



# CAPACITY STATEMENT







## A global development organization on a mission to sustainably end hunger and poverty.

Since 1944, Heifer International has focused on empowering smallholder farmers to sustainably address hunger and poverty in their communities. As of July 2022, Heifer operates in three regions and 19 countries, investing in agricultural value chains to provide farmers the opportunity to earn sustainable living incomes and better integrate rural women, youth and Indigenous populations in more inclusive markets. In doing so, vulnerable rural households are more resilient to shocks, allowing them to thrive, not just survive.

### Our Objective: Sustainable Living Incomes (SLI)

Heifer developed the SLI concept as a holistic measure of farming households' well-being. Achieving SLI means the household earns sufficient income to support a decent life while also reaching benchmarks for climate-friendly farming practices, women's empowerment, food security and social capital development – all essential to building long-term resilience to shocks.

By 2030, Heifer International aims to empower 10 million farming households to earn a sustainable living income.

### HEIFER'S KEY METRICS



**42.9M**  
farming households assisted by Heifer since 1944



**2.67M**  
farming households assisted since 2012, of which 62% are headed by women



**7.6M**  
people have received training from Heifer since 2012, of which 64% are women



**\$46.1M**  
total sales by Heifer-supported cooperatives since 2019



**58%**  
Average number of leadership roles held by women in Heifer-supported cooperatives

## Where We Work

HEIFER USA

### AMERICAS

- » Ecuador
- » Guatemala
- » Haiti
- » Honduras
- » Mexico

### AFRICA

- » Ethiopia
- » Kenya
- » Nigeria
- » Senegal
- » Uganda
- » Malawi
- » Rwanda
- » Tanzania
- » Zambia

### ASIA

- » Bangladesh
- » Cambodia
- » India
- » Nepal

## Value Chains



Beef Cattle



Beekeeping



Coffee & Cacao



Crustaceans



Dairy



Fruits & Vegetables



Grains & Cereals



Horticulture



Oilseeds



Poultry



Small Ruminants



Spices

# The Power of Community Mobilization

## STEP 1

### Laying the Social Groundwork

Heifer's Values-Based Holistic Community Development model (VBHCD) focuses on strengthening social capital within farming communities and catalyzing personal transformation of community members to build a strong foundation for program success.

## STEP 2

### Catalyzing Locally Led Solutions

With facilitation support from Heifer's VBHCD teams, community members agree on plans to address key challenges to improving their farm-based livelihoods, typically by forming cooperatives to aggregate produce, secure fair market prices and develop value-added products. Heifer provides extension, training and market linkage assistance to farming households, communities and cooperatives.



#### Market Access

Heifer works with public and private sector partners to create an enabling environment that supports trade and investment in local and global food systems. As farmers transition to becoming entrepreneurs, they can better meet the demand for their products, find opportunities to access new markets and accelerate their progress toward Sustainable Living Income (SLI).



#### Environmental Sustainability

Heifer's Caring for the Earth (C4E) approach enables farmers to remain on their land, adapt to climate threats and advance toward achieving SLI, while promoting regenerative land management strategies that mitigate the negative effects of climate change.



#### Women's Empowerment

Heifer works to close the gender gap in agriculture. Our gender equality work is designed around four outcomes: increased leadership, control of assets, voice and agency, and productivity and income. To achieve this, we support women farmers to mobilize into self-help groups and cooperatives through which they can access training, technical support, finance and other resources, and new markets.

## STEP 3

### Impact

Working collectively, farmers can capture more value from their products, increasing their incomes and improving their prospects.

Participants also commit to pass on assets or knowledge gained through their enterprise to others, creating a powerful multiplying force for positive change. This is what Heifer calls Passing on the Gift®, one of our 12 Cornerstones for Just and Sustainable Development.



## Our Programs

Our work is organized into programs that are focused on large-scale and measurable impact achieved by building partnerships at all levels, from communities to cooperatives, local governments, the private sector, major international foundations and institutions.

Each program supports farmers through timebound projects designed to increase their household income by combining Heifer's community development model with market systems development.

### Africa

Despite Africa's growing population and increased demand for food, its full agricultural potential remains untapped due to factors such as the inability to mitigate the effects of climate change, inadequate infrastructure and the aging farming population. Heifer works to address these challenges by supporting farmers and cooperatives to scale their production using sustainable technology solutions and increasing farmers' access to finance. We encourage youth to engage in agriculture through programs and initiatives like the AYuTe Africa Challenge, a competition designed to invest in youth-run agriculture technology businesses to drive growth and reach more farmers.

