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WorldArk

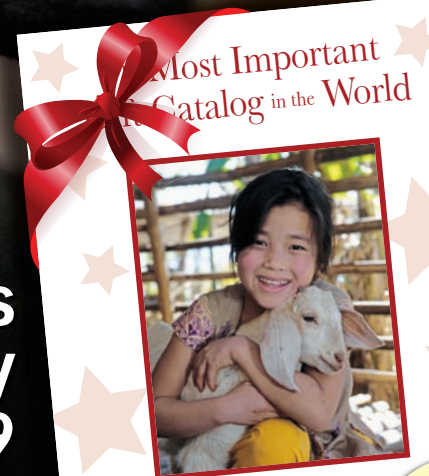
THE MAGAZINE OF HEIFER INTERNATIONAL © HOLIDAY 2011

HEIFER ZAMBIA

Transforming Lives | 12

 PASS ON
THE GIFT
HEIFER[®]
INTERNATIONAL

Heifer's
2011 Holiday
Gift Catalog | 29



 PASS ON
THE GIFT
HEIFER[®]
INTERNATIONAL

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Dear Friends and Partners,

THIS TIME OF YEAR fills me with hope and gratitude as I reflect on how much our participants, donors, volunteers and staff have achieved together. Yet as I mark my first year as CEO of Heifer International, what brings me the most joy is the raw potential of what we have yet to accomplish and the reward we share in a better world as we reach out to more and more people in need.

Each year as the giving season dawns, we all look to find more meaning and purpose in our lives. We draw our families closer, share more meals at home and vow that this year the season will truly be about giving.

We know it is the character of the people who do the work around the world that matters most and makes what we do so rewarding. Walking hand in hand this year with the women of Beltandi, Nepal, past the sturdy, modern homes they built together as a Heifer community, I see with my own eyes the dignity that our work brings. These empowered women, who once lived in shacks and were not taken seriously as businesswomen, have made deep and meaningful change in their lives.

In this Holiday issue of *World Ark*, you'll read about how our powerful model of development transforms lives in Zambia as well, where poverty, hunger and the AIDS crisis have driven down average life expectancy to age 39. Heifer's values-based training ignites the transformational thinking and disciplined behavior that is necessary for Heifer participants to escape poverty for good.



PHOTO BY GEOFF OLIVER BUGBEE

Pierre Ferrari walks earlier this year with members of the Beltandi, Nepal, Women's Group to visit their new brick homes.

Our model works; read up on the data at www.heifer.org/heifermodel. Moving forward, we join our hearts, hands and minds to a singular purpose: to end hunger and poverty while caring for the Earth. Yes, ending hunger remains our goal. We do not mince words; we are committed.

Is this wildly optimistic? Unreasonable? Consider this quote from George Bernard Shaw:

"Reasonable people adapt themselves to the world. Unreasonable people attempt to adapt the world to themselves. All progress, therefore, depends on unreasonable people."

You'll also find on Page 29 The Most Important Gift Catalog in the World. It's the season of giving, and we have a commitment to take our powerful model to as many people as we can reach. We need to GO BIG. We

need your support. To end hunger and poverty we need resources—our best minds, and yes, money.

As you spend time with this issue, please think about what motivates you to give and consider what you receive in return if you can find a way to do more. Millions of communities need our engagement, our support. We need you to do the work and, if it feels right, to be more than a bit unreasonable in your generosity. We are ready; we are getting far more efficient, more focused, more effective. Let's get to work. The gift of self-sufficiency lasts a lifetime.

Thank you for all you do to make our work possible,

Pierre U. Ferrari

President and CEO Pierre U. Ferrari



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*Cover: Hope Mwananyanda sleeps in her mother's arms in Zambia.
 Cover by Geoff Oliver Bugbee. Top photo by Russell Powell.*

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WHERE IN THE WORLD IS HEIFER?

Ever since the first issue of *World Ark* magically appeared in my mailbox I have been hooked! Your magazine rocks, and I am grateful for the stories you put out. Thanks a lot.

I do have one suggestion. I think it would be helpful to put small maps of the areas being discussed in the articles you publish. Americans need help with their geography! While the stories you publish are full of human touches, I think a map will add the reminder that this place in Ukraine or Kenya is a place that actually exists on a map. Your magazine (and of course the work you do) helps bridge important gaps between us and all those faceless them in the rest of the world, but I think adding a map will make your bridges even more effective.

Personally, I am a map junkie and an avid world traveler, so oftentimes I really want to know where, specifically, these stories are taking place. My geography is good enough to know where Senegal is, but not good enough to know about the village you are describing in the northeast of Senegal. One map in the table of contents that shows the location of all of the stories might

be useful, or a small, detailed map that accompanies each story would be my suggestions.

LYNSEE MELCHI
Waukegan, Ill.

MORE FIGHTING WORDS

I love the ad in the summer edition of *World Ark* that says, "In the fight for world peace, we have a secret weapon"—a goat. I find the notion that a little goat can be a secret weapon both delightful and inspiring—so much so that I posted the ad in my cubicle at work for others to see. Unlike another donor who wrote to you, I think that we can fight for world peace, inasmuch as to fight means not just to engage in physical combat but also "to put forth a determined effort," "to resolve by struggle," and so on (*Merriam-Webster's Collegiate Dictionary*).

Keep up the good work.

SHARON L. WILSON
Renton, Wash.

REASONS TO GIVE

I enjoyed Catherine Newman's profile of unlikely philanthropist Betty Londergan in the Fall issue of *World Ark*. But I would challenge Newman's statement that, "If our giving practices aren't grounded in some kind of religious tradition, it can be harder to feel we're doing enough." While taking nothing away from religious motivation for charitable giving, I would contend the sense of fulfillment one derives from helping fellow human beings is just as

achievable without religion, even more so for certain individuals. Indeed, for many years long ago I practiced various forms of charity largely because I felt my religion asked it of me in order to be right with God. In this sense I was doing it as much for me as for my beneficiaries. When I later abandoned religion in favor of humanism, my charitable work became much more other-directed and other-motivated. My giving grew substantially as a result, as did my sense of fulfillment. Our common humanity remains for me as powerful a cause for giving as I could ask for.

KEN BURROWS
Manitou Springs, Colo.

Q&A FALL

How can Heifer supporters in the United States be more engaged in ending hunger and poverty and caring for the Earth? Please share your ideas on how we can best work together.

To get supporters in the U.S. more engaged, give them something to do that they can see right away. I propose doing this by setting up satellite regional locations near the poorest counties in a state where people can volunteer, take up canned goods and clothes, etc. Right there they are able to see that they are helping someone less fortunate. In caring for the Earth, try a direct marketing campaign like the one used in North Carolina's "Truth" campaign against tobacco use. Show people how harmful their actions and

We want to hear from you! Please send your comments to worldark@list.heifer.org. Include your name, city and a telephone number or e-mail address. Letters may be edited for length and clarity, and may be published online as well as in print. Because of the volume of mail we receive, we cannot respond to all letters.

Text HEIFER to 56500 to receive our mobile alerts (message and data rates may apply).

habits are to the planet. It makes it more tangible and they have a visual as to what they're trying to prevent.

JAMICA C. ASHLEY
Halifax, N.C.

First of all, thank you for your work and the *World Ark*. I read each edition cover to cover and donate regularly.

I've got two ideas for you in regards to how Heifer supporters in the U.S. can become more engaged in ending hunger and poverty and caring for the Earth:

1. Join Results. Their mission is to create the public and political will to end poverty by empowering individuals to exercise their personal and political power for change. They combine the voices of passionate grassroots activists with strategic grass-tops efforts to leverage millions of dollars for programs and improved policies that give low-income people the health, education and opportunity they need to thrive.

2. Join Citizens Climate Lobby. Their mission is to create the political will for a stable climate and to empower individuals to have breakthroughs in exercising their personal and political power. As Results activists began to understand the devastating threat of climate change on people living in poverty, several members borrowed the Results model, with its 30-plus years of proven efficacy, and created the Citizens Climate Lobby.

I am a member of Citizens Climate Lobby. Until I joined, I felt completely overwhelmed by my concerns about climate change. Today, I am actively building a friendship with my local newspaper editor. He is speaking clearly and loudly

regarding the imperative that the U.S. lead in the effort to mitigate climate change. My fellow volunteers in chapters across the country are meeting regularly with editorial page editors, with their congressmen and women, and with industrial leaders. We envision federal legislation that puts America at the forefront of the switch from combustible fuels to renewable fuels, and puts more Americans back to work at better paying green energy jobs.

ELLI SPARKS
Richmond, Va.

My answer is: Work to transform patriarchal systems globally into equitable shared power systems.

For information on how to find local, grassroots organizations addressing hunger, poverty and a sustainable environment, I refer you to Paul Hawken's book, *Blessed Unrest*, and to the Pachamama Alliance and its goals of environmental sustainability, social justice and spiritual fulfillment.

TRICIA CRAWFORD
McMinnville, Ore.

Q&A HOLIDAY

In this issue, Heifer program officer Dilip Bhandari talks about the many benefits of goats. What is your favorite Heifer animal? Why?

*E-mail your answers to
worldark@list.heifer.org. Please
limit your answer to 250 words or fewer.
We reserve the right to edit responses
for length, clarity and grammar.*



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Since 1944, Heifer has helped 13.6 million families in more than 125 countries move toward greater self-reliance through the gift of livestock and training in environmentally sound agriculture.

Heifer International is a member of InterAction, the largest alliance of U.S.-based international development and humanitarian non-governmental organizations, and of Global Impact. Federal and state employees may designate gifts to Heifer through payroll deduction by entering CFC #12079.

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Opinions expressed in *World Ark* are those of the authors and do not necessarily reflect the views of either the magazine or Heifer International.



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What a Waste

You gonna eat that? If not, you're in good company. People in the U.S. and other developed nations waste millions of tons of food each year.

40%

In the United States, an estimated 40 percent of food gets thrown away.

50%

The United States' per capita food waste has increased 50 percent since 1974.

20%

Food that rots in landfills produces 20 percent of all methane emissions, which contribute to global warming.

925 Million

All together, industrialized countries toss 222 million tons of food each year. That's enough to feed 925 million people.

14%

Food waste makes up more than 14 percent of the municipal solid waste stream.

1/3

Worldwide, roughly a third of all food produced is never eaten.

Sources: EPA, World Food Programme



PHOTO COURTESY OF KITCHENTALKS.COM

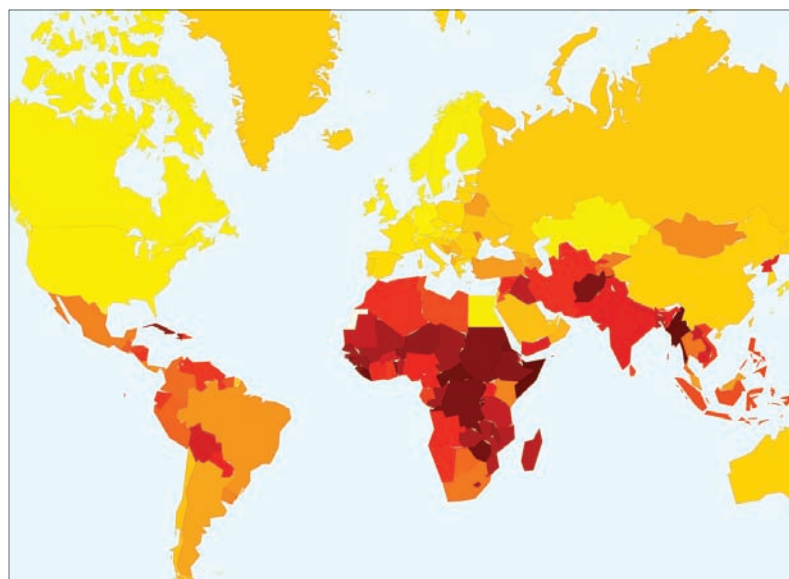
Symbiosis

The conventional wisdom goes that growing more crops means we'll have to hack down more trees, and that preserving wildlife habitat cuts into acreage available for farming. But is that really true? Not according to a study conducted by the National Academy of Sciences of the United States of America. The study focused on 43 cocoa plantations in Indonesia, where local flora and fauna flourished alongside the crops. It found that "supporting species-rich agroforests need not result in a decrease in agricultural output."

Growing Trouble

Droughts, heat waves and floods resulting from global climate change are killing livestock and taking a toll on crop yields around the world. Losses are expected to be most severe in developing countries that lack the money and resources to deal with these challenging conditions. The map below shows how vulnerable countries are to agricultural productivity loss.

Source: The Center for Global Development



Extreme Weather Direct Risks:
Physical Climate Impacts

Rank 1  169



Stinkbugs

Stinky feet might not get your juices flowing, but to mosquitoes, they're a gourmet treat.

Researchers in Tanzania are experimenting with using dirty socks to lure mosquitoes into deadly traps laced with poison. The goal is to prevent malaria, the mosquito-borne illness that kills 900,000 people each year.

Source: Washington Post

Poor Prognosis

Of the 7.6 million cancer deaths worldwide each year, nearly two-thirds occur in low- and middle-income countries. Sadly, only 5 percent of the world's resources to fight cancer are spent there.

Source: Scientific American, March 2011

Jargon

COFFEE CHERRY: The cherry-like fruit that encompasses the coffee seed, or bean.

Let The Sun Shine In

Having a solar energy system at home is a significant step to becoming a better steward of the Earth by offsetting your carbon footprint.

Here at Heifer headquarters we've been running with the help of our 100-panel, 25-kilowatt solar arrays since September. The solar unit, pictured at right, has supplanted some of the energy currently used to power Heifer's main building and the adjacent Heifer Village. All that is required to fully power our solar panels is 30 percent sun load, which we get even on cloudy days. So it got us thinking, how hard would it be for a DIYer to install at-home solar panels?

Gary Reysa, who lives in Montana, did just that. His solar electric system includes 10 photovoltaic panels and generates as much as 3,300 kilowatt hours of electricity per year. He chronicled the process for *Mother Earth News*.



Reysa provides details from planning your system—should you go off-grid or choose a grid-tied system?—situating your photovoltaic array (they should face south, get about six hours of sun a day and be “tilted at an angle equal to your local latitude”) to wiring and grounding the system.

Overall, the process includes more planning time than actual installation. Just be sure to check any building codes that may apply and to consult with your local power utility before you begin. Read the entire article at www.MotherEarthNews.com/diy-solar.

