



Capacity Statement





Locally Led, Globally Connected.

Since 1944, Heifer International has focused on empowering smallholder farmers to sustainably address hunger and poverty in their communities while caring for the Earth. Heifer operates in 19 countries across Africa, Asia and the Americas, investing in agricultural value chains to provide farmers the opportunity to earn sustainable living incomes. We help to integrate rural women, youth and Indigenous populations into 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

Heifer developed the sustainable living income concept as a holistic measure of farming households' well-being. Achieving sustainable living income 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



46M

farming households assisted by Heifer since 1944



8M

people received training from Heifer since 2012, 65% of them women



\$130M

total sales by Heifer-supported cooperatives since 2019

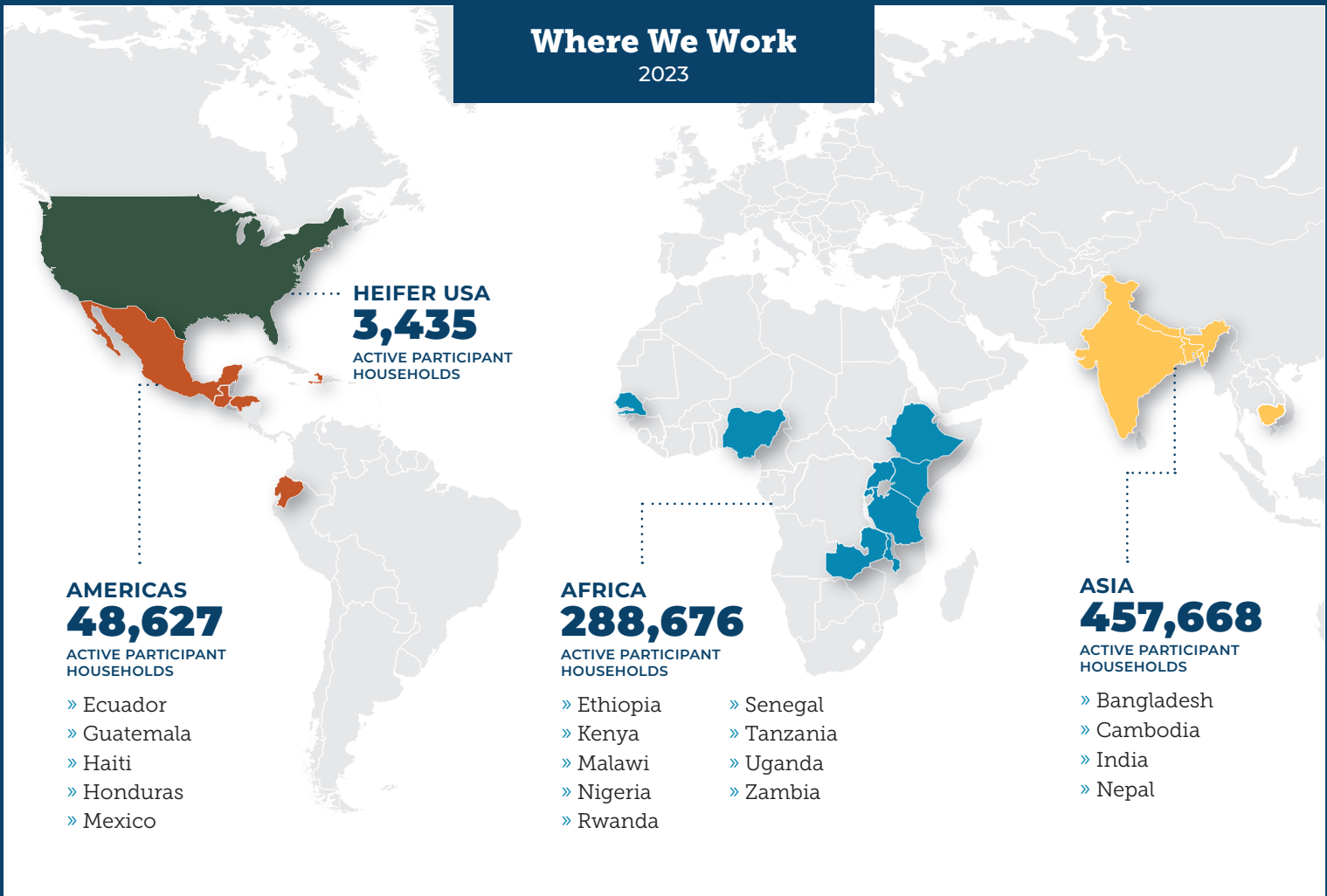


63%

of households across all program areas reported a high level of decision-making power for women participants in 2023

Where We Work

2023



HEIFER USA
3,435
ACTIVE PARTICIPANT
HOUSEHOLDS

AMERICAS
48,627
ACTIVE PARTICIPANT
HOUSEHOLDS

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

AFRICA
288,676
ACTIVE PARTICIPANT
HOUSEHOLDS

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

ASIA
457,668
ACTIVE PARTICIPANT
HOUSEHOLDS

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

Value Chains Supported



Our Approach: Sustainable Locally Led Development

STEP 1

Laying the Social Groundwork

Our decades-long experience shows that **strengthening social capital** within farming communities, based on recognition of shared values, builds a solid foundation for program success. We have seen that establishing mutual trust, accountability and respect leads to solidarity and commitment toward a common goal.

STEP 2

Catalyzing Locally Led Solutions

Community members **identify key challenges** to improving their farm-based livelihoods and agree on plans to address them – often including the formation of self-help groups that can coalesce into agricultural cooperatives and enterprises.

Heifer's role is to facilitate extension services, skills training and market linkages as well as access to finance, information, technologies and infrastructure. We also prioritize the adoption of environmentally sustainable agricultural practices.



MARKET ACCESS

Heifer works with public and private sector partners to create an enabling environment that supports better integration of smallholder farmers into 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 incomes.



ENVIRONMENTAL SUSTAINABILITY

