

# Integrated Family Farm Development

## USAID Strengthening Grant



**Second Annual Report  
August, 1995 - August, 1996  
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**Integrated Family Farm Development  
Strengthening Grant  
Second Annual Report**

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**Cooperative Agreement No. FAO-0158-A-00-4026-00**  
**Second Annual Report**  
**August 20, 1995 - August 19, 1996**

**Summary**

The goal of this cooperative agreement is to enable small-scale farm families to improve their capacity to feed themselves, care for their land, and profitably integrate livestock into regenerative agriculture practices on their farms. The amount of this grant for its full three year period is \$750,000, of which USAID has obligated the total amount. The estimated budget for the full program was \$2,097,000. Through July of 1996, \$371,000 of USAID funds have been spent. The combined total of HPI and USAID expenditures to date is \$2,170,000.

The agreement provides resources to help HPI improve and increase its capacity to carry out training and project development in Bolivia and Uganda. In these two countries the program works to improve HPI staff skills in training, extension and program development. An appropriate participatory training approach is being developed and documented in each country and a major output of the project is the production of training materials. Also, in each country HPI is building the capacity of extensionists and community level technicians to be able to work more effectively with farmers and groups in the project communities. Finally, the program aims to disseminate information and training to other parts of HPI's program, specifically at headquarters and in other country offices.

HPI has met or exceeded the outputs for the first two years of the program. In Uganda, HPI supports 16 sustainable development projects with nine partner organizations, and in Bolivia 11 projects are supported with ten partner organizations. In both countries the projects are carried out with either local NGOs or with farmer membership associations and organizations. To date, over 2,800 families have directly benefited by receiving quality livestock, training in livestock care and health, and assistance in implementing a variety of ecologically and economically sound agricultural practices.

At the conclusion of the second year of this grant, an external evaluation was carried out at headquarters and in the field. In preparation for this evaluation, training in participatory self-evaluation and monitoring was provided to HPI staff and partner organizations in both Bolivia and Uganda. Also, significant progress was made during this year in developing and writing up HPI's approach in three areas, 1) the HPI Cornerstones Model, 2) the participatory training manual, and 3) gender analysis.

Training activities at headquarters and in the country programs has been ongoing in order to increase capacity of both HPI and partner organization staff. A strong emphasis has been on training of project level extensionists and community level technicians.

## I. Background to Grant and Project Context

1. *Describe the PVO's organizational purpose, approach and special capability. What were the socio-economic-political conditions and circumstances which gave rise to the project and each country program? What were the express needs of beneficiaries, participants, the PVO, etc. What gender concerns need attention?*

### (A) Organizational Purpose

Heifer Project International's purpose is, in partnership with others, to alleviate poverty, hunger, and environmental degradation. Heifer Project International (referred to as HPI henceforth) ...

1. Provides animals, technical training and community development to enable families to achieve self-reliance in sustainable food production and income generation.
2. Encourages people to pass on the gift\* which enhances dignity and makes a difference in the struggle against hunger and poverty.
3. Educates people about the causes of hunger and poverty based on Heifer Project International's half century of experience.
4. Supports people through responsible management of human, animal and natural resources.

\* "Passing on the gift" is the term HPI uses to describe its in-kind animal loan program which requires in-kind repayment from project beneficiaries.

### (B) Approach

For over 50 years Heifer Project International (HPI) has successfully worked to alleviate hunger and rural poverty and restore the environment by providing appropriate livestock, training, and related services to small-scale farmers around the world. One of HPI's primary concerns and contributions is to help farmers utilize livestock as an integral component of sustainable agriculture.

The goal of all HPI projects is to strengthen rural families and communities through improved nutrition, increased agricultural production, and the dissemination of livestock related skills and knowledge for self reliance. Care for the earth's natural resources are emphasized in most projects through training in pasture improvement, soil conservation, forestation, and water harvesting.

HPI's key concept is that each recipient must repay (pass on) offspring of the farm animals they receive to others in need. This principle, called "passing on the gift", assures that each participant in the program becomes a donor to others, enhancing dignity and participation in each project. Passing on the gift also greatly heightens the prospect for the project to become self sustaining. Many project holders are working out agreements with farmer/recipients to return several offspring, one to be donated to another family, and another for support of the local organization's ongoing training and follow up needs.

Livestock in all HPI projects must have access to adequate feed, water and shelter. Project participants are given training and on-site technical advice to improve their skills and knowledge in animal care, planning, and management. The types of animals used in projects depends on local needs and requests, in addition to experience, natural resources, and marketability of surplus production. Projects are selected on the basis of meeting HPI's twelve "Cornerstones for Just and Sustainable Development".

#### (C) Special Capabilities

One of HPI's greatest strengths is the presence of field offices in major program areas around the world, who in turn work with a large network of local nongovernmental organizations (NGOs) and grassroots organizations. All but two of these field offices are staffed by nationals of the country in which the program is carried out. There are 23 program representatives in total; 6 in Africa, 7 in Latin America/Caribbean, 4 in Asia, 1 in Eastern Europe, and 4 in the USA/Canada program areas.

HPI cooperates with local partner organizations, most of them nongovernmental organizations. Concerted efforts are also made to coordinate with government services in all program areas. Partner project holders have competent local personnel who know the social-political, and ecological context of the communities with which they work. These field staff possess appropriate technical skills to help the project participants to confront the challenges and problems they encounter.

#### (D) Socio-economic/Political Conditions

For this cooperative agreement HPI chose Uganda and Bolivia, where families could benefit most from a sustainable agriculture approach. These countries have significant ecological problems, on-going and growing HPI programs, viable local partner groups and can be used as regional models for a sustainable development approach and strengthened training capability.

**Bolivia:** Typical HPI participants in the five projects in tropical lowlands are settlers who have migrated from the highlands. Participants from traditional communities are from high altitude, mountainous and semi-arid zones with limited farmland having low agricultural production. These farmers migrated and are claiming unoccupied land, or else own land or share communal land. They have little capital to invest and use hand labor only. They are more subsistence oriented than market oriented and live in villages distant from markets with marginal access to basic education and health services. In highland areas, HPI works with several four project holder NGOs that use a variety of animal species appropriate to the areas, such as alpacas, llamas, poultry and cattle.

The rural sector in Bolivia has the highest rate of child mortality, malnutrition, illiteracy and the lowest per capita income. Current statistics (UNDP, 1993) put infant mortality at 89/1000, 63% literacy rate, life expectancy for men/women at 51 years and 54 years respectively, and 51.2% of the population reside in rural areas.

**Uganda:** The 1993 "Human Development Report" (UN) estimates Ugandan GNP per capita at an average of \$180, infant mortality is reported by the UN at 108 per 1,000, illiteracy among women is at 65%. Agricultural production is growing at about 3.6% per year. While Uganda's economy has somewhat recovered since the liberation war, the level of living of most people, particularly those in the rural sector, remains low.

AIDS is taking a dramatic toll on Uganda with an estimated 1.7 million people HIV positive. This will continue to add dramatically to the number of widows, widowers, and homes caring for large numbers of children. These are among the primary target population for this program.

#### (E) Essence of the Problem

As population pressure grows the problem of ecological degradation, especially loss of soils and forests, is in need of much more attention by the international development community, including HPI. HPI has learned from over 50 years of experience that livestock are an integral part in sustainable, regenerative agriculture. People, plants, land and livestock can function synergistically if their interdependent roles are recognized. Adding livestock to a small farm can bring balance and make the difference between mere subsistence and family self-reliance. Properly managed small farms with a livestock component are environmentally sustainable and can help provide a decent living for farm families. HPI aims to expand its efforts to show how well managed short-term agricultural investments including quality livestock, education, group empowerment and a "passing on the gift" provision leads to long term impacts on families, the environment and local institutions. The problem of urban poverty and migration from the rural areas can be curtailed by increasing income in rural areas strengthening rural community organizations, which is an aim of this program.

(F) Expressed Needs

HPI always receives more requests for support than can be fulfilled. Bolivia and Uganda present prodigious developmental and ecological challenges: In Bolivia, where quality of life indicators are the worst in Latin America, the program works primarily in the tropical rain forest area being settled by migrants from the highlands; In Uganda, ravaged by poverty, civil strife, and AIDS for the last decade, the program works with rural families of scarce resources in hillside farms using a zero-grazing system\*. Some projects are on the fringes of wildlife and forest preserve areas. How to be more efficient and effective with limited resources is the challenge. Finally, HPI faces the challenge of knowing that training is an essential part of successful development programs, and that effective projects will depend to a large degree on our partner organizations having the capacity to train the farmers. The gap between that reality and the possibilities of developing a comprehensive training program and approach to sustainable development is one of the greatest needs addressed by this cooperative agreement.

(G) Gender Concerns

In Bolivia and Uganda the program needs to continue to stress the importance of gender balance in programs. Gender and Family Focus is one of HPI's Cornerstones and there is a need to raise consciousness with both staff and partner organizations about this concern. Some projects are primarily with women, though it is more common for both men and women to participate as equal partners. In many projects the animals are jointly owned by the husband and wife. As the projects introduce improved livestock and training, the role of women is enhanced and the level of participation increases. The nutrition level for families improves. Training in projects gives due attention to the role of women in livestock development, and attempts to equip them with the tools for leadership.

\* Zero-grazing is a management system in which the cow is maintained in a shed with exercise space, and feed and water brought to the livestock. There are many advantages to this system on very small, intensively managed farms.

2. *What other resources were available to meet the needs? Why was funding necessary?*

HPI always has the need for more resources for training. It is easier for HPI to raise funds for direct project funding, especially for the livestock component. Donors often have more difficulty in supporting training, especially the relatively costly process of developing a comprehensive approach and the accompanying materials for participatory training.

HPI project recipients have to contribute a significant amount of "sweat equity" in their projects. They are required to obtain materials for a small shelter,

fencing, or corrals, and plant sufficient fodder to provide feed for the animals. In addition, each "pass on" contract signifies a substantial in-country capital resource being generated by the beneficiaries themselves to help additional farm families. In each country HPI seeks out local private and governmental organizations with which to cooperate and develop partnerships. For example, in Uganda, there is a core of capable civil servants and extension agents. These people are underpaid and do not receive adequate support from their government. HPI receives willing cooperation from these people because they have seen first hand that the HPI system works, and, when applied correctly, can generate income, nutritious food and opportunities for Ugandans.

The country HPI offices in both countries actively seek resources from both local governmental sources as well as international agencies. Grants and in-kind contributions from partner organizations in Europe (especially England and Ireland) have been significant in Uganda (over \$300,000 a year average since 1992) Collaborative relationships with other international NGOs, such as World Concern and Lutheran World Relief, has been important in Bolivia, as well as funding from the Canadian and Bolivian governments, aimed at strengthening community organization. HPI alone does not have sufficient funds to respond to all the expressed needs in any one country. USAID funding provides a very valuable resource to help HPI build up its capacity in training and project management, while securing mostly private source funds for the major part of project funding.

## II. Project Methodology

1. *Summarize the grant project goal, purpose, objectives, approach, methodology, and strategy. What are the key inputs for achieving this strategy? Who are the target groups? What are the expected outputs and products? How does strategy involve women as both participants and beneficiaries?*

### (A) Goal of the Project

The goal of the cooperative agreement is to enable small-scale farm families to improve their capacity to feed themselves, care for their land, and profitably integrate livestock into regenerative agriculture practices.

### B) Purpose of the Project

The purpose of the project is to strengthen HPI's capacity to assist partner NGOs and grassroots organizations to promote sustainable development.

### (C) Objectives

1. Undertake livestock project with 1,900 farm families in Bolivia and Uganda.
2. Develop a resource manual on participatory development training.
3. In Bolivia, organize local farmer organizations, giving leadership, planning and management, and technical training.
4. In Bolivia, provide training and technical assistance to HPI country staff and to partner organizations on ecologically sound livestock management practices, including agro-forestry.
5. In Uganda, assist partner project holder organizations wishing to adopt the zero-grazing model. This will involve funding, plus training of group leaders in the technical, management, monitoring and leadership aspects of NGO and farmer group development.
6. Adapt participatory training curriculum developed in both Uganda and Bolivia for use in both countries and for HPI's worldwide program use, and provide training in their use.
7. In Uganda and Bolivia provide training and consultation to HPI in-country staff and partner organizations in participatory evaluation approaches.

### (D) Approach, Methodology and Strategy

Farm families are provided with training and technical assistance in ecologically sound livestock production. Families provide their own contribution in time, labor, land and other production resources, such as housing, feed, fencing, mineral salts. HPI provides external stimulus and the means in the form of appropriate technology, livestock, and some planting materials. Those initially assisted become demonstrators of sustainable practices and the source of livestock to others through the passing on of offspring.

A major thrust is the effort to strengthen local NGOs and community-based organizations. This is done through HPI sponsored seminars, workshops and field days for project leaders and extensionists of the partner organizations.

Prospects for significant benefits in terms of income, food and improvements in the landscape provide the incentive for farmers to invest in sustainable farming practices. HPI's experience in these countries shows that farmers will invest in livestock housing, planting grass, legumes and multi-purpose trees on contours, utilize crop residues to feed ruminant livestock and other animals capable of digesting feed high in cellulose, and recycle manure, urine and composted waste back to their fields.

HPI gives special attention to place knowledge and skills in the hands of women as an effective way to assist the whole family. This is done through

women's groups, and through the training of community groups in how to work effectively with women.

The grant agreement program is aimed to strengthen HPI's capacity to train others in a participatory methodology. This is done in several ways; first, by giving training opportunities to HPI's staff, secondly, by offering training opportunities to partner organizations, and, thirdly, through support of the training aspects of the livestock projects themselves. Training materials are being developed, tested, and published for use in these country programs (Bolivia and Uganda), and in other country programs, as appropriate.

#### (E) Key Inputs

HPI provides funding and in-kind inputs for the actual projects with partner NGOs and grassroots organizations. These include money for sub-projects to cover extensionists, training, travel. In addition, HPI directly funds the purchase of livestock and agricultural supplies for each project. Significant in-kind donations of livestock are received from sister organizations in Ireland (Bothar) and England (Send a Cow) for the Uganda program. Also, some veterinary supplies are occasionally donated and shipped by HPI. HPI also makes available its in-country staff, technical training materials, vehicles, office space, and supplies. Staff that are funded in part or fully by AID are shown in the budgets pages, Appendix 12. AID funds are also used for training materials development, training events, consultants, evaluation, and travel.

#### (F) Target Groups and Outputs

HPI targets low income farmers living in rural areas. In Uganda the farms are very small, often between one and three acres. In the tropical area of Eastern Bolivia, where HPI concentrates much of its work, the farms are larger (20 to 40 hectares), but the conditions are very harsh for highland settlers with little capital or tools to work with. HPI pays particular attention to groups that permit women and families to achieve a better livelihood. Projects work only with organized groups, community and farmer associations.

At the project level the expected outputs in all projects are: reasonable production levels within the context and resources available; including passing on the gift of an offspring to another family. The participants generally prioritize the use of benefits in this order: milk for improved nutrition of children, income for emergencies, school fees, and basic necessities, and purchase of farm inputs, and, lastly, home improvements or building of new houses.

At the program level, the expected outputs are increased capacity in HPI staff to do training, extension services, evaluations, and planning. Also, training materials and information sharing will be a significant output.

2. *Provide a comparison of actual accomplishments with those originally proposed for the period for the report. Include gender accomplishments. State the reasons for any variance.*

The following show targets and accomplishments for the second year of the grant:

Year Two Targets (August 1995-August 1996)	Accomplishments
1. Finish writing the book "The Cornerstones Model: Values-based Planning and Management"	The final draft is finished and all design revisions have been made. Publication is scheduled for September, 1996.
2. Use of Cornerstones: Headquarters staff training and orientation to the Cornerstones Model, Program Evaluations based on Cornerstones Organizational Review using Cornerstones	The Cornerstones Model is now used for staff and volunteer orientation. In this period there were three workshops for staff and volunteers, (Jan-March), plus use of the cornerstones for organizational evaluation and visioning in a training session with all management staff (April, '96) Country Program Reviews (evaluations) using model in Ecuador, Guatemala, China, India, Louisiana, Uganda, Bolivia. <i>Appendices 1a and 1b</i> show the Cornerstones Model in graphic form.
3. Exchange visit from Bolivia (Susan Stewart) to Uganda	Susan Stewart, who has also researched participatory training in Asia, went to observe training in Uganda and carry out dialogue with HPI staff to both get ideas and give feedback.
4. Write "Participatory Training Manual" in Bolivia.	Writing of the draft is about 85% finished by Susan Stewart in Bolivia. Art work and design work is in process.
5. Working group to review the participatory training manual	Susan Stewart, Jerry Aaker, and Beinemapaka Athanasius of Uganda met for one week in April (and part of the time with other headquarters staff) for this review and discussion, to give input for revisions.
6. Gender Analysis Workshop	This workshop was held in Arkansas in April, 1996 with participation of 28 field and headquarters staff. Included were all International Program managers and nine field staff, with representation from all geographic program areas. Our program officer from PVC, Mary Herbert, also attended. <i>Appendix 2</i> is the Executive Summary of this workshop report.