Harvest: Brussels Sprouts



A staple on holiday tables around the country, but a bane to children in many a household, Brussels sprouts have long been relegated to the “you have to eat these, they’re good for you” side dish. Indeed they are good for you, as a source of vitamins A and C as well as folate and potassium, but cooked properly and with some savory complementary foods, Brussels sprouts can be a surprise hit. When buying, look for small sprouts that have tight-fitting leaves and no discoloration. They’ll last about seven to 10 days in the refrigerator, so it’s not necessary to eat them immediately. Preparation tip: to help the sprouts cook thoroughly, trim the end and cut an “X” on the trimmed end. For more on seasonal veggies and recipes, go to www.foodfit.com.

Neighbors in Need

It's easy to let the number of hungry people in the world overshadow the needs at home: 1 billion compared to 49 million. But the fact remains that one in six Americans goes hungry, too. So while you're shopping for your holiday meals, keep your local food bank in mind. Pick up an extra can or two of vegetables or a few boxes of pasta or cereal.

You could even take time out to ensure everyone in your community has a happy holiday by volunteering at the food bank or a homeless shelter to serve food. There are a few websites out there that can help you locate a food bank near you. Feeding America has its own network of food banks in all 50 states, plus the District of Columbia and Puerto Rico.

Ampleharvest.org also has a tool to help find a food pantry nearest you.

Just remember that when the holiday season ends, it doesn't mean hunger does. Find your local food bank at feedingamerica.org/foodbank-results.aspx.



Brussels sprouts with pancetta and balsamic vinegar

Ingredients:

1 cup Brussels sprouts
2 tablespoons diced pancetta or bacon
2 tablespoons balsamic vinaigrette
salt to taste

Balsamic vinaigrette:

½ tablespoon shallots (optional)
1 tablespoon balsamic vinegar
3 tablespoons olive oil
salt and pepper to taste

1. Place the Brussels sprouts in a large pot of salted boiling water. Cook until the sprouts are tender, about five minutes. Plunge the sprouts into ice water, drain and cut each sprout in half.
2. Cook the diced pancetta in a skillet over medium heat until it begins to brown, about four minutes.
3. Add the sprouts and season with salt and pepper.
4. Remove from heat, add the vinaigrette and serve.

CORNERSTONES IN ACTION

For decades, families and communities around the globe have used the principles of Heifer's Cornerstones to build successful projects and become self-reliant. What exactly are these principles, and how can they help strengthen and enrich our own lives? *World Ark* is featuring a different Cornerstone in each issue, along with suggestions on how to put them into practice.

The 12 Cornerstones form the acronym PASSING GIFTS. This month:

Improved Animal Management



HOW IT WORKS: In order for livestock to be a healthy and productive part of any farm, Heifer first ensures that the species and breed is an appropriate fit for the area and for the families who will receive the gift animals. Project participants then attend trainings to ensure they can provide the animals with adequate feed, water, shelter and health care.

IN ACTION: Training and preparation for livestock often takes the entire first year of a five-year Heifer project. Project participants learn animal health and husbandry, how to build shelters, grow fodder and care for the environment. Heifer also trains community animal health workers who can administer vaccinations and other care.

A Vote for Goats: How Heifer Matches Animals with Need



Curious about how Heifer helps communities around the world decide what animals are best suited to specific projects? There's no better resource than Heifer's own Dilip Bhandari, program officer for Asia/South Pacific programs. Born and raised on a small family farm in south-central Nepal, Bhandari knows firsthand the value of animals, as income from water buffalo covered all of his family's necessary expenses, including his own school fees.

Interview by Donna Stokes, World Ark managing editor

WorldArk: *Please share your professional background, how you learned about Heifer International and what attracted you to the organization.*

DILIP BHANDARI: As a veterinarian in Nepal, I helped train Heifer Nepal participants to be community animal health workers. Later I joined Heifer Nepal as a training manager before I moved to South Korea for a master's degree in veterinary medicine. I've been working at Heifer International's headquarters in Little Rock, Ark., for five years.

Heifer has effective tools and processes that transform and empower communities with minimal physical inputs. Our projects inspire people to be determined, resourceful and driven for progress, which is very important for the sustainability of any endeavor. I also admire that Heifer respects diversity and builds values (12 Cornerstones for Just and Sustainable Development) into all of its programs.

What do you find most rewarding about your work?

The connection to the field as I support the work of our country program offices. It is an honor to help them achieve their great results. I am humbled by their work every day. I feel elated when I see the lives of those we serve transformed.

Why are animals a successful entry point for Heifer in reaching poor and marginalized communities around the world?

From the very beginning, Heifer's activities have been centered on animal placement and training, which is now embedded with our values-based development model.

I come from a very poor family. Income from a dairy water buffalo made it possible for my parents to send their five children to school. The sale of milk and buffalo heifers, as well as crops from our [just over one acre] of land was our family's sole source of income for education, health care and all other necessary expenses. Around

the world, Heifer changes the lives of families like mine.

Heifer promotes local animals that are easy to maintain with limited resources and that are well adapted to the local environment. Farmers can eventually invest animal income in other microenterprises to increase household income.

What are the most important factors Heifer considers when helping a community choose what type of animals to raise?

Types and value of livestock, livestock management practices and animal health considerations are always part of the discussion in a Heifer project. Below are just a few of the questions communities must consider:

1. Have the animals been selected for the project based on the most appropriate species, breed, age, size, acclimatization, availability and source of feed, source of water, suitability based on the culture of the target family/community, etc.?



PHOTO BY GEOFF OLIVER BUGBEE

nutritious milk or improved vegetables from a compost-fed kitchen garden, are directly related to such benefits as a decrease in the symptoms of disease such as HIV/AIDS, the ability to afford fees for children's school, or the addition of enough resources to build an improved roof to keep rain out of a family's home. Benefits like these simply can't be calculated in terms of money.

What is your favorite animal project and why?

My vote is for goat projects. The goat's temperament and size make it widely adaptable and ideal for families with limited resources, the primary target group of Heifer support. Being ruminant, it does not compete with humans for food, and it is hardy and can thrive and reproduce in all climatic zones. Goats are also low maintenance in the areas of handling, housing and health care. The goat is one of the animals of choice for Heifer project communities around the world as their lower cost helps Heifer reach more families in need.



PHOTO BY RUSSELL POWELL

2. Will there be adequate nutrition available for the animals according to their age, stage of gestation and production/growth requirement?
3. Can adequate and affordable animal housing be provided?
4. Has the environmental impact of the animals been considered?
5. Is there a market for offspring, meat, milk, eggs and other byproducts? Will the family and broader community benefit from improved nutrition and income from the chosen animals?
6. Has it been decided who will provide animal health care and how?

Each country program has specific guidelines that also address socio-political, religious and geographical factors.

What challenges regularly arise in the animal selection process?

It is common for community members to request a more expensive animal from Heifer in the beginning. Project participants who were expecting large animals in the beginning may want smaller species after considering the availability of resources for feeding, housing, health

care and markets through participatory discussions with communities and feasibility studies.

For example, Heifer Cambodia project participants in several areas recently switched from cattle to swine and chickens. It was taking a long time to get benefits from the cattle, and farmers required immediate income to manage their basic needs. With a shift from large to small animals, project participants started getting better returns more quickly.

What benefits beyond economic value of the animal does Heifer's investment offer to the families it serves?

We use the Three-Level Heifer Hoofprint Impact to describe the overall benefits. On the ground, benefits include an increase in income and nutrition of the families, improved practices and so on. Below the ground they see improvements in knowledge, values, attitudes, behaviors and practices, and above the ground changes in policies, systems and practices become evident.

The socio-cultural changes brought about by an animal, in the form of

Meet a family making the Earth a place worth inheriting

Find out how you can do the same



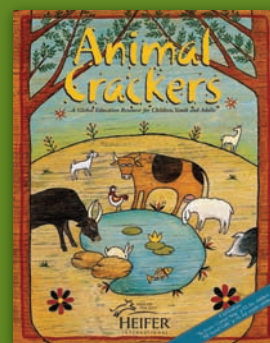
Jessica Thorsen and Diane Greenaway

Diane Greenaway gave her first Heifer gift to her granddaughter, Jessica Thorsen, when the girl was just 10 years old. She wasn't too happy about receiving a goat, her grandmother said. But 10 years later, the pair traveled to Albania and Kosovo to visit projects on a study tour. It was that experience that gave Jessica a better understanding of the work and inspired Diane to set up the "Ted and Ruth Greenaway Memorial Endowment for Women's Issues in Albania and Kosovo" in honor of her parents. That's four generations affected by Heifer who are making the world a better place.

To read the entire
story, view the video
interview or to find
out more about the
Foundation, visit
[heiferfoundation.
org/greenaway](https://heiferfoundation.org/greenaway)

Got Faith?

Take Action.



Turn your faith into actions that change our world. Give your congregations the resources to deepen their understanding of stewardship and strengthen their connection with our world neighbors. Heifer's Christian- and Jewish-centered educational programs, fundraising materials, opportunities to engage youth and volunteer opportunities are fun, inspiring and offer a way for all ages to put faith into action. You can download many materials instantly or call for a copy of our free resource guide that describes all our congregation offerings.

Visit heifer.org/congregations or call (800)422-0474.



*Humphrey and Mercy Mwananyanda
with their infant daughter.*



Hope Blooms In Zambia

Heifer's dairy cows and training transform small farmers' lives as they leave poverty behind to find a renewed sense of purpose and responsibility for their own successes.

BY DONNA STOKES, WORLD ARK MANAGING EDITOR
PHOTOGRAPHY BY GEOFF OLIVER BUGBEE

COPPERBELT PROVINCE, Zambia—Mercy Mwananyanda cradles her infant daughter in the late-morning shade in front of her thatch-roof home in northern Zambia. She and her husband, Humphrey, now support five children, including two AIDS orphans, on what they can grow on their small farm.

It isn't enough. For more than eight months out of the year—all but the rainy season from February to early May—they do not have enough to eat.



“If we have milk, we can sustain the family first.”
—Mercy Mwananyanda

“The way we are living, we are in financial trouble a lot,” Humphrey Mwananyanda said. The worry lines on his face and the tension in his rough, ropy hands tell more about his family’s difficulties than comes out in polite conversation.

“Our income depends on seasonal gardening,” he said. “Most of that is to sustain the family; there’s not much left to sell.” They eat all of the maize produced on the farm. They try to sell tomatoes and cabbages, he said, but their yearly income generally amounts to only \$40 to \$60. Neighbors grow the same crops and create competition, so even the vegetable market is becoming undependable.

Most of the year “we only manage one meal a day, maybe two,” he said. “At times they are not proper meals; at times we are scrounging.”

Normally their main meals are *nshima*, a maize porridge, and vegetables, Mercy Mwananyanda added. “Protein is very minimal. From August, after our stores are depleted, it becomes very critical with only one meal a day. We have very little to eat.”

The Mwananyandas are members



Humphrey Mwananyanda (above, far left), his wife, Mercy, and son Abraham, age 8, (above) talk about their current situation and hopes for a new dairy cattle project.

of Kamisenga, a new Heifer self-help group in its first few weeks of training. Though they aren’t sure when they’ll receive their first dairy cow, the promise of the good yet to come sleepily stirs in Mercy’s arms.

In the first week of Heifer training, they learned about Heifer founder Dan West and his original gift cows named Faith, Hope and Charity. It seemed right to name their new daughter Hope, her mother said.

“You have no idea what it will mean to us to soon have milk all year round,” Mercy Mwananyanda said. “If we have milk, we can sustain the family first. If we have more we can give to others in need and have some to sell.”

They are counting on the cows to provide nutrition, enough income so their children, including the orphans, can go to school and to also meet family health needs.

“With this offer from Heifer, I’ve got some hope, some vision,” Humphrey Mwananyanda said. “My prime hope is that I will sustain my family well and never go back to the past.”

A NEW START

Decades of rust and shards of long-dimmed bulbs cling to a line of street lamps along the road from the highway that leads to the Mwananyandas’ home and once continued to a bustling mine. Dust long ago reclaimed the road, but chunks of pavement still jut upwards to bounce the bicycle tires of villagers on their way to the town of Mpatamatu.

Both the road and the local economy were once well maintained from the profits of government-run copper mines. Niceties like electricity for streetlights along paved rural roads are now a distant memory. The mines were privatized in 1991. Though output and profitability of mining eventually increased, many were laid off during the transition and price fluctuations, never to work in mining again.

“I worked for 24 years in the mine, from 1979 to 2003,” said Banda Zed Allison, now a Heifer dairy farmer. “I was pruned—laid off. The bosses were cruel, they did not take into ac-

count how much time we had put in or what it meant to our families to lose our livelihood.”

A Chinese company now operates the mine in the town of Luanshya where he used to work. He spent the little he got as compensation for the layoff to buy farmland. The first three years were difficult, he said. “All the money was expended for the land. I had nowhere to get any money.”

Like many small-scale farmers here, Allison was able to produce only enough for his family to eat one or two servings a day of *nshima*, and a few vegetables.



Banda Zed Allison worked for two decades in Zambia’s copper mines. He and his wife, Pharia, now have a successful dairy business, thanks to the Heifer training and cattle they received in 2006. “Now I am my own boss,” Allison says.

*"When I get the cattle, I will
look after them properly
because an animal
will be mine forever."
—Henry Mafo*



"People just became very poor," said Petronella Halwiindi, Heifer Zambia's director of programs. "They were not saving when the government owned the mines because they thought the government would always be there. It created a dependency."

Heifer's development model is well suited to help Zambians move past that dependency. Trainings build community unity and values, gender equity and empowerment, knowledge and skills in animal care and agriculture. Yet the sum of what Heifer provides is more than a list of trainings and animal inputs. It's a path to personal and community transformation, to self-sufficiency. How?

"Heifer believes people have something to contribute to their own well-being," Halwiindi said.

ANIMALS ARE FOREVER

"Understand that people working in the mines had everything provided for them—houses, furniture, roads, electricity, food, everything," Halwiindi said. "When the mining money went away, the schooling stopped. Health care stopped."

Many of the men gave up, others got sick or depressed and some of them died. Suicide was not uncommon. "It seemed the women tended to be a bit more resilient," she said. "They began to cultivate skills to go into agriculture because it was seen as the next best thing, a way to make a living."

Knowing little or nothing of farming, they picked up hand hoes for the first time to plant maize and cassava where there once was only tall grass and forest.

It's a hard way to make a living when you start with so little. Cecilia and Henry Mafo support seven children, including three AIDS orphans. Two of their children stopped going to secondary school this year because there wasn't enough money to send them.

