



**Heartlands**  
International

*We have a world of experience*

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## **Corporate Capability Statement for Training**

Heartlands International, Ltd. is a management consulting and training company with over 25 years in business, delivering quality services on time and within budget. Heartlands is certified as an 8(a), Native American, woman owned small business. Heartlands Training Division has experience in the design and management of virtually any type of event from small seminars to large, multinational conferences. Heartlands has designed and managed training systems and events in over 60 countries including the United States. Because of our international work, we have special expertise in cultural issues in management and training including gender and ethnic diversity.

Heartlands senior staff has expertise in the management of multi-million dollar training programs for government agencies and other large organizations. We work closely with our clients to assure that our plans meet their needs through the development of detailed work plans to assure that activities are spaced appropriately over the year. We have a cadre of experts that we can call on when additional human resources or technical expertise are required to deliver services.

At Heartlands, our training complements consulting interventions. Heartlands provides demand-driven skill-building and experience-sharing training programs. Each client-engagement is designed based on our high impact philosophy. Heartlands is aware that an organization's success depends on its ability to improve employee performance. As most training is undertaken with the purpose of changing behavior, each Heartlands event is preceded by a clear understanding of the behavior that is to be changed and analysis of what activities will most likely lead to changed behavior after the workshop, seminar, or conference. We have extensive international experience in behavior change, specifically in health and community participation activities, and we use that experience in the development of new activities.

As a key element of our planning our trainers examine participant skill levels, identify gaps in performance, the causes of such gaps, and then the expert selects from a variety of proven performance improvement interventions. Heartlands unique approach allows clients to examine their mission and to focus available resources aligning employee development with business objectives,

Heartlands excels at executive coaching that supports organizational change, transition to higher levels of authority, and working in complex or difficult environments. Heartland training always focuses on individuals, whether they are leaders, teams, or other employees. Emphasizing skill development for immediate on-the-job application, Heartlands provides training services in specialized technical areas as well as management, organizational development, institutional strengthening, and communication.

Heartlands also has the capability of delivering a range of services that support our training activity such as the development or revision of handbooks and reference material, training guides, and the development of Quick Guides that make difficult tasks simpler. Our training division can deliver services on-line, by CD-ROM, and other media. We can also develop instructional materials using video or other electronic media.

Heartlands has wide experience in the development of training plans that link agency wide training programs with strategic goals and priorities. Much of our consulting over the past twenty years has involved needs assessments and the development of training strategies. Heartlands has developed strategic training plans for HUD, private sector firms such as Shell/Nigeria, and large international nonprofits such as Plan International and Orbis International. Heartlands has carried out workforce assessments for governments overseas (Ethiopia, Kenya) as well as for U.S. agencies (Department of Agriculture, HUD). Based on those assessments, we have designed strategies to meet future workforce needs. An important element of the HUD Youthbuild project is working with the private sector to do workforce assessments in the construction trades and tailoring training for youth to those needs.

### **Management of large training and support contracts**

Heartlands is currently subcontractor in eight large USAID projects. Our role is usually monitoring and evaluation and/or training technical provider. These include:

- **Civilian Response Corps Training for USAID Office of Human Resources.** Subcontractor to International Resources Group. Heartlands designed a two-week workshop for USAID's Citizens Response Corps (CRC) staff. Heartlands carried out a needs assessment and designed two workshops, Intake and Familiarization Orientation (IFO) and Progressive Case Studies (PSC), which is presented every other month in Washington, DC. The first week is on USAID policy and working with the military. The second week is built around a practical case study that involves conflict management, coordination with other groups, community development principles, and various other tools that will enable the CRC staff to be effective in a high-stress situation.
- **Program and Project Management Training for USAID Office of Human Resources.** Subcontractor to International Resources Group. Heartlands provides consultants for all of USAID's staff training including Program and Project Management Training (PPMT), Planning, Achieving, Learning (PAL) training and Cognitive Technical Officer (CTO) Training. We have provided consultants for Afghanistan, Uganda, South Africa and other missions.
- **Evaluation technical Assistance to an Anti-Corruption Program in the Philippines:** MSI is the prime contractor. In this project, we respond to task orders from USAID/Philippines on monitoring anti corruption activities including training government and civic leaders in transparency.
- **USAID Global Anti-Corruption IQC:** Heartlands is subcontractor for evaluation and training. MSI is the prime contractor. Heartlands responds to task orders from all USAID Missions on evaluation and training issues in anti-corruption programs.

- A three year **USAID program in Central Asia** to establish schools of business. Heartlands is subcontractor for evaluation and gender issues. Carana Corporation is the prime contractor. Heartlands assisted with the development of the project plan and basic monitoring system for the project. We send consultants out periodically to assess progress towards objectives.
- Two staff-positions (M&E specialist and web site manager) with the USAID/Africa Bureau's regional Africa's Health for 2010 as sub contractor to AED. For this project we provide technical assistance on monitoring and evaluation of a regional health project as well as knowledge management services to the project and its clients.
- Technical Assistance to the Adult and Basic Education Project of USAID/EGAT as subcontractor to Creative Associates. In this project we respond to task orders from the Missions on basic education projects.
- Technical Assistance to the USAID/EGAT program linking education with health as subcontractor to Creative Associates.
- Technical Assistance to USAID/D&G's Conflict Management and Mitigation Project, subcontractor to Creative Associates.

