IIRR

TRANSFORMING RURAL LIVES

SINCE 1960

ABOUT IIRR

The International Institute of Rural Reconstruction (IIRR) is a community development, operational research and training organization with nearly 100 years of development experience. IIRR is a 501(c)(3) non-profit organization registered in the United States of America with its headquarters based in Silang, Philippines. IIRR maintains a strong presence in eastern Africa and Southeast Asia where it has teams placed in Ethiopia, Uganda, South Sudan, Kenya, Zimbabwe, Philippines and Cambodia. IIRR also maintains a small office in New York City where the majority of board members live.

IIRR is a world leading NGO focused on global rural development. IIRR aims to:

- Enable communities and those who work with them to develop innovative yet practical solutions to rural poverty.

- Utilize community-led approaches and strategic partnerships to empower rural communities towards self-development and create learning communities to encourage scalability.

- Focus efforts on promoting meaningful education for rural communities, addressing health issues and improving the productivity and environmental sustainability of community livelihood.

OUR REACH

MORE THAN 14,000 DEVELOPMENT PROFESSIONALS IN 46 COUNTRIES TRAINED AND COLLABORATED WITH IIRR IN CHARTING SOLUTIONS THAT WILL END RURAL POVERTY.

IIRR IDENTITY, MISSION, VISION, VALUES AND CREDO

Although poor and educationally deprived, rural people have the potential for self-development and dignity, and need to be treated with respect and not with pity. IIRR has redefined its vision, mission and strategic intent to make them relevant and aligned with the strategic plan for the upcoming three years to help navigate in the right direction. In addition, three business enablers have been identified to help enhance IIRR's ability to progress on its overall mission and vision.

MISSION

To empower rural people to build resilient communities and attain socio-economic equity through creative and community-led action.

VISION

IIRR envisions a world in which rural people achieve their full potential, living a life of dignity and self-reliance, in harmony with the environment, and who have equitable access to education and health together with their fellow countrymen.

STRATEGIC INTENT

Sustain and Scale Impact: Sustaining impact by engaging and ensuring that the positive impact continues after an intervention has ended. Scaling impact by enabling replication of creative and proven models to new beneficiaries on a regular basis.

CREDO

1. **Go to the People,** Live among them, Learn from them, Plan with them, Work with them.

2. **Start with What They Know,** Build on what they have. Teach by showing, Learn by doing.

3. **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.

VALUES

IIRR is inspired by and follows its credo, which is a set of operational principles. Its continuous effort to build the individual capacity of the poor and those who work with them is anchored in its belief in the following key principles:

- *Partnership*: IIRR works in partnerships based on mutual respect, trust, knowledge and help.

- *Teamwork*: IIRR uses a multi-disciplinary approach that places value on diversity, inclusiveness and open communication.

- *Excellence*: IIRR is guided by highly professional work ethics that demand professionalism, transparency, accountability and good governance.

- *Individual Qualities*: At the workplace and at all times, IIRR's teams are guided by the '4Cs': Competence, Creativity, Character, and Commitment.

5 KEY THEMATIC AREAS

Underneath each thematic area, a list of target programs helps define IIRR's specific impact and scale focus. In accordance with changing contexts (socio-economic, political etc.) in IIRR member countries and the NGO landscape and through leveraging the strengths and building capabilities, five key thematic areas have been identified for new directions in the strategic plan: food systems, environment, education, economic empowerment and health.

