

## Multi-Sectoral Approaches



An entrepreneur and health trainer in Mozambique.



Drinking fortified milk in Sri Lanka.



Producing noodles in Cambodia.



Learning mechanical skills in Iraq.

At International Relief & Development (IRD), we strongly believe that the most effective development programs ignore the artificial boundaries between sectors. People do not compartmentalize their problems as exclusively health, educational, or economic, and neither should the programs that seek to address them. Our programs are instead aimed at improving the whole quality of life for vulnerable groups, including displaced persons, refugees, and others. All sectors of our work support citizen engagement around issues of access to economic, health, infrastructure,

and social resources and services. Together with local communities, we operate programs to expand healthcare, increase economic opportunities, rebuild infrastructure damaged by conflict or neglect, and accelerate agricultural development, as well as responding to emergency needs such as floods and droughts. Since 1998, IRD has become a specialist in working in conflict and post-conflict environments, taking on the challenge of working in some of the most complex and difficult places.



## Afghanistan

### Afghan Vouchers for Increased Productive Agriculture (AVIPA)

- **Targets the most vulnerable farmers, including widows and sharecroppers.**
- **Develops a sustainable network of local agricultural suppliers.**
- **Will enable 147,000 Afghan families to increase their access to food and income.**

Donor      USAID  
 Date        September 2008 – September 2009  
 Amount     \$60 million

During the one-year program, IRD provided farmers affected by drought with vouchers to access agricultural inputs such as seeds and fertilizer. As an alternative to direct food distribution, the voucher system underlined the importance of farmer-to-supplier/supplier-to-farmer relationships. The system not only supported agriculture input access for crop production, but more intimately engaged the supply market and farmer demand.

### Afghan Vouchers for Increased Productive Agriculture (AVIPA) Plus

- **Supports profitable farm family participation in agricultural value chains.**
- **Implements cash for work projects that enhance rural family farm production and productivity.**
- **Implements a grants component that contributes to rural family farm productivity.**

Donor      USAID  
 Date        September 2009 – August 2010  
 Amount     \$300 million

During the one-year follow-on to the AVIPA program, IRD builds on the success of the previous program, but shifting geographic focus from the north to Helmand and Kandahar provinces in the south. AVIPA Plus implementation will be based on Afghan government leadership and local community ownership. AVIPA Plus' impact will enhance the Government of Afghanistan's credibility in rural Afghanistan and link the Government of Afghanistan more strongly with Afghan citizens.

## Cambodia

### McGovern-Dole International Food for Education and Child Nutrition

- **Provides on-site feeding for 23,000 primary school children.**
- **Rewards parents for keeping their children in school through take-home food programs.**
- **Conducts health, hygiene, and nutritional education in schools.**

Donor      USDA  
 Date        October 2008 – September 2011  
 Amount     \$1.5 million

IRD is encouraging timely school enrollment, attendance, and completion in 51 schools in Kampong Chhanang province by providing healthy on-site meals, take-home rations for girls, take-home incentives rations for grade 6 completion and timely school enrollment, and take-home rations awards to high performing teachers. In a pilot program, IRD is mobilizing parents in one community to send their girls to school in a group by oxcart accompanied by trusted men from the community to ensure safe arrival and return.

### Better Foods for Better Lives (BFBL)

- **Improved health of children in low-income households.**
- **Produced affordable, nutritious food option.**
- **Developed local food production industry.**

Donor      USDA  
 Date        2004 – 2007  
 Amount     \$2 million

Modeled after IRD's successful Noodle Food Assistance (NFA) program in Indonesia, this program promoted private sector development in the food processing industry, generating jobs within the milling, noodle, and bakery industries in Cambodia. For the first time in the country, a flour mill is fortifying wheat flour with vitamins and minerals, which contributes to the improved health status of low-income households and school children in Phnom Penh and other urban areas.



