

2019

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ANNUAL

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REPORT



  
HEIFER®  
INTERNATIONAL

## CONTENTS

4

Our Mission

6

Our Work

10

Our Goal:  
Living income

12

Our Work  
in Action

18

Strategic  
Partnerships

22

Leadership

26

Financials



## LETTER FROM OUR PRESIDENT AND CEO

In the past year, we've seen a lot of focus on the things that divide us. Globally, the gap between rich and poor continues to grow. Hurricanes, flash floods and wildfires are bringing the stark reality of climate change to many people's doorsteps. And misuse of public resources and denial of people's rights have led to political and social unrest around the world.

But amid all this uncertainty, there's a lot that inspires me. Efforts by young people to demand action to tackle the climate crisis have been some of the most visible. This same energy, strength and recognition of the need to protect our planet can be felt in the communities we work with in 21 countries around the world, as they build and scale their businesses to reach a living income.

From the coffee farmers in Central America who are paid below cost of production for their beans and are pushing for fair prices, to the goat farmers in Nepal who in the last year alone have generated \$14 million in sales through their farmer-owned cooperatives, we are investing alongside communities as they envision and build their futures.

Since 2015, we have focused our work on supporting farmers to build businesses that provide them with a living income. Today, 3.39 million families have reached a living income or are on the pathway with support from Heifer International. This is a major achievement and clearly shows the importance of our approach, supporting farmers and businesses to work at scale, as they access and build inclusive markets.

Key to their success is ensuring their businesses are sustainable and able to weather market shocks. Caring for the Earth is at the center of our mission and a core value the farmers we work with live by. They know that for their businesses to be sustainable, local resources must be protected – and they are best placed to do it.

With farming one of the main livelihood sources for billions of people around the world, we know ending poverty begins with agriculture. Today, Heifer International is needed more than ever. You powered the transformational work in this report. Thank you for everything you do!

Yours for a better world,

*Pierre Ferrari*

Pierre Ferrari

# Our Mission: Ending Hunger and Poverty while Caring for the Earth

**We're on a mission to end hunger and poverty in a sustainable way by supporting and investing alongside local farmers and their communities.**

For 75 years, we've worked alongside more than 35 million families as they build sustainable farming businesses. Our work has always focused on farming, because we believe ending poverty begins with agriculture. Cows, goats, chickens and seeds can provide nutritious milk, meat, eggs, food, fodder and so much more for communities living in hunger and poverty.

We support farmers and their communities as they mobilize and envision their futures, providing training so they can look after their livestock and increase production. We also connect farmers to new markets for their goods so they can increase sales and incomes.

As their businesses grow, farmers join cooperatives that are owned and run by farmers. Through these organizations they can access credit for working capital or investments in their farms, and other services. They can also sell their goods in bulk, reducing costs and negotiating higher prices.

We invest alongside communities, creating a platform for governments, companies and other stakeholders to get involved in projects. These stakeholders release additional funding to support cooperatives and farmer-focused infrastructure, enabling farmers to access new markets and continue to grow their businesses.

Our work is closely aligned to the United Nations' Sustainable Development Goals. All projects have a rigorous monitoring and evaluation framework, reducing the time it takes to learn lessons about what works, so successes can be scaled up and replicated in other countries.



## Our Work

Since 2015, we have focused our work on supporting farmers to build businesses that provide them with a living income. Today, 3.39 million families have reached a living income or are on the pathway with our support.

We work in 21 countries around the world alongside local farmers and business owners. We support farmers and their communities as they mobilize and envision their futures, provide training so they can improve the quantity and quality of the goods they produce, and connections to market to increase sales and incomes.

Building on our well-established values-based community development model, our strategy focuses on investing in farmers, and especially women, as they set up and scale sustainable businesses. We work through a network of partners, cooperatives and hubs to make sure increases in income go back to farmers and their families. As incomes grow, food security, nutrition and communities' resilience increase, leading to change that's sustainable for both people and the planet.

134 Total Projects in FY19

34 Newly Initiated Projects in FY19

343,250 Planned Number of Families in New Projects



# Families directly supported in fiscal year 2019

## AMERICAS

# 148,235

Ecuador / Guatemala / Haiti / Honduras  
Mexico / Nicaragua / United States

## AFRICA\*

# 365,298

Ghana / Kenya / Malawi / Rwanda  
Senegal / Tanzania / Uganda / Zambia / Zimbabwe

