aim of this project is to improve the nutrition of women and young children. It was implemented in 90 villages across 27 communes and four districts where 2,969 farmers participated. They were trained on nutrition-sensitive agriculture and were introduced to the concept of Minimum Farm Package, which stresses the importance of planting a diversified selection of crops all year round. Farmers were encouraged to plant at least three types of vegetables and fruit trees and to raise livestock (e.g. chickens). At least 70% of the trained farmers adopted what they learned from the project.

After undergoing the training, Sreytouch's vegetable garden significantly improved. She extended her planting area from 24 square meters to 48 square meters and applied adaptable and climate resilient practices, such as proper land and row preparation, mixed planting, mulching, compost making, etc. She is now growing more than 10 types of crops like moringa trees, morning glory, yard-long bean, cucumber, pumpkin, ridge gourd, lemongrass, ivy gourd, chili, and herbs. Before, her family only eats vegetables once a week but now they prefer to eat vegetables every meal.



They especially like eating those they have planted and grown. Her diversified garden also helped Sreytouch save money. Since they have begun consuming home-grown vegetables instead of agro-chemical-laced produce from markets, her family is healthier and rarely get sick. She also didn't need to spend KHR 5,000 riels (USD1.25) for vegetables every week.

Sreytouch shared nutrition-sensitive agriculture to her two neighbors and they learned how to grow and consume home-grown vegetables.

Looking forward, Sreytouch wants her garden to be even more diversified. But now, she is happy and proud of her accomplishments. She shares, **"I am happy because I can produce chemical-free vegetables for my family and I can reduce family's expense on health treatments"**.

A STORY OF POSITIVE CHANGE

Farmers double income with sustainable cassava cultivation

IIRR worked closely with GIZ, the Regional Economic Development (RED III), and District Agriculture Office in training 1,123 cassava farmers in Oddar Meanchey Province on sustainable cassava cultivation. Around 60-70% of the farmers adopted the new skills they learned and they observed that their income from cassava doubled. Twenty-one farmers were selected to demonstrate the practices, conduct farm trials, and disseminate successful practices to other farmers in the community. They received technical advice and visits from IIRR trainers, DAO Officers, and GIZ Technical Advisors to increase their confidence in applying the techniques they learned.

One of the demonstration farmers was **Un Saren**, 32. He has 5.1 hectares of land, where 2 hectares is allocated for cassava. He has been planting cassava for four years but had limited knowledge on how to sustainably cultivate it. He applied conventional ones that yielded only 15 to 20 tons of cassava per hectare that decreased in subsequent years.

After applying the sustainable practices in just 0.16 hectares of land, his yield increased to 30 to 32 tons per hectare and his income grew from KHR 650,000 to KHR 1,753,500 (USD162.5 to USD438). He used his cassava earnings to pay for his children's education, purchase agriculture inputs and planting materials for the next planting season, and other daily expenses of his family. He is also sharing his experience and knowledge to 25 other farmers in his village.



Tuy Oun, 48, from Popel Village with his three family members, was another cassava farmer who joined the project. He showed interest in the cassava production process and registered to be a cassava demonstration farmer for his village. He allotted 0.24 hectares of his 0.5 hectare cassava plantation to apply the cassava production practices he learned from the training.

He shared, **“I gained a lot of skills and improved my cassava growing techniques. What I have learned from the program (bed preparation, soil fertility improvement, healthy planting materials, fertilizer application, and weed control) are new to me. I was encouraged to shift from applying traditional practices to sustainable ones.”**

After applying sustainable cassava cultivation practices, Tuy Oun's income increased by 115%, from KHR 1,200,000 to KHR 2,585,800 (USD 300 to USD 646). He was able to produce 3.45 tons of dried cassava from the cultivated area of 0.24 ha, which is higher compared to his yields using conventional practices.

He used his income to invest for the next planting season, support his family's expenses, and for other investments.

A STORY OF POSITIVE CHANGE

Increasing sustainable income from native chicken

More than 80% of farm families in Sre Phreah Village, Mondulkiri Province raise chickens. One of their main challenges is the need for a supply of healthy chicks. They are challenged with raising unhealthy chicks that have high mortality rates, poor growth, and are sickly.

IIRR, through the funding support of the Asian Development Bank (ADB) through the Ministry of Environment (MOE) and Forestry Administration (FA), trained 586 farmers (389 women) on native chicken raising and established 30 broiler demonstration farms and 12 chick producers at the commune level. The demonstration farms serve as a learning site for other farmers on how to raise native chicken.

Phok Setha, 47, was one of the farmers IIRR trained. She lives in Sre Phreah Village with her husband and three children. Before she was trained, she owned five hens, one rooster, and twenty chicks for home consumption and sold the surplus. She had a limited knowledge on chicken raising, unsure of how to take care of chickens, provide vaccinations, and separate the chickens by ages. She faced many problems that caused loss of production and income.

Through IIRR's training, Phok Setha gained sufficient technical knowledge, skills, and confidence in raising good quality chickens. She was coached and visited other successful projects of IIRR. She eventually became a qualified chick producer who sells healthy chicks to other farmers in the community. Phok Setha's family members are also involved. Her husband communicates with customers, buys feeds, and manages all farm activities while Phok Setha attends to the feeding, cleaning of facilities, collecting eggs, caring for chicks, etc. Sometimes her children help in providing food and water to the chickens and in cleaning the food and water containers.



The family has made remarkable progress, with 65 hens and cocks providing at least 15 to 20 eggs a day. Using an incubator, Phok Setha produced 700 healthy chicks that she sold in three months. For the first time, her husband sold the chicks in Kratie Province, which is 100 km from their home. They also sell in their community where they have built a strong reputation of selling healthy, good quality chicks. Her sales are continually

growing. According to her monthly record book, she earns around 150 USD per month. This is an exceptionally good income for her, since the region's average income from selling chickens is USD 80 to 100 per year or about USD 6 to 10 per month. She also sets aside chickens for home consumption, allowing her to spend less for food and save more money. Phok Setha uses the income for daily expenses in the family and for her children's schooling.

“I am happy with my job as a chick producer because I myself can make a good income for the family. At the same time I can help other farmers to get healthy chicks for raising,” said Phok Setha.

The family has become well-known model farmers for their achievement in producing and selling good quality chicks. Local authorities and institutions also acknowledge them. Phok Setha plans to increase their population of hens to 80 and roosters to 13 in order to respond to market demand. She has also shared her knowledge to 10 farmers in her village and two of them have begun adopting the techniques they learned. The rest are expected to follow.

Myanmar



HIGHLIGHTS

- In Myanmar, one of IIRR's youngest programs, we promoted climate-smart agriculture and community-based adaptation in four agro-ecologies, reaching at least 1,000 farmers (5,000 individuals).
- We also organized various learning events for over 500 NGO and government development workers.

In Myanmar, IIRR has expanded its early work in setting up climate-smart villages. This program now supports four climate-smart villages representing different agro-ecologies in the country. In 2018, IIRR established baseline studies and delivered climate resilient options to support the livelihoods of the four climate-smart villages residents. These options are meant to diversify income sources, address environmental and climate change challenges, and create opportunities for vulnerable members of the villages including women and elderly.

The initial results from this early work in Myanmar already yielded excitement from village partners. For 2019-2020, local villagers are committed to pursue the development and to outscale their work. Below captures the scale of work of the Myanmar program in 2018.