7. Training events with project participants in Bolivia and Uganda.	Workshops, field days, and training sessions were held on a monthly basis in each country. Some variation from the plan was due to responding closely to emerging needs and priorities. (training in Uganda and Bolivia is covered in the body of this report).
8 Training Workshop for project holders in Bolivia	A "Participatory Training" workshop was held in Oct., 1995 with 30 participants ( 10 males and 20 females) from both NGOs and the farmers' associations.
9. Participatory Evaluation workshop in Bolivia.	Held in March, 1996 with participation of 21 representatives of associations and NGOs, resulting in plans for five organizations to do self-evaluations with HPI assistance, plus a plan for HPI country office review. Facilitated by Jerry Aaker from HQ, and local consultant Elizabeth Huba-Mang.
10. Training for partner organizations in Uganda	Model Farmers Workshop on Sustainable Agriculture in September, 1995, for 35 selected farmer leaders and 10 extensionists from partner organizations. (24 men and 21 women)
11. Participatory Evaluation workshop in Uganda.	Held in Uganda in March, facilitated by Director of Evaluation, Jennifer Shumaker, for 21 staff of the primary project partner NGOs. (four NGOs plus Send A Cow and HPI staff)
12. Mid-term country program review in Bolivia	Carried out by Jerry Aaker and Elizabeth Huba-Mang with HPI staff in Bolivia, arising out of the participatory February, 1996 evaluation workshop. A report was shared with PVC and is attached. <i>Appendix 3.</i> A follow-up report was done in May. <i>Appendix 4.</i>
13. Participatory self-evaluations in Bolivia	In follow up to the evaluation training in Bolivia, five project organizations conducted evaluations between February and May, 1996 with assistance of an HPI contracted local consultant. <i>Appendix 5</i> is a summary report.
14. Mid-term country program review with HPI Uganda staff	Carried out by Jennifer Shumaker with Uganda staff, arising out of the participatory evaluation workshop. Two reports were submitted to PVC in March and April, 1996, These are attached. <i>Appendix 6.</i>
15. Publish four issues of the <i>EXChange Newsletter</i>	The mailing list of 2,000 in over 100 countries was pared down to about 800 through asking for subscription renewals. See <i>Appendix 7.</i>

16. Provide Technical Information upon request	Accomplished as per plan. Average number of technical information orders filled each month was 157, sent all over the world in response to requests.
17. Program Directors' administrative and programmatic visits	Jim Hoey, Latin American Program Director visited Bolivia in July, 1996, Dan Gudahl, Africa Program Director, is visiting Uganda in September, 1996.
18. Livestock development projects implemented in each country	HPI is working in projects in Bolivia with five NGOs, four regional farmers' associations, and one National Farmers' Association. In Uganda seventeen projects are carried out with local partner organizations, both Ugandan NGOs and community membership organizations.
18 Final External Evaluation	AID contracted consultants Jacob Pfohl (for Bolivia) and Jane Yudelman (Uganda) carried out an evaluation during July/August, 1996. Jerry Aaker from HPI accompanied the evaluators in each country, and a locally contracted consultant was added to the team in each country. Report submission is pending at this writing.

### III. Monitoring and Evaluation

1. *Describe and discuss PVO refinements, changes, and additions to the following monitoring and evaluation information from that originally presented in the PVOs proposal:*

(A) Baseline Data

HPI receives reports on each project semi-annually. The basic data from these reports includes both quantitative and qualitative information. Included in the baseline data are the number of direct beneficiaries of livestock (by species), aggregated by sex, the number of pass-on animals, number of persons trained and number of training days. Extension staff do frequent on-site visits to monitor other aspects such as production, animal health, group and organization progress and problems, as well as the application of farming management practices, such as planting of leguminous trees, ally cropping, pastures, etc. There have been no changes in the basic data collected and compiled since the inception of the program.

(B) Targets

Targeted outputs have not changed significantly, but preliminary evaluation results indicate the need to readjust the budget to adequately cover all targeted outputs in the field programs.. Several targets have been changed due to needs and priorities in the

programs, especially the training workshops for partner organizations. This will result in several workshops on different thematic areas than those originally written in the grant proposal. For example, in Uganda fewer workshops for extensionists are being done. Instead, the strategy is to do close monitoring, observations and feedback with extensionists "on site". In Bolivia, the planned Agroforestry Workshop is not seen as high a priority as workshops on "participatory techniques" for animators and follow up a workshop on Monitoring and Evaluation.

(C) Critical indicators of effectiveness

Self-evaluation training for project holders and partners in Bolivia included work on indicators appropriate for each organization and project. These indicators were incorporated into the evaluations carried out by each organization and the result was an evaluation report for each following these indicators. This exercise was very helpful to the staff of each organization to help them think about their use in ongoing monitoring. In Uganda, the evaluation workshop with HPI staff and project holders also worked on indicators.

Critical areas identified by project groups were self-reliance and sustainability, strengths and weaknesses of grassroots organizations, and gender.

(D) Benchmarks of project progress

A The Detailed Implementation Plan (DIP), *Appendix 8*, worked out in year one of the grant is still on target and being followed. In addition, the intensive external evaluations done in July, '96 developed a series of recommendations and a listing of activities and issues to be worked on in the remaining year of the grant. These are to be included in the external evaluation report. This constitutes the essential benchmarks of the project. All elements are in place for a rational progression of the program and budget expenditures at this point. A request to PVC for some re-adjustments in the budget is pending, allocating more funds to the country programs from headquarters line items. It is anticipated that the proposed program will be accomplished in the allotted time.

(E) Monitoring Plan

The Director of Training monitors the overall cooperative agreement program, and reports to the Director of International Programs. He coordinates with the Program Directors for Africa and Latin America. The Program Assistants in Little Rock are responsible to monitor financial reporting from the two country programs. Authority and responsibility for daily management and monitoring of the programs in each country lies with the Country Directors.

Annual reports from the field, giving specific information and data on each project and training event, as well as overall assessment and comments were submitted on time with detailed information. Also, the Director of Training made field visits to both country programs during the course of the year. This year the visits were in conjunction with evaluation of the program (February and July for Bolivia, and July in Uganda)

(F) Evaluation Plan

As mentioned above, mid-term and final evaluations have already been conducted in this period. In addition, training workshops carried out by the Director of Training in Bolivia and the Director of Evaluation in Uganda prepared the primary project holders and partners for carrying out self-evaluations. Staff and colleague agency personnel in each country participated in these reviews, and helped to develop the conclusions and recommendations. Summary reports from the mid-term program evaluations are attached as Appendices 3 (Bolivia) and 6 (Uganda). The scope of work (SOW) for the final external evaluation was prepared by HPI and agreed to by PVC/AID in the first quarter of the year, with minor adjustments. This was followed as the guiding document in the final evaluation.

The final evaluation report from Jacob Pfohl is due in to be finalized in September, 1996. A meeting to review conclusions and recommendations is to be scheduled by PVC.

## IV. Review and Analysis of Project Results by Country.

### 1. Describe for each country for the report period:

- a. *the specific outputs achieved in each country*
- b. *effect on target groups desegregated by gender*
- c. *problems encountered and how they have been addressed*
- d. *impact on local institutions, local policy, and people (desegregate by gender) outside the project*
- e. *unintended effects*

### UGANDA - Background

HPI began work with small farmers in Uganda in 1982. The first animals were distributed in 1983. Since then, HPI Uganda has expanded its program across many districts of the country and has become involved with several indigenous sponsoring organizations like the YWCA and the Church of Uganda. The benefits to project partners include improved nutrition, education in management of livestock and farms, income from milk sales, sale of bulls and heifers, enhancement of community spirit and improved environment. Most of the projects use improved dairy cows as the principle input, though the Uganda program now has dairy goat, honey bee and poultry projects, as well.

This report provides statistics and descriptions of activities in the country program in the second year of the grant, (September, 1995- August, 1996) with some references to the overall accumulative achievements of the first two years. A short description of each project is provided in *Appendix 9*. Table 1 from that Appendix 9 shows Livestock Distributed during the Period by Project. The number of animals distributed is the same number as families served in the Uganda program. The report shows the actual data through the time of writing the report (mid June), and projections through August. During this period, HPI's Uganda program expanded by the establishment of five new projects. The specific outputs achieved in the first two years of the project are the following:

#### (a) Specific Outputs

There have been fewer formal training workshops for extensionists and project holders than planned for the year. This is due to a shift in emphasis to on-spot training approach that encourages more farmer participation and hands on activities. This, in turn, has called for increased monitoring by the extensionists and HPI staff. Emphasis has also been placed on exchange visits among farmers, within projects and between projects with similar interests and activities. This has served as a challenge to the farmers and encouraged the spirit of cooperation.

### **Staff Training:**

1. The HPU (Heifer Project Uganda) secretary took a four week course in Office Administration.
2. The Assistant Training Coordinator participated in meetings and training workshops at HPI headquarters in April, 1996, including management training in the Cornerstones Model and Gender Analysis.

### **Partner Organizations:**

1. Model Farmers' Workshop on Sustainable Agriculture. This was a four day training for 35 selected farmers and 10 extensionists from active projects. Emphasis was placed on the role of Model farmers, environmental conservation, pasture management and feeding. It was facilitated by HPI staff and collaborators from the Ministry of Agriculture and Animal Industry.
2. Participatory Monitoring and Evaluation Workshop. In April, 1996 this workshop brought together Send A Cow, HPI and project holder staff from four of the large project partners. The workshop was intended to equip participants with skills and initiate the process of designing participatory evaluations. HPI Cornerstones and their indicators were defined within projects and partner organizations were introduced to HPI's methodology of evaluation
3. Motorcycle Maintenance. Training was given to 26 extensionists in basic skills for routine service and maintenance of motorcycles.
4. AI (Artificial Insemination) Training. A two week course was conducted for five extensionists, adding to the 20 who had already received this training.

### **Farmer Training Sessions.**

These are both formal and informal sessions organized at the grassroots level. The sessions are organized by the extensionists based on the needs as expressed by the farmers, and are on-farm, the venue determined by the nature of the need and topic.

Tables 1 and 2, found in *Appendix 9* gives a Summary of Trainings at Project Level Desegregated by Sex, , shows the total numbers of farmers participating in training in the second year of the grant. Every session took one day. In summary:

- 289 one-day training sessions will have been carried out by August 31, 1996,
- The total number of trainees (farmers participating) was 1,584
- percent of Trainees that are women:

Proposed: 50%      Actual: Year One - 65.5%      Year Two - 67%

Training needs for extensionists as well as for farmers have been identified through workshops, surveys, and field visits.

## **Materials/Tools/Methods Developed**

In an effort to strengthen the training for different stakeholders, some training materials have been developed during the reporting period. Table 4 in *Appendix 9* gives a list of training materials at different stages of development in Uganda.

1. The HPI Training Syllabus for Zero-grazing in Uganda was reviewed to include more social issues, integrated/sustainable farming and more emphasis on environmental protection.
2. A Goat Life Time Card was developed and is in use by goat farmers in Kisinga Dairy Goat Project.
3. Charts/discussion starters have been developed for use in workshops on leadership skills, self evaluation, gender issues
4. Technical handouts for farmers and extension staff have been written in the form of booklets and flyers - (these are in different stages of development, i.e. typesetting stage.)
5. Eight booklets/flyers have been translated into two of the major local languages, Luganda and Runyankore-Rukiga.

### **(b) Effect of Target Groups desegregated by Gender**

Projects strive for participation of both men and women, though a significant proportion of the projects have targeted women as the chief participant. Women are encouraged to own the animals, attend training, and run their own organizations.

- Women
  - have been empowered through participating in trainings, meetings, cross project visits and exposure to and interaction with other people.
  - have been able to take up some leadership roles, especially within their community organizations
  - have more of a role in planning for and use of family income resulting from ownership of animals and sale of milk and offspring animals.
  - have benefited from integrated farming by using manure and compost and planting nitrogen fixing trees to improve their soils; hence have more vegetables, fruit and grain production to enhance their families' nutrition.
  - are starting to know more about land ownership issues.
- Men
  - have increased employment and work through the livestock enterprises
  - have additional income to support needs of their families, and in some cases can start other small-scale income generating activities, such as retail shops
  - have increased dignity and status as self-reliant community members

- **Families (men and women)**
  - The zero-grazing program has improved on the participation of all family members in various household activities and responsibilities.
  - There is increased cooperation between families and communities as a result of joint training, meetings, exchange visits and marketing.
  - With increased income, some families with surplus income have benefited from biogas plant establishment.
  
- **For Farmer Organizations (men and women)**
  - Some organizations, especially those that have been registered to a cooperative status, have now a stronger bargaining ground as they promote their business.
  - As a result of increased contributions by group members towards their organizations, some of them are now planning ahead for more activities, such as milk collecting centers, land purchase and establishing their own office structures.
  - With increased income in some of the organizations, they are in a better position to organize and fund exchange visits to other projects for mutual learning.
  - With improved leadership and commitment to work and the pass-on system, most projects have expanded and are able to assist more needy families.
  
- **For Partner Organizations**
  - There is a high level of collaboration with institutions and organizations such as Ministry of Agriculture & Forestry, Makerere University, Bothar of Ireland, Send A Cow (UK), UNDP-Africa 2000, ICRAF. This collaboration is mainly in the area of training, Artificial insemination, marketing and training material development.
  - Some organizations have benefited from training on HPI's zero-grazing model and also acquired and used some of our already developed technical training materials. These include the Mpigi Women's Heifer Project (WFP), Jinja Women Heifer Project (UNFPA), and Uganda Red Cross Society.
  
- **For the HPI Office**
  - HPI Uganda office has been able to initiate a locally funded USAID grant to reintegrate war veterans into civilian life in the already existing projects. As a result the staff has increased by one more member.

**(C) Problems Encountered**

- Some farmers take too long to implement the skills acquired from training. To tackle this, more emphasis has been placed on on-site training, plus increased extensionist visits, backed by periodic monitoring by HPI staff.
- There is some slackening in performance by some farmers especially after completing their pass-on contract. Refresher courses, coupled with exchange

visits, have been organized as a remedy. Another approach has been farmers' competitions within and between projects based on performance standards.

- Lack of materials, for example, to laminate charts and posters delays work.
- There is a problem of hiring competent technical personnel who are reasonably priced for translating materials into the local languages. This has not only affected the timing but also the number of booklets and flyers produced.

**(D) Impact on local institutions, local policy and people outside the project.**

- Through a diffusion process (word of mouth, observation, etc.), there is some evidence of groups being formed and starting up livestock activities using this model (without the support from the outside institutions)
- There is a multiplier effect noticed in some areas where farmers have copied partially or completely the zero-grazing model by individuals and groups, and this is being sponsored and encouraged by the Ministry of Agriculture,
- Milk availability in local institutions and local communities has increased.
- Soil and water conservation practices, and agroforestry have been picked up by some others outside of the projects.
- In the area of the dairy goat project, people in the areas have become accustomed to and adopted goat milk consumption is acceptable and popular. Interest in dairy goats has increased as reflected in the demand for breeding stock.
- With the zero-grazing system there is more use of manure and concern for environmental issues.
- Three of the HPU farmer groups have been registered as cooperative societies.
- There is increased interest by other people in our training and implementation approach, and increased demand for our locally developed training materials.
- Increased collaboration with other agencies, e.g. Christian Children's Fund and Habitat for Humanity in funding joint projects.
- Increased interest has also been shown by some organizations in training in AI.

**(E) Unintended Effects**

In some parts of the country, more privately owned milk cooling and processing plants are coming up as a result of increased milk production in the communities.

## 2. Comparison of actual accomplishments with those originally proposed.

Everything originally proposed in terms of training, projects, animal placements, pass on animals, and personnel deployment have been accomplished in this period as per the plan. In fact, the project is ahead of schedule in all aspects.

<b>Proposed - for three years</b>	<b>Year one</b>	<b>Year Two</b>	<b>Totals</b>
<b>UGANDA:</b>			
1,000 beneficiary families	456	734	1,190
Eight partnerships with local NGOs or farmers' groups	nine	seven	sixteen
800 farmers participating in training	1,250	1584	
Four women's projects	Seven	one	eight
50% of trainees are women	65%	67%	
Three Training workshops for HPI staff and partner organizations	five	two	seven

### **Anticipated problems in meeting the final project objectives.**

To foster collaboration and partnering, a regional training workshop will be organized during the last phase of the grant on Participatory Training Methodologies and one on Gender Analysis. Colleagues from Kenya and Tanzania will participate in this training. A revised training and materials development schedule was worked on during the evaluation in July, and staff will work hard to accomplish all the objectives. However, the printing of all training materials that are needed and planned may not be possible unless additional funds are designated to Uganda. This is being reviewed to determine the amount from Headquarters' budget that may be available for this program need.

## **BOLIVIA - Background**

HPI's long standing program since 1957 in Bolivia works in all three of the major ecological areas of the country, the *altiplano*, the mountain valleys, and the tropical lowlands. The majority of the projects are in the tropical areas of the Beni, La Paz and the colonization zone north of Santa Cruz, and in the Chapare region of Cochabamba.

Several years ago, HPI was instrumental in helping a confederation of livestock project committees that had received assistance from HPI to form a National Federation of Small-scale Cattlemen, (UNAPEGA). This is now one of HPI's partners in Bolivia, along with five other Bolivian NGOs and four grassroots membership farmers' associations, all of the latter located in the tropical lowlands.

HPI Bolivia works closely with World Concern/Christian Veterinary Mission (CVM). World Concern and HPI worked out an arrangement whereby WC would support the development of a training program to be carried out through FIDES, a local NGO. This program, called PROPECO, has for several years done intensive work at the community level to train locally chosen technicians. Spearheading this work has been veterinarian, Dr. Susan Stewart.

Training is done at several levels - first, the basic course for the farmers in both sheep and cattle, for men and women, and secondly, more advanced and continuous training for the "tecnicos". Thirdly, there is a need to disseminate this participatory methodology both to HPI staff and with extensionists in the partner NGOs and other colleagues who work in rural development in Bolivia. The participatory methodology that has been and continues to be developed by PROPECO. The plan is to publish of a manual on participatory training, based on experiences with this method.

