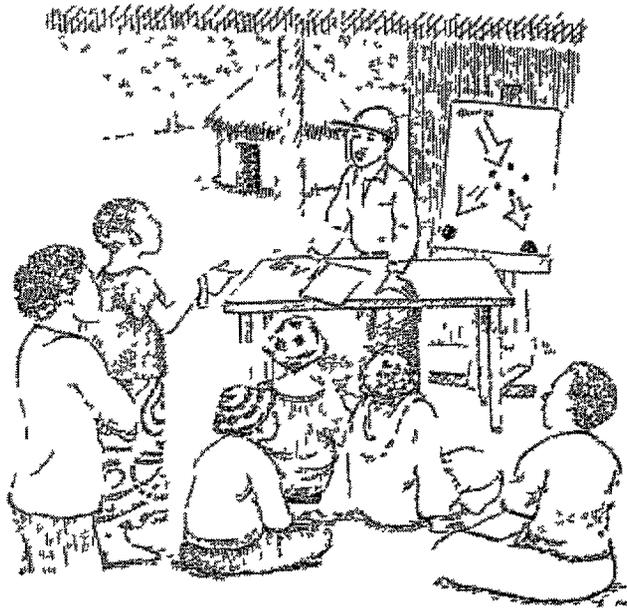


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# **BUILDING CAPACITY THROUGH THE CORNERSTONES MODEL**



## **A MATCHING GRANT REPORT FOR USAID**

**First Annual Report**

**1 October, 1997 - 30 September, 1998**

**Heifer Project International**

**First Annual Report**  
**Cooperative Agreement Number FAO-A-00-97-00050-50**  
**Between**  
**Heifer Project International**  
**and**  
**United States Agency for International Development**  
**Bureau for Humanitarian Response**  
**Office of Private and Voluntary Cooperation**

**I Background and Context**

**A HPI's Organizational Purpose**

HPI's mission is, in partnership with others, to alleviate hunger, poverty and environmental degradation by providing animals, training and community development assistance. HPI also educates people about the root causes of hunger and poverty based on experience and insight gained from working with animals in development since 1944.

**B HPI's Approach**

HPI's approach is to incorporate twelve "cornerstones for just and sustainable development" into livestock projects that work with people living in poverty. These cornerstones include values and principles, such as sharing and caring and environmental improvement, aimed at strengthening rural families and communities holistically, i.e. the material, social, mental, spiritual and ecological aspects of human development. HPI projects improve family nutrition, generate income, build self-reliant grassroots organizations, and help beneficiaries share resources and skills with neighbors through the "passing on the gift" principle.

The matching grant fits into HPI's goal of sustainable development of rural communities by providing funds to help the target program areas to fully implement the Cornerstones Model for planning and management of the development process. An important part of HPI's strategic plan is to share our model with other organizations and document impact. Experience and past evaluations have shown that two of the cornerstones in need of strengthening in the field programs are 1) gender and family focus, and 2) sustainability and self-reliance of grassroots organizations. As a result of this grant, HPI aims to give increased assistance to help family farmers, both women and men, toward greater self-reliance, and empower grassroots organizations to achieve the sustainable results they define for themselves in their vision of the future.

## **C Overview of the Matching Grant**

### **Program Goal**

To improve both the quality of life and the economic and social well being of participating rural communities in three sub-regions of the world on a sustainable basis

### **Program Purpose (s)**

HPI's capacity to implement sustainable development in its global program will be strengthened through delivery of development services, such as technical assistance, gender analysis, monitoring and documentation of project results in the three geographic regions (Andean Region, Southern Africa, and Southeast Asia)

### **Objectives**

- ◆ HPI staff from 12 countries and staff from 30 partner organizations in the three geographical sub-regions will understand and apply the concepts and tools of the Cornerstones Model, thereby increasing their capacity to carry out sustainable development
- ◆ HPI staff and leadership of 18 partner organizations will understand and use gender analysis as a tool for assuring that both women and men farmers are given fair and equitable access to the social and economic benefits of development
- ◆ 12 impact studies of selected projects around the world will document social, economic, nutritional and ecological benefits and constraints in HPI supported projects
- ◆ Three thousand (3,000) farm families will improve their economic and social well being through participation in livestock projects, plus an estimated 6,000 more families will benefit through participation in training and in other projects carried out by partner NGOs
- ◆ Training 300 extensionists and local technicians to effectively use livestock, agroecology practices, the passing-on-the gift system and marketing as tools, so that benefits will accrue to more families in the future will enhance sustainability of benefits to farm families

## **D Implementation Plan Summary**

HPI Country Offices in Bolivia, Indonesia, and Zimbabwe work with local NGOs, community-based organizations and governmental services to carry out rural development through livestock 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. 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.

Training in and dissemination of HPI's Cornerstones Model for values-based planning and management helps project groups do careful assessments and sound planning. Plans are based on (a) a realistic participatory assessment of the present situation, (b) a vision of the future, (c) planning of appropriate and feasible integrated livestock projects, and (c) participatory management and monitoring for decision making and tracking of results.

### **Training Component**

The three country offices each sponsor countrywide and regional workshops in topical areas as defined by themselves and partners, based on particular needs of the situation. This training includes the Cornerstones Model, gender analysis, sustainable agriculture, animal health, and accountability and M&E (monitoring and evaluation). The training and sharing of experiences will benefit grassroots leaders, extensionists and NGO staff.

In regional workshops for HPI country program staff from neighboring countries were given in each of the three countries in the first six months of the grant to orient and train staff on the Cornerstones Model. They, in turn, train give training to partner organizations to be able to work with this model.

The grant provides part of the salary for the Directors of Training and Evaluation at Headquarters, plus the Coordinator and HPI's Gender Program. In addition, funds are available to contract specialists for training in needed areas, such as participatory training, marketing, and livestock production.

## **E Overview of Year One**

Medium and long-term development projects are being funded by HPI and implemented by partner NGOs or grassroots associations in the three target countries. HPI currently works with approximately 21 project partner organizations in the three countries. The Matching Grant gives HPI the opportunity to intensively apply the process of the Cornerstones Model in working with NGOs and grassroots community organizations through the assessment, visioning, planning, implementation and monitoring phases.

New development projects have been started with partners in Zimbabwe and Bolivia. Indonesia, a newer HPI country program, used this first year to build the base for new relationships with national NGOs, and spent considerable time and energy in assessing needs and determining which NGOs are the strongest and most interested for potential partnerships. Several previous projects continue in Indonesia with good results, but no new projects have yet been initiated.

A regional approach was taken to organizational strengthening so that HPI country offices and NGOs in neighboring countries also benefit from this grant. This has been a major thrust in the first year of the grant. The regional level Cornerstones Model workshops in target countries provided training to the Country Directors plus a least one other staff person from 19 countries in Asia, Southern Africa and Latin America/Caribbean. In addition, partner organization leadership from the primary target countries and a few other countries were trained as well.

Besides country office staff, HPI professional staff and consultants from headquarters provide training and professional consultation in the target areas. Headquarters staff provides specialized capacity in gender, evaluation, participatory training, and extension. Most headquarters director-level staff also have agricultural and livestock backgrounds. An additional specialist, a Director of Organizational Development, was recently added at headquarters in September. This will strengthen HPI's strategic initiative toward financially sustainable affiliated Country Programs. In addition to the Cornerstones Model Workshops, these headquarters staff worked to increase capacity of HPI field staff as well as that of cooperating NGOs through Training of Trainers (TOT) workshops, which has been carried out in Asia and Latin America and are planned for year two in Africa.

Tools developed in the previous strengthening grant for gender analysis, participatory training, the Cornerstones Model, and evaluation/monitoring, continue to be tested and modified. Staff is being trained in their use, thus disseminating the most appropriate methods throughout HPI's global program.

