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HEIFER PROJECT INTERNATIONAL, INC.

DESIGN/EVALUATION PROJECT

Ref: AID/Pha-G-1188 - Six Month Report: November 1979 - April 1980  
PIO/T. No. 932-0099-73,327,251

INTRODUCTION

This report summarizes the project activity for the second half of the project year Two. During this period greater emphasis was placed on the development of an ongoing project screening, monitoring, evaluation and planning system for the H.P.I. organization. Increased attention to this aspect of the project was a direct result of our interim self-evaluation of the project in late October 1979.

Follow-up work was conducted in Tanzania and Guatemala and the data gathering phase of the Philippine field test was completed in late April 1980.

A major concern throughout this project has been one of obtaining maximum practical results from the field studies we have been conducting. Thus we have found it necessary to review the reports in the field with our field personnel and counterparts for the purpose of discussing and implementing our findings and recommendations. These follow-up activities have resulted in improved project operations in Ecuador, Tanzania and Guatemala. A period of intense follow-up and further evaluation of the Philippine program will also be necessary.

This very important aspect of evaluation was not included in the budget or timetable of the original project. Therefore we are requesting an extension of the funds available in our Letter of Credit No. 1044 to December 31, 1981. This extension will provide the time and resources necessary for essential follow-up work, especially in the Philippines.

Our activities for this period are summarized in three sections on the following pages. Section I is a listing of major activities and project objectives completed to date. Section II indicates the objectives to be completed during the first six months of year Three, and Section III is a statement of expenses for the first half of FY 80.

Copies of the annual report of the Director of Evaluation, new and revised report forms and the H.P.I. Training Model are attached. Also attached is a description of the new H.P.I. Inventory System.

SECTION I

MAJOR ACTIVITIES AND OBJECTIVES COMPLETED

<u>OBJECTIVE</u>	<u>DESCRIPTION</u>	<u>DATE</u>
	<u>Organization</u>	
II.A.3	Interim Self-evaluation report submitted	11/16/79
II.A.1.	Preliminary plan for implementation of full evaluations program submitted and discussed	4/8-9/80
	<u>System Design</u>	
	Livestock Inventory System presented to National and Regional Staff	3/28/80
	<u>Data Collection</u>	
	Guatemala follow-up	2/6-9/80
	Tanzania follow-up	2/10-23/80
	Philippine preparatory visit	2/25-3/6/80
II.C.6.	Guatemala report submitted	3/14/80
II.C.7.	Philippine field test	4/7-5/2/80
	<u>Education</u>	
III.D.1.	Plan for training workshop for field personnel submitted and approved	4/1/80

SECTION II

OBJECTIVES TO BE COMPLETED BETWEEN MAY 1 AND OCTOBER 31, 1980

<u>OBJECTIVE</u>	<u>DESCRIPTION</u>	<u>TARGET DATE</u>
<u>Organization</u>		
II.A.4.	Report on results of four field tests presented and reviewed	10/31/80
III.A.2.	Continued work on introduction of planning changes in ongoing project work	10/1/80
<u>Design</u>		
II.B.2.	System Design revised in light of indicated need	7/15/80
III.B.1.	Report on final recommended design for evaluation system is presented and reviewed	9/30/80
<u>Data Collection</u>		
II.C.8.	Philippine's Report submitted	7/31/80
<u>Education</u>		
III.D.2.	First workshop for field personnel (Little Rock)	6/29/80
III.D.2.	Second workshop for field personnel (West Africa)	10/15/80
III.D.2.	Third workshop for field personnel (East Africa)	10/30/80

SECTION III

FINANCIAL EXPENSES FROM OCTOBER 1979 - MARCH 1980

	<u>USAID</u>	<u>H. P. I.</u>
SALARIES	\$13,577.50	\$
FRINGE BENEFITS		1,235.91
PAYROLL TAXES		88.32
CONTRACTED PROFESSIONAL SERVICE	20,057.59	
US CONSULTANTS	3,137.80	
INTERNATIONAL TRAVEL AND PER DIEM	10,317.43	2,629.98
FIELD CONSULTANTS	958.76	
DOMESTIC TRAVEL AND PER DIEM	982.21	
OFFICE EXPENSES	831.02	1,332.95
OTHER DIRECT COST	3,670.28	2,244.16
WORKSHOPS	363.10	
INDIRECT COSTS		8,587.00
TELEPHONE & TELEGRAPH	259.25	
RESEARCH MATERIALS	. 8.30	
	-----	
Total:	\$54,173.44	
<u>LESS:</u> Adjustments as reported monthly	4,700.25	
	-----	
<u>GRAND TOTAL:</u>	\$49,473.19	\$16,118.32
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DIRECTOR OF EVALUATION  
HEIFER PROJECT INTERNATIONAL  
1979 ANNUAL REPORT  
Armin L. Schmidt, Director

WHERE DO WE GO FROM HERE ?

The question of where we go from here was the most important issue regarding three major program areas in 1979: Ecuador, Tanzania and Guatemala.

To help answer this question, extensive studies were conducted as a part of the evaluation project. After the dust and statistics had settled, it was decided that the time had come for an Ecuadorian organization to assume full control of Rancho Ronald; that the Tanzania projects should consolidate their gains, bring the heifers into full production, and make some detailed plans for more directly helping small farmers when offspring become available; and that organizational development plus continued support of the projects in the remote colonization areas were to be given top priority in Guatemala.

JUST WHY ARE WE DOING THIS ?

In biblical times the chosen people stored their traditions and philosophy in their heads and passed on the story to others verbally - the oral tradition. Over the years Heifer Project has operated according to some basic principles which have become a part of our oral and written tradition. But there just has not been enough time to examine the reasons behind our way of working in the light of a rapidly changing world situation. Not, up until now, has anyone been given the luxury of having the time to express all our principles and policies in writing. In 1979 the evaluation team was asked to take the lead in helping the H.P.I. National staff, Regional staff and Board of Directors to formulate some basic policy statements. After all, it was the evaluation people who asked, "How can we help select and chart the progress of a project unless some clear principles and guidelines, accepted by the whole organization, are established?" (Or, to a coin a phrase, "How can we make bricks without straw?")

The result of this effort has been the development of the H.P.I. Policy Statements, Project Criteria and Project Guidelines which appear in the fifth and final draft of the H.P.I. Policy Paper. Radical changes in H.P.I.'s basic working principles have not resulted from this process. However, three important points have been

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emphasized:

1. The projects we support should be planned, overseen and managed to the greatest extent possible by the people who receive the animals.
2. The projects we support should help meet the needs of the people who need the most help.
3. There are a number of good ways to "pass on the gift."

I WONDER WHAT'S BECOME OF ELSIE, THAT HEIFER OF MINE.

Heifer Project is growing. And as we grow so does the sheer volume of information we handle. More projects means more budgets, more animal shipments, more reports, more supplies and more records. One of the major tasks H.P.I. faces is the collection, storage, organization and retrieval of information. With the collaboration and help of the Finance and Program Departments, the Ranch Manager and the Regional Directors, a computerized system for project tracking and inventory control is nearing completion. This increased capability will facilitate improved project by project accountability for funds and livestock. Records of actual production performance in the field will help answer two basic questions: (a) Are the animals actually helping the people to whom they are sent? (b) Which species and breeds perform best under which conditions?

YOU GOTTA HAVE HEART.

Last November the Evaluation project went through a periodic review by USAID in Washington. At one point in this review one of the AID officials mentioned that the most striking thing in the H.P.I. system model was the "beautiful pattern of relationships at all levels."

Last September the H.P.I. staff retreat included a discussion of H.P.I. field staff and field representatives' evaluation of H.P.I. headquarters performance. Without exception these people on the front lines asked for one thing: more communication and contact with the U.S.-based staff.

