



Youth in Thailand are trained on water quality and river ecosystem monitoring to build awareness and appreciation for a healthy catchment, which provides valuable natural resources.

Winrock International 2013 Global Projects & Financial Statement



WINROCK
INTERNATIONAL

*Labor-based rehabilitation
of infrastructure provides
thousands of jobs in Uganda
and builds a foundation for
long-term development.*



Photo: Todd Shapera

Message from the board

On behalf of my fellow board members, I'd like to thank you for taking the time to learn more about Winrock's mission and work. Thanks to the partnership between our dedicated staff, local communities and leaders, Winrock is helping to advance environmental, agricultural and human capital development in both the United States and more than 50 countries around the world. We're proud of our current work as well as our legacy of improving the lives and livelihoods of millions of people around the world.

This report will bring you up to date on some exciting developments at Winrock, and give you a glimpse into where the organization is headed under our new President and CEO, Rodney Ferguson.

In 2013, we reached a critical moment in Winrock's history: Frank Tugwell retired after more than 14 years at the helm. Under Frank's stewardship, Winrock experienced unprecedented programmatic and financial growth. My fellow board members and I recognized that finding the ideal successor would be a challenge. We needed a leader with extraordinary strategic planning and management skills to build on the successes of the past and take Winrock forward. After an extensive search, we found him.

Rodney Ferguson assumed leadership of Winrock International in April 2013. For 20 years, Rodney worked as one of the country's leading consultants on business strategy and communications for the nonprofit sector. He has guided major foundations, philanthropic organizations and universities in planning and executing their strategic initiatives. Rodney's commitment to personal and institutional integrity reflects Winrock's longstanding and unwavering pursuit of organizational excellence and environmental sustainability. In his first year at Winrock, Rodney initiated strategic planning and organizational



Board Chair Betsy Campbell

development processes that are strengthening our ability to advance our mission.

We are fortunate to have exemplary leaders at all levels of our organization — from my colleagues on the board of directors to our global staff, whose ideas and expertise are crucial to Winrock's growth and success. In the pages of this report you will see that leadership in action.

We invite you to look at our global projects and learn more about Winrock's innovations in agriculture, climate change, clean energy and leadership development.

As we move through fiscal year 2014, we look forward to working with our partners in the U.S. and around the world to help people lead the transformation of their lives, their organizations and their societies.

A handwritten signature in black ink that reads "Betsy Campbell".

Elizabeth (Betsy) Campbell,
Winrock International Board Chair



Rodney Ferguson (center) visits Baikka Beel, 100 hectares of wetland in Bangladesh — established as a permanent sanctuary.

Message from the President

In April 2013, I was honored with the opportunity to lead Winrock International, an organization with a reputation for innovation, entrepreneurialism and successful program executives around the world and in the U.S.

The development sector is a rapidly changing environment and will require leadership that is nimble, adaptable and accountable. As we focus on the task ahead, I look forward to leading Winrock to reach its strategic goals while maintaining a balance with current project implementation.

Looking ahead, Winrock will be a leader in three key areas:

Effectively implementing projects in the field.

Even as we work to identify Winrock's strategic direction in the coming years, we must renew our focus on how we effectively implement Winrock's current projects in the field. This has been a common theme heard from our funders and partners and is embodied by the efforts at the U.S. Agency for International Development (USAID).

For our staff in the field to be leaders in the communities they strive to empower, Winrock must in turn empower our field staff with the resources necessary to excel.

Renewing our focus on areas where Winrock has traditionally excelled, such as water, climate and human capital development.

Many of the traditional issues that Winrock is addressing around the world continue to be a common thread running through and affecting other challenges. Access to reliable water sourc-



Ferguson visits with elementary school children in Nam Dinh province in Vietnam. The children participated in a drawing competition on climate change knowledge and their hope for the future.

es comes to mind immediately, as does climate change and human capital development.

Much of the world's poor lack basic water services for essential daily undertakings such as drinking, hygiene, farming and small business activities. By renewing our focus on integrated water services coupled with supporting programs in health, livelihoods and the environment, Winrock will continue to be a leader in sustainably improving people's income, food security and resiliency. We will also be a major player in climate adaptation and continue to develop human capital.

Applying lessons learned around the world.

We are increasingly seeing challenges that surround immense problems that know no borders. Access to clean water and climate change, for example, are just as pressing — or soon will be — in the United States as they are in many parts of the world.

People may be divided by ethnicity. Nations may be divided by geography. Beyond these divi-

sions, however, exists another certainty: we are united by the same global struggles. I'm energized about the potential for Winrock to continue to apply here at home the lessons we learn in places such as Asia and Africa.

Winrock International has been recognized as a leader in international development for years, which is one of the qualities, in fact, that attracted me to this position. As the world changes, and the problems we face evolve, one thing will remain constant — Winrock's resolve to be a leader in implementing global solutions. I look forward to leading this organization in building upon the successes of the past to shape our planet's future.