### **(A) Specific Outputs**

1. Project Training: In the four projects with Associations (San Julian, Berlin, Chore and Ycumo) there were a total of 38 workshops: These are four or five day courses, generally.

Basic Courses in cattle health and management	- 17
Basic Courses in sheep health and management	- 14
Basic Courses in poultry raising	- 2
Courses for technicians	- 2
Courses in Planning and Administration	- 2

2. NGO Strengthening: Two workshops for the purpose of strengthening project organizations (NGOs and Associations) a) Participatory Training Workshop  
b) Participatory Evaluation

3. Development Projects, including training.

A summary of all projects in Bolivia is given in Appendix 10.

4. Technicians training:

Two courses for technicians (chosen by the communities) and much follow-up and on-site support given by PROPECO and HPI staff in the field.

Men and women technicians are fulfilling many of their communities production needs

They regularly organize for vaccinations, deworming, demonstrate castrations, give treatments, and help with genetic control and selection

They are skilled as facilitators and good resources for local and area organizations.

#### 5. HPI Staff Training Capacity Improvement

The four staff in the HPI Bolivia office, including the Country Director, Accountant, and two field extensionists, have increasingly been participating with PROPECO in the planning and implementation of Basic Courses and other participatory training workshops. Thus, they now have better ability to plan, carry out and follow-up on training. In addition, staff has developed an additional training workshop on Planning and Administration that they are bringing to the Farmers' Associations.

Also, a pilot training effort in El Chore is being started, an area where PROPECO previously worked but no longer does. HPI is heavily involved in this project area and is searching for a cost-effective approach to training at the basic and technician levels.

#### 6. Training Manual

The Participatory Training Manual, researched and written by Susan Stewart, is now nearing completion of the full draft. Several technical and human resource problems have been encountered. However, we feel the updated schedule is feasible and will bring this project to completion within the grant period. *Appendix 11* is the Development and Production schedule for the Manual.

#### 7. Project Self-evaluations

Between February and May, 1996 several of the associations and NGO project holders that work with HPI in Bolivia went through a participatory process of training and implementation in self-evaluation. An executive summary of the five evaluations carried out during this period is attached as *Appendix 5*.

Apart from the HPI Country office which participated as one team, the other groups included: APGB - The Berlin Association of Small Livestock Raisers, El Chore Association of Small Livestock Raisers, Caiza "D", Kechuaymara and UNAPEGA.

The workshop to prepare for the self-evaluations was held between 13-15 February in Montero, covering the basic design of evaluation so that each group came out with a plan including:

- a. The purpose of the evaluation, b. Priority areas to be evaluated based on HPI's Cornerstones, c. Indicators to measure each area, and d. an Implementation Plan including calendar and designation of responsibilities.

## 6. Country Program Evaluation

A Country Program Review was carried out in February, 1996, with the HPI staff immediately after the evaluation training workshop. This was facilitated by Jerry Aaker from headquarters and Elizabeth Huba-Mang, the local consultant. A report with recommendations from that review is attached as *Appendix 3*, together with a document showing follow-up, *Appendix 4*. These same recommendations were reviewed during the external evaluation and findings are included in that report.

### (B) Effect on Target Groups desegregated by gender,

In general, in the associations of livestock raisers the cattle projects are with men and sheep projects with women. However, usually both men and women participate in the cattle training and both care and handle the cattle. In evaluation visits we found that men and women are equally involved in decisions about sale of cattle (a big item) and use of proceeds. However, the women by themselves generally make the decisions regarding sheep sales and use of proceeds. Men and women are both involved in the local committees and coops that make up the Associations, though the PROPECO training has prioritized the need to emphasize giving women opportunities and practice in self-expression and speaking their minds in meetings.

Of the total number of participants in all training events with the farmers' associations 41% were women. In the self evaluations done by several project groups, the role and participation of women was an important focus area. It was found that the majority of women participate with their husbands in the planning of agriculture and animal raising activities. Women's participation in training courses has resulted in better production and management of livestock resources and in implementation of agroforestry systems.

On the organizational level, the influence of women on community organizations is noticeable after they have attended training. Many of the women are active in their organizations' meetings, making the groups stronger and able to take on other development activities. Most of the projects that are formed only with women, essentially the sheep projects, showed strong and stable group organization and continuity of work together.

Forty percent of all technicians are women, leading to a rise in the number of women leaders in the communities. In the majority of the projects visited in the evaluations, the animals being kept by both men and women are in good shape and reproductive indicators were good, pointing to good preventative health care and nutrition. Pass-on rates are very favorable in most projects, allowing for growth in the number of beneficiaries year after year.

(C) Problems Encountered

- Lack of an overall strategy for the organizations to become self-sustaining, though the project participants themselves are sustainable in their livestock enterprises
- Some men and women participants still do not fully understand or appreciate the potential role of their community organizations
- The tendency of project beneficiaries to drop out of their grassroots organization once they have fulfilled their pass-on contract.
- The HPI Bolivia strategic plan does not fully take into consideration how to deal with the multiple demands and needs of two client groups, the NGO project holders and the grassroots farmers' associations.

(D) Impact on local institutions, local policy, and people outside the project.

In the settlement areas where HPI works with farmers' associations, training and evaluation with the livestock raiser associations has begun to help them deal with issues of sustainability and long range goals.

In the distant and isolated area of Yucumo (Beni Province), Veterinarians Without Borders have entered into a program with HPI modeled after the HPI program approach.

The local development organization FIDES decided to implement all their projects using the HPI/PROPECO model of training local promoters, adopting the PROPECO training approach.

Due to the self-evaluations which HPI has facilitated with five organizations, more attention has been focused on monitoring and replanning, and the methodology has been applied to a program of the Methodist church in Bolivia.

The success of the Alpaca project with the Methodist church has stimulated their involvement with a consortium of governmental and NGO groups who are promoting training and development related to llamas and alpacas. The InterAmerican Foundation is funding this effort.

Collaboration with other International NGOs is increasing. There have been recent approvals of marketing and credit projects with HPI project groups from Lutheran World Relief, Mennonite Central Committee and USAID.

(E) Unintended effects,

The high demand for HPI support with animals, training and its model has resulted in stretching the small staff beyond their capabilities, in both time and funding resources.

## 2. Comparison of actual accomplishments with those originally proposed.

Proposed - three years	Year One	Year Two	Total to date
Assist 900 families	685	945	1,630*
12 project partners	10	10	10
3 workshops for project holders	0	2	2
Gender balance in training 50% female	55% F	41%	

\*These are those benefited by small and large animal projects. In addition there have been over 500 families served each year by the poultry project (laying hens) run by Caiza D.

## V. Management: Review and Analysis of Headquarters/Support Functions.

*1. Describe for the reporting period: a. project planning and management activities, b. staff resources (management and technical), c. training (desegregated by staff and beneficiary and gender), d. logistical support, e. technical assistance, f. project fund-raising and marketing, g. role of the Board of Directors, h. development education.*

### (a) Project planning and management activities

Ongoing coordination of the cooperative agreement is with the Director of Training, who works closely with the Program Directors for Africa and Latin America. Country Representatives in Bolivia and Uganda report directly to these Program Directors, though it is understood that the grant coordinator can communicate with the field for information and to make suggestions and questions.

The grant coordinator has submitted quarterly financial reports on time, as well as the first year annual report to PVC. He also wrote the SOW for the external evaluation and coordinated this evaluation, together with the Director of Evaluation.

Monitoring trips are made by the Area Program Directors to each country once each calendar year.

### (b) Staff resources

It was not necessary to recruit and hire any new personnel at headquarters, as all staff were already in place, as were the Country Representatives in both countries.

Headquarters personnel have visited both countries during the period. The Director of Training visited both countries, principally to participate in evaluations. The Program Director for Latin America participated in the final session of the external evaluation in

Bolivia during his annual administrative and monitoring trip; and the Program Director for Africa is scheduled to visit Uganda in September.

The Women in Livestock Development (WiLD) program has strengthened the gender component in HPI through her coordination and planning of the Gender Analysis Workshop for staff. HPI continues to build capacity in the training program with gender awareness for livestock extensionists and village promoters around the world. The WiLD program shared strategies for encouraging women's participation in livestock projects at the NGO Forum/UN Conference on Women in Beijing (September 1995). WiLD has also organized a workshop in Chengdu, China (August 1995) to teach participatory gender analysis to livestock extensionists from China, India, Vietnam, the Philippines and Tanzania.

The WiLD program has also carried out "gender analysis" workshops with Project Holders in the Philippines in March, 1996, and with the HPI Latin America/Caribbean Country Representatives in the Dominican Republic in March, 1996.

The Program Information Assistant has efficiently provided information services to the International Program, managing the Technical Information Service and EXChange publication and mailings, plus compiling program information reports and producing many written reports for the world wide HPI operation.

#### (c) Training

Training is a very important part of all HPI projects, and is budgeted for and planned as part of every project. HPI has made a commitment to develop a comprehensive approach to training in the international program (including the USA), and this is reflected in the fact that a full time director of training was put on staff in 1993.

There have been four short workshops for staff and volunteers on "The Cornerstones Model", and the Training Director also lead management training and evaluation using the Cornerstones with all managers.

The Director of Training gave considerable time to developing the Cornerstones Model and is writing the book for eventual training of all field staff in this model. As of this writing, the book is almost ready for printing.

International Program Department staff hold two "Think and Talk" days a year, on specific topics where we feel the need to improve our competence, and we also do SOS sessions (Set Our Sights), as part of ongoing team building and strategic planning.

#### (d) Logistical Support

Other than planning and coordination for trips to the field, and of the above mentioned workshops, there is not much to report regarding logistical support. The logistical aspects to this program are quite straightforward.

#### (e) Technical Assistance

A consultant has been used for graphic and layout work for the Cornerstones Model book., and as a trainer for the Gender Analysis Workshop. That same trainer has been contracted to write up a manual on Gender Analysis that grows logically from that workshop.

(f) Project fund-raising and marketing

There are encouraging signs that HPI fund raising is picking up this year. In 1995, HPI income was up about 20% over the previous year. *Appendix 12* gives the financial profile of HPI for the last three years. HPI is now in an excellent position, with a strong Executive Director, a new Director of Finance and Administration and increased capability in the accounting department, consistency in the Resource Development and Education Department, and continuity of strong leadership in the International Program Department. A two person Office for Grants has been established, and some superb fund raising tools have been developed, including a world-class promotional video, "Legacy for Efrain", which has footage from both Bolivia and Uganda, "The Flame" a film on women in livestock programs, and "The Promise", a children's' video. We encourage anyone who is interested in HPI to see these films., which have won several awards.

Regarding HPI funding for the matching portion of the Bolivia and Uganda programs, it is obvious from the financial report that we are more than matching the amounts called for in the agreement. Strong project support is received from partner groups in England and Ireland for the Uganda program, and HPI constituency has a solid commitment to the program in Bolivia. For example, for the llama project with Ketchuaymara in Bolivia, we are appealing to and working with members of the American Llama Association of North America.

(g) Role of the Board of Directors

HPI's Board is interested in progress of the entire HPI program and receives information regarding this cooperative agreement. The Board role is to set policy, and strictly follows the practice of not interfering in program management. HPI does have a policy to not become dependent on government funding by accepting no more than 25% of its total funding from US Government sources. Last year (1995) the percentage was 9%.

(h) Development Education

HPI believes it is our responsibility to inform HPI partners and donors about how to become responsible global citizens. Each year, thousands of churches and schools use HPI educational resources to educate people of all ages about the environment, poverty, sustainable consumption and other world hunger issues.

Hundreds of volunteers and staff make presentations to religious group, schools and civic organizations. More than 30,000 visitors a year take part in hands-on education at HPI's three Learning and Livestock Centers, where a variety of programs teach concerned people about the root causes of hunger and poverty and the way animals - and people - can make a difference. In 1995 18% of HPI's resources were spent on global education.

2. For each of the above, provide a comparison of actual accomplishments with those originally proposed for the period of the report.

<b>Proposed Accomplishments - Year Two</b>	<b>Actual Accomplishments</b>
Staff Trainings in HQ.	Oct., 1995, Jan, Feb., April, 1996
Field visits to both countries by Program Directors	July to Bolivia, September to Uganda
Evaluation Training - Directors of Training and Evaluation	March - Uganda - Shumaker February - Bolivia - Aaker
Gender Workshop for HQ and field staff	April, 1996
Mid-term country evaluations by Directors of Evaluation and Training	February-Bolivia; March-Uganda
Submit financial reports on time	Done on time for all four quarters
Write Cornerstones Model book	Finished by July '96
Layout and Design of book	95% done,
Publish/distribute EXChange quarterly	Done, quarterly,
External Evaluation at headquarters and field	July/August - '96
Staff training and consultations	Done, throughout the period
Print booklet "Drawings on Animal Health and Production for the Field Worker"	February, '96
Print booklet "Annotated Bibliography of Participatory Training Tools"	February, '96

## **-VI. Financial Report**

1. Provide completed, updated project financial overview

The financial report is found on the following page. The originally approved budget is shown in Appendix 13.

**A. Financial Profile of the Project**

Project Elements	Three Year Budget		Through July, '96 AID		Through May, 96 HPI	
	AID	HPI	Budget	Expended	Budget	Expended
<b>HEADQUARTERS</b>						
(1)Salaries	141,000	132,000	94,000	78,143	80,000	62,445
(2)Travel	41,000	19,000	24,000	13,758	8,000	743
(3)TIS*	30,000	30,000	20,000	10,860	15,000	8,809
(4)Training	17,000	6,000	12,000	7,143	2,000	247
(5)Publications*	19,000					
(6)Train. tools*	8,000	5,000	6,000	4,023	3,000	1,523
(7)Consultants*	16,000		8,000	4,618		
(8)Evaluation	33,000	12,000		16,154		
Headquarters. Total	305,000	204,000	164,000	134,699	108,000	73,767
<b>BOLIVIA</b>						
Field Advances				100,039		
Spent at HQ for Bolivia						
(9)Salaries	81,000	87,000	21,000	1,552		
(10)Travel	15,000	15,000	5,000	2,537		
(11a)Project grants		285,000			160,000	136,702
(12)Office Expenses	10,000	13,000	3,500			
(13)Training and TA	42,000		12,000			
(14)Publications	7,000					
Bolivia Totals	155,000	400,000	41,500	104,128	160,000	136,702
<b>UGANDA</b>						
Field Advances				55,144		194,144
Spent at HQ for Uganda:						
(15)Salaries	86,000	187,000	25,000	16,280	45,000	59,386
(16)Travel	15,000	30,000	5,000	5,772	10,000	
(17a)Project Grants		268,000			200,000	1,067,058
(17b)Field Advances						
(18)Office Expenses	10,000	15,000	3,500		5,000	
(19)Training & TA	35,000		12,000	20		
(20)Publications	9,000					
Uganda Totals	155,000	500,000	45,500	77,215	195,000	1,321,438
<b>SUB TOTALS</b>	<b>615,000</b>	<b>1,104,000</b>	<b>171,000</b>	<b>316,042</b>	<b>382,000</b>	<b>1,531,907</b>
Indirect @ 22%**	135,000	243,000	29,788	55,055	66,544	266,858
<b>GRAND TOTAL</b>	<b>750,000</b>	<b>1,347,000</b>	<b>200,788</b>	<b>371,097</b>	<b>448,544</b>	<b>1,798,765</b>
AID + HPI		2,097,000			Combined :	2,169,862

\*\* USAID approved the budget with 22% rate, pending approval, but the 1992 rate of 17.42% is being used, pending word from AID audit review office

*2. Compare the proposed budget with actual expenditures, both AID and PVO, for all project years to date, and provide update estimates for remaining project years. Discuss any actual and/or anticipated variance from the proposed budget line items.*

All plans for training, materials development and staffing are in place, the rate of expenditures is picking up to the expected level. The thorough review and evaluation that took place at the end of the second year of the grant revealed the projected need for more funds than will be available from the present budget to cover training materials development and production in Uganda and additional training workshops in Bolivia. This will necessitate a determination of the possibility of redesignating some funds from the headquarters budget to the field programs in Uganda and Bolivia. It may also mean that HPI will have to search for more matching funds and/or modify the training plan as we proceed to come in under available budget. The new HQ. Director of Finance and Administration has been working with the corresponding office of AID regarding requirements for establishing a new indirect cost rate. A new employee time sheet system has been implemented in HPI as a major part of this compliance requirement. Other documentation for has been submitted to AID for consideration of a revised rate, but HPI has not yet received notification of such authorization.

*3. Discuss the status, usual timing and rate of letter-of-credit drawdowns. Provide analysis and explanation of any actual and/or anticipated changes in the rate of drawdown as well as cost overruns or unusually high expenses.*

Quarterly Financial Status Reports and Federal Cash Transaction Reports have been filed with the USAID Office of Financial Management. All have been filed on time and reimbursements have been received promptly. In addition, a Modification of the Cooperative Agreement has been received from the FAO Branch, Office of Procurement increasing the obligated amount of the grant to \$750,000, which fully funds the approved budget. No cost overruns or unusually high expenses are anticipated for the next period.