Our Caring for the Earth approach helps farmers generate positive environmental and climate impact while producing healthier food for themselves and their communities.

The goal is to support food systems that are both more productive to feed a growing global population while also contributing to a healthier planet.



WOMEN'S EMPOWERMENT

Heifer is committed to designing programs that prioritize opportunities for women's empowerment and leadership by shifting power and decision-making to local communities.

This approach supports women to gain greater control over their lives and contribute meaningfully to the development of their groups and communities at every level. In time, communities, and women especially, create opportunities for meaningful change.

STEP 3

Generating Impact

Working collectively, farmers are able to leverage Heifer support to capture more value from their farm products, leading to increased incomes and improved prospects for their families and communities.

Participants also commit to pass on to others some assets or knowledge gained through their enterprises, creating a powerful multiplier of positive change. Heifer calls this **Passing on the Gift®**, which is one of our 12 Cornerstones for Just and Sustainable Development.

Our Programs

Our work is organized into signature programs that are focused on large-scale, measurable and sustainable impact achieved by building partnerships at all levels — including community organizations, farmer cooperatives, local and national governments, businesses and international funding institutions.

Below are descriptions of our program priorities by region and examples of a key initiative in each region.

Africa

Despite Africa's growing population and increased demand for food, its full agricultural potential remains untapped due to multiple factors including the inability to mitigate the effects of climate change, inadequate infrastructure and an 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.

MECHANIZATION FOR AFRICA KENYA, NIGERIA AND UGANDA (2022-2028)

Heifer partnered with Hello Tractor, an agricultural technology company that connects tractor owners to smallholder farmers in need of tractor services, and later expanded it into the *Innovative Tractorization for Africa* project. Launched in Kenya in 2022, the project uses Hello Tractor's flexible Pay-As-You-Go financing model to identify tractor owners who can meet criteria for tractor financing and support them to improve the management of their businesses.

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 increases access to finance and social capital through strengthening community trust and partnerships. Heifer also invests in market infrastructure so farmers can better meet local and national demand.