## Chad

### Refugee Protection and Camp Management in Goz Beida

- **Responsible for IDP registration.**
- **Provided small business skills training.**
- **Facilitated return of IDPs.**

Donor UNHCR  
 Dates January 2009 – January 2010  
 Amount \$406,736

IRD was responsible for the management of the camp for internally displaced people at Goz Beida. When IDPs arrived, IRD collected their information and gave them a kit with hygiene supplies such as soap and water purification tablets. When families returned home, IRD provided them with blankets, cooking utensils, jerry cans, and other items.

### Refugee Protection and Camp Management in Assoungha

- **Responsible for IDP registration.**
- **Provided small business skills training.**
- **Facilitated return of IDPs.**

Donor UNHCR  
 Dates February 2010 – January 2011  
 Amount \$810,000

As in Goz Beida, IRD is responsible for the management of the camp for internally displaced people at Assoungha. When IDPs arrive, IRD collects their information and gives them a kit with hygiene supplies such as soap and water purification tablets. IRD organizes small theatrical productions on gender-based violence awareness and avoidance for both men and women, as well as offering microfinance programs.

## Iraq

### Humanitarian Assistance for Iraq (HAI)

- **Improves access to potable water and sanitation services.**
- **Increases access to primary health care services.**
- **Provides emergency relief commodities.**

Donor USAID  
 Date December 2004 – September 2010  
 Amount \$42.9 million

HAI provides humanitarian assistance and relief services to internally displaced persons and returnees affected by the war in 10 governorates around the country. To date, HAI has implemented 370 projects and activities benefiting more than 2 million people, including the construction of wells, rehabilitation of health care centers, assistance in making necessary arrangements for voluntary returnees, and training of regional administration and other partner NGOs on issues relating to international protection standards, reintegration, and human rights.

### Community Stabilization Program (CSP)

- **Increases sustainable employment through training, job placement assistance, and business development.**
- **Assists Iraqi communities with conflict mitigation.**
- **Reaches out to Iraqi youth considered at risk for recruitment into insurgency.**

Donor USAID  
 Date May 2006 – October 2009  
 Amount \$644 million

CSP works directly with community groups, local government officials, and provincial reconstruction teams to foster more productive and peaceful communities. IRD has placed more than 23,000 Iraqis in long-term jobs, graduated over 16,500 trainees from CSP-sponsored vocational training courses, and placed nearly 5,200 in apprenticeship programs to further their skills. To date, CSP has engaged nearly 69,000 Iraqi youth in over 100 different CSP-sponsored sports and arts programs.



### Iraq Community Assistance Program (ICAP)

- Encourages community residents to join community action groups, giving them a voice to communicate with local government.
- Provides grants and training for micro, small, and medium businesses.
- Assists accidental civilian victims.

Donor USAID  
 Date July 2003 – November 2010  
 Amount \$107 million

ICAP fosters democratic principles at the grassroots level, encompassing civil society, economic development, and community infrastructure strategies in order to create a more capable and sustainable Iraqi civil society. Currently, IRD has 232 active Community Action Groups working throughout Baghdad. To date, IRD has completed more than 2,600 projects benefiting more than 7 million people. ICAP has also provided assistance to more than 3,000 accidental civilian victims of Coalition Forces with prosthetics, small business grants, and school and clinic repairs.

### Three Projects: Emergency Livelihood Recovery and Income Generation Interventions in Aceh; Two Emergency Water and Sanitation Programs for IDP Settlements

- Created short-term labor opportunities through cash-for-work activities in affected communities and IDP camps.
- Facilitated the reopening of small businesses through capital input for qualified entrepreneurs.
- Provided emergency water and sanitation facilities.

Donors USAID/OFDA; Save the Children; USAID/OFDA  
 Dates March – August 2005; February – July 2005; January – October 2005  
 Amounts \$1.5 million; \$1 million; \$1.5 million

IRD Relief implemented three emergency projects in response to the tsunami disaster in Indonesia. First, IRD provided emergency livelihood recovery and income generation opportunities for internally displaced and crisis affected populations in Aceh. The second and third relief programs supplied emergency provision of water and sanitation in order to meet the immediate needs of those persons most affected by the tsunami.