## **Expertise in learning and educational activities**

Heartlands has over 30 years of experience in the design and use of adult learning materials. All of Heartlands 300+ workshops, seminars, and conferences have used experiential, participatory methods that enable adults to take responsibility for their own learning. Heartlands and its associates have written over 100 training manuals that feature detailed guidance for step-in facilitators to use the materials without much prior training materials. Heartlands also has extensive experience in training of trainers workshops and activities that train technical experts in more effective classroom skills.

Heartlands has designed and implemented workshops, conferences, seminars, and events of all types in over 50 countries. We are expert on cultural sensitivities and local customs with regard to events. A clearly defined methodology includes checklists and guidelines for event management. The Master Facilitators have experience in the use of over 50 different types of activities in their work including case studies, strategic planning exercises, peer-to-peer learning, role playing, and critical incident analysis.

## **Conference Planning, Meeting Development, and Event Logistics**

Heartlands uses participatory, qualitative methods, and adult learning techniques that are results oriented and culturally appropriate. Over the past twenty years, Heartlands International has managed large and small meetings for numerous U.S. Government and other institutions including the World Bank, Shell Oil Company, The National Park Service, U.S. Department of

Agriculture, The United Nations, and nonprofit organizations such as CARE, Save the Children, and PLAN International.

Heartlands routinely find locations for learning events, manage registrations, procure needed audio-visual equipment, and provide logistics for conferences and workshops of all sizes. We have managed international conferences of up to 500 participants as well as small strategic planning workshops and learning events. We have developed checklists and other planning guidance to assure that we make plans well ahead of the event.

Heartlands is noted for its support to federal agencies charged with implementing complex programs. We understand that federal employees must adhere to regulations and our clients come to see us as a major asset in effective program delivery. Heartlands International has provided technical training to small groups with very specific, sometimes highly technical, learning objectives. We have also provided umbrella training to large groups, to acquaint attendees with topic specific information and best practices. Our training team has written, or co-authored, numerous technical how-to manuals including project management manuals, project implementation guides, and topic specific how-to manuals.

### **Web support and results tracking**

Heartlands has two full-time information technology specialists on staff who design and manage our office information systems that also include supporting our programs. We maintain a project web site ([www.cidi.org](http://www.cidi.org)) and our corporate web site ([www.heartlandsinternational.com](http://www.heartlandsinternational.com)) has pages dedicated to specific projects such as the HUD Youthbuild project and CorCom. Because of our expertise in program monitoring, we maintain detailed tracking systems. We have the capability to develop a separate case management system for each employee or participant including which individuals have been for training and how that training has affected their job performance. We can also monitor the performance of the overall training strategy against the corporate goals of our clients.

### **Some examples of Heartlands work**

For **USDA**, Heartlands designed and facilitated a series of National Rural Development Leaders Schools, two week workshops for civic leaders on participatory development and how to access federal funding. Heartlands shaped the workshop topics, selected specialists to speak at the conference, and designed integrated activities for participants to share examples of best practices. Heartlands coordinated the logistics for the workshops which were held in various part of the U.S.

For the **World Bank**, Heartland's staff organized a 350-person conference on the topic of Public Private Partnership. Heartlands staff worked with the client to finalize the agenda, identify appropriate experts, and collect copies of presentations from all 15 presenters prior to the meeting. Heartlands staff identified and recruited three key-note speakers and arranged a formal evening reception for special guests of the meetings. Heartlands staff provided all logistics including site selection, participant registration and marketing. Staff also provided travel logistics and visa assistance and to participants throughout the world. The event received very positive evaluations and lead to the development of a formal World Bank program on public-private partnerships.

For the U.S. National Park Service, Heartlands designed and implemented a one week training course on participatory methods in the design of programs for minority communities. This seminar, held in New Orleans, was for 30 National Park Service planners and superintendents and included a two-day practicum in small ethnic communities outside of New Orleans. Heartlands handled all aspects of the seminar including logistics with the hotel and communities where the practicum was held. The trainers also prepared a notebook of resource materials and consultants resumes that participants could call on when they implemented the methods back at their parks. The methods were used by almost all of participants on their return to their jobs and trainees found the methods to be highly cost-effective.

For the **Peace Corps**, Heartlands prepared a series of ten simple manuals on how to gather information from the community including interviews, community mapping, focus groups, and other techniques that citizens or volunteers could use to stimulate community involvement in project design, implementation, and evaluation. There were also simple guidelines on how to analyze data and write reports. These manuals are still used widely by Peace Corps Volunteers world-wide.