"We don't always have enough food for the household," Henry Mafo said. "When we're really hard up, we just have one meal a day. Normally the shortage happens when our old stocks are finished, and we have to wait for the new harvest."

The Mafos, like the Mwananyandas, took a few minutes' break from the Heifer training in an open-walled community church to share their challenges and expectations for the dairy cattle project.

"The Dan West story invigorat-



Henry and Cecilia Mafo (at left, back row, center) pose with their extended family at home. Cecilia Mafo has already built a bin to store fodder for the dairy cattle, even though they've just begun their training. Celina Mafo, age 10, (above) washes clothes in water her brothers fetched from the village well.

ed us, it aroused something in our hearts,” said Cecilia Mafo, as chickens pecked at corn drying on a mat near her home. “I feel that I should own this animal and care for it and not let down Dan West and also honor him and do as he did to help others.”

“If other people have helped me in this way, and alleviated a lot of our problems, then I should have the same heart,” said Henry Mafo, a former miner who lost his job when the contractor he worked for moved to the Congo. “So that things should be in abundance not just for one, but for the whole community.”

Cecilia Mafo already built a bin for grass, though the cows won’t arrive until training is complete. “The cow will bring us income and happiness. Already I have an idea how to keep fodder and save for the dry season

“Heifer believes people have something to contribute to their own well-being.”—Petronella Halwiindi

when feed is scarce,” she said. “I got the idea from the lessons and visitations. Right now they are teaching us how to make cow sheds.”

Her husband said that when he was working in the mines, “it was like I was being dragged to do that job. When I get the cattle, I will look after them properly because an animal will be mine forever. A job is temporary; it has an ending. When the animals come, I’m ready to work hard for that animal. I’m realizing I want to and look forward to caring for these animals.”

Participants are made aware that they have ownership and a responsibility to make the most of that

resource that is given to them by someone whom they’ve never met, who cares about their well-being, Halwiindi said.

“The dignity is something that comes very quickly,” she said. “When people are very poor, they are rarely able to choose anything. They take whatever comes. Heifer teaches them they have power over what happens to them, that some small resource, provided by a donor, is enough for them to start making their own decisions.

“For me that is very powerful. Now they know they deserve better. It’s not just about animals, or nutrition, it’s about the transformation from no hope to a world of possibility.”



Yula Lumpa, son of Aida Mwila Lumpa, collects feed for their cattle in a cornfield on their farm near Fisenge, Zambia.

A ROSIER OUTLOOK

Aida Mwila Lumpa, a grandmother and member of the Tigwirizane women's dairy project near the town of Fisenge in the Copperbelt Province, would offer this advice to new Heifer families like the Mwananyandas and Mafos: You get from the project what you put into it.

She received two milking cows from Heifer in 2004. She and her husband, Musonda Lumpa, have eight children, but four of their daughters died of AIDS, leaving them to care for six grandchildren.

"We wouldn't have managed to educate the children and grandchildren without Heifer," Musonda Lumpa said. "Heifer has been a great, great help. One not expected in life."

Seven years after receiving her first cows, Aida Lumpa now has seven cattle and has passed on three to new members. She built the home she lives in now from milk sales alone and is slowly building a larger six-room house with a modern roof.

"I already moved up once, and now I am moving up again," she said.

She employs family members to help her with a small shop she runs from her house. She sells cell phone minutes for Airtel MTN customers in her area as well as soap, sugar, tea and candles.

"The cell phone business brings a regular income of 50,000 kwacha, (just over \$10), a month," Lumpa said. She and her husband also have a sizable vegetable garden. They em-

ploy three workers to help with the crops full-time.

"She has changed a lot," said Peggy Mwape, an elected government counselor who was part of the first Heifer project in this area in 2000. "Before she had these animals, she was a very miserable, desperate woman. All the time she was complaining about the four children she lost and who left her with such responsibility, she was complaining because this HIV was almost going to tear her down, tear her family down. ... I've seen her from what she was to what she is now. She has transformed, and it is because of Heifer."

Lumpa is still working hard for the future. She also wants to stock her shop with more goods and has plans



"I love roses. I will plant roses in front of my new house."—Aida Lumpa

was happy working in the mines, but it has been surpassed. Now I am my own boss."

He has a bank account and dependable income on his own terms. "This time, I am not short of money," he said.

'YOU LOOK DIFFERENT'

In Tonga, one of the common languages of Zambia, there is a word for the difference you can see after a short time in a Heifer project. It's *mwaneneya*, meaning "you look different; you're glowing and healthy."

"Usually the women look much older before the project," Halwiindi said. "When you look at their skin, it warps sometimes because of certain deficiencies; they don't have good nutrition. But after, when they've started drinking milk and have a source of protein and are eating more vegetables, they glow. Their skin glows."

For the Mwananyandas' baby, Hope, the future looks even brighter.

"I think that with the kids, it's more," Halwiindi said. "With the kids, it's that they get stunted and they don't grow to the required size. But when we see them starting to have milk, having meat, eating different kinds of vegetables, the difference is really huge. Kids that were really shy and were always in the corner hungry, once they are in the project they look different. They are brighter; they go to school; they're happy and they can play. It's amazing. We see that change." ■

Aida Mwila Lumpa, wearing a chitenge (traditional skirt) with Heifer's logo on it, is slowly building a new house with the income from her seven dairy cows. "We have to work hard, but the more we work hard, the more we have on our own," she says.

for more dairy cows and to expand the family garden. The manure from the cows improved the crops, and she has just started planting flowers.

"I love roses. I will plant roses in front of my new house," she said as she shuffled a few loose bricks on the corner of the grass-covered foundation.

"The donors help us a lot in Zambia. They make us happy because they change our lives. Yes, they can give us money, but we have to work hard. If you're not working, just fold-

ing your hands, how can a donor help you?

"With Heifer International, sooner or later they will leave us. But when they leave us they will have left something for us. We have to work hard, but the more we work hard, the more we have on our own."

Banda Zed Allison, who became a Heifer dairy farmer in 2006 after working two decades in Zambia's government-owned copper mines, also found he was capable of more than he once would have believed. "I

ZAMBIA

Facts & Figures

Q&A



POPULATION IN POVERTY: 68 percent

RURAL POPULATION IN POVERTY: 78 percent

LIFE EXPECTANCY: 39 years. A high birth rate, HIV/AIDS and malaria remain huge challenges.

MINING: Exports account for 11 percent of the country's GDP.

CHALLENGES: Even well-established Heifer participants struggle because of lack of infrastructure in rural areas, expense of transportation of commodities to market and limited competition for sale of milk and vegetables.

WorldArk: *What inspired you to work for Heifer International?*

JAMES KASONGO: When I was country director for Keepers Zambia Foundation, I did a proposal using the Pass on the Gift model. I found a love and interest for the practical nature of the way Heifer was implementing its program and the way it was changing lives in Zambia.

When then Heifer Zambia Country Director Kwacha Chisiza went to Malawi to run that program, I saw the opening and said 'That is a great organization and an opportunity. I know they are changing lives.' As far back as the 1990s I knew about Heifer. And so I started in January of 2008.

What current projects do you see as having the greatest impact and why?

One of the projects I like most is a project in Luanshya in partnership with Land O Lakes, the government of Zambia and Bothar. Heifer's Cornerstones training is used as the model, and Land O Lakes market development built a milk collection center. Milk processor Parmalat contracts with farmer groups, buying milk from the dairy farmer association. Because of that, we have a bank involved to give loans to farmers. They also know they'll get a check every month for the milk. So we have the complete value chain. Because of the partnerships, we can provide more capacity for farmers. The value chain is working for them.

Learn about Heifer partner Elanco's goals and investments in joint projects in Zambia.
www.heifer.org/worldark

with James Kasongo, Heifer Zambia country director

It's a practical way of ending hunger and poverty. It's more sustainable. It's one of the projects I love the most because it includes enterprise development. Because of that we have economic empowerment. Farmers in that area now have access to markets. Some are buying more cattle; some are even buying tractors. We feel it's one of the best models: Let's empower communities to do what will make them the most sustainable.

How do you describe what Heifer does?

Livestock is our entry into a community. It's an asset that people can physically see. It empowers participants, and the animals draw them to join the group. Once they come into the group it's easier to get into other aspects, to strengthen development through training.

When we first work with them they have very little. We use the Cornerstones to organize and empower them and prepare them for the work with the animals. Once they have the animals, such as dairy cows, it becomes a business. From the beginning we start enterprise development training. They see what their friends are doing and it motivates them.

Then we lift them further by teaching skills in development, empower them to be part of a value chain, to be businesspeople.

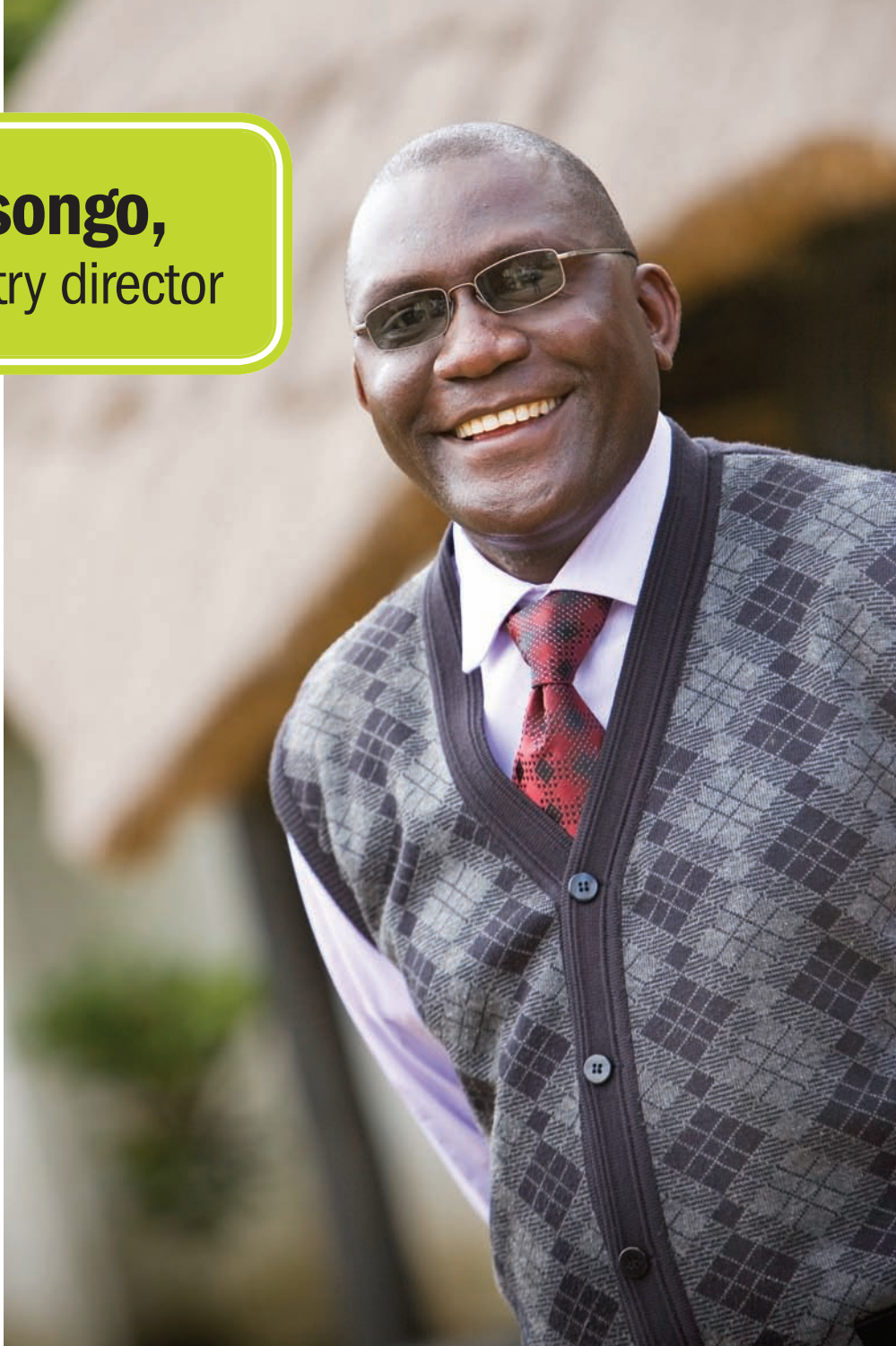
What are the biggest challenges in Zambia for Heifer's work?

We don't have the capacity to help

everyone who's asking for help. Even people in the Democratic Republic of Congo bring their applications to us. We're the only NGO making a difference in a very practical way in Zambia. We come and teach people how to manage animals and to be self-sufficient. Everyone wants to work with us. We're trying to intensify

fundraising and attract more partners to scale up our impact and meet demand across the country.

Kasongo supervises a staff of 21. Go to www.heifer.org/worlddark to watch his step-by-step video explanation on how Heifer Zambia changes participants' lives.



AN EVALUATION OF HEIFER'S WORK IN

Zambia

Heifer International consistently makes important contributions to reducing poverty and improving living conditions, a professional evaluator reports.

A photograph of three women and a young child standing in a field of harvested corn. The woman in the foreground is smiling and holding a piece of corn. She is wearing a pink shirt and a colorful patterned skirt. The child is sitting on her hip, wearing a patterned shirt. The woman behind her is also smiling and wearing a white shirt and a patterned skirt. The woman on the right is wearing a dark blue t-shirt with 'WU' on it and a colorful patterned skirt. The field is filled with dry corn stalks and husks. The background shows a line of trees under a blue sky with some clouds.

BY **THOMAZ CHIANCA, PH.D.**
PHOTOS BY **GEOFF OLIVER BUGBEE**



Heifer beneficiary Mary Mwale and her family harvest corn in the Copperbelt Province of Zambia. Says Mwale, "For me life is now easy. If you can continue assisting others in the same way, it is good."

Anytime we decide how good, valuable or important something is, we are doing evaluation. For instance, to buy a bicycle we take into account many factors before deciding which one will best fit our needs. Promised performance, cost, reliability of brand, size, strength, comfort and attractiveness are some examples. To make up our minds, we usually rely on our own knowledge or experience, personal preferences or the opinion of family or friends. This is an example of what we call informal or everyday evaluations. The decisions resulting from such evaluations will only affect us or, at the most, our families.