## Indonesia

### Noodle Food Assistance Program (NFA)

- Improved health of children in low-income households.
- Produced affordable, nutritious food option.
- Developed local food production industry.

Donor USDA  
 Date 1999 – 2007  
 Amount \$12 million

The project's overall goal was to improve food security for the disadvantaged urban population in Jakarta and other areas on the island of Java. IRD produced and sold 3 billion packages of fortified, soy-enriched wheat and rice noodles and soy sauce, reaching 4.5 million low-income consumers in seven provinces every month. As part of the program, IRD has also supported the production and daily distribution of fortified snack noodles and biscuits to 75,000 primary school students and their teachers in 500 schools in central Java.

## Laos

### McGovern-Dole International Food for Education and Child Nutrition, Phase II

- Improves children's health and nutrition.
- Provides incentives to keep children, particularly girls, in school.
- Rehabilitates school sanitation facilities.

Donor USDA/Humpty Dumpty Institute  
 Date September 2008 – March 2010  
 Amount \$1.4 million

This program serves nutritious mid-morning snacks; for primary school children, provides take-home rations for girls and their families, and trains students and teachers in appropriate health and hygiene. Each of the primary schools will receive a \$4,000 mini-grant to be used to make structural improvements in the schools or conduct activities that improve the health of the students. IRD also teaches



school personnel how to keep accurate financial records, internal audit practices, and accounting to keep track of these grants as well as student attendance and program effectiveness.

### Promotion of Education through School Feeding

- **Provides food for 14,500 students and 400 teachers.**

Donor      USAID  
 Date        September 2009 – September 2010  
 Amount     \$114,000

This program was designed as an add-on to the above McGovern-Dole Food for Education program. IRD is providing 75 metric tons of Breedlove dehydrated foods to 109 primary schools in three districts—Boualapa, Gnomalat and Mahaxay—in Khammouane Province.

### Safe Educational Opportunities

- **Improved children’s health and nutrition.**
- **Provided incentives to keep children, particularly girls, in school.**
- **Taught school personnel basic bookkeeping and accounting skills.**

Donor      USDA/Humpty Dumpty Institute  
 Date        2007 – 2009  
 Amount     \$1 million

This program was the precursor to the above McGovern-Dole Food for Education program, and had similar activities.

## Montenegro

### Community Revitalization through Democratic Action (CRDA)

- **Worked with local communities to determine reconstruction priorities.**
- **Provided technical assistance, training, monitoring, and oversight to ensure the sustainability of projects.**
- **Encouraged development of local NGOs.**

Donor      USAID  
 Dates      April 2002 – April 2007  
 Amount     \$23 million

CRDA program priorities were identified by the local community and completed with support from both communities and local governments. Projects included building and renovation of low-voltage electrical networks, irrigation systems, farm-to-market roads, livestock and green markets, water and wastewater facilities, and tourism facilities. Over the course of the program, IRD implemented more than 550 projects, generating \$10 million in income.

## Mozambique

### Strengthening Communities through Integrated Programming

- **Providing entrepreneurial training.**
- **Repairing and constructing wells, latrines, and water harvesting systems.**
- **Building on years of experience in Zambezia Province of southern Mozambique**

Donor      World Vision/USAID  
 Date        July 2009 – June 2014  
 Amount     \$7.4 million

IRD is building support for health resources in communities. IRD gives priority to caregivers for orphans and vulnerable children and members of prevention of mother-to-child HIV transmission support groups to join the Women First network of female entrepreneurs, which will give them business skills and basic health training. The program will also facilitate the growth of district-based health associations that will continue to operate after the end of the program.