#### **AYUTE AFRICA CHALLENGE (2021-2025)**

Heifer launched the challenge, which awards annual cash grants totaling \$1.5 million to promising young agri-tech innovators, in 2021. The grants accelerate business development initiatives that support the scaling of awardees' home-grown solutions.

### Asia

We have decades of experience in Asia supporting farming communities as they form self-help groups and cooperatives and work together to grow their agricultural businesses. Heifer provides training on nutrition, literacy, record keeping, business development and climate-smart agricultural techniques.

Our community development model emphasizes engagement of underserved populations, notably women. We focus on addressing cultural and social norms that exclude women and other vulnerable groups from accessing opportunities and advancement.

This approach builds social capital through strengthening community trust and partnerships. Heifer also invests in market infrastructure so farmers can better meet local and national demand.

#### **STRENGTHENING SMALLHOLDER LIVESTOCK VALUE CHAIN ENTERPRISES IN NEPAL (SLVC) (2021-2025)**

Aiming to reach 650,000 smallholder families, producing 500,000 goats and 1.8 million liters of goat milk per year, Heifer Nepal will support 450 cooperatives that will be developed into business hubs. These hubs will increase access to finance, animal insurance, markets, production inputs and services, as well as provide opportunities for coordination, networking and partnerships.

### Americas

In the United States, Heifer works with smallholder farmers and processors on regenerative agriculture and building sustainable local food systems. The Heifer Ranch Center for Regenerative Agriculture in Arkansas has been accredited by the renowned Savory Institute as a holistic land management training site.

In Central America, Heifer works collaboratively with smallholder farmer associations, the private sector and governments to support nearly 52,000 farming households to reach a sustainable living income through regenerative agricultural practices. Heifer has invested more than \$60 million to date in Central America and will invest an additional \$25 million by 2027.

Across the Americas, Heifer works to integrate women and Indigenous populations into value chains including meat, dairy, spices and shellfish.

#### **GREEN BUSINESS BELT GUATEMALA (2019-2025)**

Focused on sustainable production techniques for cardamom and other spices, the program contributes to the conservation and restoration of Guatemala's tropical forest by encouraging the use of technology such as efficient cardamom dryers. By 2030, Heifer Guatemala aims to support 108,650 smallholder families to close the Sustainable Living Income gap of \$2,880 per household per year.

## Accelerating Progress

Heifer International leverages innovative strategies to help farmers and value chain actors accelerate and expand gains in productivity and market penetration.