However, when what is at stake is something of public interest and the results of the evaluation may lead to important decisions that affect many people, then we should not rely only on intuition or personal preferences. In those cases we want to hire a professional evaluator with formal training on how to design, implement, report on and help people understand and use an evaluation. This is what I do for a living and the area in which I have obtained a doctorate from Western Michigan University.

I met Rienzzie Kern, Heifer's senior director of Planning, Monitoring and Evaluation, during the 2004 conference of the American Evaluation Association in Atlanta. He was looking for an organization to conduct external evaluations of Heifer's work in different countries. I was happy to hear that such an important organization was seriously committed to assessing its work and engaging in a learning process to keep improving, a sound practice not yet widely adopted by most international nongovernmental organizations.

Heifer and Western Michigan University soon formed a fruitful partnership. Since 2005, the university has conducted external evaluations of Heifer's work in 23 countries in Africa, the Americas, Asia and

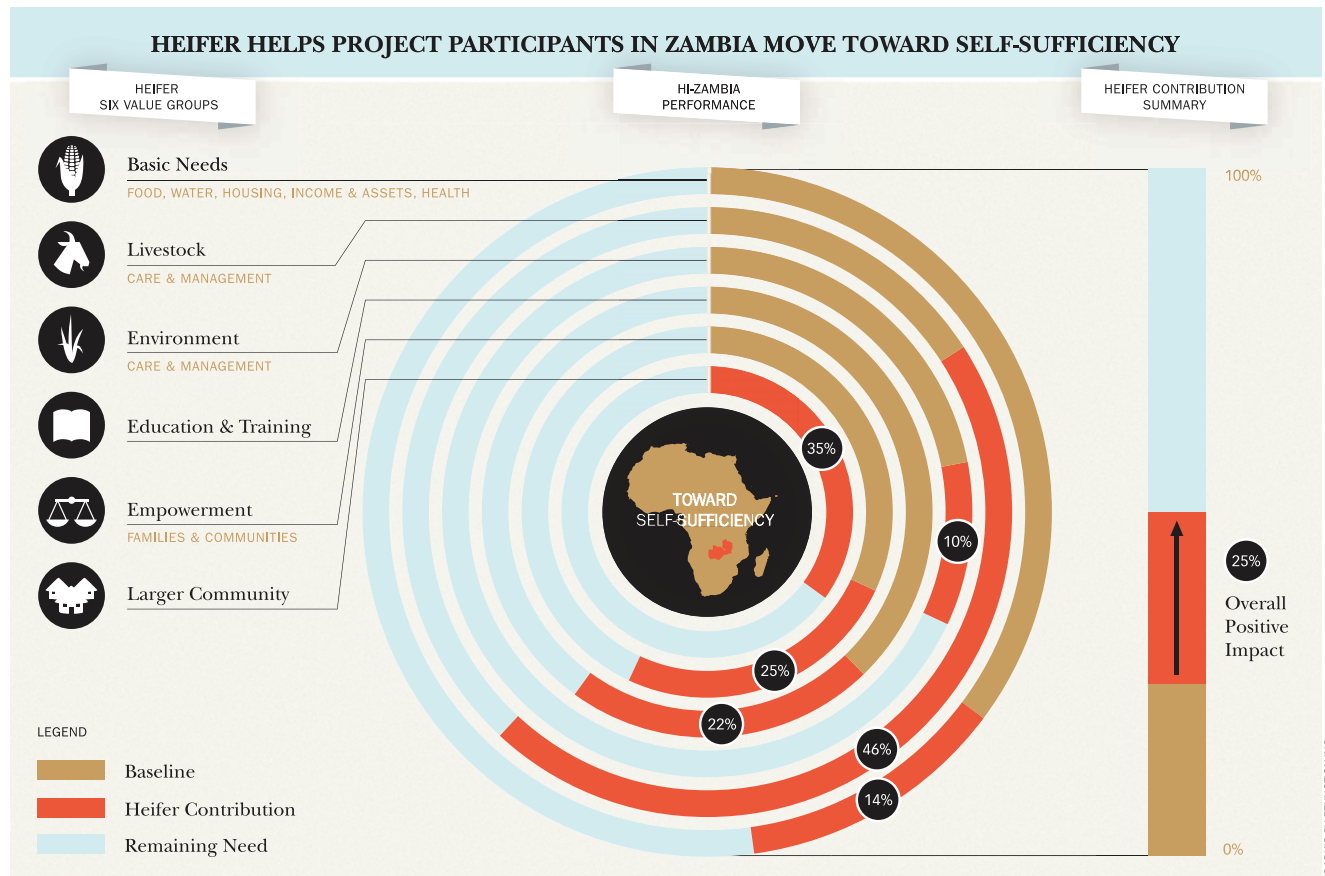
the South Pacific, and Eastern Europe. Those evaluations have involved individual or group interviews with more than 5,000 people from 193 projects Heifer supports. I participated in the evaluation teams sent to 10 of those countries and have also provided management support for all rounds of external evaluations implemented so far.

Overall, the findings have been very positive. Heifer has consistently made important contributions to reducing poverty and improving living conditions in all countries evaluated. Greater impact has been noticed in projects that have followed Heifer's core development model that includes extensive values-based training on the 12 Cornerstones—with special emphasis on livestock care, gender equity, environmental management and community empowerment—before the provision of high-quality livestock and the implementation of the Passing on the Gift system. Whenever Heifer and its local partners were able to provide consistent training and succeed in creating community spirit, the changes were substantial. There are projects that have established more than 10 generations of Passing on the Gift families. Creation of values-based groups seems to be a key factor in meeting key basic needs of participants such as nutrition, income, education and health.

In June and July 2010, I led an external evaluation of



Djondoh Sikalangwe of Heifer Zambia leads the Kamisenga group in lessons on animal management. The group will receive dairy cows once they complete training.



Heifer work in Zambia. This was my first time in Zambia, and I was excited to meet the people and assess the results of Heifer's efforts. During three weeks traveling on rough dirt roads and always warmly welcomed, I visited nine project sites throughout the country in five provinces: Lusaka, Central, Eastern, Southern and Copperbelt. I talked with 449 people, including project participants, non-participants, community leaders and representatives from local nongovernmental organizations, the government and Heifer Zambia. My overall perception of the Heifer Zambia work was very positive.

I collected data on 103 key indicators related to impacts of Heifer's work. Those indicators are connected to six main values:

- basic needs (food, water, housing, income and assets, health)**
- livestock care and management**
- environmental care and management**
- education and training**
- empowerment of families and communities**
- impact on the larger community**

For each project, we provide a score for each of the 103 indicators using a simple scale of six points: excellent (5 points), good (4 points), adequate (3 points), somewhat unsatisfactory (2 points), seriously inadequate (1 point), and none or unacceptable (0 points). The graph above captures the situation in Zambia.

The scores are entered in a spreadsheet that generates graphs representing the baseline situation before Heifer started its work (shown in tan), the positive changes attributed to Heifer (shown in orange), and the remaining needs (blue) that still need to be met in order to reach a satisfactory situation.

All project sites I visited had a baseline below 30 percent of total needs (summary of all six value groups) met. This indicates that Heifer Zambia is correctly and effectively targeting needy communities and families. When Heifer Zambia started working with those poor communities, the need was very large. It is no surprise that even after making important contributions, significant needs still remain.

I was able to document substantial improvements in



Project participant Billy Nzobo with just a few of the 16 cows he owns. Nzobo recieved his first two cows from Heifer in 2004.

nutrition; income and assets; knowledge on basic care and management of animals; children's access to education; gender equity; community spirit; and adoption of Heifer values by other agencies at the regional and national levels.

Almost all Heifer project participants reported important changes in the amount and quality of food their families were able to access. The increased access to food is connected to increased crop production (including vegetable gardens), milk consumption (goat or cow), and access to food from the local markets due to greater income from project-related activities (e.g., selling milk, honey, vegetables and goat meat). There were numerous reports of families that no longer go hungry during the pre-harvest season or that now are able to provide enough food for their children. The increased production of crops, especially maize, was reported to be due to (i) use of composting or raw manure mostly from the cows (since most goats are kept free-range), (ii) use of chemical fertilizers (urea and compound D – mostly subsidized by the government [see note on environmental considerations below]), and (iii) expansion of field crops due to greater plowing capabilities in draft cow projects. Access to protein, especially meat, has improved but still

remains limited. Participants indicated they eat meat (mostly chicken and small river fish) about two times per month, whereas before the project it was once every other month. It's an important improvement but still far from the ideal.

Increase in income was substantial for most of the project participants. The main sources of income directly connected with Heifer Zambia's efforts came from selling products generated by project activities. Families now can sell milk (cow and goat), honey, goat meat and vegetables. Milk, honey and meat are the direct results of Heifer Zambia's animal gifts. Families also reported substantial improvements in vegetable production due to the use of compost and raw manure in their vegetable gardens using techniques learned from Heifer workshops. In fact, a number of interviewees reported they have started vegetable production and distribution businesses. Families are also investing part of their income from Heifer Zambia projects to purchase herbicides (especially for tomatoes), which has increased their yield. Unfortunately, participants demonstrated limited concern about the environmental and possible health consequences associated with the long-term use of chemical herbicides.

Participants in all sites I visited mentioned **increased ability** to send and keep their children in school as one of the most common **project benefits**.

For almost all interviewees, the money from their participation in the Heifer Zambia projects is the main source of their family income. In many cases, before Heifer Zambia, those families had marginal, if any, income. Often they would exchange work in other people's fields for food or a small payment. Participants reported that the money they've made as the result of the project has enabled them to afford more food and improve their crops. In addition, the funds have been used to pay for school fees, uniforms and books; purchase bicycles for transportation; buy blankets, mattresses, sofas and other items for the home; make home improvements; and purchase more livestock.

Heifer Zambia has produced impressive results in the area of livestock care and management. Most participants did not have any animals before joining a Heifer project; this has made a major difference in the participants' lives. With few exceptions, the animals observed by the evaluator were in good condition. Participants reported to have gained considerable knowledge from the Heifer

Zambia training on how to manage and care for their animals. Heifer Zambia's training of community animal health workers in all project sites was highly appreciated by participants and non-participants alike.

The area of environmental care and management presents the greatest challenge for Heifer Zambia. The only major positive impact noticed was the increased use of organic fertilizer (raw manure and compost) by project participants as a result of having more and larger livestock from Heifer Zambia. This impact, however, was limited by the practice of free grazing in most goat projects that has made it difficult for participants to collect the manure. The high dependency on firewood and charcoal for cooking and the extensive use of chemical fertilizers and pesticides subsidized by the government are major challenges Heifer Zambia needs to face in order to produce better results in this area.

Participants in all sites I visited mentioned increased ability to send and keep their children in school as one of the most common project benefits. Parents reported being able to cover direct school expenses, including annual fees, uniforms, books, transportation, food and board. A large number of participants also indicated that the income from Heifer Zambia project activities made it possible for them to keep their children (both boys and girls) in school longer. In at least two sites, project participants mobilized funds and manpower to make improvements to local schools.

Participants reported they learned a great deal from the training provided by Heifer Zambia, especially in the area of animal care and management. Several non-participants also indicated that they were able to participate in the trainings and benefit from them. The training of community animal health workers was also a high point for Heifer Zambia. Alumni were unanimous in commending the quality of the training sessions. Also, project participants and many non-participants indicated that they rely mostly on the support of those members to resolve any health situations with their livestock. However, several community animal health workers requested additional training from Heifer Zambia. They want to learn



Billy's wife, Nestry Nzobo, says "We are now able to raise more crops because of the cattle."



Twashuka Women's Group members welcome visitors with dance and songs celebrating Heifer. They also share the bounty of their recent vegetable and milk harvests in gratitude.

more about how to deal with complex health conditions because access to professional vet support is very limited.

Empowerment of Family and Community was another area in which Heifer Zambia's work shines. The community groups seemed to be consistent in ensuring diversity in leadership and membership, as well as in adopting democratic principles to rule their internal procedures. Heifer Zambia has played an important role in promoting and ensuring gender balance at both the community leadership and family levels. In almost all projects, leaders indicated that Heifer Zambia influenced the way they structured their leadership group to ensure an equal balance in the participation of men and women. There were several reports of changes in gender equity at the family level, including division of household chores and family decisions. Fostering the participation of both husband and wife in the trainings was a key factor in conveying the message about the importance of gender equity.

At all project sites there were many reports of how the Heifer Zambia projects bring community members closer together. Furthermore, in all project sites, participants

shared with the evaluator their perception of increased happiness and self-esteem (feeling prouder of themselves and more respected by other community members).

The evaluation also revealed that the work from Heifer Zambia is positively affecting the lives of people beyond the families that benefit directly. Many non-participants have access to trainings on livestock care and management, and also to fresh milk, vegetables, protein, honey and draft cow plowing power. A number of local organizations have reported adopting some of the values connected with the Heifer Zambia model, especially Passing on the Gift.

Besides maintaining current efforts that are producing good results, my main recommendations for Heifer Zambia staff include the following:

- 🌀 **Make environmental care an essential requirement in all Heifer Zambia projects.**
- 🌀 **Develop project participants' capacity to manage solid waste.**
- 🌀 **Develop strategies to support downstream Passing on the Gift generations.**
- 🌀 **Improve preparation of members for changes that come with receiving large livestock.**
- 🌀 **Support the building of improved kitchens.**
- 🌀 **Provide training and support for participants to start collective businesses.**
- 🌀 **Extend the idea of livestock insurance funds to all projects.**
- 🌀 **Provide advanced training to community animal health workers.**
- 🌀 **Foster local production of animal feed.**
- 🌀 **Improve animal containment practices.**

The big question I keep asking myself in any evaluation I do is what difference can my work make to the people involved or affected by the program I am evaluating. I like to think that a thorough and independent assessment of its work and thoughtful recommendations will provide Heifer with support to improve the good work it is doing. I also hope that the evaluation will help you and other potential donors realize how seriously Heifer staff and leadership take the work they do and how eager they are to learn from their experiences so that they can invest wisely and achieve excellence. ■

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Huynh Thi Thuy Dung, from Vietnam, holds a piglet her family received from Heifer supporters like you.

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Nai Lien's family in Vietnam has dependable sources of nutrition and income since receiving their heifer.

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- And goats can help entire communities transform their futures as each family Passes on the Gift of offspring to another.

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Share information with your civic club, congregation or local school. Download educational materials about saving lives and preserving the environment at www.heifereducation.org.