Personal and concerned communication that supports the people in the field professionally, technically and personally is the one essen-

tial ingredient in any field program. However, this most rewarding task is extremely time consuming. The purpose of our efforts in the seemingly cold areas of reports, statistics and computerization is not to create yet another technocracy. It is our purpose, rather, to somehow devise ways of enabling all your staff to be free of mountains of paper work and to reaffirm the fact that in H.P.I. development is a people to people adventure.

FINALLY.

It has been a good year. Much has been accomplished and much more remains to be done. Thanh Nguyen and Jerry Aaker continue to bring a wealth of expertise and experience to the project. Asha Sahita has turned out a prodigious amount of work in addition to keeping the office organized during our frequent absences. We are all grateful for another year of excellent support and encouragement from our colleagues and the Board of Directors.

Armin L. Schmidt  
Director

March, 1980



# HEIFER PROJECT INTERNATIONAL

580LI

P.O. BOX 1108  
LITTLE ROCK, ARKANSAS 72203

## H.P.I. LIVESTOCK INVENTORY

- ROUTING - WHITE:** Return to Program Associate immediately upon delivery to a U.S. project or shipment out of country.  
**GREEN:** Accompanies animal to final destination.  
**BLUE:** To Program Associate when animal is transferred.  
**YELLOW:** Regional Office copy.  
**PINK:** To Program Associate immediately on receipt of animal.

### Holding Center \_\_\_\_\_

I. **DESCRIPTION:** Date In: \_\_\_\_\_ Tag # \_\_\_\_\_  
 Species \_\_\_\_\_ Breed \_\_\_\_\_ Sex \_\_\_\_\_  
 Tattoo # \_\_\_\_\_ Registration # \_\_\_\_\_  
 Date of Birth \_\_\_\_\_ Sire \_\_\_\_\_ Dam \_\_\_\_\_

II. **HEALTH:** Enter all tests and vaccinations received by animal and date of test or vaccination. Enter also all parasite examinations and treatments given at holding center.

### III. TRANSFER:

Transferred to \_\_\_\_\_ Date OUT \_\_\_\_\_ IN \_\_\_\_\_  
 Transferred to \_\_\_\_\_ Date OUT \_\_\_\_\_ IN \_\_\_\_\_

### IV. DISPOSITION: (Check one)

Shipped \_\_\_\_\_ Date \_\_\_\_\_ Shipped to \_\_\_\_\_ Shipment # \_\_\_\_\_  
 Sold \_\_\_\_\_ Date \_\_\_\_\_ Proceeds from sale \_\_\_\_\_  
 Died \_\_\_\_\_ Date \_\_\_\_\_ Cause of death \_\_\_\_\_

### V. HOW ACQUIRED (Check one)

Purchased \_\_\_\_\_ Check # \_\_\_\_\_ Date \_\_\_\_\_ Value \$ \_\_\_\_\_  
 Donated \_\_\_\_\_ Receipt # \_\_\_\_\_ Date \_\_\_\_\_ Value \$ \_\_\_\_\_

### VI. DONOR OR VENDOR:

Name \_\_\_\_\_  
 Address \_\_\_\_\_ City \_\_\_\_\_  
 State \_\_\_\_\_ Zip \_\_\_\_\_ Tel: ( ) \_\_\_\_\_

## LIVESTOCK INVENTORY AND TRANSFER SYSTEM

The Livestock Inventory and Transfer System has been developed to enable the Regional offices, Finance, Program and Evaluation Departments to maintain an accurate and up to date record of livestock on hand at the Holding Centers and the movement of livestock from one place to another.

This system is based on a five-page report form which is to be completed for each animal (excluding chicks, other poultry and bees) as it goes through the H.P.I. inventory. The key to its success is accurate and prompt completion and routing of copies.

Pages four (yellow) and five (pink) will contain information regarding the vendor or donor, method of acquisition and value. This information will not appear on the preceding pages. Health, transfer, and disposition information will accumulate on the first three pages until the animal is shipped or delivered.

### I. TAG NUMBERS

Each animal is to be given a tag number immediately upon entering the first Holding Center. This H.P.I. tag number will not be changed even though the animal is transferred from one Holding Center to another.

Double tagging is required for export.

The tag number identifies the Holding Center, species, year and number in order of receipt. In addition each Holding Center has its own distinctive tag color. Thus:

<u>Color</u>	<u>Center</u>	<u>Center number</u>	<u>Species</u>	<u>Year</u>	<u>Number</u>
Blue	NE	1	A-Beef	Use the last	In order of
Orange	PW	2	B-Dairy	two digits of	receipt
White	SW	3	C-Swine	year in de-	
Red	MW	4	D-Sheep	cade, eg.,	
Green	MA	5	E-Goats	80 for 1980	
Yellow	Ranch	9	F-Rabbits		

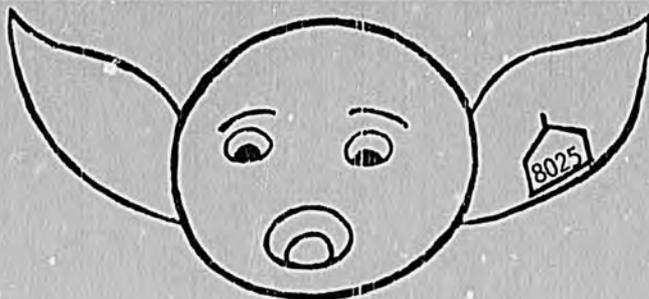
Thus tag # 4A8016 represents the 16th beef animal received by the Midwest office in 1980.

Rabbits: Assign a complete tag number to each individual even though no tag is attached. Careful recording of the tattoo number on the Inventory Report is essential.

Goats and Sheep: Assign a complete tag number to each individual and record it on the Inventory Report.

Tag each animal with a small tag. If you cannot enter the entire number on the small tag enter only the year and number. Thus a goat with an orange tag that reads 80 27 would be the 27th goat received by Pacific West in 1980. Its tag number on the Inventory Report is 2E8027.

Swine: Follow the same procedure as with sheep and goats. Tags are to be placed on the inside of the ear as far down as possible without hanging below the edge of the ear.



Thus a pig with a red ear tag numbered 80 25 would be the 25th pig to enter the H.P.I. inventory through the Midwest office in 1980. The tag number on the Inventory Report would read 4C8025.

## II. COMPLETING THE H.P.I. LIVESTOCK INVENTORY REPORT:

One of these forms is to be filled out for each animal acquired. This form is relatively self explanatory but a line by line explanation follows:

Holding Center: Enter the name of your regional office, or Ranch.

### Description:

Date In: Enter month, day and year.

Tag #: Enter the complete tag number as discussed above.

Species: Eg., Dairy Cattle.

Breed: Eg., Holstein.

Sex: Use M or F (Capitals only).

Tattoo #: Rabbits will have a tattoo in their ear. Cattle may also be tattooed. Enter the name for cross checking.

Registration #: This will be found on the registration papers for each animal.

Date of Birth: Enter month, day and year.

Sire: Enter the name or registration number.

Dam: Enter the name or registration number.

Health: See instructions on the Report. Enter those tests, examinations and vaccination dates that are found on the health papers accompanying the animal when you first received it. Record those tests, examination and vaccinations that are given at your center or at the pre-shipment quarantine facility while the animal is under your care.

Transfer: At times animals are transferred from one Regional office to another, from a Regional office to the Ranch or from the Ranch to a Regional office. Thus it is transferred from one Holding Center to another. When this occurs we use the transfer section of the Report.

Transferred to: Enter the Holding Center to which the animal is being sent.

Date Out: Enter the date on which the animal leaves your inventory.

Date In: This will be completed by the Program Associate when notification of receipt of the animal by the other Holding Center is received.

Disposition: This section deals with the exit of the animal from the H.P.I. inventory. This can be done in one of three ways: Shipment to a project, sale or death.

Shipped: Check if appropriate.

Date: Enter date of shipment.

Shipped To: Enter name of program or project to which the animal is to be delivered.

