



EMPOWERING PEOPLE. IMPACTING LIVES.



2014 ANNUAL REPORT

  
**HEIFER**<sup>®</sup>  
INTERNATIONAL



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**Heifer International's mission is to end hunger and poverty while caring for the Earth. For 70 years, we have provided livestock and environmentally sound agricultural training to improve the lives of those who struggle daily for reliable sources of food and income.**

Our work begins and ends with the world's farmers who work small plots of land—most often less than 5 acres—and provide a majority of the world's food. We see our future in these smallholder farmers, and are working alongside them in more than 30 countries, including the United States.

Together with livestock and training, our 12 Cornerstones for Just and Sustainable Development guide these farmers to improve their lives, and to transform entire communities. Values such as gender equality, improving the environment, and training and education, are the backbone of our work. But the core of the principles is Passing on the Gift®. For each livestock gift, families agree to pass on the offspring of that animal to another person in need. The evolution from gratitude to generosity is a powerful transformation.



## LETTER FROM THE CEO





# "Ending hunger and poverty in the communities we serve is doable, not just for the short-term, but for life."

## DEAR FELLOW CHANGE MAKERS,

As we look back on 2014, it is with pride in our accomplishments. We celebrated our 70th anniversary this year, testament to the strength of Heifer's work and continuing legacy. We assisted nearly two million families—that's almost 10 million people—in 32 countries in fiscal year 2014. Increased interest in family farmers through the United Nations' declaration of 2014 as the International Year of Family Farming helped us shine a light on our work with new, engaged audiences, from online communities to U.S. Congressional members and staff from key U.S. and United Nations agencies who attended our first ever Livestock for Livelihoods summit on Capitol Hill.

We strive to be a world-class leader in outcome-driven development, and we have had significant "behind the scenes" wins toward that goal. One year ago we launched the Heifer Global Impact Monitoring System and collected baseline data related to our important development work. This year, we can celebrate not only the success of collecting our first round of monitoring data, but also that the data show the clear impact our work has in the livelihoods of the families with whom we work. We are ending hunger and poverty in our project communities.

We have known from a number of third-party evaluators that our programs make an impact. To be the responsive, nimble development organization we want to be, having data that shows us our strengths and areas for improvement is imperative.

We can show, for example, that, for the sample families included in the 14 projects from 10 country programs,

incomes increased an average of 98 percent. The number of meals eaten per day increased an average of 8 percent. Women's control over productive assets improved an average of 116 percent. These are absolute victories for our participants, staff and supporters.

**I would like to see greater gains within existing projects in some areas, of course, like months of adequate food availability, household dietary diversity and farmers' participation in informal networks. Having this data gives us power to respond and adapt quickly to make these aspirations reality, learning as we support communities to help themselves.**

Beyond the walls of our headquarters building, Heifer International is putting technology in the hands of our participants. Our work with women artisans in Peru was featured on Wired.com, and we were pleased they shared this story. These women make beautiful handicrafts using fiber from their Heifer-improved alpaca herds, but they have been limited in several ways, including access to a market beyond seasonal tourists. In this pilot project we are training participants to use Excel, Facebook and Photoshop to research fashion trends, manage inventory and reach a global consumer base.

Eufemia Esperilla Leon is president of Tres Alpaquitas, one of the cooperatives of alpaca farmers and artisans with

which Heifer works. She is confident the women in her group will succeed because they are eager to make it happen, and now they have the right tools. As they work to develop their products and website, importers from England, France, Switzerland and the United States are expressing interest in selling the women's wares. "We will go forward because I will go everywhere," she said. "Whatever the association needs, I do."

I hope you can see yourself in this progress. With your support, whichever way you gave it, you have helped propel Heifer's work forward. Our participant communities are well-poised for the post-Millennium Development Goals era, where accountability, autonomy, self-reliance and sustainability—all part of Heifer International's 12 Cornerstones for Just and Sustainable Development—will shape the course of the future. Ending hunger and poverty in the communities we serve is doable—not just for the short-term, but for life, and we are passing on the tools smallholder farmers need to succeed. It is a great time to be part of Heifer International's mission.