*\* Ethiopia country program established in FY19. Programs will begin in FY20.*

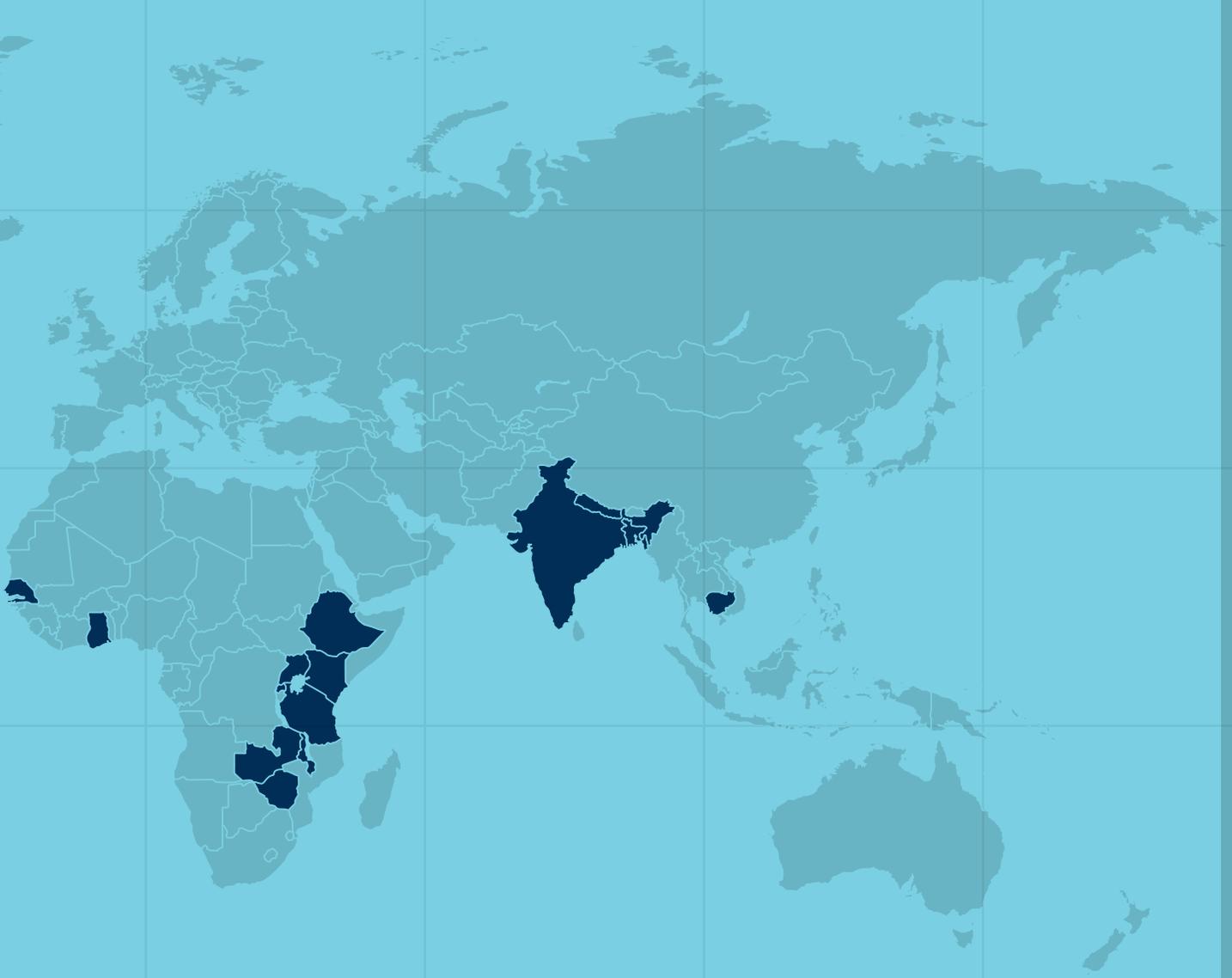
## ASIA

# 193,268

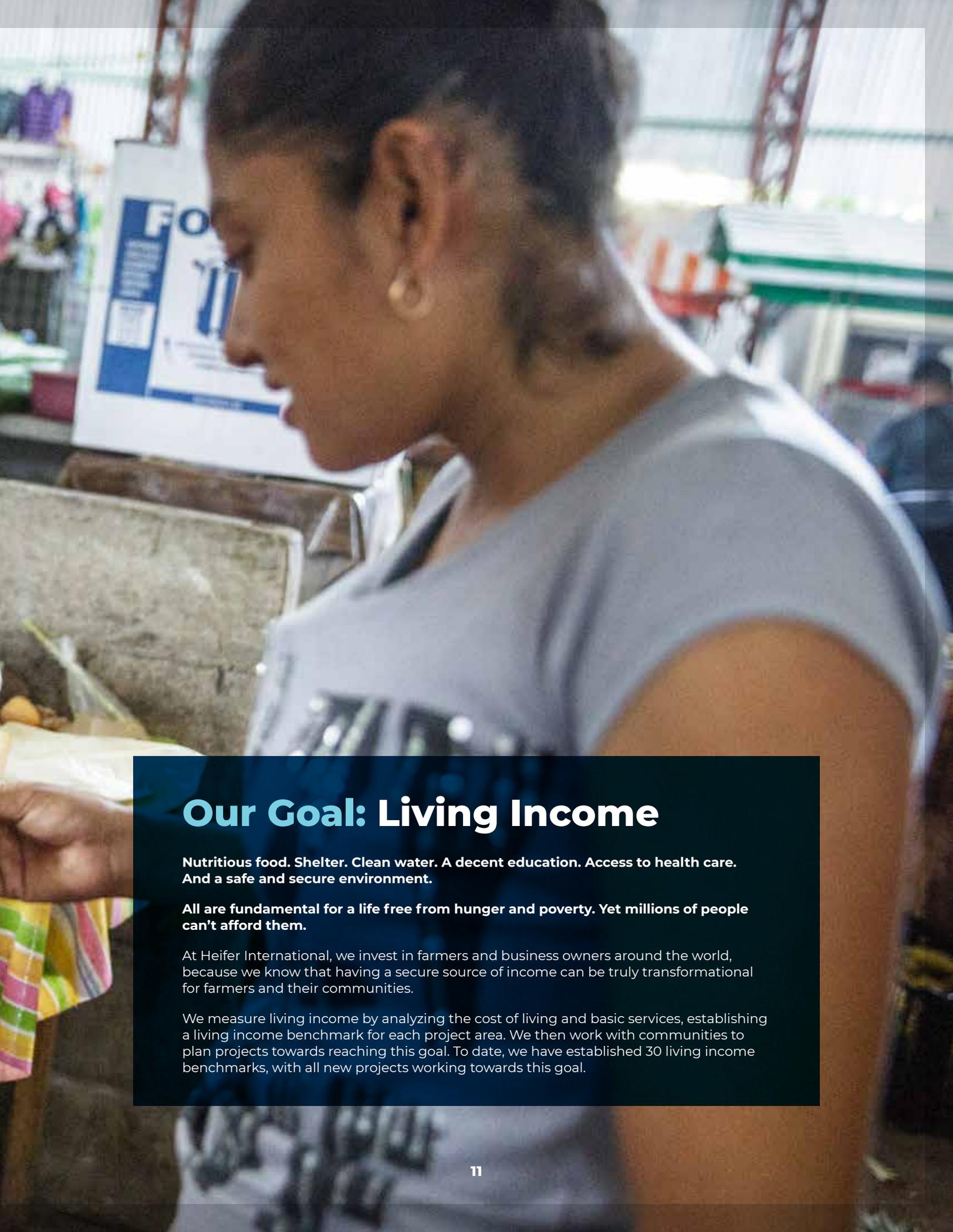
Bangladesh / Cambodia / India / Nepal

**Total number of families assisted  
since Heifer began operations in 1944**

**35.3M**







## Our Goal: Living Income

**Nutritious food. Shelter. Clean water. A decent education. Access to health care. And a safe and secure environment.**

**All are fundamental for a life free from hunger and poverty. Yet millions of people can't afford them.**

At Heifer International, we invest in farmers and business owners around the world, because we know that having a secure source of income can be truly transformational for farmers and their communities.