Local consultants and surveyors were contracted and trained in each target country to carry out data collection for impact studies of long-term development projects with livestock. An agreement with the Development Economics Department of Bradley University was signed under which a professional researcher went to Zimbabwe and Indonesia to train and set up these impact studies. In addition, training was given to staff and consultants from Bolivia and China to be able to undertake long term studies in those countries. The methodology and techniques for these studies are adapted to the social and cultural contexts of partner organizations and grassroots participants. Resulting case studies will be published and disseminated to the broader development community and to donors and will give HPI valuable information for fund raising as well as management decisions.

## Cornerstones Model Training and Dissemination

One of the chief purposes of the MG is to provide opportunity and facility for HPI to disseminate and train staff and partners around the world in the application of the Cornerstones Model for Values-based planning and management. This has been perhaps the largest achievement of the first year of the grant. The three regional Cornerstones Model workshops were replicated or used in varying forms after the workshops.

As examples of the use and dissemination of the Cornerstones training, the following are descriptions of what happened in the Asian region

- The regional CSM workshop was for staff from 10 Indonesian NGOs and HPI staff from 9 Asian countries. The purpose of this workshop was to train HPI and colleague organizations' staff to apply the Cornerstones Model to strengthen their own organizations and work more effectively with project partners. Participants ranked "usefulness of Cornerstones Model" at an average of 9.5, on a scale of 1-10, with 10 being "excellent". A follow-up survey, though not yet complete, shows the model being used and spread in Indonesia.
- In HPI/IA, two more staff has been trained, and the Cornerstones Model has become the basis for program planning, resulting in team-building and a strategic plan that includes mission and vision statements. The translated Cornerstones Model book is now being distributed to NGOs in Indonesia through the use of a promotional flyer. This book is in high demand despite the postage and handling charges.
- A follow-up survey was sent to 10 of the NGOs that participated in the workshop, half have replied to date. All have at least informally taught other staff about the model. One NGO has taught it to their staff in 4 meetings, to 10 staff from other NGOs in a workshop, and to 10 farmer leaders in 8 villages in a course. The surveys showed the monitoring and evaluation parts were not yet being widely applied.
- HPI/Nepal, HP/Vietnam and HPI/China have also already translated the book and HPI/Thailand and HPI/India are working on it.
- Nepal: in Feb, 1998, 15 men and 7 women from 16 NGOs and COs attended a Cornerstones Model (CSM) Workshop,
- Vietnam: A January workshop was given for 47 participants (9 women and 36 men) from Cantho University and extensionists from 12 provinces in the Mekong Delta,
- China: gave a two-day workshop in January, 1998 for five HPI/China staff. In July, 1998, consultant Susan Stewart worked with HP/China staff and government leaders (8 in total) on the design of a Cornerstones Model workshop appropriate for the Chinese context, which will be carried out in early 1999 for all project related governmental leaders from four provinces. Also, in China, a five-day Cornerstones Workshop was held for goat project holders in July. Also, Mrs. Fu Chang Xiu, an HPI volunteer and Division Director of Animal Husbandry Bureau in Sichuan Province, plans to use the Cornerstones Model to review their organizations' work at the end of this year.

- Philippines 2 male and 4 female HPI staff participated for 1/2-day workshop A 3-day workshop was held for 14 persons from 4 partner NGOs and COs in late 8/98,
- Thailand numerous workshops were held following the Indonesia workshop - (1) for HPI and partner organization staff, (2) for 6 persons from Myanmar in 12/97, (3) for extension workers from World Concern, Thailand, (4) with a project group at the grassroots level in Chiang Dao District (5) a two day CSM workshop in Chiang Mai in conjunction with integrated agriculture for staff of the Rural Development Program of Karen Baptist Convention, plus another NGO and HPI staff, (6) three village level workshops in Namru village for 50 villagers, for communities in the assessment and planning phase (before a project is implemented)
- India conducted CSM training for project partners in 9/98,
- In Cambodia, where HPI is still assessing the situation for a country program, an information sharing session was held for staff of the Royal University of Agriculture

In Zimbabwe and partner organizations have received training in areas identified as in need of strengthening

- In January 1998, HPZ held a three-day regional workshop on the Cornerstones Model for NGO partners from Mozambique, South Africa, Zambia and Zimbabwe The purpose of the workshop was to train HPZ staff and colleague organizations to apply the Cornerstones Model to strengthen their own organizations and to work more effectively with project partners The workshop used participatory tools for situation analysis, goal setting, project planning and management and monitoring
- Farmers have been exposed to the Cornerstones Model A major objective has been to enable participants to vision the future and come up with monitoring indicators
- Extension staff particularly welcomed training in both the Cornerstone Model and Gender and Family Focus 12 NGO staff, 10 men and 2 women, who are project partners in Binga, have received training through HPZ

In Bolivia Cornerstones Model training included

- Cornerstones Model training, for 27 participants from the Latin American region and project partners from Bolivia This was held in Bolivia in February, 1998, and resulted in follow-up plans for the use of the cornerstones and related skills necessary to implement the model in their back home situations
- The Cornerstones Model book has been translated into Spanish and is used by all seven HPI offices in Latin America as a reference
- As a result of these regional workshops, several HPI country programs have replicated training in their programs A Cornerstones Model workshop was carried out in Mexico for HPI staff and all partners,
- Heifer Project Bolivia has applied the process of the model, especially the assessment and visioning parts with all the grassroots farmer's associations with which they work

New projects presented to headquarters for funding approval are based on the visioning and planning process of the Cornerstones Model

**F Targets Compared to Accomplishments**

Year One Targets	Accomplishments
<p><u>Training in the Cornerstones Model</u> HPI in country staff and staff of partner organizations (NGOs) are trained in and applying the Cornerstones Model for values-based planning and management</p>	<p>Three regional Cornerstones Model (CSM) workshops carried out, in Indonesia (November, 1997), Zimbabwe (January, 1998) and Bolivia (March, 1998) Included were participants from other program countries in these regions 9 in Asia, 4 in Southern Africa, and 7 in Latin America/Caribbean See descriptions above of replication and dissemination</p>
<p><u>Staffs of 12 HPI country offices increase skills and resources</u> to strengthen local partners</p>	<p>Staff and partners in 19 countries provided with training Indonesia + eight countries, Zimbabwe + three countries, Bolivia + six countries Plus HPI staff in the USA</p>
<p><u>Guidebook</u> for Cornerstones Model Workshops written and tested</p>	<p>The workshop guide was written and revised after each workshop Also, consultation was provided to the China staff for design and planning their CSM workshop, which will be longer and more intense</p>
<p><u>Project Beneficiaries</u> (three year goal is 3,000 families)</p>	<p>Bolivia 440 families, Zimbabwe 1,600, and Indonesia 141 = 2,180  This calculates families who received both originally placed and pass-on animals Besides this hundreds more families benefit from the training</p>

<p><u>Gender Analysis Training</u> Target for three years is to provide training for 18 local NGOs (six in each region)</p>	<p>Regional Gender Analysis Workshops in Latin America and Asia for staff from 16 countries, including HPI trainers, NGO partners, and HPI managers Also gender workshops done in Bolivia &amp; Honduras</p>
<p><u>Design the impact study protocol, develop and test survey tools and train local staff and consultants for data collection</u></p>	<p>This was done in all three countries Dr Felder trained local data collectors for each country The questionnaires have been revised and data collection begun</p>
<p><u>Strengthening local partners groups and NGOs through training of extension field staff and leaders</u></p>	<p>Numerous training days and workshops with extensionists in all three countries</p>

## Gender

The Cornerstones Grant supported HPI's efforts to further integrate gender analysis into all phases of project work, in order to promote a fair distribution of workload and benefits to both men and women HPI is also developing an organization-wide gender policy with field staff identifying specific objectives to result from it

In November, 1997 a regional gender analysis workshop was held in Quito, Ecuador for HPI staff and partners from Bolivia, Ecuador, Mexico, Honduras, Guatemala, the Dominican Republic, and Peru There were 25 participants (11 men and 14 women) plus three Ecuadorian women facilitators This workshop introduced both a theoretical contexts for the gender perspective, and the use of practical tools to use with project groups during planning, monitoring and evaluating There was much enthusiasm for the field level tools The participants also developed action plans and a funding proposal to bring the gender insights into practice

In May 1998, HPI/Zimbabwe sponsored a gender workshop in Binga, Zimbabwe with project participants and partners to examine the distribution of benefits among men and women Twenty-nine farmers (14 men and 15 women) plus nine staff from six partner organizations participated They looked at the implications of polygamy, and used the cornerstones to exchange ideas on gender and family HPI staff will provide follow up to further bring women's concerns to the foreground

In June 1998, a gender training workshop was held in Phuket, Thailand for the Asia/South Pacific team There were 22 participants (4 women and 18 men), and 3 female facilitators HPI's President and CEO also attended, which added support to the goal of gender equity The four-day workshop demonstrated the human development center of sustainable development, and the difference in the experiences of men and

women, as development workers and farmers. Participants committed themselves to greater gender equity at all levels.