Thank you for coming on this journey with us.

Yours for a better world,



**PIERRE U. FERRARI**  
PRESIDENT AND CEO



Families in Heifer project communities see **HIGHER INCOMES, HEALTHIER LIVESTOCK** and **BETTER ACCESS to EDUCATION.**

By working with generous donors and partners, our dream of eradicating world hunger and poverty is becoming a reality, and it shows in the results. From sending a shipment of 17 young cows to Puerto Rico in 1944, to building more rewarding futures for 22.6 million families by 2014, we’ve come a long way in transforming the world for the better. Heifer International has set 114.9 million men, women and children on a path toward prosperity by giving them the tools and training they need to sustain their lives.

In fiscal year 2014, almost 2 million families were assisted directly and indirectly within the four program areas in which Heifer operates:

**FAMILIES ASSISTED  
DIRECTLY & INDIRECTLY**

Africa .....	538,933
Americas .....	250,112
Asia .....	769,574
Europe.....	438,981
<b>Total .....</b>	<b>1,997,600</b>

**FAMILIES RECEIVING  
PASS-ON GIFTS**

Africa .....	14,809
Americas .....	6,753
Asia .....	43,737
Europe.....	17,153
<b>Total .....</b>	<b>82,452</b>







## Livestock and Livelihoods

Animals are the backbone of our work. They provide life-sustaining products such as milk, eggs, cheese, honey and wool. For each animal received, families agree to pass on the offspring of that animal to another person in need. In that act, families become the cycle of positive change.

We believe no development strategy is more beneficial to society than one that involves women as central players. Women make up 43 percent of the agricultural labor force in developing countries, and research shows that if women are given the same access to resources as men, they could increase yields on their farms by as much as 30 percent. We're working to change the world for women, to unlock their potential and put them in control of their futures.

Preserving the environment means conserving water and energy, using agricultural techniques that enrich the soil and ensuring a clean, healthy living environment. We are constantly working to find and implement new technologies and innovations that better the ecosystems we work in, so that people can work toward a better life.



## OUR APPROACH

### CORNERSTONES



Passing on the Gift



Accountability



Sharing & Caring



Sustainability & Self-Reliance



Improved Animal Management



Nutrition & Income



Gender & Family Focus



Genuine Need & Justice



Improving the Environment



Full Participation



Training & Education



Spirituality



## OUR LEADERSHIP

### EXECUTIVE LEADERSHIP



**Pierre Ferrari**  
PRESIDENT AND CHIEF EXECUTIVE  
OFFICER



**Steve Denne**  
CHIEF OPERATING OFFICER AND  
SECRETARY OF THE BOARD



**Bob Bloom**  
CHIEF FINANCIAL OFFICER AND  
TREASURER OF THE BOARD

### BOARD OF DIRECTORS



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LOUISVILLE, KY



Pete Kappelman  
TWO RIVERS, WI



Johnson Nkuuhe  
KAMPALA, UGANDA



George Petty  
VERSOIX, SWITZERLAND



Ashley Stone  
LA JOLLA, CA



Jay Wittmeyer  
Church of the Brethren  
ELGIN, IL



## TIMELINE

1



2



3



4



### JULY 2013

Walmart Foundation provides grant to increase the income and food security of 138,000 Nepali women farmers and their families.

- 1 Keurig Green Mountain announces pledge over four years to assist families in Peru and Honduras who struggle to feed themselves adequately year round.

### AUGUST 2013

- 2 Beyond Hunger Los Angeles honors Academy Award-winning actress, Susan Sarandon, for her commitment to Heifer International in its efforts to end world hunger. Country music trio, The Band Perry, performs.

Global Baseline Report debuts and includes monitoring indicators for 10 countries and 14 projects. This represents Heifer's first set of multi-country, multi-project, documented baseline information.

### SEPTEMBER 2013

- 3 The redesigned heifer.org website debuts and features dynamic, informative and inspirational content to provide the best experience for our donors.