We measure living income by analyzing the cost of living and basic services, establishing a living income benchmark for each project area. We then work with communities to plan projects towards reaching this goal. To date, we have established 30 living income benchmarks, with all new projects working towards this goal.



**3,600**  
families

*2,100 in Nicaragua  
1,500 in Honduras*

**3**  
years

*March 2016 -  
March 2019*

**\$1.04M**  
funding

*\$284,000 Heifer unrestricted funds  
\$360,000 parallel co-funding  
\$400,000 institutional funding*

## OUR WORK IN ACTION

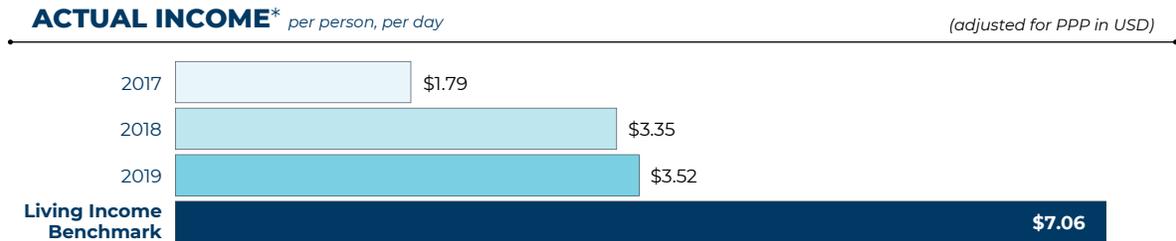
### **FONTAGRO Project, Nicaragua**

Farmers in Central America's dry corridor are very vulnerable to climate change. Prolonged drought followed by heavy rains create difficult conditions for the production of corn and beans – two important crops for nutrition and culture in the region. With farms heavily impacted by climate change, many farmers were reliant on chemical inputs and soil degradation was a major problem.

The production and commercialization of basic grains is vital for the food security of people living in poverty in Nicaragua and Honduras. An estimated 79% of basic grains – rice, beans, corn and sorghum – are produced by smallholder farmers. Many see low yields due to limited availability of good quality seed, a lack of technical support to improve their processes, and have difficulty meeting market standards and accessing business capital.

The FONTAGRO project worked with farmers in the basic grains value chains in the regions of Chinandega, Estelí, León and Madriz in Nicaragua and El Paraíso in Honduras. Farmers received training to help them test, select and plant seed varieties suited to local climate and soil conditions. Yields have increased significantly, with the promotion of new planting techniques and farmers using climate

information to determine the best crops to grow. By adopting organic farming practices and other measures to improve quality, farmers are now able to meet export standards and sell their products in neighboring countries.

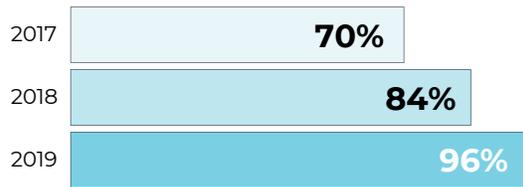


\*All data shown here is for the Nicaragua part of the FONTAGRO project.

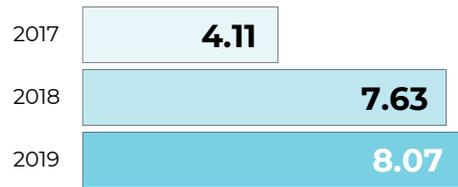
Despite political unrest and changing climate conditions, the FONTAGRO project has seen significant increases in farmer income. Farmers are investing their income from corn and beans in chicken, pigs and other livestock, giving them assets that they can sell during lean periods to release additional income, making them less vulnerable to climate shocks.

Farmers also established 12 credit groups, providing loans for investing in their farms. So far, 157 families have borrowed money to invest in their farms and bridge the income gap to harvest.

**ADOPTION OF CLIMATE SMART AGRICULTURE (CSA) PRACTICES**



**HOUSEHOLD DIETARY DIVERSITY SCORE (HDDS)**



Through a network of farmer field schools, the project was able to quickly spread new farming techniques. Partnerships with a group called the Northern Alliance, specializing in commercialization, and ARSAGRO, a regional farmers' association, have given farmers access to better quality seeds, credit to invest in their farms, and marketing to increase sales. As a result, farmer incomes are expected to continue to increase beyond the project end date.

Researchers from the International Center for Tropical Agriculture (CIAT) provided support to farmers as they worked to better manage climate risks and reduce losses. Household Dietary Scores (HDDS) also improved, which indicates improved socio-economic status of a household, and increased food security.



**11,031**  
families

*6,130 Original gift  
4,901 Passing on the Gift*

**4**  
years

*June 2015 -  
September 2019*

**\$2.3M**  
funding

*Heifer Unrestricted: \$432,073  
European Union: \$1.78m  
Aqua for All: \$124,976*

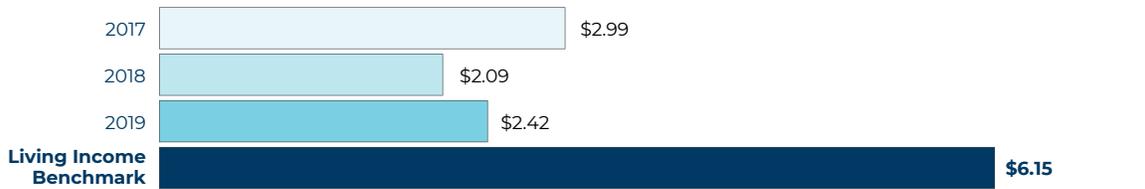
## OUR WORK IN ACTION

### Igunga Eco-Village Project, Tanzania

Igunga, in northwest Tanzania, is one of the country's driest districts. Traditional farming practices and overgrazing have led to soil degradation and a loss of water. Poverty levels are high, with crop production and livestock the main sources of income.