Food Systems is aimed to end hunger, achieve food security and improved nutrition and promote sustainable agriculture. It specifically contributes to SDG #2-Zero Hunger. The programs identified are Food Security & Nutrition and Agriculture addressing malnutrition and sustainable production of food chain.
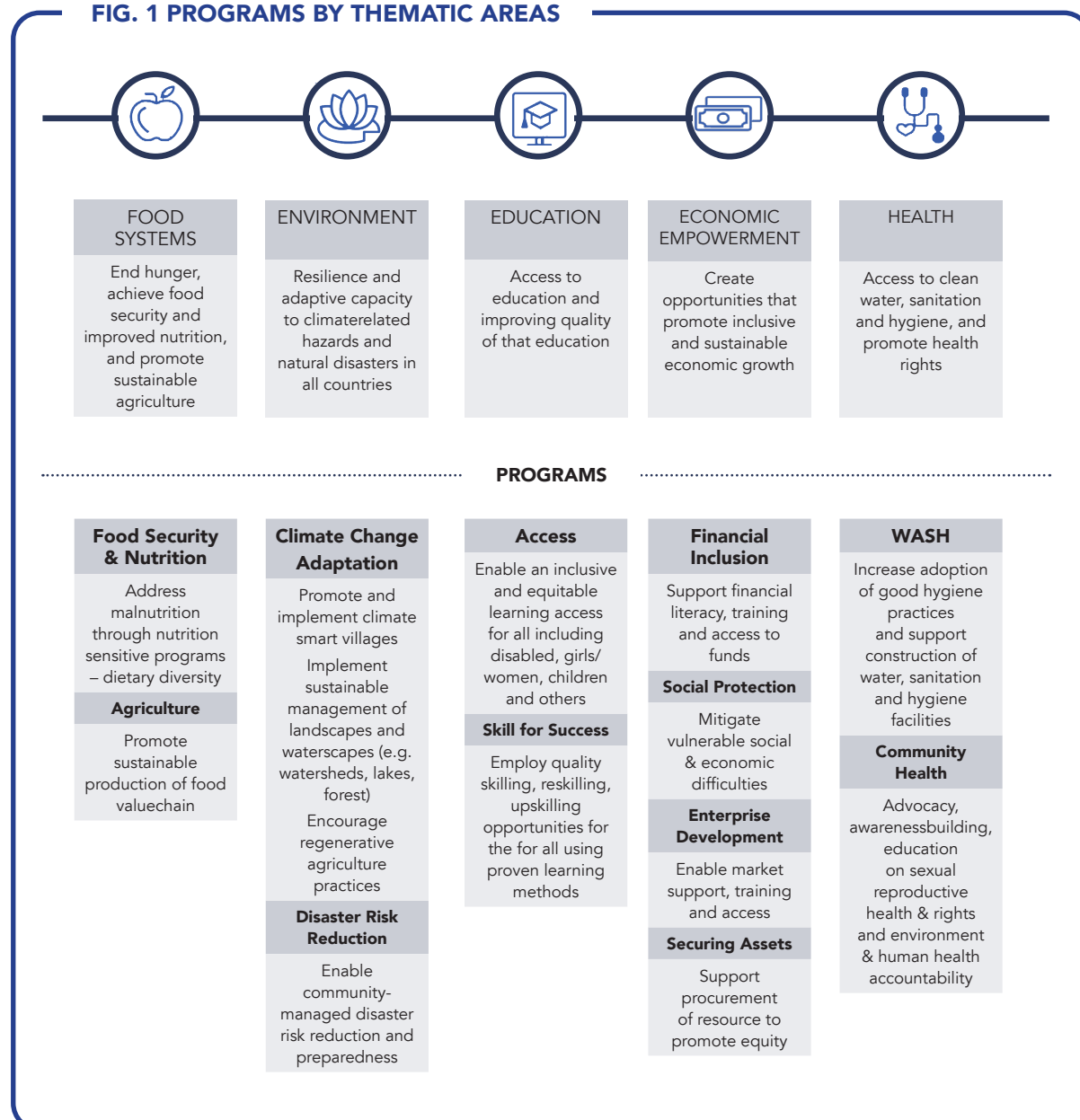
Environment is aimed to build resilience and adaptive capacity to climate related hazards and natural disasters in all countries. It helps achieve targets within SDGs #6-Clean Water and Sanitation, #13-Climate Action and #15-Life on Land. The programs designed within this theme are: Climate Change Adaptation and Disaster Risk Reduction.