*4. Provide a brief discussion of fund-raising plans and activities; main sources, status, and actual or anticipated problems, if any.*

Matching funds to meet HPI's obligations to this program plan are supplied from normal fund raising and budgeting within HPI headquarters. The core budgets for the country programs are guaranteed from this source. In addition, fund raising is carried on within each country to augment overall HPI fundraising. As has been noted, the Uganda program benefits greatly from its relationship to a sister organization in Ireland which has made shipments of high quality dairy animals to Uganda during this period. Because of a temporary ban on importation of cattle from all of Europe in Uganda, future importations are on hold.

5. *Provide a discussion of PVO cost-share; status, any actual or anticipated problems in meeting agreed cost-share, annual and total. Corrective measures planned or taken.*

As can be seen from the financial report, HPI has already exceeded its cost-share goal for this three year cooperative within the first two years. One problem we anticipate will be in the ability to carry out all the desired objectives of each country program, in terms of trainings, materials. Obviously, HPI has readjusted plans and objectives, and we anticipate completing most of the targets. However, the ideal in terms of desired levels of support for ongoing personnel costs in each country still needs to be studied and decided on during the last year of the grant.

## **VII. Lessons Learned and Long-Term Project Implications**

### *1. Estimates of project costs and benefits*

HPI has a long term interest in costs and benefits in projects, and particularly that each farmer is given the chance to have a profitable enterprise by participating in the livestock projects. There are some marked differences between projects which use imported, high-yielding dairy cows (Uganda), and other projects in Bolivia and Uganda that use locally purchased cattle, or smaller livestock like goats, sheep, guinea pigs, poultry, or llamas. The high-yielding dairy cattle are a tremendous resource to the small-holder in Uganda, giving the farmers an opportunity to greatly increase their incomes. In fact, it is very common to see families building new houses in the second or third year after receiving the cow. This is because these cattle will produce 15 - 20, and even up to 35 liters of milk a day. Some of the best producing cows in all of Uganda are found with HPI project families. The cost is relatively high per family, but so is the benefit in these cases, and HPI equips the project holders with tools and skills to keep these cows alive and productive for both current future beneficiaries. On the other hand, with the purchase of less costly livestock in the country, the immediate benefit may not be so high in terms of income.

### *2. Institution building assessment*

Building capacity within the partner organizations in Bolivia and Uganda is one of the main aims of the program. It is to this end that much of the training is carried out with extensionists and leaders of the NGOs and membership organizations. In this year we have given training in evaluation and monitoring in both Uganda and Bolivia, as well as training in participatory training methodologies. In Bolivia, HPI staff has begun a series of sessions with farmers' associations in Planning and Administration, aimed at practical management and accounting methods, but within the context of longer range planning of strategic goals. Areas covered included goal setting, record keeping, budgeting and control, and accounting. HPI puts strong emphasis on working patiently with the *campesino* associations, as the best strategy toward sustainability.

The cooperative agreement helps build HPI's institutional capacity on the global level, as well as in the two specific country programs where the grant is being applied.

### *3. Estimate of Sustainability*

In both country programs, the aim is help both individual farmer participants and the community associations to which they belong to become self-reliant. This is one of HPI's cornerstones, and is discussed frequently with the project groups and partner organizations. It was one of the key focus areas of the self-evaluations undertaken in Bolivia by all project groups. The livestock loan and repayment system is HPI's greatest contribution to the whole discussion about sustainability, and this has been going on for more then 50 years. There are numerous examples where local groups and communities continue with this system long after HPI has left the scene.

One notable example on sustainability and continuation of benefit was observed in the report from UNAPEGA in Bolivia. Of the 96 new families that received a cow in that program over the last year, 90 of them came from "pass-on" animals from other families already in the project. The "animal capital" has been built up so that the organization, UNAPEGA, can continue to serve many more families each year without substantial input of new capital from HPI. Also, the families have a reserve in case of emergencies, and a yearly benefit from the cows in terms of milk consumption and sales, plus occasional animal sales and meat consumption. With this modest input of animals and training, what was put in place in years past is now a permanent and sustained economic and health resource for those people. And the number of families benefited grew from a handful to over a hundred.

Ideas under discussion and/or being implemented in Uganda and Bolivia include,

- Farmers, in addition to the pass-on, contribute a bull to the group or project. In case of dairy goats, the arrangement is that after the sale of each kid, 1/3 of the money is handed over to the project for operational and training costs.
- Project groups look to sources of funding other than HPI, especially local governmental resources. In Bolivia, a new cheese processing and marketing project with one HPI project is being funded by LWR.
- In Uganda project groups are being encouraged to move toward the formation of marketing cooperatives, giving members a stronger possibility on the economic side, especially the prospects for credit,
- Some project groups are mobilizing for more membership in savings and credit schemes, or funds are raised through membership and annual fees of the organizations. allowing for the organizations to provide more services such as farm supply shops, and production inputs.
- Revolving funds are being activated in some of the Uganda projects,
- Continued education, training and discussion of the issues surrounding sustainability in both countries.

#### *4. Benefit distribution, 5. Local participation, and 6. Leadership*

Information about this has already been covered in section IV, as well as in some of the above questions in this section, and detailed in the appendices. The original logical framework is attached as Appendix 14.

To date, over 2,800 families are direct beneficiaries of livestock distribution and training projects in Uganda and Bolivia during this grant period- that is, these families received one or more animals, the training and participation in management of livestock, technical assistance and extension services, and, in some cases, other inputs such as seedlings or inputs from a revolving fund. In addition, over 500 families have benefited from the poultry project in Bolivia. Over 60% of all of these direct participants are women. In addition, many other farmers attended training events, field days, basic courses, and workshops.

The external evaluation undertaken in July and August in both countries focused attention on a number of strategic and management issues, including observations about benefits and participation in these programs. The conclusions and observations from that evaluation will not be repeated here. The grant is helping HPI to focus on our special niche in training, - participatory training in the technical area of livestock management, which at the same time develops peoples' basic skills in leadership and organization development.

Participation in sustainable development is the key focus of the whole program, and the training is aimed at helping to increase capacity at several levels; 1) the grassroots farmers, 2) community and group leadership (animators, *tecnicos*, elected group leaders), 3) partner organization extensionists and trainers, and 4) HPI headquarters and field staff.

#### *7. Innovation and technology transfer*

Introduction of zero grazing technology has been an innovation in most areas where HPI has projects in Uganda. This technology package includes care and handling of the animals and milk production. It also covers care and feeding of the cow and calf, establishment of improved pastures which include both grasses and legumes, use of trench or vegetative contours on sloping land to conserve the soil and planting of nitrogen fixing trees for use as firewood, for soil improvement and as a fodder crop. HPI's model of development is well known in Uganda by both official and non-government development programs, and the local USAID mission has both supported the HPI program and used it as a site visit and demonstration of an effective project. The program in Uganda also helps families establish biogas plants through a revolving fund for credit.

In Bolivia, the technology is adapted to the tropical lowlands or the high plateaus, according to the constraints and needs of each context. Stress is put on conservation technologies in all areas, especially planting trees and agroforestry farming methods. (the integrated farm system) USAID and other donors have funded several of HPI's project groups based on their track record of impact from integrated animal

agriculture. Training for integrated land use and production includes ally cropping, use of nitrogen-fixing trees for soil improvement and fodder, windbreaks, and use of manure. The innovative part of HPI's program in Bolivia are in the participatory training area, and the efforts to help farmers in the tropical area do land use planning.

#### *8. Policy Implications*

HPI has demonstrated in both countries that giving inputs of livestock, training and appropriate technology to small holders is an effective way to increase rural family income and bring about sustainable development. HPI is very concerned with the general reduction of funding for agriculture, and especially for the neglect of and lack of appreciation for the importance of livestock in rural development. HPI is bringing information to government officials and policy makers in this country and internationally, in an effort to help them see this reality. We are particularly interested in recent research being disseminated by FAO on the importance of animal protein in the diets of children.

Agriculture needs bio-diversity, including varieties of crops, forages, trees, and animals in order to be really sustainable and profitable. HPI has a strong interest in disseminating information about sustainable development, and does so through distribution and sales of our book, "Livestock for a Small Earth: The Role of Animals in a Just and Sustainable World", and will continue to do so with our forthcoming book, "The Cornerstones Model: Values-based Planning and Management".

#### *9. Collaboration/networking with other agencies.*

Collaboration is an important component of HPI's international program in general, but also of the programs in each of these countries. On a global level, HPI is a key player in the SANREM-CRSP funded by USAID. The management entity for this CRSP is the University of Georgia, and many a large variety of other Universities and NGOs are involved in this, and HPI has a number of sub-contracts for work in Philippines, Ecuador and for the Global Evaluation and Monitoring, as well as participation on the technical committee and board.

In Uganda, HPI works very closely with the Church of Uganda, the Ministry of Industry and Trade, the Catholic Secretariat, and others who carry out projects in a variety of locations. HPI also collaborates very closely with Send A Cow (SAC) of England, and BOTHAR, or Ireland, and shares some staff and offices with SAC. Besides this, HPI and Habitat for Humanity are about to enter into a collaboration with the Methodist church, where HPI will work on the production side with people who Habitat is helping to build houses, thus providing the income necessary for people to pay for their houses.

HPI also has close working relationships with all the partner NGOs that implement the HPI projects, as well as several government departments, most notably the Ministry of

Agriculture. The HPI Country Director in Uganda is in frequent contact with USAID's Uganda mission, and has had the confidence of the local mission which has recently approved a new project to help integrate war veterans in HPI projects.

In Bolivia there is close coordination with Christian Veterinary Mission for the training and livestock program. Also, HPI works with several other NGOs, including Mennonite Economic Development Association, World Concern, Lutheran World Relief and several local NGOs. In Santa Cruz the collaboration with the British Tropical Mission (a British government agency), continues to be very fruitful. HPI also works closely with the InterAmerican Development Foundation, as that agency channels funds to UNAPEGA, with the assurance of HPI's continuing close follow-up. Similarly, HPI's partners in the Chapare have received assistance from the USAID mission in Bolivia to construct a processing plant for tropical fruit, as a part of the coca substitution effort of the US government.

#### *10. Replication potential of project approach and activities*

The accountability system, based on twelve cornerstones for just and sustainable development, is used worldwide in HPI's program. The book, *Livestock for a Small Earth: The Role of Animals in a Just and Sustainable World*, was published in 1994 and describes HPI's approach to development. The "Cornerstones Model" book will describe in more detail how we do it.

Secondly, the participatory training manual which is being written in Bolivia, after much consultation with program staff in Asia, Uganda and headquarters, will be an important addition to HPI's resources for field staff, partner NGOs and international colleague agencies. We are not implying that a training methodology and model developed in Bolivia can be transferred as is into a completely different context. There will be need to develop approaches and materials in both countries according to the needs and context. However, we do hope that with cross-fertilization and learning from each other, we will be able to apply the same principles to our training approach so as to develop and publish materials that will have a broad application in the global program.

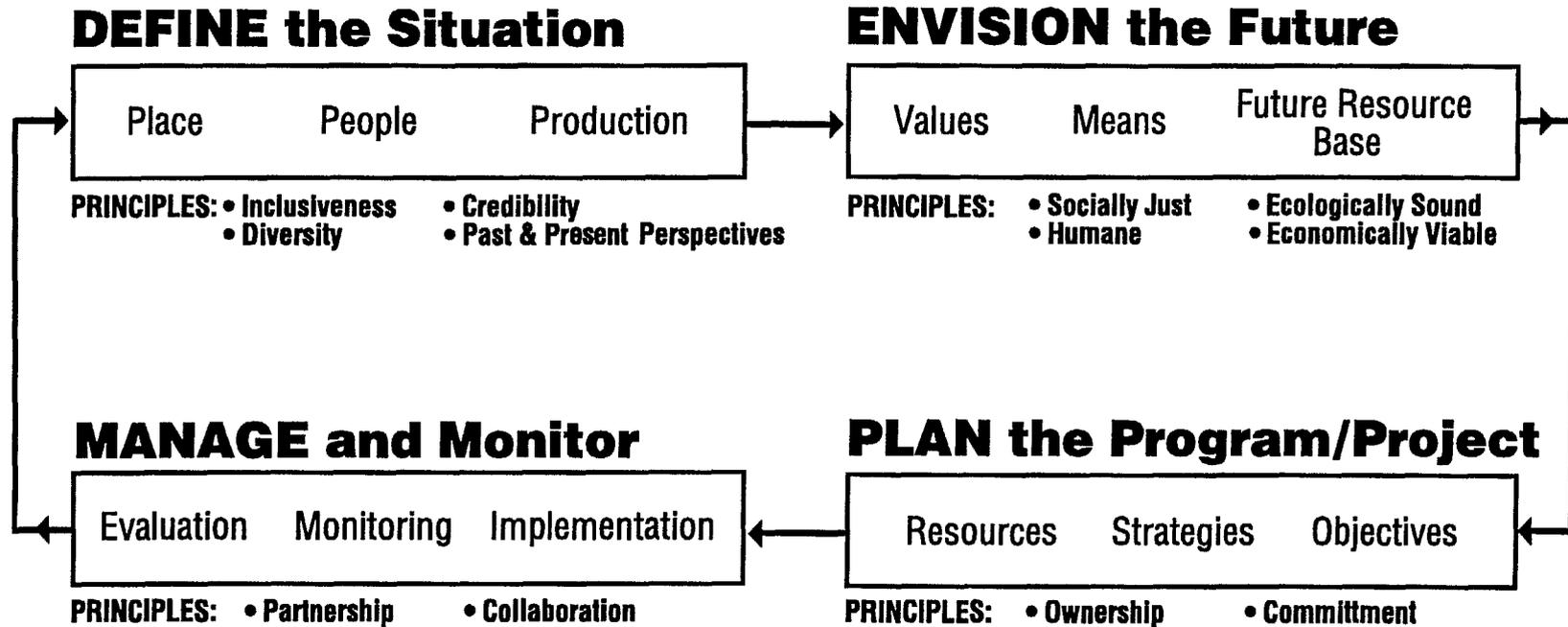
## VIII. Recommendations

The evaluations conducted in Bolivia and Uganda and at HPI headquarters in July/August, 1996 resulted in a number of recommendations. These recommendations will be included in the evaluation report being prepared by the external consultants, and will not be repeated here. Each of these recommendations will be reviewed by staff in their corresponding locations, and also in a briefing with the consultants and staff of PVC. Several of the recommendations are already being worked on by HPI staff in Little Rock and in-country.

Some of the major issues requiring attention and decisions in the next year are: (we expect all of these will be included in the evaluation report)

- 1) Review and revise the grant budget for possible redesignation of some budget amounts from headquarters to the country programs. Approval will be requested of PVC.
- 2) Complete publication of the training manual within the time frame of the grant. A strategy for broad use of this resource in HPI's global program will be needed.
- 3) Publication of the "Cornerstones Model" book. Plans for dissemination, training and orientation (i.e. sharing this model) to a broader audience will need to be made, i.e. HPI country directors, NGOs, project partners, etc. Explore possible support for a follow-on grant from AID/PVC?
- 4) Strategic planning in Bolivia, dealing with issues of staff composition, future relations with PROPECO, HPI's training approach, strategies, roles and objectives for working with NGOs and grassroots associations.
- 5) Strategic planning in Uganda, dealing with contingencies and changes needed if the importation ban from Europe and Ireland continues, staff composition and training approach in the future (post grant follow-up), etc.
- 6) The perceived need for and requests for impact studies. What does HPI really need? Why? How to get this information in a cost effective way? How to fund it?

# Cornerstones-Based Planning and Management



**HPI Cornerstones for Just and Sustainable Development**

# Cornerstones-Based Planning



## **CORNERSTONES FOR JUST AND SUSTAINABLE DEVELOPMENT**

**Passing On The Gift • Accountability  
Sharing and Caring • Sustainability and Self Reliance  
Improved Animal Management • Nutrition and Income  
Genuine Need and Justice • Gender and Family Focus  
Improving the Environment • Full Participation • Training and Education**

## Appendix 2

### WiLD Gender Workshop Report by Beth Miller

#### EXECUTIVE SUMMARY

- A. Dates: April 22-23, 1996
- B. Place: HPI's International Learning and Livestock Center, Perryville, Arkansas
- C. Purpose: To provide concepts and methodologies to strengthen HPI through an increased examination of gender in the organization and in the field

#### D. Observations/Discussion:

1. The workshop was well attended, with 28 participants. Sixteen were from HPI/HQ, including the CEO and all managers from the International Programs Department. The presence of nine field staff benefitted the workshop, as they shared examples from their daily experiences. There were 14 men and 14 women.

2. Evaluations showed that the participants were very pleased with the workshop. They said that Mary Rojas did an excellent job of facilitation, and the workshop was participatory and well structured. Mary was familiar with HPI, livestock and gender and development issues. She introduced the history of Women in Development (WID) and Gender and Development (GAD), and the language and models of gender analysis. Case situations and case studies focused the discussion on HPI's actual situation.

3. The most successful part of the workshop was the examination of HPI's Cornerstones ("core values") from a gender perspective. This led to the insight that gender is a cross-cutting issue that affects all cornerstones, and every aspect of the project.

4. Most of HPI staff, both at HQ and in the field, are technically trained professionals with years of practical experience. Although we know the social context of livestock projects, few have had training to lead discussions about gender roles with farmers or staff.

5. The workshop examined gender both at the project level and organizationally.

#### E. Conclusions/Recommendations

1. HPI staff reached consensus that gender analysis was valuable, and should be part of each project.

2. We agreed that we must continue to be intentional about addressing women's active participation in projects and offices.

We will increase our efforts to recruit qualified women, especially for international management positions.

3. Field staff requested more gender training in field offices for HPI staff and partner NGO's. They suggested national, regional and local workshops to bring gender understanding and support to the field.