We partnered with 10 communities and the local government in the Igunga Eco-Village project to increase farmers' resilience to climate change. Through farmer field schools, we provided training on a range of technologies including integrated pest control, poultry keeping, tree planting and renewable energy, together with improved farming practices, equipping farmers with the skills and expertise they need to adapt to the changing climate.

**ACTUAL INCOME** *per person, per day* *(adjusted for PPP in USD)*



The new techniques were quickly adopted, with yields increasing and crop loss reducing. This initially caused supply to increase and prices to fall in local markets, resulting in an initial decrease in income.

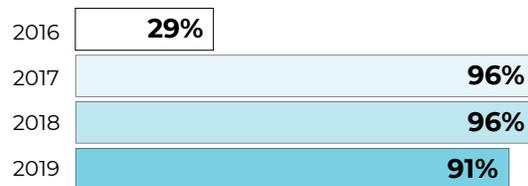
This income dip was short-term and immediately addressed by the project team. Local leaders and cooperatives established relationships with private sector partners who will provide important future markets. These partners are already providing improved seeds and training to farmers, who now have access to local government experts providing advice, support and inputs as they continue to grow their businesses.

With the cooperatives now stronger, the power of middlemen has reduced in the communities, enabling farmers to reduce the costs of getting their products to market and retain a greater share of the profits.

Farmers were quick to adopt new farming practices that have increased their yields and resilience to climate shocks. They reported they were better equipped to face a prolonged drought that hit the area in 2017.

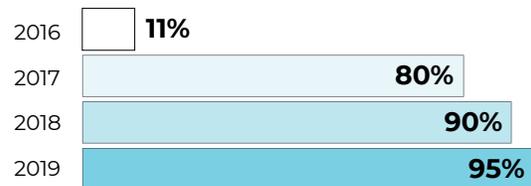
Poultry practices have also improved. Mortality rates have fallen, as more farmers are vaccinating their chickens, and many expect to see investments made in infrastructure like chicken coops pay off in the years ahead.

**ADOPTION OF CLIMATE SMART AGRICULTURE (CSA) PRACTICES**



\* 2016 was the benchmark year.  
Data points for other categories are not available for this year.

**SOLIDARITY AND COOPERATION**



\* 2016 was the benchmark year.  
Data points for other categories are not available for this year.

Uptake of technologies such as clay and surface dams have been successful, increasing underground water storage. Fuel-efficient stoves have also been more popular, reducing deforestation for charcoal and firewood.

Local government involvement was key to ensuring local rules and regulations were discussed and adapted. Stricter hygiene and waste disposal rules were put in place within the communities, and additional support services will be made available to farms beyond the project end date, which is key to sustainability.

Farmers continue to invest in their farms through savings and loans groups that meet on a weekly basis, discussing and agreeing where investments are made. The partnerships established by the project have enabled farmers to access new sources of credit from local banks, ensuring farmers can continue to invest and grow their businesses, closing the living income gap.



**24,000**  
families

*4,000 Original gift  
20,000 Exponential  
Passing on the Gift*

**5**  
years

*January 2016 –  
December 2020*

**\$4.89M**  
funding

*Heifer Unrestricted: \$2.45m  
Local Leverage: \$2.44m*

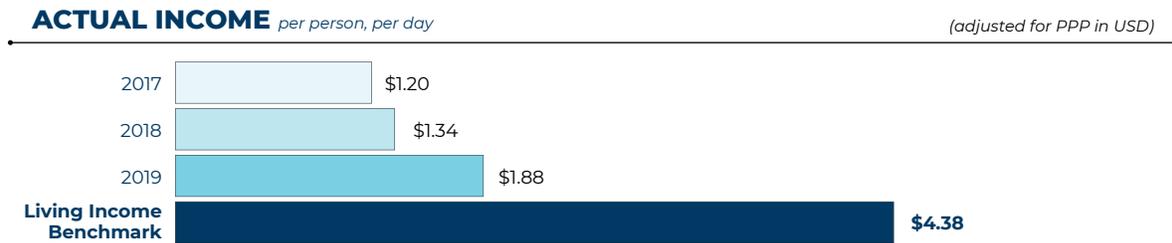
## OUR WORK IN ACTION

### **Bihar Socio-Economic Development Project, India**

Bihar is one of India's poorest states and has some of the country's lowest levels of economic growth. Although the region is India's largest producer of vegetables, many farmers have limited access to land and remain dependent on agricultural wages, non-farm jobs and remittances. Those that do have access to land are mainly engaged in subsistence farming, with their crops highly vulnerable to climate change. Society is highly fragmented by the caste system and women have limited access to income, health and other necessary services.

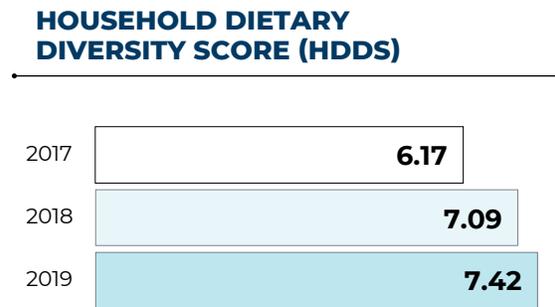
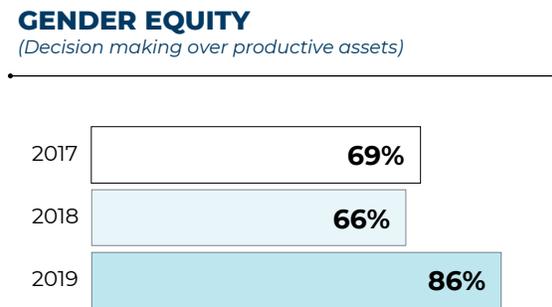
Value chain analysis for the Bihar region showed a high demand for goat meat that continues to rise, along with the potential to supply other markets within India. Farmers in Bihar typically raise goats as a secondary source of income, with breed quality and animal wellbeing practices low, given the low prices farmers have been able to secure for their goats. Goats were usually sold through middlemen, not farmer organizations, leaving producers without a say on pricing.