The HPI Gender Policy was drafted and revised at area team meetings in 1997 and 1998. The final revision will be adopted at the Global Team meeting in October 1998, and will set the framework for systematic implementation of actions to promote gender equity in the field and organizationally. The cornerstones model will be strengthened and refined by this commitment to gender equity.

## **Impact Studies**

HPI is developing a process for measuring the impact for both family and organization. We are approaching this in three different ways, with different levels of intensity and rigor.

1. "The Bicycle" This level involves a simple tool that can be used as baseline for each family when they sign the in-kind loan contract. This makes it possible to have information needed for later impact analysis. At the start-up workshop, the representatives from the three grant countries developed a list of possible indicators of both family impact and organizational capacity. From this, they are choosing a few to try as pilots in their projects. At headquarters, we have developed a one-page form that can be completed by every family that signs a contract. In this way, when we decide to measure impact in selected projects, we will have some baseline data.
2. "The Volkswagen" This involves long-term studies on 4- or 5 selected communities in 4 countries that track change in social and environmental situation on families (baseline collected in 1992). This study began in 1990 when a survey tool was developed and piloted in Uganda and Tanzania. Since then we have added India and China, and we hope to collect follow-up data and analyze these results by the end of the grant.
3. The "BMW" This refers to rigorous academic research measuring socio-economic impact in the countries that are covered by this grant. Bradley University is collaborating on this study, and the grant supports local consultants to do the surveys in the three countries. Depending on the results of this study, we may decide to expand to other countries, or we may decide that this is too much work for the information that it generated.

At this point we have not concentrated so much on the institutional capacity indicators, but we hope to move to those when we feel confident that the family-level baseline is being collected in a systematic way. We have shared our work with other HPI country

program offices, and many are enthusiastic about joining and learning from this pilot effort

## **II Country by Country Comparisons of Accomplishments with Objectives**

### **Zimbabwe**

#### **A Zimbabwe Country Objectives for the three years -**

- ◆ Serve as a regional resource for training and consultant services to HPI programs in South Africa, Zambia, Mozambique,
- ◆ Social and economic benefits to 1,300 farm families from participation in livestock projects,
- ◆ Train 12 NGO partner organizations in the Cornerstones Model in the sub-region
- ◆ Undertake 4 impact studies (in the sub-region)
- ◆ Train 120 leaders and extensionists for work with farmers in sustainable livestock projects
- ◆ Train 800 farmers - 50% of them women, in skills and knowledge that will increase group and family well being

#### **Overview of the Zimbabwe Country program**

The goal of Heifer Project Zimbabwe (HPZ) is to promote improved livelihood and food security for poor rural families. This it does by providing animals and training as well as helping beneficiaries share resources through the “passing on the gift” principle. See Appendix 1 for a listing of projects in Zimbabwe.

During the first grant year HPZ has put its emphasis on the drier regions of the country to ensure drought preparedness. Priority has also been placed on the use of gender analysis to increase participation of men, women and children in project planning and management as well as distribution of benefits. HPZ has used the following strategies:

- Provide training to partner organizations both non-governmental and government departments as well as the grass-roots groups. Training is primarily centered on the twelve HPI cornerstones. Groups have been encouraged to make definitions of each of the cornerstones and set indicators appropriate to their circumstances.
- There has been increased collaboration with other organizations notably through the Simchembu Taskforce, a body set up in 1996 and chaired by HPZ. The goal is to coordinate developmental activities carried by several development organizations such as Zimbabwe Women’s Bureau and government organs such as the Department of Agricultural, Technical and Extension Service (Agritex).

HPZ collaborates with seven non-governmental organizations (NGOs) in a Joint Planning Program initiated by Oxfam (Great Britain) and its partners in Zimbabwe. The program seeks to be a strong force for improved livelihood and food security of marginalized communities in selected arid areas of Masvingo, Midlands and Matabeleland Provinces.

- HPZ has also joined hand with the Gweru district Child Welfare Forum, a body whose membership is drawn from NGOs, government ministries, churches and traditional leaders. The Child Welfare Forum is an information sharing body bringing together various organizations with interests in the welfare of the child. HPZ has been member of the Forum since its inception and has committed itself to fund-raise for projects approved by the Forum.
- HPZ signed a letter of agreement to fund a livestock project in Lower Gweru. This project will have impact on needy children such as orphans and neglected children by strengthening the needs of families in especially difficult circumstances. HPZ serves as a resource by linking with project partner organizations and providing training for example in gender analysis, planning and management, thereby increasing their capacity.
- HPZ has also provided a training ground for students from colleges and universities wanting to gain practical experience.
- HPZ has been also been part of the Joint Planning Program Micro-credit Scheme initiated and to be funded by Oxfam Great Britain.
- HPZ sponsored the Binga Development Association (BIDA) to conduct adult literacy classes in Simchembu, an area where literacy levels are very low with negative impact on livestock projects.
- HPZ engaged a Marketing Consultant to look at marketing systems for livestock and crop products in Binga and Simchembu. The major finding was that transport to established markets are both unreliable and expensive and therefore farmers rely on private traders who locally are known as “middle-men”.
- HPZ recognized problems in the production of vegetables in Simchembu. The local market is very small and as a result times becomes flooded. To this end HPZ is working with the Young Women’s Christian Association (YWCA) a partner organization in the Joint Planning Program. The agreement will result in women farmers in Simchembu being trained on how to preserve their vegetables to consume or sell at later date.
- An existing baseline data form has been expanded to make it more comprehensive. It will be used over the following months to monitor project impact using participatory methods. The office continues to use HPI guidelines for monitoring and evaluating projects based on the cornerstones model.
- HPZ hired two Program Assistants since October 1997. Golden Simbanegavi is coordinating Training and Monitoring and Kudzai Akino, for Gender programming and Impact Studies. Both work very much hand-in-hand and help with all aspects of duties pertaining to the work of the office.

- HPZ has continued to promote gender balance in projects. Women have been encouraged to join projects as members in their own right. Project participants and partner organizations too are being encouraged to desegregate data by gender. This has largely been successful.
- In December 1997 Golden Simbanegavi and Kudzai Akino evaluated the HPZ agroforestry program and produced a report. The findings were encouraging. HPZ has always been concerned that animals not cause or worsen any environmental problems but instead that introduction of a livestock product should have positive effect on the environment. The evaluations showed that though the agroforestry program implemented by HPZ is largely in the establishment stage, it is already having some positive impact on the welfare of participants in livestock projects.

### Zimbabwe Comparison of Actual Accomplishments with Originally Proposed

Proposed for three years	Year One
<u>Direct beneficiaries</u> of Livestock in projects 400 families in year one, and 1,300 in three years	293 families in new projects, and 1,618 families between old and new projects in the Zimbabwe country program. The gender breakdown was 50% women in new projects, and 34% women in previously initiated projects.
<u>Train 12 NGO partners</u> in the Cornerstones Model	16 NGOs and Community Organizations have received this training.
<u>Farmer Training</u> 1,800 farmers in various topics and skills	959 men and women participated during this period.
<u>Extensionist Training</u> . 120 extensionists in Cornerstones Model, Gender analysis, or other topics to upgrade their skills	69 extensionists attended training, 11 women and 58 men.
<u>NGO Training</u> 50 NGO staff in Cornerstones Model	14 attended this training in year one.
<u>Gender balance in training</u>	In year one, 55% of trainees at the project level were women.