Sheep are “Shear” Magic

Bundle up! Winter is right around the corner. And a warm, wool sweater is sure to be at the top of everyone's wish list. But this holiday season may we also recommend adding the gift of sheep from Heifer International? Sheep provide families with high-quality wool they can weave into clothes or sell for income. And the impact of your giving will be multiplied with each newborn lamb as families Pass on the Gift to other families in need. Plus, their milk is wonderfully rich and nutritious. Just three reasons why your gift of sheep from Heifer International will make such a meaningful addition to your holiday gift giving this year.

*Gift of a
Sheep
\$120*
*Share of a Sheep
\$10*
www.heifer.org/sheep



Citu Liviu and his family from Plostina, Romania, have improved their nutrition thanks to sheep they received from Heifer supporters.

**Joy to the World
Gift Basket: \$1,500**

Share of Joy: \$150



The Joy to the World Collection represents two **sheep**, four **goats**, one **heifer** and two **llamas**. All healthy, hardy breeding animals of good stock, with so much to give!

- Soft wool, woven into a blanket to keep a baby warm in Bolivia.
- Rich, sweet milk, the first a little boy in Kenya has ever tasted.
- Organic fertilizer, improving farms in Kosovo.
- Plus precious commodities to take to market, raising the money needed for food, clothing, medicine and school tuition.

It's the gift that reminds us that there is no challenge too great that people who care can't meet, together.

**It's the gift ... of
Joy to the World.**

New Heights with a Llama



Mrs. Maria Condori-Antiñapa of Bolivia was only able to attend school through fourth grade and has always dreamed of giving her children better opportunities. “I don’t want them to be like me. I want them to study and be good students.”

Allama is a unique gift that even those people on your list who seem to have everything will enjoy. Llamas and their close cousins, the alpaca, are often the only option for families living at high altitudes in the Andes mountains of South America because they can withstand an environment too harsh and fragile for any other livestock.

Plus, their wool is prized the world over for being denser, warmer and softer than sheep wool — making it possible for our partner families to earn a steady living by either selling the wool or making clothes and blankets. So if you're still shopping for a gift that will be remembered for many years to come, we suggest a llama and training in its care.

*Gift of a
Llama
\$150*
*Share of a Llama
\$20*
www.heifer.org/llama

Chicks Bring Holiday Cheers

Flock of Hope: \$60



In many cultures, the egg is a symbol of life. But when you give a Flock of Hope from Heifer International, it becomes much more than a symbol — it's a profound gift of life that provides nourishment, income and hope — growing and giving “by the dozen” as nutritious eggs are gathered each day.

A **Flock of Hope** may include **chicks, ducks and/or goslings**, depending on cultural, climate and dietary differences among peoples. In almost no time, egg production will begin!

- Where families, especially children, are malnourished, delicious eggs will mean daily protein.
- Where families are impoverished, eggs will be taken to market and sold, raising much-needed funds for clothing, medicine and more.
- And where the Earth is dry and barren, droppings from the birds will provide the fertilizer to increase farm production.

A **Flock of Hope** is a remarkable gift that doesn't take a “nest egg” to give this holiday season ... it just takes someone like you!

Looking for the perfect way to share that warm and fuzzy holiday feeling with the special people in your life? Look no further than the gift of chicks from Heifer International.

Your gift of chicks helps provide a family in need with a starter flock of 10 to 50 chicks and the training that will empower them to turn your generosity into a lifetime of opportunity. A good hen can lay more than 200 eggs a year, so your gift will provide a family with a steady source of both nutrition and income. That is why we hope you will show someone special how much you care this holiday season by choosing the gift of chicks.



Gift of
Chicks
\$20
www.heifer.org/chicks

Katy Joslina and Carlos Joel Cruz-Cruz from Honduras now have plenty of eggs to eat thanks to the chickens their family received.

Opportunity Flocks



Thanks to the gift of geese, Irena and Jozef Juszcak from Poland have plenty of reasons to smile.

It is the eggs from ducks and geese that can form the cornerstone of a healthy diet for millions of children around the world.

And each egg is another lifesaving gift for a hungry child.

Plus, by regularly selling eggs and offspring, families can generate the steady income they need to purchase food, clothes, medicine and pay for school fees.

That is why we hope you will add these fine feathered friends to your holiday shopping list this year.

Gift of
Ducks & Geese \$20
www.heifer.org/chicks

Double your impact. Find out if your company will match your original Heifer gift at www.heifer.org/matching.

Go Hog Wild with Holiday Giving

A favorite of farmers worldwide, pigs are a barnyard staple.

Pigs don't need a lot of land, so they are a good fit for some of the poorest families that Heifer serves.

Plus, they can thrive on a family's extra food scraps and garden byproducts.

In turn, pigs can provide families with up to 16 piglets a year and a steady supply of organic manure to fertilize their crops in a sustainable way.

And because each family will Pass on the Gift of piglets to another family in need, your generosity will lift up entire communities.



The pigs she received from Heifer donors have given Betsi Delphine in Cameroon the chance to send her granddaughter to school.



Ring in the Holidays with Rabbits



Litzy Lizzeth Acosta is 9 years old. Her grandparents use rabbit manure to fertilize their crops organically in Honduras.

What better way to tell that “some-bunny” special how much you care than with a trio of rabbits from Heifer International!

Rabbits are raised by farming families all over the world because they require only simple foods and produce manure that can immediately boost crop productivity in an organic and sustainable way.

Plus, because rabbits can have up to six litters a year, families can quickly Pass on the Gift and begin helping family after family boost their income and nutrition.

So please ring in the holidays this year with the gift of rabbits from Heifer International.



Knitter's Gift Basket:

\$480

Share of a Knitter's Basket:

\$48



Over the years, she's knitted you everything from warm wool sweaters to stylish mittens and scarves. But now you'd like to give her something just as meaningful in return.

This is just what you've been looking for!

Our Knitter's Basket includes four of our fuzzy friends that are keeping Heifer partner families warm all around the world. Your gift represents a llama, an alpaca, a sheep and an angora rabbit — four animals that provide families with ample wool and endless opportunities to build a better life.

Honeybees Make Holidays Sweeter



Beekeeper families sell honey to provide children like little Jose Deras from Honduras with a better future.

Sometimes the littlest gifts leave the biggest impressions. Bees are a perfect example. Because while they may be small, they can make a powerful impact. By pollinating the crops on a family's farm, a healthy beehive can double fruit and vegetable yields. And income from the sale of honey, wax and pollen can be put toward food, clothing, medicine and education.

Your gift of Heifer honeybees includes a bee package, the box and hive and training in the latest beekeeping techniques. That's what makes this gift such a honey of a way to show someone you care!

Cheeses of the World Gift Basket: \$990

Share of a Cheeses of the World Basket: \$90



Many Heifer partner families turn milk from their animals into cheese that they can then store for food or sell for income. This special holiday gift basket includes the gift of a **heifer**, a **goat**, a **sheep** and a **water buffalo** — four animals that families around the world use to make mozzarella, feta and hundreds of local and traditional cheese varieties. **The perfect symbolic gift for the cheese-lover in your life!**

Gardener's Basket:

\$170

Share of a Gardener's Basket: \$20



A good gardener will tell you that the only thing a garden needs more than the sun and rain is lots and lots of love. Well, that's something our Gardener's Gift Basket has in abundance! This basket represents everything a family will need to start a sustainable farm — **tree seedlings**, **rabbits** to generate organic manure, **chickens** to eat pests and a hive of **bees** to pollinate crops and increase yields.

Just as the garden grows, so will your gift as one family eventually passes on the same gifts they received to another family in need.

It's a one-of-a-kind gift basket that the gardener in your life will just love!

Trees—Great For All Seasons



In addition to her dairy cow, Maria Jeremia Verrios from Honduras also grows plantains to help diversify her income and support her children, Juan and Dsenya.

A family with a small orchard or grove can supply their own fodder or firewood, sell fruit or nuts, and begin saving to build a new house or pay for a child's education.

Plus, tree roots hold together topsoil and lock in moisture and nutrients.

That's why Heifer International projects include seeds and saplings.

So please add the gift of tree seedlings to your animal gift giving this year as part of your commitment to people and our planet.



Water Buffaloes a Big Impact



Sithong Jado from Thailand is very grateful for the water buffalo she received from supporters of Heifer International.

If you're looking for a gift with big impact, there is no better choice than a water buffalo. A family with a water buffalo can plant **FOUR TIMES** more crops because in days they can sow a field that once took weeks to plow and plant by hand. Plus a water buffalo provides fresh milk — a dependable source of nutrition and income to put toward clothing, medicine and education. That's why water buffalo are the perfect fit for farming families in so many of the poorest parts of the world ... and proof that sometimes the best gifts actually come in very **BIG** packages.



Camels Make The Holidays



Isaya Shakwet, village chairman of Mkuru, Tanzania, with Heifer Project camels in 2008.

In parts of the world too dry for other livestock, Heifer is providing families with camels and training in their care. Camels not only provide transportation, but they also produce milk that families can drink or sell — a tremendous asset for families living in harsh and unpredictable regions. That is why every camel you give this holiday season will be so warmly welcomed as part of the family.

Fishing for the right gift?



Steven Mwakabelele helps his father, Nicholas, with the family fish-farming business in Tanzania. Income from the fish makes it possible for him and his four brothers and sisters to go to school.

You've heard the saying "Teach a man to fish and he will eat for a lifetime." But did you know that with the gift of fish fingerlings, along with training in fish-farming techniques from Heifer International, now you can do just that? With well-stocked ponds of fingerlings and mature fish, families increase their daily nutrition immediately with the lean, healthy protein of fish. It's an easy sell for income as well, with so many people willing to purchase fresh fish. And when Heifer fish farmers Pass on the Gift of fingerlings to others in their community, the impact of your support is multiplied even further.



A gift to **Heifer International** is an extraordinary opportunity for you to **change the world two by two.**



The Gift Ark goes around the world — Africa, Asia, Europe and the Americas. Wherever we find hunger, poverty and hopelessness, we answer with Heifer animals and training.

What does this generous gift mean? It means ... oxen, donkeys and water buffalo ... cows, sheep and goats ... even bees, chicks, and rabbits and more ... healthy, hardy animals that will go forth and multiply, improving lives for countless families and children, and passing on your spirit of faith and charity over and over again to places in the world where your generosity, kindness and vision are needed most.



To find out more about giving a gift to Heifer International during this holiday season, please call (877) 448-6437 ... and say, "I want to help change the world."



2 Cows
To bring milk and income to a village in Armenia.



2 Sheep
To help families in Arizona produce wool.



2 Camels
To help families in Tanzania earn income by transporting agricultural and industrial materials.



2 Oxen
To pull plows and carts in Uganda.



2 Water Buffalo
To help families in Thailand increase rice production through animal draft power.



2 Pigs
To enable families in Arkansas to attain greater self-reliance.



2 Beehives
To help families in Albania earn money through the sale of honey and beeswax.



2 Goats
To help families in El Salvador provide milk for their children and earn extra income.



2 Donkeys
To supply animal draft power for farmers in Kenya.



2 Trios of Ducks
To help families in Ghana generate income through the sale of eggs and birds.



2 Trios of Rabbits
To provide food and income for families in Guatemala.



2 Trios of Guinea Pigs
To help families in Ecuador add protein to their diets and increase income.



2 Flocks of Geese
To help families in Georgia better their nutrition and income through the production of eggs and meat.



2 Flocks of Chicks
To help families in China improve nutrition and generate income through the sale of eggs.



2 Llamas
To improve livestock bloodlines and produce wool and income for Peruvian families.

To help the greatest number of families move toward self-reliance, Heifer does not use its limited resources to track individual animals from donation to distribution to specific families. Instead, your gift supports the entire Heifer mission. We use your gift where it can do the most good by combining it with the gifts of others to help transform entire communities. Heifer's unique community development model has assisted more than 13.6 million families directly and indirectly since 1944 — more than 70.5 million men, women and children. In 2009, a total of 1.63 million were assisted within the four program areas in which Heifer operates. Heifer International is a 501(c)(3) organization.



TO ORDER YOUR GIFT CALL (877) 448-6437

“WiLD” about the Holidays



Elizabeth Jere from Malawi has used the income she earned from selling milk to build a new house with a tin roof and cement floor. “My old house leaked throughout the rainy season and we couldn’t sleep,” she recalls. With a growing herd, she is optimistic about the futures of her daughter, Janet, and her two granddaughters, Towera (left) and Chinsinsi.



Heifer International’s **Women in Livestock Development (WiLD)** projects are specifically targeted to address the issue of gender inequity. Our already difficult work to end hunger and poverty is all but impossible wherever women stand at a disadvantage.

In the developing world where much of Heifer’s work takes place, women are responsible for producing 80 percent of the food. Yet they own less than one percent of the land. Heifer International’s WiLD Gift is specially designed to help women around the world overcome this burden of discrimination.

Your gift will help women who previously had few resources, little self-esteem and even less hope, bring boundless energy, ideas, work and most of all, change, to their families and their communities. It’s a uniquely powerful gesture on behalf of women looking for a way out — not a handout.

In so doing, you’ll help women overcome hunger and poverty and move toward self-reliance, for themselves and their families ... a gift that will truly never stop giving!

TO ORDER YOUR WILD GIFT CALL (877) 448-6437

The Gift of Transformation

Celebrate the holidays this year by igniting a transformation!

Heifer International’s Gift of Transformation offers you a chance to affect change on a truly massive scale. This special gift is designed to empower families, communities and even entire regions of the developing world. Each Gift of Transformation includes:

Herds of heifers, llamas and goats • flocks of both sheep and chickens • a pen of pigs • a school of fish, and, of course, a gaggle of geese!

Plus, your gift includes all the training that each recipient family will need to not only transform their own lives, but also the lives of others when they Pass on the Gift of offspring to their neighbors. Just think of the gallons of rich, nutritious milk, the mountains of protein packed eggs, the warm wonderful wool and the dependable income that families will be able to earn from your generous investment.

Nowhere else can you find a gift that will mean so much to so many.



Ana Lourdis Tejada-Furez from Honduras can follow her dreams and achieve her potential thanks to the milk and income provided by the heifer her family received from our supporters.

Long Journey





to Java



BY JAMAN MATTHEWS,
World Ark contributor

Photography by
Russell Powell

**In Mexico, Heifer
horses and training
ease the load of
coffee farmers who
battle steep terrain,
challenging weather
and back-breaking
work for a harvest
they count on to feed
their families
for an entire year.**

“WHEN YOU DRINK a cup of coffee, it concentrates the work of a lot of people,” Heifer Mexico project officer Max Garcia said as we drove into the interior of the southern Mexico state of Chiapas. A lot of coffee is grown and processed in the Sierra Madres, and we were here to see all the work that goes into it.