The Bihar Socio-Economic Development project is working with women from communities across five districts – Dharbhanga, Madhubani, Muzaffarpur, Purnia and Vaishali – as they set up self-help groups and producer organizations that will develop forward linkages in the value chain and secure fair prices for farmers. Farmers were provided with two goats and a buck in the first year, along with support from a Community Agro-Vet Entrepreneur to keep their animals fit, healthy and productive, with the goal of increasing their herds to 15 goats over a five-year period. By its conclusion in 2020, project participants aim to be selling 240,000 meat goats per year, reaching markets in Bihar and beyond. The project is also providing training in nutrient-dense vegetable gardening, fodder and forage, so as to improve human and animal nutrition.



Despite flooding in two of the project areas in 2017 and 2019, income levels have increased. Herd sizes have started to increase and supplementary products such as vegetables and basic grains are now grown more widely for sale at markets.

The project is working to improve the breed of goats to fetch higher prices, and farmers are expanding vegetable production and chicken rearing to diversify their sources of income. Cooperatives are also being strengthened so they can meet bigger orders, selling to new markets and securing higher prices for farmers' products.



Before the project started, family finances were run almost exclusively by men. It was difficult for women to open bank accounts and families were dependent on local money lenders. Through participation in the self-help groups, women have reported increased involvement in decision making and control over savings. Now, the women run their own savings and loan programs, offering interest rates of 2%, far below the 5-6% charged by other lenders.

The project team reported seeing an increase in women's decision-making over income from selling goats and vegetables. Women leaders have emerged at the group and village local governance levels. They are making the decisions at the group, family and village levels and as a result, have greater control over productive assets.

Families involved in the project also reported a notable increase in the Household Dietary Diversity Score (HDDS), indicating increased consumption of a wider range of nutritious foods. Trainings provided by the project on hygiene and health practices have benefited all family members.

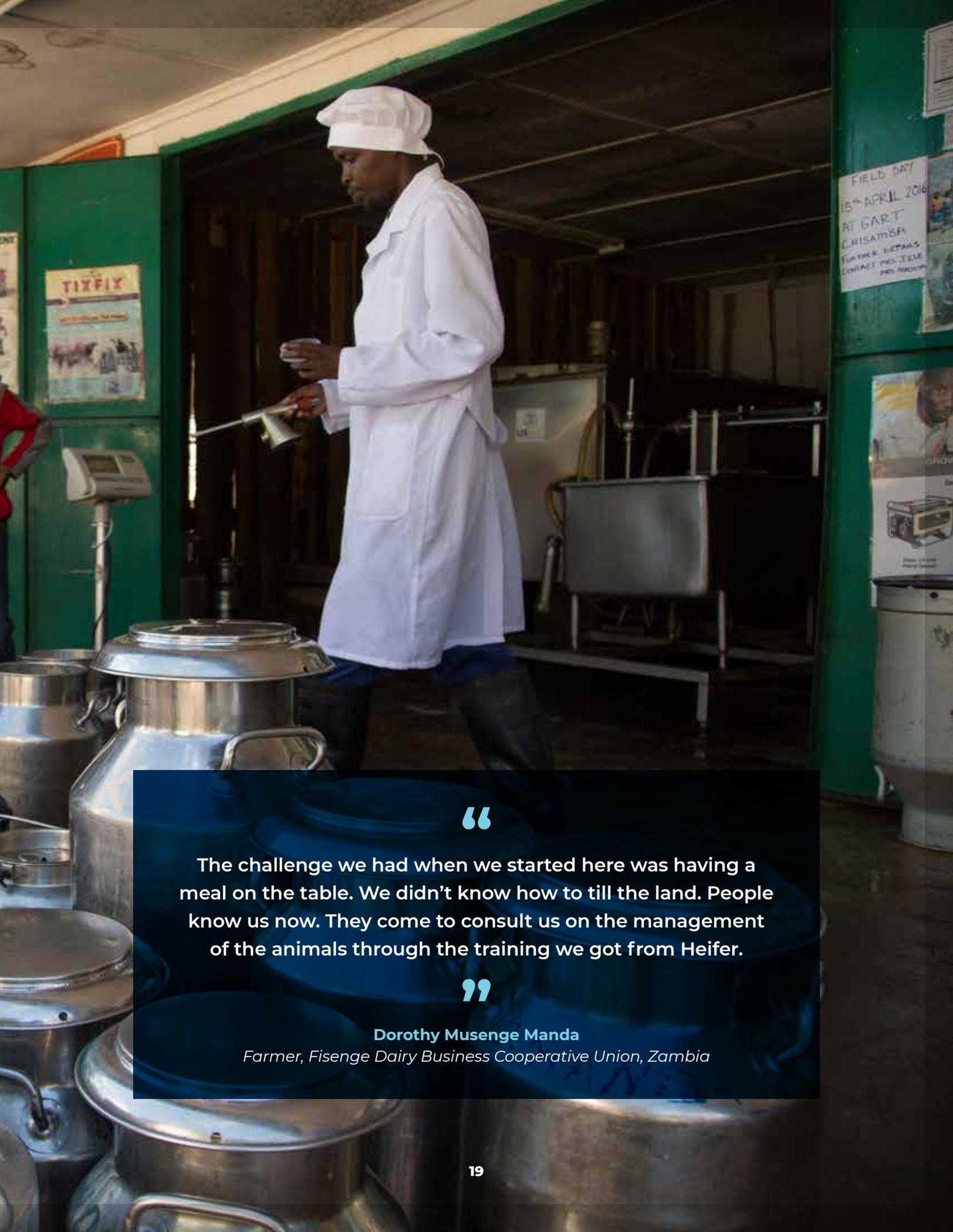


## Strategic Partnerships

**Growing and scaling a business takes capital, equipment, new skills and expertise, access to markets, and much more.**

Farmers need a wide range of partners as they grow their businesses. We work with them to build values-based partnerships focused on social, environmental and financial returns.