Heifer Armenia partners with Fuller Center for Housing to launch Advanced Rural Development Initiative to assist 5,000 people in 48 rural areas. The five-year program is funded by the United States Agency for International Development.

- 4 Ripple Effect Images, a team of journalists documenting the lives of poor women and girls, visits Heifer projects in Puno, Peru and prepares a series of videos.

### OCTOBER 2013

- 5 Heifer's global team participates in 12 Cornerstones for Just and Sustainable Development digital workshop.

Asia program pilots Pro-Poor Wealth Creating Value Chain strategy to transform the socioeconomic condition of families, ensuring access to food and resiliency to market fluctuation.

### NOVEMBER 2013

Heifer farmers in Calubian, Leyte credit Heifer's Community Managed Disaster Risk Reduction trainings with saving their lives during super typhoon Haiyan.

- 6 Heifer International receives \$25.5 million grant from the Bill & Melinda Gates Foundation to build upon existing work of the East Africa Dairy Development program. The intention of EADD II is to strengthen the model implemented in its first five years to make the program scalable and replicable in other developing countries.

### DECEMBER 2013

Heifer launches direct response television (DRTV) campaign across the United States to share the urgency of hunger in developing countries.

Author Patrick Rothfuss and Worldbuilders raise more than \$800,000 in support of Heifer's work to end hunger and poverty.

Heifer Romania receives innovation prize from National Network for Social Responsibility.

Bill and Melinda Gates choose Heifer as one of four charities to highlight on Giving Tuesday, a national day of giving.

- 7 Bill Gates plays Secret Santa for Heifer International.





Heifer Haiti graduates 64 Community Animal Health Care Workers in support of the Rural Entrepreneurs for Agricultural Cooperation in Haiti (REACH) program.

Zynga, creator of social games such as FarmVille and Words with Friends, launches "Oh, What Fun" campaign in support of Heifer's work in Malawi, Zimbabwe and the United States.

#### JANUARY 2014

World Ark digital app wins Folio: Ozzie Award. Heifer was the first development nonprofit to launch a magazine tablet app, with its first issue in November 2012.

#### FEBRUARY 2014

Heifer USA and Heifer Ranch join forces for multi-farm Community Supported Agriculture (CSA) project and offer 150 subscription shares in the first season.

- 8 Pierre Ferrari, Heifer President and CEO, visits Castañer, Puerto Rico, the town where Heifer cows were first delivered in 1944.

Heifer launches Social Capital Co-Learning Working Group to lead organization-wide adoption of global standards for social capital development.

#### MARCH 2014

Africa Program opens new office in Zimbabwe.

- 9 Heifer International partners with Global Citizen for Live #BelowtheLine challenge to raise awareness about world hunger.

#### APRIL 2014

Government project in India adopts Heifer's participatory method to train veterinarians.

Global rollout of Kimetrica, Heifer's project management and monitoring and evaluation system, begins with more than 70 staff from 30 countries participating in training.

#### MAY 2014

Beyond Hunger: Feast in the Field celebrates Heifer's work in Arkansas and Appalachia.

#### JUNE 2014

By end of fiscal year, Heifer transitions from almost 900 projects to 139 larger scale programs, increasing participation from about 150 families per program to more than 1,000 – up to 100,000 families in some areas.

#### COUNTRIES WHERE HEIFER WORKS

##### AFRICA:

Cameroon  
Ghana  
Kenya  
Malawi  
Rwanda  
Senegal  
South Africa  
Tanzania  
Uganda  
Zambia  
Zimbabwe

##### AMERICAS:

Bolivia  
Ecuador  
Guatemala  
Haiti  
Honduras  
Mexico  
Nicaragua  
Peru  
USA

##### ASIA:

Bangladesh  
Cambodia  
China  
India  
Nepal  
Philippines  
Vietnam

##### EUROPE:

Armenia  
Georgia  
Romania  
Ukraine





**Ann is a force to be reckoned with. She is fired up about making her community of Lansing rise to its potential as a hub for creating a healthier community, reclaiming their food source, and sustaining Lansing's local economy.**

Food entrepreneur and farmer Ann Rose, a former nurse who swapped her hospital job for a different path to healing, now stands tall atop her farm in the Blue Ridge Mountains. Living virtually off the grid, Ann grows healthy food, teaches others how to farm sustainably, and runs her own butcher shop in Lansing, North Carolina. Through her butcher shop and with the support of Heifer International, she is on her way to reviving the food system of her community.