### Reduction of Drought and Cyclone Vulnerability in Southern Mozambique

- **Taking a holistic approach to the reduction of drought and cyclone vulnerability.**
- **Helping local government develop a cyclone early warning and response plan.**
- **Benefitting over 55,000 people.**

Donor USAID/OFDA  
 Date June 2009 – May 2011  
 Amount \$3.9 million

IRD's local agricultural experts are encouraging the planting of drought-resistant crops like sorghum, cassava, and legumes. At the same time, IRD is helping farmers gain market access for cash crops like vegetables and processed cassava, and establish other income generating activities like beekeeping and marketing of oil seeds. Agricultural activities are complemented by increased water supply for home and irrigation uses through improved water catchments, repaired water points using appropriate pump technology, and the installation of rooftop rainwater harvesting systems at 20 schools.

### The River Value: Converting Risk to Opportunities

- **Expanding opportunities for income generation.**
- **Increasing access to sanitation and clean water.**
- **Establishing local disaster risk management committees.**

Donor USAID  
 Date July 2009 – July 2011  
 Amount \$1.8 million

This program works with riverside communities to create opportunities for income generation and to encourage healthy and sustainable water and sanitation practices. IRD's extension workers identify successful techniques developed by local farmers and replicate them across the area. IRD is training and equipping masons who will install water wells and rainwater harvesting systems at schools and construct bio-sand filters.

### Women First Program

- **Uses community-based health care approach.**
- **Trains women in small business skills.**
- **A model of a successful public private partnership.**

Donor USAID/World Vision  
 Dates August 2008 – July 2011  
 Amount \$1.2 million

The Women First program was initiated through established women's groups from the Women's Society of the United Methodist Church, in Inhambane Province in 2005 with funding from the Canadian International Development Agency. In partnership with household supply company Unilever and others, IRD uses an intensive small business training program, facilitates an in-kind micro-credit scheme, and establishes a sustainable product supply chain. In addition to the small business component, the Women First project is training peer educators to raise health and HIV/AIDS prevention issues with women in their groups, as well as bringing these messages home to their families and communities. In 2006, IRD expanded the program to Zambia Province with funding from World Vision. The project has since added more distributors and varied the types of products it sells. Women First was selected by UNDP for its Growing Sustainable Business program.

### Drought Mitigation through Community Management of Water Harvesting Systems and Conservation Farming in Massinga and Funhalouro Districts

- **Community-based approach to mitigate the affects of cyclical droughts.**
- **Increase crop yields through run-off farming water harvesting and conservation tillage techniques.**

Donor USAID/OFDA  
 Date January – May 2006  
 Amount \$399,991

The project increased water availability through the construction of 14 cisterns in rural schools and improve captured water levels from eight water catchments. It also provided capacity training and



hygiene promotion at each newly constructed water source. The program relied on community participation in partnership with local governments and community-level associations.

### Emergency Flood Response Program

- **Meets emergency water and sanitation needs for evacuated families.**
- **Uses networks of previously trained hygiene workers.**
- **Exemplifies rapid response to emergency.**

Donor USAID/UNICEF  
 Date 2008  
 Amount \$300,000

IRD mobilized emergency teams in both Chinde and Morrumbala Districts within days of the Government of Mozambique declaring a flood disaster in the Zambezi River Valley. IRD established four operational water treatment stations, and began disseminating hygiene messages and distributing hygiene supplies. IRD is rehabilitating existing boreholes and building latrines.

### Positive Organizational Development Program

- **Developed ability of local organizations to provide care for people living with HIV/AIDS.**
- **Provided sub-grants for income-generating activities.**

Donor National AIDS Council of Mozambique  
 Date June 2005 – July 2006  
 Amount \$151,000

In partnership with the National Network of Associations of People Living with HIV/AIDS, IRD worked with three local associations of people living with HIV/AIDS in Inhambane province. The project provided institutional capacity building training, including leadership, financial management, project planning, and monitoring and evaluation; and operational capacity building through various training programs in home based care, pre- and post-test counseling, and ART adherence counseling. IRD has since received funding from CIDA, AED, and USAID/World Vision for these activities.