Education aims to provide access to and improve quality of education. It particularly plans to extend the achievements of SDG #4-Quality Education, and #5-Gender Equality. The programs are: Access to enable an inclusive and equitable learning and Skill for Success to employ quality skilling, reskilling, upskilling opportunities for the vulnerable using proven learning methods.

Economic Empowerment aims to create opportunities that improve inclusive and sustainable economic growth. It helps achieve the target of SDGs #1-No Poverty, #5-Gender Equality, and #8-Decent Work and Economic Growth. The specific programming is Financial Inclusion, Social Protection, Enterprise Development, and Securing Assets

Health aims to provide access to clean water, sanitation and hygiene and advocate for health rights. It contributes to SDG #3-Good Health and Well-Being. The program adoptions of good hygiene practices WASH and Community Health aim to instill standard practices and awareness and education on sexual reproductive health and rights.

FIG. 1 PROGRAMS BY THEMATIC AREAS

FOOD SYSTEMS	ENVIRONMENT	EDUCATION	ECONOMIC EMPOWERMENT	HEALTH
End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	Resilience and adaptive capacity to climaterelated hazards and natural disasters in all countries	Access to education and improving quality of that education	Create opportunities that promote inclusive and sustainable economic growth	Access to clean water, sanitation and hygiene, and promote health rights

PROGRAMS

Food Security & Nutrition

Address malnutrition through nutrition sensitive programs – dietary diversity

Agriculture

Promote sustainable production of food valuechain

Climate Change Adaptation

Promote and implement climate smart villages

Implement sustainable management of landscapes and waterscapes (e.g. watersheds, lakes, forest)

Encourage regenerative agriculture practices

Disaster Risk Reduction

Enable community-managed disaster risk reduction and preparedness

Access

Enable an inclusive and equitable learning access for all including disabled, girls/ women, children and others

Skill for Success

Employ quality skilling, reskilling, upskilling opportunities for the for all using proven learning methods

Financial Inclusion

Support financial literacy, training and access to funds

Social Protection

Mitigate vulnerable social & economic difficulties

Enterprise Development

Enable market support, training and access

Securing Assets

Support procurement of resource to promote equity

WASH

Increase adoption of good hygiene practices and support construction of water, sanitation and hygiene facilities

Community Health

Advocacy, awarenessbuilding, education on sexual reproductive health & rights and environment & human health accountability

STRATEGIC SHIFTS AND NEW DIRECTIONS

Across all thematic areas, IIRR aims to deliberately empower farmers, women, children, and youth. IIRR has also mindfully crafted the thematic areas and programs to contribute directly to select SDGs.

Moreover, the SDGs #9-Industry, Innovation and Infrastructure, #10-Reduced Inequalities and #17-Partnerships for the Goals encompass a mixture of the five thematic areas. Partnerships for the Goals specifically recognizes the need and IIRR's goal to engage in cross-sector/public-private partnerships that enable effective programming and achievement of the sustainable development goals.