Shipment #: Enter the number you have assigned to this shipment.

Sold: Check if appropriate.

Date: Enter date of sale.

Proceeds from sale: Enter the dollar amount received for this animal.

Died: Check if appropriate.

Date: Enter date of death.

Cause of death: Enter most accurate determination of cause of death available. Eg., From autopsy report findings to your own best guess.

How Acquired:

Purchased: Check if appropriate.

Check #: Enter check number used for payment.

Date: Date of check.

Value: Enter the value of the individual animal. In cases where one check is used to purchase several animals enter only the amount paid for this individual.

- Donated: Check if appropriate.  
Receipt #: Enter the number of the receipt you issued for the animal.  
Date: Enter date shown on the receipt.  
Value: Enter the value of the animal as it appears on the receipt.

Donor or Vendor:

- Name: Please give complete name of donor or vendor.  
Address: Street number, R.R. or P.O. Box.  
City: City, town.  
State: Enter Standard Post Office abbreviation or Full name of State.  
Zip: Please check for accuracy.  
Tel #: The correct telephone number will be important for quick follow-up in special situations.

III. ROUTING OF LIVESTOCK INVENTORY REPORTS:

As each animal in the H.P.I. inventory moves from one place to another the pages on its inventory report are removed from bottom to top and sent to the Program Associate who enters the information on the computer. The exception to this procedure is page 2 which accompanies each animal to its destination.

The page by page instructions below follow this bottom to top procedure.

A. For livestock going to more than one Holding Center prior to shipment or delivery:

- Page 5 (PINK) - Send to the Program Associate in Little Rock on the same day the animal enters your inventory.  
Page 4 (YELLOW) - For Regional Office or Ranch files.  
Page 3 (BLUE) - Send to the Program Associate immediately upon transfer of the animal to another Holding Center.  
Page 2 (GREEN) - Accompanies animal to final destination; unless it dies somewhere in transit. Information regarding death should be entered and the form returned to the Program Associate.

Page 1 (WHITE) - Accompanies animal from date of entry into the H.P.I. inventory, through subsequent holding centers to point of shipment to a non-U.S. project or delivery to a U.S. project.

Health, Transfer and Disposition information are to be added to this page as appropriate at each Holding Center.

Return this page to the Program Associate immediately upon delivery to a U.S. project, shipment to an out of country project, sale, or death.

B. For livestock delivered to a U.S. project or point of shipment to out of country projects:

In those instances in which animals are gathered from several sources and delivered directly to a U.S. project without physically entering a Holding Center, the animals are considered part of the H.P.I. inventory from the date of collection until notification of delivery is received. Each animal is to be assigned a tag number, tagged and should be accompanied by an Inventory Report.

Page 5 (PINK) - Send to the Program Associate immediately.

Page 4 (YELLOW) - For Regional Office or Ranch files.

Page 3 (BLUE) - For non-U.S. projects: Return to Program Associate upon arrival in country of destination. Death and cause of death should be entered when necessary.

- For U.S. projects: This becomes an extra copy and can be given to the final recipient of the animal for his or her own records.

Page 2 (GREEN) - Accompanies animal to destination for project files.

Page 1 (WHITE) - Accompanies animal from date of entry into H.P.I. inventory to point of shipment to a non-U.S. project or delivery to a U.S. project.

Health and Disposition information are to be kept current.

Return this page to the Program Associate immediately upon delivery to a U.S. project, shipment to an out of country project, sale or death.

P. O. BOX 808  
LITTLE ROCK, ARKANSAS 72203  
HEIFER PROJECT INTERNATIONAL, INC.

460-PP2

PROJECT PRESENTATION FORM

H.P.I. Use: \_\_\_\_\_  
Date Received \_\_\_\_\_  
H.P.I. # \_\_\_\_\_  
Budget Request: \_\_\_\_\_

Date Submitted \_\_\_\_\_  
Name (Please Print) \_\_\_\_\_  
Signature \_\_\_\_\_  
Country \_\_\_\_\_

I. INFORMATION ABOUT APPLICANT:

A. Submitting organization

Address

Telephone #

Cable

B. Project title

C. Location of project

D. Person(s) or Committee responsible for project.

E. Other organizations supporting or being asked to support the project

F. New project ?

Continuation of existing project ?

II. NEEDS: Make a short statement about the needs to be addressed by the project, which, in fact, justifies this project.

III. OBJECTIVES:\*

IV. ORGANIZATION: Describe the group or organization making this request, including something about the history of the project.

\* An objective is a statement of the measurable results the project intends to achieve, and the time needed to do so. E.g., Increase the family income of the 40 poorest participants, an average of 50% within 3 years; or achieve genetic improvement in the

V. AID REQUESTED:

A. Livestock requested of H.P.I.

Species	Breed	Sex		Quantity	Age	Locally Available or Import
		M	F			

B. Equipment and supplies requested from H.P.I.

Description	Quantity	Locally Available or Import

C. Personnel: If technical personnel or volunteers are needed, explain need, and attach a job description.

D. Budget Summary (In U.S. \$):

	Total	Requested of HPI	Provided by project group	Provided by others
1. Livestock purchases				
2. Personnel				
3. Equipment				
4. Operating expenses				
5. Training expenses				
6. Project-related travel				
7. Materials & supplies				
8. Transportation				
9. Other expenses				
<u>Total:</u>		%	%	%

E. List donor sources other than H.P.I. and amount of support from each:

F. Describe support for this project from local sources, i.e., government, the sponsoring organization, and the participants themselves.

VI. PARTICIPATION:

- A. How are participants organized ? When organized ? Number of members ? etc.
  
- B. Tell something about the persons who will benefit most directly, their socio-economic needs, etc.
  
- C. In what ways are participants involved in planning and making decisions about the project ?

VII. MANAGEMENT:

- A. Please give information about who will be responsible for the day-to-day management of this project, his or her functions, and qualifications:
  
- B. What are the specific goals for the 1st year of the project ? Goals are specific achievements of a projects plan. E.g., Redistribution of 30 heifers to new recipients by June, 1981.

VIII. INTEGRATION:

What other rural development projects or programs are working in your locality, and in what way is this project a part of the overall development effort in the area ?

- IX. SHARING THE BENEFITS: H.P.I. helps people share their livestock and gifts with others. Some projects involve the return of offspring, providing low cost breeding service, return of hatching eggs, etc. In what way will offspring or benefits be passed on to other people who need them ?

X. RESOURCES AVAILABLE:

A. Food:

B. Disease and Disease Control:

C. Veterinary Services:

D. Facilities:

E. Extension Service:

F. Transportation and Communication:

G. Market Potential:

H. Climate:

XI. TRAINING:

What kind of program is planned? Who will be trained, and where ?

XII. PROJECT EVALUATION: H.P.I. asks for semi-annual evaluation reports for a period of two years after the last aid is received.

A. Describe plans for period evaluation, and the dates reports will be made.

B. Who will carry out evaluations and submit report ?

XIII. SHIPPING INFORMATION:

If importation of livestock is requested:

A. Please attach copy of import requirements.

B. How will ocean/air freight be paid ?

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PERFORMANCE ASSESSMENT FORM

Submitted by \_\_\_\_\_

Date of report \_\_\_\_\_

Project title \_\_\_\_\_

Country \_\_\_\_\_

This form is to be used by Project Directors or H.P.I. Field Staff to report their assessment of H.P.I.'s performance in support of projects.

The information will be used by H.P.I. in its attempt to improve service to and relationship with project groups and staff.

Please give your opinion on H.P.I.'s service in these areas.

I. SHIPMENTS:

A. Livestock received:

Quality

Condition

Proper documentation

B. Timing of shipments:

Shipment arrived at time of year requested

Sufficient notification of shipment given

Shipment arrived on schedule

II. COMMUNICATION:

A. Response to project requests

B. Follow-up on requests for information

C. Visits by H.P.I. representatives

III. Questions, observations and/or recommendations to H.P.I.: Include comments on the support received, handling of shipments, communications, visits by H.P.I. related groups or individuals and recommendations to H.P.I.