Myanmar Country Program 2018 figures

- 650 farmers tested new technologies and approaches for climate-smart and nutrition sensitive agriculture production
- 380 individuals from the government, NGO, private sector, and the academe collaborated to provide technical assistance, and supply seeds and planting materials to implement climate-resilient agriculture technologies and practices
- 200 individuals (farmers, government and non-government staff) from other villages learned about climate-smart agriculture and the climate-smart village, attended the farmer field days, learning visits to IIRR-Philippines and short term seminars
- 3,400 fruit tree seedlings distributed and planted in the 4 climate-smart villages to provide lasting livelihood options for farmers affected by changes in climate and weather patterns
- 2,000 trees distributed and planted in the 4 climate-smart villages to contribute to soil and water conservation. These trees can create micro-climates in the farm once they mature.
- 330 small livestock animals such as ducks, goats and pigs distributed to create economic opportunities for women farmers in the 4 climate-smart villages
- 230 kilos of climate-resilient crops were cultivated. These seeds were field tested and underwent actual performance evaluation by IIRR farmer partners.



Collaborating with FSWG: Scaling out resilience in livelihoods via NGO capacity development

At the request of Myanmar's Food Security Working Group (FSWG), the International Institute of Rural Reconstruction (IIRR) organized and conducted a 2-day seminar to provide a basic understanding and orientation to selected FSWG members on topics related to climate change, agriculture, and livelihoods.

The 2-day seminar gave the participants a better understanding of the concepts and principles of climate change adaptation, mitigation, climate-smart villages and climate-smart agriculture. Also, in consultation with the IIRR team, participants identified potential follow-up activities which could enable FSWG and its members to integrate climate-smart agriculture in their current programs.

In addition, IIRR facilitated a Study Program of selected FSWG leaders and members. They visited the climate-smart villages in the Philippines. The group was hosted by IIRR Philippines and the Regional Center for Asia. The group interacted with farmers and local governments in Guinyangan, Quezon to learn about how to facilitate and engage farmers in climate change adaptation in agriculture.

A STORY OF POSITIVE CHANGE

A life dream realized

Masein village is in Bogale Township, Ayeyarwaddy Division of the Delta region, an area vulnerable to flooding due to rising sea level and increased cyclones and storm surges. In the aftermath of cyclone Nargis in 2008, the agricultural lands, crops, and livestock animals were destroyed. The flooding also claimed people's lives. The village was adversely affected and struggled with rehabilitation works. Since then, they often experience flooding and heavy and irregular rainfall resulting in a more impoverished rural community.

Agriculture, (crops, livestock, and poultry) is their main source of livelihood. Rice production, coconut and betel nut cultivation, and trading greatly contribute to the income of the communities in Masein village. The livestock sector also provides a higher income. Many households are engaged in raising pig, native chicken, and duck.

In 2018, IIRR and the Radanarayar Association (RDA) have implemented a Climate- Smart Agriculture project to address food insecurity in the village. Farmers in the area participated in school and home gardening, and livestock rearing.

Daw Myint Sein is one of the project beneficiaries. She and her family work in a small area of lands for subsistence paddy cultivation but the production doesn't yield sufficient income. All the family members have to work as casual laborers for additional income. Daw dreams to raise livestock to increase the income of her family. Accordingly, she engaged in animal husbandry training and received support from the project when distributed 50 ducks to each participant of duck rearing. She also contributed 10 more ducks of her own. Through this, Daw expects to increase their family's income.



In the beginning, she was challenged with the feeding cost, particularly when the egg-laying rate was low and not uniform. Although she uses the rice from her land production, she still has to purchase some commercial feeds.

Three months later, the production rate became more profitable. She now manages her own business and determined that she could do better. She plans to add more ducks and when she could save some money, she plans to build a betel leaf garden. Daw hopes to receive more training on animal husbandry and to learn more about feeds management, vaccination, and medication.

A STORY OF POSITIVE CHANGE

Mango trees from the dry zone of Myanmar

Myanmar is not spared from the impacts of climate change. Frequent flooding, prolonged drought, and lesser but heavier rainfall have occurred in the past decades. People have increased their awareness of climate change, as a result.

Poor villages are less resilient and less adaptive to the impacts of climate change and climate variability, which also vary from one ecological zone to another depending on its topographical structure. For instance, in Nyaung U Township - one of the dry zones of central Myanmar - is suffering from the impacts of climate variability. Lesser rainfall, longer drought and shorter period of monsoon (due to the late onset and early withdrawal of monsoon), and soil degradation due to intensive and unsustainable cultivation practices make up for the damaging impacts in this region. The lack of knowledge in conservation practices aggravates the problem.

70-year-old **U Nyo Wynne**, a smallholder farmer in Hteepu village, in Nyaung U Township. He lives with his family and they raise a small quantity of native chicken for their own consumption. Although agriculture is their major source of their livelihood, he is aware that the income from agriculture production is becoming less reliable.

“Traditionally, we cultivate sesame, pea, and pulses (peanut, pigeon pea, horse gram) in our village. When I was young, there were only a few cases of crop failure. Presently, sesame just germinates and collapses because of the long drought period after the pre-monsoon season. It could not even reach the flowering stage. There are few farmers now engaged in growing sesame,” said U Nyo Wynne.



orchards. We just harvest the mango from the forest,” he said.

IIRR introduced and distributed 50 mango seedlings to him; he added 50 more grafts of his own. With proper care, the variety of mango he received can assure him of good profit due to high market demand. The mango fruits can be sold at a high price.

Moreover, farmers also understood that they could still cultivate seasonal crops (peanut, pigeon pea, etc.) before the fruiting stage of the mango so that income generation from their field crops can be maximized. By the time their mango starts bearing fruits, the income becomes more regular and more reliable than seasonal crops production.

With such initial activity, farmers from this village and in neighboring villages can replicate this practice. In the future, they intend to be a major source of (Seintalone) mango production in one of the dry zones of Myanmar.

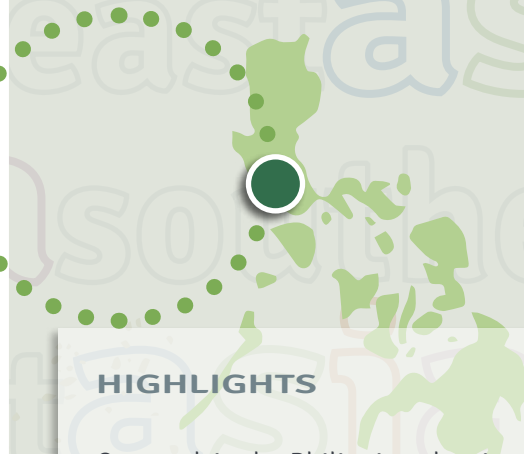
Financial instability makes it harder for smallholder farmers like U Nyo Wynne to try and test new crop varieties using more advanced technology and new agricultural practices.

In 2018, IIRR, with funding from IDRC, partnered with the Community Development Association (CDA) to conduct Climate-Smart Agricultural options such as testing new varieties of major crops using participatory practices, small-scale livestock rearing and perennial fruit tree cultivation in both homestead and field, and providing several training and technical support on sustainable agricultural practices.