<u>WiLD Projects</u> Initiate 8 women in livestock projects (in which the primary beneficiaries and/or leaders in the project are women)	Four were started in the first year, though with more in-depth gender training and analysis, the trend is to focus on families, strengthening resources of both men and women
<u>Establish four marketing centers.</u>	A marketing study was completed, giving recommendations on how to proceed in the area of marketing
<u>Initiate new livestock projects, at least one with USAID funds, and continue previous projects</u>	HPZ started support of 8 new projects, 1 of them with USAID Grant aid funding in Binga with three groups Makunku cattle ranching, Junamina goat and Kalungwizi goat projects In addition, 13 previously started projects are continuing
<u>1,300 direct beneficiary families from livestock projects</u>	Between old & new projects, the number of direct beneficiary families in the year was 1,618
<u>Impact studies of cost/benefit by species in four locations (project sites)</u>	The consultant (Dr Felder) trained staff and oriented the person who is contracted to collect the data over the next three years

### **Projected Activities through the first project year**

The following are projected activities from now (August 10) until September 30, 1998

- 1 Continue to screen more projects and make recommendations for funding
- 2 Continue to train farmers and project partners in the cornerstones Model and conduct follow up visits in new projects
- 3 Conduct a follow-up workshop in Binga on Gender and family focus
- 4 Livestock distribution to new projects as well as distribution of pass on the gift animals by established projects
- 5 A baseline data from has already been drafted August and September will see a consolidation of information that will be used in monitoring project impact
- 6 HPZ will continue data collection for impact study

7 Begin to implement the recommendations of the marketing study <sup>1</sup>

### **Problems Encountered and how they have been addressed**

- 1 Cattle dip chemicals previously supplied by the government are now in short supply  
Farmers now have to buy their own chemicals to spray against ticks
- 2 Recurrence of droughts HPZ is working with other organizations to improve water conservation and drought mitigation measures in project areas
- 3 There is a very high illiteracy level particularly among the women in project areas  
For example those who are illiterate are not likely to take up leadership positions such as Secretary or Treasurer In Binga and Simchembu many have never been to school  
HPZ is now funding BIDA to conduct Adult Literacy classes in this area
- 4 Some groups reported a shortage of land to adequately expand the agroforestry-forestry program Most communal farmers have less than five hectares of land each  
Another problem has been the destruction by termites as well as domestic livestock and wildlife due to lack of security to protect establishing nurseries and growing fodder Because of these problems the level to which households or groups have adopted agroforestry varies greatly between projects Farmers continue to require training and support in fodder establishment, management and utilization

### **Unintended Effects**

Many Tonga people live in Binga and Simchembu areas are in polygamous unions Some of the men have as many as five wives while the Tonga define a family as being a man, his wife(s) and children in practice each individual wife is running a separate household She has her own field from which she feeds her children, her own granary and her own cooking hearth At a workshop on Gender and family focus held in Binga on 12 May 1998 project farmers looked at how the benefits of livestock projects could evenly be distributed to polygamous families The issues were quite complex particularly since in many cases two or more members of one union were registered as HPI members In some cases it could be a man and wife B for instance In other unions a man was not a member It could be wife D and Wife E Some fears were raised in relation to polygamy and assistance to families

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<sup>1</sup> One recommendation from this study is that farmers establish marketing associations and common collection points These points would be central areas accessible by all farmers and are linked to major roads Established buyers could then be invited to come and buy products on an agreed sale day Agreements with transporters could possibly also be reached under similar arrangements As well the study has revealed that it is not just the buyers but also the input supplying companies would prefer to deal with groups placing bulk orders This can be to the advantage of farmers if they can as recommended form a marketing association and common collection points Such orders would result in reduced transport costs and benefit farmers as bulk input orders receive discounts ranging from 10 to 20 percent depending on the quantity ordered and the company concerned

It was recognized that potentially there would be unintended negative effects

- 1 If a man with several wives is permitted to have more animals this may encourage men to marry more wives
- 2 If a man with many wives received two heifers the impact will be very dilute because he has a larger number of dependents
- 3 In all groups there are a few families that are not polygamous If each wife is assisted separately, it means that polygamous families will benefit more
- 4 In a polygamous family where one wife only is a direct beneficiary she and her children will be better off than co-wives and their children
- 5 Where several co-wives but not all receive animals this can cause imbalance as there is less spread effect than when a man is a member This is because each co-wife is running a separate household She does not share her property
- 6 There may be jealousy between co-wives within one family receiving HPI assistance and those who are not
- 7 It was also felt that a man was more likely to give more love to a wife who received animals as compared to others because of the wealth she has brought home

## **B Indonesia Country Objectives**

- ◆ Train 640 project participants
- ◆ Conduct four impact studies in Indonesia and other Asian countries
- ◆ Produce local manuals in Bahasa Indonesian for training
- ◆ Strengthen eight NGO partner organizations for sustainable development programs
- ◆ 600 families benefited directly in HPI funded projects

### **Background of Heifer Project/Indonesia (HPI/IA)**

In the past (1980s-present), HPI has funded project and program activities of four NGOs and one GO in four major islands of Indonesia. However, in 1996, HPI began to consolidate this work into a unified Country Program. For this beginning phase, a field office in Bukittinggi, Sumatra and a Country Representative have been contracted through Jasa KATOM, an Indonesian organization that uses a mix of American and Indonesian staff to provide agriculture and environment consulting and training services.

Until the USAID Matching Grant started in October 1997, the program was staffed only by a part-time Country Representative and part-time secretary, thus, the efforts during that period were limited, but temporarily focused on, and accomplished, three main goals. The first goal was improved and increased networking and collaboration with other NGOs. HPI was introduced through correspondence and/or meetings with at least 50 organizations. The second goal was the setting of a manageable geographic focus. Based on cost-effectiveness as the major initial criteria, the eight Sumatran provinces were tentatively chosen. After information on needs, potential, and local NGOs was collected and appeared to justify focusing the program in Sumatra, the latter was officially set as the area of coverage. The third goal was increased funding/fundraising. In 1996 the HPI/IA Country Representative collaborated with HPI/HQ to write a proposal for a matching grant with USAID, which would provide most of the funds needed by the program. This was approved for the period October 1997 - September 2000.

Since October 1997, there has been no need for new efforts toward the geographic area and fundraising goals, instead efforts have focused on the networking and other goals that are part of the program and its matching grant. In the latter part of 1997, the main focus was on adding human and computer resources, a HQ monitoring visit, and organizing, holding, and documenting three training events. Unfortunately, two staff needed to be replaced, so the January - March 1998 period was focused on team building, and then program planning. Skill building for our staff and networking followed this in the next quarter with NGOs while collecting data to improve our situation definition. In this final quarter of the first year of the grant, the networking and data collection will continue, the impact study will begin, and screening for project partners will become a new focus of activity. At the end of this period, the program should be emerging out of its infancy stage.