GOOD	FAIR	POOR	COMMENTS

PROJECT REVIEW SHEET

DATE:

NAME OF PROJECT:

REVIEWED BY:

COUNTRY:

Type of project:

Institution or person referring or recommending project:

Project Rating: Score and comments

Priorities \_\_\_\_\_ Criteria \_\_\_\_\_ Total \_\_\_\_\_

Exceptions:

Main concerns and questions:

Strengths of project:

Suggestions and/or options:

HEIFER PROJECT INTERNATIONAL, INC.

PROJECT RATING FORM

I. PRIORITIES: (Circle one for each area)

A. Need: (Socio-economic level of participants)

- Commercial producers. - 4
- Small producers but not poor. - 2
- Small producers, poor. + 2
- Subsistence or very poor. + 4

B. Appropriateness:

- Livestock requested may not be ecologically appropriate. - 4
- Animals may be in competition with people for feed grains or other resources for people - 2
- Livestock requested is traditional and ecologically sound. + 2
- Livestock requested will be beneficial to the ecology of the area. + 4

C. On-going Commitment:

- No prior H.P.I. relationship or support. 0
- Previous satisfactory relationship to the project group. + 1
- Multi-year commitment previously made (or implied). + 2

D. Relationships: (Type of organization making request)

- External third party cooperating organization. - 2
- Government structure. - 1
- Non-nationalized church mission or religious organization 0
- Community based group. + 2
- National P.V.O. + 3
- National denomination or church. + 3
- National or regional ecumenical organization. + 4

E. Integrated Development:

- Livestock is the only component, not integrated. - 1
- Livestock is the only component, but will catalize other actions. + 1
- Various project components are integrated/coordinated, i.e., livestock is one of several aspects of the project. + 2

F. Availability:

- H.P.I. does not possess this breed or species and/or it is difficult to acquire. - 1
- This particular breed or species is on hand or is easily obtainable. + 1

Total: \_\_\_\_\_

II. PROJECT SELECTION CRITERIA:

Yes definitely + 4	Some- what + 2	Can't Say 0	Little - 2	No - 4
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A. Initiation:

Project demonstrates community initiative (definition of need, commitment, control).

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Is socially and culturally appropriate.

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B. Integration:

Project is a part of, and is compatible with broader development efforts.

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C. Spread:

A just and workable "passing on the gift" system is planned.

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D. Results:

Project should become economically self-sufficient within an appropriate period of time.

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Should contribute to self-reliance of participants.

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E. Impact:

Will achieve nutritional betterment.

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Will achieve socio-economic betterment.

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Will facilitate movement of resources into the hands (control) of the poor.

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Project is ecologically and technologically sound.

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F. Process:

Well planned with defined objectives.

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Includes evaluation.

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Will increase knowledge, skills, and problem solving capacity of participants.

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Benefits will continue after initial goals are achieved.

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Total: \_\_\_\_\_

Rating Score: \_\_\_\_\_  
 Priorities Total: \_\_\_\_\_  
 Criteria Total: \_\_\_\_\_

## USE OF THE PROJECT RATING FORM

The H.P.I. Project Rating Form is used by staff in reviewing projects in light of H.P.I. priorities and criteria. Projects are assessed on the basis of each priority and criteria area.

NOTE: A numerical value is given to the staff person's response. Such responses constitute the staff member's subjective evaluation of the project as he/she understands it.

The total of the combined scores of the priorities and criteria sections constitutes the rating given to the project by the staff person.  
(The rating score of the particular project can then be compared with the scores of various other projects under consideration at the time.)

All projects under consideration at a given time should be listed on the Summary of Project Requests form for comparative assessment. Such an assessment is understood to be a factor in making a final decision about the project.

*2/1*

P. O. BOX 808  
LITTLE ROCK, ARKANSAS 72203

HEIFER PROJECT INTERNATIONAL, INC.

PROGRESS REPORT FORM

480-PR2A

Date of Report \_\_\_\_\_

Country \_\_\_\_\_

Reporting of progress is a vital part of every project. The information gathered from your records for this report will help you know how well you have done during the period and it will provide data that will be helpful to you in planning for the coming months.

Progress Reports are important for continuous evaluation of H.P.I.'s program and for interpretation of the program to donors. Reports are required on a semi-annual basis or as agreed upon in the Letter of Agreement.

The receipt of Progress Reports on schedule is a major factor in determining continued support by H.P.I. Please use additional sheets if necessary.

I. PROJECT DATA

- A. Project title and location
- B. Name of person submitting report
- C. Name of project group or organization
- D. Period covered by report: From: \_\_\_\_\_ To: \_\_\_\_\_

II. MATERIAL SUPPORT RECEIVED FROM H.P.I. DURING THIS PERIOD

A. Livestock

Date	Species	Breed	Sex		Quantity	Imported or Local Purchase	No. to Reproduction Center	No. to participants	No. of Deaths
			M	F					
Totals:									

- B. Equipment, Supplies, Semen, etc., received: (List and describe use)

- C. If funds were received from H.P.I., indicate total:  
(Please attach on a separate sheet a financial statement for the period.)

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III. A. DISTRIBUTION OF OFFSPRING: For this period and total to date

Date(s)	Species	Breed	Sex		No. Returned to project		No. to Recipients		No. of participants receiving offspring	
			M	F	This Period	Total To Date	This Period	Total To Date	Period	Total

B. Describe the system used for distribution of livestock to participants and the requirement for payback or "passing on the gift."

C. What problems have you had (if any) with this system?

---

H.P.I. would like to receive an inventory of animals in the project as of December 31 each year. This inventory can be reported on a form which is provided.

---

IV. ORGANIZATION

A. How are project participants organized (if an organization exists)?

B. No. of members participating: \_\_\_\_\_ No. of potential participants: \_\_\_\_\_

C. Number of meetings held during period:

i. Committee or Board of Directors / meetings \_\_\_\_\_ Av. attendance \_\_\_\_\_

ii. Total project group / meetings \_\_\_\_\_ Av. attendance \_\_\_\_\_

C. Changes in leadership, structure, or other important decisions:

D. Difficulties encountered by the group or organization in carrying out their plans:

V. SUMMARY OF ACTIVITIES: What have been the major activities during this period - including a description of the present situation, such as staffing, administration, disease control programs, visits by technicians, fairs, arrangements with other organizations, training events and numbers attending. (If available, please include human interest stories, photographs or other information on the project which may help H.P.I. interpret the project to donors.)

TRAINING ACTIVITIES:

Date(s)	Where Conducted	By Whom	Areas Covered	No. of participants attending

VI. PROGRESS TOWARD ACHIEVING PROJECT GOALS DURING THIS PERIOD: (Goals are specific achievement of a project's plan. Example: Redistribution of thirty helpers to thirty new recipients by June, 1981)

A.      Goals we had set for the period                      Comment on degree of achievement

Goals we had set for the period	Comment on degree of achievement
1.	
2.	
3.	
4.	

B. List your project goals for the next period:

C. Problems or obstacles encountered (e.g., Disease or reproduction problems, weather, marketing, availability of feed or vet supplies, etc.)

D. Describe the benefits or changes the project has brought to the individuals receiving livestock, the project group, and community to date: (Document, if possible.)

1. Individuals:

2. The project group:

3. The community:

480-PR2B

PROGRESS REPORT (SHORT FORM)

Date of Report \_\_\_\_\_

Country \_\_\_\_\_

Reporting of progress is a vital part of every project. The information gathered from your records for this report will help you know how well you have done during the period and it will provide data that will be helpful to you in planning for the coming months.

Progress Reports are important for continuous evaluation of H.P.I.'s program and for interpretation of the program to donors. Reports are required on a semi-annual basis or as agreed upon in the Letter of Agreement.

