

# **Becoming a Heifer International Project Partner**

## **Application Procedure**

In considering requests for assistance, Heifer International is concerned that the Cornerstones for Just and Sustainable Development are addressed. These cornerstones, outlined here, are the values and principles that guide our procedures.

## **Heifer International Cornerstones for Just and Sustainable Development**

Heifer International has developed a set of essential principles called the Cornerstones for Just and Sustainable Development. All organizations and farmer groups are screened, monitored and evaluated according to these principles, and project groups base their plans on them.

### **Passing on the Gift**

Passing on the gift embodies Heifer's philosophy of practical sharing and caring. Every family who receives an animal signs a contract to pass on the first female offspring to another family in need, and also agrees to pass on to others the training and skills that they have acquired. Many groups also choose to "pass back" an additional animal, or else a portion of sales income, to support their project.

### **Accountability**

Groups define their own needs, set goals, and plan appropriate strategies to achieve them. Heifer International provides guidelines for planning the project (including the pass-on process), screening recipients, monitoring farmers' progress and conducting self-evaluations. Groups are responsible for submitting semi-annual monitoring reports to Heifer.

### **Sharing and Caring**

Heifer International believes that global problems can be solved if all people are committed to sharing what they have and caring about others. Though not easily measurable, this is one of our most important cornerstones. Sharing and caring also reflect our commitment to humane treatment of the animals in Heifer projects and our shared vision of justice for all people.

### **Sustainability and Self-Reliance**

Because Heifer International funds projects for a limited time, project groups must plan to support themselves eventually. Heifer has found that self-reliance is most easily achieved when a group has varied activities and generates support from several sources.

### **Improved Animal Management**

Feed, water, shelter, reproductive efficiency, and healthcare are the essential ingredients in successful livestock management. These must be available so that the livestock provided by Heifer International can be kept healthy and productive. The animals should be a vital part of the farm activities without causing an extra burden on family members or the farm resources in general. The species and breed chosen must be appropriate for the area.

### **Nutrition and Income**

Livestock contribute to human nutrition and well being in two ways. Directly, they provide high quality protein and fiber and, indirectly, draft power for crops and transportation as well as manure for soil fertility. The livestock should have potential for

profitability to provide income for education, health care, housing, and all emergencies. As living savings accounts, livestock also provide long-term economic security.

### **Gender and Family Focus**

Gender refers to the socially defined roles of men and women in each culture.

Heifer International's gender program encourages women and men to share in decision-making, ownership of the HPI animals, labor and the benefits of projects. Priority for funding is given to projects in which the whole family participates. On-farm, employment strengthens rural families and communities by decreasing the need for migration to urban areas in search of employment. In addition to the gender program, Heifer's WiLD (Women in Livestock Development) program supports women's projects.

### **Genuine Need and Justice**

Heifer International is a partner to people who truly need an opportunity to improve the quality of their lives, and who can benefit from modest support. Group members develop their own criteria to determine who will receive animals and related inputs. The poorest in the community should be included in the group membership and receive priority for assistance. Families are eligible regardless of creed or ethnic heritage. Priority is given to groups that have traditionally been neglected.

### **Improving the Environment**

The introduction of Heifer International livestock should improve the environment by having a positive impact on one or more of the following: soil erosion, soil fertility, sanitation, forestation, biodiversity, pollution, wildlife and watershed conditions. In addition, the livestock should not cause or worsen any environmental problems.

### **Full Participation**

Heifer works with grassroots groups or intermediary organization representing grassroots groups. A truly effective group has strong leadership and organization and is committed to involving all members in decision-making. Members of the group "own" the project, and the groups have control over all key decision.

### **Training and Education**

Groups decide their own training needs and local people are involved as trainers.

Training includes formal sessions as well as informal (farm visits, demonstration, model or promoter farmers) and is "hands-on" more than academic. In addition to training in livestock husbandry and care of the environment, groups have requested training in diverse topics such as food processing, marketing, group formation and human nutrition.

### **Spirituality**

Spirituality is common to all people and groups, regardless of their religion or beliefs.

Spirituality is expressed in values, beliefs about the value and meaning of life, a sense of connectedness to the earth, and a shared vision of the future. It often creates a strong bond among group members and gives them faith, hope and a sense of responsibility to work together for a better future.

These 12 Cornerstones form the acronym "Passing Gifts."

Heifer International receives many requests for assistance with animal-related development programs. Each proposal is carefully considered with regard to Heifer's cornerstones and policies established by the Heifer Board of Directors. A limited number of new projects can be supported each year, based on available funding.

**Following are the procedures used:**

**Action by Whom:**

- |   |   |
|---|---|
| 1. Letter of Inquiry to Heifer International  | Applicant Group                             |
| 2. Initial application form sent  | Heifer staff ( <b>Information Request</b> ) |
| 3. Submission of <b>Information</b>   | Applicant Group <b>Request</b> to Heifer    |
| 4. Review of completed <b>Information Request</b>                                       | Heifer field staff                          |
| 5. Follow-up visit to project site for goal setting                                     | Heifer field staff                          |
| 6. Submission of the project <b>Plan</b> form. (Revisions may be recommended.)          | Applicant Group                             |
| 7. Preliminary selection of projects for funding  | Heifer Field Staff                          |
| 8. Approval, suggested modification or rejection of the project proposal or field staff | Heifer Headquarters                         |
| 9. Project included in budget for future funding  | Heifer staff                                |

**After Heifer International has approved a project:**

1. Heifer International and the group will sign a Letter of Agreement that details terms of the contract, including budget, goals, objectives, reporting requirements and passing on the gift plans.
2. Heifer will provide the animals needed or will assist the group in buying good animals locally.
3. Progress and financial reports are required twice a year and Heifer will provide guidelines for annual self-evaluation.
4. Heifer will schedule transfer of funds at appropriate intervals based on the project needs, fund availability and receipt of required reports.
5. Audits are required for projects that receive \$25,000 or more in one fiscal year. Heifer International may, however, request a financial audit of projects regardless of the level of funding.

Heifer International is a worldwide organization financed by voluntary contributions. Heifer provides animals along with training and related services to groups of people who have organized to improve their own lives.

For further information, contact the nearest Heifer International office or write to:

Heifer International  
One World Avenue  
Little Rock, AR 72202  
Phone: 501-907-2600  
Fax: 501-907-2602