A Qualitative and Quantitative Approach to Impact Evaluations of International Development Interventions: The Case of Heifer International in 20 Countries, 2005-2009

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Contents

- About Heifer International
- The challenge presented to WMU
- Evaluation questions, methodology, fieldwork and reporting
- Strategies and challenges for coordinating impact evaluations within a large international NGO

Heifer Project International

Help Hungry Families Feed Themselves

“Teach a man how to fish” has been the practical, but powerful philosophy behind Heifer since 1944

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The challenges for WMU

- Evaluation of the impact of complex and multifaceted poverty reduction, rural development and environmental protection projects supported by HPI in several countries
- No baseline data
- Limited budget
- Limited timeframe

Evaluation Questions

- Impact on:
  - poverty and the environment
  - Institutional development of local partner agencies
  - gender equity
- Relevance of strategy re to the needs
- Efficacy (achievements vs. objectives)
- Efficiency (results vs. input/cost/timeliness)
- Sustainability of benefits

20 countries and 155 projects visited

2005

South-Central USA (8)
Peru (5)

2006

Thailand (13)
Nepal (6)
Albania (5)

2007

China (9)
Kenya (8)
Tanzania (11)
Cameroon (9)

2008

Cambodia (8)
Vietnam (9)
Ghana (8)
Honduras (10)
Guatemala (14)

2009

Indonesia (8)
Philippines (8)
Armenia (8)
Baltic States (8)
- Estonia
- Latvia
- Lithuania

Professionals involved

- 88 hired by WMU:
  - 26 external evaluators (EC staff, IDPE students and faculty, and external consultants)
  - 22 overseas researchers (ATG)
  - 40 local interpreters
- More than 100 HPI staff from country offices and HQ

The Heifer Hoofprint Model

Impact attributed beyond reasonable doubt to Heifer:

