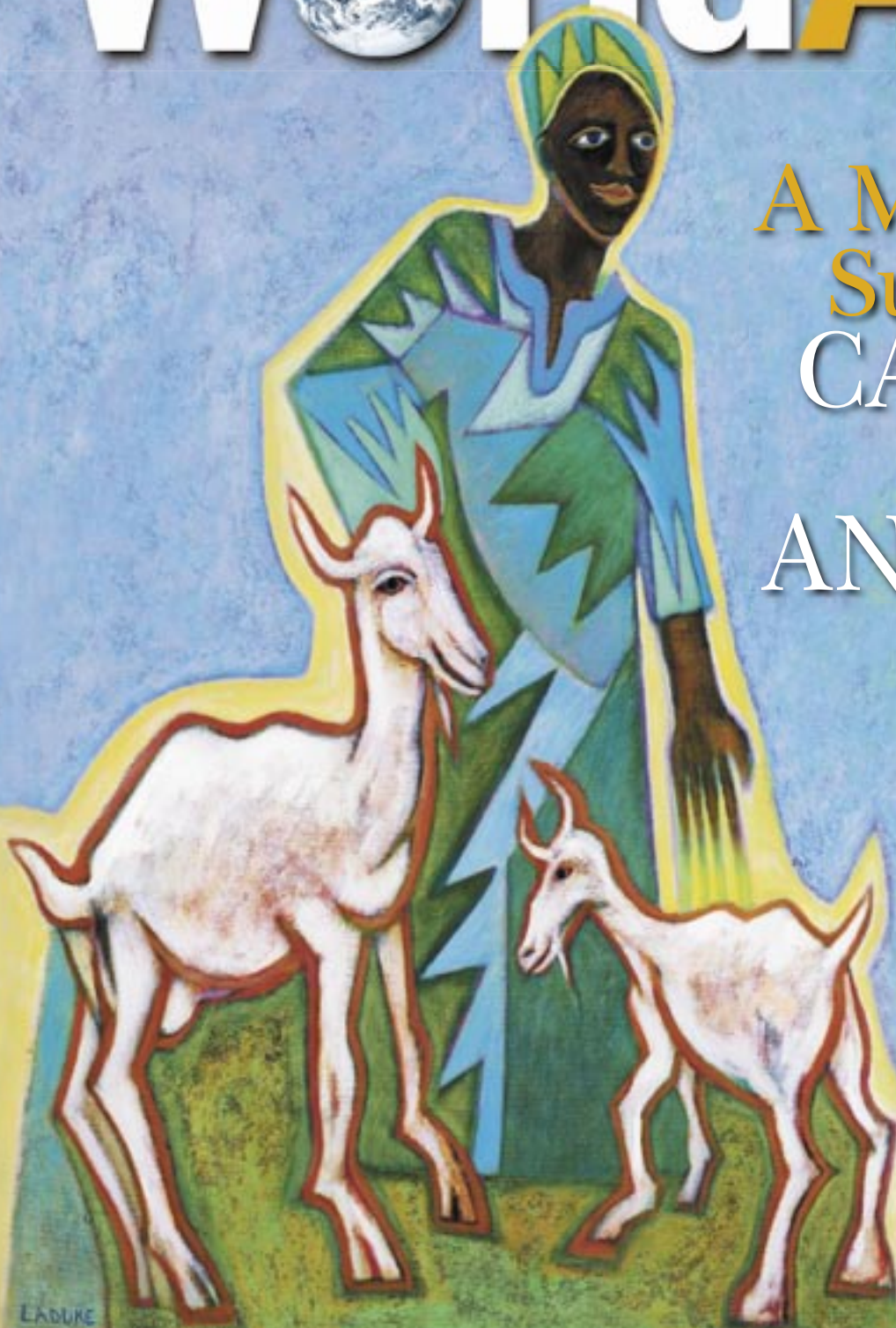


ENDING HUNGER • SAVING THE EARTH

WorldArk



A Matter of
Survival
CARING
FOR
ANIMALS



MAY/JUNE 2005



HEIFER GOATS
BEAR GIFTS
FOR CHINESE FAMILY

ASKED & ANSWERED
HOW TO CHANGE
THE WORLD

Dear Friends ...

By Jo Luck
President and CEO

Heifer teaches our project participants: Take care of your animals and they will take care of you.

It's no surprise that an organization named Heifer International takes seriously its commitment to the well-being of livestock, the subject of the cover story of this issue of *World Ark*. Animal Well-being is a Heifer initiative that promotes good quality of life for the animals we give: We teach families about proper housing, good management, improved nutrition, disease prevention and humane handling. Caring for animals has a place in almost everything we do to help people around the world become self-reliant.

Some people, however, may be surprised to learn that Heifer livestock often find their way from the country into the city through our urban agriculture projects. And it may be even more surprising that many of these projects are in the United States.

Hunger is not restricted to faraway places. It exists in our own backyards. And where there's hunger, Heifer works to overcome it, even in big cities like Chicago.

Often our approach to urban agriculture involves teaching people to garden so they can have easy access to fresh, wholesome fruits and vegetables, as well as earn income from the sale of their produce. In some cases, fish and gardens are linked in

"aquaponic" systems in which each life form provides nutrients to the other, creating small ecosystems. In others, bees make honey on the roof of a high-rise apartment building, or worm beds produce potting soil and fish bait.

"Training and Education" is one of Heifer's Cornerstones. Whether our project participants are rural residents or inner-city families, all participate in learning and passing on their training to others. Our partners value their livestock and crops. We teach them: Take care of your animals and they will take care of you. Through careful tending of their livestock and their gardens, struggling families—both rural and urban—can earn income and build better lives for themselves, becoming strong and self-sufficient.

Whether they're country fish or city fish, country chickens or city chickens, they all require wise treatment from their well-trained human caretakers. Humans are, after all, animals themselves, and we are inextricably linked. Wherever we work, Heifer promotes the same standard of care for all our livestock.

One of the major goals *World Ark* seeks to achieve is to educate people about the issues that surround Heifer's work to end hunger and protect the Earth. As part of that effort, in this issue of the magazine you will find a gift from Heifer to you. It's "Passing on the Gift," a new DVD about our work to help families around the world. I think you will enjoy watching it.

But we also have a wish—that you will take a cue from the DVD's title and share it with family and friends so they too can learn that there are sustainable solutions to the problems of poverty and hunger, and that they can help. As Heifer supporters, you know these things already, but by passing on our gift, you help us spread hope—one of the greatest of all gifts.



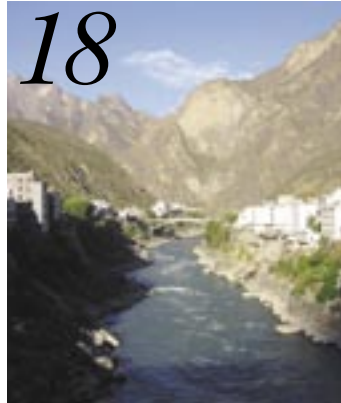
PREVIEW



WORLD ARK

MAY/JUNE 2005

“You don’t get more intimately involved in your own survival than milking a goat.”—Professor Jay McDaniels, whose class spent a few nights at Heifer International’s Global Village 2, sleeping in buses and bartering for food



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By Sherri Nelson

Heifer International’s project participants care for their animals as if their lives depended on them—and often, they do.

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By Lauren Wilcox

A disabled couple in China’s highlands makes the most of a few good goats.

Q&A: David Bornstein 25

The author of *How to Change the World: Social Entrepreneurs and the Power of New Ideas* shares insights on business, activism and why the time is ripe to change the world.

Inside this issue of *World Ark* you’ll find a new DVD about Heifer International and our work. It’s called “Passing on the Gift,” and it’s part of our educational efforts to end world hunger. Please pass on the gift by sharing this short film with your family, friends, church and community groups!

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Cover: “Uganda: Nanfuka Teopista’s Goats” by Betty LaDuke of Ashland, Ore. Several of her Heifer-inspired paintings are available as note cards and posters. To order, call (800) 422-0474. For more information about LaDuke and her art, visit her website at www.bettyladuke.com.

In Honor

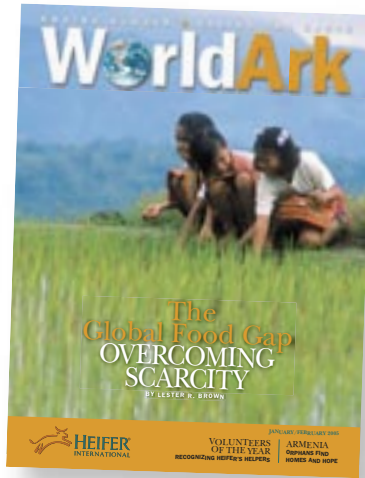
I recently made a contribution (which is the latest over several years) in honor of my mother, Jean Hennessey, who died over a year ago. She worked her whole life and understood, better than anyone I know, the struggles of women trying to provide for their families, and especially trying to make life better for their children.

The work of Heifer International mirrors the arc of my mom's life. I am proud to support you now and in the future. My mother's grandchildren, my two children (Brendan and Caitlin Smith, twins age 7), also support Heifer by giving gifts of goats and chicks, etc., to teachers and friends, having practically been raised on the story *Beatrice's Goat*. We have purchased and given as classroom gifts scores of copies of the book.

Patricia Hennessey
Ardsey, N.Y.
E-mail

"60 Minutes"

I watched "60 Minutes" last night and really marveled at the piece on Beatrice from Uganda and the out-of-this-world opportunity that Heifer International gave her. I am originally from Kenya, but I feel close in kinship to Beatrice and her people—and indeed



all the young children in Africa, particularly young girls, who meet untold challenges while trying to rise above the odds.

Thank you for believing in Africa.

Mary Mbugua
Manteca, Calif.

I loved the "60 Minutes" episode! Please have more things like this. At Christmas, I was so hoping to give to Heifer in honor of my grandchildren, but ended up again buying needless, forgettable "things."

I would love to be able to have stories like the "60



Minutes" episode in a book that could also incorporate my grandchildren's names to tell them why I am doing this and to let them know about other children around the world. Perhaps you might find a way to provide an "e-book" to which people could add their own names and pictures.

Sandy Hines
Costa Mesa, Calif.
E-mail

Editor's Note: *The CBS television program "60 Minutes" in January broadcast a segment on Heifer International and Beatrice Biira, a young woman from Uganda whose life was transformed when her family got a dairy goat from Heifer.*

Environmental Change

You asked in your January-February 2005 issue: "Is environmental change a major threat to the United States?"

My reply:

Environmental change can only be a threat to the United States if we fail to adapt and change with our environment. So long as we fight against the powers of nature, we will always be astounded by its omnipotent powers. It is only when we give our environment

the respect and reverence it deserves that we will begin to connect with its force and understand its power.

Kelly Stobbe
Cheney, Wash.

The answer is yes. Plant growth will be affected (food production) due to changes in the temperature and moisture regimes and/or carbon dioxide levels in the atmosphere. Instabilities in food production will cause migration of human populations, which will stress nation states and borders. Efforts to manage the situation through engineering will cause additional problems in the allocation of finite supplies of usable water. Anecdotal evidence suggests that it is global warming.

The University of Alaska has found that entire ecosystems have changed the manner in which they handle carbon. Instead of being carbon sinks and developing soil diagnostic horizons, which store carbon, they have started to evolve carbon and are losing mass. Natural soils that have taken thousands of years to develop do not change their genesis in a few years unless there is an outside cause.

Space photography has shown loss of ice coverage. The loss of the Larsen B ice sheet in Antarctica and major loss of ice cover-



age in the Arctic are examples. Glaciers across the world are receding, some in Greenland at the rate of 10 meters a year. This affects the albedo [the reflecting power] of the planet, which continues the pressure on the atmosphere. This additional liquid water in the oceans will raise the level of mean sea level, as can be seen in the Tuvula Islands in the South Pacific.

The question should be

phrased: “Due to anthropomorphic global warming is environmental change a major threat to the United States?” Using “environmental change” spins the threat to suggest benign seasonal change or daily change and does not mention the real problem.

Steve McWilliams
Albuquerque, N.M.

Honey and Hope

Four years ago, my mother, Ms. Helen Palmer, and I started keeping bees on the balcony of our house in Cambridge. It’s a lot of fun, and we get all the honey we could possibly use or give away. That was the problem—we had a lot of honey, but since it was only a hobby, we didn’t want to try to make a profit.

That’s when we got the

idea of selling our honey for charity; now we use all the proceeds from the jars of honey we sell to buy Heifer International beehives. Our bees allow others, who need it far more than we do, to feel the joy we do from working with bees and harvesting honey.

What could be a better way of making our bees an important part of an international community?

Joanna Rifkin
Cambridge, Mass.
E-mail

Inspiration

I am reading the [November/December] issue of *World Ark* with interest. Thanks for good articles like “We Can End World Hunger” and others. Thanks also for “The Force of Non-Violence” by Colman McCarthy.

The Rev. Chuck Winkler
Tempe, Ariz.
E-mail

I just had to write to tell you how inspired I was by reading the latest copy of *World Ark* [November/December 2004].

I would love to distribute copies of these to the members of my church who are concerned about social justice. I think they would be as enthusiastic as I am.

Cindy Miller
Philadelphia
E-mail

Q&A

In each issue we pose a question or two related to Heifer’s goals of ending hunger and saving the Earth.

Do you think that you, as an individual, can significantly help alleviate hunger and poverty?

Yes No

Send your answers, plus any additional comments you wish to make, to the address in the box at right.



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Heifer International publishes *World Ark* bimonthly for donors and friends. Heifer has helped millions of impoverished families worldwide become more self-reliant through the gift of livestock and training in their care. A nonprofit organization rooted in the Christian tradition, Heifer works for the dignity and well-being of all people.