## Nepal

### Reintegration and Resettlement for Conflict-Affected Populations in Mid- and Far-West Nepal

- **Facilitates permanent settlement and stabilization.**
- **Partners with Nepali NGOs.**
- **Compliments existing activities by other OFDA partners in the target districts.**

Donor USAID/OFDA  
 Date May 2008 – March 2009  
 Amount \$470,000

This program facilitated permanent settlement and stabilization by providing critically needed basic services and livelihood opportunities for IDPs, returnees, and the conflict-affected communities in three districts. IRD expanded livelihood opportunities for 11,400 people through vocational skills trainings, business development education, and small start-up grants. IRD also rehabilitated or constructed the water systems in 12 villages to provide increased access to potable water for 3,600 people.

## Serbia

### Community Revitalization through Democratic Action (CRDA)

- **Worked with local communities to determine reconstruction priorities.**
- **Provided technical assistance, training, monitoring, and oversight to ensure the sustainability of projects.**
- **Encouraged development of local NGOs.**

Donor USAID  
 Date July 2001 – July 2007  
 Amount \$40 million

Projects under CRDA were identified and completed with support from both local communities and governments. IRD implemented over 1,000 activities, including community mobilization and development, solid waste management and environmental public awareness, community infrastructure, economic revitalization, and family planning, reproductive health, and women's initiatives. Over 5.5 million people benefitted, with additional income



for participants of \$34 million and an increase in agricultural sales of \$8.7 million.

## South Sudan

### Community Health and Education Services for Southern Sudan (CHESS)

- **Increases access to health care services in rural areas.**
- **Improves the quality of health care services through training.**
- **Works with the MoH to build their capacity to deliver basic services.**

Donor Sudan Basic Services Fund  
 Date January 2009 - present  
 Amount \$2.3 million

In collaboration, with the John Dau Sudan Foundation, IRD is training 20 community health workers, 70 home health providers, 20 mid-wives, five nurses in voluntary testing and counseling, and 10 clinic management staff in Duk County, Jonglei State. County-wide health education and vaccination campaigns are also underway, including a mass deworming campaign for school-aged children. IRD is training 70 teachers and organizing seven alternative education centers and women's literacy groups. Finally, IRD is working closely with the local county and state authorities, including traditional leaders and chiefs, teaching them to plan and deliver health and education services on their own. Through the establishment of local health and education steering committees, IRD is working to strengthen community ownership and responsibility, in addition to rural service delivery awareness.

### Sustainable Community Food and Livelihood Initiatives

- **Creates economic alternatives for returnees.**
- **Offers training in food preservation techniques.**
- **Makes clean water more widely available.**

Donor Sudan Recovery Fund/UNDP  
 Date January 2009 – May 2010  
 Amount \$3 million

IRD is working with county agriculture departments to help local farmers establish cooperative,

demonstration gardens that will showcase a variety of crops and growing techniques. IRD is establishing livestock cooperatives, which will receive training on animal health, veterinary services, livestock feed options, livestock water supply, and marketing of livestock products. IRD is also repairing and constructing boreholes with hand-pumps and constructing multi-toilet public latrine sites with hand-washing stations for schools, health centers, and markets.

### Return and Reintegration of Refugees through Livelihood Promotion in Upper Nile State

- **Provides infrastructure for IDPs and refugees returning to Southern Sudan.**
- **Builds capacity of communities to absorb, accommodate, and cope with the influx of new residents.**
- **Enhances community conflict resolution and peace-building skills.**

Donor UNHCR  
 Date May 2009 – December 2009  
 Amount \$571,369

This multi-donor, multi-sector program will rebuild health clinics and schools, train health personnel, provide livelihood materials such as agricultural and fishing tools and seeds, and enhance community conflict resolution and peace-building capacity, as well as increase the skills of local NGOs.