U Nyo Wynne is one of the participants who tested new varieties and tried mango tree cultivation in the field. **“Mango is a suitable perennial crop in our village but no one tried to cultivate it as**



Philippines



HIGHLIGHTS

Our work in the Philippines has impacted the lives of over 500,000 children, parents and teachers.

- More than 250 lighthouse schools grew and distributed seeds and seedlings to communities and other schools
- More than 320,000 students and community members improved their nutrition
- More than 140 child development centers also adapted integrated school nutrition model
- Nearly 4,000 farmers were trained and given seeds, livestock, and planting materials to develop climate-smart livelihood options

Since 2011, IIRR has been partnering with the Philippine government at different levels (local, regional and national) and working with other development actors to advance and uplift the lives of the rural poor and marginalized communities.

Since 2015, it has developed three learning communities in the provinces of Cavite, Quezon, and Panay focusing on key development issues such as income inequality, food security, malnutrition, gender and education, climate change, and disaster risk reduction.

Over the years, IIRR supported local communities. In addition, IIRR was focused on knowledge generation, sharing upscaling successful practical solutions to local challenges. The program significantly increased local capacities and awareness on:

- Sustainable intensification of agriculture-based livelihood
- Health and nutrition for women and children
- Building resilient livelihood, food systems, and value chains
- Strengthening pro-poor value chains and developing small and micro-enterprises that benefit women and the youth

School nutrition and child development

In 2018, IIRR continued the fine-tuning and scaling of the Integrated School Nutrition Model (ISNM) that addresses malnutrition among Filipino schoolchildren by working with respective schools and have set up ‘crop museums’ and lighthouses to serve as models. After successfully demonstrating the effectiveness of the nutrition model, ISNM has been scaled out:

- 58 schools with combined population of 80,223 piloted and still implementing the ISNM
- 215 schools nationwide with a combined population of 247,040 adopted ISNM as mainstreamed by the Department of Education
- 10 schools in Region 5 supported and introduced ISNM in partnership with the Adventist Development and Relief Agency
- 247 schools serve as crop museums and community seed banks for nutritionally-relevant indigenous crops
- 149 Child Development Centers are at work in five provinces
- 254 local and regional-level social welfare and development staff trained on integrated nutrition
- 335 households have been given garden starter kits and adapted backyard gardens



Food security and resilient livelihoods

In the Philippines, small farms are also owned by poor families and it is the source of their food and nutrition. IIRR helps rural farming families achieve nutritional security and financial independence amidst climate change risks:

- 60 family farming households in one municipality have been diversified and intensified including integrating small livestock to address food insecurity and achieve diet diversity
- 22 varieties of vegetables planted and produced for household consumption and surplus for market
- 59 family farming households received native pigs and native chicken and ducks under the pass-on scheme.
- 30 farmers have earned PHP 4,000-PHP 28,000 from selling piglets (PHP 2,000-2,500 each), native ducks and native goats.

A STORY OF POSITIVE CHANGE

Empowering women through agroforestry

Emma Alfiler, 53, lives in Himbubulo Weste, Guinayangan, Quezon with her husband and three of their seven children. They are one of the 47 tenured migrant families living in the government-owned, strictly protected watershed, the Maulawin Spring Protected Landscape (MSPL). The government gave them a 25-year tenure to sustainably utilize the multi-use zone while cooperating to protect the whole watershed. They are required to cover 20% of their cultivated area with forest trees and agricultural crops; however, they only know mono-cropping of coconuts.

To address this gap and complement government initiatives, IIRR and Guinayangan's local government implemented an agroforestry project through the support of CCAFS and Forest Foundation Philippines. Agroforestry is an ecologically sustainable land use management system where trees and food crops are grown in combination, sometimes including livestock. Aside from economic gain, it increases biodiversity, reduces soil erosion, enriches the soil, and retains moisture. Tenured migrants were taught about the importance of biodiversity and they learned to appreciate the inter-connectivity of species for a healthy ecosystem that supports livelihoods. Starter kits composed of fruit and forest tree seedlings, assorted vegetables, and legumes seeds were provided to the farmers. Some also received small livestock to build their assets. A pass-on scheme was developed to multiply initial stocks for other farmers. This not only built goodwill but brought a sense of community.

Before joining the project, Emma only planted cassava, sweet potato, and bitter melon. She used commercial inputs and her production losses were often high. She frequently borrows money, which stretches her family's budget. After undergoing the project's trainings, Emma's home garden is now planting more diverse crops. She grows string beans, pepper/chili, and eggplant and has fruit trees like star apple, durian, jackfruit, citrus, guyabano, and banana. These provided her family with food needs and additional income. In the last planting season, she earned PHP 3,000 to



PHP 4,000 per week from selling vegetables. **"The income we gained from the crops supported our children's studies in college and paid our debts,"** she said. Her native pig produced seven piglets and she was able to invest in an upgraded breed that produced 11 piglets.

Her enthusiasm prompted her to volunteer her farm as a learning site for organic vegetable farming where other farmers can learn during field days. She is very grateful to IIRR and the local government, saying, **"I will continue practicing agroforestry as this helps us a lot, especially in providing for the needs of my children."**

Food and environment security through climate-smart agriculture (CSA) approaches

IIRR is devoted to helping farmers improve their agricultural practices and yields, while simultaneously working to limit agriculture's contribution to and vulnerability to climate change.

In a span of 4 years, the community-based adaptation model has reached:

- 3288 local farmers from all 54 villages of the municipality, wherein 52% are female and 48% are male
- 180 on-site activities conducted like learning group capacity buildings, learning group meetings, local government capacity building, outreach and scaling out
- 48 trained farmers cooperators conducted different participatory action researches to address climate-related risks experience in their village
- 11 impact areas (CSA learning sites) under various ecosystems including forest and watershed, upland, lowland rice-based and coastal areas are developed
- 8 farmer-managed community support structures were established so materials can be sourced locally. Facilities range from nurseries to simple breeding centers
- 300 farmers diversified farming and engaged in livestock animal raising

A STORY OF POSITIVE CHANGE

Sustainable farming practice is infectious

Myrna Cruz, 60, is one of the women farmers in Maragondon, Cavite. When she became part of IIRR's Family Farming Project in 2014, she was empowered by the productivity and dramatic improvements of her 3,000 square meter farm. Before, she used to plant only a few crops like rice, coconut, corn, cassava, and sweet potatoes for her family's consumption and some bananas for selling. She earns an average of Php 1500 to Php 2000 (USD 29 to USD 38) from selling bananas bi-monthly while also doing manicure and pedicure services (Php 50 or USD 1 per service) and occasionally selling processed meat products.

But when she started planting a diverse range of crops using sustainable farming practice she learned from IIRR, her small farmland has been filled with different kinds of vegetables and fruit trees that she's able to sell and share to relatives and friends. She has also learned how to save seeds and raise native pigs (3 sows, 11 piglets, 1 fatter, and 1 boar). Using farm crops as feeds, is greatly minimizing her expenses. She's also engaged in the *paiwi* (sharing) system, where she takes care of an owner's piglets and when the piglets are sold, they share the earnings 50-50. Myrna sells the piglets at a competitive price and in 2018, she earned Php25,400 (USD 508) from it. Her increase in income enabled her to save money and provide for her family's needs.