Approximately one in four people in the Arkansas Delta, and one in three children in Appalachia suffer from food insecurity. Ann is just one example of how Heifer's work in both these areas—through the extraordinary potential of

entrepreneurship and real value of locally produced food—is turning small farms into big movements.

Heifer's work there is to revive, and sometimes rebuild, the broken food system using smallholder farmers and filling gaps in the food value chain. From farm to table. And by "table" we mean restaurants, schools, homes, grocery stores—any and everywhere food is sold, Heifer is connecting these farmers to those markets.

Ann's is one of those markets. Her instrument for all of this transformation is her butcher shop. While it may seem like an unlikely place for community development, she is hitting the nail on the head. There, farmers can bring their local meats and produce (all of which are sustainably grown, GMO-free, and

humanely raised and processed) to sell. She works with farmers across three counties: Ashe, Alleghany, and Watauga. You can also buy "value-add" products like eggs, cheese, breads, honey, vinegars, teas, jams, mustards, jellies ... the list goes on and on as more Appalachia producers seeking a market for their goods find Ann Rose.

Heifer's support began a few years ago in the form of small loans, business and financial training, and training in Heifer's Cornerstones for Just and Sustainable Development.

Ann's butcher shop came to life. And using the tools she gained from Heifer, transformation began.



"An empowered woman is one who listens to her own heart first. That is where empowerment begins." —Sofia Arivilca

Sofia Arivilca was homeless for most of her 64 years. Born to a poor family in the highlands of Puno, Peru, Sofia was dragged from place to place by her wandering father. They eventually ended up in the Amazon, far from the family and world she knew. At 25 she married an older man who soon began to beat her.

She tolerated the abuse because she had nowhere else to go, no family to welcome her home, no friends to comfort her. She was isolated, lonely and scared. Sofia finally found the courage to leave. She fled her marriage and spent years begging, working for food and housing at any job she could get. She often slept outside or with animals that she tended for others, as she made her way back to the highlands where she was born.

Rejected by her family, she accepted the kindness of neighbors and women who understood her situation. It was after many years struggling to find a home and work in Puno that she finally learned about the Healthy Homes program created by Heifer International.

The Healthy Homes program is the only one of its kind in the world. By rearranging floor plans—



**For the first time in her life she was told: "YOU CAN. YOU HAVE WORTH. YOU ARE POWERFUL."**

redesigning kitchens to keep food and animal meat separate and installing improved stoves with better pipes and filtration systems, as well as providing appropriate sanitation facilities and teaching women how to use natural methods to keep food cool and how to keep their homes and kitchens cleaner—the Healthy Homes program lowers the prevalence of food-borne illnesses,

improves sanitation, keeps people warm during harsh winters and decreases the need to haul firewood.

This program has had a profound impact on thousands of women in Puno. They share information they've learned, they train each other, they share materials—the project has gone well past the original plan and expanded in ways Heifer can't begin to capture.

After attending the trainings and understanding the project, it was Sofia's turn. Sofia received the materials and assistance to construct the first real home she has ever known. All hers. Heifer provided the training and supplies, and the women in her community contributed the help to build it.

Ask Sofia about her life before her Heifer home and she'll tell you, "I don't even want to remember those days. I am looking forward. I still have so much I want to do."

For the first time she was told: "You can. You are powerful. You don't need a man. You are special. You have worth." Sofia took those words, though tough to believe at first, and has never looked back.