## Indonesia Comparison of Actual Accomplishments with Originally Proposed

Proposed for three years-	Accomplished - Year One
Assessment and strengthening of Indonesian NGOs Target of 8 in three years	Began by needs assessment and CSM training with 10 local NGOs as potential partners
Regional Cornerstones Model training with HPI from other HPI programs in Asia and local NGOs Target 25 staff in three years	Accomplished with 10 local NGOs and HPI staff and partners from 8 Asian countries besides Indonesia See Appendix for description of spread and multiplier effect
Field visits between countries and projects for training and exchange of experiences	HP/IA staff visited India and Thailand for training, and HPI staff from 4 other countries visited Indonesia projects after the Cornerstones Model workshop
Strengthening 40 community level project groups in throughout the A/SP region in three-year period	<p>Cornerstones Model, gender training and Training of Trainers has begun to be replicated in most HPI country programs in Asia</p> <p>Workshops have been held at grassroots level in India, Thailand, Nepal, Vietnam, China, and the Philippines</p>
1st HPI/IA Project Partners Meeting	<p>A meeting was held in Nov, 1997, to establish an annual forum for exchange of ideas Since the program was still in its infancy, with only two project partners, most participants were invited from "potential" partner organizations (one per province) Discussions focused on needs assessment in working with small livestock farmers in Sumatra The NGOs made recommendations to HPI/IA for its program HPI/IA later used the resulting recommendations in its strategic plan and reported this follow-up back to the NGOs who had participated</p>

Gender Analysis training for HPI staff and partners in Asian region Target of 24 staff in three years	Regional Gender workshop was held in Thailand in 6/98, in year one rather than year two, since the funding was actually mistakenly scheduled in year one 22 HPI staff attended from all 8 A/SP countries, plus HPI CEO from Headquarters, For the Indonesian NGOs, another training is now planned in year two
Four impact studies in three years	One long term study begun in Indonesia and one in China <sup>2</sup>
Participatory Training for HPI staff, NGO partners and community leaders	2 HPI co-Country Directors received TOT in India
Livestock Projects with local partners Target of six in three years	Only 2 projects underway, but the groundwork has been laid for planning projects with good potential partners in next year
Three program -related books and manuals translated into Bahasa Indonesian	Three books translated, printed and made locally available <sup>3</sup>

<sup>2</sup> Because of the distance between HPI/IA's Sumatra and Java projects, only the on-going Sumatra project begun in 1985 by Bina Swadaya in Lampung province was chosen for impact study HPI/IA is contracting a local Indonesian consultant (Mr Sih Hananto) and his two assistants to conduct the surveys designed by Dr Joe Felder of Bradley University (USA) The surveys have been translated into Indonesian, and Dr Felder trained the surveyors in July The survey is to be conducted over a three-year period (September 1998 to June 2001) with a total of 124 farm households The selection of the 124 farm households and the first survey period, with 62 farm families, will be completed by September 1998

<sup>3</sup> HPI/IA worked together with local translators to produce an Indonesian language translation of the HPI books, The Cornerstones Model. Values-based Planning and Management and Livestock For A Small Earth. The Role of Animals In A Just And Sustainable World The draft of the former was available as a resource for the Indonesian participants of the Cornerstones Model training in November 1997, it was later printed in March 1998 The latter book was printed in June 1998 Both were printed in limited editions of 200 copies each Permission from the author and publisher and funding from HPI was received to start on translation of the third book, Ethnoveterinary Medicine in Asia. An Information Kit on Traditional Health Care Practices This book is scheduled printing by April 1999 in anticipation of training needs i e in response to the currency crisis, which has made imported veterinary medicines unaffordable

## **Problems Encountered and How Addressed**

### **1 Smoke Haze Hindered Air Travel in 1997**

It took more than a full day, but Kate traveled by land and sea to reach Singapore, and from there was able to fly, on time, to the Cornerstones Grant Start-up Workshop in the US. Her return was by similar means. International participants in the Cornerstones Model Workshop were asked to use Singapore as a transit point to Indonesia so that they could be brought in to the West Sumatra training site by several options, depending on which airports might be open at that time. Our four-person staff were each in charge of receiving guests at one of the four resulting entry points: Singapore-Batam, Pekanbaru, Padang, and Bukittinggi. All participants made it to Bukittinggi safely and on time.

### **2 Difficulty in Obtaining Indonesian Visas for Some Asian HPI Staff**

We worked with agents in Jakarta and in the respective countries until every participant received the needed visa. However, because of this difficulty, the A/SP team decided they preferred to have the regional gender workshop in Thailand, which is far more open to travelers of all nationalities.

### **3 Full-time workload of the representative position**

Since Kate has two small children to raise, and some duties as President Director of Jasa KATOM, she could not take on the full-time duties now required by the Country Representative job because of increased program activities. This was solved by a job share arrangement with Tom Dierolf, the other agriculture consultant in Jasa KATOM.

### **4 Turn-Over of HPI/IA Staff**

Unfortunately, the job performance of the HPI Program Assistant originally hired was not acceptable. He was let go in 12/97. Thus, in early 1998 much effort was undertaken to improve our recruitment process and hire really competent new staff. The new HPI Program Assistant, Abdul Syam, and the new Secretary, Febrianti, are a great improvement and real assets to the team, which now functions smoothly and closely.

### **Unintended Effects**

We do not know of any obvious unintended effects.

## C Bolivia Country Program

### Country Grant Objectives

- ◆ Train seven partner organizations in Bolivia in the Cornerstones Model and monitor their use
- ◆ Train HPI staff from the Andean Region in the Cornerstones Model
- ◆ Conduct four impact studies
- ◆ Social and economic benefit to 800 beneficiary families in projects
- ◆ Train 50 leaders and extensionist to provide improved services to sustainable development projects

### Overview of the Bolivia Country Program

HPI has a long-term presence in Bolivia for over 40 years. The strategy of the current program is to work in support of grassroots farmers' organizations and NGO project partners. The goal is long term sustainable development using participatory training, in-kind livestock credit, micro-credit (monetary), and promotion of gender equity in communities and families.

HPI works in Bolivia in two major ecological areas of the country, the high plateau (*altiplano*) and the tropical lowlands in Eastern Bolivia. Strategically, HP/B gives priority to 16 pilot communities within larger *campesino* associations.

Training is a strong emphasis on the Bolivia program, for which HP/Bolivia has invested heavily in recent years to have available training capacity on staff as well in colleague institutions. Training workshops were carried out at the community level with leaders of the Associations in the areas of San Julian, El Chore, Yapacani, Alto Beni and Yucumo.

As a result of the many workshops carried out

- 14 of the 16 communities worked with have written their "Work Plans" with corresponding budgets, a clear vision of the short, medium, and long term future. These community associations work with an annual work plan as their guide.
- The Cornerstones Model was used in work with these associations, emphasizing self-selected core values as the most important foundation for the development of the community and to improve the quality of life of the people living there.
- As a result of consciousness raising and training, as well as putting financial backing into the same, greater opportunity is given to women to attend the workshops, including the provision of child care at the workshop location.
- A new project was initiated with Grant funds, in which the Cornerstones model is used as the guiding process, including ample time and energy for self-assessment in a participatory way of the group.

## Bolivia Comparison of Actual Accomplishments with Originally Proposed

Proposed for Three Years	Year One
Training of 7 partners organizations in the Cornerstones Model (CSM), and monitor its use	HP/Bolivia staff all trained in CSM together with staff and leaders from four partners. In turn, HPB staff worked with all partner organizations with which HPB is working directly on Values-based planning, visioning, strategic planning and project planning and implementation. See Table 1 below.
Train HPI staff from Andean Region in CSM	Regional CSM workshop held with participation of 7 Latin America HPI country staff and partners, plus four partner organizations from Bolivia. See next page.
Gender Analysis training for all HPI Country Directors and application of gender analysis at the project planning and implementation level	Regional Gender workshop carried out for HPI Latin America (Country Director plus one other from each country). In Bolivia two Gender Analyses workshops were carried out to train and plan with all partner organizations on how to implement at the project level.
Four Impact Studies	Training and design of the study done with headquarters support, and the data collection begun in three project sites.
Social-economic impact benefit for 800 beneficiary families through livestock projects	440 families were direct beneficiaries of livestock through original placement or Pass on the Gift system in the six principle projects supported by HPB.
Train 50 leaders and extensionists to be able to better provide services in sustainable development projects	All the leadership and local extension workers in the six projects have participated in various trainings during the year. In several of the projects, HPB provides intensive tutoring and a stipend in support of a locally hired coordinator for the Farmer's Associations.