FIG. 2 THEMATIC AREAS, IMPACT GROUPS AND TARGETED SDGS FOR IIRR
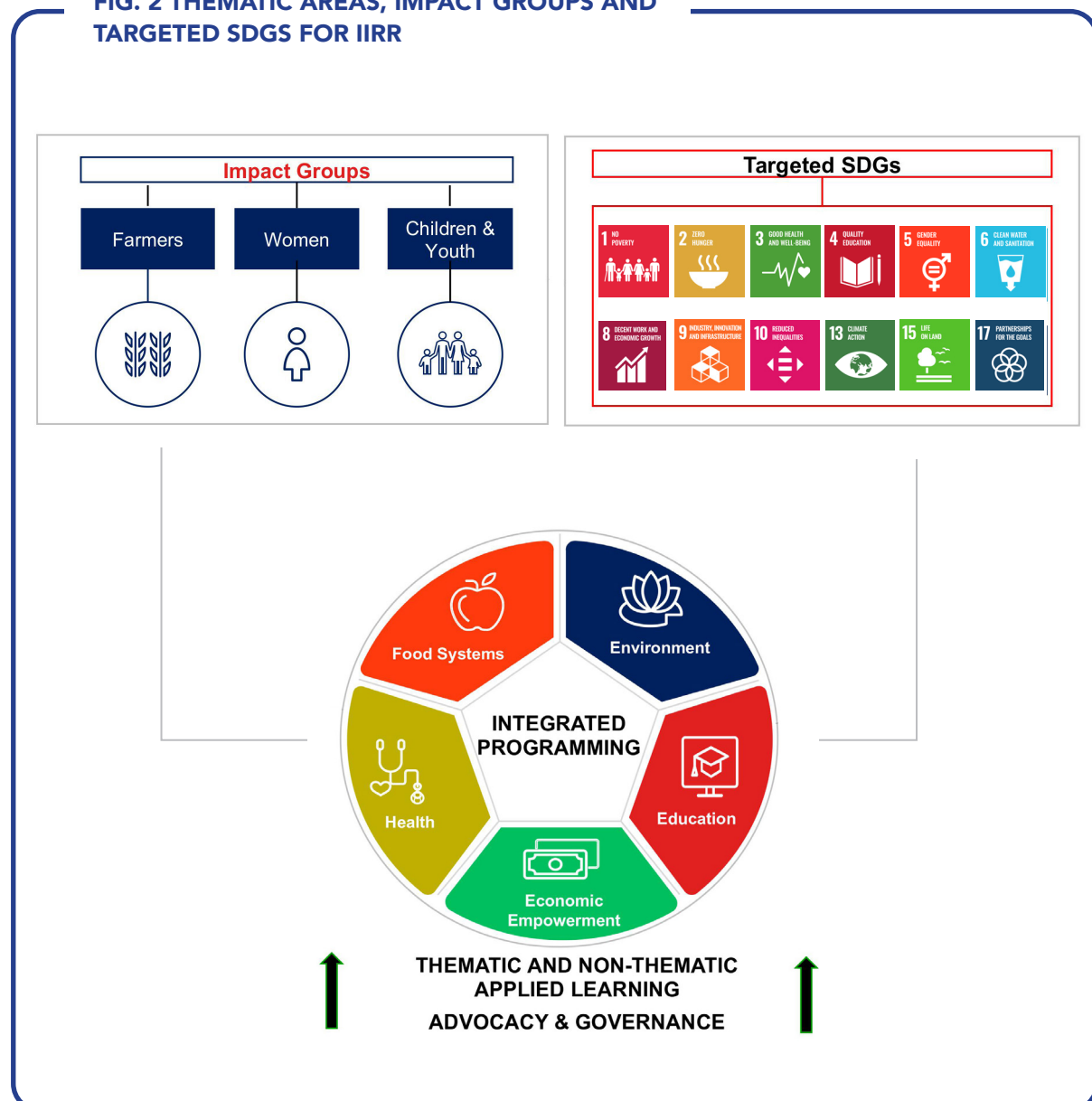
BUILDING ON DR. JAMES YEN LEGACY

Over the past six decades, IIRR has developed and tested pro-poor and participatory orientation approaches along with a set of development principles that are unique and relevant which are called "the Yen Legacy".

IIRR's work is centered on the principles espoused by its founder, Dr James Yen, who believed that communities have the potential power to solve their interlocking problems. This is partly premised on the belief that rural communities have accumulated local knowledge that can be built upon and optimized.

These include:

1. **Community-led and managed approach:**

   IIRR's role is to provide opportunities and create an environment that allows communities to take control and be actively engaged. This often involves building their capacities through "learning by doing", helping them to reflect on their experiences and to choose the best course of action. This requires a "lead from behind" role for IIRR and other external facilitators so that communities develop and claim ownership of their own development.