Heifer is a member of InterAction. Federal employees may designate gifts to the Combined Federal Campaign by writing in #0315. Heifer International is a 501 (c) (3) nonprofit organization and gifts to Heifer are tax deductible and are used as designated until current needs of those projects are met. Further gifts are applied to similar projects so that gifts begin helping people immediately.



“Getting and spending, we lay waste our powers.”

—William Wordsworth from “The World Is Too Much With Us”

Penny-wise

At a typical grocery store, 91 cents out of each dollar you spend goes to suppliers, processors, middlemen and marketers. Only 9 cents of each dollar goes to the people producing the food. In the United States, a wheat farmer may receive about 6 cents of each dollar spent on bread, about the cost of the bag the bread is wrapped in. But at farmers markets, 80 to 90 cents of every dollar you spend stays with the farmer.



The Ark of Taste

As our food supply grows more homogenized, many local and traditional foods that were once staples are being lost. The Slow Food Foundation for Biodiversity is assembling a catalog of flavors from around the world that are, in their words, “threatened by industrial standardization, hygiene laws, the regulations of large-scale distribution, and environmental damage.”



Foods in the “ark” include the Navajo Churro sheep that Heifer uses in its projects, as well as butter, grains, beverages and, in France, something called a “black turnip.” To search the foundation’s database by country, or to nominate a

food for the ark, go to www.slowfoodfoundation.com and click on Ark of Taste.

Seasonal Sustenance

Such is the miracle of modern food growing and distribution that many fruits and vegetables can be bought year-round. But out-of-season strawberries have to travel great distances to reach you in snowy January. That travel damages the environment, and fruit that is bred to travel or picked unripe often isn’t as tasty, as good or as fresh as local goods. For a handy, printable calendar of your state’s seasonal foods, go to: www.sustainabletable.org/shop/eatseasonal/.

To Sleep, Perchance to Save

Using your computer’s “sleep” mode instead of a screen saver will reduce its energy consumption by 60 to 70 percent. Screen savers don’t actually save energy, especially the animated ones, which use as much energy as your monitor does in active use. So turn off your monitor when you’re not using it, or put it in sleep mode. And be sure to turn it off at night—it’s far more efficient than leaving it on, and reduces mechanical wear. Even inanimate objects need their beauty rest!



Knowledge IS POWER

Research is showing that education and well-being are inextricably linked. A study in rural Pakistan found that a relatively minor improvement in nutrition would increase the likelihood of starting school by 4 percent for boys and 19 percent for girls. Conversely, a farmer with four years of elementary education is, on average, 8.7 percent more productive than a farmer with no education. And a recent study in Uganda found that people who finished primary school were half as likely to contract HIV as those with little or no education. Those who finished secondary school were only 15 percent as likely to contract the disease.

Hunger at Home

Both the percentage of people living in poverty and the percentage of people going hungry are on the rise in the United States.

U.S. Census poverty data:

Year	Prevalence of People in Poverty	Number of People
2000	11.3 percent of households	31.6 million
2001	11.7 percent of households	32.9 million
2002	12.1 percent of households	34.6 million
2003	12.5 percent of households	35.9 million

U.S. Department of Agriculture hunger data:

Year	Prevalence of Food Insecurity	Number of People
2000	10.5 percent of households	33.2 million
2001	10.7 percent of households	33.6 million
2002	11.1 percent of households	34.9 million
2003	11.2 percent of households	36.3 million



Enough to Go Around

“Abundance, not scarcity, best describes the world’s food supply. Enough wheat, rice and other grains are produced to provide every human being with 3,500 calories a day. That doesn’t even count many other commonly eaten foods—vegetables, beans, nuts, root crops, fruits, grass-fed meats, and fish. Enough food is available to provide at least 4.3 pounds of food per person a day worldwide: two and half pounds of grain, beans and nuts, about a pound of fruits and vegetables, and nearly another pound of meat, milk and eggs—enough to make most people fat! The problem is that many people are too poor to buy readily available food. Even most ‘hungry countries’ have enough food for all their people right now. Many are net exporters of food and other agricultural products.”

From *World Hunger: Twelve Myths*, Second Edition, by Frances Moore Lappé, Joseph Collins and Peter Rosset, with Luis Esparza (fully revised and updated, Grove/Atlantic and Food First Books, October 1998).

A Matter of Survival

CARING



FOR ANIMALS

By Sherri Nelson
Heifer Staff Writer

Photos by Darcy Kiefel
Heifer International Photojournalist
and Katy Montgomery
Heifer Staff

In the dry tropical forest that connects the borders of Peru and Ecuador, the sun bakes the ground into a dry, powdery dust. The landscape is scattered with thorny brush and brambles, with only an occasional tree to provide shade. With a two-year absence, rain is a stranger to this desert-like terrain, and it isn't expected in the coming year either.



“The provision of animals and training are at the core of Heifer’s programs. Animals join the project family circle, providing work and by-products in exchange for housing, feed and care. The family knows that the survival of the animal is directly related to their own improved quality of life.”

**—Dr. Terry Wollen,
director of Animal
Well-being at Heifer**

Livestock are essential to communities in this difficult ecosystem. Donkeys ease a family’s burden by pulling carts with large containers of water. Chicken eggs provide much-needed protein; goats and cows produce milk and cheese. Animal well-being is interconnected with human well-being, and proper animal care and management are a matter of survival for all—livestock and families alike.

Ernesto Manchay’s family participates in the Heifer International project in the El Globo sector of the dry forest. He lives with his wife and five of his younger children. Manchay keeps his sheep under the shade trees in an enclosed pen. His children help provide fresh water for the sheep several times a day and tend to the feeding duties. Manchay has been trained to evaluate the health of his animals, he has learned to improve his breed, and he has access to animal health kits and assistance through Heifer veterinary staff and trained, local animal health care workers.

“I have had many [Heifer-provided] trainings that were really good. I learned how to properly manage my animals and the algarroba bean. I have increased the number and quality of healthier animals through my training and the veterinary kit,” Manchay said.

Before any animal is placed with a family, Heifer project staff determine whether family members can provide for the animal’s shelter, nutritional and health care needs.

Manchay said the trainings were essential to improve the quality of life for his family. He passes the knowledge he has gained onto his children and others in the community.

The Family-Livestock Link

An organization called Heifer International would be expected to know some-

thing about heifers. The organization started its work by providing livestock to farmers in countries devastated by World War II. Since then, however, the menagerie of animals that Heifer provides has grown as the work has grown.

And though the photos of happy children with ducks, lambs or goats likely bring smiles to the casual observer, the families Heifer works with view their animal gifts as much more than a photo opportunity.

Dr. Terry Wollen, veterinarian and director of Animal Well-being for Heifer International, explained the link between struggling families and livestock: “The provision of animals and training are at the core of Heifer’s programs. Animals join the project family circle, providing work and by-products in exchange for housing, feed and care. The family knows that the survival of the animal is directly related to their own improved quality of life. It’s a shared value of improved animal management for the survival of the family.”

Wollen is charged with ensuring that all Heifer country programs recognize the importance of animal well-being and incorporate mandated standards in all projects. Before families receive animals, they must first demonstrate the ability to properly care for the animals and have the means to provide for fundamental needs: adequate food, clean water, proper shelter and health care.

In its commitment statement about animal well-being, Heifer International promises to help families and communities become self-reliant by providing high-quality livestock, training and related support. With proper training, small farmers can ensure humane treatment and protection of livestock by learning how to improve animal shelter, management, breeding, nutrition and veterinary health.

Heifer trains farmers and animal health care workers in six interdependent animal well-being necessities that are based on the commonly accepted pillars of



humane animal husbandry by veterinary professionals. They are:

1. animal reproduction
2. rearing and socialization
3. animal nutrition
4. environmental impact
5. animal health care
6. animal husbandry.

“Heifer’s animal well-being practices were developed in keeping with the ‘five freedoms’ advocated by the United Kingdom’s Farm Animal Welfare Council: freedom from hunger and thirst; freedom from discomfort; freedom from pain, injury or disease; freedom to express normal behavior; and freedom from fear and distress,” said Wollen. “These guidelines help Heifer project participants best manage livestock, while protecting against animal cruelty, abuse and neglect.”

Animal Reproduction

Determining the most appropriate livestock for a particular project is critical. Economic, environmental and cultural factors are often considered when deciding which kind of animal will provide the best means to help a family become self-reliant.

Heifer evaluates the economic ability for a participant to properly care for an animal.

Crucenia Sanchez Manaya (above) cares for her sheep in the highlands of Inkawasi, near Pura, Peru.

Animal shelters like this one in Rwanda (opposite page) protect animals from extreme climates.



Before any animal is placed with a family, Heifer project staff determine whether family members can care for the animal's shelter, nutritional and health care needs.

Environmental factors are another consideration. Indigenous livestock, animals native to a specific area, are better suited to local environments. They often can stay healthier and are less expensive to manage than imported breeds because many are resistant to local diseases and better adapted to weather conditions. Native animals are the

best starting point for improving genetics.

Finding local, good-quality animals is less expensive because transportation costs are lower and the offspring tend to be better adapted to local conditions. Using indigenous livestock not only improves the success of Heifer projects, but it also helps prevent extinction of local breeds while preserving biodiversity.

Another factor that leads to the success of a Heifer project is working with breeds based on cultural experience. For example, the Churro sheep increase family income and preserve traditions because of its sacred value to the Navajo people.

Heifer's Animal Well-being program stipulates specific guidelines when breeding livestock. First, animals should be the appropriate age and size before breeding. Adequate feeding and water must be provided to pregnant and lactating females and breeding males. Pregnant animals should not be used as draft animals or for other work. Livestock must be provided with clean, dry birthing areas, and farm families are encouraged to keep records of breeding for health care and accountability reasons.

Rearing and Socialization

Unlike many of the large-scale farms in the industrialized world where human contact with livestock is limited, the success of Heifer projects depends heavily on the interaction between humans and animals.

"People develop a special bond with their animals, whether they are family pets or village livestock," Wollen said. "It's that special relationship that makes the Heifer approach to development so appealing. When we live close to and work with our animals, they become more like members of the family. They thrive and struggle with us. Animal well-being becomes our desire and not just our responsibility."

Wollen explained that project participants must understand their animals' temperaments, breeding and basic care needs. Heifer teaches participants about livestock

care, especially the importance of clean water, adequate feed, weather protection and appropriate use as draft power. When possible, Heifer animal health care trainers include all family members, so that each person participates in caring for the animals and is able to identify and report problems.

“We encourage the use of indigenous health care, and we work to identify local skills and knowledge to reinforce the health care programs for an area.”

—Geneti Debia, Heifer South Africa program officer

In many of the developing countries where Heifer works, using livestock for draft power is a practical, sustainable and environmentally friendly means to raise crops.

“Often, the terrain is extremely steep and rocky, and Heifer families must farm remote mountainsides,” Wollen said. “Tractors and other machinery cannot maneuver in such places, but draft animals such as sure-footed water buffalo or mules can. A water buffalo can increase a rice farmer’s production fourfold over hand-tilling methods in areas like Thailand or Indonesia.

“Draft animals don’t create pollution, and their manure is used to enrich the soil. Heifer farmers are trained in improved animal husbandry and nutritional practices to help animals be productive and have a good quality of life.” Draft power can also help families remain on land that would otherwise be useless for agriculture.

“Early in my exposure to the work of Heifer International, I realized the value of providing animal protein, draft power and animal by-products to the survival and well-being of resource-deficient people around the world,” Wollen said. “I realized that if families survived and thrived in the places they lived, they would not have to go to

urban areas looking for work as low-wage day laborers.”

Project participants are educated on how to best use draft animals and not overburden them. Only animals of proper age and size are started in the training process. Sick or injured animals are excluded from draft work, and only animals of similar size and strength are used on a team. Work hours are adjusted according to weather and seasonal conditions, and animals are provided with adequate water, rest and bathing for cooling between work times. For example, water buffalo naturally enjoy wallowing in mud to cool their bodies and for relief from insects such as flies.

Livestock should be paired only with jobs they are physically able to accomplish without strain or harm caused to the animal. Heifer animals are also entitled to the care and interaction of an attentive family.

Animal Nutrition

As with all living beings, animals must have good nutrition for a healthy, productive life. When beginning a project, farmers examine the basics of livestock nutritional needs and how animals that graze such as cows, goats and sheep differ

Separate birthing houses (opposite page, top) like this one in South Africa protect newborns from potential predators.

Many animal shelters (opposite page) are built on piers, allowing manure to drop underneath, keeping bedding clean and making manure collection convenient.

Water buffalo (below) provide draft power to many Heifer projects. These animals need water or mud for wallowing to keep cool. In countries like the Philippines, water buffalo increase rice production fourfold.





in nutritional needs from animals like swine and chickens.

When beginning a new project, Heifer works with farm families to determine optimum rations of nutritional feed that will not compromise the family's need for food. Cows are often given supplements such as bran, cottonseed or oilseed cake—ingredients not common to human diets. This helps ensure that the project animals thrive while not competing with families for food, even in times of drought, when feed supplies may otherwise suffer.

Dr. Joe Snyder, a veterinarian for more than 20 years who lives in Myrtle Point, Ore., has volunteered his time and expertise in Heifer's veterinary Study Tour program.

In Honduras, Snyder helped train project participants in animal care and nutrition. He was impressed by the efforts of Heifer project participants to provide for their cattle.

"The first community we visited, Las Posas, was in a hot, arid region in the south of the country," Snyder said. "What impressed me most was the condition of the livestock. Coming from ever-green Oregon, it seemed almost inconceivable that one could have such healthy-looking cattle in such an environment, especially with the very limited resources available. I noticed some rectangular patches of vegetation on the mountainsides, often on steep slopes far from road access," Snyder said.