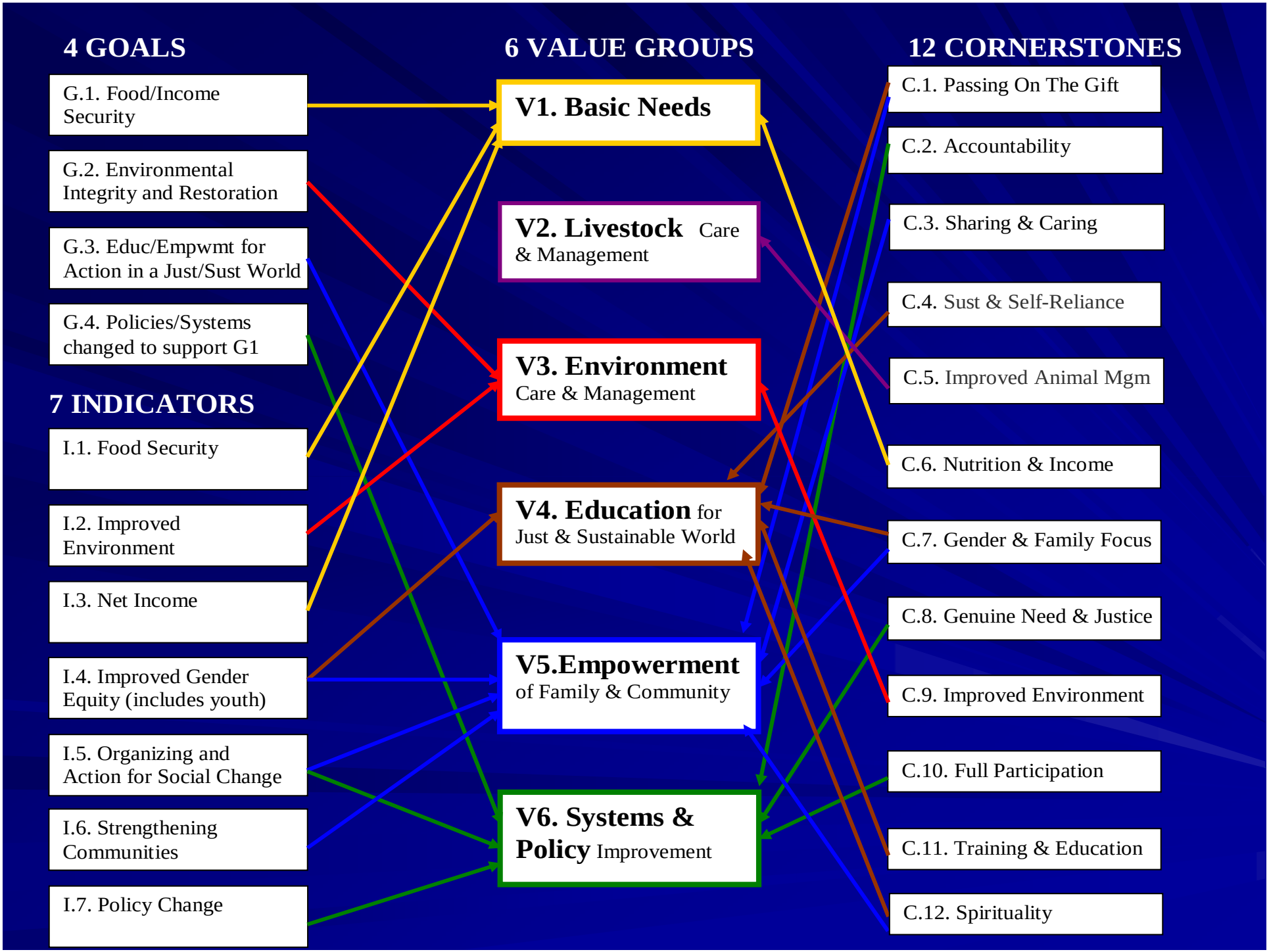
Above the ground

On the ground

Below the ground

Impact and more…

- **KEC** - Key Evaluation Checklist (by Scriven)
- **Impact**: expected & unexpected, positive & negative
- **Process**: ethicality, fidelity, reach/coverage, scientifically optimal, etc.
- **Cost**: money & non-money, direct & indirect, etc
- **Comparisons**: different ways to achieve similar results
- **Generalizability**: sustainability + exportability


4 GOALS
G.1. Food/Income Security
G.2. Environmental Integrity and Restoration
G.3. Educ/Empwmt for Action in a Just/Sust World
G.4. Policies/Systems changed to support G1
7 INDICATORS
I.1. Food Security
I.2. Improved Environment
I.3. Net Income
I.4. Improved Gender Equity (includes youth)
I.5. Organizing and Action for Social Change
I.6. Strengthening Communities
I.7. Policy Change
6 VALUE GROUPS
V1. Basic Needs
V2. Livestock Care & Management
V3. Environment Care & Management
V4. Education for Just & Sustainable World
V5.Empowerment of Family & Community
V6. Systems & Policy Improvement
12 CORNERSTONES
C.1. Passing On The Gift
C.2. Accountability
C.3. Sharing & Caring
C.4. Sust & Self-Reliance
C.5. Improved Animal Mgm
C.6. Nutrition & Income
C.7. Gender & Family Focus
C.8. Genuine Need & Justice
C.9. Improved Environment
C.10. Full Participation
C.11. Training & Education
C.12. Spirituality

Fieldwork strategies

- 21 days of two evaluators (sr & jr) in each country (included travel, briefing and debriefing)
- Site visits to 8 projects (about 2 days per project) in each country (best representation of efforts)
- 2-day training seminar at WMU for external evaluators