## WATER



**Heifer International is expanding its approach, dedicating more resources to ensuring its project participants have the water they need to become self-reliant.**

In Heifer International's early days, groups hoping to take on a Heifer project had to have easy access to clean water. The thinking was that a reliable water source is non-negotiable to ensure healthy livestock and productive fields, so starting a project where water isn't readily available creates a burden for the community members, most likely women and children charged with fetching and hauling water.

In some cases, that line of thinking kept Heifer from working with the people who needed help most. As maintaining access to clean, reliable water sources becomes difficult for more people around the world, Heifer International is expanding its approach, dedicating more resources to ensuring its project participants have the water they need to become self-reliant.

Today, it's not unusual for Heifer's work to include drilling boreholes, digging wells or helping to set up filtration systems where water is available but the quality is poor. In a number of projects, Heifer partners with other nonprofits that can bring a breadth of knowledge and experience to help communities tap into clean, abundant water sources.

#### **FOR EXAMPLE:**

**Cisterns installed at a Heifer project community in Maniche, Haiti, save time and energy for residents who no longer have to trek nearly three miles each day to fetch water.**

In Vietnam, project participants in the Long Phu District, Soc Trang Province, now have hand-pumped wells that provide clean water for

drinking, cooking and bathing. They no longer rely on unsafe river water.

A community in Suswa, Kenya, has no running water and used to rely solely on water that was trucked in during dry weather. But with help from Heifer and Kenyan NGO Ramat, community members built a system of pipes and tanks to capture rainwater for their cattle.

"Adding water to our list of things we can do changed where we can work," said Elizabeth Bintliff, Heifer's vice president for the Africa program. "We're a little bit more intentionally part of the solution. We're not excluding target groups because of something they don't have. Instead, we're helping them get it."



## 2014 FISCAL YEAR Consolidated Expenses

### Program Services 71.4%

#### Program Services

International Development Programs 55%

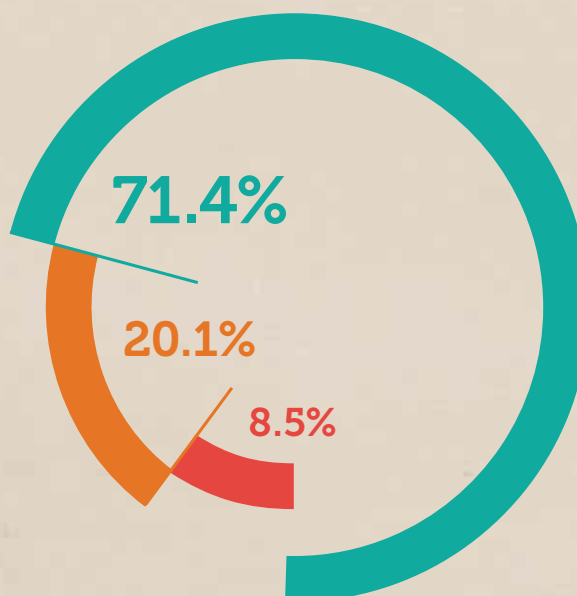
Education Programs 16.4%

### Support Services 28.6%

#### Support Services

Fundraising Support 20.1%

Management and General Support 8.5%



## WHERE DOES MY GIFT GO?

To help the greatest number of families move toward self-reliance, Heifer does not use its limited resources to track individual animals from donation to distribution to specific families. Instead, your gift supports the entire Heifer mission. We use your gift where it can do the most good by combining it with the gifts of others to help transform entire communities.



## CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

As of June 30, 2014 and 2013

<b>Assets</b>	<b>2014</b>	<b>2013</b>
Cash and Cash Equivalents	\$39,478,375	\$38,015,461
Restricted Cash	16,196,227	6,386,455
Accounts and Interest Receivable, Net of Allowance	5,316,369	3,499,379
Grant Reimbursements Receivable	204,486	8,882
Prepaid Expenses and Other	1,753,887	1,179,558
Investments	321,602	292,338
Contributions Receivable, Net of Allowance	1,019,332	887,836
Interest in Net Assets of Heifer International Foundation	78,831,843	65,835,131
Property and Equipment, Net of Accumulated Depreciation	50,342,014	51,317,507
<b>Total Assets</b>	<b>\$193,464,135</b>	<b>\$167,422,547</b>
<b>Liabilities and Net Assets</b>		
<b>Liabilities</b>		
Accounts Payable	3,135,057	3,595,648
Accrued Expenses	4,845,064	3,642,922
Refundable Advances	743,342	660,932
Bonds Payable	14,375,000	15,430,000
<b>Total Liabilities</b>	<b>\$23,098,463</b>	<b>\$23,329,502</b>
<b>Net Assets</b>		
Unrestricted	67,363,137	61,041,533
Temporarily Restricted	32,580,764	17,419,436
Permanently Restricted	70,421,771	65,632,076
<b>Total Net Assets</b>	<b>\$170,365,672</b>	<b>\$144,093,045</b>
<b>Total Liabilities and Net Assets</b>	<b>\$193,464,135</b>	<b>\$167,422,547</b>



## CONSOLIDATED STATEMENT OF ACTIVITIES

### For the Year Ended June 30, 2014

Revenues, Gains And Other Support	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Contributions	\$101,539,836	\$9,425,318	–	\$110,965,154
Federal Government Grants	589,541	–	–	589,541
Other Grants	3,620,282	13,063,856	–	16,684,138
Investment Loss	59,948	–	–	59,948
Educational Programs	1,177,460	–	–	1,177,460
Promotional Events and Material Sales, Net of Cost	318,955	–	–	318,955
Other	1,151,322	–	–	1,151,322
Change in Interest in Net Assets of Heifer International Foundation	172,984	5,514,344	4,789,695	12,033,882
Net Assets Released from Restrictions	12,842,190	(12,842,190)	–	–
<b>Total Revenues, Gains and Other Support</b>	<b>\$123,029,377</b>	<b>\$15,161,328</b>	<b>\$4,789,695</b>	<b>\$142,980,400</b>
<b>Expenses and Losses</b>				
Program Services	83,208,714	–	–	83,208,714
Fundraising	23,418,227	–	–	23,418,227
Management and General	9,928,871	–	–	9,928,871
<b>Total Expenses and Losses</b>	<b>\$116,555,812</b>	<b>–</b>	<b>–</b>	<b>\$116,555,812</b>
<b>Change in Net Assets from Operations</b>	<b>6,473,565</b>	<b>15,161,328</b>	<b>4,789,695</b>	<b>26,424,588</b>
<b>Other Changes in Net Assets</b>				
Thailand LSE Deconsolidation Adjustment	(36,094)	–	–	(36,094)
Foreign Currency Translation Adjustment	(115,867)	–	–	(115,867)
<b>Total Change in Net Assets</b>	<b>\$6,321,604</b>	<b>\$15,161,328</b>	<b>\$4,789,695</b>	<b>\$26,272,627</b>
<b>Net Assets, Beginning of Year</b>	<b>\$61,041,533</b>	<b>\$17,419,436</b>	<b>\$65,632,076</b>	<b>\$144,093,045</b>
<b>Net Assets, End of Year</b>	<b>\$67,363,137</b>	<b>\$32,580,764</b>	<b>\$70,421,771</b>	<b>\$170,365,672</b>



## CONSOLIDATED STATEMENT OF CASH FLOWS

For the Year Ended June 30, 2014

### Operating Activities

**2014**

Change in Net Assets	\$26,272,627
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**Adjustments to Reconcile Change in Net Assets to Net Cash  
(Used in) Provided by Operating Activities:**

Depreciation	2,998,513
Change in Allowance for Bad Debts	22,549
Change in Interest in Net Assets of Heifer International Foundation	(12,033,882)
(Gain) Loss on Disposals of Equipment	(407,163)
Net Realized and Unrealized Gains on Investments	(35,950)
Stock Donation	(1,378,360)
Proceeds from Sales of Donated Stock	1,385,04