"When I asked one of the Heifer technicians about them, I learned that they were planted as tropical forage called King Grass," he said. "This grows upward of 10 feet tall and provides pretty good nutrition for the cows.

"To plant it, the people must hike up there and clear the land by hand, then plant each seed individually with a sharp stick to make the hole," Snyder said. "Then, the forage is harvested also by hand and transported to the community, where it is fed to the livestock. Such dedication says more than any words about how important the animals are to the people. I see a lot of cattle in my daily work, and can recognize

The Bottom Line

THE COMMON AND THE EXOTIC

In 2004 Heifer donated more than 640,000 animals, including 25 species that were placed in 50 countries.

Alpacas	Goats	Pigs
Bees	Grasscutters	Rabbits
Chickens	Guinea Fowl	Sheep
Cows	Guinea Pigs	Silkworms
Ducks	Horses	Turkeys
Dzo	Llamas	Water Buffalo
Fish	Oxen	Worms
Geese	Pigeons	Yak

A **dzo** is a hybrid animal resulting from crossbreeding a cow and a yak. It is larger than a yak with more milk for its young and smaller than the cow family from which it came. Dzoes retain an innate understanding of how to paw for grass under the snow of winter, which is a strong survival characteristic of the yak.



healthy animals. These were well cared for, well off and well loved.”

Heifer guidelines state that new project families should have adequate feed available, and pastures or trees must be planted and producing prior to new project animals being placed. When determining feed supplies, the capacity of pasturelands, including season and rainfall, are considered to avoid overgrazing. In addition to the supply of food, sufficient amounts of clean water must also be available.

In a remote mountainous village in the Inkawasi district of Peru, farmers were trained to build reservoirs to maintain an adequate water supply for people, livestock and crops. Heifer technicians trained farmers in how to build the reservoirs and provided plastic for the construction. According to Pedro Carrasco, a Heifer Peru staff veterinarian, these reservoirs ensure the watering of crops and livestock, and they are directly related to a reduction in mortality rates and an increase in crop and animal production.

Environmental Impact

Appropriate shelter and living conditions are vital elements of animal well-being. Livestock should be protected from harsh climates, including extreme heat, high winds and freezing temperatures. Heifer participants must have the means to build

and maintain suitable shelter before they are given ownership of animals.

Animals should never be confined in tightly enclosed areas. Livestock need adequate room for comfortable movement and must have access to daily exercise, especially for tethered animals. Bedding should be clean and comfortable, which helps prevent skin abrasions and pressure sores.

Good ventilation is essential in providing the right environment for healthy animals. Shelters need fresh air flow to reduce odors and to maintain dry bedding. Heifer participants are trained in sound manure and urine management. Many animal shelters in Heifer’s projects in Africa are built on a foundation that allows manure and urine to immediately drain from the shelter. This keeps the bedding dry and helps farmers easily collect the manure for crop fertilization.

Zero grazing is a method of housing animals that is often used in Heifer projects. In a zero-grazing environment, animals are kept in an enclosed area and provided feed and water instead of being allowed to wander and graze.

“The advantages of zero grazing are many, depending on the local situation: animals are protected from predators, adverse weather, theft and other threats. Owners can better observe the animals’

In Peru, community animal health care workers are trained to care for alpacas (above). Healthy animals produce better-quality fiber, which fetches a higher price at market.

A Guatemalan woman (opposite page) tends to her livestock.

Poultry are the most common species of animal in Heifer programs. Chickens, ducks, geese, turkeys, pigeons and guinea fowl can all forage for insects, leaf buds, grasses and other natural materials. Poultry can feed on the by-products of the kitchen and other waste organic material. Most of them also act as watchdogs around the farmstead, alerting families to intruders.



The larvae of **silkworms** turn mulberry leaves and twigs into a silk cocoon that can be spun into beautiful cloth. The worms known as **California red wigglers** turn decaying organic material such as leaves and manure into compost, which adds essential nutrients and humus to the soil. Heifer families from around the world use worms on their farms.

The **grasscutter** is a brownish forest rodent in central Africa. Grasscutters are hardy animals that provide inexpensive and nutritious protein for Heifer families. Grasscutters can also be sold in local markets.

“When we live close to and work with our animals, they become more like members of the family. They thrive and struggle with us. Animal well-being becomes our desire and not just our responsibility.”

—Dr. Terry Wollen

Madalena Gutierrez Nole was trained as a community animal health care worker for the village of Cucugara in Peru. Madalena treats one of her family's goats with the help of her daughter, Brendi.



health, and husbandry measures are more easily carried out,” Wollen said.

“The animals aren’t the only ones who benefit from zero grazing. It’s better for the environment too. In areas with steep range land and fragile soil, these units help protect against erosion caused by overgrazing.”

A zero-grazing pen was built for Lu Hua Qing, a farmer who lives in the village of Han Ja Ba in the Tibetan Plateau, before he received goats from Heifer. Heifer taught Qing how to build the pens and how to plant rye and alfalfa grass needed for forage. Both types of grass can be harvested several times a year, aiding in the productivity of his goats, which often give birth to twins.

Animal Health Care

Through the Animal Well-being program, Heifer develops health care plans that are tailored to a community’s specific needs. In most countries where Heifer works, the staff includes at least one veterinarian as well as animal specialists. These experts train local, village-level animal health workers, who then can provide some basic treatments like vaccinations.

“It’s Heifer’s community-based approach to animal health that keeps our projects successful and helps the families continue to raise livestock well after Heifer’s work

is finished,” Wollen said. “The farmers learn to care for their animals and to pass that knowledge on to their neighbors and children. This ripple effect spreads throughout the generations and makes the work that Heifer begins sustainable long after the official funding has ended.” When a project first begins, Heifer ensures that farmers have the essentials for good preventive care, including vaccinations, treatments for external parasites and medicine for deworming. In many areas, local medicines are used, a practice that takes advantage of traditional knowledge and materials.

“Heifer Philippines has an extremely successful community animal health care program that heavily relies on traditional treatments in conjunction with modern preventive care,” Wollen said. “This combination has proven very effective in communities where resources are limited and where local healers are available. Use of traditional knowledge and treatment is known as ethno-veterinary medicine, and it’s generating great interest in the veterinary field.”

Geneti Debia, Heifer’s South Africa program officer, said Heifer Cameroon was a pioneer in ethno-veterinary medicine. He said these native animal health care remedies were extremely important in rural areas because access to modern medicine was sometimes limited.

“We encourage the use of indigenous health care, and we work to identify local skills and knowledge to reinforce the health care programs for an area,” Debia said. “Heifer’s Africa Program reinforces the importance of creating community health care committees to deal with the issues of animal well-being.”

Community animal health care programs train farmers who are selected by their communities to provide basic animal health services in their villages. These animal care workers perform treatments

(Continued on page 16.)

Veterinarians, Heifer Team Up to Help Tsunami Victims

By Lauren Wilcox

World Ark Associate Editor

The American Veterinary Medical Association has partnered with Heifer International to raise money for long-term development in regions in southeast Asia that were hit hardest by December's tsunami. The AVMA is encouraging donations to Heifer from its members, industry partners and the public and has pledged to match them—with the goal of raising a total of \$1 million. As an initial challenge match, the AVMA has already contributed \$100,000 from reserves to the development organization.

For Heifer, this is a meaningful and important partnership that will support Heifer's work in the tsunami disaster areas. It also is a wonderful demonstration of support, from a group of experts, for Heifer's sustainable development and livestock work. With more than 71,000 member veterinarians, the American Veterinary Medical Association is "dedicated to advancing the science and art of veterinary medicine, including its relationship to public health, biological science and agriculture."

Cynthia Hester, who directs Heifer's corporate relationships, said, "The need for long-term development in disaster areas can be overlooked, and we are very pleased and grateful that an organization like the AVMA recognizes that need and

the role that Heifer can play in addressing it."

Soon after the disaster, says Scott Nolen of the AVMA, the organization started receiving numerous inquiries from members and members of other associations about what the AVMA was doing to help.

Bruce W. Little, AVMA executive vice president, submitted a recommendation to the board of the AVMA that read, in part, "With the ever-present news about the enormous magnitude of cash gifts, supplies, and medical assistance that have been sent to the area by thousands of generous donations, it seems appropriate that AVMA should take a longer-term view of the issue."

"For us, this is a natural partnership," said Hester. "We train families in animal husbandry practices and meeting animals' veterinary needs. We also teach them about holistic environmental farming practices."

Dr. Terry Wollen, director of Animal Well-being for Heifer International, noted that each of Heifer's 35 international offices included technical staff of either a veterinarian or animal scientist.

Because no organized system of animal health care exists in many places where Heifer International works, staff make use of what's available. This, Wollen said, usually comes in the form of government extension



employees or community animal health workers. Community animal health workers are project participants whom Heifer provides with a basic medical kit and special training in animal health and husbandry aspects particular to the region.

"We try to link them to their country's government veterinary program because there's always the need to track disease trends," Wollen said.

When the immediate crisis work has concluded, the funds from the joint fundraising effort will be used in coastal communities on Sumatra (and possibly other affected areas) to rebuild agricultural production, increase family incomes and

improve housing, education and public health.

Mahendra Lohani, Heifer's director of the Asia/South Pacific Program, said, "We are grateful for this partnership with the AVMA. In a time of great need and suffering, it is enormously comforting to begin to plan for the future—and to have the support of such a distinguished group of professionals as we do so."

AVMA writer Scott Nolen contributed to this article, parts of which appeared in the Journal of the AVMA.

To learn more about the American Veterinary Medical Association, visit www.avma.org.



Goats in Dan Ba, China (above), follow a handful of rye grass at feeding time.

Charlie Robbins (opposite page) trims a goat's hooves under the supervision of Jeff Dombroskas, Heifer staff member. Charlie participated in the East Valley goat project in Morgan County, Kentucky.

such as oral administration of vitamins, deworming, hoof trimming and wound dressing. They also provide more complex treatments with the supervision of a licensed veterinarian, like wound treatment and some minor surgical procedures.

After training, Heifer provides veterinary kits to the local animal care workers. These kits contain health care basics—vitamins, deworming medicine, dressings for wounds, syringes and equipment necessary for common procedures. In most cases, Heifer provides the initial supply of veterinary materials. Community animal health care workers charge for services rendered and materials used so that additional supplies can be purchased. In some communities, families might sell extra offspring, milk or eggs to earn money to purchase more supplies.

“I received training in health care for animals along with a vet kit from Heifer International. It is not usual for a woman to practice this,” said Madalena Gutierrez Nole, a Heifer project participant who lives in the dry forest in Cucugara, Peru. “Today, I am grateful because I can help care for the animals.”

Dr. David Slocum, a veterinarian who first began working with animals when he was 14 to pay off a bill for the treatment of his family's sick cow, was one of Heifer

International's Volunteers of the Year in 2004. He has traveled with Heifer's Study Tour programs to Albania, Armenia and Honduras. Slocum worked with a team of veterinary professionals who helped teach families about basic animal health and nutritional needs. He also helped vaccinate and deworm goats, cows and chickens.

Slocum grew up on a farm, and his family “raised the food they ate.” Through this experience, he felt an immediate connection to Heifer.

“It's amazing to see how healthy Heifer's animals are in these areas where people are so incredibly poor,” Slocum said. “Even though the animal health care isn't up to the American veterinary care standards, the animals are well cared for. The people in the villages we visited took better care of their animals than they did for themselves. This care is essential to the well-being of their families,” he said. “When it comes to animal well-being, Heifer is top-of-the-line. The welfare of animals is a top priority.”

Animal Husbandry

Animal husbandry encompasses proper handling and management practices, including hoof care, castration at the right age, shipping, animal identification and humane slaughter.

Heifer trains project participants in the proper techniques involved in hoof care. Families are instructed to use well-maintained equipment and are shown how far to trim the hooves. Hoof care is important because it prevents infections and reduces leg pain—when a hoof is too long, it is difficult for an animal to comfortably stand.

Castration is performed at the earliest age practical. Castration of animals not intended for breeding keeps animal population manageable and ensures the quality of the stock. Skilled health care workers perform these procedures using sanitary methods that minimize pain and stress.

Heifer rarely ships animals, but when shipping is necessary, it complies with

“I received training in health care for animals along with a vet kit from Heifer International. It is not usual for a woman to practice this. Today, I am grateful because I can help care for the animals.”

— Madalena Gutierrez Nole

government health requirements. “We don’t ship animals often. In fact, 99 percent of Heifer’s animals are purchased locally,” Wollen said.

Animal identification is important to Heifer’s accountability system. Ear tags are commonly used with cattle, sheep, goats, swine and other large animals. Placement of an ear tag is simple and normally lasts the lifetime of the animal. Wollen said that the amount of pain caused by tagging an animal was similar to the pain people experience when piercing their ears or noses.

When Heifer trains project participants about proper handling of animals, it teaches farmers to use humane methods of slaughter. Only trained animal health care workers who use proper equipment in good working condition should slaughter an animal. Workers should slaughter the animal quickly to minimize stress and pain.

Wollen explained that the livestock Heifer provided were used for a variety of reasons other than meat protein. The value of dairy and draft animals is just as important.

Wollen added, “Good management

doesn’t always happen just the way we want. The reality is that not everyone takes the best care of their animals. While Heifer makes every effort to ensure good care, there will unfortunately be cases of neglect and abuse. The solution to this lies with the local Heifer community group. Through training and monitoring, Heifer staff teaches farm families good husbandry as well as how to monitor the project. When projects aren’t going as planned, the community decides how to correct the situation, and takes action to remove animals when there is poor management.”