**Table 1**  
**Bolivia Project-level training in year one**

<b>Topic</b>	<b># of Workshops</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>
Values-based Planning	25	242	499	741
Project Management	2	12	24	36
Strategic Planning	3	9	34	43
Sheep Production & Health	2	21	23	44
Cattle Production & Health	1	8	14	22
Sustainable Agriculture Production	2	40	60	100
Budgeting and Bookkeeping	4	27	63	90
<b>Totals</b>		<b>359</b>	<b>717</b>	<b>1,076</b>

### **Regional Training**

Regional workshops were carried out for HPI country staff and partners from Latin America/Caribbean. Six other countries besides Bolivia were represented: Peru, Ecuador, Honduras, Guatemala, Mexico, and Dominican Republic. The Country Director plus one other person from each country participated in these regional workshops, (previously HPI had provided a Training of Trainers workshop on participatory training

methods and theory on a regional basis), secondly a Workshop on Gender Sensation and Analysis, and thirdly, a Workshop on the Cornerstones Model.

- **Gender** In November, 1997 a regional workshop was held in Quito, Ecuador for 25 participants (11 men and 14 women). Participants developed action plans and funding proposals to bring gender insights into practice.
- **Cornerstones Model training**, for 27 participants from the Latin American region and project partners from Bolivia. This was held in Bolivia in February, 1998, and resulted in follow-up plans for the use of the cornerstones and the use of skills necessary to implement the model in their back home situations.

As a result of these regional workshops, several HPI country programs have replicated training in their programs. A Cornerstones Model workshop was carried out in Mexico for HPI staff and all partners.

Gender training has been done in Honduras and Ecuador. As a result of emphasis on gender analysis training in Bolivia, gender analysis is incorporated into project planning in a much more intentional way. Also, the Bolivia Country Program has a revised strategic plan that places strong emphasis on the cornerstones and the visioning process for both the country office and the project holder organizations. NGO partners also are using the model and values-based planning in their plans.

### **HPI/Bolivia Staff Training**

Soon after the initiation of the grant, the position of Training Coordinator, supported by the grant, was filled. This person is responsible for facilitation of some of the training, as well as other grant related activities, such as the coordination of impact studies, and organizational strengthening activities with partners. The country program staff, including the Country Director, Training Coordinator, Accountant, and two Field Extensionists, are involved in providing community level training and applying the Cornerstones Model with project groups. Training includes the Cornerstones model, leadership, bookkeeping and administration, as well as organizational assessment for the grassroots associations.

- Three HP/B staff attended a workshop on "Gender Perspectives in Development Projects, sponsored by another NGO
- The Country Director and the Coordinator of Training attended the "Startup Workshop" for the matching grant in Arkansas in Oct, 1997
- The Country Director and Training Coordinator also attended the regional Gender training in Quito, in November, 1997
- The HP/B accountant attended training in the HPI central offices in the US on Administration and Accounting in HPI, in June, 1998
- The Training Coordinator participated in the "Training of Trainers" facilitated by Susan Stewart, in February, 1998 in Santa Cruz. The entire staff of HP/Bolivia attended the Cornerstones Workshop and regional Team Meeting in Bolivia in March, 1998

### **Impact Studies**

A local consultant has been contracted to collect data and oversee the carrying out of the impact studies in Bolivia. Two other interviewers have been hired for fieldwork. The consultant received training from Dr. Joe Felder and Jennifer Shumaker in Arkansas before returning to Bolivia to begin the data collection process. The first interviews began the second half of June, 1998, with 25 families, and the second set of interviews will happen in December, 1998 with 25 more families. These studies are being carried out in three locations, Las Gamas, 14 families, El Chore with 20, and San Julian with 16 families.

## Projects Supported by HP/Bolivia during the Period

- 1 San Julian Association of Small Producers "Vision and Values Project" works with both large and small animals, including cattle and sheep in this large *colonization* area During the period the "pass on" of animals benefited 196 families, by providing livestock to 123 women and 73 men Activities during the year included 13 training events, with the participation of 112 women and 216 men The association contracted an administrator to coordinate the actions laid out in their Annual Work Plan and long-range vision
- 2 Las Gamas Pilot Project of Training Women in Sustainable Agricultural Systems This project includes forestation (12,000 sq meters) on the land of 20 women and 30 men farmers Training was done in four workshops on the following subjects pasture and forest management, intensive management of broilers, project feasibility studies, feeding and management of laying hens A community bank was initiated for savings and production loans, benefiting 150 families
- 3 Yucumo Association of Small-scale Producers "Vision and Values for the Yucumo Association" This is a relatively new cattle project in the Beni area (tropical lowlands), starting with 20 families as direct beneficiaries of livestock However, the training and technical assistance aspect works with the whole association in which seven workshops were given with participation of 80 women and 165 men
- 4 El Chore Small Producer's Association of El Chore ( ASPECH ), "Values and Vision for ASPECH", a project to help the association vision its future, plan and monitor progress Started with 21 families as recipients of livestock Nine workshops given on various subjects, in which 145 women and 224 men participated
- 5 Methodist Church project in the Altiplano, which works with traditional small animals, guinea pigs and sheep 96 families benefited through passing on the gift during this year
- 6 UNAPEGA Training and Genetic Improvement for Cattle Pass on benefited 41 women and 48 men as new owners of family cows HPB worked with this National Association of Small Livestock Raisers on training and elaboration of their strategic plan Leadership received Cornerstones Model training

### **III Constraints, Unexpected Benefits and Lessons Learned**

#### **A Problems or Constraints**

No major constraints have been encountered overall. Several problems are noted in the country program sections, mostly having to do with difficulty in finding staff to fill the training coordinator role in Indonesia, and environmental challenges such as draught in Zimbabwe and fire/haze in Indonesia.

#### **B Strategies to deal with problems**

Because HPI was so well prepared to launch this program, the fact that all headquarters staff were already in place, and country program staff were very much involved in the planning of the program, this grant got off to a fast start and is a bit ahead of schedule. For example, we have already accomplished several objectives that were originally scheduled for year two, especially the Regional Gender training workshop in Asia. Therefore, it appears that spending is ahead of schedule. However, we were able to find additional funds from other sources for some of the Gender training (matching funds), and so this is not a difficulty that needs adjustment in the cooperative agreement.

#### **C Unexpected Results**

We didn't anticipate such enthusiastic response to the Cornerstones Workshops, to the extent that a number of the countries have translated (or are in the process of translating) the Cornerstones Model book into the languages of their countries i.e. Indonesian, Nepalese, Vietnamese, Chinese. Also, we have had more requests for the training than anticipated either from other HPI country programs or several other agencies (UMCOR in Armenia, for example). Several new project proposals have been presented reflecting the use of the model, such as the projects from Bolivia, which are based on the visioning and values identification of the grassroots groups. HP/B is working with

### **III Changes in Project Design**

None are needed or requested.

### **IV Budget and Expenditures**

It can be seen in the following spreadsheet that expenditures during this initial period have been essentially on target. We are slightly ahead of schedule on some of the expenditures for training, given the fact that two of the Regional Gender workshops were carried out in year one rather than in the second year. This was due primarily to programmatic and cost effectiveness factors. Additional funds became available for gender training as matching funds from another source, so it was most efficient to proceed with these workshops early in the grant period.

It is also obvious that HPI is not experiencing any difficulty in meeting its matching obligations and goals. No changes in budget or revisions in line items are necessary at this time, nor are they anticipated in the next year. We hope that we can continue to conserve on headquarters expenses, and, thus, revise the budget in the third year to make more funds available to the field programs.