**Changes in:**

Accounts and Interest Receivable	(1,839,539)
Grant Reimbursements Receivable	(195,604)
Prepaid Expenses and Other	(574,329)
Contributions Receivable	(131,298)
Accounts Payable	(577,557)
Accrued Expenses	1,202,142
Refundable Advances	199,378

**Net Cash (Used in) Provided  
by Operating Activities**

**\$14,906,573**

### Investing Activities

Purchase of Property and Equipment	(2,788,292)
Proceeds from Disposals of Property and Equipment	1,172,235
Net Change in Restricted Cash	(9,809,772)
Proceeds from Distributions from Heifer International Foundation	1,776,499
Contributions to Heifer International Foundation	(2,739,329)

**Net Cash Provided by  
(Used in) Investing Activities**

**\$12,388,659**

### Financing Activities

Principal Payments on Bonds Payable	(1,055,000)
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**Net Cash Used in Financing Activities**

**(1,055,000)**

Decrease in Cash and Cash Equivalents	1,462,914
Cash and Cash Equivalents, Beginning of Year	38,015,46
Cash and Cash Equivalents, End of Year	\$39,478,375

### Noncash Operating and Investing Activities

Donation of Stock	1,378,360
<b>Supplemental Cash Flow Information - Interest Paid</b>	<b>\$548,512</b>





## CORPORATE PARTNERS

**Alpha Kappa Alpha Sorority, Incorporated®** is an international service organization founded in 1908 on the campus of Howard University in Washington, D.C. Committed to addressing social issues related to poverty, justice, human rights and environmental sustainability, AKA's 265,000 members have raised funds in over 984 chapters for Heifer projects in Ecuador and Kenya.

**Elanco** and Heifer have partnered since 2007 in the commitment to bring families out of poverty sustainably through livestock, education and a belief in a hopeful future. Thanks to their generous support, over 11,000 families have benefited from these efforts in Zambia, China and India. In May 2014, Elanco announced a new commitment to Heifer's East Africa Dairy Development Project to help reach 136,000 small-scale farmers in Kenya, Tanzania, and Uganda and also will include leveraging the time, talents and capabilities of Elanco employees.