4. The tools used in the workshop (eg. work calendars, wealth ranking, cards representing access and control, role playing etc..) can be used with grassroots communities. Participatory tools are comfortable ways for groups to begin to discuss gender in their livestock projects.

5. HPI will follow up with a further discussion on universal values vs. cultural relativism, to increase our understanding of the role of gender in the field. We will further explore the ideas of efficiency, equity and empowerment of women in our work.

6. HPI management will draft a gender policy statement for recommendation to the Board.

7. Workshop participants gave the Director of Evaluation their recommendations for making HPI forms more gender sensitive. These changes will be considered when the forms are revised next.

8. Country representatives agreed to translate the HPI Cornerstones into local languages, to better share the HPI philosophy and introduce gender values.

9. Field staff will continue to network with appropriate women's groups in their areas, both as resource people for future gender training, as well as potential project holders.

10. The WiLD program is the name for our on-going work addressing gender in rural development through livestock projects. The WiLD office, in consultation with the Area Program Director, will coordinate gender related activities with local staff as needed.

## **Appendix 3**

### **Mid-term Evaluation Summary**

**HPI - Bolivia**  
**February 12 - 16, 1996**

**Jerry Aaker**

A mid-term evaluation of the USAID Matching Grant in Bolivia was carried out between March 12 to 16, 1996. The method used was to provide the HPI staff and project holders with the tools for self evaluation, with the assistance of a trainer/evaluator from HPI headquarters. An evaluation workshop was conducted with representatives from six of HPI's principle counterpart project holders, together with the HPI Bolivia Office team (March 13-15). In this workshop staff and leaders from these projects learned about the process of participatory evaluation and made plans to conduct their own self-evaluations with the assistance of a local consultant. The project groups included: the Central Cooperative of the Berlin settlement; the Association of Small Producers of Chore (another settlement area); The National Union of Small Cattle Raisers (UNAPEGA); FIDES (a Santa Cruz based NGO); CAIZA from Sucre; and the Kechuaymara Foundation (altiplano of La Paz). A list of participants is found in Appendix 1.

In addition to designing their own plans for evaluation during the workshop, the HPI team took more time to work on conclusions and recommendations.

Facilitators for this review and training were Jerry Aaker, HPI Director of Training and a locally hired consultant, Elizabeth Maria Huba-Mang. This consultant was contracted to provide follow-up assistance to the groups after the workshop to help them with their evaluations in the period between this workshop and the upcoming external evaluations in July, 1996. She will be traveling to several of the projects that the USAID evaluation team will be unable to visit, and, in addition, will be on the evaluation team in July.

#### **Evaluation Based on HPI Cornerstones**

Defining what the cornerstones mean in each particular context is an important step to helping people think about what and how well they are doing with each area. Once this is done in the workshop each organization defined what indicators they will use for each of the cornerstones in their context. As they analyzed their projects and organizations they ranked them in terms of both weaknesses and strengths. In addition, indicators are defined for this evaluation and for ongoing monitoring.

The results of the workshop, both in terms of each group's indicators, ranking, and action plan for self-evaluations were documented and written in Spanish. The total proceedings were not translated to English, inasmuch as this documentation is primarily for use by the groups as they go back to their own settings. The results will be available to review

during the final evaluation, in order to see what conclusions and recommendations have arisen from the process of participatory evaluation.

In general there was a consensus that throughout the program weak links exist in three main areas: 1) improvement in the environment, 2) sustainability and self-reliance, and 3) strengthening of base (grassroots) organizations.

- Improvement in the environment. Though all projects have received training and have incorporated various agro-ecological practices for several years, subsistence *campesinos* have limited material resources to address all the needs and challenges in their farming system. Many project participants feel that they have only begun to deal with many of the great challenges to environmental degradation. Much more needs to be done. The practices being used include establishment of integrated and diversified farming systems, soil conservation, reduction in slash and burn, reforestation and use of manure. The projects incorporate use of wind breaks, forage and pasture improvement, nitrogen fixing trees, and land use planning.
- Sustainability. This refers both to the sustainability of the farm production system and on-going sustainability of the project organization. Several approaches have been attempted over the last few years, not only by HPI but also by other local and international NGOs. Long range planning and a vision for their land and future is difficult for people living at the margins of poverty and subsistence. One of HPI's strategies to deal with sustainability is to work closely with other NGO and government development projects so that the animal agriculture component is integrated and coordinated with other efforts at community organization, credit, training, environment and agricultural efforts.
- Strengthening of local grassroots organizations. More than 10 years ago HPI spun off and help bring into being a national small livestock raisers organizations, UNAPEGA. In addition, HPI works directly with several farmer associations and coops in the colonies (settlements) north of Santa Cruz. It is a constant and ongoing struggle to help these organizations stand on their own, develop leadership and pay for their own operations. Training and various kinds of coordinated technical and material inputs (credit, marketing, animals, trees, etc.) have been tools used, along with much patient accompaniment and moral support. One of the main concerns to the local organizations using the HPI system of passing on the gift, is to find incentives for continued organization membership after the pass-on obligation has been fulfilled. There is a certain level of drop out when this happens. Moving beyond animal production to other needs, such as marketing, self-financing and local fund raising are areas needing more attention.

## **Other Cornerstones**

Areas felt to be the strongest by all project groups are Passing on the Gift, Cooperation and Participation, Responsible Administration, and Gender/family. Some problems exist in animal production, breeding and nutrition. Some of the constraints in these areas have to do with natural and climatic conditions in the zones in which they are located.

Passing on the gift is working very well in the Bolivia program. There are a large number of "living loan" contracts, especially in the sheep and cattle projects in the lowlands. One of the newest projects, the Llama Improvement Project in Oruru (altiplano), is just getting to the pass-on phase, though that same organization has in the past done well with guinea pig pass-on requirements.

## **Review of HPI-Bolivia Office**

### **Achievements**

HPI-Bolivia puts high emphasis on collaboration with colleague agencies to carry out an integrated approach to sustainable rural development, recognizing HPI's special role and expertise in livestock. PROPECO (the training department of FIDES, a local NGO) carries out the training role in close cooperation with HPI. World Concern/Christian Veterinary Mission has provided the human and technical resources to develop the training model.

In general, the program is on target with regard to projects and beneficiaries planned for in the grant. The grant has made it possible for the training program (PROPECO) to have sufficient resources to carry out basic and advanced courses in animal production as well as the social/organizational themes necessary for successful livestock projects.

### **Frustrations**

The staff of HPI in Bolivia is small and spread quite thinly. The two field outreach and extension staff are of rural background and work well with *campesinos*, but have limited formal training in some of the areas they get involved in, such as group formation and leadership training. They have practical "hands-on" skills with livestock. Working relationships in the team are good. One frustration has been how to integrate the HPI field staff into the PROPECO team's training program, so that they can pick up more skill in training. This has not been as smooth at times as it should be, though progress has been made.

## **Participatory Training Manual Development**

Susan Stewart, CVM veterinarian, has been developing the training methodology for the last 5 years, and has been the primary developer of the participatory training model of PROPECO. HPI made it possible, through resources from the grant, to send Susan to Uganda in February to spend time with the Uganda program and HPI staff, both advising and learning about what is happening in training there. Previously, Susan had traveled to Asia on a similar quest to learn about participatory training programs and approaches for livestock programs.

Susan Stewart is authoring a book on this subject, and has now finished most of the first draft. A major setback in the schedule and process of developing of this valuable resource was the tragic death of Susan's husband, Mark Bounds, in September, 1995.

Susan is now on a six month leave of absence from her normal duties, dedicating herself to writing and developing the manual. This has included, besides the Uganda trip, a time in Little Rock to work on the manual with HPI's Director of Training, the Training Coordinator from Uganda, and other HPI staff. Good progress was made during these meetings in Little Rock the last week of April, 1996. We now have set a timeline to follow as the manual is written, reviewed, field tested, and moved through the various editing and design steps toward publication. The schedule and work plan outline is attached, as well as Susan's evaluation and impressions of the Uganda training program.

### **Results and Recommendations**

The results of self evaluations will be forthcoming as each project group undergoes evaluations within their setting in the months after the workshop. Nevertheless, the HPI-Bolivia team, working with the external consultant had five main recommendations:

- 1) Carry out a training workshop with all project partners focused on the issues of sustainability and self-reliance. This was scheduled for the month of June.
- 2) Continue to emphasize and increase training for HPI Bolivia staff, especially in the skills of participatory training.
- 3) Design, implement and monitor a pilot project of participatory training in the Chore settlement area of Santa Cruz Department. This refers to the search for more cost effective alternatives for training grassroots livestock workers. The current model might be more standardized in such a way that the planning for each training workshop is not as time consuming.
- 4) Continue the process of legalization and registration of the HPI representation in Bolivia, and putting into place a functioning Advisory Committee.
- 5) Continue to work on the participatory training manual and field test the approach in the Bolivian context, possibly through focus groups of trainers.

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**Appendix 4**  
**Heifer Project - Bolivia**  
**Progress Report on Mid-term evaluation**  
**Received in Little Rock May 17, 1996**

This is a progress report on the recommendations coming out of the February program review and evaluation training session with HPI/Bolivia and partner organizations.

**Recommendation One**

Carry out training on the theme of sustainability and search for options for the self reliance of the grassroots organizations.

**Accomplished:**

- \* One workshop on administration and accounting was carried out in San Julian, April 24-26.
- \* A meeting was held with FIDES-PROPECO to evaluate and analyze the workshop. We noted the importance of prior testing of the capacity and interest of the participating organizations in such workshops,
- \* Meeting with World Concern and PROPECO to analyze the strengths of the grassroots campesino organizations.

**Remaining to be done:**

- \* Three additional workshops on administration and accounting, Chore in late May, Yucumo and Alto Beni, probably in the first part of July.
- \* A joint training plan between HPI and PROPECO, which includes basic courses for strengthening each campesino association. To be drafted by June 30.
- \* Annual planning with World Concern and PROPECO with a new focus on strengthening the base organizations. Proposal done by May 30.

**Recommendation Two**

Work out written agreements with the Associations and the CCAB (federation of organizations)

**Accomplished**

- \* Joint meetings have been held with PROPECO, HPI and the two federations (coops) CCAB and APGB, to analyze the structure and see where the local associations fit in.

**Remaining**

- \* A workshop to define roles in Berlin to work on roles of each organization and the terms of the agreement.

**Recommendation Three**

Training of HPI staff in participatory training methodology.

**Accomplished**

- \* The three HPI staff have attended and actively participated in planning a course for community technicians. Also they have participated in a diagnostic workshop (situation analysis) with the Methodist church program, facilitated by Elizabeth Huba.

**Remaining**

- \* Participation in another workshop planning and carrying out of a course for community technicians.

**Recommendation Four**

Write and implement a pilot training program for El Chore.

**Accomplished**

- \* Two meetings with PROPECO to raise concerns regarding our continuation or not in these areas of work with the training component "strengthening base organizations", and how this will be dealt with in the pilot plan.

**Remaining**

- \* Write a draft of the plan by May 21, after having discussed in a workshop on May 20th, how to define the new focus of training in strengthening the base organization.

**Recommendation Five**

Continue to work on the legalization of the HPI national representation office and put into operation an advisory committee.

**Follow up**

- \* A number of contacts have been had with the person handling the process providing documentation as requested.
- \* Need to finish the documents and send to La Paz.

## **Recommendation Six**

Write a proposal for a pilot project, simple and modest, in the area of marketing.

\* Not yet done - to be worked on during 1996.

## **Workshop Follow up:**

In terms of the evaluation plan worked out in the February workshop, (for HPI office) about 80% of the data and indicators have been collected. It remains to tabulate this data.

The follow up visits of the local consultant, Elizabeth Huba, for participatory evaluations with each organization have been done with UNAPEGA, Chore and Berlin. The information has been organized and the team will meet in late May to analyze, refine and write the report.

On May 14, Elizabeth traveled to La Paz to do a field visit and evaluation with Kechuaymara and went to Chocorasi (site of the Llama project). This information will also be review and analyzed on May 24th.

The only project for which word has not been received is Caiza-D, though Freddy Hurtada, the extensionist, is scheduled to bring reports on May 20th.

The project self-evaluations will be completed by the time of the visit of the external evaluation team in July, and both Roger Hinojosa and Elizabeth Huba will participate in the entire itinerary of that evaluation visit. The schedule is attached.

8/15/96

Translated by Jaaker

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**Appendix 5**  
**Summary of Self Evaluations in Bolivia**  
**February-May, 1996**

Between February and May, 1996 several of the associations and NGO project holders that work with HPI in Bolivia went through a participatory process of training in and implementation of self-evaluation. The following is an executive summary of the five evaluations carried out during this period.

**Participants**

Apart from the HPI Country office which participated as one team, the other groups included:

APGB - The Berlin Association of Small Livestock Raisers,  
El Chore Association of Small Livestock Raisers  
Caiza "D"  
Kechuaymara  
UNAPEGA

**The Workshop**

The workshop to prepare for the self-evaluations was held between 13-15 February in Montero, covering the basic design of evaluation so that each group came out with a plan including:

1. The purpose of the evaluation, 2. Priority areas to be evaluated based on HPI's Cornerstones, 3) Indicators to measure each area, and 4. an Implementation Plan including calendar and designation of responsibilities.

In follow-up of the workshop all of the evaluations except Caiza "D" were done with the assistance of a locally contracted consultant, Elisabeth Maria Huba Mang. Each evaluation generated a report which included the priority areas, indicators, situation analysis, conclusions and recommendations. Caiza "D" did an evaluation by themselves and was visited by the external evaluation team later.

In general the evaluations demonstrate that within the project partners with whom HPI works in Bolivia there are some common problems and concerns. However, each also confronts unique situations and challenges requiring specific solutions that need to be developed within the context and particular areas of the projects.

### **Cornerstone: Sustainability and Self-Reliance**

All five groups chose as a common priority area for their evaluations the Cornerstone "Sustainability and self-reliance". Being conscious of the importance of this cornerstone, which would serve to guarantee the continuity of the existence and work of the associations and grassroots organizations after the termination of HPI support, the question of how to achieve sustainability and self-reliance presents a great challenge. Eventhough this theme may have been raised in various courses and forums in the past, there are many unresolved questions and much uncertainty amongst the participants of these organizations regarding this issue.

Personal and group marketing of agricultural produce seems to be one of the paths towards sustainability and self-reliance. There exist several obstacles in the structures of the organizations, or in their by-laws, as in the case of UNAPEGA. During the evaluation discussions, it became evident that there is an urgency to work on necessary changes in this regard.

Institutional strengthening, a theme closely related to the objective of sustainability and self-reliance, was elected by both HPI Bolivia Office and UNAPEGA as priority areas for reflection and analysis. What are the weaknesses and realistic possibilities the presented by the Associations? One of the most important recommendations was to help each set a longer term vision, and strengthen strategic planning on a participatory basis, together with regularly scheduled evaluations.

### **Cornerstone: Sharing and Caring**

In this framework HPI and its partners should "re-discover" the community values, which go towards accentuating the Cornerstone Sharing and Caring. This was chosen as a focus area by both Kechuaymara and HPI, while the other groups also considered this in their evaluations as the base of all their work. The projects aim to change attitudes among the member participants regarding the interpretation of beneficiaries who get "individual credit" to move towards a goal of community development and the well being for all? A central question is "Once the pass-on obligation (contract) has been paid, does the motivation to contribute to the association continue? There is much indication in the projects of a drop-out rate that is counter productive in terms of the sustainability and support of the grassroots associations. It is important to continue to raise consciousness and focus on this fundamental objective and principle of HPI.

### **Cornerstone: Gender and Family Focus**

The Cornerstone "Gender and Family Focus" was chosen by four of the groups as a focus area. More than any other area, the issue of gender shows greater regional differences with reference to the conditions and situation of women. Training in general, and specifically in helping bring out the verbal expression and active participation of women

in meetings, and consciousness raising to elevate the self-esteem of women continues to be needed. Also, in the future more work on processing and marketing in order to generate income for women is indicated in some of the cases.

### **Cornerstone: Improving the Environment**

The cornerstone "Improving the Environment" was a focus area for three of the groups, UNAPEGA, Chore and Kechuaymara, showing again the constant challenge in this area for farmers and livestock keepers. The evaluations showed the concern of beneficiaries in such areas as better use of native forages, diversification of their farm crops and livestock, and specific activities such as forestation, erosion control, multi-use trees, agro-forestry with animals, and draft animal use.

Perhaps the one cornerstone that could best integrate the various needs and aspects for future direction of the work of HPI, is that of Environmental Improvement. Fertile soils, nutritive and varied pastures, multi-use trees and diversification of production within an integrated system will support not only the environment but also consolidate the economic situation of the small-scale farmers and keepers of livestock.

### **Conclusions**

The recommendations coming out of the self-evaluations present the need for more training tailored to the needs of leadership, marketing and diversification of income in order to assure a greater chance of self financing. In addition, it is to be noted in the case of the Associations (grassroots organizations) a deficit of long term vision, probably due to some degree of lack of leadership strength in the governing structures.

In general the beneficiaries show many advances in the following areas thanks to the work of the HPI team: nutrition and income, improved animal production, and an increase in participation and cooperation in the project communities.

In summary, the results of the self-evaluations manifest the continuing need for leadership training, combined with work on long range visions, focused on the community values of the people in the associations.

