



**Heartlands**  
International

We have a world of experience

510 N Street, SW, # N527  
Washington, DC 20024  
Phone: 202.554.6316  
Fax: 202.554.6317

## **Corporate Capabilities Statement for Program Evaluation**

Heartlands International, Ltd. is a management consulting and training company. We have expertise in project design, management, and evaluations including the design of monitoring systems. We specialize in participatory systems and innovative approaches to program design and evaluation. We have developed and successfully used a highly effective Service Quality Review methodology that assesses programs successes while identifying ways it can be improved. The Service Quality Review methodology is more acceptable to those who are being interviewed than standards outside evaluations. We also have experience in the design of management systems, reporting systems, workshops on all aspects of design, management and evaluation. We place great emphasis on gender and other cultural issues in the design of programs so that they build on local traditions and customs where possible.

Founded in 1983, Heartlands is a minority (Native American), woman-owned firm. Although we only received 8(a) Disadvantaged Business certification from the Small Business Administration in 2002, we have a 20-year history of providing professional services in management, training and program audits to USAID, the World Bank, private development organizations, and to private sector firms world-wide.

Our founder, Shirley Buzzard, holds a Ph.D. in Applied Anthropology and a M.Sc. in Community Development. Over the past 20 years, she has worked as a professional consultant in international health and program evaluations in over 50 countries world-wide. She oversees all Heartlands International associates in their work to assure that their services are of the highest quality and meet the needs of the client. She founded the Corporate Community Investment Service (CorCom) in 1992 to further joint ventures between businesses and nonprofits. She has taught at various universities for 10 years, including George Washington University, the University of Maryland's European Division, and Georgetown University. She has numerous publications, and is a frequent speaker at board meetings and conferences.

Heartlands works with individuals, groups, and communities to make them more effective at working together, identifying and solving their problems. Heartlands International's team of senior associates has experience working in varied settings in the US and overseas. We are equally comfortable with senior government officials and non-literate communities overseas. All of our associates hold graduate or technical degrees in their field, have over ten years of practical international experience. We place emphasis on participatory, qualitative methods, adult learning techniques, and results oriented methods. We offer our clients services that are carefully crafted to meet their specific needs that are delivered in a professional manner, are on time, and within the available resources. Heartlands was named Woman Owned Small Business of the year by USDA in 2007.

We work with *individuals* as they learn technical, management and communication skills. We provide *groups* with proven techniques to help them be more effective in the office or in the community. We work with *communities* to make them better places to live.

Heartlands is the evaluation subcontractor for the Africa 2010 Regional Health project for USAID's Africa Bureau, the evaluation subcontractor for a program to establish business schools in Central Asian Republics, in a USAID anticorruption project, and other USAID contracts.

We provide clients with professional services in:

➤ **Program audits and evaluation**

- Design of program monitoring and reporting systems
- Project and program results evaluations
- Process evaluations
- Service Quality Review
- Management decision systems

➤ **Community development**

- Capacity building for NGOs
- Participatory rapid assessments
- Partnership creation with industry, government, or other communities.

➤ **Project and program management**

- Needs assessments and program design
- Organization development and capacity building
- Staff skills development
- Strategic planning
- Technical assistance
- Service quality reviews
- Technical review of proposals

➤ **Training and conference management**

- Human resource development
- Gender, diversity, and disability sensitivity training
- Communication skills and interpersonal relations
- Executive retreats and team building

## A World of Experience

In addition to extensive work in the United States, Heartlands International has direct experience in the following countries. Through our associates, we have capability in many more countries.