2. **Holistic and integrated**

   There are four problems for poor people around the world: poverty, illiteracy, diseases, and bad governance. These problems are interlocking – demanding a holistic approach to solving them. For this reason, IIRR works with affected communities and partners to design and try out integrated solutions to the many interlocking problems. In addressing education problems, for example, we must find out why kids are not attending school.

3. **Learning community approach**

   The learning community concept builds on the rural reconstruction credo, which promotes going to the people, learning from them, planning with them, and building on what they know.It is where IIRR and our local development partners can learn together and jointly incubate new poverty reduction models. IIRR is dedicated to expanding the learning community concept by taking the expertise we have learned in one community and introducing it to another community

4. **Marginalized youth and women focused**

   IIRR seeks strategic interventions that tie education and economic development and link youths to technology, markets, and job opportunities. Youth development programs that focus on employability and independence is a key part of our new strategy for entrepreneurship development and wealth creation. IIRR has, over the years, made significant progress in girls' education and functional adult literacy for young women, especially in pastoralist and marginalized communities.

5. **Builds partnership, collaborative leadership**

   Partnerships are central to IIRR's success in its development work. Our primary partners are communities affected by poverty. We are partners in the efforts of communities, not

leaders. Partnership is based on our core values of mutual respect, mutual trust, mutual knowledge, and mutual help. At IIRR, we believe that these communities have the knowledge and skills to solve their own problems with minimal external assistance. But they need a catalyst they can work with, and that's where we come in.

6.   Knowledge generation and sharing

Since its early days, IIRR has served as a knowledge hub for distilling, packaging, and disseminating lessons through learning conferences and seminars. Unlike many development organizations that focus in producing change agents, we focus on producing agents of learning. An important aspect of IIRR's learning approach is through action research with communities. Results of this research are disseminated through our publications, international training, technical assistance, customized training, study missions, and south-south exchanges.

7.   Scaling out and up

Replication and scaling out/up will be a shared responsibility between IIRR and all key development actors. The aim is to graduate hundreds of thousands from poverty and to ensure that the technologies are climate smart and sustainable and do not harm our environment and natural resources. Simple, low-cost methods, like organizing exchange visits or conducting training will be adapted to ensure wide-scale replication.

IIRR STRUCTURE

A clear organizational structure ensures effective communication and unity of command. At the top of IIRR's hierarchy is the Board of Trustees who make policy decisions and are responsible for governance and oversight of the organization. The President and CEO is responsible for fund raising, the formulation of the organizational policies, and program strategies for approval by the Board. The President leads the senior management team composed of all directors and regional finance managers.

In the near future, it is the intention of the organization to recruit a Chief Operating Officer (COO). International directors of non-program units and the COO will report to the President while Regional Directors along with leadeship in monitoring and evaluation will report to the COO. The COO who is next in line to the President, is responsible for program quality and smooth workflow. He/she is also responsible for formulation and execution of organizational systems and procedures such as monitoring and evaluation, Management Information System (MIS), finance and human resources, among others.

Country directors are answerable to Regional Directors, who are also responsible for the technical staff based at the regional centers. Each country, region and all operating centers will develop specific structures relevant to their growth.

HIGH LEVEL 5-YEAR ROADMAP

This section provides a high-level roadmap for commencing the scaling of the 12 programs in the coming 5 years. The chart below does not capture the continuation of the program. It only indicates the starting year for the scaling of the program by the 8 member countries. For instance, in the Education theme, the Education Access program will be scaled in year 1 in four countries- South Sudan, Philippines, Ethiopia and Kenya whereas the Skill for Success program will be scaled in Zimbabwe in year 1, South Sudan and Myanmar in year 3 and the remaining 4 countries- Philippines, Cambodia, Uganda and Kenya in year 5.

FIG. 3 HIGH LEVEL ROADMAP TO SCALE PROGRAMS