Our first stop was Independencia, a small town at a bend in the highway about 25 miles southeast of Jaltenango, the largest town in central Chiapas. In the mountains above Independencia, perched beside a steep road, was a large, white warehouse. The USDA Organic and Fair Trade logos were painted on the building’s exterior wall, and a volunteer coffee plant with dark, glossy leaves grew just outside the 10-foot-tall sliding bay doors. This was Union Ramal Santa Cruz,

one of several coffee cooperatives that Heifer works with in the area.

Within a few minutes, a dark green Ford Ranger with mud tires backed up to the bay doors and unloaded four large orange sacks of coffee, tied off at the top with twine. Then two men, one on each end of the 100-pound bags, picked them up and swung them onto the scale, stacking all four bags. A man in a red cap nudged the scale and recorded the weight—just less than 400 pounds.

Carlos Altuzar Gonzalez checked the quality of the coffee as it came in. When the coffee arrives, it is called *pergamino*, which literally means “parchment.” The coffee is dried but still has its papery husk. He jabbed a *calador*—a 12-inch-long, hollow, needle-like instrument into each sack of coffee to obtain a random sample. Gonzalez took a small handful of the coffee and rubbed it briskly



(Above) Carlos Altuzar Gonzalez, left, weighs sacks of coffee while Joel Jorge Ventura waits to stack the load.
(Right) Vidal Palacios Vazquez spreads coffee beans out to dry on a cement lot.





Luis Armando Reyes, center, transfers coffee beans to a fresh sack suitable for storage and shipping.



between his hands to remove the husks and detect the level of humidity. Gonzalez has been doing this so long that he can accurately detect the humidity to within one-tenth of one percent. The humidity of this coffee, he said, is 11.5–11.6 percent, well within the level of acceptability. Gonzalez then dumped the sample beans on the table to pick out the *mancha*, or low quality, rotten beans. In this co-op, the *mancha* rate must be below 4 percent. Everything is recorded in a ledger—dates, names, weights, rates.

While the farmer waited at the table for his check—it would come to about \$650—a short man hoisted one of his own three bags onto his shoulders and walked to the back of the warehouse and up a narrow wooden plank to plop the sack down on a growing stack.

This is the midpoint of the process. On one side are the farmers who grow and harvest the coffee; on the other are the processors who ready the dried coffee for export to roasters around the world. Coffee middlemen, intermediary buyers who are mainly interested in how much money they can extract from their step in the process, have long occupied this in-between space.

But cooperatives like Ramal Santa Cruz are transforming the process by dealing fairly with both sides—ensuring not only that farmers get a fair price for their coffee but also that the roasters will get a quality product. And Heifer International is finding ways to plug into and strengthen the economies in coffee-growing communities.



(Above) Carlos Altuzar Gonzalez removes husks from coffee beans. (At right) Gonzalez extracts beans from a sack to check humidity levels and quality, then uses a calculator to tally payment for a coffee farmer.

Down the mountain from Ramal Santa Cruz and a 25-mile drive across the hot flatland lies the city of Jaltenango. The town's official name, Angel Albino Corzo, is used nowhere except on maps, it seemed. As we drove into town, the words, "*Compras de café*"—"We buy coffee"—were painted on doors and banners strung across storefronts. In the early months of each year, Jaltenango transforms from dusty outpost to bustling coffee bazaar.

The coffee middlemen—those with the *compras de café* signs—buy sacks of coffee directly from some of the thousands of growers in the surrounding mountains. When they have enough, they bundle it and sell it to a larger, usually foreign, coffee roaster. Some of the larger middlemen advertise the coffee roasters they supply, like the one with the Starbucks logo painted on the side of its building.

But most of these operations are small—a single storefront with a roll-up metal door and a lone, large scale inside a white-walled room. The coffee that comes in with high humidity is dried just outside the front door on the edge of the street, pieces of plastic blowing into the drying beans.

At one such place, a stern woman ran the scale. When a family brought in three meager sacks of coffee beans,

she eyed them with suspicion. The woman made them empty their beans into new sacks and, as she must have expected, found that under the layer of good beans had been hidden bad beans—*mancha*—dark, shriveled, small.

But unlike a well-run coffee co-op, which would not accept anything approaching this poor quality, this middlewoman bought the beans, albeit for a paltry 50 cents a pound.

The next day, it was hot early. Women walked down the unpaved streets of Jaltenango carrying flowery umbrellas to protect them from the relentless sun. A man in a cowboy hat steered his bicycle with his left hand and carried a machete in his right. Near the northern edge of town, where the grid of streets played out, was the headquarters for CESMACH, a co-op much like San Ramal.

Inside the relative cool of one of the offices, CESMACH community development program coordinator Octavio Carbajal explained the differences between the coffee middlemen and a co-op.

"The middlemen, their main goal is to sell at the highest price," he said. "But the cooperative, that's only one of the goals." A member of the cooperative can receive training and technical assistance, or even interest-



free emergency loans. Middlemen give out loans but at usurious rates of interest.

"The intermediary pays the entire price up front. So for this reason, a lot of producers go to the intermediary," Carbajal said. "The difference is, with CESMACH, we pay the anticipated price"—this season, about \$2.30 a pound. If the roaster-ready coffee later brings more, CESMACH will then pay the difference to the farmers.

CESMACH works with more than 360 families in 21 communities throughout the Sierra Madres. The harvesting begins at the lower altitudes in December and continues up the mountainsides through late spring. The farmers pick, depulp and dry their coffee at home. They store the sacks of dry coffee in their homes until it is trucked down to Jaltenango to be weighed and tested.





(Above) Jose Luis, left, and Rodisel Sanchez load coffee sacks into a truck. (Right) Pablo Galeana, left, and Nehemias Perez Morales unload coffee sacks.

Carbajal estimated that 460-465 sacks come through CESMACH in an average year. And while CESMACH has set up a small roasting operation here that allows them to sell a value-added product, 90 percent of this coffee will be exported to roasters like Green Mountain Coffee and Equal Exchange.



Opposite the offices, across the concrete courtyard where coffee dried in the sun, CESMACH has its own large coffee warehouse. Early on Monday, a green Chevy dual cab backed into the CESMACH compound. Three people rode inside and two boys rode in back. The truck was so weighted down that the tires almost rubbed the wheel wells.

The truck left Galeana, a community in the mountains, at 4 a.m. to get to Jaltenango by 8. They untied the yellow rope securing the 12 sacks of coffee in back, and one of the boys—short, stout, with a ball cap turned backwards—let down the tailgate, wrestled a sack onto his right shoulder and staggered into the storage build-



ing. His left arm swung away from his body to help balance him under the heavy load. He let the sack fall just inside the door, near the scales. An older man in a red headscarf came out to help, grabbing bags, tossing them to his shoulder and carrying them in at a trot. The pile of sacks beside the door grew.

When all 12 bags were unloaded, warehouse workers grabbed the burlap sacks using small cargo hooks and swung them onto the scales, one on top of the other.

Coffee beans crunched under foot. For the final bag, the man got a small running start before launching it, and several others ran in to push it up. The mountain of sacks weighed more than 2,100 pounds.

Like at Ramal Santa Cruz, as it was weighed, the coffee was also tested for moisture content and quality. At CESMACH, a sample from each farmer is kept in a sealed plastic bag with the name, community, number of sacks, moisture content, quality and date. The CESMACH officials behind the folding table and calculators issued the farmer a receipt, which he walked to the treasurer's office across the courtyard to claim his check.

A dozen farmers and their families milled around the offices, taking the chance to talk to people they don't see often. The conversations revolved around weather and the price of coffee.



The drive from Jaltenango to Puerto Rico, a coffee-growing community in the Sierra Madres, takes an hour less than it did just two years ago, thanks to a government project to improve and pave more of the road. Even so, a major bridge is out because of flooding caused by 2010's Hurricane Matthew. As we climbed higher into the mountains, there were occasional glimpses of spewing waterfalls and the scars of the previous year's landslides.

Puerto Rico sits at the confluence of two rivers and backs up to the mountains. The school's basketball court doubles as the village square, and four dirt streets stretch out from there. The streets on the upper side of the square quickly dissolve into footpaths that lead up into the surrounding mountains where families have their coffee plots.

There, above the village's shining corrugated roofs, Samuel Roblero Torres, in a wide-brimmed straw hat, blue T-shirt, jeans and flip-flops, led a horse down a red dirt trail. His horse—Mocho, named for its bobbed tail—carried two large sacks, one on each side of its saddle, filled with freshly picked coffee. The horse is part of an innovative Heifer Mexico project. Torres' family received two horses from Heifer to help with the coffee harvest. (The other horse was killed when a flash flood swept through in 2010.)



Hermenio Rolpero Vasquez inspects a coffee bush to check for ripeness.

Coffee harvesting is hard work. First, each ripe coffee cherry (here they are called *uva*, or “grape”) must be picked by hand. Pickers use small wicker baskets tied around their waists that, when full, are emptied into heavily patched burlap sacks. When the sacks are full, beans are carried back to the community for cleaning, fermenting and drying. This has usually been done on the backs of the growers. As a coffee grower in another community told us, “Taking so much coffee out of the fields day after day just kills a person.”

Watching the men and even boys near Puerto Rico buckling under the weight of coffee sacks, shuffling down the dusty streets, would disavow anyone of a romantic view of coffee farming and help them to understand the relief the horses bring.

“Before, we would have to carry the coffee,” Torres said. “Now we can haul the coffee with the horses.”



Gregorio Sanchez Perez, 77, has been growing and processing coffee his whole life.

“Those of us below are the ones who do all the hard work,” he said. “We do the harvesting, the cleaning, the drying, everything.”

Behind Perez's office on the edge of Puerto Rico is



Coffee beans are washed to remove the outer shells.

a large, above-ground concrete vat. Just visible on one corner, written when the concrete was still wet, are the words “Octubre de 1979” and the initials “GSP.” Coffee growers like Samuel bring their freshly picked coffee cherries here to be wet-processed and then dried, so they can be taken to town and sold.

Perez measured a load of cherries and then dumped them into the vat, which was filled with water. The beans that floated, called “vain” beans, were scooped off. (This “vain” coffee will be processed separately and sold for low-quality instant coffee or kept to be consumed in the community.) Perez unstopped the vat, and beans and water rushed from the drain through a length of two-inch PVC pipe and into a gas-powered depulper.

The two-cycle engine whined, drowning out the crowing of roosters, and the beans disappeared into the depulper. The beans, now without their fleshy covering, were spit out the front into another vat of clean water while the pulp was spit out the back, later to be composted and spread back on the coffee plots.

The beans then passed through a filter and finally into a concrete fermenting tank, where they were left to ferment for two days. They will then be washed again, scooped up and spread on the concrete patio to dry in the sun. Only after they are thoroughly dry—four to seven days—are the beans ready to be bagged and taken down to Jaltenango, to either the co-op or the coffee middlemen.

A large warehouse sits just along the highway a few miles outside Independencia, surrounded by a cornfield

and cow pastures. Inside the massive bay doors, it was almost empty this early in the coffee-harvest season, except for the giant machine that takes up almost a quarter of the cavernous building. It looks like a Rube Goldberg contraption or a theme park ride mock-up, with tubes and hoppers leading to more tubes and hoppers. This is the *maquiladora*, the final step before the coffee is exported to roasters in the U.S., Europe or Japan.

The *pergamino*—dried coffee with the husk still attached—comes in from co-ops like CESMACH and Ramal Santa Cruz. When it’s time, the coffee is dumped into a chute in the concrete floor. From there, the machine lifts it 20 feet, and then dumps it into a cleaner that removes any debris. From there, it goes into a hopper where the papery husk is removed. At this stage, the coffee is called *oro*, or “gold.”

A rotating drum separates the beans by size. The smaller, inferior or underdeveloped beans are kept for the local market. Any broken beans are removed before the coffee is lifted into a final stainless steel hopper. A new burlap sack is positioned beneath the hopper, and a lever at the bottom is pulled, filling the sack until it weighs exactly 62.5 pounds. Then the sack is sewed closed and stacked on a pallet with dozens of others, ready for export.

“All that’s left is for the trucks to come and take it to the ports,” said Edgar Lopez Roblero, who oversees this part of the operation. “Last year, we processed 30,000 quintals” or about 3,000 tons. In 2011, he expects to do more, since the *maquiladora* only became fully operational in 2009.

But it was still early in the harvest season, and there was a lot of down time. While the workers waited for the next truck, they swept the warehouse, raising the dust.

Eventually, a truck arrived from nearby Ramal Santa Cruz with 250 sacks of coffee. The coffee had papers documenting the weight and quality, but while the truck was unloaded, Roblero’s crew checked the humidity and quality again. The machine processes 600–700 sacks of coffee a day, so Roblero won’t process this coffee until they have enough to make it worth it. But once they have enough coffee on hand, they will begin taking orders and then process the coffee to each roaster’s specifications. ■



SADDLE BUSINESS

ON THE SIDE

Samuel Roblero Torres, 27, was married last year and now has a 4-month-old baby girl. He grows coffee with his father on their family's plot in the mountains above Puerto Rico and, in his spare time, is teaching himself English, one word a day. The Torres family received two horses from Heifer Mexico in 2009 to ease the physical strain of the coffee harvest and thereby increase their efficiency and income.

Even so, Torres said, "Working with coffee, nothing is certain. If a disaster happens, it can take away everything." He should know; last year's flooding took one of



Torres poses with daughter Nicole and his wife, Alvina Roblero Solis.



his family's horses. Torres wanted some way to ensure a steady, diversified income for his young family.

CESMACH was looking for a volunteer from Puerto Rico to be trained as a saddle maker, a new but necessary job now that the community had horses. Torres saw this as his chance and volunteered. In 2009, as a newlywed, he traveled to Veracruz four times, for two weeks each time, for the training, paid for by Heifer Mexico.

Torres already had experience as a furniture maker, so saddle making seemed a good fit. He has completed two saddles, each one tailored to a specific horse. He brought one of the saddles out and sat it on a low box in the middle of the family's home, showing off the leather skirting, the woven cinch strap, the horse-head decoration on the seat—all his own handiwork.

As a baby cried in the background, Torres explained how he hopes to build a village industry, where others here supply him with the materials he now has to purchase and import from other parts of Mexico.

"What I'd like to do right now," Torres said, "is teach more of the members of CESMACH, if for nothing else than so they will have another option for work."