Data collection in each project

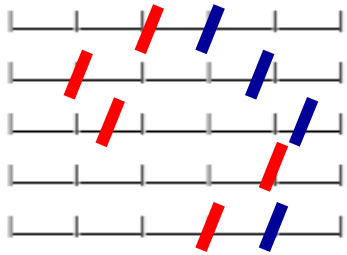
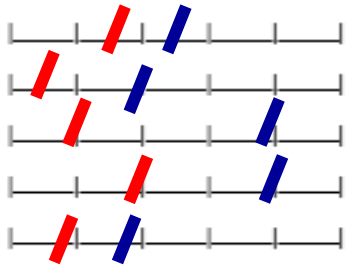
1. Interview with local agency (project holder)
2. Interview with 8 participating families
3. Interview with 2 non-participating families
4. Group meeting open to all
5. Focus group with community leaders
6. Interview with government officials (whenever possible)

The Above the Ground Study

- Search for impacts (positive and negative) at regional, national and international levels
- Conducted by independent researcher based in the country
- Interviews with 10 to 12 representatives of other agencies working in the same geographic areas or with the same content areas as HPI

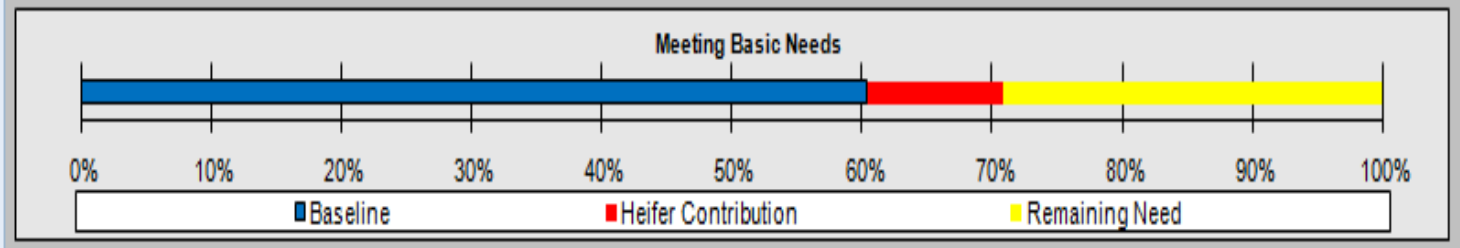
Value Group	Subvalues (criteria)
Meeting Basic Needs **(115)**	▪ Year-Round Adequate and Nutritious Food **(25)** ▪ Adequate, Safe Water Year-Round **(25)** ▪ Adequate Shelter/Housing **(25)** ▪ Sustainable Income and Assets **(25)** ▪ Control and Reduction of Life-Threatening Diseases **(15)**
Livestock Care and Management **(50)**	▪ Livestock in Good Condition **(10)** ▪ Animal Shelters in Adequate Condition **(10)** ▪ Appropriate Animal Healthcare **(8)** ▪ Family with Adequate Knowledge, Skills, and Attitude (KSA) Regarding Animal Care **(10)** ▪ Proper Food and Water **(6)** ▪ Appropriate Livestock **(6)**
Environment Care and Management **(50)**	▪ Appropriate Land Management **(25)** ▪ Appropriate Waste Management **(25)**
Education For a Just and Sustainable World **(50)**	▪ Adequate and Equal Access to Basic Education **(25)** ▪ Quality and Needs Basis of Training **(25)**
Empowerment of Family and Community **(50)**	▪ Full Participation **(10)** ▪ Gender Equity and Children's Rights **(10)** ▪ Community Spirit **(10)** ▪ Self-Reliance **(10)** ▪ Appropriate Local Community Procedures/Sets of Rules **(10)**
Impact on Larger Community **(50)**	▪ Impact on Regional Communities **(16)** ▪ Impact on Country **(16)** ▪ International Impact **(18)**