The receipt of Progress Reports on schedule is a major factor in determining continued support by H.P.I. Please use additional sheets if necessary.

I. PROJECT DATA:

- A. Project title and location
- B. Name of person submitting report
- C. Name of project group or organization
- D. Period covered by report: From: \_\_\_\_\_ To: \_\_\_\_\_

II. MATERIAL SUPPORT FROM H.P.I.:

A. Please list the livestock which the project has received from H.P.I. during this period and date of receipt:

B. Comment on the condition of the livestock:

Upon receipt

At present

C. Please list any other materials or supplies received:

D. If you received funds from H.P.I., please enclose a financial report.

III. PASSING ON THE GIFT:

A. How many offspring have been distributed in this project to other individuals or projects ?

B. Total number of recipients of livestock to date:

C. Comment on the system of "passing on the gift". How it works, how many generations have been passed on, etc.

IV. ORGANIZATION:

- A. Summarize activities of the project group during this period (meetings, special events, training, leadership changes, etc.)
- B. Difficulties encountered by the group or organization in carrying out their plans: (Including both administrative or organizational problems as well as production problems.)

V. PROGRESS TOWARD ACHIEVING GOALS DURING THIS PERIOD:

Goals are the specific achievements of a project's plan. Example: Redistribution of thirty heifers to new recipients by June, 1981.

A. Goals we had set for the period	Comment on degree of achievement
1.	
2.	
3.	

B. Goals for the next period:

C. Describe any benefits or changes the project has brought to the individuals receiving livestock, the project group, and the community:

INDIVIDUALS:

PROJECT GROUP:

COMMUNITY:

VI. Please make any comments or questions you would like to address to H.P.I.

VII. If available, please include human interest stories, photographs, or other information on the project which may help H.P.I. to interpret the project to donors.

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480-CPI

COUNTRY PROGRAM REPORT

This form should be used to present, in summary form, a report on a program carried out in countries where various projects are supported and to which an H.P.I. Representative relates. This report should be sent to Little Rock on an annual basis on a schedule mutually determined by H.P.I. Field Representative and the respective Area Director.

I. BASIC INFORMATION:

Country: H.P.I. Representative

Period: Date:

II. EVALUATION OF PROGRAM OBJECTIVES AND GOALS: (Use additional sheet if necessary)\*

A. List the long range objectives of H.P.I.'s program in this country. After each assess how the objective has been fulfilled during this period?

B. List each specific goal of the program during this period and the degree of achievement of each.

\* NOTE: An objective is a statement of measurable results which the program intends to achieve, and the time needed to do so. Goals are the specific measurable achievements related to implementation of a plan and must be time related. E.g., Objective: The formation of a national organization for coordination of livestock projects, under national leadership, within 3 years (By July \_\_, 19\_\_); Goal: That 4 regional committees are formed by the end of 19\_\_ or the training of 10 community leaders in the year 19\_\_.

III. SUMMARY OF PROJECTS: List all projects supported or given follow-up in this period.

COUNTRY:

H.P.I. REPRESENTATIVE:

PERIOD:

DATE:

Name of project and organization	Location	Give Dates			Livestock Input					Financial input	Number of participants	Results assessment*	Comments
		Progress report received	Field visits	Evaluation	Species	Quantity	Value	No. to participants	No. to re-production centers				

\* For assessment of results use code: 1 = Excellent, achieved better results than planned.  
 2 = Good, achieved results as planned.  
 3 = Fair, achieved some results, but not as planned.  
 4 = Poor, did not achieve satisfactory results  
 5 = Failure.

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IV. ITEMIZATION OF MATERIAL AND EQUIPMENT INPUTS:

<u>ITEM</u>	<u>UTILIZATION</u>	<u>VALUE</u>	<u>ASSESSMENT</u>

V. DISTRIBUTION OF OFFSPRING DURING PERIOD:

Species	Breed	Sex		Number returned to program	Number to recipients	Number of participants receiving offspring
		M	F			

VI. EVALUATION:

A. Describe and assess payback systems utilized, i.e., strengths, weaknesses, needed changes.

- B. Evaluation of the overall effectiveness of the program. (Include an assessment of the program's impact on communities, relationships with counterparts, fulfillment of H.P.I. objectives and criteria.)
- C. Problem areas: Indicate situations which have presented obstacles to your carrying out the program as planned.
- D. Recommended changes in the program:



480-CPRI

COUNTRY PROGRAM REQUEST

In countries where H.P.I. works through Program Field Staff Representatives or non-salaried Program Representatives, the primary project screening usually takes place on the field, and support for various projects make up a Country Program. The Country Representative should work with the respective Area Director in the development of program strategy, budget, objectives, relationships, staffing, etc.

H.P.I. Country Representatives are asked to use this form to summarize their program request for the coming year. The form should be submitted to the Area Director by September 15 of each year for inclusion in the H.P.I. project list and budget for the following year. Back-up documentation (A Project Presentation Form) is desirable for most projects.

I. BASIC INFORMATION:

Country: \_\_\_\_\_ H.P.I. Representative: \_\_\_\_\_

Period: \_\_\_\_\_ Date: \_\_\_\_\_

Total budget request for period: \_\_\_\_\_

II. STATEMENT OF PROGRAM OBJECTIVES AND GOALS:\*

A. List the long range objectives of H.P.I.'s program in this country.

B. What are your specific goals for the coming year? (These must be consistent with long term objectives and indicate specifically what the program plans to achieve in the coming year.)

\* NOTE: An objective is a statement of measurable results which the program intends to achieve, and the time needed to do so. Goals are the specific measurable achievements related to implementation of a plan and must be time related. E.g., Objective: The formation of a national organization for coordination of livestock projects, under national leadership, within 3 years (by July \_\_, 19\_\_); Goal: That 4 regional committees are formed by the end of 19\_\_, or the training of 10 community leaders in the year 19\_\_.

III. SUMMARY OF PROJECT REQUESTS: (Please prioritize)

COUNTRY:

H.P.I. REPRESENTATIVE:

PERIOD:

DATE:

Name of project and organization	Location	Type of project group	Species & number requested	Total project budget	Budget requested of HPI	% Budget from all outside sources <sup>1</sup>	Other cooperating organizations	Estimated number of beneficiaries	Project rating <sup>2</sup>	Scheduled evaluation dates	Project components <sup>3</sup>

<sup>1</sup> HPI is interested in knowing percentages of the budget from all outside donors as an indicator of possible dependence on outside resources.

<sup>2</sup> Use HPI project rating system to determine conformity with HPI's established criteria and priorities.

<sup>3</sup> Use codes to indicate project components:

DD - Direct Distribution	GI - Genetic Improvement
T - Training	PP - Pilot Project
FH - Foundation Herd	TA - Technical Assistance
I - Institution (eg., schools, hospitals, etc.)	Others - specify
CD - Community Development	

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ITEMIZED MATERIALS OR EQUIPMENT REQUEST:

COUNTRY:

H.P.I. REPRESENTATIVE:

PERIOD:

DATE:

Item	Description	If local purchase		If to be imported		For which project ? (Explanation of use)
		Quantity	Estimated Cost	Quantity	Target Date	

PERSONNEL:

A. Describe the role of the H.P.I. Country Field Representative, and possible changes in that role in the coming year.

B. Do you have need for consultants, volunteers, or other expatriate staff ? Describe.

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VII. SUMMARY OF ANNUAL IN-COUNTRY BUDGET: funds to be spent within the country or region. Do not calculate estimated costs incurred by H.P.I. in the U.S. (It should be remembered that H.P.I. has reduced possibilities to advance funds in the 1st Quarter.)