“We Have to Respect Them”

Whether it’s a Heifer project in the dry forest of Peru, the mountain regions of Poland or the vast lands of Africa, animal well-being is a critical factor of success and sustainability. In Heifer programs like the one in Zambia, animal well-being is so important that each project has a committee of four to five community members that oversees the care of all animals—from project implementation to completion. This committee ensures that a family has the proper shelter and feed for animals, as well as the ability to maintain care.

Although animal well-being encompasses many complex and interrelated issues, it is a concept that even the youngest Heifer project participants can understand. Charlie Robbins, a young boy who participated in a goat project in the United States, perhaps said it best:

“You have to be responsible and nice to the goats, care for them, feed them and make them good and fat. And I love my goats! This project is so good to learn about little babies and helps me to raise goats. It is good to know that I can do something and take care of my animals. We have to respect them.” 🐐

“I realized that if families survived and thrived in the places they lived, they would not have to go to urban areas looking for work as cheap day laborers.”

—Dr. Terry Wollen



“Life Is Much Better”

GOATS LEAD TO IMPROVED HOUSING,
EDUCATION FOR CHINESE FAMILY



Story and Photos by Lauren Wilcox
World Ark Associate Editor

DAN BA, China—Our group has been on the road for days when we reach the county where goatherd Luo Xiao Yun lives, near the town of Dan Ba, in the western part of the Sichuan Province. Gan, our host and driver, pulls the car to the side of the road, where several county officials and local Heifer International staff are waiting to welcome us.

Dan Ba is known as the “town of beautiful women,” and the two women from the local Heifer office are exquisitely dressed in traditional outfits: black velvet headdresses and skirts embroidered with flowers. They are also wearing jeans and yellow athletic jackets. They greet us with prayer shawls, filmy white scarves that they drape around our necks, and a tray of liquor in little silver cups, which we drink standing by the side of the road. Gan, who doesn’t drink, dips his fingers in the liquor and flicks it over his shoulder three times.

We climb back into our cars and wind our way down into the town of Dan Ba, which is sunny and tree-lined, split by a wide river. The two sides of the town are linked by stone bridges, wooden footbridges and the occasional funicular. We see two people crossing the river on a trolley made out of planks suspended from a cable, a hundred feet above the white water.

A Ceremonious Occasion

A certain amount of ceremony surrounds any farm visit, owing in part to the number of people involved: three of us from Heifer’s Little Rock office; Gan; two men from the Chinese Bureau

of Animal Husbandry, wearing suits and ties, who have accompanied us for several days; various local officials, translators and Heifer staff; and of course the family themselves, relatives and neighbors.

The roads around Dan Ba are filled with schoolchildren, who snap to attention and salute our entourage as we drive past, which adds to the dignity of the occasion. “They used to throw rocks,” Gan explains, “and then a county official had the idea of the salute.” Yun’s house is in the crook of a little gorge; just behind his house a cataract of mountain runoff rushes to the Yangtze River. Yun is a relatively young, wiry man with a pleasant, open face and a shock of wavy hair. A knife hangs from his belt, which makes him look rather dashing. One of his legs doesn’t work, and he gets around on a wooden crutch. He lives with his mother; his wife, who is mute; and their two children.

Yun’s mother ushers us into their courtyard, which is white and bright turquoise. On a wide wooden table along one wall are a cleaver and a pile of vegetables, abandoned in mid-chop. In the living room, we arrange ourselves on the Yuns’ sofa and several wooden stools that Yun’s mother produces. Cigarettes are handed around, and we are served tea in bowls.

As we ask Yun questions, Gan translates. One of the men from the Bureau of Animal Husbandry makes careful notes in a black notebook, in spidery columns of characters.

The Life of a Goatherd

Yun has been a goatherd for years, with a small herd of the local breed. He and his wife made a meager living on the income from the goats, which bred once a year and bore one kid and sold for about 80 yuan or almost \$10. “As you can see,” Gan translates, “I’m disabled, and my wife cannot work either. We cannot do fieldwork. Herding is the only livelihood available to us.”

In 2002, Yun received from Heifer two bucks and 10 does of a superior breed, which bred twice a year and bore two or three kids



at a time and which sold for 600 yuan, about \$73—more than seven times what the local breed would bring. He began breeding them with his own herd, producing a hardy, productive hybrid.

Today, he has a herd of 230 goats, which he can sell for 250 to 300 yuan (\$30 to \$36) per goat. Last year, he sold 80 goats, his only source of income. Until last year, he and his family were living in a structure of mud and rocks. With the money from the goats, he says, he built the house we are sitting in: several bright, airy rooms around the central courtyard, with a covered area on the second floor for the preparation

Goatherd Luo Xiao Yun, his wife Du Re Ji (right) and his mother Cai Long Bu Chi stand in the courtyard of their home. The blue sign above the door says Heifer International in Chinese.

The town of Dan Ba (opposite page) is split by a river carrying water from the Himalayas.

In 2002, Yun received from Heifer two bucks and 10 does of a superior breed, which bred twice a year, bore two or three kids at a time and sold for 600 yuan, about \$73—more than seven times what the local breed would have brought.



Yun sits in his courtyard. The Chinese symbol on the tile behind him means “happiness.”

Vegetables (opposite page, left) wait on the chopping board in the Yuns’ courtyard.

Du Re Ji (opposite page, right) shovels dried corn she has removed from the cobs.

and storage of grain.

He has a refrigerator now and a television—an amenity that affords this remote village a view of the wider world. Perhaps most importantly, he can now afford to send his children to school. His son is a few grades behind, because he could not afford to go before, but he is catching up.

A Good Reputation

A man appears at the door—a neighbor, here to buy a goat. Yun’s goats are known throughout the village for their vigor and fertility. Yun swings himself to his feet and retrieves his ledger, where he records the transaction.

After our interview, someone suggests that we take a look at the area where the

family prepares the animal feed. Yun’s wife, Du Re Ji, dashes up the stairs, and soon a tremendous grinding sound drifts down. We find her in the grain storage area, between a stack of corncobs and a mountain of kernels.

She is seated at a small grinder, feeding dried cobs into a hopper with one hand and cranking furiously with the other. Corn kernels are spraying onto the mountain. She continues cranking for the better part of half an hour, stopping occasionally to shovel the corn into a pile.

The Yuns also show us their tractor, specially outfitted so that Yun can drive it, and the loft he built to store and dry the fodder for the animals. “I built the wall this high by myself,” says Yun, holding a hand



waist high, “and then my friends helped me finish it.”

“Because I have no choice of what to do for a living,” he says, “I work harder, and I am more successful.”

“This is a big change for us,” Yun’s mother adds. “It is hard work, but our life is much better now.”

The Yuns say that since Heifer’s goats arrived, the family spends more time together. They see their neighbors more often, neighbors with whom they share ideas for raising animals. And they have shared more than ideas. They passed on the requisite 12 goats, and when some of those pass-ons died, they gave more.

From this, I learn something about the nature of Heifer’s work. The Yuns have finally been able to turn their hard labor into a better life. But they have also been able to do something that is, in its own way, a luxury: help others.

“Stay for Dinner”

It is time for us to leave, and we all stand around in the courtyard, taking pictures of the family and the house. Yun sits on a bench for a few last pictures. Katy Montgomery, Heifer’s Global Village project coordinator and one of my traveling companions, asks Gan to translate for her. “We are honored

to meet you,” she says. “It is a privilege to be able to work with people like you.”

Yun grins. On the wall behind him are two Chinese characters, which Gan says mean “happiness” and “long life.”

Our entourage makes its way slowly to our vehicles. Yun’s mother is unhappy that we are leaving and speaks to us in Chinese, at length, asking Gan to translate. Gan listens and smiles. “She wants you to stay for dinner,” he says, running a hand through his hair. “She wants to prepare a big feast for you.”

Katy and I ask Gan to thank her and to tell her that we wish we could stay too. But she won’t be dissuaded. When Gan gets into the car, she keeps talking. She gestures at us, and at her bright new house. We tell her how sorry we are that we have to leave and that we’ll come back. We stand in the road for a while, all of us talking to each other at once, as though we understood each other perfectly. 🐾

“I’m disabled, and my wife cannot work either. We cannot do fieldwork. Herding is the only livelihood available to us.”

—Luo Xiao Yun



MAP BY KIRK MONTGOMERY

WORLD ARK MARKET



Heifer is more than ending hunger—we work hard to heal and replenish the earth as well. With this Heifer grocery tote, you can support both missions. Made of 100% organic cotton, this tote will reduce the amount of waste in landfills and help preserve our forests. This product is a result of organic farming, which prohibits use of synthetic pesticides and fertilizers for minimum adverse effects on the environment.

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Available in Gold and Blue, 100% cotton
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Sage Advice: End Hunger T-shirt

Light green, embroidered Heifer logo, 100% cotton
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Adult short sleeve \$22.00, sizes S-XXL #NS5000



Sport Heifer Ball Caps

Relaxed front
100% cotton
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One size fits all
\$10.00, #NS4000



Heifer Denim Shirt Embroidered Heifer logo

100% cotton
Adult long sleeve \$30.00 sizes S-XXXL, #NS4100
Adult short sleeve \$28.00 sizes S-XXXL, #NS4200



"The Cow That Saved the Earth" T-shirt

Black, 100% cotton
Adult \$12.00 sizes S-XXL #NS4800



"End Hunger: Pass It On" T-shirt

Gray, 100% cotton
Adult long sleeve \$20.00, sizes S-XXL #NS5100

ASKED & Answered



Talking to the Author of *How to Change the World*

The following is a question and answer session with David Bornstein, the author of *How to Change the World: Social Entrepreneurs and the Power of New Ideas*. This highly acclaimed book, published just last year, is now in its sixth printing. It profiles remarkable individuals from Bombay to Washington, D.C., who are achieving social change by using practices once considered solely the domain of business: entrepreneurship.

How to Change the World (reviewed in this issue of *World Ark*) also reports on a trend largely overlooked: the rise of what Bornstein calls the “citizen sector” and the tremendous growth of nonprofits that are tackling social problems that government or business have failed to solve or even address.

Bornstein, a journalist, is also the author of the award-winning *The Price of a Dream: The Story of the Grameen Bank*.

Bornstein grew up in Montreal, the middle child of three. His father, now retired, was a financial planner. His mother, an entrepreneur herself, opened and operated a fashion boutique.

World Ark interviewed Bornstein by telephone as he was walking on the noisy streets of Manhattan to his home.

World Ark: Why did you become interested in journalism?

Bornstein: My undergraduate degree was in commerce, and I worked as a computer programmer and analyst for five years. When I was 23 I made what I now realize was a very good decision. I quit my job working as a computer programmer, and I spent 12 months just backpacking, mostly around Southeast Asia and the South Pacific.

It was a wonderful eye-opening experience. Before that I had been, in a way, living my life a bit on autopilot, fulfilling what I imagined were others’ expectations about how I should live my life and the kind of money I need to make to feel successful. When I returned home I was determined to find work that made me feel as excited on a daily basis about what I was doing as I felt when I was traveling for that year. So I thought that through journalism I’d have the opportunity to trav-

el and meet people and develop relationships and really see the world through this profession.

WA: In your first book, *The Price of a Dream*, you tell the story of the Grameen Bank, a remarkable business that currently extends loans to 4 million women in Bangladesh. What led you to write about the bank?

DB: I was in New York freelancing for various newspapers, and I loved it. But I had a couple of experiences that made me feel that what I was writing about wasn’t what the world needed to be hearing more about. I was covering murders, crime, lifestyle stories, that sort of thing. One day I covered the murder of a grandmother who’d been shot getting out of her car to visit her grandchildren. It was an important story because it recalled the woman’s life, but I remember feeling that I wanted to be reporting on things that gave

people a fuller view of the world, a more faithful view, a view that was similar to what I’d seen when I was traveling. There are many, many other things going on than what we hear about.

Around that same time [1991] I came upon an article about the Grameen Bank. At the time it was lending money to half a million women villagers in Bangladesh. I remember thinking, “I’m going to have to go to Bangladesh to see this for myself.” I saved about \$6,000 to make the trip and I ended up spending initially four and a half months in Bangladesh to do the research for what was then just going to be a magazine article. And it grew into a book.

WA: What sparked the idea of this book, *How to Change the World*?

DB: I was quite surprised when I realized that the Grameen Bank hadn’t been started by a govern-

mental organization. It wasn't an international aid project. It had been built by an entrepreneur. And I was surprised to see that Muhammad Yunus, the founder of the Grameen Bank, was very much like other entrepreneurs whom I'd read about in business. He had an idea. He saw over the horizon to a new opportunity that other people didn't see or didn't believe in, and he built a remarkable organization to realize his vision.

When I finished my book I concluded that if we want to see more innovative organizations in the world, like the Grameen Bank, we will have to support the people who want to build them, people like Muhammad Yunus. I didn't realize at the time that there were so many other social entrepreneurs emerging around the world. I had never heard at the time of Ashoka, the organization that is largely featured in my second book, which does go around the world looking for social entrepreneurs to provide support to them. In a sense *How to Change the World* grew out of the seeds that were planted in my mind from *The Price of a Dream*.

WA: Please define “social entrepreneur” and “citizen sector.”

DB: A social entrepreneur is someone who has the qualities of an entrepreneur: creativity, street savvy, persistence, belief and so forth, but who uses those qualities to advance a social change primarily rather than primarily build a business for profit.

Citizen sector is a term that Bill Drayton [the founder of Ashoka] coined. It's the other “private” sector where people acting in their full

capacity as citizens build structures that create social value. It's not government. It's not business. It's the sector that encompasses the environmental organizations, the health organizations, new education models, new advocacy organizations, independent living centers—all the kinds of organizations that I talked about [in *How to Change the World*]. This is the place where most social entrepreneurs operate, though they are increasingly making inroads into the governmental and business sectors as well.