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8/15/96

Appendix 6

Mid-term evaluation brief

## **USAID Matching Grant**

# Heifer Project International Uganda

March 11-15 and April 4, 1996  
report by Jennifer Shumaker

The midterm evaluation of USAID Matching Grant in Uganda was carried out between March 9 and April 4, 1996. The evaluation was combined with a training workshop (March 11, 12, 13) during which the major project holders in Uganda were trained to conduct annual self-reviews based on the HPI cornerstones. The proceedings of this workshop is included in the appendix of this report. In addition to discussions about the general HPI program and Uganda Country Office during this workshop, a meeting of all involved in the grant was held April 4 to discuss issues particular to the grant. The official evaluation team was Jennifer Shumaker, HPI Director of Evaluation, and Johnson Nkuuhe, a local consultant from the NARO (National Agricultural Research Organization). However, the evaluation was participatory and all the staff of the HPI office as well as some project leaders and extensionists were involved in drawing conclusions and making recommendations. The group that gave particular attention to the matching grant issues was:

B. Muyeya	-	HPI Country Representative
M. Makuru	-	Training & Extension Service Coordinator
A. Beinempaka	-	Training Coordinator
J. Nkuuhe	-	Local Consultant
E. Bigirwa	-	Livestock Specialist, COU Projects
J. Mutayitwako	-	Extensionist, Namirembe Diocese
J. Muhame	-	Extensionist, Kirinya Women Heifer Project

Three areas will be discussed briefly in this report:

- 1) The USAID training grant
- 2) The HPI/Uganda office issues
- 3) Highlights and concerns of the program in general, based on the cornerstones of HPI

## **The USAID Training Grant**

### **Achievements:**

The training workshops have been carried out according to schedule with the exception of the gender workshop and the participatory training workshop. The gender workshop is postponed until March 1997, and the participatory training workshop is postponed until a draft of the manual is completed (see Table 1). The workshops on the training program, program sustainability, leadership skills and accountability, communication skills, and sustainable agriculture have resulted in noticeable improvements in the field, as demonstrated in more accurate reporting, and other attention given to these areas. The evaluation workshop was conducted too recently to draw conclusions about impact. When the HPI staff realized that the formal extensionist workshops did not lead to much activity in the field, adjustments were made, and on-site trainings were held at 6 different projects. These have proven to be more effective for both farmers and extensionists.

Table 1

## Implementation Schedule - Matching Grant

HPI-Uganda

Years by Quarter		94/95 Year One				95/96 Year Two				96/97 Year Three			
		1 S-N	2 D-F	3 M-M	4 J-A	1 S-N	2 D-F	3 M-M	4 J-A	1 S-N	2 D-F	3 M-M	4 J-A
<b>Major Activities</b>													
<b>Training Workshops</b>													
1.	Training Program Assessment W/Shop (project and extension staff)		25 JAN				JAN						
2.	P. Holders' W/Shop on Sustainability (ext. staff + p. holders and p. leaders + HPI staff)			25 APR									
3.	Project Sustainability/Reporting Leadership W/Shop (ext. staff + holders + leaders + HPI/SAC)			22-26 MAY									
4.	Communication for Participatory Dev W/S (extension staff)				12-17 JUNE								
5.	Subregional (decentralized) Capacity Building W/S (p. leaders + model farmers)					SEP		MAY		SEP	JAN		
6.	Sustainable Agric/Integ. Farming Systems W/S (extension staff)						DEC		JUN		DEC	APR	
7.	Curr. & Training Materials Dev. W/S (HPI/SAC proj. & related NGOs + institutions)					FEB							
8.	Gender (Participatory Dev.) W/S (HPI/SAC staff + ext. staff + p. leaders)											MAR	
9.	Participatory M&E W/S (HPI/SAC staff + ext. staff + p. leaders)							11-14 MAR					
10.	Capacity Building W/Shop (local NGOs + grassroots organizations)											MAY	

Training Materials Development, Testing & Publications		YEAR 1				YEAR 2				YEAR 3			
		S-N	D-F	M-M	J-A	S-N	D-F	M-M	J-A	S-N	D-F	M-M	J-A
(i)	Posters, Flip Charts, Calendars						JAN						
(ii)	Short Manuals, Flyers, Former Handouts						JAN						
(iii)	Participatory Training Manual							APR	JUL AUG				
<b>Other activities</b>													
1.	Start Up Workshop (USA)	SEP											
2.	Review Workshop for the Training Grant Proposed Plan (Uganda)			APR									
3.	Quarterly Report Submission			MAY	AUG	NOV	FEB	MAY	AUG	NOV	FEB	MAY	AUG
4.	Writers' Workshop (USA)							1-24 APR					
5.	Mid-term Evaluation						11-14 MAR						
6.	Final Evaluation									9-20 JULY			

In general, the training approach used by HPI has been very effective at the extensionist level, and now is ready to be implemented at the farmer level. Needs analysis at the farmer level would help to define a field-level approach.

#### Frustrations:

The participatory training manual is not yet completed, resulting in delays in implementing the grant objectives.

In order to implement the on-site training at the field, and move the focus of training from extensionists to farmers, transport is essential. The HPI office does not have enough vehicles for this task.

Training materials have been prepared in English for use by extensionists, and the calendar and posters on gender analysis and self evaluation have been produced on delicate manila paper. Both these factors limit their usefulness in the field. The materials need to be translated into three languages and laminated for use in farmer-level training. The HPI staff does not have the time nor the expertise to do this.

The farmer groups and extensionists are operating in relative isolation from each other, and could be strengthened by increased sharing of ideas and resources.

#### Recommendations

1. The focus of the training needs to shift from extensionist level to on-site farmer level. This has begun with the 6 on-site pilot training sessions, and will continue.
2. Model farmers should be chosen for research and demonstration of sustainable agriculture techniques. These farms will be used for the on-site training.
3. Access to another vehicle for training purposes needs to be made high priority at all levels of HPI administration. This vehicle could also be used for field visits made from donor agencies and staff.
4. A professional consultant should be hired to simplify and translate the materials into local languages, and to produce small booklets and laminated/cloth posters for use in on-site farmer training.
5. The HPI-Uganda participatory training approach needs to be documented into a unit that can be used for other organizations that have requested to collaborate and/or duplicate HPI's approach.
6. A needs analysis should be conducted before designing the field-level training approach.
7. HPI should increase emphasis in the training sessions on collaboration between the different farmer groups and extensionists. Formation of umbrella organizations/associations to seek resources and to arrange exchange visits would increase effectiveness of training and "bargaining power" of the groups.

## HPI Uganda office

### Achievements

HPI Uganda has developed an excellent reputation within the country, and there is high interest in the technologies being taught. This reputation has enabled the program to raise its own funds, both locally and internationally, and has resulted in many networking/collaborative relationships with many requests made to HPI for materials and technical assistance.

The office enjoys good relationships with project holder NGOs, colleague agencies, HPI headquarters, and farmer groups. There has been good continuity of staff, and office relationships are smooth.

### Frustrations

A disproportionate amount of time and other resources is required for escorting and hosting visitors from the donor countries (USA, England, Ireland). These visits require a vehicle, and transportation is already a problem for training.

The project holders have been slow to develop their own funding, and are still too dependent on HPI for support.

The staff feel that there are insufficient rewards/incentives/motivation in relation to their workloads, reputation, and performance, and too few opportunities for staff training.

There is neither support nor simple processes available from the headquarters for local fundraising -- the amount of paperwork required for pre-approval of grants makes it difficult to take advantage of the many opportunities that exist. The job description and training of the Rep does not include fundraising but he is encouraged to and does spend much of his time and energy on this.

### Recommendations

8. Coordinate and combine the visits from donor countries to be more efficient, both at headquarters and at the country level.

9. To decrease dependency on the USA, seek in-country grants to support the country office expenses, and examine the possibility of having the original animals remain the property of HPI. In this way, the first heifer offspring could be retained by the original family, and the second heifer offspring could be used for passing on the gift. The original cow would be returned to HPI after the first heifer is weaned, to start new projects.

10. Strengthen the revolving loan fund for veterinary drugs and other inputs required by the projects.

11. Make salary ranges of each position transparent, so that each person knows where he/she is in relation to the ceiling for that position.

12. Allocate a percentage of each annual budget for staff training, and require each staff member to plan for this.

13. Hire a local consultant to seek and manage grants. As soon as this person is kept busy enough (as a result of many grants approved), a position should be opened for this purpose.
14. Clarify and simplify the grants pre-approval process from headquarters.

### The HPI Cornerstones, as evaluated by the project holders during the workshop

Indicators for each cornerstone that are appropriate to Uganda were defined by the group of project holders during the workshop (see workshop proceedings). Based on these indicators, the achievements, frustrations and possible solutions to the frustrations were discussed by each project holder. All the details can be found in the proceedings -- the following is a summary report focusing only on those areas that are common across projects.

#### Achievements

The highest ratings were given to the more traditional HPI cornerstones: **Training and Education, Passing on the Gift, Improved Animal Management, and Nutrition and Income** for the participant families. Training has resulted in improved skills, leading to increased productivity and better quality of life for the families. Passing on the gift has enabled the projects to expand, and the families have shown willingness to share in this way. Improved animal management is evident in the lowered calf mortality rates and increased milk production. Every project listed children going to school and improved family nutrition as a result of the program.

#### Frustrations

The cornerstones that received the lowest ratings are also those that have been introduced more recently to the program: **Improving the Environment, Gender and Family Focus, Sustainability and Self-reliance, and Accountability**. All these cornerstones have been the focus of training during this grant, and improvements are already evident. However, every project pointed out the need for more emphasis on environmental concerns, particularly manure management. Concern for gender can be seen in the HPI projects (as contrasted to the general community interest in this topic), but all projects have asked for more training and awareness of this issue. The project holders all listed good potential solutions to the problems of self-reliance and sustainability. These solutions, if implemented, would go a long way to solving the problems: improved leadership, diversified activities, and diversified sources of support. With some exceptions accountability seems to have improved at the project holder level, but still needs work at the farmer level. Although the cornerstone of genuine need was not rated low because recipients are indeed being chosen from the poorest in the communities) the time taken to reach an adequate level of preparedness is often a frustration. Another frustration mentioned several times is poor prioritizing for the income use within households.

#### Recommendations

15. As the workshop participants proposed, group members should encourage voluntary groups to assist the new members in their preparation for receiving pass-on heifers.
16. Further training and sensitization is requested for caring for the environment, particularly for planting trees and the proper use of manure. Follow-up after the training will be needed to ensure that the

techniques are effectively implemented in the field.

17. Training in family and gender issues, as requested, should be organized by HPI. (There is a training workshop planned on this topic within this grant). This workshop or training sessions should be supplemented by the national programs available for women, and should include the topic of household economics to help families prioritize their family needs.

Documents available on request:

Minutes of the evaluation meeting to discuss the matching grant  
Proceedings of the Evaluation Workshop



**C.) Most popular subject matter; each of the following articles received 200 or more requests:**

7507	Permaculture for Poultry
7603	Who expects what in Community Participation?
7605	Urine-a wasted, renewable natural resource
7607	Poultry Development in Third World Countries: Improving Small-Scale Production
7610	HPI Publication List
7709	Feed your flock for free
7803	List of Information Products from Alternative Farming Systems Information Center
7804	Feed: first step to profit
7807	Food drying
7810	<i>Sesbania Sesban</i> : widely distributed multipurpose NFT
7901	Animal Waste-the Smell of Success or the Stench of Trouble
7904	Protecting Pastures
7906	Feeding the Planet: Building Sustainable Agriculture
8002	Composting & poultry manure utilization
8009	Grassroots Indicators for Sustainable Development
8101	Zero grazing improves social economic development
8103	Composting Systems at a Glance and Natural Activators for Compost Piles
8104	Environmental issues in animal husbandry
8107	Evaluation Methods: Writing evaluation reports that make a splash
8108	Improving Backyard Chicken Production
8201	Problems with Bees
8202	Rural Credit and Saving Schemes
8203	Alternative Farming Systems Information Center-Publication List
8204	The Role of Women in Animal Husbandry
8205	A Good Living From Livestock
8206	Geese: the underestimated species
8207	Raising Pigs on Moringa Leaves
8208	Women: the key to food security
8209 *	Household egg production
8210	Hidden Treasures in Zero Grazing
8304	What Communities Really Think: How local people view the projects designed to help them
8307	FAO, sustainable agriculture and farmer participation
8308	Protected Free-Range: Moveable Henhouse with Free-Access Range Run for Single-Sire Flock of 25
8309	Protected Free Range: Moveable Brooderhouse with Free-Access Range Run for Natural Reproduction of 25
	*over 300 requests for this article

## APPENDIX 8

### DETAILED IMPLEMENTATION PLAN

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#### Office of Private and Voluntary Cooperation

#### Matching Grant Program

#### *Heifer Project International*

*Cooperative Agreement No. FAO-0158-A-OO-4026-00*

#### I. PROJECT PURPOSE

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The purpose of the agreement program is to strengthen HPI's capacity to assist partner NGOs and grassroots organizations to promote sustainable development.

#### II. PROJECT GOALS/OBJECTIVES

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Goal: The goal of the program is to enable small-scale farm families to improve their capacity to feed themselves, care for their land, and profitably integrate livestock into regenerative agriculture practices.

#### III. IMPLEMENTATION PLAN SUMMARY

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General: HPI Country Offices in Bolivia and Uganda work with local NGOs and community-based organizations to carry out rural development projects. All HPI supported projects use livestock and training as the tools to stimulate group and community development. The objectives of each project vary according to need, but in general it can be said that all projects aim to improve the standard of living for small-scale farm families, first increasing nutritional intake and then generating income from the production and sale of livestock products and other direct benefits of livestock, such as draft power, manure, and fiber.

Most projects in Bolivia are with settlers in the tropical lowlands of Eastern Bolivia as well as some projects in the "alti-plano" (high plateau), and are families with very scarce resources. The greatest constraints for small-scale producers is the lack of

credit, as well as the high potential for environmental damage to their land using traditional methods and practices.

In Uganda, the farmers, a high percentage of whom are women, are living on and trying to produce livelihoods with very small plots of land (2 to 6 acres), and are at a great disadvantage to do so unless they can farm very intensively. High density of population and the danger of degradation from overgrazing and other unsustainable farming practices are potential constraints. Efficient and effective management systems for small-scale production are needed for Sustainability.

## **Specifics Objectives**

1. Help farm families in Bolivia and Uganda to improve their conditions of living through projects that use livestock, training and sustainable agricultural practices as appropriate to each situation.
2. Develop a resource manual that utilizes the participatory approach for training in technical areas.
3. Increase the capacity of HPI country offices in Bolivia and Uganda to carry out effective training.
4. Increase the capacity HPI partner organizations in these countries to carry out sustainable development projects through training.
5. Increase the capacity of HPI in-country staff and partner organizations in Bolivia and Uganda to do participatory planning and evaluation.
6. Increase the capacity of HPI headquarters and field staff from other countries, especially in the regions (Latin America and East Africa) in areas of training methods, sustainable agriculture, gender concerns, and planning/evaluation.

## **Country Objectives**

### ***Uganda -***

1. Assist 1,000 farm families to greater self reliance through projects using livestock and training.
2. Improve the capacity of 14 local NGOs to work effectively with livestock development projects, by training extensionists and project leaders.
3. Improve HPI in-country staff capacity to facilitate training, planning, monitoring and evaluation with partner organizations and farmer groups.
4. Develop and publish training materials, including field manuals, handouts, and flip charts in order to be more effective in work with grassroots farmer organizations, NGOs and government extension staff.

### ***Bolivia:***

1. Assist 900 farm families to increase their capacity to manage their land and livestock in both the tropical and highland areas of Bolivia.

2. Improve the capacity of 12 local NGO and grassroots membership organizations in the skills of participatory training, and other needs as defined by the participants (i.e. gender analysis, evaluation, etc.)
3. Based on past experience, further develop and write a manual on participatory training, with particular attention to application of this methodology to technical training for small-scale livestock producers.
4. Improve the capacity of HPI Bolivia staff and colleagues from Christian Veterinary Mission to facilitate training, planning, monitoring and evaluation.
5. Publish the participatory training manual and test it for applicability and adaptability to other areas where HPI works.

#### **IV. TRAINING COMPONENT**

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The main thrust of this cooperative agreement is to strengthen HPI's training program. The Director of training coordinates with respective program staff in headquarters and the field to strengthen the overall training capacity of the International Program Department (both in the field and at headquarters). The grant provides resources for staff training, workshops and seminars for partner organizations, materials development and publication, and evaluation of the overall program generally and the training component, specifically.

#### **V. MANAGEMENT**

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Overall authority and responsibility for the grant rests with the Director of International Programs, James DeVries. The Director of Training, Jerry Aaker, is the coordinator of the grant on an ongoing basis. He works with the respective Program Directors for Africa, Dan Gudahl, and Latin America, Jim Hoey, (at headquarters in Little Rock), and with their Program Assistants, Cindy Walla for Africa and Alma Sommerhill for Latin America, to assure adequate monitoring and communication with the country representatives in Uganda and Bolivia. Program Directors are responsible for program management in their respective regions, including strategic planning, budgeting, programs monitoring, and supervision of country representatives. The IDP (International Program Department) has three professional positions that support the Program Directors. These are the Director of Training, Director of Evaluation, Jennifer Shumaker, and the Coordinator of the Women in Livestock Development (WiLD) program, Beth Miller.

Country Representatives, Bernard Muyeya in Uganda and Roger Hinajosa in Uganda, have responsibility and authority to implement the agreed upon program strategies within the approved budgets for each country. In turn, they have several field staff that work directly with the various project groups. In Uganda and Bolivia, a staff person has been added to each office for purpose of training coordination and development.