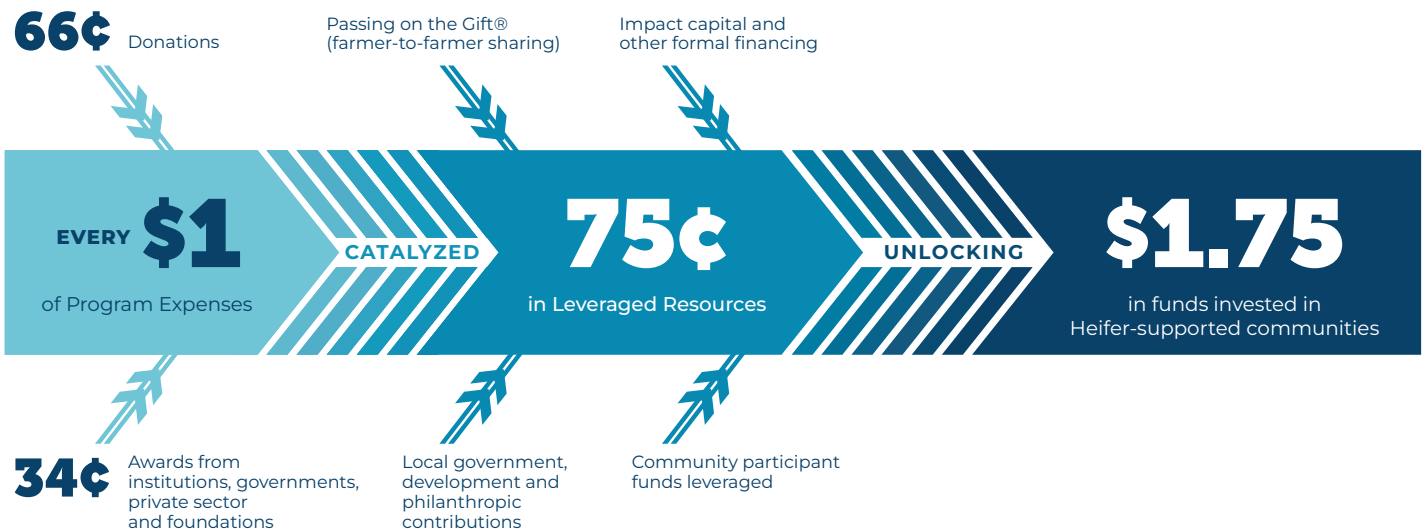
### MOBILIZING CAPITAL

#### Heifer Impact Capital

With increased access to capital, farmers can design and commercialize products and services, creating jobs and generating economic opportunities, leading to more inclusive and resilient rural economies. Access to finance also stimulates the development of small and medium enterprises (SMEs) that can have a long-term, positive economic impact. As of November 2022, Heifer Impact Capital (HIC) has committed investments worth more than \$17 million and has deployed \$7.1 million in 13 countries around the world, serving more than 80,000 farmers to date. Heifer Impact Capital recognizes the value of leveraging resources to amplify impact, therefore it partners with financial institutions, governments, corporations and others to make our investments go further. To date, it has leveraged more than \$91 million from external investors.



### HOW HEIFER LEVERAGES RESOURCES TO MULTIPLY IMPACT DATA FROM JULY 2021 TO JUNE 2022



### HARNESSING TECHNOLOGY

#### Heifer Labs

Heifer Labs supports farmers as they take advantage of digital technology to leap forward and participate in formal market systems at scale. Solutions are designed in tandem with farmers, resulting in practical software that works across multiple value chains and is accessible even for hard-to-reach communities.

#### MALAWI: THE NDI-CHUMA PROJECT

Through the nDi-Chuma (It's Digital Wealth) project in Malawi, with partners IBM and TetraTech, Heifer Labs supplies farmers with farm and market intelligence via SMS, and helps them build digital reputation scores through a blockchain system.



## Strengthening Infrastructure

In the rural communities Heifer serves, farmers struggle to meet basic needs and scale their agribusinesses without access to affordable electricity, clean water and communications infrastructure. Heifer works closely with our local partners and other public and private stakeholders to facilitate access so that farmers and rural communities can earn a sustainable living income.



### RWANDA: POWER TO THE PEOPLE

Working with the government of Rwanda and local partners, Heifer International has started distributing and installing solar home systems to households. The systems can supply electricity for appliances such as lighting, computers and water pumps that are low power. As a result, smallholder farmer households will have more time to work, cut costs associated with charging mobile phones and lighting, engage in productive activities and secure new business opportunities, increasing their living income.

## Sustainable Locally Led Development: Working Together to Achieve Impact

Through partnerships with governments, companies, private organizations, small businesses and other networks, Heifer's programs collaborate and innovate, creating unique solutions to local challenges. Heifer also leverages generous financial support from hundreds of thousands of caring individuals and higher-volume donors to scale impact.

Partnerships with the private sector strengthen market connections and value chains, while those with government stakeholders enable dialogue and positive change that can support the development of inclusive, resilient economies. Values-based partnerships focus on social, environmental and financial returns.

These are examples of strategic partners who are helping achieve our mission:

- Country Governments
- Bill & Melinda Gates Foundation
- Cargill
- Mastercard Foundation
- International Fund for Agricultural Development
- Inter-American Development Bank
- McCormick & Company
- Olam International
- Walmart Foundation
- World Bank
- United States Agency for International Development

### NEPAL: CROWDING IN GOVERNMENT PARTNERS

As of December 2022, four provincial governments and 37 local governments disbursed sales-based subsidies of \$747,162 to rural livestock farmers in 81 farmer-owned agribusinesses through Heifer's Smallholder Livestock Value Chain (SLVC) program.

For example, in Dhurkot Rural Municipality, Heifer Nepal worked with government partners to initiate subsidies for goat meat, dairy, vegetables and honey to bolster community economies.

**"This scheme relies on quality and on quantity. The production of goats has increased, and the farmers have scaled up their enterprises."**

**BHUPAL POKHAREL**  
Chief of Dhurkot Rural Municipality

Contact us to learn more about partnering with Heifer International: [heifer-dc@heifer.org](mailto:heifer-dc@heifer.org)

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