### Livelihood Recovery and Stabilization for Southern Sudanese Returnees and Receiving Communities in Upper Nile State

- **Promotes agricultural diversification through community gardens and agronomic training.**
- **Helps receiving communities to absorb, accommodate, and cope with the influx of returnees.**
- **Develops community water points for crops and livestock.**

Donor BPRM  
 Date March 2009 – February 2010  
 Amount \$499,750

Building off a UNHCR-funded project in 2006 and FAO- and WFP-funded activities in 2007, IRD supports the recovery and reintegration of some



21,500 returning IDPs and the communities receiving them in Upper Nile State of Southern Sudan. The project expands livelihood opportunities and self-sufficiency by providing agricultural trainings and introducing community gardens and orchards and agricultural and fishing tools and seeds. It also offers community conflict management trainings.

### Rapid Impact Emergency Projects

- **Generates income through community improvement projects.**
- **Relies on non-monetary contributions from local NGOs.**

Donor UNDP  
Date March 2008 – present  
Amount \$2 million

These twin projects focus on generation of income, capacity building for local NGOs, and improvements in basic urban infrastructure in two state capitals in Southern Sudan: Malakal, Upper Nile State; and Kuajok, Warrap State. Improvements include installing a new drainage system in downtown Malakal and rebuilding clinics and schools in Kuajok. Local NGOs managed the process, with IRD supervision, ensuring their ability to do these projects on their own in the future.

## Sri Lanka

### Hambantota Educational Support Improvement Program (HESIP)

- **Improved children’s nutrition.**
- **Repaired school infrastructure.**
- **Increased student performance.**

Donor USDA  
Date 2004 – 2007  
Amount \$1 million

IRD distributed milk five days a week to 12,000 children in 37 schools in Hambantota District of the Southern Province of Sri Lanka and supported repairs to school buildings and water and sanitation facilities. In addition, IRD screened children for intestinal parasites and provides medication to those who are infected.

## Swaziland

### Reduction of Drought Vulnerabilities in Southern Swaziland

- **Uses community-based approach to break impact of cyclical drought patterns.**
- **Targets female farmers.**
- **Improves nutrition and income levels.**

Donor USAID  
Date May 2009 – May 2012  
Amount \$4.1 million

A continuation of the program described below, this program expands farming training to include a voucher program to increase access to vegetable, sorghum, and legume seeds. It is also bringing new sustainable water pump technology to the target area, sharing messages about HIV prevention, and expanding the model of rooftop water harvesting systems at schools.

### Drought Mitigation through Community Management of Water Harvesting Systems and Conservation Farming

- **Uses community-based approach to break impact of cyclical drought patterns.**
- **Increases water availability for human consumption.**
- **Increases farm yields through runoff farming water harvesting and conservation tillage techniques.**

Donor USAID  
Date September 2007 – March 2009  
Amount \$400,000

IRD’s drought mitigation program in Shiselweni and Lubombo is constructing engineered rainwater harvesting systems at 14 schools, and training farming households in conservation farming/tillage techniques and runoff water farming techniques. Hygiene promotion, HIV/AIDS awareness-raising, and the promotion of water demand management techniques are essential additional components of the overall program, which will benefit an estimated 6,880 people.

## Yemen

### Grassroots Theater Initiative

- **Uses plays to promote community participation and activism.**
- **Contributes to increased stability in rural areas of Yemen.**

Donor      U.S. Department of Defense  
Date        September 2009 – September 2010  
Amount     \$1.5 million

The Grassroots Theater Initiative (GTI) is designed to bring theater to villages as a means of community mobilization in a country where storytelling is a central part of the culture. IRD is training local actors in theater techniques in which audience members take on an active role in the production. Through theater, poetry, and dance, IRD is encouraging communities to discuss pressing issues such as tribal conflict, water rights, and food availability. “Town hall” meetings with tribal, civil, and religious leaders held after the performances reinforce the themes from the performance and provide another opportunity for community members to have their voices heard.

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[For more information, visit www.ird.org](http://www.ird.org)

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