### Budget and Expenditures

October 1, 1997 through June, 1998

#### Matching Grant

	3 year Budget		Reported Previously		Spent this period April - June 1998		Total to Date	
	USAID	HPI	USAID	HPI	USAID	HPI	USAID	HPI
<b>Headquarters</b>								
a&b = Salary & Benefits	170 280	299 706	22 039	15 861	6 532	6 283	28 571	22 14
c Travel	78 500	17 500	15 996	121	4 995	2 423	20 991	2 54
d Equipment	0	3 000	0	-	-	-	-	-
e Supplies	13 500	9 000	1 283	1 508	1 230	993	2 513	2 50
f Contracted Services	63 670		5 875	-	-	-	5 875	
g Training	8 100		633	519	2 552	318	3 185	83
h Project grants			0	-	-	-	-	-
<b>Total HQ</b>	<b>334 050</b>	<b>329,206</b>	<b>45,826</b>	<b>18 009</b>	<b>15 309</b>	<b>10 017</b>	<b>61,135</b>	<b>28 02</b>
<b>Bolivia</b>								
Advances to Field			35,000	6 521	29 773	70 884	64 773	77 40
Spent at HQ			0	-	-	-	-	-
J&B Salary + Benefits	96,070	146 678	1,111	13 676	964	3 752	2 075	17 42
c Travel	25 500	12,000	11,575	2,177	(5 018)	1 328	6 557	3,50
d Equipment	3 000		0	55	-	-	-	5
e Supplies	3 000		0	67	-	287	-	35
f Contracted Services	33,900		0	-	-	-	-	-
g Training	36 125		67	-	1 845	3 346	1 912	3 34
h Project grants	40,000	185,000	0	-	-	-	-	-
<b>Totals</b>	<b>237,595</b>	<b>343 678</b>	<b>47,753</b>	<b>22,496</b>	<b>27,564</b>	<b>79 597</b>	<b>75 317</b>	<b>102 09</b>
<b>Zimbabwe</b>								
Advances to Field			46,184	71,425	42,656	10,987	88,840	82 41
Spent at HQ			0	-	-	-	-	-
J&B Salary + Benefits	118 800	213,840	4,646	14,654	1,768	5,937	6,414	20,59
c Travel	32,850	14,900	0	-	-	-	-	-
d Equipment	3,000		0	-	-	-	-	-
e Supplies	3,000		0	27	-	53	-	8
f Contracted Services	34 100		0	-	-	-	-	-
g Training	34,800		0	-	-	-	-	-
h Project grants	40 000	180,000	0	34,000	-	29 000	-	63,00
<b>Totals</b>	<b>266,550</b>	<b>408,740</b>	<b>50,830</b>	<b>120,106</b>	<b>44,424</b>	<b>45,977</b>	<b>95,254</b>	<b>166,08</b>

**Financial Report,  
Continued**

**Indonesia**

Advances to Field			0	63 589	71 628	(33,425)	71,628	30,16
Spent at HQ			0	-	-	-	-	
J&B Salary + Benefits	43,322	94 090	1 224	5 944	2 797	4,784	4 021	10 72
c Travel	27,750	12 000	292	750	-	-	292	75
d Equipment	3 000		0	-	-	-	-	
e Supplies	3 000		0	-	-	-	-	
f Contracted Services	29,000		0	-	-	-	-	
g Training	61,760		80	-	-	-	80	
h Project grants	40 000	135 000	0	13 345	-	(6 490)	-	6 85
Totals	207 832	241 090	1 596	83 628	74 425	(35 131)	76 021	48 49
i Total Direct Charges	1 046 027	1 322 714	146 005	244 239	161 722	100 460	307 727	344 69
j Indirect @ 21.89%	228 975	289 542	31 960	53 464	35 401	21 991	67 361	75 45
k TOTALS	1 275,002	1 612 256	177 965	297 703	197 123	122 451	375 088	420 15

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**Zimbabwe Program Expenses**  
**October 1, 1997 through June 30,1998**

Line Items	Rep Office Match 21-0570-00	CS Grant -AID 21-0575-05 and 21-0575-01 (BIDA project)
80 Livestock/Freight	0 00	529 88
82 Agric Equipment	0 00	0 00
83 Agric Supplies	0 00	0 00
85 Travel/Vehicle	26,375 63	5 844 51
87 Training	4 252 97	7,401 68
88 Technical Services/Evaluation	3,824 51	5 921 37
90 Personnel	28,547 18	20 074 04
91 Office Expenses	7 837 78	1 562 00
93 Capital Expenses	0 00	3,033 51
94 Other Project funds advanced*	<u>73,000 00</u>	<u>0 00</u>
TOTAL	143 838 07	44 366 99

FUNDS ADVANCED	Rep Advances	C S Grant Advances
	22 800 00 10/15/97	23 000 00 12/19/97
	399 99 1/15/98	23 184 00 3/13/98
	1 000 00 1/30/98	19 000 00 4/17/98 BIDAproject
	22 800 00 1/30/98	23 184 00 6/19/98
	5 000 00 3/13/98	472 00 6/26/98
	24 425 00 3/13/98	
	<u>5,000.00 6/19/98</u>	
TOTAL	81,424 99	<u>88 840 00</u>

Project Advances*	
	20,000 00
	29 000 00
	15,000 00
	<u>9,000 00</u>
TOTAL	73,000 00

**Bolivia Program Expenses**  
**October 1, 1997 through June 30, 1998**

Category	Description	Expended Oct-June Rep Office 23-0060-01	Expended Oct-June CS Grant 23-0065-01 and 23-0212-01 (Las Gamas)	Expended Oct-June
	85 Travel/Vehicle Operations	\$ 7 324 52	\$ 11 347 00	
	87 Training	\$ 3,125 00	\$ 7,993 92	
	88 Technical Services/Evaluation	\$ 1 575 00	\$ 755 50	
	90 Personnel	\$ 41 998 83	\$ 25 815 67	
	91 Office Expenses	\$ 9 352 45	\$ 2 509 00	
	93 Capital Expenses		\$ 3 000 00	
	94 Others	\$ 1 575 00		
	95 Matching Funds	\$ 5 800 00		
	Project fund advances	\$ 60 007 00	\$ 7 600 00	
		\$130 757 80	\$ 59 021 09	
		Funds received Rep Office 23-0060-01	Funds Received CS Grant 23-0065-01	
		\$107,521 44	\$ 72 773 67	

Note Rep Office received funds prior to Oct 1 for FY 1998 for Rep Office expenses

**Indonesia Program Expenses**  
**October 1997-September 1998**

(Shown in \$US)

Budget Items	1997/98 CG Budget	Total Expenses	Budget Balance
start-up workshop	2,300	1,889	411
monitoring/training	7,067	3,650	3,417
consultants	1,550	112	1,438
reg CM workshop	5,800	5,800	0
reg gender workshop	5,800	955	4,845
<b>TRAVEL/VEH OP</b>	<b>22,517</b>	<b>12,407</b>	<b>10,110</b>
reg CM workshop	10,970	7,479	3,491
reg gender workshop	12,220	6,874	5,346
partner workshops	5,417	0	5,417
tot	7,440	522	6,918
<b>TRAINING</b>	<b>36,047</b>	<b>14,875</b>	<b>21,172</b>
monitoring & eval	1,600	0	1,600
mgmt info system	1,200	0	1,200
translations	1,200	227	973
training	1,200	0	1,200
financial sustainability	5,000	0	5,000
<b>TECH SERV /EVAL</b>	<b>10,200</b>	<b>227</b>	<b>9,973</b>
salary, director (fee)	29,700	24,675	5,025
salary, assistant	5,000	831	4,169
benefit director (fee)	9,504	7,128	2,376
benefit, assistant	1,600	214	1,386
<b>PERSONNEL</b>	<b>45,804</b>	<b>32,848</b>	<b>12,956</b>
case studies	0	0	0
<b>OFFICE EXPENSE</b>	<b>0</b>	<b>0</b>	<b>0</b>
aid computer	3,000	2,562	438
<b>CAPITAL EXPENSE</b>	<b>3,000</b>	<b>2,562</b>	<b>438</b>
<b>TOTALS</b>	<b>117,568</b>	<b>62,919</b>	<b>54,649</b>

**Appendix 1**  
**Table 1**  
**Zimbabwe, On-going Projects**

HPZ works with 12 livestock projects that were initiated before the onset of the Matching Grant. These continue to provide benefits and expand the number of beneficiaries. These projects have benefited the following number of people:

Project people <sup>4</sup>	Men	Women	Total	#
Gokwe Omay	180	20	200	1400
Pepukai	70	18	88	616
Mapato	129	32	161	1127
Ruyamuro	1	52	53	371
Nharira	102	26	128	896
Zvehuru	85	21	106	742
Chivi	128	32	160	1120
Isheunesu	36	9	45	315
Chiedza Bangira	3	57	60	420
Ruzivo	0	36	36	252
Maungwe	0	125	125	875
Takawira	95	30	125	875
Kumboedza	21	17	38	266
Totals	850	475	1325	9275
% by sex	64%	36%		

<sup>4</sup> The total number of beneficiaries is calculated by multiplying the total of families times 7, the average family size.