## **VI. MONITORING AND EVALUATION**

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HPI headquarters formally tracks project activity through semi-annual progress and financial reports from each project. The Country Representatives routinely forward their office financial and progress reports to headquarters. Country representatives follow the progress of each project through correspondence and regular visits.

The Director of Evaluation helps in-country staff to carry out country program evaluations every three or four years. In the case of Bolivia and Uganda, these are scheduled to take place during the course of the grant. In both countries this will coincide with the mid-term evaluation of the matching grant, taking advantage of the availability of an external consultant to help look at many aspects of the program. HPI has developed an evaluation system, which includes training local staff and partners in participatory evaluation, so that evaluation is a learning process and useful for management and replanning.

The mid-term evaluation is scheduled for May, 1996. This will provide an opportunity for HPI to do an thorough program review in each country. A scope of work will be drafted and shared with PVC for comments and suggestions.

## **VII. TIME LINE/SCHEDULE OF ACTIVITIES**

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### **Projects**

- Project planning, implementation and monitoring with all partner organizations - ongoing throughout the period (at the beginning of 1995 there were 12 projects being supported in Uganda and 11 in Bolivia)

### **Training:**

- Startup workshop with all key headquarters and field staff in Little Rock, Oct. '94
- Training the trainer workshop, for field reps and headquarters staff, Oct. '94
- WILD consultation/conference, (gender issues) 'Oct., '94
- Hire training coordinators in Bolivia and Uganda - Feb./Mar. '95
- On going field days and short courses in all projects in Bolivia, - continuos
- Project Holders' workshop on project sustainability - Uganda, April, '95
- Project Sustainability/Reporting and Leadership workshop - Uganda, May, '95
- Communication for Participatory Development workshop - Uganda, June, '95
- Sustainable Agriculture workshops for extension staff, one each year - Uganda
- Annual Subregional Capacity Building workshop for project leaders, - four within Uganda,
- Participatory Training Methodology workshop, for partner organizations, Bolivia, Sept., '95
- Participatory Evaluation workshop for partners and HPI staff, Bolivia, Jan. '96

- Curriculum and Training Materials Development workshop, Uganda, Jan, '96
- Gender and Participatory Development Workshop, Uganda, Mar. '96
- Participatory Monitoring and Evaluation workshop, Uganda, April, '96
- Capacity building Workshops, Bolivia, (agroforestry, gender) One each in '96 & '97,
- Capacity Building workshop, for NGOs and government extensionist, Uganda, May, '97

### **Training Materials Development**

- Training Materials Development - Uganda: Flip Charts, posters, short manuals, handouts, - Start Jan.'96
- Collect a large variety livestock training films and transfer to videos
- Begin writing manual "HPI's Holistic Model for Planning and Management" - Little Rock, March '95
- Writing manual on "A Participatory Approach to Technical Training" - Bolivia, May, '95
- Literature search and review of existing materials on participatory training, Feb-April '95
- Working group review of manual on participatory training - meet in Arkansas, AP. '96
- Participatory Training Manual publication, Bolivia, July, '96
- Uganda version of participatory training manual, publication, Aug. '96
- Book on HPI's Holistic Model for Planning and Management, publish, May, '96

### **Communications and Technical Information Service**

- Exchange Newsletter, published quarterly, Feb., May, Aug., Nov.
- Technical Information sent out on demand - weekly,
- Information & articles from the program areas received for use in Exchange, periodic

### **Assessment and Evaluations:**

- Written survey of field reps around the world of training needs., Sept-Nov, '94
- Assessment of the training program in Uganda, Jan. '95
- Participatory evaluation of the training program in Bolivia, Mar. '95
- Mid-term evaluation in Bolivia and Uganda, May/June, '96
- Final Evaluation, in Bolivia and Uganda, June/July, '97.

June, 1995

Appendix 9  
HPI Uganda Program

A Short Description of each active project:

- i) Kisinga Women Dairy Goat Project - started in 1991. The group was originally involved in development activities such as handicrafts, literacy campaigns and primary health education. However, it is the dairy goat project which has made a bigger impact on the beneficiaries and neighbours around. Since the project began, 170 families have benefitted from original goats and pass-ons. This project has also embarked on the reintegration of war veterans into civilian life program.
- ii) YWCA Mbale Branch - has a membership of 215, most of whom are present farmers engaged in traditional pig rearing and poultry farming. In 1990, YWCA started receiving heifers from HPI. so far 59 needy families have been assisted with originals and pass ons in the last two years. YWCA has also embarked on the veteran reintegration program for the next two years.
- iii) Uganda Catholic Secretariat (UCS) projects were set up to assist the displaced families who lost their property due to civil wars in the country. UCS ongoing projects are, with effect from this year also incorporating veteran families for assistance with a cow. They have so far received 422 original animals since and passed on 115 since 1987.
- iv) Bugusege Livestock Project - The society was formed in 1965 with 150 members. It is a community group involving the residents of the area. Its aim was to improve on the livestock they had. It was recently registered as a full cooperative society. It is also one of the HPI on going projects that are implementing the veterans reintegration program. There are currently 61 families assisted by HPI with original animals and pass ons.
- v) Bunyoro-Kitara Diocese Heifer Project  
Operates under Church of Uganda as the Project Holder with the aim of assisting the agricultural development of the people in rural areas. Major extension rural work includes primary health care, nutrition, improved agriculture, water supply and literacy campaigns. The project started receiving HPI animals in 1994. So far 60 families have been assisted with original animals and pass ons.
- vi) Church of Uganda Livestock Improvement Projects (LIP)  
The Church of Uganda projects fall under the Planning, Development and Rehabilitation Programme (PDR). The Church is mainly involved in improving agriculture, primary health care, nutrition, clean water supply, literacy campaigns and

environmental protection. The Church of Uganda Heifer Projects are supported by Heifer Project International, Send A Cow (UK) and Bothar of Ireland. These projects are Kigezi Diocese, Namirembe Diocese, Mityana Diocese, Mukono Diocese and Wamala-Kageye Farmers Cooperative Society. So far 1137 farmers have been assisted with originals and pass ons.

vii) Kirinya Women's Heifer Project

Is a well established women's group in the outskirts of Kampala formerly associated with YWCA in Uganda. It has a membership of over 100. It involves itself as a club in women's development projects which include traditional pig rearing and poultry farming. It associated with HPI in 1987 and received 10 heifers. It has been a model for zero grazing and the women work closely together. By the end of 1995, there were 65 cows in the project.

viii) Kiyenje Cooperative Dairy Heifer Project

Is an established cooperative society under the Ministry of Trade and Industry, registered in 1964 to handle marketing of farmers produce. It have overtime built a permanent store where farmers collect produce, mainly coffee for onward transportation to coffee processing plants. Farmers also sell maize, beans, groundnuts, soya beans and peas through the society. The society provides training to members on better methods of farming, health education and literacy classes and family planning. The first heifers were given by HPI to the society in 1991 and today there are 264 farmers with cows. This project expanded to give rise to Rukungiri Women Heifer Project in 1993.

ix) Kakoro Women's Heifer Project

Kakoro Women Heifer Project is a women's grassroot cooperative group under the Ministry of Trade & Industry. It started working with HPI in 1986 and had received 31 animals by 1987. Following insurgency in this area, all the livestock were looted. The Ministry then moved the project to Kiyenje Cooperative Dairy Heifer Project. With the return of peace to the area, however, the project has been revived.

x ) South Rwenzori Diocese-Kinyamaseke Dairy Goat Project

It is a women's group that was formed in 1992 with 20 members. The group aims at improving their standard of living. The group received 20 Goats from HPI in December 1995. This project will also assist veteran families with Dairy Goats. Selection of the beneficiaries has already been done and training will follow. This program will go on for two years.

xi) Kasolo Livestock & Housing Project

This is a 3 year project that started on 1st January 1996. It operates under the United Methodist Church of Uganda. It focusses on problems of nutrition and housing in order to keep the whole body healthy. An extensionist has been recruited, executive committee formed and beneficiaries identified ready for training. There is collaboration with Habitat for Humanity International (HFHI) which will provide funds for construction of houses while HPI will provide training and animals.

xii) Nakalama Women's Goat Project

This operates under a local NGO, Rural Development Organisation (RUDO). Its objective is to improve the standard of living of rural people through income generating activities and improved nutrition. In December 1995, HPI distributed 10 goats to needy families after training.

xiii) Kayunga Dairy Goat Project

It was started in 1993 under the Deliverance Church. This was in response to the great need to assist the large number of orphans, following the AIDS scourge, to enable them be self-reliant and minimize their drift to towns. In December 1995, HPI distributed 15 goats to the project.

xiv) Agen I Kristo Women's Group

This is a group that was formed out of the need to replace the livestock which was raided from the area by the Karimojong warriors in 1987. The group has been engaged in food crop production, making and selling of handicrafts. In May 96, 10 crossbred dairy cattle were supplied to 10 needy families after training and preparations.

xv) LIDDA (Lira District Development Agency)

This was also formed to address the plight of the orphans and widows as a result of civil wars and AIDS scourge. In May 1996, 5 crossbred were given to 5 needy families from the group that had trained and prepared.

xvi) ADF (Apac Development Foundation)

This one has similar objectives as LIDDA above. The group also engages in buying and selling of produce. 10 crossbred heifers were given to the group by Send A Cow in May 1996.

xvii) Kyakahinda Beekeeping Community

This was formed in 1987 with an aim of working together by the community targeting on improved methods of harvesting, processing and marketing honey to ensure good quality. The group is composed of 13 villages with 195 members, consisting of men, women and youth.

Table 1

Livestock distributed during the period September 95  
to August 1996

Project	Originals Sept 95- June 96	Pass-ons Sept 95- June 96	Originals July-Aug 96	Pass-ons July-Aug 96	Totals
Kigezi Diocese	-	5	-	-	5
Wamala Kageye	12	13	15	0	40
Mukono Diocese	-	2	-	-	2
Mityana Diocese	-	9	20	10	39
Namirembe Diocese	20	15	10	7	52
Kirinya Women H Project	16	-	20	5	41
Kiyenje Coop Society	-	22	-	22	44
Rukungiri Heifer Project	11	1	35	6	53
Bunyoro-Kitara	9	13	10	-	32
Bugusege Livestock Project	13	6	17	5	41
UCS Projects	36	29	25	-	90
YWCA Mbale	7	7	18	2	34
Kisinga Dairy Goat Project	25 Goats	35	-	25	80
Kakoro Women Heifer Project	-	3	10	1	14
LIDDA	10	-	10	-	20
Agen I Kristo	10	-	10	-	20
ADF	10	-	10	-	20
Kayunga	17 Goats	-	-	-	17
Nakalama Women's Project	10 Goats	-	-	-	10
Kinyamaseke (South	20 Goats	-	25	-	45
Rwenzori Diocese)					
Northern Uganda Diocese	-	-	30	-	30
<b>TOTALS:</b>	<b>226</b>	<b>160</b>	<b>265</b>	<b>58</b>	<b>734</b>
	=====	=====	=====	=====	=====

Table 2

Summary of formal training sessions at project level  
desegregated by sex  
September 1, 1995 to June, 30 1996

PROJECT	NO OF TRAINING	M	F	T	Days
Uganda Catholic Secretariat	41	155	377	532	41
Church of Uganda Wamala Group	10	104	91	195	10
Bugusege Livestock Project	23	400	291	691	23
YWCA Mbale Branch	18	189	218	407	18
Kirinya Women's Heifer Project	18	4	327	331	18
Ministry of Trade & Industry-Kiyenje Coop. Dairy Heifer Project	8	108	36	144	8
Ministry of Trade & Industry Rukungiri W. Heifer Project	17	90	194	284	17
Church of Uganda Namirembe Diocese	22	28	323	351	22
Church of Uganda Mityana Diocese	14	131	212	343	14
Church of Uganda Kigezi Diocese	14	124	68	192	14
Ministry of Trade & Industry-Kakoro Livestock Project	1	11	9	20	1
Lira Development Agency (LIDDA) Heifer Project	8	31	72	103	8
Agen I Kiristo	9	51	79	130	9
Apac Development Fund Women Heifer Project	22	134	271	405	22
Church of Uganda Bunyoro-Kitara	6	115	170	180	6

Table 3

Projected formal training sessions at project level  
desegregated by sex - July 1, to August 31, 1996

PROJECT	NO OF TRAINING	M	F	T	Days
Uganda Catholic Secretariat	8	35	105	138	9
Church of Uganda Wamala Group	5	150	70	230	5
Bugusege Livestock Project	4	44	38	82	4
YWCA Mbale Branch	4	52	60	112	4
Kirinya Women's Heifer Project	4	-	60	60	4
Ministry of Trade & Industry-Kiyenje Coop. Dairy Heifer Project	4	76	48	124	4
Ministry of Trade & Industry - Rukungiri Women Heifer Project	6	70	110	180	6
Church of Uganda Namirembe Diocese	5	-	110	110	5
Church of Uganda Mityana Diocese	5	31	94	125	5
Church of Uganda Kigezi Diocese	2	20	10	30	2
Ministry of Trade & Industry- Kakoro Livestock Project	2	15	15	30	2
Lira Development Agency (LIDDA) Heifer Project	2	9	18	27	2
Agen I Kiristo	2	11	22	33	2
Apac Development Fund Women Heifer Project	3	18	40	58	2
Church of Uganda Bunyoro-Kitara	2	10	30	40	2

Table 4

List of training materials at different stages  
of development.

(a) Flyers:

	Luganda	R/Rukiga	English
Calf Feeding			*
Mastitis			*
Milking techniques			*
Control of Common Livestock Disease			*
Importance of Water	*	*	*
Tick borne diseases			*
Indicators of efficient reproductive performance of a Dairy Cow			*

(b) Booklets

Fodder Trees			*
Farm land Use Planning			
Integrated Farming	*	*	*
Soil & Water Conservation	*	*	*
Composting & Compost Application	*	*	*
Fodder Conservation	*	*	*
Family planning	*	*	*
Environmental protection	*	*	*
Agroforestry	*	*	*
Organic farming	*	*	*
Feeds & Feeding of an Exotic Dairy Goat under zero grazing farming system in Uganda			*
Breeding of Exotic Dairy Goats under zero grazing farming system in Uganda			*

(c) Flip Charts Some already developed charts are to be laminated.

- : Feeds an Feeding
- : Environmental Protection
- : Family Life Education

## Appendix 10

### Summary of Projects in Bolivia 1996

Kechuaymara Foundation Guinea Pig Project - Sixteen trainings of either one or two days on themes ranging from animal health, forages, tree planting, to human nutrition, farm management and leadership. This project has benefited 147 families in the two year period.

Kechuaymara Llama project carried out ten trainings on topics of animal health, management, nutrition and feeding, treatment, shelter construction, forage improvement and forestation. 68 families have benefited from the project during the grant period.

Methodist Church Alpaca Project has 68 families with active contracts benefiting from the alpacas. Ten trainings were given in animal management and health, plus breeding, administration, and human nutrition.

SONU goat project is a small project that works with seven families, but training is also for a large number of school children. Six trainings were given.

CAIZA "D" poultry project has served 535 families in these two years, providing them with laying hens for improving family nutrition plus training in 15 different communities in Potosi.

UNAPEGA, the National Union of Small Cattle Raisers, has over 1,200 members in 10 different districts. During the period 196 new families received a cow, 190 of them from the pass-on system. Fifteen different trainings were provided in various locations in areas such as project management, animal care, forage trees, treatments, breeding and nutrition.

PDAI is a project in the Beni that has benefited 55 families during 1995. (latest reports are not yet in for the second year). Eight training sessions covered dairy cow care, animal health, and nutrition.

Berlin Association is in a settlement area and the HPI projects here served 27 families in the cattle project and 80 in the sheep project (women). Basic Courses were provided in both cattle and sheep, plus a technician training course and one on poultry.

San Julian Association cattle project benefited 124 new families with cattle and 128 with sheep in the grant period to date. Also, there is a goat project that has helped 14 families. Seventeen training courses (most of them 4 or 5 days each). These included the cattle and sheep basic courses, plus technician training and a course in planning and administration.

Santa Rosa Association. This project has benefited 43 families in the cattle project and 24 with sheep. Six basic courses were given, plus a training in planning and administration.

Yucumo Association. This relatively new project in the Beni has helped 19 families with cattle and 4 women with sheep. Training in the last year included one basic course and one training in planning and administration.