The dramatic improvement in her farm and income encouraged her three siblings to adopt the same sustainable and environment-friendly farming practices she used. When IIRR scaled out the family farming approach in Maragondon, Myrna's sister, Teresita Aguilar, was one of the many farmers who eagerly joined. She gained access



to diverse sources of food like fruits, leafy and leguminous vegetables, root crops, and meat from native pig and chicken. In just a little

more than a year, she has been growing and harvesting various vegetables and fruits in her once dense farm. Some of the crops she's planting for selling and personal consumption are papaya, banana, pineapples, corn, sorghum, arrowroot, etc. To save money, she started her own vermicast, which she learned in one of IIRR's trainings. She also began raising a native pig using the crops she planted as feeds. In 2018, she generated a profit of PHP 144,970 (USD 2,741) from selling fruits, vegetables, and native pigs. With this, Teresita was able to improve her home with floor tiles and paved walls. She, along with Myrna, are now able to save money through their community savings group.

A STORY OF POSITIVE CHANGE

Tinabunan a shining lighthouse school

When Tinabunan Elementary School in Imus, Cavite became part of IIRR's Integrated School Nutrition Project (ISNP) in 2016, 67 of its 1,129 students were malnourished. Like all public elementary schools in the Philippines, Tinabunan conducts a 120-day supplementary feeding program for malnourished students. Back then, only two people take on this heavy task - a teacher and a kitchen helper - hence, the students only learned basic handwashing practices and only eat horseradish leaves almost every day. Other vegetables needed to be bought at the market because of the school's limited garden - the area was small and the soil lacked nutrients and moisture. The school did not have financial resources to improve their garden. But since 2016, a lot has changed.

Marie Ann Galas, Tinabunan's teacher and gardening coordinator, shared that their adoption of Bio Intensive Gardening (BIG) rehabilitated the school garden's soil quality. From just one crop in 2017, they grew 55 indigenous vegetables in their 200 square meter garden. It provided enough vegetables for their 50 school feeding beneficiaries that school year. They were also able to produce seeds and planting materials that they shared with other schools. More teachers helped in the feeding program, taking turns in giving nutrition education through songs and storytelling. The Parent-Teacher Association provided financial and manpower support for the feeding program.

When ISNP was scaled out nationwide in 2018, Tinabunan became part of the Department of Education's pool of trainers. They trained 102 teachers, school heads, and education supervisors from six regions in the Philippines, inspiring them with their successful ISNP journey. Their garden also served as a benchmark site showcasing BIG to more than a hundred teachers, school heads, and supervisors from Regions 11, 12, and ARMM. Tinabunan became a model of ISNP implementation in their division/cluster and was tapped to train all 35 public schools in their city.



Rewards also followed their great work and dedication. In 2018, the City Agriculture Office of Imus granted Tinabunan the Best Organic School Garden Award amongst all public schools in the city. It was also recognized as the Best School Gardening Program

Implementer in Region 4A - the best among 20 finalists. They received around PHP 65,000.00 (USD 1,300) prize money, which they used to improve their school garden, feeding, and nutrition education facilities and activities. They expanded their garden area to 250 square meters and allocated around 50 square meters to raise livestock: a pair of native pigs, some native chickens, and ducks. Produce from the poultry are given to the feeding program. More lavatories were also built in the school's feeding center for handwashing and toothbrushing.

Mary Ann Galas, who started out shy and nervous to speak in public, showed an improvement in her self-confidence and communication skills. **"I used to palpitate every time I speak in front of many people but now, I am more relaxed and confident talking about our experience. Many teachers in our city know me now - someone they could ask and consult about Bio-Intensive Gardening,"** she said.

All of the 35 schools they have trained, plus 16 homes in their community, were able to establish their own gardens. **"I didn't expect our school to reach such achievements and recognition. But it makes us proud and happy to see that the schools and families we taught now have bountiful harvests from their own gardens,"** she said.

In 2018, 36 out of 41 supplementary feeding beneficiaries in Tinabunan have achieved normal weight, while five students improved from being severely underweight to underweight. Tinabunan also partnered with Barangay Anabu-1 on its community feeding program for children below 5 years old. The school provides seeds and seedlings for the parents of feeding beneficiaries so they too can grow safe and nutritious food at home.

The school looks forward to furthering their reach in communities through their Adopt-a-Community-Garden initiative, where they will mentor one community to establish its own community food garden.

Building a Global Community of Practice and Collaborative Leadership

“IIRR continued its work of systematically linking development practitioners to grassroots experiences.”



In 2018, IIRR in Asia and Africa conducted various activities that facilitated global learning. Below are the highlights of these activities.

Summer School Program piloted in the Philippines

In partnership with Thames International College in the Philippines, IIRR conducted a social entrepreneurship summer class for 8 students. David Carilla, one of the students, shared that he appreciated everything about the course. Staying at IIRR's campus brought them back to nature and for some, even to childhood memories. More importantly, they were introduced to the work of Dr. James Yen and his rural reconstruction philosophy.

Their summer school experience would significantly help mold them to become socially responsible entrepreneurs and professionals when they graduate.



IIRR facilitators, staff and trainees pose with the Thames International College students (in maroon shirts) during their last day at the IIRR campus.

NGO Disaster Preparedness Program Phase 2 - Deepening Disaster Resilience in Asia

Millions of people in Asia are at risk, mostly to unpredictable disasters such as earthquakes, cyclones, tsunamis, and volcanic eruptions.

Building on the experiences of the first phase of the NGO Disaster Preparedness Program (NGODPP) in Asia, IIRR, in partnership with Give2Asia, implemented the second phase, which focuses on expanding the capacity and network of Community-based Organizations (CBOs) in Asia working on disaster preparedness and resilience. From 2018 to 2019, NGODPP aims to create a network to connect CBOs in South and Southeast Asia; learn from and share information on best practices with peer organizations in the region; and build an educated donor network that is engaged and understands how to support community-based disaster preparedness efforts.



During phase 2, the Community of Practice (CoP) was formally established. The CoP connects local organizations working in disaster preparedness and climate resilience through online and offline activities. Selected members were given big and small grants as support to their disaster preparedness and resilience programs. IIRR provided the grantees with coaching assistance as they implemented their projects to ensure that goals are met efficiently and that best practices and learnings are properly captured.

Below are selected results of NGODPP Phase 2:

- Increased local funds for risk reduction is achieved and now there are relatively safer and better communities
- Local communities benefited from the established early warning systems using local and national technology such as using disaster signal flags, and other indigenous information warning systems.
- Platforms is established to share national and regional information resources



- Learning tools and interactive platforms were developed and have contributed to strengthening the capacity of local organizations, and areas where the CoP can strengthen its activities to better serve members moving forward.

Working with villagers as partners for disaster preparedness

“Our community and our village officials are committed to working together to carry on the initiatives and enhance their skills on Disaster Risk Management. We now have well-trained volunteers, and we still want them to receive more training so they can use it whenever needed,” said Eric Tuanan, Village Chieftain of Cayapes, Kapangan, Benguet Province.

Some years ago, when there is a typhoon forecast, the villagers of Cayapes, Kapangan, Benguet province stubbornly ignore warning signals for evacuation from local officials. Local farmers would even go to their farm to collect rainwater and use it to plow their fields, withstanding the risks to their lives. Responding and transporting affected communities to the hospitals needing immediate care during the onslaught of typhoons were also a big challenge due to the lack of equipment and facilities.