Scoring on paper

Criteria	*Indicators*	Scale[1] 0 1 2 3 4 5
Value-Group 1: Meeting Basic Needs (115 points)		***Subtotal G-V 1***
1.1. Year-Round, Adequate and Nutritious Food (25)	• Staples: corn, rice, beans, potatoes (5) ..... • Supplements: vegetables, milk, fruits (5) ..... • Protein: chickens, pigs, fish, cattle, goats, sheep (5) ..... • Use of a good crop strain for area (5) ..... • Adequate storage procedures (5) ..... *Subtotal Criteria*	
Comments[Y]:	/ = Baseline / = Current situation	
1.2. Adequate Safe Water Year-Round (25)	• Access to water (inside the house, nearby, far away) (5) ..... • Sufficient amount for drinking, washing, crops (5) ..... • Water quality (demonstrably bad vs. tested high quality) (5) ..... • Year-round supply—river, well, spring, storage (5) ..... • Keeping livestock off drinking supply (5) ..... *Subtotal Criteria*	
Comments:		

Scoring on spreadsheet

Group-Value 1: Meeting Basic Needs (115 Points)				Baseline	Achieved	Heifer Contribution		Remaining Need Points:
				69.5	81.5	12.0	26.3%	33.6



1.1. Adequate and Nutritious Food Year-Round (25)	· Staples: corn, rice, beans, potatoes (5)	2.5	3.5	2.5	3.5	not stable part of year, was 2x/day now sometimes 3x day		
	· Supplements: vegetables, milk, fruits (5)	2.0	2.0	2.0	2.0	eg, coconut, mango, furits some		
	· Protein: chickens, pigs, fish, cattle, goats, sheep (5)	2.0	3.0	2.0	3.0	duck, chicken, eggs, sometimes		
	· Use of a good crop strain for area (5)	3.0	4.0	3.0	4.0	mixed use in paddy areas and dry areas, now elephant grass		
	· Adequate storage procedures (5)	4.0	4.0	4.0	4.0	no grain fruit or veg degradation due to moisture, etc.		
	Subtotal Criteria			13.5	16.5	3.0	26.1%	
Comments:								
1.2. Adequate Safe Water Year-Around (25)	· Access to water (inside the house, nearby, far away) (5)	3.5	3.5	3.5	3.5	some have pipes, rain and river water		
	· Sufficient amount for drinking, washing, crops (5)	4.5	4.5	4.5	4.5	delta area sufficient		
	· Water quality (demonstrably bad vs. tested high quality) (5)	4.0	4.0	4.0	4.0	traditional filter rain water, boil piped water		
	· Year-round supply—river, well, spring, or storage (5)	5.0	5.0	5.0	5.0	delta area sufficient		
	· Keeping livestock off drinking supply (5)	5.0	5.0	5.0	5.0	cows are tied up or in sheds. - piped or rain		
	Subtotal Criteria			22.0	22.0	0.0	0.0%	
Comments:								
1.1. Adequate and Nutritious Food Year-Round (25)	· Adequate structure: - Roof (3)	3.0	4.0	1.8	2.4	primarily tin 2 thatch to steel, one fix w/ H$, some converted pig shelters		
	- Floor (3)	4.0	4.0	2.4	2.4	raised cement or tile		
	- Walls (3)	3.5	3.5	2.1	2.1	wood, cemement & brick		
	· Adequate safety: - Sanitary Toilets (3)	1.5	3.0	0.9	1.8	2/3 NP still using river for toilet; participants have switched to covered holes separate from		
	- Raised Fireplace (3)	2.0	2.0	1.2	1.2	on ground with raised cooking surface one foot up		