Through partnerships with governments, companies, private organizations, small businesses and other networks, we collaborate and innovate, creating unique solutions to local problems, designed to build inclusive, resilient economies.



“

The challenge we had when we started here was having a meal on the table. We didn't know how to till the land. People know us now. They come to consult us on the management of the animals through the training we got from Heifer.

”

**Dorothy Musenge Manda**

*Farmer, Fisenge Dairy Business Cooperative Union, Zambia*

## **INSTITUTIONAL FUNDING**

In 2019, we were awarded more than \$10 million in institutional funding from donors including the European Commission, FAO, IDRC, USAID, WFP and the World Bank.

Our expanding institutional portfolio focuses on areas such as ag-nutrition, improving resilience for smallholder farmers, community capacity development and climate-focused sustainable practices.

Through a co-creation process, we signed a \$1 million agreement with the Global Hunger Project in Zambia. We received a sub-grant from the International Livestock Research Institute (ILRI) in Kenya to implement the USAID-funded *Accelerate Value Chains Development (AVCD II)* program to strengthen systems and capacity for sustainable milk production, improving diets and incomes for rural households. We also received funding from institutions in Ghana, Haiti, Honduras, India and Nepal.

These are a few examples of projects we are currently implementing with support from institutional donors.

### **Chocolate4All**

From 2019-2022, Heifer Honduras is implementing this \$3.4 million project with funding from the Inter-American Development Bank. The project will directly improve the livelihoods of 2,129 smallholder cocoa farmers and will indirectly benefit an additional 4,000 farmers, providing them with the knowledge, tools and technologies to meet market demand for high quality cocoa.

It aims to increase the competitiveness of the cocoa sector in Honduras by increasing productivity through the adoption of best practices, technology and innovation. It will facilitate access to markets and finance by partnering with chocolate manufacturers and financial institutions, as well as building the capacity of local cooperatives, local institutions and trade organizations.

### **Operator for the Hurricane Matthew Victims Recapitalization Support Program**

When Hurricane Matthew hit Haiti in October 2016, many farmers lost their livestock. With their source of livelihoods wiped out, farmers have struggled to rebuild. With a \$3.8 million grant from the World Bank, we are restocking 9,000 families in the Sud and Grand'Anse departments. In total, 3,620 families will receive goats, 2,100 will receive starter poultry and 280 will receive beekeeping equipment.

All livestock recipients receive production and animal wellbeing training. Training started in September 2018, followed by the first livestock distributions in January 2019. It is anticipated that distributions will continue beyond the initial project end date of December 2019, due to delays brought about by unrest in Haiti.



### **Community-Led Development Project**

We partnered with the Global Hunger Project in a co-creation process for the \$1 million *Community-Led Development Project* in the eastern region of Zambia. The project will run from 2019 to 2023. This project is built on holistic community-led development values to end hunger and will work with an estimated 16,000 smallholder farmers.

Key focus areas include strengthening social cohesion amongst community members, empowering women and girls, enhancing access to safe water and sanitation services, improving literacy and education for adolescence and adults, as well as improving adoption of climate smart agriculture techniques.

## CORPORATE PARTNERSHIPS



### Beyond Coffee: The Power of Partnerships

With a grant from the Walmart Foundation, we are working with ECOM Agrotrade Limited on a project that aims to support 8,500 coffee farming families in Central America as they close the living income gap.

The project focuses on creating new opportunities for farmers in Honduras, Nicaragua and Mexico by diversifying income through activities such as beekeeping, poultry, hogs, and fruit that they grow on their farms. These activities are supported by establishing partnerships with other market stakeholders to create economic sustainability for small coffee growers and production systems to enable growers to sell their products at prices that cover their costs and generate income for their families.



### Forever Chocolate Pilot

Barry Callebaut, one of the world's largest cocoa companies, has created the Forever Chocolate initiative to address poverty in its supply chain. We are working with Barry Callebaut cocoa farmers, supporting them as they mobilize into farmer groups, introducing additional income-generating opportunities to supplement their income from cocoa.

Started in January 2019, and set to continue through 2020, our project under Forever Chocolate works with farmers in four regions of Ghana. Farmers are given the option to add poultry (egg) production, beekeeping or soap-making.



### Hatching Hope

Hatching Hope – a bold, new initiative launched together with Cargill – will improve the livelihoods and nutrition of 100 million people by 2030. Programming has now started in India, Kenya and Mexico, where demand for poultry and eggs is growing significantly and is currently not being met by domestic production.

Hatching Hope works with women farmers to scale up backyard poultry production. Heifer supports the forming and strengthening of self-help groups and local producer organizations, providing training so farmers can increase the quantity and quality of production in a safe and sustainable way.

As farmers grow their businesses, they have access to Cargill's industry expertise and connections. Marketing campaigns within the countries will inform people of the benefits of eating chicken meat and eggs, increasing demand for poultry products. Additional income generation opportunities will also be created, with farmers needing support and products for keeping their animals healthy, inputs such as quality feed, along with processing and transport to markets.



“

The idea is that with the profits, we can invest and improve our business. That is what Heifer taught us.

”

**Juana Maria Chavez**  
*Guatemala*



## Leadership

## **EXECUTIVE LEADERSHIP CABINET**



**Pierre Ferrari**  
*President and  
Chief Executive Officer*



**Hilary Haddigan**  
*Chief of Mission  
Effectiveness*



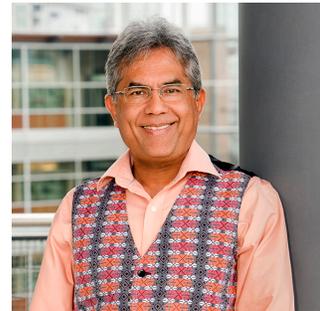
**Bob Bloom**  
*Chief Financial  
Officer*



**Chad Avery**  
*General Counsel*



**Oscar Castañeda**  
*Senior Vice President for  
the Americas Program*



**Mahendra Lohani**  
*Senior Vice President  
for Programs*



**Ardyth Neill**  
*Heifer Foundation  
President*



**Tracy Beene**  
*Executive Assistant  
and Board Liaison*

## BOARD OF DIRECTORS



**11** At-large directors, holding board-specific skill sets – at least one director resides in each of the international program areas where Heifer works

**3** Faith-based groups representing various spiritual paths

**1** Representative from the Heifer International Foundation's Board of Trustees (Chair or Vice Chair)

All directors come from a wide range of backgrounds across different sectors. All the following directors are independent voting members, as defined in IRS Form 990.