Village and government officials recognized that they had to act and strengthen their efforts to deepen the community’s understanding of the risks they face during disasters and enhance their own abilities to respond to disasters and mobilize themselves without initial outside help.

In 2018, IIRR and Give2Asia jointly supported the Shontoug Foundation, and the village officials of Cayapes to spearhead the formation of a village-based and managed DRRM Hub to build and strengthen local community resilience. In the household level, DRRM Hub Team conducted training, meetings, and workshops that educated villagers on the effects of natural hazards, and

climate change on their health and livelihood. Participants were introduced to practices and technologies to help mitigate the impacts of climate change on their agricultural livelihood and help sustain their food security.

Villagers and farmers worked together to support the activities and within a year, loss of lives and massive destruction of properties, livelihood, and infrastructures were prevented. Transporting patients to hospitals are also easier with the aid of new equipment and facilities through the project.

This initiative is institutionalized into the contingency plan of the village-level Risk Reduction Management Committee for Annual Investment Plan budgetary allocations of Php13,000 to support their disaster preparedness activities safeguarding the sustainability of community actions. With their commitment and capacity increased, the upland communities of Cayapes are now prepared to face future disasters together.

IIRR Leads Peatland Restoration in the Philippines

In partnership with the Forest Foundation Philippines, IIRR is leading the restoration and conservation of the Leyte Sab-a Peatland Forest in the Philippines. This project aims to protect, restore and manage 1,286 of the peatland forest to sustain its ecosystem services. In 2018, an inception workshop was held where IIRR was able to tap the support and partnership of key stakeholders and government agencies in the province. IIRR was able to facilitate the creation of the Leyte Sab a Peatland Forest Restoration Consortium comprised of 10 national and regional government agencies, four local government units, and two Municipal Peat Swamp Management Council-Technical Working Groups. These groups will provide governance in the restoration. Fourteen People's Organizations from the Municipalities of Alangalang and Sta. fe were also engaged and mobilized and have participated in IIRR's capacity building activities, like the Communication

Workshop on Basic Photography and Videography Skills, Wilderness and Life Skills Training, and Harmonization of Tools and Survey Strategies. These activities enhanced their skills in communication, safety, and protection, and levelled off initiatives for more efficient restoration and conservation work.

IIRR facilitates global learning

In Africa, IIRR facilitated a Writeshop to produce the first Quadrennial Report for the UN Secretary General, which will be presented to UN member states. Over 80 participants representing all regions of UN membership attended.

IIRR also facilitated a three-day Partner's Meeting for the Global Land Tools Networks of UN Habitat in Nairobi, Kenya. Over 100 participants attended this meeting.



IIRR facilitates UNHABITAT quadrennial report gathering in Granada, Spain.

YEN CENTER

IIRR Global Headquarters



JICA volunteers showing our campus farm produce



Peace Corps volunteers during campus farm tour

The Yen Center

2018 marked another milestone for Yen Center as it hosted more than 20,000 facility users. The continued patronage of valued partners through the years helped support the Rural Reconstruction work of the organization.

- Around 120 volunteers & staff of the US Peace Corps have been visiting the Yen Center a total of 13 times since 2011;
- Around 30 volunteers and language teachers from the Japan International Cooperation Agency (JICA) have been visiting since 2015;
- Around 200 scholars, mentors, and staff of the Pathways To Higher Education (Ateneo de Manila University) who have been visiting since 2015;
- Around 50 staff and sponsored children from the Save the Children Philippines have been visiting since 2016;
- Around 100 scholars and staff from the TORM Philippines

Education Foundation have been visiting since 2016; and

- 4,300 student and staff from the De la Salle University – Manila, Cavite and Laguna

Partnerships

The Yen Center also entered into a strategic partnership with the International School of Sustainable Tourism (ISST) to share a common goal of sharing knowledge to help empower the community to the value of Climate Smart Agriculture and Sustainable Tourism. ISST was responsible for the creation and promotion of Farm Tourism in the Philippines and in the region.

The Yen Center campus farm and garden now serves as the learning hub of ISST's Farm and Eco-Tourism events, including the very first Global Farm Tourism Summit. IIRR also partnered with the Humanitarian Leadership Academy (HLA), Gourmet Farm, National College of Science and Technology (NCST), and others.



Korea International Cooperation Agency (KOICA) Volunteers learning how to farm



Department of Education – Imus Pilot Elementary School teachers receiving campus GREEN practices orientation



MOMARCO Forest Cove Resort & Hotel a Zero Carbon Resort network of IIRR during their Management & Staff Learning & Facility Visit



De la Salle University – Dasmariñas Campus students in teambuilding action



Pathways to Higher Education of the Ateneo de Manila University during the Swiss RE Start Up Academy



TORM Philippines Educational Foundation during their Annual General Assembly and Learning Summit

Message from Dr. Mina Gabor

My first memorable experience with the International Institute of Rural Reconstruction (IIRR) was listening to Julian Gonzalvez and Emily Oro talk about climate change and smart farming models. From their presentations, I started to admire IIRR's work in this field. This prompted the International School of Sustainable Tourism (ISST) to explore the programs and setup of IIRR. After an ocular visit, we decided to hold the last day of the Global Summit on Farm Tourism at IIRR's headquarters.

During the Global Summit, we were very impressed with the presentations of IIRR led by President Isaac Bekalo and Yen Center Director Philip Usi. It was on this occasion that Executive Director Philip Usi formally invited ISST for partnership and to consider moving its facilities in the campus.

We signed the agreement on October 2018 and by late November 2018, we inaugurated the new ISST Campus at IIRR. IIRR's efficient and wholehearted support made our transfer almost seamless, giving us the opportunity to be creative in fixing the ISST premises.

We certainly look forward to a fruitful and lasting partnership with IIRR to develop and nurture programs and projects that will benefit both our clients from the communities.

Mabuhay ang IIRR!

Dr. Mina Gabor
President, ISST



International School of Sustainable Tourism (ISST) organized a series of Farm Tourism Seminar



Former Philippine Secretary of Tourism and International School of Sustainable Tourism President Dr. Mina Gabor with Tourism Promotions Board COO Ms. Venus Tan with IIRR Senior Advisor's Dr. John Batten & Dr. Julian Gonsalves (behind) and Philip Usi, Yen Center Director.



Former IIRR China Program staff Lanying Zhang and delegates from Partner for Community Development visited the campus for potential collaboration between China and the Philippines on Rural Reconstruction for rural revitalization.



2018 marked Dr. Yen's 125th birth anniversary. In October, IIRR Trustees, managers, staff, and partners joined the celebration of our founder's Life Legacy.





In honor and recognition of the nearly 30 years of a dedicated service to the institute, the board of the International Institute of Rural Reconstruction has conferred on Isaac the honor of "President Emeritus". Also the IIRR board unanimously voted to name the administration building at IIRR's Global Headquarter also known as Y.C. James Yen Center as "Isaac Bekalo Community Innovation Center". The following are selected excerpts of tributes sent to Isaac by trustees and colleagues.

Tribute to the 6th IIRR President Isaac Bekalo

As you leave IIRR after a thirty-year distinguished lifetime career at the pinnacle of the organization's leadership, one is challenged to wonder how the system you meticulously established is going to go on without you! Fortunately for us all, you will leave behind a strong and stable organization shaped by a clear vision and direction and driven by the ceaseless endeavor for achieving excellence. On the personal side, you have combined a rare capacity for humility with the unflappable display of integrity, courage, and dignity especially when faced with unwarranted criticisms and unexpected challenges. No history of IIRR can be written without reflecting the larger than life footprints that you will leave behind, and history will be kind to you.