**Development and Production of  
"Agricultural Worker's Participatory Toolbox"**

Revised Schedule  
12-Aug-96

	<b>Task</b>	<b>Responsible</b>	<b>Target Dates</b>
1	Draft ready for peer review sent out	Susan	Sept. 20, '96
2	Field testing in 2 workshops for animators	Susan & PROPECO	August-September, '96
3	Comments by reviewers returned	HPI/CVM	Nov. 15, '96
4	Artwork (artist has been contracted and started work)	Susan & artist	Nov. 15, '96
5	Copy editing	Jan Allen (volunteer)	Nov. 30 '96
6	Revisions	Susan	Jan. 1, '97
7	Translation to Spanish	contracted translator	February 15, '97
8	Field testing - focus groups with colleagues in Bolivia	Susan	February, '97
9	Revisions	Susan	March, '97
10	Final copy of English version ready for design and layout and sent to US	Susan	March 30, '97
12	Design and typesetting in US	Jerry to contract	April 30, '97
13	Final proof reading - English version	Susan & Jerry	May 15, '97
14	Design and layout of Spanish version in Bolivia	Susan to contract	April 30, '97
15	Print Spanish version (probably in Bolivia)	Susan to contract	May 30, '97
16	Print English version (probably in US)	Jerry to contract	June 15. '97

H:mg\sched.doc

JA

Appendix 12

Financial Profile of Heifer Project International

A. Program Expenditures	Dec. 31, 1993	Dec. 31, 1994	Dec. 31, 1995
International Development	\$4,194,202	\$4,590,219	\$5,289,175
Education	1,752,661	1,648,018	1,748,382
Training	395,230	486,805	642,473
Total Worldwide Program	\$6,342,093	\$6,725,042	\$7,680,030

B. Sources of Funds	Dec. 31, 1993	Dec. 31, 1994	Dec. 31, 1995
A.I.D. Matching Grant	\$ 0	\$ 44,026	\$ 211,388
A.I.D. Subgrants (SANREM)	111,140	322,971	708,534
A.I.D. Contracts	5,321	0	8,579
Private Contributions: Cash	6,486,556	6,821,891	7,160,849
Private Contributions: In-Kind	651,579	747,752	715,098
Other Revenue	744,975	512,341	1,669,706
Total	\$7,999,571	\$8,444,981	\$10,474,154

HPI/AID Matching Grant - Consolidated Budget  
Explanation of Line Items

I. Headquarters

A. Salaries:

Director of Training, Jerry Aaker, Current Salary: \$40,000, plus benefits. 50% charged to Matching Grant. Will have primary responsibility for overall coordination and implementation of this program. Remainder of time spent in developing training materials, training workshops, evaluations, writing, and technical assistance. Inasmuch as this grant is focused on strengthening HPI's overall training program, and he will be key to coordinating the program.

Coordinator of Women in Livestock Development, Beth Miller, 60% position, Current Salary: \$25,000, plus benefits. 25% charged to MG. She works on both programming and fund raising for the WILD program in the US and other geographic areas the remainder of the time.

Agroforestry Specialist, Charles Crimmins, Salary: \$20,400 plus benefits. 25% to MG. He works on an organic agriculture and forestry project at HPI's International Learning and Livestock Center the remainder of time.

Director of Evaluation, Jennifer Shumaker, Salary \$30,000. AID funds will be used only in year three of the grant when substantial time will be given to the final evaluation.

B. Travel: See attached schedule which corresponds to budget

C. Training: \$17,000

1. Startup Workshop: \$2,000

All key staff will be brought together at the beginning of the grant period, including Country Reps. and Training Coordinators from Bolivia and Uganda, to work with the headquarters staff on setting out the specific plans, targets, and roles. Most of costs for this are included in the travel budget.

2. Workshops: - \$4,000 each, total \$12,000  
Training the Trainer  
Gender Analysis  
Holistic Management

For HPI staff and volunteers, plus open to other NGOs to be held at HPI Learning and Livestock Center. (ILLC) Cost estimate based on past experience and rates at the ILLC, plus subsidy for some participants.

3. Professional Development for program staff in facilitation and training skills: courses and seminars. \$3,000.

## II. PROCUREMENT

### A. Materials:

WiLD (Women in Livestock Development) training tools: \$8,000

Develop several slide sets and scripts and transfer to video for use in training. Write and publish cases studies on gender issues in livestock development. Publish pamphlets as resource tools.

TRAINING TOOLS: \$19,000

#### 1. Training Posters development/printing: \$3,000

Develop a set of 10 to 15 posters on various livestock in development themes. Computer graphics artist- \$200 per poster, based on preliminary discussion with the artist.

#### 2. Collecting and reproducing videos: \$1,000

Search for all available videos on animal reproduction, management, physiology, disease, biology, and species specific production, from universities, industry, etc. Target of 150 videos. Collection will be centralized, and reproductions made for distribution to livestock in development programs around the world.

#### 3. "Livestock Handbook" printing: \$6,000

A generic guide for use in livestock development programs will be developed, including animal health, reproduction and breeding, production standards, passing on the gift for each species, and a glossary of terms. Estimate based on figures from publication of our recent book "Livestock for a Small Earth". Cost \$6 a copy, print 1,000.

#### 4. "Trainer's Guide for Integrated Livestock Development" printing - \$6,000 for 1,000 copies.

This will be developed, field tested, and written based on the Bolivia and Uganda experience, and English version published in US.

#### 5. Brochures, flyers, on HPI's approach to livestock development: \$2,000.

TIS -Technical Information Service: <sup>30</sup>~~\$40~~,000

Based on past experience in running TIS, which publishes the quarterly technical newsletter EXCHANGE, and distributes technical materials requested from over 40 countries. Annual cost: Copying \$6,500; EXCHANGE printing \$4,500; postage \$6,000, purchase books/journals/technical information \$3,000, = \$20,000.

B. CONSULTANTS \$16,000

1. Editing/writing of "Livestock Handbook" \$3,000

Contracting editor/writer - 15 days x \$150 = \$2,250 plus art work  
(15 illustrations and materials = \$750,

2. Editing and art work, layout, for "Trainer's Guide to Integrated Livestock Development" \$4,000

3. Resource person (s) in participatory training and development for workshops. \$200 x 20 \$4,000

5. Consultant (s) in curriculum development and participatory training. \$200 x 20 \$4,000

6. Computer consultant to advise on setting up and training staff in use of computers for desk top publishing, graphics, data base. \$200 x 5 \$1,000

III. EVALUATION.

- A. Annual Reviews \$2,000 for local consultants to help HPI field staff.

- B. Final Evaluation: \$12,000

Consultants - International Consultant @ \$250 x 30

Local Consultant in Bolivia and Uganda @ \$150 x 30

Travel : See attached schedule and budget.

HPI/AID MATCHING GRANT  
HEADQUARTERS BUDGET

Revised - ~~June~~, 1994 July

	Yr. 1		Yr. 2		Yr. 3		TOTALS	
	AID	HPI	AID	HPI	AID	HPI	AID	HPI
<b>I. PROGRAM Mgmt.</b>								
a) Salaries								
Dir. IPD 10%		6		7		7		20
Africa Dir. 15%		7		8		8		23
Africa PA, 15%		4		5		5		14
Lat. Am. Dir. 15%		7		8		8		23
Lat. Am. PA 15%		4		5		5		14
Dir. Trng. 50%	25		26		27		78	
Dir. Eval. 15%		9		10	11		11	19
Agroforestry								
specialist, 25%	7		7		8		22	
Coor. WILD 25%	9		10		11		30	
Info Coord 15%		5		7		7		19
<b>TOTAL SALARIES</b>							141	132
b) Travel	11	7	18	6	12	6	41	19
c) Training	3	2	7	2	7	2	17	6
<b>SUBTOTALS</b>	<b>55</b>	<b>51</b>	<b>68</b>	<b>58</b>	<b>76</b>	<b>48</b>	<b>199</b>	<b>289</b>
<b>II. PROCUREMENT</b>								
a) Materials:								
WILD	0	0	5	0	3	0	8	0
Trng. Tools	5	5	8	5	6	0	19	10
Tech Info Service	10	10	10	10	10	10	30	30
b) Services								
Consultants	5		6		5		16	
<b>SUBTOTALS</b>	<b>20</b>	<b>15</b>	<b>29</b>	<b>15</b>	<b>24</b>	<b>10</b>	<b>73</b>	<b>40</b>
<b>III. EVALUATION</b>								
A) Annual Review	1	2	1	2			2	4
b) Final -								
consultants					12		12	
Travel		2	3	2	16		19	4
Misc. costs		1		1		2	0	4
<b>SUBTOTALS</b>	<b>1</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>28</b>	<b>2</b>	<b>33</b>	<b>12</b>
<b>HEADQUARTERS TOTAL</b>	<b>76</b>	<b>71</b>	<b>101</b>	<b>78</b>	<b>128</b>	<b>81</b>	<b>305</b>	<b>230</b>

IV. UGANDA COUNTRY BUDGET - three years

	AID	HPI	Total
A. Salaries			
Country Rep	23,750	70,250	
Training Coord.	13,250	39,750	
Accountant	8,000	24,000	
Secretary	4,250	12,750	
Off. Assistant	2,750	8,250	
Training Associate (new position)	30,000		
Subtotal Salaries	82,000	155,000	237,000
B. Travel	15,000	30,000	45,000
C. Project Grants		300,000	300,000
D. Office (rent, copies, utilities, tel. etc)	10,000	15,000	25,000
E. Training & Tech Assistance*	38,000		38,000
F. Publication of trng. materials	10,000		10,000
Total Budget	155,000	500,000	655,000

\*Training - Regional Workshop for capacity building for NGOs and grassroots organizations, = \$8,000

-Curriculum Development Workshop in Uganda = \$5,000

-Local consultants, trainers, writers, artist, for developing and writing training materials, and testing them \$50 day x 200 = \$10,000

-Trainings in project areas to train project leaders and members farmers in integrated systems of farming, leadership and management. ~~\$15,000~~  
11,500

-Gender Analysis and Integrating the Family Workshop = ~~\$4,000~~ \$5,000

V. BOLIVIA COUNTRY BUDGET - three years

	AID	HPI	Total
A. Salaries			
Country Rep (20,000 year)	30,000	30,000	60,000
Trainer (9,000 a year)	27,000	0	<sup>27</sup> <del>30</del> ,000
Extensionist (8,000 a year)	18,000	6,000	24,000
Extensionist (4,000 a year)	6,000	6,000	12,000
Office staff		45,000	
Sub Total Salaries	81,000	87,000	168,000
B. Travel - attached	15,000	15,000	30,000
C. Project Grants		285,000	285,000
D. Office Expenses (rent, utilities, tel. etc)	10,000	13,000	23,000
E. Training & Tech Assist*	42,000	0	
F. Publications of trng materials	7,000	0	
TOTALS	155,000	400,000	555,000

Training\*

- One workshop a year for capacity building of local NGOs and grassroots organizations: \$5,000 each  
= \$15,000
- Curriculum Development (writers) workshop  
= \$5,000
- Develop & write a "Trainers Guide to Participatory and Sustainable Development" and other training tools, contract local writers, artist, technical specialists,  
\$50 day x 200 = \$10,000
- Trainings in project areas for project leaders and farmers in integrated systems, leadership and management. = \$10,000

Heifer Project International  
 Logical Framework  
 Integrated Farm Family Development

Matching Grant  
 FY 94 Application

Narrative Summary	Verifiable Indicators	Means of Verification	Assumptions
<p><u>Goal:</u></p> <p>Enable families to feed themselves, care for their land, &amp; profitably integrate livestock into regenerative agriculture.</p> <p>Enhance HPI's training program worldwide, and strengthen both HPI field staff and those of partner NGOs to plan and manage sustainable development programs.</p>	<p>-Production gain used for nutritional benefit to the families</p> <p>-Use of sustainable ag. practices</p> <p>-Profit from livestock and crop enterprises</p> <p>Demonstrable skills and knowledge in management, training, and evaluation by HPI field staff and partner organizations.</p> <p>A comprehensive training model with corresponding training tools, materials, and audiovisuals.</p>	<p>-Project level records</p> <p>-Sample surveys</p> <p>-HPI database</p>	<p>Relative political stability in target countries.</p> <p>Inflation is reasonable and prices paid for ag produce make profit feasible.</p>

Narrative Summary	Verifiable Indicators	Means of Verification	Assumptions
<p><u>Purpose:</u></p> <p>Help 1,900 farm families to profitable production, family well-being, and improvement of the land through ecologically sound agriculture in Bolivia and Uganda.</p> <p>Train 100 community level leaders (M&amp;F) to organize, teach, and demonstrate sustainable development practices and principles to others.</p> <p>Equip managers and trainers of HPI country offices and 15 partner organizations to strengthen their capacity to plan, manage, train, and evaluate sustainable development projects.</p>	<ul style="list-style-type: none"> <li>-Number of farm families helped directly with livestock enterprises.</li>   <li>-Number of community level leaders that use, demonstrate and teach others sustainable agriculture practices.</li>   <li>-Increased capacity of partner organizations and HPI in-country staff to plan and manage sustainable development projects.</li>   <li>- A participatory training model that HPI can apply worldwide, using appropriate training tools written and tested in target countries.</li> </ul>	<ul style="list-style-type: none"> <li>-Project reports</li>   <li>-Project level ledgers</li>   <li>-Country Program reviews in Bolivia and Uganda</li>   <li>-Final external evaluation.</li>   <li>-Case study or surveys of projects, using HPI's cornerstones as criteria.</li>   <li>-HPI database</li> </ul>	<p>Farmers will have adequate land security to warrant investment in time and money. No major prolonged drought.</p> <p>That training and animal inputs will make a measurable impact on the quality of life of families.</p>

OUTPUTS:	INDICATORS:	MEANS:	ASSUMPTIONS:
<p>A. HPI in-country staff and staff of 15 partner organizations (NGOs) in two target countries &amp; at least two neighboring countries trained in planning, management and evaluation of sustainable development projects.</p> <p>B. 2,000 farmers (both men and women), community leaders, and elected promoters will have gained skills and knowledge in sustainable agriculture models and practices, including animal production, agroforestry, soil conservation, zero-grazing, pasture improvement, and inter-cropping.</p> <p>C. 100 leaders and promoters benefit from training, technical information, and observation of results of sustainable agriculture projects.</p>	<p>A.1 Staff understand and have skills in planning, management and evaluation of sustainable development.</p> <p>B.1 Number of farm families who are direct participants in sustainable development projects and benefit from profitable crop/livestock production.</p>	<p>A.</p> <p>Six month reports. Field visits. Evaluations Meetings with staff</p> <p>Project reports, field visits, and trip reports</p>	<p>Local NGOs make a commitment to networking and training in sustainable development and allow personnel to participate in training.</p> <p>Climatic and weather is not extreme, (droughts/floods, etc)</p> <p>Costs of production and prices of produce make it feasible to make a profit.</p> <p>A high degree of motivation on part of farmers to improve quality of life for their families and rationally use their natural resources.</p>

<p>D. Training resources, technical backstopping, and information provided to local NGOs and HPI country staff</p> <p>E. 15 to 25 practical technical information and training tools produced (i.e. posters, handouts and case studies) on animal production and health themes.</p> <p>✓ F. A comprehensive set of videos on animal production and health collected and made available upon request to country programs.</p> <p>G. A training manual for developing, managing and evaluating integrated livestock projects using participatory "popular education" approaches produced</p>	<p>C.1. HPI country offices staffed by competent technical &amp; administrative staff working directly with local NGOs and networks of development institutions</p> <p>Consultancy and training in silvo-pastoral practices, forages, and nitrogen fixing tree made available to HPI country staff and partner organization staff.</p>	<p>Management and activity reports, annual meetings with field reps and program directors, and field visits.</p> <p>Copies available for review; observation of training and field work</p> <p>Annotated listing of videos, and system to copy and distribute them</p> <p>Published materials and articles</p> <p>Training and meeting ledgers, project reports</p> <p>Report on the events.</p>	<p>High level of interest in networking and collaboration between NGOs, both locally and internationally.</p> <p>HPI's long term strategy of support for country offices and competent national staffing in each of them.</p>
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H. 8 local NGOs and community organizations in the target countries with increased capacity to carry out gender analysis and work with Women in Development projects,

I. Evaluations and reports of sustainable and ecologically sound livestock projects completed, published, and disseminated.

Two major training events and consultations on gender and family issues

Local NGOs with increased consciousness and skills to analyze, plan and implement projects with women's organizations.

Self-evaluations by each project annually,

County Program review in Bolivia and Uganda

Two published case studies with accompanying slide presentations,

Final external evaluations

Evaluations

Project Proposals,

Project and field visit reports.

HPI Program Reports,

Reports from projects, and HPI country office

Published studies and slide shows,

Final Report

Local NGOs are or will become interested in more effective work with women and families.

Local consultants and trainers available,

HPI reporting and evaluation system is practical and helpful to local staff.

<p><b>INPUTS:</b></p> <p>A. HPI resident representation in each country</p> <p>B. Equipment, supplies and livestock</p> <p>C. Training materials - videos, posters, manuals</p> <p>D. Funding for 26 long term, sustainable development projects through local NGOs and grassroots organizations</p> <p>E. Local and international consultant services</p> <p>F. Training events and consultations in countries and in the regions for in-country staff, project personnel and colleague NGO staff.</p> <p>G. Training manuals based on participatory model provided by HPI.</p> <p>H. Evaluation training and consultation.</p> <p>I. Publish and EXCHANGE and WILD newsletters 4 Xs a year, and distributed.</p>	<p>Presence of full time country representatives,</p> <p>Effectiveness of extension and technical staff in the field</p> <p>Effectiveness of administrative personnel in each country</p> <p>Cost effectiveness of funded projects</p> <p>Administrative and professional staff time for management, monitoring, and follow up.</p> <p>Initial workshop with headquarters program management and field reps for strategy and goal clarification.</p> <p>Two gender workshops of consultations.</p> <p>Two curriculum development and training model workshops.</p> <p>Two consultations of training workshops on silvo pastoral practices</p>	<p>Annual meetings and field visits by program directors to monitor programs, review goals and strategic plans for each country.</p> <p>HPI financial reports</p> <p>Personnel contracts</p> <p>Project financial and progress reports</p> <p>HPI data base and files</p> <p>Reports from country program reviews by staff</p> <p>Final evaluation reports of the matching grant</p>	<p>HPI is able to raise matching funds from private sources.</p> <p>Governments and indigenous NGOs provide the contacts and networks with which to work.</p> <p>Printing and mailing costs do not increase drastically in cost</p> <p>HPI will be able to recruit and contract a competent person for grant management and monitor</p>
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