WA: In *How to Change the World*, you describe how the citizen sector is going through changes similar to those that occurred in the business sector over the last 300 years. Why is this happening?

DB: Bill Drayton is the person who pointed out these similarities to me. There are a lot of factors. If you think beyond the United States and Europe, in most of the world you couldn't have had social entrepreneurs 25 years ago. You couldn't have had them in apartheid South Africa because people were exiled or “banned.” You couldn't have had them in Latin America in the '80s because most countries were dictatorships—Chile, Brazil, Argentina. You couldn't have had them in the Communist countries like Poland or Hungary. In the colonial countries, people like Gandhi and Vinoba Bhave, whom I write about, were put in jail for their efforts to overturn the status quo. And that's not so long ago. If you look around the world today, you see that the number of countries where people are now permitted to be social entrepreneurs has just exploded.

That's similar to what happened in business when the crown monopolies and the churches and the guilds began making it possible for business entrepreneurs to do things. It's sort of the same process. It's the removal of the authoritative centralized power of the state from daily life, and it creates a void. And people—entrepreneurs—begin filling up that void, seizing the new opportunities. And as they gain momentum, they begin engaging in healthy collaboration and competition, which pushes people to improve their work. That is a powerful dynamic. We saw it in business. We're seeing the beginnings of it in the social arena today. It's as if a glacier has recently melted and receded, and now that the terrain has been revealed, we can watch the new flowers as they spring up.

WA: What are a few characteristics that make social entrepreneurs different from other people?

DB: I would say that the vast majority of people in society have more entrepreneurial ability than they know about or will ever use. I think the difference with social entrepreneurs is that they usually had an experience early in their lives of feeling powerful, and that helped them activate their potential. Somehow fairly early in life they tried to create something and they succeeded. And they were usually encouraged and inspired and challenged by someone close to them. And that gave them a sense of their own competence at a young age.

The other thing is they also tend to have had some experience in their lives that was quite painful. And I think that is one of the

reasons that they tend to have very strong feelings about injustice. They're people who have discovered that to manage their own pain, they need to help others, usually in a very specific way. I think the pain is part of the deep restlessness, the inability to stop, that is characteristic of entrepreneurs.

They also very often have people in their lives who are deeply ethical—a father, a grandfather, a mother, a teacher perhaps—somebody who impressed upon them the idea that to live a good life it is not enough to go out there and make money or seek success in a purely materialistic sense.

WA: Is there a link between the rising citizen sector or social entrepreneurship and democracy? And which tends to come first, is it the chicken or the egg?

DB: It's like the industrial revolution and science. They interact. For example, the rise of social entrepreneurship produces organizational capacity in groups of people. It also makes people feel more confident and powerful, makes them feel that they can control and have impact on their environment. And those are exactly the qualities that reinforce democracy. That's why Alexis de Tocqueville was so impressed with the extraordinary number of associations he saw in America in the 1830s, which he described in *Democracy in America*. The same process is taking root across the world today. For example, it would be very difficult for dictatorships to re-emerge in places like Brazil and Thailand. Both of those countries have huge numbers of social entrepreneurs and many thousands

of organizations that have sprung up just in the past five or 10 years. Those organizations are organizing people around Afro-Brazilian rights, women's rights, disability rights, the rights of gay people. They're working to preserve land in the Amazon [region]. They're working to educate children, to provide health services and build schools in rural areas.

If suddenly the military comes back and tries to reassert power, it's going to be much, much more difficult because people are organized and they're defiant. Social entrepreneurs build the organizations that allow people to align their talents with something that has a major social impact. And that's very difficult to take away from people once they've experienced it.

WA: How can change organizations work more effectively with the other sectors?

DB: The best thing right now is to try to pull in talent from the professions and from the business sector, and vice versa. People who have had experiences changing the world and working with social entrepreneurs should inject themselves into the private sector and in government. Because once you have a taste of what's possible, it's very hard to go back to business as usual. You know there's a better way to do business. You know there are better policy ideas out there than the ones that are currently being implemented. It's difficult to accept anything less.

And we in the citizen sector should realize that we need to pull in people who understand how business works and how the political processes work if we're going to

effect change.

WA: What has been the response to *How to Change the World*?

DB: The response has been overwhelming. It's clear that people are looking for solutions. People are frustrated with government, and yet they know that the solution is not to bankrupt the government, but to redefine government's role, to make it much more of a structure that supports and legitimizes and scales up social innovations, rather than one that is deeply invested in operational and implementation efforts itself, which have always been the government's weak spots.

People also know that business has many, many blind spots. So there is a real sense of need and urgency and a hunger for information about things that are actually working. They want to get beyond ideology and participate in creating a better world.

I think we need a hundred more books about social entrepreneurs, people looking at all these questions that we've been discussing, because ultimately the best ideas for solving social problems are not in the hands of government, big development or universities. They're in the hands of the social entrepreneurs.

Right now, social entrepreneurship is decentralized and underfunded and under-researched. If we could bring more resources—more money, more people and more attention—to what the social entrepreneurs are doing, we could dramatically increase the rate of social problem solving. And 20 years from now the world would look very different. 🌱

Making Dreams Come True

Jennifer Hou of Closter, N.J., is a petite 15-year-old girl with big dreams. She dreams of performing on Broadway. She dreams of singing to a full house as the tragic Christine of “The Phantom of the Opera.”

Jennifer has another colossal dream that is already coming true—to help end hunger hand-in-hand with Heifer International.

Jennifer first learned about Heifer on a trip to China, a trek she makes each summer with her parents and sister to visit family. On a plane heading for Beijing, she struck up a con-

versation with then-Heifer employee Judy Wollen. Judy, the wife of Terry Wollen, Heifer’s director of Animal Well-being, told Jennifer the stories of Heifer project participants who were now living lives of dignity and hope. By the time the plane touched down, Jennifer was ready to help in any way she could.

Judy and Jennifer stayed in touch. In June 2004, Judy invited Jennifer and her family to visit project participants in the village of Qian Huo Ling. Jennifer met families whose lives had been transformed with the

gift of sheep. She saw firsthand how poverty was being overcome, and she was struck by the gratitude and hope these people had now that Heifer had helped them achieve a chance at a new, more prosperous life. Jennifer longed to help.

Then the idea hit her. She would use the beautiful beads she had bought in an open-air Chinese market to create unique jewelry. Jennifer would sell the jewelry while providing each customer with information about Heifer’s simple solution to poverty and hunger. The proceeds would go directly to Heifer project participants in China, the people who stirred within her the need to help.

So at the age of 15, Jennifer set up a nonprofit organization called Giving Beads, Inc. The response has been phenomenal. She makes presentations and sets up booths at churches, schools, civic clubs, even at Columbia University, which her sister Lauren attends. Heifer’s Overlook Farm in Rutland, Mass., now carries Giving Beads jewelry in its gift shop.

Jennifer sees this as just the beginning. The demand for her jewelry is growing. She has appointed her sister Lauren as vice president of Giving Beads, Inc. Jennifer said, “Lauren and I plan to revisit the village [Qian Huo Ling] each summer when we go to China so we can continue to give donors a firsthand account of the great work their contributions are making possible.”

Jennifer’s big dreams achieved through hard work are making it possible for other families to reach their dreams of living lives of self-sufficiency.



Jennifer Hou, the founder of Giving Beads, Inc.

Sharing More Than a Ceremony

For many, “Passing on the Gift” is the most compelling of the 12 Cornerstones, the principles that guide Heifer’s work. Through Passing on the Gift, recipients of Heifer livestock and training become donors, sharing the offspring of their animals as well as their knowledge.

The staff of Heifer’s Mid-Atlantic Region wanted their committed donors and volunteers to experience this profound event not just in the abstract, but in person. But arranging for volunteers to travel to an actual ceremony was not practical.

So the Mid-Atlantic regional office and the Heifer Foundation jointly “imported” Passing on the Gift ceremonies Nov. 9 and 10, 2004, to Blue Bell and Doylestown, Pa.

Heifer project participants Danielle Goldtooth, Alyssa Harrison and Cordell Medina traveled to Pennsylvania from Shiprock, N.M., where they attend high school. On the evening of Nov. 10, about 60 people from the Mid-Atlantic Region came together to witness these young farmers Pass on the Gift—not just the gift of sheep, but the gift of sharing this life-altering event.

Danielle was the donor, passing on sheep to Cordell and Alyssa. She wore a necklace of silver and turquoise made by her grandfather and presented to her as a gift. Danielle, who is half Navajo and half Sioux,



Danielle Goldtooth (left), Cordell Medina and Alyssa Harrison traveled from Shiprock, N.M. to Pennsylvania.

spoke of the wisdom her elders had given to her.

“My aunt once knitted scarves for everyone in the family—everyone but me. I was very sad not to get one and I told my aunt.

“She said, ‘I have something better for you. I am giving you the knitting needles and the yarn, and I am teaching you how to make a scarf of your own.’

“I was so proud. And this is what Heifer has done for us. They have taught us how to knit. They have giv-

en us self-esteem.” Danielle’s voice cracked and her eyes filled with tears. The room was quiet, and a few other people felt tears running down their faces as well.

Danielle reached for the halter of the sheep she was passing on to Alyssa. She explained how important the sheep were to the Navajo people. As if in agreement, the large white-faced sheep baa-ed right on cue. Danielle then brought a sheep to Cordell and ceremoniously passed it on to him. Local farmers had provided the sheep, but the Passing on the Gift ceremony was as real as if it were happening in Shiprock.

This was the first time that regional donors and volunteers had the opportunity to see firsthand the transformative effect that their gifts of time and money actually had on project

participants.

Heifer supporter Sandy Koenig, who attended the ceremony, said: “The three young people [from Shiprock] were wonderful, very well-spoken and showed unabashed enthusiasm for the project. They reinforced how much it means to have these new sheep and what they will offer to the community at large. After reading about Passing on the Gift ceremonies and supporting Heifer for many years, it was a thrill to be a witness to one.”

The Promise of a Name

For many of the 450 students of Granada Hills Charter High School in Granada Hills, Calif., last Thanksgiving had new meaning. Members of Change the World, a civic club started by teacher Chelsea Crawford, provided their fellow students with an experience that put their lives—and turkey dinners—in perspective.

Change the World, whose members have promoted Heifer International within their school for the last two years, had the previous day held a “Hunger Banquet” at the school—their way of highlighting Heifer’s work for the third year and of illustrating the sobering reality of world hunger.

The Granada Hills students learned that 24,000 people die of hunger each day around the globe, but that’s not all they learned.

Each hour, instead of attending class, 70 students lined up outside the auditorium to receive a color-coded ticket that would determine their global identity.

Fifteen percent of the students were ushered to the “high-income” table with linens, candles, upholstered chairs and a gourmet meal. Thirty percent were sent to the “middle-income” picnic-style tables and fed rice, beans and water. The remaining 55 percent ate small portions of rice and water on the floor in the “low-income” area.

Placards at the students’ seats assigned them the role of another person in the world, describing where they lived, what type of work they did, the size of their families and how much money they earned per year. The students, who hadn’t been told about the event, were surprised and anxious about what was to come next.

Change the World volunteers Alex Malotte and Ramsina Lazar explained that the students were attending a Hunger Banquet and shared statistics about worldwide poverty and hunger and their causes and consequences.

As the students ate, Ramsina and Alex selected people from the crowd to enact scenarios based on reality. One boy sitting at the high-income table played the owner of a coffee company whose business practices caused another boy in the middle-income area to lose his job. He had to give up his middle-income seat and move to the floor. More students were moved down than up in this microcosm of reality.



The Hunger Banquet at Granada Hills Charter High School in Granada Hills, Calif., taught the students a lesson about global poverty.

“Penny War” on Poverty

“Before today, I didn’t know how the things I buy could affect people from around the world,” one student said. “The banquet showed how an American company can change its prices and someone on the other side of the globe could lose or gain a job because of that. Our lives are more interconnected than we think.”

Another said: “I notice that some students aren’t eating their cup of rice, but that’s only because they know that they can buy something from a vending machine when the banquet is over. It really makes me think about the reality that there are people in the world that simply do not have that option.”

The banquet sparked a lively discussion about the root causes of poverty and hunger and what the students could do to address them. Ramsina and Alex talked about Heifer International’s work and passed out fliers with information about how students can learn more about hunger and how they can become involved in making a difference.

During the following weeks, the students, without being asked, gave \$1,000 to Heifer International. Change the World’s banquet provided both food for thought and incentive to act. In doing so, it helped fulfill the promise of the club’s name.

Stories by Barbara Justus, a freelance writer living in Little Rock.



Students from Carondelet Catholic School in Minneapolis raised more than \$14,000 for Heifer.

In April 2004, children from Carondelet Catholic School in Minneapolis declared war on hunger. Instead of rattling their sabers, they rattled their piggy banks and waged a two-week “Penny War” that raised more than \$14,000 for Heifer project participants.

Thirteen seventh-graders masterminded the event. Their plan was simple—yet devious. Each class scored points by dropping pennies into the class’s penny bucket. Each penny counted as one point. Students, however, could take away other classes’ points by putting money other than pennies into the buckets of the other classes. Each silver coin or bill reduced the other classes’ points by the amount of the coin; for example, a nickel subtracted five points, a dime 10 points, a dollar 100 points.

“It was fun because we sabotaged other grades with silver coins and dollar bills,” student Briana Olson-Carr said. “We put only pennies in our own class’s buckets.”