**Africa:** Ethiopia, Ghana, Kenya, Lesotho, Mali, Nigeria, Sierra Leone, Tanzania, Zimbabwe

**Asia:** Bangladesh, China, India, Indonesia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, Vietnam

**Former Soviet Union:** Albania, Armenia, Azerbaijan, Bulgaria, Croatia, Georgia, Kazakhstan, Kyrgyz Republic, Poland, Romania, Russia

**Europe:** Belgium, Germany, Greece, Italy, Spain.

**Latin America:** Belize, Colombia, Ecuador, Guatemala, Haiti, Honduras, Panama, Peru.

**Near East:** Egypt, Turkey

**Pacific:** Australia, Fiji, Papua New Guinea, Solomon Islands.

### Heartlands previous clients have included

Adventist Relief and Development Agency  
(ADRA)

Academy for Economic Development (AED)

African American Institute

Boston University, Carroll School of  
Management

Camp, Dresser and McKee, Engineering

CARE

Centre for Development and Population  
Assistance (CEDPA)

Center for Migration Studies

Checchi and Company, Inc.

Cumberland County Community College,

Development Alternatives, Inc.

Environmental Health Project

Food for the Hungry, International.

George Washington University, Elliott School  
of International Affairs

International Science and Technology Institute  
(ISTI)

International Foundation for Electoral Systems  
(IFES)

Institute for Sustainable Communities

Louis Berger, Inc.

National Park Service, Ethnography Program

Office of Technology Assessment, US Congress

Orbis International

Pact, Inc.

Pan American Development Foundation  
(PADF)

PLAN, International

Pathfinder International

Peace Corps

Pearl S. Buck Foundation

Silesian Missions

Salvation Army World Service

Shell Oil Company, Nigeria

The World Bank

World Learning

World Wildlife Fund

United Nations Capital Development Fund  
(UNCDF)

United Nations Development Program (UNDP)

U.S. Agency for International Development  
(USAID)

U.S. Department of Agriculture (USDA)

## **Selected Heartlands Evaluation and Research Activities**

**Institute for Sustainable Communities**, - Led a team on a Service Quality Review of how well partner NGOs in Bulgaria are serving community and civil society groups.

**ORBIS**, - Visited ORBIS plane which does eye surgery during its program in Varna, Bulgaria. Reviewed the current reporting process and designed an evaluation of the Plane Program.

**World Bank Institute** - Co-facilitator of a skills workshop on Monitoring and Evaluation for Use in Supervision, Washington, DC.

**Save the Children and USAID/BHR** - Evaluation of a \$5 million matching grant that would integrate gender analysis in Save the Children Programs. Field work carried out in Mozambique and Bangladesh.

**USAID/ENI and Basic Health Management** - Evaluation of American International Health Alliance programs matching hospitals in the US with partners in the former Soviet Union. Travel to Russia, Estonia, Croatia.

**Peace Corps, Office of Training and Program Support, Small Business Support Section, 20 May** - Team leader on an evaluation of Peace Corps Small business projects in Romania involving extensive travel in Romania.

**USAID/G/PHN/Population and POPTECH**; - Evaluated CEDPA's family planning Cooperative Agreement with the Office of Population including field visits to Kenya and India.

**Centre for Development and Population Activities (CEDPA)**- Carried out an evaluation of a family planning clinic in Moscow.

**Peace Corps, Office of Training and Program Support, Evaluation Office**, - Wrote a manual for carrying out evaluations of Peace Corps projects including a team planning meeting format.

**Food for the Hungry International**, - Designed a participatory monitoring and evaluation system for a credit program for low-income Kenyans. Designed and facilitated a workshop on monitoring credit programs for six other organizations offering credit to the poor.

**Peace Corps, Office of Training and Program Support**, - Led an evaluation of Peace Corps small business projects in Poland, including training Polish counterparts in evaluation skills.

**A.I.D./R&D/WID and Checchi and Company** - Carried out an evaluation of A.I.D.'s Women in Development Match and Core projects.

**The World Bank** - Designed a participatory monitoring system for a community based water and sanitation project (JAKPAS) in Nepal. Designed and conducted a workshop on the system for NGO representatives.

**A.I.D./AFR/ONI and TvT Associates** – Led an evaluation of PVO Initiatives Project including a trip to Kenya and Mali.

**Private Agencies Collaborating Together (PACT)** - Designed and implemented a final evaluation of PACT's Cooperative Agreement with AID/FVA/PVC.