A. Program Related:

Item	Budget	Advances needed by Quarter				Comments and Explanations
		1st	2nd	3rd	4th	
Fund transfers to projects						
Livestock purchase						
Local personnel						
Equipment						
Operating expenses						
Training						
Vehicles and travel						
Materials/supplies						
Transportation						
Others						
<u>Total:</u>						

B. Personnel related: (If more than one H.P.I. program staff person in country, itemize for each on a separate sheet.)

Housing						
Furnishings						
Legal fees or taxes						
Education						
Transportation (to & from field)						
Other						
<u>Total:</u>						

## EVALUATION TRAINING MODEL

The proposed model is for the training of H.P.I. Field Staff and related counterparts in evaluation techniques, methodology and theory. The model defines several steps and a conceptual framework with which to approach this training. The intention will be work through the various aspects of evaluation which will eventually be implemented at the project level as well at the H.P.I. organization level. The steps in the conceptual framework are shown in the attached flow chart and are described briefly (though not comprehensively) in the following:

### 1. ASSESSMENT OF NEEDS AND INTEREST:

Project level: At the project level there is an assumption that field staff and managers need training in order to improve their understanding of how to evaluate the projects to which they are related, to establish ongoing systems to do so, and so that internal/self evaluations can be done for project replanning, control and reporting.

H.P.I. organization needs: Staff and counterparts need to be oriented as to H.P.I. expectations for progress reports, evaluation of programs and projects, and the reporting of material and financial information.

The process of needs assessment will be done both externally to the training event, and internally in the workshops themselves. To be taken into consideration are the following questions and assumptions:

- a. What experiences and capabilities in evaluation do the participants have ?

This is assumed to be varied, that some valuable capabilities and experiences exist within the field staff and counterparts, and that sharing of perceptions and experiences will be valuable learning experiences.

A second assumption is that most field staff experience some frustration and lack of specific direction in the area of evaluation, and that many projects go through their design and implementation phases without evaluation.

- b. What does H.P.I. (headquarters) want field staff and related counterparts to know about evaluation and reporting ?

It is assumed that the organization needs recordable and retrievable information for management decisions and for decisions about the allocation of resources.

- c. What does each participant personally define to be the areas of skill and knowledge which they need to learn in order to do the job of evaluation, and, thus, to improve their program ?

It is assumed that most field staff want to learn specific and simple methods for both internal and external evaluations, for reporting, replanning, and making decisions on implementation changes.

- d. What level of interest exists in relation to the specifically defined areas of need ?

It is assumed that simply defining areas of learning needs is insufficient unless this is related to a definition of the areas of interest and a concurrent commitment to work on these areas and follow through on their implementation.

In summary, the need for training and evaluation will be defined both in terms of H.P.I. organization needs as well as personal needs of field staff, project managers and technicians. This will assume that the organization, primarily the evaluation and program departments, will have defined their needs and will propose procedures to fulfill them prior to the training events, and that project level participants will become involved in defining their own needs and learning goals in the training experience. The underlying assumption of the entire training endeavor is that the sharpening of evaluation skills will improve project performance.

## 2. STRUCTURE FOR TRAINING AND EVALUATION:

The structure for both the evaluation training and for evaluation itself also occurs at two levels:

- a. Organizational level: At the organizational level, H.P.I. has established an evaluation department, the budget and personnel for evaluation field tests, the development of evaluation systems and the provision for training opportunities. With regard to the training, H.P.I. will make training opportunities available, structured as follows:

FOR WHOM:

- i. H.P.I. field program staff.  
There are about eight of these at present in Africa, Latin America and the U.S.
- ii. H.P.I. field representatives.  
Who are not H.P.I. employees there are approx. eight of these in Latin America, Asia and the U.S.
- iii. Little Rock central office program related staff, and some program consultants.
- iv. Project managers and counterparts.  
(Number undetermined)

WHERE:

- i. One workshop in the U.S. for some H.P.I. field related personnel plus central office personnel, especially those of the program and executive departments. Approx. twelve participants.
- ii. One workshop in Africa. Approx. participants - six H.P.I. field staff and three or four from counterpart projects.
- iii. One workshop in Latin America for approx. ten participants - H.P.I. representatives and staff, and several project counterpart staff.
- iv. One workshop for the Caribbean and Belize (English speaking areas).

WHEN:

A proposed calendar is attached.

WHO WILL BE THE FACILITATORS OF THE TRAINING ?

The evaluation department carries this responsibility but may use outside consultants if deemed to be necessary. Specifically, for the workshop in Latin America a Spanish speaking trainer-facilitator may be contracted to assist.

- b. Field and Workshop level: Structuring the events, their process and content, and scheduling will be done with the involvement of participants to the degree possible. In particular, the event itself is to attempt to produce a participatory climate and one which will focus, to the greatest degree possible, on the needs and interests of the participants.

The design and agenda of the specific workshop will be proposed by the staff and adjusted within the workshop by the group as a whole.

### 3. CONTENT INPUTS:

This is information prepared by the evaluation department to be presented to participants for the purpose of orientation, background, and didactic learning on evaluation theory, practical aspects of implementation, and experiences from the field tests. This will include:

- The H.P.I. system models explaining the place of evaluation within the organization, the functions of evaluation, relationships and linkages, and roles of field staff and counterparts.
- Animal production formats, explaining the data needed and how it is used to analyze production and feasibility of livestock and poultry projects.
- Social/Organizational Indicators, to stimulate reflection on the applicability of measurement of these aspects in specific projects.
- A paper on the scope and range of options for evaluation.
- Data gathering methods and techniques.
- The system for recording and reporting.
- The program request form.
- The project presentation form.
- Project Feasibility Checklist.
- Project and program reporting forms.
- Evaluation report guidelines.
- H.P.I. Policy statements.

4. SETTING OBJECTIVES:

H.P.I., through the evaluation department, will set its objectives for the training program, in accordance with its needs as an organization. This will be conceived of in terms of:

- Assisting staff and project managers to learn about the design and implementation of evaluation in their projects.
- The orientation of participants to reporting and monitoring requirements, and arriving at a consensus on this matter between field staff and headquarters.
- The upgrading of skills in planning, problem analysis, and project design.
- "Building in" evaluation and assuring follow-up.

However, participants in the workshops will also be involved in setting individual and group objectives. The process of setting objectives will be one of the key elements of training, and it against these objectives, set in a participatory manner, that the training will be guided and evaluated.

Since the model of evaluation to be implemented in H.P.I. is primarily one of "evaluation by objectives" (or evaluation by results), it is of great importance to see the setting of objectives as an integral part of the training experience.

Setting objectives (in projects as well as in training events) will be practiced and reflected upon as a tool for the work of development.

An objective should have the following characteristics:

- It should be concise, clear and stimulating.
- It arises out of an analysis of the problem (or need), and should not be invented.
- It should be stated in terms of results.
- It should be measurable.
- It should define parameters of population and time.

- One primary objective per project is usually sufficient.

#### 5. DEVELOPING SPECIFIC METHODS:

This will be the "working through" phase of the workshops. Using the theoretical framework provided by the trainers and the specifically proposed procedures (i.e., forms, guidelines, etc.), the participants will be given the opportunity to assimilate the material by applying it to their "back on the job" situations. Case studies, simulations, role playing, and testing the forms against their specific situations will be used.

The training facilitators are responsible to help participants analyze field related problems and potential obstacles to the proposed project design and reporting system. Facilitators will also be available to help participants develop some of the specific skills necessary for data collection, analysis, and problem solving. Participants may be divided into sub groups according to needs and interests in order to work on the development of skills and methods they deem necessary for the implementation of ongoing evaluation and reporting. Some of sessions will deal with "how to do it?" questions such as:

- How to maintain records that are usable and meaningful ?
- How to write measurable objectives ?
- Planning with a project group in a participatory way.
- Communication and survey skills for information gathering and problem solving.
- How to use results of evaluation ?
- Monitoring, control and decision making.
- Reporting and feedback - way and how ?

These are a few of the possible areas that participants may wish to explore and work on. The primary aim of these sessions will be to improve understanding, skill and commitment for a total process of planning, implementation and evaluation of programs and projects.