David S. Bassiouni,
Trustee

You must have worked from sunrise to well past sunset every day to succeed the way you have. I think it was your deeply held commitment to doing right and taking care of others that gave you this strength. You are a rarity in the development world. Your life experiences enhanced communication between rural villagers and western government and business leaders alike. Your commitment to the people you served was the realization of Dr. Yen's.

Jane Boorstein,
Trustee Emeritus
and founder of
Sustainable
Families and
Communities



Your eyes smile when you banter with the girls, challenging them to do better for themselves and their communities. The seeds you sow will surely yield wonderful blossoms...

Mary Chan, Vice Chair



Cousin George brought me into IIRR—you and Confucius sealed the deal. I am sorry you are at the end of your tenure, but I know that we are only losing you as a president—that you will remain a part of IIRR. On a personal level, I feel I have gained a friend and mentor on another continent. Your commitment to IIRR is inspiring and a measure for us to uphold. It is hard for me in this short time, to fully conceive the multitudes you have contributed to IIRR, but watching you on our last field trip to the Philippines has given me an insight into the deep passion and involvement you have brought to the various programs and this organization as a whole. Your ability to connect on all levels with people is exemplary—encouraging the recipients and staff to reach further into their own well of resources. Your patience has allowed people to use their talents and motivations while they grow and your impatience has brought people to understand that they need to do better.

Emily Cheng, Artist, Professor
and Curator

The Institute is stronger today than it has been in the past, thanks to your vision and leadership. We have broadened our programs and geographical reach, to touch so many in the rural communities that benefit from our work, insight, and guidance to alleviate their poverty-stricken lives. Your engaging and warm personality has opened doors to new partners, donors and friends of IIRR around the world. Through these 30 years, you have consistently exhibited a strong work ethic, encouraging optimism, and grace under pressure, but always with a sense of humor and a generous heart. Your career has been defined by the IIRR and the IIRR has been defined by you.

Jim Diao,
Trustee and Grand
Son of Dr. Yen,
Founder of IIRR



IIRR owes you a great debt for your 30 years of service but more importantly, for your leadership over the past 10 years since assuming the Presidency. I am fortunate to have had the opportunity to not only work with you but to personally



consider you a good friend. We had some truly interesting experiences together but no matter how difficult those experiences might have been, we always enjoyed a lot of laughs.

Mike Gerber, Former Chair

You will be sorely missed at the helm of IIRR after so many years. I look back fondly to our working closely together over the past 30 years and to your bold acceptance of the Board's challenge almost that long ago to open and lead an African Regional Office to spread the Institute's message to the African Continent. Your work in this effort clearly exceeded our expectations at the time and our current strong presence in several African countries is a tribute to your leadership and guidance over the years. These efforts have clearly changed the on-the-ground reality of IIRR as a truly international agent of change in rural communities.

James Kelly, Former
Chair

Your work and energy for IIRR will always be greatly treasured. During the short time I had the privilege to serve as a trustee, I will always remember your



ideas for new initiatives and your ongoing work overseeing the organization.

Victoria Melendez, Former Trustee

Ping Chin quoted Dr. Yen: "Commitment cannot be taught; it can only be caught. I refer to the crusading spirit. Without the crusading spirit, you may have the starting power but not the staying power."

The combination of your smile, your engaging personality, and your crusading spirit has accomplished much to help others. Ping and Jimmy Yen are both grateful and very proud.

G. A. (Moby) Mudge, Former Chair and
Trustee

On the occasion of your retirement I would like to thank you for your many years of service to the Institute, in the various capacities in which you have served. In particular, thank you for your almost ten years of service as IIRR's President.

James Munsell,
Trustee



I myself have very much appreciated our long friendship and experience of working together to make a difference for the rural poor of Asia and Africa. Thank you for what you have done for IIRR, thank you for your friendship and thank you for our future efforts together in the Philippines.



Mary Racelis,
Trustee

IIRR was greatly blessed by your accession to the leadership of the organization a decade ago, at a time when its future was in doubt. You applied a deep understanding of rural development and fierce energy to the promotion of a coherent and dynamic program. While promoting effective programs in complex new places like Cambodia, Myanmar, and South Sudan. You have also revived the Philippine program and showing astute vision about the possibilities of the Yen Center in Silang. You have been a remarkable leader of a diverse global staff, encouraging personnel to advance their education and skills and promoting them to positions of higher responsibility within IIRR in particular advancement of capable women. You faced occasional financial and personnel setbacks with determination,

equanimity, and success, maintaining your customary good humor. Thank you, Isaac, for your years of commitment to an effective leadership in rural reconstruction. You and your family are always in our home in Washington DC.



Dane Smith, Trustee

Thank you so much for your three decades of service to IIRR. I, for one, have learned so much from you, from your style, your grace and good humor under pressure, your unceasing dedication to uplifting the lives of people around the world, your explanations of worlds I seldom get to experience firsthand, and your practical wisdom at implementing, whether it be digging a hole or communicating with people from all walks of life. I am especially thankful that you fulfilled my father's dream of revitalizing the Silang campus. It is blossoming now in terms of people, plants, poultry and livestock; and, even the soil looks like it is becoming richer! May your next three



decades be equally as productive or more so! With affection and gratitude and Mabuhay!

George SyCip, Trustee

Those of us who had left IIRR earlier were relieved when the Board of Trustees provided you the opportunity to engage and revive IIRR operations in Asia (especially). You helped rebuilt the Asia program after a period of decline that lasted 4 years. There was no better choice for IIRR: an insider who believed in IIRR and was cautiously optimistic about reviving IIRR global operations. One of your important legacies has been the establishment of the Global Management Team that brought about that south-to-south orientation in IIRR, while also creating a community of managers that transcend regional boundaries (Asia-Africa). The Global Management Team helped restore that global nature of IIRR even as decentralization of operations was considered necessary. Your other legacy has been the restoration of the Yen Center Campus. Your passionate commitment to people in communities and your ability to hold your head high, even in the wake of considerable challenges, is something I will not forget. A major reengineering effort took place and today, IIRR has once again attained its reputation and position in the global stage). Thank you, Isaac, for your

immense and invaluable contributions. We wish good health and a well-earned rest and meaningful retirement.



Julian Govsalves
Senior Adviser
and former Vice
President for
Program

It seems like yesterday you joined Dr. Yen's team of kindred spirits and later took on the mantle of President of this unique and influential global institution! While Dr. Yen was not here to anoint you, you would very definitely have earned his rare acclaim as one of his "Eagles." Your boundless energy, enthusiasm, dedication, and the four C's have underpinned your success in every major role you have undertaken for IIRR. Your last decade as President of IIRR has been particularly important as you saved IIRR from financial collapse and enabled it to rebuild itself into what it has become today. I wish you happiness and fulfillment in all your future endeavors and trust we will remain friends in Rural Reconstruction.

John R. Batten,
Ex-Chair
Education and
Culture, Ex-Director
International
Training



Thank you for the trust you have given us...for believing and making us believe that we can be good leaders like you. For being a visionary who inspired us to think of what is possible; for being a mentor, who have provided us with all the guidance to succeed or accept our failures and learn from them; or for being a friend who is concerned about our own families.