POULTRY PROJECT OF NATIONAL PRIDE CAMBODIA (2021-2026)

Heifer Cambodia's *Poultry Project of National Pride* is working with approximately 33,000 households, transforming Cambodia's traditional poultry production system into inclusive smallholder farmer enterprises that generate sustainable living income. Through the project, farmers organize into self-help groups and agricultural cooperatives. They utilize equipment, specialized training and improved access to capital to build strong sustainable businesses. The project facilitates the establishment of market centers where farmers can aggregate their products and package them for sale.

Americas

Across the Americas, Heifer works to integrate women and Indigenous populations into a variety of crop, livestock and seafood value chains.

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.

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.

GREEN BUSINESS BELT PHASE 2 GUATEMALA (2023-2030)

Heifer Guatemala along with local governments, private sector partners, producer organizations and indigenous farmer participants in the Alta Verapaz region are working to produce cardamom and spices in an environmentally friendly way while also securing fair prices for their product. *The Green Business Belt* program promotes agroforestry and supports communities to plant nurseries and promotes low-carbon, energy efficient spice dryers that use electricity and solar energy instead of firewood to improve the quality and consistency of the dried spices.

Accelerating Progress

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

Crowding in Investment

A key feature of Heifer’s work is multiplying the resources available through programs by crowding in investments from third parties who see value in supporting what we do.

Through our Heifer Impact Capital unit, we also leverage partnerships with financial institutions, governments, businesses and others to increase farmers’ access to capital. This means farmers have the resources to design and commercialize new products and services, create local jobs and support more inclusive and resilient rural economies.

The graph below illustrates the power of leveraging third party investments which more than doubled the total volume of investments in the communities we served in 2023. This shows how every program dollar from Heifer generates outside impact. A large proportion of these investments are from community and other local sources, reflecting strong local buy-in for Heifer programs.



Harnessing Technology

The technology experts of our Heifer Labs unit co-design digital solutions with farmers, the private and public sectors, and other partners in the development community to tailor digital technologies to local conditions and challenges.

These solutions can empower farmers with real-time data to support fair pricing, optimal yields, and market access to ensure they’re well-connected to their customers.

Some examples include:

- » Living Income Pricing tool (Honduras)
- » Farmer Advisory and Market Linkage Platform (India)
- » Digital Cooperative Platform (Nepal).

By working alongside farmers, governments, NGOs and companies like IBM, Heifer can successfully implement digital solutions that demand thoughtful design, capacity building for digital literacy, and infrastructure provision (such as devices, data and electricity).



IMPROVING MARKET ACCESS

HONDURAS

In partnership with Heifer Americas under the *Promesa Coffee & Cacao* program, Heifer is developing the Living Income Pricing (LIP) Tool. LIP equips cooperatives with accurate pricing information and fosters better buyer relationships. With access to premium pricing, farmers can build a sustainable living income and ensure the economic security of their communities. The tool is being piloted with Heifer Honduras in the Copan region in 2024 and may expand to other regions and countries.

Improving Access to 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.



POWER TO THE PEOPLE

RWANDA

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. 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

Heifer works with hundreds of partners to achieve greater scale and sustainable impact by offering holistic solutions to local challenges. Our partners include farmer organizations, women's groups, businesses, governments, funders, researchers and more. Heifer also leverages generous financial support from thousands of individual donors to further scale our impact.

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



CROWDING IN GOVERNMENT PARTNERS

NEPAL

As of June 2023, four provincial governments and 43 local governments disbursed sales-based subsidies of \$868,068 to rural livestock farmers in 88 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.

Contact us to learn more about partnering with Heifer International: heifer-dc@heifer.org

Heifer.org

1 World Avenue
Little Rock, AR 72202 USA
855.9HUNGER (855.948.6437)

Heifer International is a 501(c)(3) nonprofit charity registered in the U.S. under EIN: 35-1019477






HEIFER[®]
INTERNATIONAL