For two weeks the Penny War raged on and the stakes became high. Their original plan was to raise a \$5,000 Gift Ark, but when the dust of the battle settled, the students found that they had raised \$14,203.18.

Jason Bergmann, Midwest area representative for Heifer, visited the school with his llama Uno to cheer the valiant warriors on. Bergmann was most impressed with the students’ initiative.

“A handful of seventh-graders were the ones who researched Heifer, who contacted me personally, who came up with the plan and who carried it out,” he said. “As far as I could tell, they carried the whole ball.”

The students had a lot of fun, Briana said, but they also learned a lot about world hunger and felt good about what they had accomplished together. “It was an amazing feeling to have helped so many people in such a small period of time,” she said. “I feel so proud of the people at our school, who made a huge difference in so many people’s lives.”

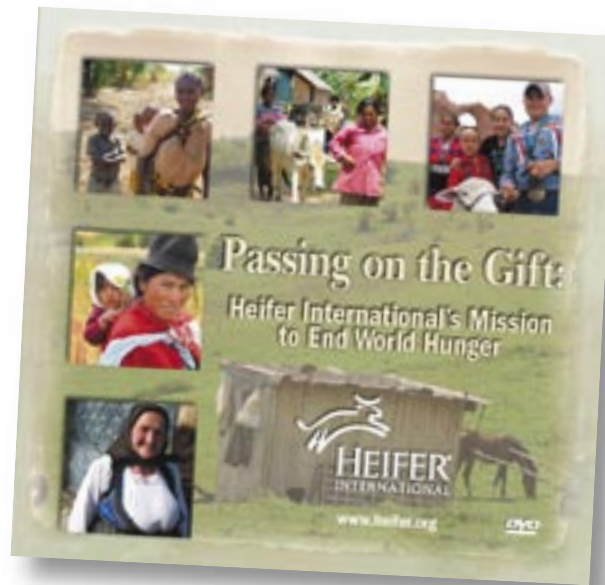
Heifer Launches “Passing on the Gift” DVD

By Sherri Nelson HEIFER STAFF WRITER

Heifer International is releasing in May its latest production, an educational DVD that highlights the lives of Heifer project participants. The DVD supports Heifer’s mission for this decade—to transform the lives of 23 million hungry and impoverished men, women and children through the gift of livestock and training. A free copy of “Passing on the Gift” is included in this issue of *World Ark*.

“We are asking everyone to join us in launching the world premier of ‘Passing on the Gift’ by inviting people to show the film in their homes, schools, civic clubs or congregations,” said Mike Matchett, Heifer’s marketing director. “By spreading the word about Heifer’s important work around the world, we will help end world hunger through education. We know not everyone who will receive this film will have a DVD player, so we hope that those who do not will pass it on to someone who does.”

Education is crucial to achieving Heifer’s goal of helping 23 mil-



lion people by 2010, and Heifer is substantially increasing efforts to inform the public about world hunger, poverty and the environment, as well as to promote ways for each person to make a difference. This DVD takes viewers straight to the heart of Heifer’s work by exploring the lives of project participants in Romania, Ecuador, Cambodia, the Navajo Nation and Tanzania.

“We hope this video will create the will to end hunger by encouraging individuals and groups to think about ways to make changes and to be a part of real solutions to hunger and poverty. ‘Passing on

the Gift’ gives a firsthand look at how hardworking, caring and motivated people can still be hungry and how Heifer is helping them rise to self-reliance,” said Tom Peterson, Heifer’s vice president of Communications and Marketing.

“We have created discussion questions to get people thinking about how they can be a part of a solution to this global problem. We are all citizens of the same world, and we need to address the issues of hunger today so that this world is a better place for our children.”

Discussion questions to consider after viewing the film:

- Can hunger be ended?
- How can solutions be sustainable?
- How does one animal make a difference to a hungry family?
- What are the similarities in the communities featured in the film and the ones you live in?
- Can children be a part of the solution to hunger and poverty?
- What is the one thing in this film that affected you the most?

Additional copies of this video can be ordered by calling (800) 422-0474. “Passing on the Gift” was produced by Five Spot Films in conjunction with Heifer International.

Global Village, the Sequel

By **Shelle Barton**
HEIFER RANCH MARKETING AND
PUBLIC RELATIONS COORDINATOR

When Jay McDaniel, a professor of world religions at Hendrix College in Conway, Ark., brought his “State of the World” seminar to a pilot version of the Global Village 2 program at Heifer Ranch in Perryville last fall, he was thinking about community.

Too many people in the developed world, he said, are isolated from the forms of community known in the developing world. It’s not often that his mostly middle-class students play Mongolian games or cook in a thatch-roofed open-air kitchen, weed a garden or milk a goat. “They realize it takes skill to do these things. You don’t get more intimately involved in your own survival than milking a goat.”

McDaniel wanted a space where his students could be “free of the encumbrances of the First World” so they could discover what Heifer International has been practicing and teaching for more than 60 years—community is key to ending hunger, poverty and suffering in the world.

It is also key to learning, something McDaniel knows well after 23 years teaching at Hendrix.

“It was very bonding for our class. We were reading articles on international relations, lots of statistics. It sure is nice to have a ‘felt’ component to the statistics. I don’t think anyone pretended we really, really know what it is to struggle, but we had an idea,” he said.

The education team at Heifer Ranch was thrilled with the seminar’s reaction to Global Village 2, but team members weren’t surprised. It was exactly what they’d been planning for nearly two years, and it showed their pilot program was on track to go public in May.

It also showed that they had successfully filled a niche that had been lacking in Heifer’s otherwise extensive educational offerings.



Members of the Arkansas Community Foundation Youth Advisory Council gather by the Mongolian yurts in the Global Village 2.



Council members plan lunch in an old school bus in the Mississippi Delta portion of GV2.

The Global Village 2 program offers a way for high school and college students to experience the realities of hunger and poverty without leaving the confines of Heifer Ranch’s 200-acre educational campus. For two or three nights, they live in one of three “countries,” working for their food and income, bartering at an open-air market and sleeping in buses or yurts.

For more than a decade, groups of all ages have learned about Heifer International’s work at Heifer Learning Centers’ experiential Global Village programs, said Stephanie Houser Fouse, Global Village supervisor at Heifer Ranch. “But a couple of years ago we noticed there was a gap in our programming. We weren’t really serving older students as well as we could with the Global Village program. There was interest in a longer experience.”

Global Village 2 developed as a response to that interest. But it also takes Heifer’s commitment

to sustainable development education a step further. The program stresses the importance of every member of a family, or community group, in developing the kind of self-reliance Heifer’s project participants enjoy.

Aaron Duvall, a 10th-grade English teacher at Lutheran High School in Little Rock who also went through the pilot program, said his students “began to appreciate how other people live and how easy it is for us to get what we need. The most common request I had while we were in the village was for a Coke.”

Despite the lack of caffeine in the village, Duvall’s students also found that core of community within themselves. “The decision-making process they had to go through to get through the two days really made the students bond,” he said.

“We Are a Good Fit”

By Barbara Justus

Many if not most people who work for Heifer International find that the work the organization does is as important to them as to Heifer’s project participants. One of those people is Kathy Moore, who works for Heifer in Little Rock.

“I was born for Heifer,” Moore said. “As long as I remember, Heifer has given meaning to my life.”

Moore has been involved with Heifer all her life, sometimes as a volunteer, sometimes as an employee, always as a committed advocate for people who are trying to better their lives.

Some of Moore’s earliest memories are of hearing her parents talking about Heifer at the dinner table in the 1940s. Her father, Donald Baldwin, was a Methodist minister in the Pacific Northwest, and like most Methodist ministers, he was transferred often from congregation to congregation. In every one of his congregations, Reverend Baldwin started a ministry for Heifer.

“Dad was committed to mission, and he thought Heifer was the best way to bring mission into his congregations,” Moore said.

“Now, almost half a century later, as an employee in Donor Services, I see these same congregations giving regularly to Heifer as part of their annual giving programs. The staying power Heifer has had at Dad’s churches is amazing!”

In the early days of Heifer, sea-going “cowboys” and “cowgirls” brought the gifts of livestock to people overseas. In 1958, at 16, Moore was one of those cowgirls.

“Dad and his friend, the Rev. Alpha Takagi, had been working for months to find 40 heifers for some farmers in Hokkaido, Japan. The farmers had been relocated there by the government, and they were struggling because the weather was too cold to grow the crops they were familiar with. With the help of Heifer, they decided to try their hand at raising dairy cattle.

“After long months of preparation, we were ready to ship 20 of those cows. However, when we arrived at the port in San Francisco with the heifers, we were in for a surprise. After the longshoremen lifted the first cow with a crane from our truck to the boat, they lost their nerve and

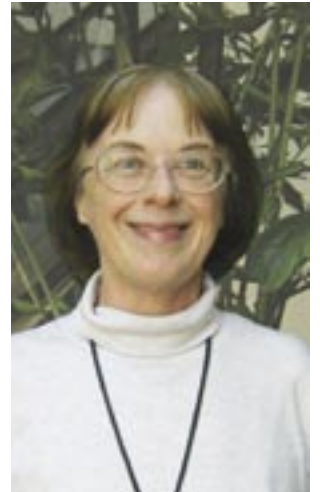
washed their hands of the whole deal. Dad and I had to maneuver all these cows onto a ship by ourselves. I remember I was wearing a little suit and white high heels,” Moore recalled with a laugh. “We were quite a sight.”

After 10 days at sea, Moore and her father delivered the heifers and then spent the next six weeks traveling around Japan, visiting Heifer project partners along the way. They met a traveling companion during their visit, another teenager named Phil West, the son of Heifer founder Dan West.

“Phil was a remarkable guy, not your typical teenager. He was deep, spiritual and a great listener,” Moore said. “Phil and I met again at Heifer’s 50th anniversary celebration, and he is just as kind now as he was then.”

Moore went on to college at the University of Washington and received her degree in anthropology and Far Eastern studies. She then married Arkansas native Tom Moore and moved to Little Rock. She thought her affiliation with Heifer was over.

For the next 14 years, Moore poured herself into



Kathy Moore: “As long as I remember, Heifer has given meaning to my life.”

another calling, helping Laotian families who had relocated to Arkansas adjust to life in the United States. It was a full-time passion for Moore. She remodeled her house and garage to include two apartments that Laotian families could call “home” until they were able to get out on their own. Over 14 years, Moore adopted 20 families.

“I never had children of my own, but, believe me, I have raised many kids,” Moore said. “It was an amazing experience, helping these families find ways to assimilate into life in the U.S. I took them to doctors’ appointments, met with teachers, tried to



At the age of 16, Kathy Moore traveled through Japan with her father, delivering cows to farmers for Heifer.

help them find jobs. Sometimes the experience was heartbreaking, sometimes it was hilarious, but it was always rewarding.”

In the fall of 1989, as her work with the Laotians was coming to a close, Moore was visiting an international fair in downtown Little Rock and she stumbled across a booth for Heifer International.

“I knew about the Heifer Ranch in Perryville, but I hadn’t realized that Heifer’s headquarters had moved to Little Rock. I was thrilled to reconnect. I had been asking God what I could do to serve now that my Laotian families had

‘grown up.’ This was a clear answer.”

Moore started working as a full-time volunteer on Jan. 6, 1990, and has been with Heifer ever since. She currently is the mail and credit card coordinator for the Donor Services department.

“Working to improve people’s lives is a healing experience,” Moore said. “The better our project partners feel as they become more self-reliant, the better I feel. The more the Earth experienc-



es healing because of the work of Heifer, the more I am healed as a person.

“Working with Heifer for all these years breathes

meaning into my life. I’m a spiritual person and Heifer is a spiritual organization. We are a good fit for each other.”

“Hotel Rwanda”

Directed by Terry George

Reviewed by
Gene Lyons

The wonder in Terry George’s “Hotel Rwanda” lies less in its cinematic brilliance than that so disturbing and morally compelling a film could be made and distributed at all.

“I went around to all the studios and showed them the script, but none of them were backing us,” George said in an interview. “Basically it was a three-strikes movie. It’s got African-Americans in the principal roles. The white characters are B-roles. And it’s about genocide. With those three you are usually out in Hollywood.”

But the Irish screenwriter and director persevered for five years before securing financing in South Africa, where the film was shot with a predominantly African cast. Starring the brilliant American actor Don Cheadle, “Hotel Rwanda” tells the story of Paul Rusesabagina, manager of the Hotel Mille Collines, a Belgian-owned resort in Kigali, who saved 1,268 innocent lives during the genocidal frenzy that erupted there in 1994. Over a period of 100 terrifying days, mobs of Hutu tribesmen, goaded by hate-mongering radio propaganda, massacred almost 1 million Tutsi rivals with bullets, clubs and machetes as the outside world looked helplessly and fecklessly on.

A Hutu married to a Tutsi, Rusesabagina used every means at his disposal—political connections, flattery, U.N. “peacekeepers,” deception, bribery, even calculated threats of retribution—to protect his own family and others who took sanctuary inside the hotel’s walled compound as the civil war outside accelerated into a homicidal maelstrom.

Along with Cheadle’s brilliantly understated performance, and that of Sophie Okonedo, the South African actress who plays his wife, the film’s most impressive quality lies in its restraint. “Hotel Rwanda” offers no easy answers for the horrors its characters endure.