v4 v5 v6 v7 v8 v9 V10 V11 V12 V13 V14 Head_Count Sheet1 VlgDetails

Graphic representation of impact

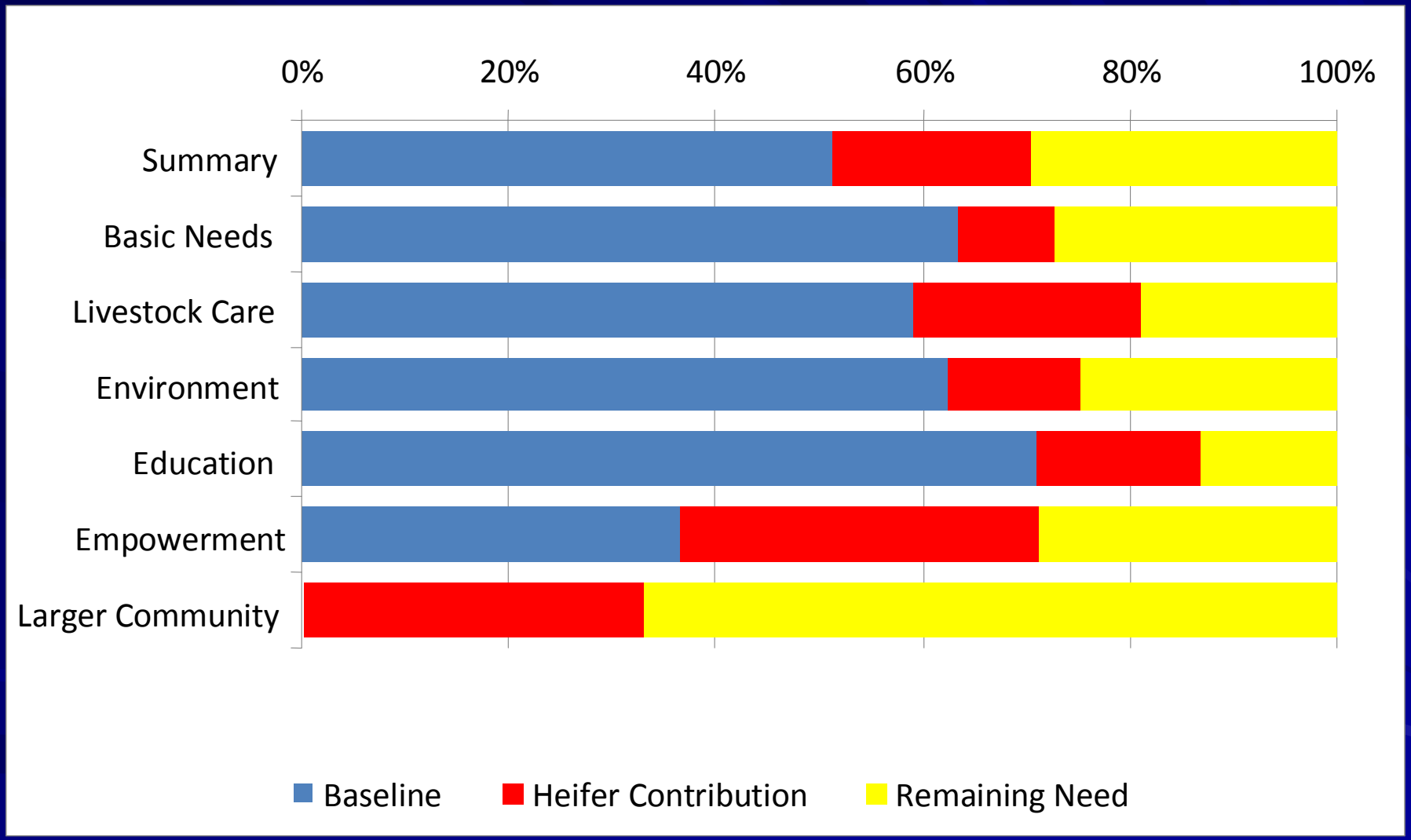


Figure 1. HPI Overall Performance on the Six Value Groups

Graphic representation of impact II

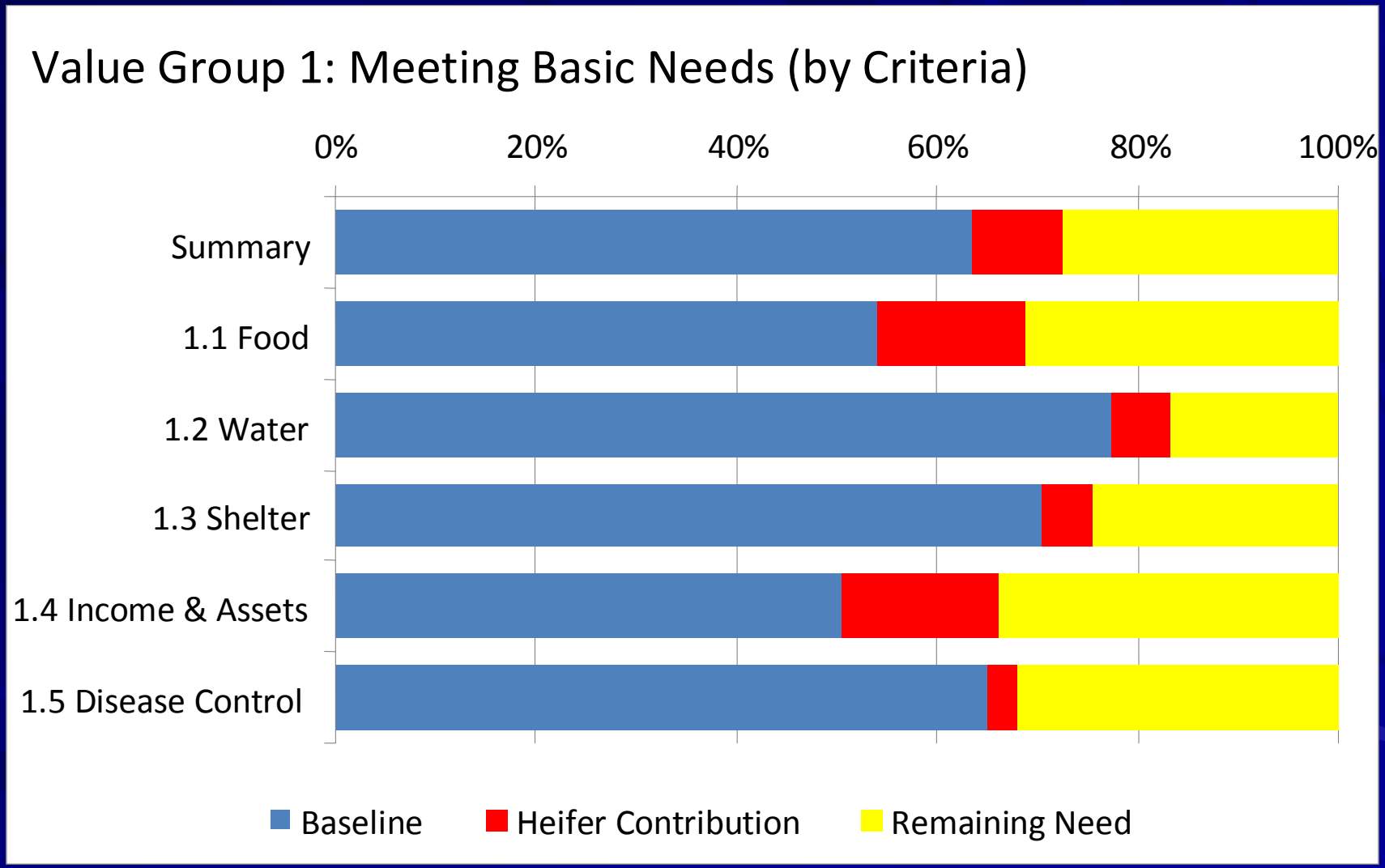


Figure 2. HPI Performance on Value Group 1: Meeting Basic Needs

Some other important features

- External metaevaluation
- Passing on the evaluation capacity
- Cost-effectiveness study

Some limitations

- Reconstruction of baseline
- Small samples
- Limited control families (maturation)
- Not always can have quality control of interpreters and ATG researchers