**Susan Grant**

*Outgoing Chair, At-Large Director since 2011*

**Pete Kappelman**

*Incoming Chair, At-Large Director since 2013*

**Francine Anthony**

*At-Large Director since 2011*

**Esther Cohen**

*Episcopal Relief and Development since 2013*

**Ambassador Ertharin Cousin**

*At-Large Director since 2018*

**Doug Galen**

*At-Large Director since 2014*

**Tom Hadfield**

*At-Large Director since 2016*

**Nikolaus Hutter**

*At-Large Director since 2013*

**Jerry Jones**

*At-Large Director since 2013*

**Thomas Kemper**

*UMC Global Missions since 2017*

**Tom Nickell**

*(non-voting liaison representing Heifer Foundation)*

**Josephine Oguta**

*At-Large Director since 2014*

**George Petty**

*Heifer International Foundation Chair since 2014*

**Ashley Stone**

*At-Large Director since 2014*

**Arlene Withers**

*At-Large Director since 2006*

**Jay A. Wittmeyer**

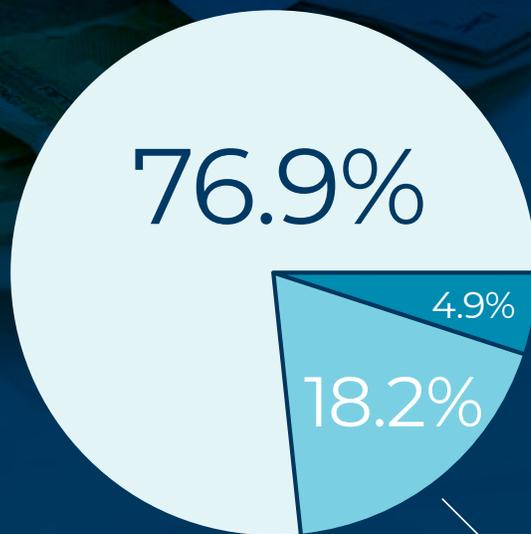
*Church of the Brethren since 2012*

# Financials



Item	Unit	Price	Quantity	Total
1	1 mil	5000	1	5000
2	1 mil	5000	1	5000
3	1 mil	5000	1	5000
4	1 mil	5000	1	5000
5	1 mil	5000	1	5000
6	1 mil	5000	1	5000
7	1 mil	5000	1	5000
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95	1 mil	5000	1	5000
96	1 mil	5000	1	5000
97	1 mil	5000	1	5000
98	1 mil	5000	1	5000
99	1 mil	5000	1	5000
100	1 mil	5000	1	5000