**Salvation Army World Service (SAWSO)** - Technical advisor on the design and implementation of a midterm evaluation of an A.I.D./FVA/PVC matching grant and lead a team leader on two field trips (Papua New Guinea and Pakistan) to write evaluation case studies.

**World Wildlife Fund** - Technical advice on an institutionalized system for monitoring and evaluating WWF projects.

**Private Agencies Collaborating Together-** Designed and led a mid-term evaluation of PACT's cooperative agreement with A.I.D./FVA/PVC

**Adventist Relief and Development Agency (ADRA)** - Led for evaluation of small enterprise project in Thailand and Indonesia, part of ADRA's Matching Grant from A.I.D.

**A.I.D./S&T/POP and POPTECH,** - Led an evaluation of the Centre for Development and Population Activities (CEDPA) cooperative agreement projects.

**Peace Corps/Washington** - Technical assistance in the design of a new evaluation system for Peace Corps worldwide and the establishment of a new evaluation office. Wrote a new evaluation manual and 10 "how-to" Field Guides

**Private Agencies Collaborating Together (PACT)** - Technical Coordinator for the Small Enterprise Evaluation Project (SEEP)- Wrote Monitoring and Evaluating Small Business Projects: A Step by Step Guide. Field tested the book in India and the Solomon Islands

**Office of Technology Assessment, U.S. Congress,** - Evaluated the African Development Foundation (ADF), field visits to ADF funded projects in Kenya and Tanzania.

**A.I.D./FVA/PVC and International Science and Technology Institute (ISTI),** - Led a team evaluation of Lutheran World Relief projects in Peru. Part of ISTI's Institutional Development Series.

**USAID/Belize and Water and Sanitation for Health (WASH),** Evaluated a CARE water project in northern Belize.

**World Education,** - Designed and carried out a participatory baseline study to measure the impact on participants of the Tototo women's projects in Coastal Province, Kenya.

**UNDP** - - Research on Small Arms and Light Weapons control programs world wide and the design of a program strategy for UNDP.

**Salesian Missions** - Designed a girls vocational training program for five countries and wrote a proposal for a Matching Grant to USAID for \$2.5 million over five years.

**Corporate Community Investment Service,** - Exploratory trip to Azerbaijan, Armenia, and Georgia to identify businesses that might be interested in partnerships with nonprofits.

**Carroll School of Management, Boston University,** - Designed and carried out research on regionalization strategies in three organizations, Price Waterhouse Ltd (London), Christian Children's Fund and Catholic Charities.

**Food Security and Nutrition Project (IMPACT)** - Researched and wrote a paper on the relationship between credit to women and household food security.

**Center for Immigration Studies** - Research on the impact of the Immigration Reform Control Act (IRCA) on the availability of labor in Yakima Valley, Washington and wrote a chapter for a book on the topic.

**A.I.D./Africa Bureau and DevRes**, - Carried out a needs assessment for a revised management information system within the Bureau and with Missions.

**USAID/Lesotho and Water and Sanitation for Health (WASH)**, - Carried out a feasibility study of the privatization of a country-wide, rural water project in Lesotho.

**Foster Parents Plan International (PLAN)** - Designed and carried out research on alternative approaches to urban development by small-scale development organizations. Research included visits to 54 projects in Guatemala, Honduras, Panama, Ecuador, Peru, Egypt, India, and Thailand.

**Foster Parents Plan International (PLAN)**, - Designed and carried out research on small-enterprise projects carried out by small-scale development organizations. Visits to 25 small-enterprise projects in the Philippines, Sierra Leone, Kenya, India, and Indonesia.

For additional information, please contact:

Dr. Shirley Buzzard  
President, Heartlands International  
510 N Street, SW, N-527  
Washington, DC 20024  
Email: [sbuzzard@heartlands.us](mailto:sbuzzard@heartlands.us)  
Phone: 202.554.6316  
Fax: 202.554.6317