Rusesabagina initially emerges as an all-too-familiar, even faintly contemptible type: an African dressed up as a European boulevardier, very knowing about Scotch, fine cigars and the art of sycophancy. Presided over by a massive statue of a mountain gorilla in the lobby, the Hotel Mille Collines serves the elite of several continents: eco-



tourists, foreign journalists, aid workers and U.N. officials among them. Thus our hero is well acquainted with, and owed favors by, both Gen. Fana Mokoena and Colonel Oliver, an embittered Canadian soldier wearing the United Nations blue beret, played to boozy perfection by Nick Nolte. Rusesabagina’s initial reaction to the chaos in the streets is to hide. After soldiers drag his neighbor away, he rejects his wife’s plea to intercede on the grounds that he’s responsible for nobody outside his family. Taking shelter inside the hotel compound, he learns only gradually, along with the audience, the extent of the madness outside. Indeed, he’s momentarily relieved after a Western journalist shows him a harrowing video clip shot only blocks from the Mille Collines. Surely the world community will intervene. The photographer knows better. “If people see this footage,” he says, “they’ll say, ‘Oh my God, that’s terrible,’ and they’ll go on eating their dinners.”

Yet it’s not until Rusesabagina leaves the compound to replenish the hotel’s depleted supplies that he (and the audience) witnesses the unimaginable extent of the Rwandan atrocities. Lost in thick fog at dawn, he recognizes to his horror that bumps in the road are dead bodies. The camera pulls back momentarily to reveal corpses littering the landscape as far as the eye can see.

A bit like “Schindler’s List,” “Hotel Rwanda” tells the story of one decent man doing what he can under appalling circumstances. Far from being a cinematic masterpiece, it’s nevertheless a brave enough film not to offer action-adventure heroics or ideological posturing as pretended answers for the profound questions it raises. And for that, it very much deserves to be seen.

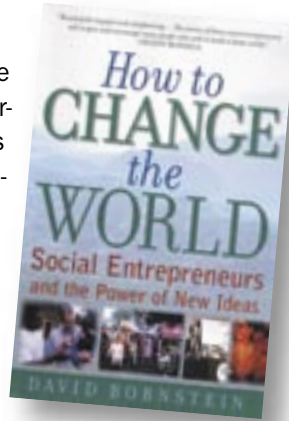
Gene Lyons, a National Magazine Award winner, lives in Little Rock and has written for Newsweek, Harper’s and The New York Times Magazine.

How to Change the World:

Social Entrepreneurs and the Power of New Ideas

David Bornstein
Oxford University Press
Hardcover, \$30

Reviewed by Peter Mann



Many of us want to change the world, some in small ways, others in large. The thoughts and example of Gandhi or Martin Luther King remain a powerful force for struggling communities. Social movements focused on the right to land, to food, to water are making a difference in the lives of countless people. Political figures such as Mikhail Gorbachev or Nelson Mandela have ignited profound social change. Yet for many activists, the world of business has remained separate, sometimes hostile, often suspect.

In this important book, journalist David Bornstein sees social entrepreneurs as a new and major global force for change, describing their activity through case studies from Bangladesh, Brazil, Hungary, India, Poland, South Africa and the United States.

Social innovators are much more than nonprofit organizations with business skills: They are “transformative forces: people with new ideas to address major problems who are relentless in the pursuit of their visions, people who simply will not take ‘no’ for an answer, who will not give up until they have spread their ideas as far as they possibly can.”

Like Henry Ford or Steve Jobs, who re-imagined their industries to create massive economic change, social innovators advance systemic social change by shifting behavior patterns and perceptions. While they have always existed—St. Francis of Assisi would qualify—their worldwide rise to

day is part of the massive emergence of millions of new grassroots citizen organizations. They represent a third force alongside business and government, and they are forging new alliances with each of these.

Bornstein, author of *The Price of a Dream: The Story of the Grameen Bank*, derived much of the inspiration for *How to Change the World* from the example of American Bill Drayton and the global nonprofit he founded, Ashoka. Ashoka describes itself as “a global organization that searches the world for social entrepreneurs—extraordinary individuals with unprecedented ideas for change in their communities. Ashoka identifies and invests in these social entrepreneurs when no one else will.”

Drayton was inspired above all by Gandhi’s “how-tos”: how Gandhi crafted strategies, built institutions, marketed ideas and recognized a new kind of ethics based on empathy rather than rules.

How to Change the World moves between describing particular projects and discerning the elements of the social entrepreneur in each of these. The projects include social entrepreneurs spreading rural electrification in Brazil, founding Childline to

protect distressed children in India and caring for AIDS patients in South Africa. As important are the descriptions of how the social entrepreneurs arrived at their breakthroughs.

Bornstein ends his book with suggestions on how this new sector of social entrepreneurship could spread further “to resemble a market economy of social ideas,” could be studied in academia, promoted by governments, funded by foundations and business and reported on by the media. Bornstein describes a process by which such model programs could bring major social change.

Despite these and other groundbreaking examples of public-private partnerships that unleash the entrepreneurial spirit, in my work I also see a deep suspicion of growing corporate power, of the United Nations’ expanding partnerships with business, and strong opposition to government policies that privatize water and dismantle social services in the name of efficiency. *How to Change the World* reconfigures the connections among civil society, government and business, but much remains to be done.

Peter Mann is the international coordinator of WHY (World Hunger Year), an organization that fights hunger and poverty around the world, and editor of WHY Speaks. For more information about social entrepreneurs and David Bornstein, please turn to the interview with him on page 25.

Nation of Rebels:

Why Counterculture Became Consumer Culture

Joseph Heath and Andrew Potter
Harper Business
Paperback, \$14.95

Reviewed by Lauren Wilcox
World Ark Associate Editor

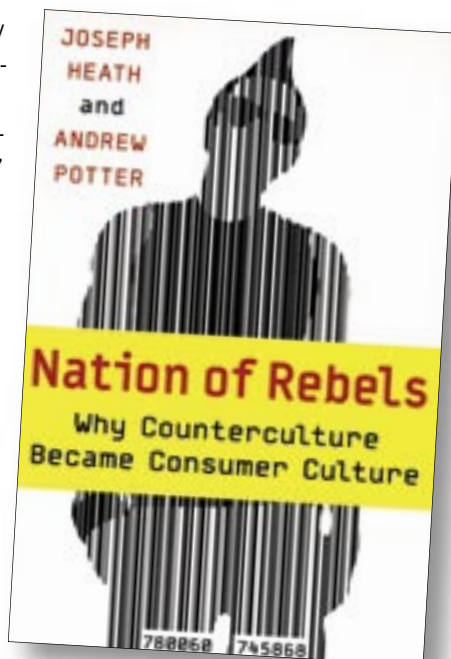
In *Nation of Rebels*, Joseph Heath and Andrew Potter shred several of the ideologies at the root of contemporary Western society. The authors' reasoning may be radical, but it is also, in many cases, so simple as to make their conclusions seem self-evident. Although many readers will be tempted to dismiss this book, others will come away from it fairly sure the two are onto something.

Heath and Potter's main premise is that contemporary Western society has an exaggerated fear of conformity. This fear, they say, has its roots in a fear of fascism and the Holocaust. At the same time, modern society reveres the idea of counterculture, a sentiment solidified by the hippie movement of the 1960s. People tend to place far more faith in the power of the individual than in the power of government or other institutions. They prefer, say, environmental activism to state regulations and self-help to attending church services.

Heath and Potter suggest that this tendency is

leading society astray, encouraging people to blame an amorphous "system" for a whole host of afflictions, ancient and modern: poverty, strip malls, pollution, fast food. In truth, they say, these are all concrete, complex problems with concrete, complex origins. Yet people tend to think of them as the results of a single overarching system, beyond any one person's control, moving us inexorably toward a homogenized world.

This attitude, the authors emphasize (and re-emphasize), gets us nowhere, and all our activism substitutes a thin kind of virtue for real change. For example, it's good to conserve energy, but the very fact that it's necessary to conserve it proves that it's too cheap. To paraphrase Heath and



Potter, the price that people pay for a good should reflect the entire cost that its consumption imposes on society. Energy should contain, in its cost, the expense of producing it. But it doesn't.

Solving these kinds of problems is a job, they argue, for government. Goods should by law reflect all necessary costs. But because of many citizens' distaste for this kind of regulation—the "more government" phobia—the socially conscious encourage individual con-

servation, "thinking globally, acting locally," recycling and so on. People get personal satisfaction from doing what they can, but they are not making a dent in the problem the way a few well-placed laws could.

This conclusion may not sit well with everyone. Even more inflammatory may be the authors' theories about the commodification of society's value systems, that the choices of the socially conscious, like the choices of anyone else, have become just another way for them to establish a particular identity, through the goods they buy (organic foods, unbleached cotton and so on). Ultimately, however, Heath and Potter are on the side of the conscientious individual. They want the best for this world, too.

Read this book. It can be didactic, but it will make you think. The bottom line? As people get caught up in the quest to save the world, they might do well to remember that sometimes there's more to be gained from joining society than from dropping out.

When Being an AirHead Is a Good Thing

www.airhead.org



Reviewed by Eileen Dolbeare

The people at airhead.org are no space cadets. Instead, this group of self-proclaimed eco-geeks provokes readers to think hard about the environment and their everyday lives. And they don't pull any punches. They welcome visitors to their website in a quasi-comic tone, "You are a polluter. Don't try to deny it. (How's that for easing you in?)"

Their mission is to help everyone become more environmentally friendly by linking the seemingly innocuous rituals of daily life, like toasting a morning strudel or commuting to work, to a direct environmental impact. The site authors acknowledge that "not everyone aspires to be a sandal-clad, patchouli-wearing hippie like the good folks here at AirHead," and that people may not be ready to reduce their environmental impact to zero, but simple, conscious choices can make a difference.

For example, lighting accounts for 25 percent of residential electricity bills. Turning off a light in an empty room and

conserving even a single kilowatt-hour of electricity can prevent more than 1.5 pounds of carbon dioxide from being emitted into the atmosphere.

AirHead shrinks the science of emissions and pollution to an elemental level. Do take note: Some of the site is a bit out of date with product listings and "current news" serving up articles dated 2002, but the information still provides a good starting point for anyone interested in "Pollution 101."

The website offers an eye-opening emissions calculator with nine simple questions that compute exactly how much air pollution the test-taker creates in a given month. Site visitors can discover how they measure up to the average American, who dumps more than 1,600 pounds of emissions into the air every month.

Customized results highlight problem areas and provide ideas for cutting emissions. There's plenty of feedback, both expected and less mainstream. For ex-

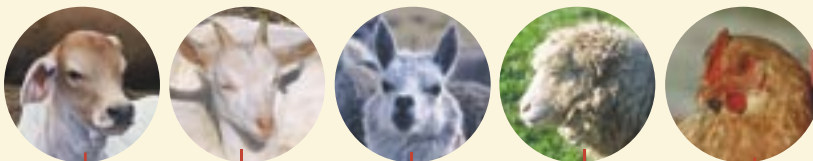
ample, you know you should walk when possible or combine errands to make fewer trips out in the car, but did you know that you should refuel your car after dusk when nitrogen dioxide levels are lower?

And before buying anything from toasters and televisions to washing machines and copiers, check out the site's database, which rates 70,000 of the most and least polluting products.

The site authors themselves suggest that they expound "at dizzying length" about the links among air pollution, health, products and community, but they provide a fascinating resource connecting "the choices you make that affect the health and well-being of children, justice, sweatshops, globalization and workers rights, the economy, faith, and livability." Let's hear it for the airheads.

Eileen Dolbeare is a freelance writer living in Little Rock and a self-described "former dot.commer" with 10 years' experience in the Internet business.

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With an employer matching-gift program, your donation to Heifer can double or even triple.

Find your match today—see if your employer is listed at heifer.org/employermatch, or ask your employer about matching-gift opportunities.

THE HEIFER CALENDAR



CERES CENTER

May 14

PANCAKE BREAKFAST

Community event to teach about the work of Heifer International.

June-August

SERVICE LEARNING

Week-long "mission trips" for youth groups that include service and learning opportunities.

June 19-24, July 18-22 and Aug. 1-5

DAY CAMP

Hands-on program for children 6-12 including farm-type service and participation in cottage industries.

Sept. 30-Oct. 1

YOUTH FOR HEIFER

Ecumenical event for junior & senior high students including gardening and work with animals.

Year-Round

FIELD TRIPS

Learn about Heifer International and the center with a video, cart ride, walking tour and hands-on activities.

GLOBAL VILLAGE

Get a taste of the real world with this overnight experience.

MEETING FACILITY

Have your meeting or gathering "down on the farm" and learn about Heifer International.

HEIFER RANCH

May 17-20

CHARITABLE PLANNED GIVING SEMINAR

Sessions with estate planning and investment professionals. For more information, go to www.heiferfoundation.org

June

GLOBAL VILLAGE 2 OPENING

Our newest and most extensive

Global Village experience is open for summer booking.

Sept. 24

GLOBAL VILLAGE DAY

Tour the world in a day at our fall festival.

Summer

GLOBAL VILLAGE 2

A powerful two- or three-day experience that connects participants with the realities of poverty and hunger.

SERVICE LEARNING

Weeklong "mission trips" for youth groups that include service and learning opportunities.

Fall

GLOBAL VILLAGE 2

See above.

GLOBAL EXPLORERS

Become a Global Citizen in this two-day program to help teachers meet social studies standards for grades 5-8.

Year-Round

CONFERENCE AND RETREAT FACILITIES

Perfect for corporate or church group meetings; educational opportunities available.

GLOBAL VILLAGE 2

See above.

GLOBAL VILLAGE

Get a taste of the real world with this overnight experience.

"GVR" PROGRAM

A multi-day event that includes the Global Village, challenge course, cottage industry and more.

CHALLENGE COURSE

Learn the ropes about teamwork and problem-solving skills.

FIELD TRIPS

Learn about Heifer International

and Heifer Ranch with a video, hayride and walking tour.

OVERLOOK FARM

June 25-26

INTERNATIONAL FAIR

Featuring the Global Village, entertainment and fresh farm-grown food.