6. FOLLOW-UP PLANNING:

This phase of the training process is of great importance for the establishment of the ways and means to implement ongoing evaluation and reporting. A very specific follow-up action plan will be worked out delineating the steps to be undertaken as each participant returns to their work world and puts their learnings into operation. A clear understanding will be put into writing with regard to specific tasks and responsibilities, at all levels. A chart can be developed specifying:

- What is to be done ?
- Who will do it ?
- By when will it be accomplished ?
- How will it be known if and when it is done ?

In addition, participants will be helped to think about potential problems and obstacles they may encounter as they attempt to implement their plans. Contingency planning may be a useful exercise for both facilitators and participants. Techniques of planning against risk can help identify and clarify:

- Critical areas and potential problems.
- Preventative actions.
- Contingency measures.

7. EVALUATION OF THE TRAINING:

The evaluation of the training is shown in the chart to come at the conclusion of the training process, but this should not be interpreted rigidly. Actually all phases of the model are to be seen as dynamically interacting and continuous parts of a whole process. Evaluation begins to be seen as important at the start of the planning process. Formative methods are seen as of higher value than summative. The evaluation of the training is oriented toward improvement and collaborative decision making. That is, the participants perform the evaluation themselves, and the "in-route" checking and monitoring of progress and deviations from plans and objectives is seen as an important learning opportunity.

The training process should provide an experience within which to apply the principles of monitoring and evaluation of projects and programs. The experiential approach will allow the participants to make periodic and final assessment, mid-course corrections, re-establish goals, and re-order priorities. Thus, this evaluative method has practical implications for decision making procedures.

The primary evaluation parameters against which the training will be assessed are the established objectives. Since these objectives are directly informed by and based upon the previous assessment of needs and interests, the learnings and conclusions from this experience will obviously be the basis for a reassessment by the participants of their needs and interests for the future.

The four principle criteria for the evaluation of training are:

- Reaction; i.e., the feelings and perceptions of the participants as to the value of the experience as assessed during and at the conclusion of the event.
- Learnings; an assessment by the trainers as well as the participants of the assimilation of knowledge, information and skills.
- Application of new practices; post training assessment of the degree to which the new skills, knowledge and information is applied in the program/project situation.
- Results; a post training assessment of the results of the application of new practices or changed behavior.

The first two of these criteria are easier to evaluate, while the application and results criteria are more difficult. The results criteria is superior to the other three with reference to conclusions about the effectiveness of the training, and will be the ultimate evaluation indicator. During the training the facilitators and participants should establish the indicators which will be used to determine if and when the desired results have been achieved. This will be built into the follow-up plan.

The feedback loop depicts the function of readjustments and replanning at various levels:

- Reassessments by participants of their continuing needs for training and job improvement.

- Reassessment by trainers to improve training content and structure.
- Reassessment by trainers of their training and communication approaches.

Jerry Aaker  
December, 1979

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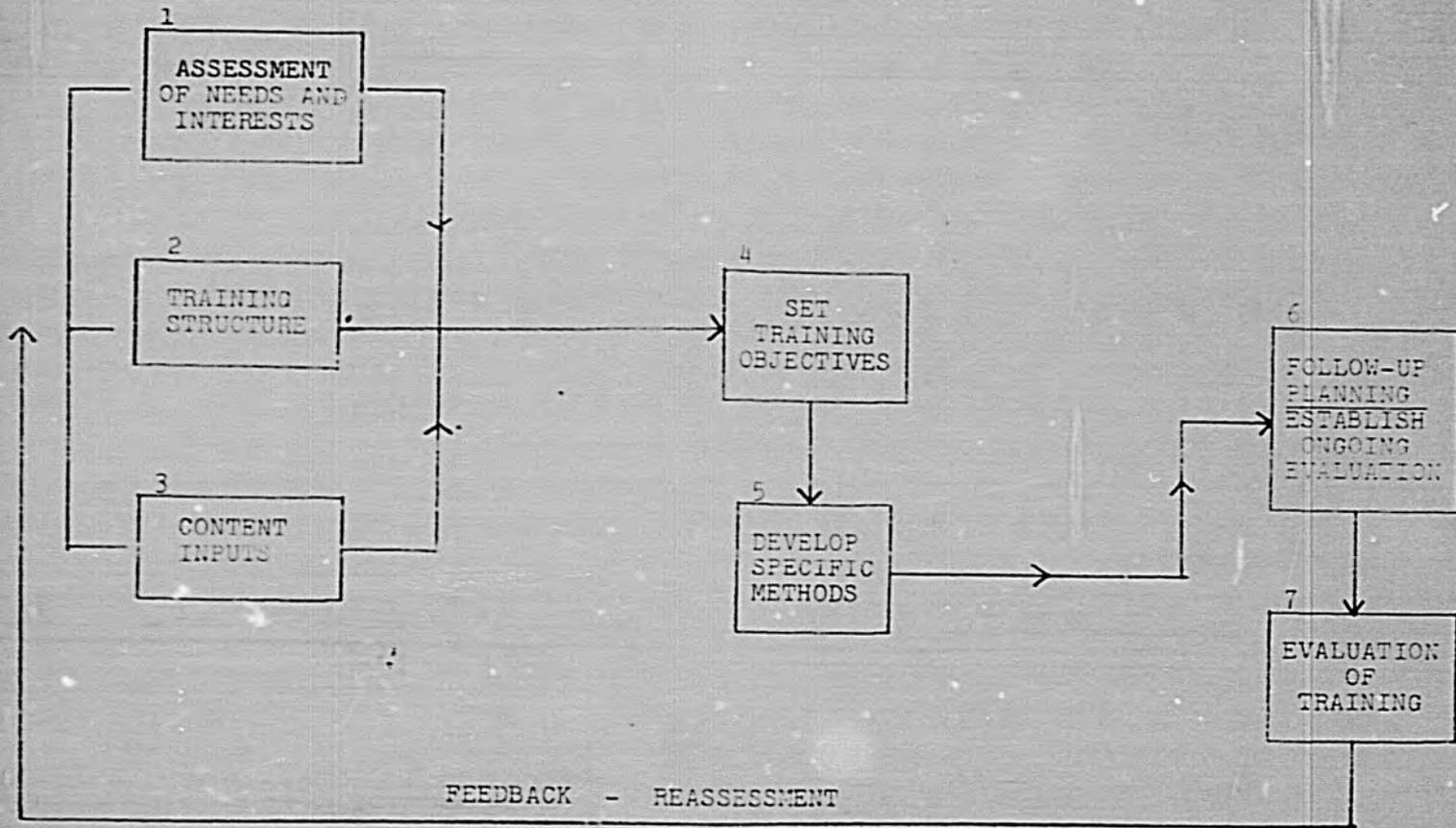
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TRAINING MODEL



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EVALUATION TRAINING

PROPOSED CALENDER

	DEC. 1979	JAN. 1980	FEB. 1980	MAR. 1980	APR. 1980	MAY 1980	JUNE 1980	JULY 1980	AUG. 1980	SEPT. 1980	OCT. 1980	NOV. 1980	DEC. 1980	STAFFING
Survey field staff for most feasible dates, place and suggested participants from their areas	X	X												J. Aaker
Design and planning of the specific workshops				X	X	X	X							J. Aaker
Proposed time for U.S. based workshop							X							A. Schmidt T. Nguyen J. Aaker
Proposed time for Africa workshop										X				A. Schmidt T. Nguyen
Proposed time for Latin America workshop (Spanish speaking)											X			J. Aaker A. Schmidt
Proposed time for Caribbean/Belize workshop (English speaking)												X		J. Aaker A. Schmidt T. Nguyen

HEIFER PROJECT INTERNATIONAL, INC.

CATTLE PROJECT ANNUAL PRODUCTION AND PARTICIPATION SUMMARY

INSTRUCTIONS

This report is for local project leaders or managers to complete.