**FISCAL YEAR 2019  
CONSOLIDATED EXPENSES**



Programming  
**\$102.0**

Management  
**\$6.5**

Fundraising  
**\$24.2**

**\$132.7**

*Dollar figures in millions*

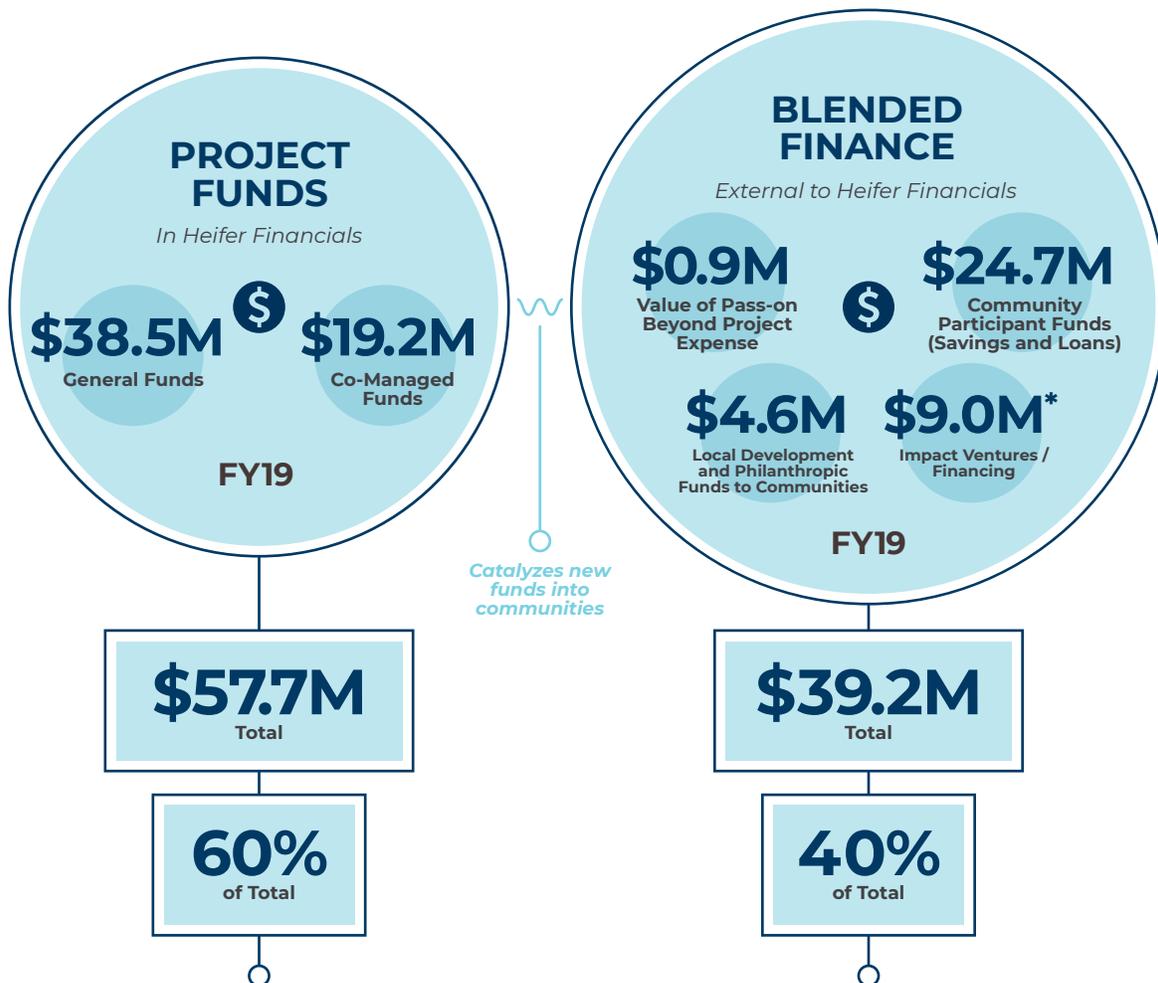
## BLENDING FINANCE

**Building sustainable businesses takes time and money. To be successful, many stakeholders need to be involved.**

The communities we partner with mobilize their own money through savings and loans programs. They invest in projects alongside Heifer International, with our core project funds used to unlock funding and support from other sources.

These blended finance funds are not included in our consolidated financial statements but make important contributions to impact for communities in the 21 countries where we work.

Examples of how blended finance is being deployed across our work include local government funding for purchasing livestock in Nepal, low-interest loans to milk cooperatives in Uganda so they can switch from diesel to solar power for milk cooling, and bank guarantees in Honduras that enable farmers to access credit at a reduced rate.



\*\$3.6M in Heifer investment funds are used to leverage this amount. They are accounted for on Heifer's balance sheet and not included in project expenses.

## CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

June 30, 2019 and 2018

<b>ASSETS</b>	<b>2019</b>	<b>2018</b>
Cash and cash equivalents	\$44,559,730	\$47,128,790
Restricted cash	2,000,000	6,998,825
Accounts and interest receivable, net of allowance and discount	3,019,204	2,728,847
Grant reimbursements receivable	1,727,191	382,009
Prepaid expenses and other	4,006,177	2,177,696
Contributions receivable, net of allowance and discount (Note 3)	2,410,128	2,307,146
Interest in net assets of Heifer International Foundation (Note 4)	136,324,328	124,242,028
Property and equipment, net of accumulated depreciation (Note 5)	43,988,821	44,932,716
<b>Total Assets</b>	<b>\$238,035,579</b>	<b>\$230,898,057</b>
<b>LIABILITIES AND NET ASSETS</b>		
<i>Liabilities</i>		
Accounts payable	\$5,690,027	\$4,227,039
Accrued expenses	5,462,140	4,124,768
Deferred revenue	13,148,048	10,152,192
Bonds and notes payable (Note 7)	–	9,770,000
Line of credit (Note 6)	5,133,259	–
<b>Total Liabilities</b>	<b>\$29,433,474</b>	<b>\$28,273,999</b>
<i>Commitments and contingencies (Notes 6, 7, 9 and 15)</i>		
<i>Net Assets</i>		
Without donor restrictions	69,216,181	72,547,996
With donor restrictions (Note 8)	139,385,924	130,076,062
<b>Total Net Assets</b>	<b>208,602,105</b>	<b>202,624,058</b>
<b>Total Liabilities and Net Assets</b>	<b>\$238,035,579</b>	<b>\$230,898,057</b>

Based on audited financial statements available on Heifer.org

## 2019 CONSOLIDATED STATEMENT OF ACTIVITIES

Year Ended June 30, 2019

<b>REVENUES, GAINS AND OTHER SUPPORT</b>	<b>Without Donor Restrictions</b>	<b>With Donor Restrictions</b>	<b>Total</b>
Contributions	\$100,042,948	\$2,941,591	\$102,984,539
Federal government grants	513,538	–	513,538
Other grants	18,225,098	58,358	18,283,456
Educational programs	974,424	–	974,424
Promotional events and material sales, net of cost	483,508	–	483,508
Other	2,004,686	–	2,004,686
Change in interest in net assets of Heifer International Foundation (Note 4)	1,546,199	12,082,300	13,628,499
Net assets released from restrictions (Note 8)	5,772,387	(5,772,387)	–
<b>Total revenues, gains and other support</b>	<b>129,562,788</b>	<b>9,309,862</b>	<b>138,872,650</b>
<hr/>			
<b>EXPENSES AND LOSSES</b>	<b>Without Donor Restrictions</b>	<b>With Donor Restrictions</b>	<b>Total</b>
Program services (Note 11)	102,026,301	–	102,026,301
Management and general (Note 11)	6,507,673	–	6,507,673
Fundraising (Note 11)	24,145,192	–	24,145,192
<b>Total expenses and losses</b>	<b>132,679,166</b>	<b>–</b>	<b>132,679,166</b>
<hr/>			
<b>Change in net assets from operations</b>	<b>(3,116,378)</b>	<b>9,309,862</b>	<b>6,193,484</b>
<hr/>			
<b>OTHER CHANGES IN NET ASSETS</b>	<b>Without Donor Restrictions</b>	<b>With Donor Restrictions</b>	<b>Total</b>
Foreign currency translation adjustment	(215,437)	–	(215,437)
<b>Total change in net assets</b>	<b>(3,331,815)</b>	<b>9,309,862</b>	<b>5,978,047</b>
<hr/>			
<b>Net assets, beginning of year</b>	<b>72,547,996</b>	<b>130,076,062</b>	<b>202,624,058</b>
<hr/>			
<b>Net assets, end of year</b>	<b>\$69,216,181</b>	<b>\$139,385,924</b>	<b>\$208,602,105</b>

Based on audited financial statements available on Heifer.org



“

When you start an enterprise, that enterprise becomes your life and you learn to figure out how to overcome challenges to keep on moving. I started very small and gradually grew, my husband has quit from foreign employment and we both focus on goat farming. We improved our house and expanded our business. Now that the banks trust us, I realize I can invest and work out my other plans simultaneously.

”

**Ganga Gharti**

*Karmath Social Enterprise Women Cooperative, Nepal*



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