July 4-Aug. 26

SUMMER DAY CAMP

Eight week-long sessions (9 a.m.-4 p.m.) for children 6-17.

Sept. 18-23

SUSTAINABLE AGRICULTURE HOME-SCHOOL CAMP

A residential camp for home-schooled youth, ages 12-18.

Oct. 1-2

HARVEST FESTIVAL

Horse-drawn hayrides to "pick-your-own pumpkins," food and children's activities.

Oct. 9-14

HARVEST YEARS SERVICE LEARNING

For those 55 and over; help put together baskets of farm products, do farm chores and attend hunger education sessions.

Year-Round

DAY EDUCATION PROGRAMS

Full- and half-day programs include a video and tour and may include a peasant meal in the Global Village, a hunger education session, farm work and a horse-drawn hayride.

MULTI-DAY SERVICE LEARNING PROGRAM

Two- to five-day stays for groups include farm work, sessions on hunger and agriculture and a Global Village overnight experience.

FIELD TRIPS

Learn about Heifer International and Overlook Farm with a video, guided tour and hayride.

HEIFER UNIVERSITY

Heifer International offers Heifer University programs to give participants the tools to promote Heifer in their communities. Cost is \$195 per person (includes all meals, lodging, program fees and transportation to and from the airport when necessary).

Contact Rex Enoch at rexenoch@heifer.org or call (501) 907-2855.

June 23-26

RABUN GAP NACOOCHIE SCHOOL, DILLARD, GA.

July 23-31

NAVAJO NATION

Combines Heifer University with a Study Tour of Heifer's work with the Navajo Nation in Arizona and New Mexico.

Sept. 8-11

OVERLOOK FARM, RUTLAND, MASS.

Sept. 29-Oct. 2

HEIFER RANCH

INFORMATION

CERES CENTER

Ceres, California
(877) 841-7182 or cerescenter@heifer.org

HEIFER RANCH

Perryville, Arkansas
Ranch Events Office
(501) 889-5124 or ranch@heifer.org

OVERLOOK FARM

Rutland, Massachusetts
(508) 886-2221 or overlook.farm@heifer.org

HOWELL NATURE CENTER HEIFER GLOBAL VILLAGE

Howell, Michigan
(517) 546-0249
HCNC@howellnaturecenter.org

All locations are open year-round for drop-in visitors, or schedule a field trip for your group.

Travel

WITH A PURPOSE

Join us on a Heifer Study Tour for a life-changing experience. You'll meet country staff and project participants and learn more about Heifer International's development work.

If you request information for a specific trip and don't hear from Heifer immediately, it's because the information is not yet available. Information is posted to the website as soon as possible. Those who have made inquiries will be contacted.

2005 STUDY TOURS

AFRICA

SOUTH AFRICA—Aug. 12-27

Tour leaders: Charles Stewart, chairman of the board, Heifer International; Julie McClain, Heifer International planning, evaluation and training assistant.

TANZANIA FOR FAMILIES—2006

The family trip to Tanzania has been postponed until July 2006. Your interest in the trip has been greatly appreciated. For information on the 2006 trip please send a request to: studytours@heifer.org. In the subject line, put 2006 Family Trip Tanzania.

ASIA

CHINA—Sept. 22- Oct. 8

Tour leaders: Jan West Schrock, Heifer International senior adviser, jan.schrock@heifer.org; Phil West, professor of Modern Asian Affairs, University of Montana; the two, the children of Dan West, will offer their unique insights on this trip.

VIETNAM/CAMBODIA—December

Tour leader: Rosalee Sinn, dansingoat@aol.com.

THAILAND, details to come.

CENTRAL/EASTERN EUROPE

POLAND—May 27-June 10

Tour leaders: Rex Enoch, Heifer International adult education programs, rex.enoch@heifer.org; Phil West.

ARMENIA—September

Tour leader: Wendy Peskin,

Heifer International Northeast regional director, wendy.peskin@heifer.org.

UKRAINE—September

Tour leader: Pat Stanley, Heifer International Northeast community relations coordinator, pat.stanley@heifer.org.

POLAND—Sept. 23-Oct. 3

Tour leader: David Boothby, director of the Midwest Region of Heifer, david.boothby@heifer.org.

LATIN AMERICA/CARIBBEAN

GUATEMALA— Fall

Details to come.

BOLIVIA

Details to come.

PERU—Nov. 18-27

Tour leader: Pamela Stone, pamela.stone@heifer.org.

NORTH AMERICA

SOUTH MISSISSIPPI—June 6-8

Tour leader: Nan Enoch nanrexe@arbbs.net. Camping for children 8 and up with an adult.

NORTH AMERICA/HEIFER UNIVERSITY

The first three nights of the program will be Heifer University followed by project visits.

NAVAJO NATION—July 23-30

Tour leaders: Rex Enoch, rex.enoch@heifer.org



Study Tours are a gift from our country staff and project partners worldwide, who take participants into their lives.

Costs and Lengths of Stay

Prices include airfare (except where noted), accommodations, meals and local transportation.

Latin America and the Caribbean

10-14 days, \$2,000-\$4,000

Central and Eastern Europe

10-14 days, \$3,000-\$4,200

Africa

17-24 days, \$4,000-\$5,500

Asia and the South Pacific

14-21 days, \$3,500-\$5,000

North America (airfare not included)

5-10 days, \$800-\$1,500

Please check our website, www.heifer.org, and click on "Get Involved" for the most current information.

Protecting Your Future

Editor's Note: The following is a true story. Names and places have been changed to protect the privacy of the people involved.

Mr. and Mrs. Bill Smith lived their entire lives in a small Oklahoma town, raising their five children on the 2,000-acre farm where Mrs. Smith was born. The farm's hills were covered with timber, and its valleys were filled with cotton and corn. Two large ponds were stocked with fine fat catfish. Mrs. Smith loved flowers, and her fields were always abloom. The smell of honeysuckle and fresh-cut hay made visitors want to linger in the fields all day. From the hilltop where the house sat in the pines, the farm's beauty could be enjoyed in every direction.

Mr. Smith worked long days to make the farm productive, but he always took Sunday off to lead singing at the local Baptist church, where Mrs. Smith played the pump organ. Mrs. Smith, the best cook around, enjoyed managing the local school's cafeteria. She knew that some children received only one meal a day—the one she prepared. Every week, she brought eggs, milk and vegetables from her farm to school and gave the food to students with hungry brothers and sisters at home.

As the years progressed, all the Smith children married and had families of their own. Each left the farm to work in various professions. None became farmers. When Mr. Smith reached retirement age, he sold the farm animals but kept the garden planted and the fish ponds stocked. This kept

him busy while Mrs. Smith continued feeding her schoolchildren a hot meal each day at noon.

CHANGING TIMES

When Mrs. Smith turned 71, she realized that she and her husband should enjoy their senior years together, so she resigned her school position. They spent the next five years fishing and gardening. At 76, Mr. Smith died of pneumonia. The years passed slowly for Mrs. Smith and times

became more difficult. To have enough money to continue living at home, she began selling the property that had been in her family for generations.

When she was 90, she suffered a stroke and the doctors told her she would never walk or return home, but Mrs. Smith had other plans. She hired the best physical therapist she could find and worked hard to regain strength.

In less than six months,

with the help of a walker, Mrs. Smith returned home. But the events had forced her to sell 800 precious acres.

At 92, Mrs. Smith had another stroke and required round-the-clock care. She sold all but five acres of her property to pay for it. Not much later Mrs. Smith's children had to tell her that the money was gone and she would have to move from her home where she had lived for 92 years. Mrs. Smith's family would have given anything if they had known how to prevent Mrs. Smith from losing everything she had.

You've worked a lifetime to build an estate that will support you and can then be passed on to people and causes you love. But do you have an estate plan in place to protect those assets and dreams? Unfortunately, Mr. and Mrs. Bill Smith did not.



BENEFITS OF A TRUST

If Mrs. Smith's family had known about options provided by the Heifer Foundation, she could have put her farm into a charitable trust that would have paid her income throughout her life and then paid income to her children for a number of years. Afterward, the remainder could have gone to Heifer or her church to feed hungry children, which was so important to her.

Using the appraised value of \$1,000 per acre, an annual income of about \$120,000 could have gone to Mrs. Smith for life and then to her five children. In a charitable trust, her \$2 million estate could have paid out as much as \$5.5 million over her lifetime and the lifetime of her heirs, and charities might have eventually received about \$3.5 million. Also, Mrs. Smith would have received a sizable charitable deduction for income tax purposes, reducing her taxes. She also would have avoided all capital gains taxes, which she paid each time she sold part of her farm.

A Charitable Unitrust is a valuable estate-planning tool for anyone who has an appreciated asset that isn't producing much income, such as the Smith farm. It pays out a fixed amount, monthly or quarterly, for life. The amount is a fixed percent of the value of trust assets on the first day of each year.

Do you or someone you know need more information from the Heifer Foundation? We would be happy to help you and your professional advisers explore which type of charitable trust best serves your financial and charitable aims.

Postscript: Mrs. Smith's family created an endowment at the Heifer Foundation in her honor so that she could, in effect, continue feeding the hungry children she cared so much about. Each year, the family contributes to the endowment, and each year, 5.5 percent of the endowment is made available to Heifer International for its work around the world. Mrs. Smith left this world last year knowing that, through her endowment, her legacy lives.

(Please complete and return this reply form.)

Dear Friends at Heifer Foundation:

- Please send me more information on endowments.
- I have already provided for Heifer in my will.
- Please send me a complimentary will kit.
- Please send me information on the foundation's free planned charitable giving seminars.

Name: _____

Address: _____

City: _____

State: _____ Zip: _____

Phone: _____

E-mail: _____

www.heiferfoundation.org
(888) 422-1161



Mail this form to:
Heifer Foundation
P.O. Box 727
Little Rock, Arkansas 72203



By Rienzzie Kern

Rienzzie Kern is director of Planning and Evaluation at Heifer. He recently visited Sri Lanka to explore ways in which Heifer can help.

After the Tsunami

In Sri Lanka, we greet each other with the word *ayubowan*, meaning we wish you a long life, a prosperous life and happiness.

On Dec. 26, more than 40,000 people lost their lives, doomed by a wall of water so powerful that entire cities were destroyed. The ocean, once so friendly and life-giving, washed away the hopes of a prosperous future for more than 1 million people. And the signature smiles of my people, so hospitable, faded like a flower at sundown.

News reports describe a man screaming, “Sir, sir, wave coming, wave coming. Run, run please!” This man, running away from the ocean, most likely had lost his home and loved ones, yet he sought to warn the tourists and others relaxing or jogging on the beach, calling out in a smattering of English, the legacy of British colonialism.

Matara, the city where I held my first job, is gone. The survivors are moving it six miles further inland. Roads whose every pothole I knew were erased. As if it were a toy, the famous train “The Queen of the Ocean,” which my family had taken so many times to Colombo, was tossed off its tracks, and a thousand people died.

The eastern part of the country of my birth, the “Pearl of the Indian Ocean,” the site of some of the most beautiful beaches on Earth, is in shambles.

Parents saw their children dragged away from them. Children woke up in hospitals only to learn that their parents were dead. A mother, daughter and grandmother of one family riding a southbound train died. The father survived.

Why did some go and others remain? Why did I not go with her? Why did I not join my parents? These are the questions the survivors ask themselves.

Is God to blame? Or was it karma, as the Buddhists in Sri Lanka might say? At the end

of the day, most people hold on to their faith.

Those who survived face great loss—loss of loved ones, of property, of place. Many now live in strange surroundings with hundreds or even thousands of strangers, sharing shelter and sadness.

Tired of living in overcrowded camps, women and men, workers who earned a living fishing, trading or making handicrafts are picking up the pieces of whatever remains of their lives. They are staggering back to where they think their homes were only to find miles and miles of bare land.

But as the sun rises in the east of this beautiful tropical island, so does hope in the hearts of those enduring this disaster. The world community embraced Sri Lanka, whose population of 19 million represents every major religion in the world.

Many countries have offered relief aid, others are ready to rebuild roads and bridges, and others are helping people re-establish their livelihoods with the focus on long-term development.

What might have saved the lives of those 40,000 people? Time. Thirty minutes. An alarm that would have warned of the disastrous tsunami. Technology.

In a world of such technological advancement that we can reach and research Mars, what will it take to install a tsunami warning system? Was it technological ignorance or was it simply not on the priority list? Should technology be considered a fundamental human right?

In Sri Lanka, my country of smiles, I see the flowers of hope bloom. I see hard work, determination and entrepreneurship remaking the country. This nation lost thousands of people and millions, perhaps billions, of dollars in property. But it didn’t lose its soul, and I have faith that the smiles will return.



Coffee for a Better World

Heifer International is proud to present Heifer Hope Blend, a Fair Trade Certified™ organic coffee. Many of the beans for this blend are grown by small family farms in Guatemala, where Heifer is providing training in sustainable agriculture. When you buy this coffee, you get great taste and a chance to help Heifer in its fight against hunger. While Heifer provides families with a goat or cow, Green Mountain Coffee Roasters® provides a market for their coffee beans. The result is an economically stronger community and coffee that is grown in an environmentally sustainable way.



Green Mountain Coffee Roasters is proud to support the efforts of Heifer International, improving the quality of life in coffee-growing communities around the world.

Call or go on-line today to order Heifer Hope Blend coffee and join the thousands of others who have their coffee delivered right to their door. Give the gift of hope to family, friends and yourself.

\$8.69 plus shipping & handling



Call Heifer at (800)422-0474 to place your order
or contact Green Mountain Coffee Roasters:
(888) TRY-GMCR (888-879-4627)
www.GreenMountainCoffee.com/Heifer



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