REVIEW

From Cutting Board to Keyboard: Savory Cookbooks

Review by Laura Lynn Brown, *World Ark* contributor

A New Yorker transplanted to North Carolina finds locally raised bounty beyond dreams. She befriends farmers and spends a year gathering what's in season, telling about it and cooking it. The delicious package that results is *Cooking in the Moment*, by Andrea Reusing, chef/owner of Chapel Hill's acclaimed Lantern restaurant.

In affectionate vignettes with diary-like time headings such as "Last day of school, late June," she writes of visits to cheese makers, fishmongers, organic gardeners and pie purveyors. She serves appetizing first sentences: "Corn belongs on the cob, and if you run into it somewhere else, there had better be a good reason." Also, these: "The first

time I met Joe Hollis, he was knocking on our front door at nearly midnight with thirty pounds of ramps in a beat-up cooler," and "Free food rouses courage," (on how she learned to cook and love eggplant). John Kernick's photographs are equal partners in the calorie-free feast of reading.

For those who proceed to cooking, recipes are

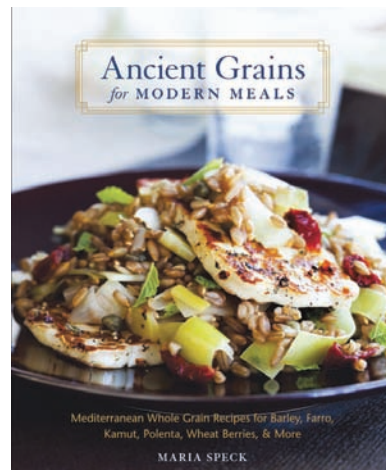
mostly simple (but not necessarily fast), cooked up for her friends and family at home, with what-can-I-make-with-what's-at-hand imagination, such as her swoon-worthy slow-cooked squash with butter and basil. "Some are so simple that they don't really qualify as recipes, and that is the point," she writes. In other words, when life gives you kale, make panini.

Another cook who's equally at home with pen or spatula is Maria Speck, author of *Ancient Grains for Modern Meals*. A journalist, Speck shows no objectivity here: "I believe the glamorous qualities of whole grains are vastly underrated." Elevating that rating is one mission of the book, which is part grains primer, part (the largest part) cookbook, and part dispatches from a lifetime of observant eating.

Her mother is Greek, her father is German, and both sides of that heritage flavor her cooking. Recipes are largely and loosely Mediterranean (lamb, eggplant, figs, apricots and tomatoes all make appearances), but rustic German fare is well represented, too, especially in the chapter on breads.

Speck's reporter comes through in informative and entertaining features and sidebars, some reflective ("My Life with Two Grain Mills"), some instructive ("Are Your Scones Too Dense?" and "How to Unmold a Tart"). Her introduction on kitchen basics, ingredients and equipment should embolden daunted cooks. Her Floating Sesame Loaf (yes, part of the process is dropping the dough ball in water until it floats) took only three hours from mixing ingredients to baked goodness. And her Fire-Roasted Tomato Stew With Eggplant and Farro was a good rainy-day meal and even better in leftovers.

Speck also believes in full embodiment while cooking.



Ancient Grains for Modern Meals

By Maria Speck
Ten Speed Press, 2011
Hardcover, \$29.99



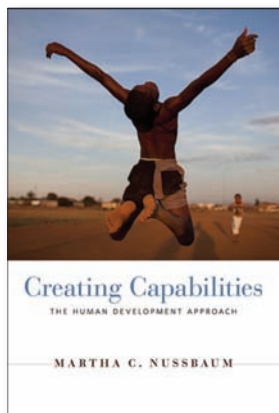
Cooking in the Moment: A Year of Seasonal Recipes

By Andrea Reusing
Clarkson Potter, 2011
Hardcover, \$35

Instructions might read, “cook until fragrant.” And her equipment section declares, “My hands are my most important kitchen tool.”

Both authors might be called locavores, but neither is militant about it; they’re simply cheerleaders for the delights of learning to make something good from what’s at hand. Issues of big agriculture and sustainability are mentioned, but never focal. In the kitchen or in the reading nook, whether one is looking for company-worthy holiday jaw-droppers, nostalgic comfort fare or day-in, day-out good food, both books offer a well-stocked pantry of delights that reward close attention twice over: once in the cooking and again in the eating.

NEW AND NOTEWORTHY



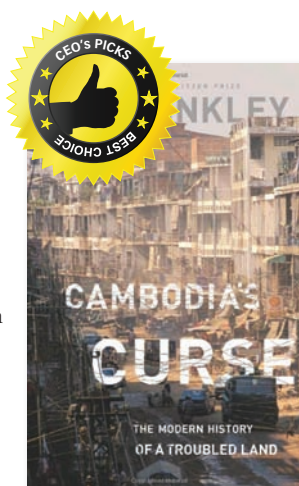
Creating Capabilities: The Human Development Approach

By Martha C. Nussbaum
The Belknap Press of Harvard
University Press, 2011

Nussbaum offers a guide for regular people on her version of the capabilities approach for international development, one that “defines achievement in terms of the opportunities open to each person.”

Cambodia’s Curse: The Modern History of a Troubled Land
By Joel Brinkley
PublicAffairs, a Member of the
Perseus Books Group, 2011

An amazing historical perspective on Cambodia, one of the world’s poorest countries. Brinkley offers a frank discussion of the horrors that remain in the aftermath of the Pol Pot regime as corruption limits progress and renders nearly useless the billions of dollars of foreign aid meant to help.



FIVE FAVORITES ON:

Festive Cookbooks



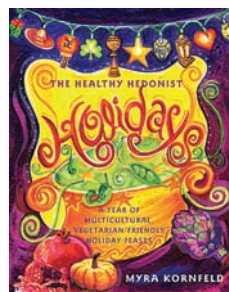
Betty Crocker Christmas Cookbook
by Betty Crocker Editors

***Super Natural Every Day:
Well-loved Recipes from
My Natural Foods Kitchen***
by Heidi Swanson



***Healthy Cooking for the
Jewish Home: 200 Recipes
for Eating Well on Holidays
and Every Day***
by Faye Levy

***Good Meat: The Complete
Guide to Sourcing and
Cooking Sustainable Meat***
by Deborah Krasner



***The Healthy Hedonist Holidays:
A Year of Multi-Cultural,
Vegetarian-Friendly
Holiday Feasts***
By Myra Kornfeld

Thoughts *for the* Brain

By Mike Thompson, *World Ark* contributor
Photos by Geoff Oliver Bugbee

Heifer leaders in Nepal provide lessons of sustainability that win over even the fiercest, most disruptive critics.



Author Mike Thompson meets with Netra Pandey (right) and Leela Thapa (left) in Nepal.

Political rebel-turned-leader Netra Pandey embodies many of the challenges Heifer faces around the world. As a member of the Communist Party of Nepal (Maoist) during a 10-year civil war that ended in 2006, Netra was never afraid to break a law or cause disruptions. And now as Maoist Party secretary for the Palpa District of Nepal, Netra is distrustful of Western influence and supports a hard-line isolationist approach to reform—no help from its neighbors, no help from Western nations like the United States, no help from anyone outside the borders of this land-locked, poverty-stricken country in southern Asia.

And he's not alone. There are thousands of Netra Pandey's around the world operating with this common strategy of disruption. They don't just work for their agenda; they work against any agenda that isn't theirs. So as Heifer leaders work to change the world, they have to deal with the Netra Pandey's and the sort

of disruption that can be a violent barrier to progress.

That's why I found it so amazing and informative to meet with Netra in July during a two-week trip through Nepal and China. Of my dozen or so meetings arranged in partnership with Heifer, this one was easily the most uncomfortable—sitting in a room with men whose political party once had a reputation for kidnapping foreigners and who still clearly had no desire to befriend an American. Yet as we talked, I began connecting some very significant dots. The visit with Netra fell near the end of my time in Nepal, so I'd already met with several Heifer staff members and project participants. As I listened to Netra and reflected on the amazing leaders I'd met, I had an "ah-ha" insight about why Heifer and its leaders are bringing such clear results in environments so overrun with resistance, uncertainty and disruption.

Ironically, my ah-ha insight mir-

rored Netra's ah-ha insight. The Nepalese communist leader and the American businessman somehow found themselves squarely on the same page. Heifer had become an acceptable partner in the future of Nepal, Netra told me, because Heifer is more about putting "thoughts in our brains" than "bread in our stomachs." In other words, Heifer is about sustained progress—the training and other assistance that ensures gifts of water buffalo or cows actually result in a long-term impact on individuals, families, communities and, ultimately, a nation. Heifer enables social and economic transformation by helping the Nepalese help themselves.

Putting that grand vision into action in ways that ultimately win over people like Netra, however, is no small thing. It takes "Anywhere Leaders"—men and women with that rare ability to successfully drive positive changes in the middle of uncertainty.

Uncertainty comes in many forms: environmental, social, politi-

cal, cultural and economic, to name a few. You find uncertainty all over the planet, but few countries offer a better picture of it than Nepal. It sits between China and India, so it has no seaport. The infrastructure is almost nonexistent. Each year, a two-month-long monsoon season pounds the rugged landscape with winds and rain. Poverty, unemployment and malnutrition rates are high, while literacy and life-expectancy rates are low. The country is ethnically diverse, yet many live with constant discrimination based on their ethnicity or caste. Cultural traditions, like the dowry and early marriages, make women vulnerable to domestic violence and discrimination. The political system is rife with fraud and corruption. And the end of the civil war didn't put an end to political tensions and violence.

From one source or another—and usually from many at the same time—leaders in Nepal deal regularly with disruption in the middle of uncertainty. So it begs the question: If they can make progress, what lessons can other leaders, in business, in government and throughout the nonprofit world, learn from the Heifer leaders

in Nepal?

What I learned from these incredible people is that they all displayed the three basic traits of an Anywhere Leader: They were Driven for Progress, Sensationally Curious and Vastly Resourceful.

Mahendra Lohani, Heifer's vice president of Asia and the South Pacific, for instance, helped Heifer get started in Nepal back in 1993. He was involved prior to the civil war, during the civil war and after the civil war. His drive for progress is rooted in his belief in elevating humanity. He believes in the human endeavor, of the possibility of success and progress for people. He is determined,

daring and discerning, the three key behaviors of leaders who are Driven for Progress.

Given all the setbacks and challenges facing the leaders in Nepal, it's easy to see that they all are Driven for Progress. That's different, by the way, from driven by progress. Driven for Progress leaders like Mahendra, Puja Singh, Neena Joshi and Shubh Mahato make change happen. These are some of Heifer's in-the-field lead-

Mahendra Lohani (at right), Heifer's vice president for Asia/South Pacific, passes on the gift of a goat to a farmer and women's group member in the village of Shaktikhor, Nepal (shown below left). Women's group members (below right) watch the Pass on the Gift ceremony.



ers I met during my trip. They start things. They are driven for progress itself, so they initiate whatever it takes to make that progress happen. Others are driven by progress: They get involved, but only after they see success from those who get things started.

They also are Sensationally Curious. I saw this, for instance, in their desire to learn from others, a behavior I call “receptive.” (Sensationally Curious leaders are reflective, receptive and perceptive.) When I showed up in Nepal, Mahendra was quick to tell me: “Don’t just learn from us. Make sure our people learn from you. Heifer must be a learning organization.” I asked a ton of questions, but the Heifer leaders asked tons of questions of me. They were receptive to new ideas and insights. They also were reflective, always asking “What if,” “Why not,” and “what’s possible?”

Finally, the Heifer leaders are Vastly Resourceful. That takes all sorts of forms. Obviously, they have to make do with less when it comes to things like equipment, technology and infrastructure. Vastly Resourceful leaders are imaginative and inventive, but they are also inclusive. Puja, for instance, has a unique knack for elevating and empowering leaders in the field who are not on staff with Heifer. She has a way of developing deep connections with them, quickly and easily building trust and making them a resource for progress rather than a force of disruption.

Anywhere Leaders come up with unique solutions to daunting challenges. For instance, the team in Nepal realized the value of implementing Heifer projects with women, even



Heifer President and CEO Pierre Ferrari, (left) and Nepal Country Director Shubh Mahato watch farmers Pass on the Gift of goats in Shaktikhor, Nepal, in February.

though women hold a low position in Nepalese culture. But women have a desperate need for help, are willing to work hard to change their plight and are willing to share what they learn with others. Whether they hold leadership titles or not, their communities won’t change unless they are the force of change. And when they succeed, the culture follows.

The strategy helped Heifer develop Anywhere Leaders around Nepal, inspiring them to pass on the gift to others in ways that are changing how women are viewed and helping empower women who once had little hope of breaking the chains of poverty and oppression.

Now you have nongovernmental organizations like the Women’s Group Coordination Committee (WGCC) that support Heifer-initiated projects. Rishi Maya, one of the WGCC volunteers, took on the challenge of helping Devitar Shaktikhor, a remote village that for years was

caught in the crossfire of the civil war. The Maoist rebels came out of the jungle and raided the village for supplies, while the Nepalese army accused the villagers of aiding the enemy. No wonder they viewed outsiders suspiciously.

Rishi faced fierce opposition to the help she offered. The women weren’t disruptive in the same sense as revolutionary Maoists, but their resistance to change created unique challenges. Despite the resistance, however, Rishi continued to visit the village in an effort to build trust. During monsoon season, that meant walking across a waist-deep raging river before crossing muddy fields and steep hills. Once there, she respected the villagers, eating what they ate and getting to know who they were and what they really needed. When I visited the village and asked why they eventually embraced Rishi, they had a simple answer: “She kept coming back. She kept showing up.”

The result? Sustained change. Transformed lives. Thoughts for the brain, not just bread for the stomach. Those are the kinds of results that change the hearts and minds of people who are inclined to resist change, like the women of Devitar Shaktikhor, as well as those who actively fight to disrupt change, like Maoist leader Netra Pandey. And with that type of buy-in, real, transformative change takes place, even in the middle of great uncertainty.

Mike Thompson is founder and CEO of SVI and the author of The Anywhere Leader (Jossey-Bass, 2011). For more information about Mike or his book, visit theanywhereleader.com.

Special Family, Special Gifts

Story by Annie Bergman, *World Ark* senior writer

His favorite animal may be the elephant, but this year all Ryan Bell wants for Christmas is a camel.

It's what his sister, Meghan, wants, too. For two years the siblings from Wallingford, Conn., have raised money to buy animals through Heifer International, and if things this year go as well as they have in the past, the pair just might end up with a menagerie.