Emilita Monville Oro,
Acting Asia
Regional Director
and Philippine
Country Director

Thank you for the enormous passion in your heart to help communities. Thank you for taking the torch and leading IIRR to great distance from the slump we were before. Thank you for organizing, equipping, training, and readying us. Thank you Sir Isaac for everything.



Alden Secretario,
Finance Director

My potential client became my best teacher, motivator, supporter, and critique who keeps on challenging me to come out with only the best. The success of the Yen Center will not be possible without your humble and great

leadership. Thank you for the opportunity, trust, and confidence you've given me. Now time has finally come that you may also enjoy life fully with your family. Congratulations!

Philip U. Usi,
Director, Yen
Center



You are a role model, we will always remember you and will follow your steps in fulfilling Dr Yen's vision of uplifting the poor. You have left a great legacy in IIRR. Your smooth handover to Mr Peter Williams reflects the Moses and Joshua story where Joshua continued Moses' mission in leading the Israelites to Canaan. We wish all the best in your retirement. God bless you and your family.

Soil Muzenda, Zimbabwe Program Leader

The achievements realized by IIRR in Kenya are largely due to your leadership, hard work and commitment to quality. Over the last many years, your stewardship of IIRR has been characterized by innovative ideas, strategic thinking and, most valuable, your tireless efforts to increase the credibility and visibility of IIRR. By all measures, IIRR has improved on your watch to earn full confidence from our funding partners, increasing our

membership, building a growing team of young, committed and talented staff inside the organization, enhancing the quality and impact of the IIRR work. Your energy and devotion to the role of President/CEO will be difficult to match, but you leave IIRR a better organization and on a strong footing for those who follow you. God Bless you Sir and the entire IIRR family.

Chrispin Mwatate, Kenya
Country Director



You have exhibited a high level of commitment, love and passion for Rural Reconstruction. Forever we shall always remember the time we attended annual planning meetings, where you always emphasized Rural Reconstruction practices and principles. Personally, I remain indebted to you for realizing the potential in me to lead the South Sudan program since 10th April 2015. I will always remember whenever you challenged us that we earned our jobs and therefore had a duty to keep the jobs. During your time as President of IIRR, you have always advocated for staff capacity development with specific focus on mainstreaming Rural



Reconstruction principles and practices guided by the IIRR Credo. We pray that you live to see IIRR grow into a strong and bigger organization.

Isaac Bwire, South Sudan Country Director

The footprints of your good works will stay for generations in Africa and Uganda in particular. Your strategic leadership in supporting Uganda team to devise best programming strategies for Northern Uganda and the pastoral area of Karamoja and gives me pride but also challenges us to constantly innovate in line with the rural reconstruction philosophy. You have been at the forefront in the struggle of "Empowering Communities to End Poverty" in the whole of Africa and globally and surely you have changed many lives. You have sacrificed and grown IIRR to great heights and will leave a lasting legacy. I have personally grown because of your wise counsel, support and inspiration.

On behalf of the IIRR Uganda and Africa Region, I wish you nothing but joy in your future life! God bless

Pamela Nyamutoka Katooro, Acting
Africa Regional Director
and Uganda Country Director



I would define your leadership as inspiring, practical, and humble. You have inspired me and I am sure others too to perform excellently because serving the poor and their communities deserve no less than excellent. I consider your leadership practical. You have both vision as well as a pragmatic approach in achieving our goals. It is not just about what we can do in the future (vision) but more importantly, what we can do NOW in serving our communities. Despite the outstanding service you have made and many transformations you have facilitated with IIRR, you have remained a humble servant to our organization—very approachable and connected at all levels of IIRR's rank and file. I will surely miss our walks in campus and the individual meetings we had that I consider coaching sessions. I wish you good luck, good health and in your next endeavors, continue to be the inspiring, humble leader that you are.

Wilson John Barbon, Myanmar
Country Director



With your leadership style, "Not Relief But Release", IIRR Cambodia has gradually grown over the last seven years. We are always remembering and adhering your advice that aligned with

IIRR 's Credo. Of course, you always motivates and inspires us to have real confidence and commitment to achieve such contribution to Cambodian Society Development, IIRR's reputation at regional and global level. On behalf of IIRR Cambodia Team and myself, I would like to thank and wish you and your family prosperity and good healthy for your future journey.



Or Thy
IIRR Cambodia Country
Director

Your footprints are everywhere in our region and it was not a coincidence that you established the first IIRR country office in Ethiopia. This was a game changer in Ethiopia. As a result, hundreds and thousands of children from the pastoral and marginalized population accessed equitable quality primary education. Thousands of development leaders and development professionals are equipped with the knowledge and PRACTICAL DO HOW. You are a great leader, articulate communicator, excellent friend, and very kind human being. As you exit IIRR, the Ethiopia team and I wish you the very best for the rest of your life. We are hopeful that you will be available whenever your valuable experience and leadership is needed.



Zerihun Lemma
Ethiopia Country Director

“ Commitment cannot be taught; It can only be caught. I refer to the crusading spirit. Without the crusading spirit, you may have the starting power but not the staying power. ”

Y.C. James Yen



“We wish you all the best Sir Isaac.”
from the IIRR Family

Financial Performance in 2018

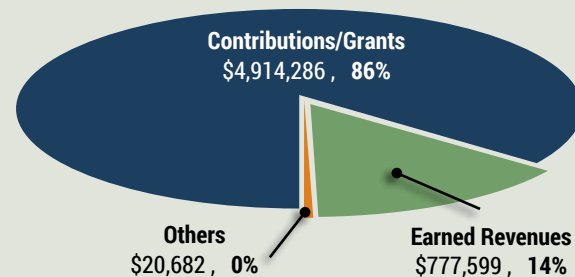
We are sincerely thankful to our supporters' donors, partners, and volunteers who provide resources necessary to achieve our work and mission. Because of your generous support, 2018 revenue reached USD 5.7 million, of which USD 4.9 million or 86% came from partner project funding, namely, Ministry of Finance, Economic Planning and Development (MoFPED), Mr. Donald L. Holley, International Development Research Centre (IDRC), Technical Centre for Agricultural and Rural Cooperation (CTA), World Food Programme (WFP), Food and Agriculture Organization of the United Nations (FAO), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and various other contributors supporting our programs. The remaining 14% of revenue, or USD 798 thousand, came from offering training courses, technical assistance and other services that augment the development funds for the communities we serve.

2018 spending was USD 5.9 million, of which 89% or USD 5.3 million was used for the implementation of our core programs, namely, Education, Food Security and Resilient Livelihoods, Disaster Risk Reduction and Climate Change Adaptation. The remaining 11%, or USD 661 thousand, was expenses for Management, General Operations, and Fund Raising.

Charity Navigator, which works to guide intelligent giving by donors, has awarded us its highest four-star rating for the 6th year in a row.