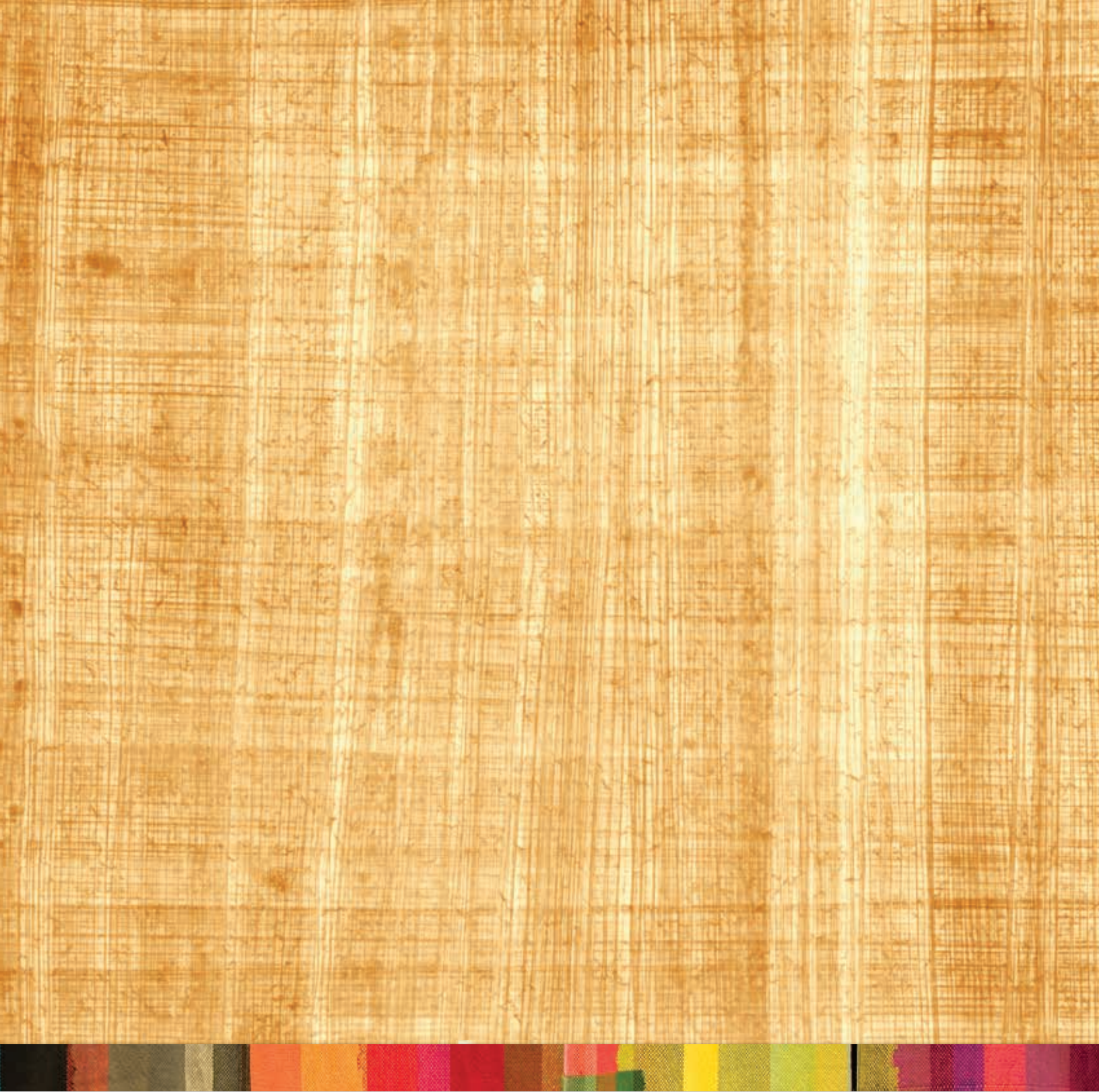
**Garnet Hill**, a luxury women's and children's clothier and household goods retailer, has been a Heifer partner since 2009. During fiscal year 2014, CEO Russ Gaitskill visited Heifer smallholder alpaca farmers and artisans in the Peruvian Andes, where the company later donated all of the proceeds of its annual "Shop with Heart" campaign after a severe blizzard wiped out several communities and entire alpaca populations in August of 2013.

**Keurig Green Mountain, Inc. (Keurig)**, a leader in specialty coffee, coffee makers, teas and other beverages, is recognized for its award-winning beverages, innovative brewing technology and socially responsible business practices. Keurig has supported Heifer International projects since 2002. Heifer and Keurig are committed to empowering individuals and families, helping coffee growers diversify their incomes and improve their diets, helping communities become more self-reliant, and protecting the environment through sustainable, agroecological practices. In fiscal year 2014, Keurig supported Heifer projects in the coffeelands of Guatemala, Honduras, Mexico, Nicaragua and Peru.

Thanks to funding from **Walmart Foundation**, 138,000 Nepali women are involved in workshops on business and financial planning and are receiving training in community building, cooperative management, farm enterprise analysis and planning, animal health, reproductive health and nutrition. The activities of this project are designed to help these women and their families become skilled small farmers and industrious business people living healthy lives.

**Zynga** is a leading developer of the world's most popular social games, including FarmVille, Draw Something and Words With Friends. Zynga and Heifer International have been partnered since 2013. In December of that year, Heifer was the sole recipient of Zynga's holiday-themed "Oh, What Fun" campaign. Through features in nine games, players bought virtual items or unlocked achievements that resulted in contributions to Heifer, and the funds benefited projects in the U.S., Malawi and Zimbabwe. In April 2014, Zynga chose Heifer as the recipient of a charitable campaign to coincide with the launch of FarmVille 2—Country Escape, the game's first version for Android and iOS devices. Heifer also has been featured in an ongoing campaign in FarmVille, where players can purchase limited-edition items with proceeds benefiting the East Africa Dairy Development project.





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