Ten years ago parents Laura and Ted Bell began a tradition to give to others in need during the holiday season. The inspiration came from the kindness they received from friends and family after the birth of Ryan, who was diagnosed with a cranio-facial disorder called Treacher Collins Syndrome.

Treacher Collins Syndrome, or TCS, affects the bone and soft tissue formation of the face. Ryan has a slightly malformed eye, cheek, jaw and ear bones, and his small jaw requires him to use a tracheotomy. The malformation of his ears causes significant hearing loss and requires Ryan to wear special hearing aids.

"Despite our medical obstacles with Ryan, we were blessed with extremely supportive family and friends, we live in an area rich with medical expertise, and we had a child that, despite his challenges, had every potential to live a strong, happy and independent life. We felt the need to share that blessing with others," Laura Bell said in an email to *World Ark*.

The family has given to others in need through a variety of channels over the past 10 years. One year they "adopted" a family who had lost everything in a natural disaster through The Box Project. In other years the Bells hosted a penny auction, in which each person wrapped a gift to auction off after Thanksgiving dinner, and donated the proceeds to various charities.

In 2009, the Bells received Heifer's gift catalog in the mail. It was then that Laura realized her two children were old enough to grasp the importance of giving back.



PHOTOS BY LAURA BELL

Heifer supporters Ryan Bell and his sister, Meghan, recently spent time with Abu the camel at Heifer's Overlook Farm.

"I get nervous speaking to new people because I'm not sure they will understand me. This project made me really work on this. It was hard, but watching the results of the fundraising was worth it."—Ryan Bell

"When the first Heifer International magazine arrived in the mail, it dawned on us that the kids were old enough to become part of this process. Could there be a better Thanksgiving lesson than for them to recognize all they had to be thankful for in their lives and to give to others who were less fortunate?" Laura said. "Since both of our kids are animal lovers, Heifer fit perfectly. They sat there glued to the magazine devouring every bit of information on how Heifer animals are used, how the gift is passed on and how lives are changed as a result."

Ryan began lobbying to send the proceeds from the penny auction to Heifer. That first year they donated \$30 for a trio of rabbits, and the other half of their money went to a local charity.

The children quickly became determined to do better the next year. For Christmas 2010, they wanted to raise \$250—enough for a water buffalo.

"My first impression was, 'They are nuts! Our penny auction could not possibly fund this type of gift,'" Laura said.

But then Ryan and Meghan came up with "Stocking Stuffers for Charity." The pair sold hot chocolate packets and candy canes to kick-start their quest for the water buffalo.



When family friend Charlene Handel heard about their efforts, she wanted to help. She asked Ryan to join her at her booth at a local craft fair, and donated her profits to the brother and sister's fund.

Another woman, Robyn Koons, met the kids for the first time at the craft fair where they were selling their goods. She was so inspired by Ryan that she shared with co-workers about his project. During the week of Christmas, the Bells received an unexpected phone call from Robyn that she wanted to deliver donations from her colleagues to add to Ryan's fundraising efforts.

All told, Ryan and Meghan raised nearly three times their goal: \$740.

The project helped Ryan, typically shy around new people because of his TCS, grow and develop his social skills. Laura said she saw her son become a leader and a salesman.

"Ryan does look different and speaks less clearly than other kids because of his Treacher Collins Syndrome. Being accepted by others is

a natural human desire, but it's not often easy for any children with facial differences like Ryan. Ryan has struggled—more than he even realizes—to be accepted by others," Laura said.

"Ryan's knowledge base and interest in expanding what he has learned about animals, a desire to teach others what he has learned, and a passion to help other people have all combined in his Heifer work. It provides him his own little 'project world' where he does feel accepted, appreciated and approved of by others—not 'despite his differences,' but because of the difference he is making in the world. Because of his heart."

Ryan said it was a daunting task to speak to people about Heifer at first, but the number of people who seemed interested encouraged him.

"I had to talk to a lot of people and explain about Heifer. Some people even came back to hear more or have us explain it to their friends or family," Ryan said. "I get nervous speaking to new people because I'm not sure they

will understand me. This project made me really work on this. It was hard, but watching the results of the fundraising was worth it.”

Their success has Ryan and Meghan inspired to learn more about Heifer, and to expand their fundraising.

In August Laura took Ryan and Meghan to Overlook Farm in Rutland, Mass. The family got to meet Abu, the camel, tour the Global Village and even help out on the farm.

“It completely kicked in the kids’ desire to start their fundraising plans for this year,” Laura said. “They sat in the backseat on the way home making new plans and bigger goals.”

For this holiday season, the siblings have set their sights on the cam-

el, which will get them \$850 closer to their ultimate goal: donating the \$5,000 needed to for an entire Ark full of animals for struggling families in countries around the world.

Meghan has declared herself the “money person” this year, a job which Laura supports as she thinks it will bolster the 7-year-old’s math skills. Ryan will again steer the campaign.

“Meghan and I want to raise enough money to donate a camel this year. I really want to raise enough money to send an Ark, but that might take a while. We thought about waiting to send in the money until we could purchase two of each animal gift all at once, but sending along the animals as we go along means that people can

start using them right away,” Ryan said.

While they formulate this year’s plan, Ryan dreams of going to Africa to see his beloved elephants. And his mother is enjoying watching her children discover their natural generosity.

“Both of our children grabbed this opportunity by the horns and dragged us along for the ride,” Laura said. “Ryan’s determination, positive outlook and ability to persevere through obstacles have always been an inspiration to those fortunate enough to get to know him. When we look into those eyes, we see a little hero that touches our life every day.”

To help Ryan and Meghan achieve their goal of raising an Ark, visit www.heifer.org/team/ryansark.

The Sweetness of Sharing

Story by Barbara Morgan,
director of philanthropy, eastern region

What goes better with sweets than a tall glass of milk? Sixth-graders at the Country School in Madison, Conn., sweetened up teachers, parents and friends to raise enough money to send a heifer, two goats and a water buffalo to provide milk for families in need.

How did the students accomplish this? According to Hannah Daitch, who proposed this idea to her class, they selected Heifer International as the winning charity from several options, largely because they fell in love with the catalog.

The class of 28 sold healthy snacks at a movie night and held two bake sales to raise \$1,152 to purchase a



Milk Menagerie. They chose to send the money to Heifer after flipping through the gift catalog and after reading *Beatrice’s Goat*, a book about a girl in Uganda whose Heifer goat

changed the course of her life.

The class members’ wish is that their gift helps families survive more easily. And they have learned that it is a nice thing to be able to share.

Take Action: Join Heifer's Network



Education staff members at their first team meeting at Heifer Headquarters (back row, l. to r.) Tim Newman, Valerie Clifford, Julie Robnolt, Keisha Patterson, Shon Rainford, Cindy Sellers Roach, Christopher Quinlan, (middle) Michelle Dusek Izaguirre, Deborah Keene, Amy Nash, Sandi Aung, Valerie Kimbrough, Eliza Penick, Pat Keay, Kate Merrill, Miranda Atkinson, Kate Sheehan, (front) Wanda Butler, Jen Girten, Emily Sutterfield, Sarah Donaghy.

Education Expands Reach

Chances are you're already familiar with Heifer's transformative education programs like our Learning Centers, Heifer U offerings and Study Tours. We now want to introduce you to a new addition to our team. Heifer's Community Volunteer Coordinators (CVCs) recently joined Education to offer even more engagement opportunities across the United States.

What does this mean for you? Combining high-quality curricula with the volunteer coordinator network means that if you can't come to Heifer's

locations, Heifer can come to you. If you are interested in volunteering, having a speaker come to your group's gathering, or finding out how to engage your child's school or local library with Heifer, our coordinators and their volunteer leaders across the country are interested in talking with you. Even if you have just a few questions for us, feel free to contact our staff in your zone.

We are so excited to work more closely with these experienced, passionate members of the Heifer family! For more information or to find the coordinator for your area, call **(888) 5-HUNGER (548-6437)**.

Group Programs

Heifer's Learning Centers provide interactive programs and exhibits showcasing Heifer's model for global sustainable development. Programs for groups are offered throughout the year and range from a few hours to five nights. Learn more at www.heifer.org/visit. Enrich your experience by incorporating our free school or congregational resources. View available programs at www.heifer.org/schools or www.heifer.org/congregation.

YOUTH PROGRAMS

DAY CAMP

Day Camp is packed with cultural experiences, farm chores and arts and crafts that explore hunger and poverty issues. (1st–6th grades)

Individual reservations:

Overlook Farm, April, July and August (Monday–Friday)

GLOBAL GATEWAY

This 24-hour program offers participants a firsthand experience of hunger and poverty around the world through interactive programming and a night in our Global Village. (6th grade and older, plus chaperone)

Individual reservations:

Heifer Ranch, March 24–25, 2012

Group reservations offered at all locations except Heifer Village.

GLOBAL CHALLENGE

Global Challenge combines the Global Gateway experience with team-building activities. (6th grade and older, plus chaperone)

Individual reservations:

Heifer Ranch, March 30–April 1, 2012

Group reservations offered at Heifer Ranch.

GLOBAL PASSPORT

Participants provide for their group by tending gardens and livestock, buying supplies and cooking meals. Each night they sleep in representative housing in our Global Village.

Group reservations offered at Heifer Ranch.

ALTERNATIVE BREAK

Spend a week experiencing life on a farm while learning how

you can help end hunger and poverty. (6th grade to college, plus chaperone)

Group reservations offered at Heifer Ranch and Overlook Farm, February to April 2012.

ADULT PROGRAMS

WOMEN'S LAMBING

Learn about Heifer's mission; observe the births of goats; sheep, pigs, cattle and rabbits; participate in educational activities; and do light farm chores.

Individual reservations:

Heifer Ranch: March 22–25, 2012; March 25–30, 2012; March 30–April 1, 2012

Overlook Farm: March 23–26; March 30–April 2; April 4–7; April 13–16, 2012

SPRING BEE WORKSHOP

Learn about basic bee biology, hive management and the equipment needed to build a beehive.

Individual Reservations:

Heifer Ranch, April 11–15, 2012

HEIFER HUNGER HAPPENING

This unique program, soon to be available for communities across the country, includes a dining experience highlighting hunger all over the world.

Heifer Village, April 12, 2012

Individual Reservations open in February

LIVESTOCK HEALTH CARE

Help us complete our livestock health checks while learning about the routine care of livestock such as cattle, pigs, lambs, goats and chickens.

Individual Reservations:

Overlook Farm, April 19–22, 2012

VEGETABLE WORKSHOP

Learn about the basics of vegetable production, from seed selection to organic fertilizers to marketing.

Individual Reservations:

Heifer Ranch, May 6–10, 2012;

Overlook Farm, May 11–14, 2012

HEIFER U

Heifer U blends discussions and hands-on activities to further participants' understandings of various aspects of Heifer's work. Register online at www.heifer.org/heiferu or call (800) 422-1311.

HEIFER U: SUSTAINING LIVELIHOODS IN AFRICA

Discover how Heifer's development model helps resource-limited families achieve sustainable livelihoods by focusing on some of our programs in Africa while visiting scenic Overlook Farm.

Location/dates: Overlook Farm, Nov. 17–20, 2012

HEIFER U: THE BASICS

What is Heifer? Deepen your understanding of Heifer's work while meeting other Heifer supporters and getting to know Heifer Ranch, one of our unique Learning Centers.

Location/dates: Heifer Ranch, Feb. 23–26, 2012

HEIFER U: WOMEN IN A DEVELOPING WORLD

This program will delve deeper into Heifer's work promoting gender equity as not only a social justice issue, but also a practical tool of sustainable development.

Location/dates: Hidden Villa, Los Altos Hills, Calif., March 15–18, 2012.

HEIFER U: USING SOCIAL MEDIA TO ADDRESS GLOBAL HUNGER AND POVERTY

Social Media is a powerful tool for global change. This program will examine ways caring global citizens dedicated to ending hunger can fully utilize this medium.

Location/dates: Hidden Villa, Los Altos Hills, Calif., April 26–29, 2012

HEIFER U FOR COLLEGE AND UNIVERSITY FACULTY AND STAFF

This program will feature Heifer programs for use on campus and opportunities for further faculty and student involvement with Heifer.

Location/dates: Heifer Ranch, May 31–June 1, 2012.

Contact Information

To register, or to view all of Heifer's educational offerings at each specific site, visit the web pages below.

HEIFER U

(800) 422-1311

heiferu@heifer.org

www.heifer.org/heiferu

HEIFER LEARNING CENTER AT HEIFER RANCH

Perryville, Ark.

(501) 889-5124

www.heifer.org/ranch

HEIFER LEARNING CENTER AT HEIFER VILLAGE

Little Rock, Ark.

(877) 870-2697

www.heifer.org/heifervillage

HEIFER LEARNING CENTER AT OVERLOOK FARM

Rutland, Mass.

(508) 886-2221

www.heifer.org/overlook

HEIFER GLOBAL VILLAGE AT HOWELL NATURE CENTER

Howell, Mich.

(517) 546-0249

www.heifer.org/howell

HEIFER GLOBAL VILLAGE AT SHEPHERD'S SPRING

Sharpsburg, Md.

(301) 223-8193

www.heifer.org/shepherd

FIRST PERSON

Gift of Health and Happiness




"These cows have removed us from hunger. Before, we were even failing to have two meals in a day. We couldn't even have a cup of tea. Now we drink tea anytime we feel like, with milk. There's no malnutrition. Our children are very happy and healthy because of Heifer."

—JEAN MUDENDA

Jean Mudenda of the Twashuka Women's Group in Zambia and her husband, Charles, received a dairy cow from Heifer in 2005. She said the first night her family didn't sleep a wink but just stared at the cow to convince themselves that it was real.

Photo by Geoff Oliver Bugbee



Make your list.
Check it twice.
Find out if your
boss is *really* nice.

As you give to Heifer International this holiday season, check to see if your company is one of the more than 13,000 that offer an employee matching gift program. If it does, your gift could be doubled or even tripled to help more families overcome hunger and poverty. Simply log on to www.heifer.org/matching to find your employer and follow the instructions to have your gift matched.





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Make a **Gift**. Make a **Connection**. Make a **Difference**.

This edition of *World Ark* features **The Most Important Gift Catalog in the World**. The gifts featured in this catalog are the means for families to feed their children, build new homes or start a business. Your gift of a cow, a goat or a llama will connect you with a family around the world, and you'll truly be making a difference in their lives.

**See the catalog on page 29,
visit www.heifer.org
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