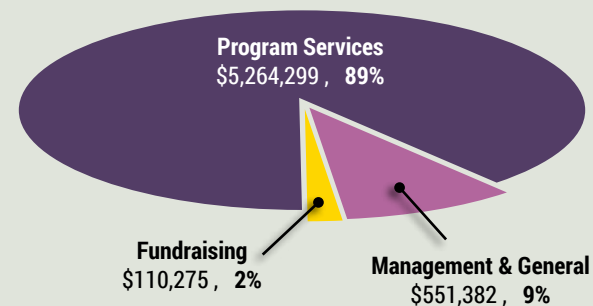
As our Strategy 2020 will end next year, we will enter a new 5-year development plan Strategy 2025 that will have solid and integrated financial systems which will further strengthen our service to the communities.

OPERATING REVENUES



Contributions/Grants	\$4,914,286
Earned Revenues	777,599
Others	20,682
TOTAL	\$5,712,567

OPERATING EXPENSES



Program Services	\$5,264,299
Management & General	551,382
Fundraising	110,275
TOTAL	\$5,925,956

STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

in US Dollars

	Without donor restrictions	With donor restrictions	Total 2018	Total 2017
OPERATING ACTIVITIES				
Operating Revenues:				
Contributions/Grants				
Foundations	\$117,343	\$2,528,608	\$2,645,951	\$1,975,114
Governments	-	1,321,232	1,321,232	226,918
Individuals	881,718	26,100	907,818	220,481
Corporations	39,275	10	39,285	357,038
Use of campus facilities	556,538	-	556,538	636,790
Training courses, study missions and technical assistance	142,207	-	142,207	1,327,571
Workshops	78,203	-	78,203	242,143
Publication Sales	651	-	651	838
Others Revenue	20,682	-	20,682	244,663
Total operating revenues before releases	1,836,617	3,875,950	5,712,567	5,231,556
Net assets released from restrictions:				
Satisfaction of program restrictions	1,752,570	(1,752,570)	-	-
Expiration of time restrictions	15,000	(15,000)	-	-
Total operating revenues	3,604,187	2,108,380	5,712,567	5,231,556
Operating expenses:				
Learning Community	4,639,787	-	4,639,787	2,515,422
Applied Learning	624,512	-	624,512	1,180,364
Management and General	551,382	-	551,382	498,218
Fund Raising	110,275	-	110,275	76,132
Total operating expenses	5,925,956	-	5,925,956	4,270,136
Change in net assets from operating activities	(\$2,321,769)	\$2,108,380	(\$213,389)	\$961,420
NON-OPERATING ACTIVITIES				
Contributions	6,249	-	6,249	-
Interest income	799	-	799	-
Interest expense	(2,435)	-	(2,435)	-
Translation and exchange gain (loss)	(28,869)	-	(28,869)	50,993
Investment return, net	(5,110)	-	(5,110)	-
Change in net assets from non-operating activities	(29,366)	-	(29,366)	50,993
Change in net assets	(2,351,135)	2,108,380	(242,755)	1,012,413
Net assets, beginning of the year	4,193,184	1,798,271	5,991,455	4,979,042
Net assets, end of the year	1,842,049	3,906,651	5,748,700	5,991,455

STATEMENT OF FINANCIAL POSITION

in US Dollars

	As of December 31	
	2018	2017
ASSETS		
Current assets:		
Cash and cash equivalents	\$1,949,858	\$1,688,736
Investments	663,552	756,541
Contributions receivable	3,599,368	2,236,750
Other receivables	113,617	1,302,759
Total current assets	6,326,395	5,984,786
Property and equipment - net	214,685	271,169
Prepayments and other assets	18,994	22,424
Pension assets	32,948	33,509
Other noncurrent assets	42,706	-
Total assets	\$6,635,728	\$6,311,888
LIABILITIES AND NET ASSETS		
Accounts payable and other current liabilities	\$884,921	\$319,151
Other noncurrent liabilities	2,107	1,282
Total Liabilities	887,028	320,433
Net Assets		
Without donor restrictions	\$1,842,049	\$4,193,184
With donor restrictions	3,906,651	1,798,271
Total Net Assets	5,748,700	5,991,455
Total liabilities and net assets	\$6,635,728	\$6,311,888

- 1 Data extracted from the audited financial statements of IIRR for the year ended 2018. The audited financial statements for 2018 and prior years are available at IIRR website: www.iirr.org.
- 2 Latest annual report filed with the Attorney General of the State of New York is available from IIRR or from the offices of the Attorney General of the State of New York, Department of Law, Charities Bureau, 120 Broadway, New York, NY 10271.
- 3 The Institute is exempt from Federal income taxes under Section 501 (c) (3) of the U.S. Internal Revenue Code and has been classified as an organization which is not a private foundation under Section 509 (a).

The Institute qualifies as an organization to which contributions are subject to special limitation provisions under Section 170 (b) (1) (a) of the Code. Donations and contributions made to IIRR are tax deductible.

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IIRR is very grateful to our donors and takes this special opportunity to acknowledge the following institutions and individuals for their commitment to the rural poor. Your generosity and support are helping us to enable communities to reach their full potential and implement solutions to poverty. Thank you!

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 Caritas Austria
 Consultative Group for International Agricultural Research (CGIAR)
 Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
 European Union (EU)
 Food and Agriculture Organization of the United Nations (FAO)
 International Development Research Centre (IDRC)
 Ministry of Agriculture, Animal Industries and Fisheries - Uganda
 Ministry of Finance, Economic Planning and Development (MoFPED) - Uganda
 Notre Dame Academy of Staten Island
 Oxfam, Novib
 Participatory Ecological Land Use Management (PELUM)
 Swedish International Development Cooperation Agency (Sida)
 Technical Centre for Agricultural and Rural Cooperation (CTA)
 The United Nations Entity for Gender Equality and the Empowerment of Women (UNWomen)
 United Nations Human Settlements Programme (UN-HABITAT)
 United States Agency for International Development (USAID)
 ViiV Healthcare
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IIRR would also like to thank all other supporters whose contributions played a significant role in fighting poverty.

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IIRR's Board of Trustees created the Jimmy Yen Society to honor supporters who have included IIRR in their estate planning. These supporters include those who have made a bequest to IIRR in their wills, those who have named IIRR as a beneficiary of an insurance policy, and those who have endowed a fund or program managed by IIRR. If you or a family member should be added to this list, please let us know by contacting us. We extend our thanks to the following members of the Jimmy Yen Society:

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IIRR CREDO

Go to the people

Live among them
Learn from them
Plan with them
Work with them

Start with what they know

Build on what they have
Teach by showing
Learn by doing

Not a showcase but a pattern

Not odds and ends but a system
Not piecemeal but an integrated approach
Not to conform but to transform
Not relief but release

IIRR's VISION

IIRR envisions a world of equity, justice, and peace where people achieve their full potential, and learn to live lives of quality and dignity in harmony with the environment.

IIRR's MISSION

To enable communities and those who work with them to develop innovative, yet practical, solutions to poverty through a community-led development approach and to widely share these lessons to encourage replication.

VALUES

We are inspired by and follow our credo, which is a set of our operational principles. Our continuous effort to build the individual capacity of the poor and those who work with them is anchored in our belief in the following key principles.

Partnership. We work in partnerships based on mutual respect, trust, knowledge, and help.

Teamwork. We use a multi-disciplinary approach that places value on diversity, inclusiveness, and open communication.

Excellence. We are guided by highly professional work ethics that demand professionalism, transparency, accountability, and good governance.

Individual qualities. At the workplace and at all times, our teams are guided by the '4Cs': Competence, Creativity, Character, and Commitment.