**Appendix 1 - continued**

**Table 2**

**Zimbabwe New Projects Initiated under the Matching Grant**

The following are new projects being funded during the course of 1998

NEW PROJECTS	TYPE	BENEFICIARIES			DONOR
		M EN	WOM EN	TOTAL	
BIDA					
* Makunku	Cattle Ranching	9	16	25	Matching Grant
* Junamina	Goat	8	7	15	Matching Grant
*Kalungwizi	Goat	8	7	15	Matching Grant
Vukuzenzele	Cattle Power	30	6	36	Oxfam Great Britain
Nehanda	Cattle Power	45	16	61	Netherlands Embassy
Batana	Cattle Power	9	4	13	HPI
Zaka	Cattle Power	57	87	144	McKnight Foundation
Chikomba 2	Cattle Power	31	3	34	Pass on the gift from Takawira Livestock
Totals		147	146	293 (50/50 men and women)	

## Appendix 2

### Table 1

#### Indonesia - Specific Outputs Achieved Training Activities Funded through the Grant

No	Type	For Whom	No Trained	Days of Training
1	Needs Assessment	HPI/IA staff, IA partner NGO staff, Other IA NGO staff	1 man & 1 woman, 1 woman, 8 men & 2 women	2 (18-19/11/97) “
2	Cornerstones Model	HPI/IA staff, Other HPI A/SP staff, IA partner NGO staff, Other IA NGO staff (11 NGOs), Bangla Partner NGO staff	3 men & 1 woman, 14 men, 1 woman, 9 men & 2 women, 1 man	3 (20-22/11/97) “ “ “ “
3	Field Exchange Visit	HPI/IA staff, Other HPI A/SP staff	1 woman, 4 men	2 (25-27/11/97) “
4	Cornerstones Model	HPI/Vietnamese Partner CO leaders	37 men & 8 women	2 (1/98)
5	Cornerstones Model & Strategic Planning	HPI/IA staff (attended #1), HPI/IA staff (1st time)	1 man & 1 woman, 1 man & 1 woman	3 (4-6/3/98) “
6	Cornerstones Model	HPI/Phil staff, HPI/Phil Partner NGO staff	3 men & 4 women, 12 men & 3 women	2 1/2 (30/3-1/4/98)
7	Learning to Teach (TOT) <sup>5</sup>	HPI/IA staff	1 woman	5 (23-27/5/98)
8	Learning to Teach (TOT)	HPI/IA staff	1 man	5 (1-5/6/98)

<sup>5</sup> Training of Trainers (TOT), is a five-day intensive workshop with a relatively small number of participants who learn participatory methods and theory of training. Practice and feedback are strongly emphasized.

9	Gender Justice	HPI/IA staff, Other HPI A/SP staff, HPI President/CEO	1 man & 1 woman, 16 men & 3 women, 1 woman	5 (9-13/6/98) " "
10	Cornerstones Model & Strategic Plan Review	HPI/IA staff (all attended #1 and/or #2)	2 men & 2 women	1 1/2 (25-26/6/98)
11	Impact Study Surveying	HPI/IA staff, Local Indonesian consultants	2 men, 3 men	3 (16-18/7/98)
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	TOTALS	HPI/IA staff, Other HPI A/SP staff, HPI President/CEO, IA partner NGO staff, Other IA NGO staff (11 NGOs), Other A/SP partner NGO staff, Other A/SP partner CO leaders	4 men & 2 women, 21 men & 6 women, 1 woman, 1 woman, 9 men & 2 women, 13 men & 3 women, 37 men & 8 women	

### Effect on Target Group - Training

- 1 Needs Assessment The purpose of this workshop was a) introduce the vision, mission, and basic development approach of HPI to potential partner NGOs, b) identify the general opportunities and problems of small-scale livestock farmers in Sumatra, and c) identify and prioritize ways that HPI/IA could assist NGOs in using livestock as a media or vehicle for community development. Participants rated the implementation, content, and achievement of objectives from satisfactory to good. The facilitation by the Program Assistant was rather passive and results of b and c were not as specific as HPI/IA had hoped for.
- 2 Cornerstones Model For staff from 10 Indonesian NGOs and HPI staff from 9 Asian countries. The purpose of this workshop was to train HPI and colleague organizations' staff to apply the Cornerstones Model to strengthen their organizations and work more effectively with project partners.

- 3 Exchange Visit The purpose of this exchange visit was to review Cornerstones Model concepts in actual field situations Because of the distance of the project site from the workshop site, the number of participants was limited More structured and focused discussion would have added to the usefulness
- 4 Cornerstones Training in Vietnam This is the first time the HPI project holders know systematically all HPI cornerstones, their definitions and indicators, HPI mission statement, different steps in improving the planning and management including "define the situation, envision the future, plan the program, manage and monitor" "From February to May 1998 each project holder worked with grassroots members on improving the Cornerstones based management of the existing projects
- 5 Cornerstones Model and Strategic Planning The purpose of this workshop was to a) learn the Cornerstones Model by applying it to HPI/IA's own strategic plan, b) revise and refine the strategic plan to the point where it could be reported to stakeholders and implemented, and c) build our team through striving for unified mission, vision, and objectives For achievement of these purposes, staff gave a score of 4.3 out of 5 They were particularly satisfied with writing an HPI/IA purpose statement, producing a prioritized ranking of Cornerstones for HPI/IA, and listing and prioritizing HPI/IA's key issues
- 6 Cornerstones Model/Philippines The HPI/Phil Staff are now more deliberate in using cornerstones as parameters in the assessment of all proposals submitted and the review of progress reports Four staff will have used training to become facilitators of similar workshops The partner participants reported in a later conference that what they had learned was very useful in their project implementation, monitoring and evaluation process One partner oriented another NGO and organized a follow-up workshop in his area
- 7 This TOT was carried out in India for HPI staff and partners, and two Indonesia HPI staff The general purpose is to increase HPI and partner staff abilities as trainers Kate rated this training as exceptional She felt she learned the "dialogical" approach, asking open questions, the 7 steps of planning, and a simple lesson format, which she has already been able to apply in facilitating training It has helped her teaching to be more systematic and achievement-based
- 8 Tom Dierolf not only felt the TOT was a great training, but that it was urgently needed for all of our staff He said the TOT taught him a new way of looking at things and a realization of how talking too much can shut down the receptivity of listeners It also gave him tools to reduce his talking time as a trainer Likewise, he learned that popular education includes thinking, doing, and, most importantly, feeling
- 9 Gender Analysis and Justice The objectives were to sensitize participants to gender issues, supply the practical gender analysis tools they will need to work in a gender perspective at the project level, and gain skills as facilitators of the gender sensitization and analysis processes The participants agreed verbally that almost all the written objectives and expectations had been fully met The workshop was very

strong in the sensitizing process, but rushed through the tools a bit HPI/IA still needs to learn how to apply these in the program work

- 10 Strategic Plan Review. The HPI/IA team needed to check the appropriateness, realism, and progress of the strategic plan and make changes. It was also an opportunity to teach a deeper understanding of the parts of the Cornerstones Model which have not yet been well covered. At the end, the participants agreed verbally that the written objectives and expectations had been met, and the main information needed to finalize the plan revision had been collected.
- 11 Impact Study Survey and Methods. The purpose was to provide an understanding of the surveys to be used in the impact studies and how they were to be administered. During the field-testing that took place, the learning was immediately applied and seemed adequate.