For the **World Bank in Nepal**, Heartlands designed a participatory monitoring system for a community water system. With technical assistance from World Bank engineers and public health experts, communities learned to design and implement potable water projects that dramatically reduced the amount of time women needed to carry water. Heartlands used participatory methods to enable the community members to evaluate the impact of the new water project on women's time use, the incidence of water-borne disease, and the use of latrines. This was the first time participatory evaluation methodology was used by the World Bank and it was so successful it was adapted for use in other programs in Asia.

Heartlands has designed and provides **cross cultural training for USDA** officials who will work with Africans on the Codex Alimentarius committees to negotiate food safety standards. Heartlands provides training on cultural issues in working with Africans including non-verbal communication, African history, and customs as the affect negotiations over food safety standards.

### **Outreach and Informational Materials**

Heartlands excels at the development of integrated informational materials that support training including brochures, manuals, telephone information lines, web-sites, and other materials. Our quality control system assures that all materials are consistent, user-friendly, and accessible by those who need them. A few examples of our materials include:

- Participatory Approaches for Community Health Worker Training *in Primary Eye Care*, a manual for community workers on the prevention of blindness.
- *Partnerships with Business: A Practical Guide for Nonprofit Organizations* and *Partnerships with Business: The Toolkit* are popular manuals sustainable community programs.
- *Procurement and accounting training* materials for the World Bank's Community Based Development project. The project manual is being used in 14 countries in Africa and the Near East.
- *Step by Step Guide: Monitoring and Evaluating Small Business Projects*. A monitoring and evaluation guide for managers of small business promotion projects. The first but still the

most widely used guide on small business project design and monitoring. Available in Spanish and French.

- *Mainstreaming Gender in Water and Sanitation Programming*. UNICEF Global Guidelines. Published 1998.

## Other Media

Heartlands increasingly provides materials in electronic formats. We are skilled at the development of interactive materials for web or CD-ROM. Learners with access to computers can work through a series of scenarios, activities, or games that are interesting and instructional. Some examples of other media include:

- *Video: Tools for Community Participation*( 1991): a companion video of a manual on an innovative community development strategy for use with low-literacy communities.
- *The Bonds of Change*, a video on building capacity of local non-profits in developing countries.
- A multimedia community participation training program *Diverse Communications: Investing in Relationships*.
- Heartlands provides the **web design and knowledge management** expertise for the Africa 2010 project with a full time staff position dedicated to the project.

## Virtual Meetings and List-serves

Heartlands has experience in the management of virtual meetings and list-serves where participants can join in a discussion with others on line. Virtual meetings can be done using the telephone or video conferencing as our offices are equipped for either. Virtual meetings and list-serves are an invaluable way for discussions and learning to occur without the costs of travel. Heartlands understands that people are pressed for time so we assist our clients in finding the most concise forum that will meet objectives and the budget.

## Heartlands International's team of Master Facilitators

Heartland International, Ltd.'s team of 30 Master Facilitators is known world-wide for the quality of the seminars, workshops and conferences delivered. They have delivered hundreds of workshops, seminars, and other events and have written or co-authored over 50 training courses in the United States and overseas. The team has delivered training events on a wide range of technical topics ranging from project management, environmental justice, partnership building, and sound accounting practices to intestinal parasite monitoring, the management of hospital laboratories, environmental health, blindness prevention, reforestation best practices, and latrine installation. With over 1000 hours of classroom instruction experience, our Master Facilitators are expert trainers who know how to develop materials, activities and sequence of events to obtain the desired results. They are experienced in working with technical experts to design activities that include lectures, knowledge sharing, and activities.

## Heartlands International Ltd. Current and Previous Clients

*Government & International Organizations*  
National Park Service, Ethnography Program

Office of Technology Assessment, US Congress  
United Nations Capital Development Fund (UNCDF)  
United Nations Development Program (UNDP)  
U.S. Agency for International Development (USAID)  
U.S. Department of Agriculture (USDA)  
U.S. Department of Housing and Urban Development (HUD)  
Peace Corps  
The World Bank

*Business*

Camp, Dresser and McKee, Engineering  
Cecchi and Company, Inc.  
Chevron Oil Co./ Angola  
International Science and Technology Institute (ISTI)  
Development Alternatives, Inc. (DAI)  
Louis Berger, Inc.  
Southern Scrap Materials, LLC.  
Shell Oil Company, Nigeria  
Social Impact, Inc.

*Colleges & Universities*

Boston University, Carroll School of Management  
Cumberland County (NJ) Community College  
George Washington University, Elliott School of International Affairs  
Johns Hopkins University

*Nonprofit Clients*

Adventist Relief & Development Agency (ADRA)  
African American Institute  
Centre for Development and Population Assistance (CEDPA)  
International Foundation for Electoral Systems (IFES)  
Orbis International  
Pan American Development Foundation (PADF)  
PLAN, International  
Pathfinder International  
Salesian Missions  
Salvation Army World Service  
World Learning  
World Wildlife Fund  
Winrock International

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