The answers to the questions below will tell you how well your cattle are doing and will help you in planning for the coming year.

- I. If your project does not have a base herd or central farm but provides cattle directly to participants:
  - A. Fill out a Cattle Production Report for each participant in your project.
  - B. Add up all the answers and fill in the group totals on this Summary form. Use a separate copy for each breed.
  - C. Return the completed Summaries immediately to the person who gave or sent it to you.
  
- II. If your cattle are all located in a base herd (reproduction center, central farm, school or mission farm, research center, etc.) and offspring have not yet been distributed to others:
  - A. Complete one copy of this form for each breed in your herd.
  - B. Return these forms immediately to the person who gave or sent it to you.
  
- III. If your project has a base herd and also distributed cattle directly to participants (or local groups):
  - A. Fill out a Cattle Production Report with each participant in your project.
  - B. Add up all the answers and fill in the blanks on this Summary.
  - C. For your base herd complete a Cattle Production Report for each breed.
  - D. Return a completed Summary of the individual participants and a copy of the Cattle Production Report for each breed in your base herd immediately to the person who gave or sent it to you.

H.P.I. will analyze your information and share the results with you as soon as possible.

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HEIFER PROJECT INTERNATIONAL, INC.

CATTLE PROJECT ANNUAL PRODUCTION AND PARTICIPATION SUMMARY

(Please fill out one of these forms for  
each breed of cattle in your project)

COUNTRY \_\_\_\_\_ NAME OF PROJECT \_\_\_\_\_

BREED OF CATTLE \_\_\_\_\_ DATE \_\_\_\_\_

Name of person submitting this form \_\_\_\_\_

1. In all, how many cattle did you have in your project at the beginning of the year (January 1) ?

Total \_\_\_\_\_

Please give the number of young males, mature males, female calves and heifers and mature cows in your herd on January 1, in the spaces below:

Young male \_\_\_\_\_ Female calves and heifers \_\_\_\_\_

Mature male \_\_\_\_\_ Mature cows \_\_\_\_\_

2. In all, how many cattle did you have in your project at the end of the year (December 31) ?

Total \_\_\_\_\_

How many of each of the following were there in your project on December 31 ?

Young male \_\_\_\_\_ Female calves and heifers \_\_\_\_\_

Mature male \_\_\_\_\_ Mature cows \_\_\_\_\_

3. How many live calves were born last year ?

Total \_\_\_\_\_

4. How many of the cattle in your project died last year ?

Total \_\_\_\_\_

How many young males, female calves and heifers died ? \_\_\_\_\_

How many mature males and cows died ? \_\_\_\_\_

5. How many cattle were sold from your project last year ?

Total \_\_\_\_\_

Young \_\_\_\_\_ Mature \_\_\_\_\_

6. How many cattle in your project were used for food last year ?

Total \_\_\_\_\_

7. How many cattle were removed from the project by other means last year ?

Total \_\_\_\_\_

8. How many cattle did you receive through H.P.I. at the start of the project ?

Total \_\_\_\_\_

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Cattle Project Annual Production

Participation Summary

Page 2

9. How many additional cattle did your project receive through H.P.I. last year (not including those returned by participants) ?  
Total \_\_\_\_\_  
Young male \_\_\_\_\_ Young female \_\_\_\_\_  
Mature male \_\_\_\_\_ Mature female \_\_\_\_\_
10. How many cattle were added to your project from other sources (donation or purchase) last year ?  
Total \_\_\_\_\_  
Young male \_\_\_\_\_ Young female \_\_\_\_\_  
Mature male \_\_\_\_\_ Mature female \_\_\_\_\_
11. How many offspring were returned to the project by the participants for repayment or distribution last year ?  
Total \_\_\_\_\_
12. Last year, how many participants (members) had difficulties or problems in each of the following areas ? (Please enter the number of participants for whom each of these was a problem.)  
Feed and water # \_\_\_\_\_  
Operating cash and credit # \_\_\_\_\_  
Diseases # \_\_\_\_\_  
Breeding and reproduction # \_\_\_\_\_  
Veterinary supplies and medicines # \_\_\_\_\_  
Marketing # \_\_\_\_\_  
Need more help in knowing how to raise cattle # \_\_\_\_\_
13. How many active participants (members) were in the project at the beginning of last year ?  
Total \_\_\_\_\_
14. How many active participants (members) were in the project at the end of last year ?  
Total \_\_\_\_\_

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HEIFER PROJECT INTERNATIONAL, INC.

CATTLE PRODUCTION REPORT

COUNTRY \_\_\_\_\_ NAME OF PROJECT \_\_\_\_\_

BREED OF CATTLE \_\_\_\_\_ DATE \_\_\_\_\_

This summary tells about the cattle of: (Check the appropriate box)

An Individual Producer

A Project Base Herd such as reproduction center, central farm, school or mission herd, research center, foundation herd, etc.

Every year it is good to review how well your cattle are doing and how well all the cattle in your project are doing. By filling out this question sheet you will be able to see your progress over the past year.

By answering the questions below you will also help H.P.I. to do a better job assisting your group and other projects around the world. All of your answers are strictly confidential.

1. In all, how many cattle did you have at the beginning of the year (January 1) ?  
Total \_\_\_\_\_

If possible, please give the number of young males, mature males, female calves and heifers and mature cows you had on January 1.

Young males \_\_\_\_\_ Female calves and heifers \_\_\_\_\_

Mature males \_\_\_\_\_ Mature cows \_\_\_\_\_

2. How many cattle did you have at the end of the year (December 31)  
Total \_\_\_\_\_

How many of each of the following did you have at the end of the year (December 31) ?

Young males \_\_\_\_\_ Female calves and heifers \_\_\_\_\_

Mature males \_\_\_\_\_ Mature cows \_\_\_\_\_

3. How many live calves were born last year ?  
Total \_\_\_\_\_

4. How many of your cattle died last year ?  
Total \_\_\_\_\_

How many young males, heifers and calves died ? \_\_\_\_\_

How many mature males and cows died ? \_\_\_\_\_

5. How many cattle did you sell last year ? (\*For base herd, do not include those sold to project participants as part of your project; include only those sold commercially.)

Total \_\_\_\_\_

Young \_\_\_\_\_ Mature \_\_\_\_\_

6. How many cattle did you use for food last year ?  
Total \_\_\_\_\_
7. How many cattle were removed from your herd by other means last year ?  
Total \_\_\_\_\_
8. How many cattle did you receive through H.P.I. when you first started ?  
Total \_\_\_\_\_
9. How many additional cattle did you receive through H.P.I. last year ? (\*For base herd, do not include offspring returned to your herd by participants.)  
Total \_\_\_\_\_  
Young male \_\_\_\_\_ Young female \_\_\_\_\_  
Mature male \_\_\_\_\_ Mature female \_\_\_\_\_
10. How many cattle were added to your herd from other sources (donation or purchase) last year ?  
Total \_\_\_\_\_  
Young male \_\_\_\_\_ Young female \_\_\_\_\_  
Mature male \_\_\_\_\_ Mature female \_\_\_\_\_

PASSING ON THE GIFT:

11. A. For Individual Producers Only:  
How many calves or heifers did you return to the project for repayment or for distribution last year ?  
Total \_\_\_\_\_
- \*For Base Herd Only:  
How many offspring were distributed to participants last year ? (Either through direct distribution or sold to participants as a part of the project, etc.)  
Total \_\_\_\_\_

12. Did you have any of the following problems in raising your cattle last year ? (Please check the appropriate boxes)
- |  |  |
|--|--|
| <input type="checkbox"/> Feed and water            | <input type="checkbox"/> Veterinary supplies and medicines             |
| <input type="checkbox"/> Operating cash and credit | <input type="checkbox"/> Marketing                                     |
| <input type="checkbox"/> Diseases                  | <input type="checkbox"/> Need more help in knowing how to raise cattle |
| <input type="checkbox"/> Breeding and reproduction |  |