Rodney Ferguson

Rodney Ferguson
Winrock International President & CEO

2013 Contributions

General Contributors

INDIVIDUALS/FAMILIES

\$5,000 & Above

Neva Goodwin

\$1,000 to \$4,999

Abby & George O'Neill Trust (Made possible by Abby & George O'Neill)

Brooks H. Browne

David W. Kaiser & Rosemary Corbett

Elizabeth Havener

\$100 to \$499

Patricia Mackiw

FOUNDATIONS

Anonymous

Rockefeller Brothers Fund

NONPROFITS

Rockefeller Philanthropy Advisors

Project Funders

INDIVIDUALS/FAMILIES

\$10,000 & Above

Doreen M. Dowswell

\$5,000 to \$9,999

Caitlin Dowswell

David W. Dowswell

Drew Flaherty

Lindsey S. Dowswell

Nicole Dowswell

Richard Dowswell

Steven R. Dowswell

\$500 to \$4,999

Anonymous (5)*

Billy Blann - Blann Properties

Carol Michaels O'Laughlin*

David Kaiser & Rosemary Corbett

David Norman*

Fidelity Charitable Gift Fund*

Halina Zaleski

Hendrik Knipscheer*

Jack Reynolds

Jennifer Butkevich*

Jerry H. Grant

John L. Hill

Joyce Cacho

Ken & Dolores Blackmon

Marguerite Penland Wray

Mary Harris*

Ray & Brenda Traylor

Rodney Ferguson*

William Campbell

\$100 to \$499

Anonymous (12)*

Ashlee N. Black

Barbara Lee Ebs*

Christopher Brown*

David Harrison*

David St. Louis

Elaine E. Grings

Farook Taufiq

Gregory & Lisa Davis

Heather Britt*

Konnie Andrews*

Lisa Davis*

Lloyd Ziegler

Martha Saldinger*

Megan Davenport*

Michael Lowery

Michelle Deininger*

Nona Fisher*

Patrick Williams*

Richard C. Pillsbury, MDPA

Robert Maddock

Sarah Staley*

Stephanie Keegan*

Susan Varno*

Tim & Karen Webb

\$99 & Below

Alexander Labinov*

Andrew A. MacGregor*

Angelina McIntire*

Angi Neal

Anonymous (7)*

Barbara Creasy*

Charles T. Mitchell

Daniela Susana Vazquez*

Erin Watson*

Eva Christensen

Fay Ellis*

Glen & Penny Owens

Guy & Sheryl Taylor

H. Jesse Dubin*

Isabella Beirer*

Jaime Jarvis*

Joe Dale*

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CORPORATIONS

Ace Development Bank
 Anchor Packaging
 Apex Redi-Mixed Concrete Company
 Applied GeoSolutions, LLC
 Berkeley Air Monitoring Group
 Blue Strategies, LLC
 BMB Mott MacDonald
 Carana
 Cargill, Inc.
 Chemonics
 Cheniere Energy, Inc.

Clean Energy Development Bank Ltd.
 Climate Focus
 DAI
 Deltic Timber Corporation
 DRST Properties LLC
 Ecofys B.V.
 Electra, Inc.
 Energy and Security Group, LLC (ESG)
 Energy Development Corporation
 Entergy
 ERG (Eastern Research Group, Inc.)
 First Financial Bank
 FMO (Nederlandse Financierings-Maatschappij
 Voor Ontwikkelingslanden N.V.)
 Frankfurt School of Finance & Management
 General Electric
 Hepco, Inc.
 Hydrodec Group PLC
 IMC Worldwide Ltd.
 Indo Wind Power Holding Pte Ltd.
 International Resources Group (IRG)
 Japan Tobacco International (JTI)
 Jerry Langley Oil Company, LLC
 Korea Research Institute of Climate Change
 Countermeasure Strategies (KRICCS)
 Land O'Lakes
 Marmik Oil Company
 Medic Pharmacy, Inc.
 Mendez England and Associates, Inc. (ME&A)
 Milam Construction Co.
 Murphy Oil Corporation
 National Grid Corporation of the Philippines
 (NGCP)
 Nike, Inc.
 Norsk Energi
 Pet Solutions, LLC
 PICA de Hule Natural SA
 Purdy Chocolates
 Quezon Power (Philippines), Limited Co. (QPL)
 San Miguel Corporation
 Shuler Drilling Company, Inc.
 Simmons 1st Bank El Dorado
 South Arkansas Eye Clinic PLLC

South Arkansas Women's Clinic, PLC
 Southern Bancorp Bank
 Special Events Consultants
 Stratus Consulting, Inc.
 SunDancer
 Sunpower Corp.
 Sustain:Green
 Sustainable Energy and Technology
 Management Ltd. (SETM)
 Tameer Microfinance Bank Ltd.
 Tetra Tech
 Tetra Tech ARD
 Tetra Tech EM Inc.
 Tetra Tech ES, Inc. (PA Government Services)
 The Prasino Group Inc.
 Union Power Partners LP
 Weyerhaeuser Giving Fund

FOUNDATIONS

Aboitiz Foundation, Inc.
 Argidius Foundation
 ECLT Foundation
 Energy Foundation
 Gannett Foundation
 George H. Dunklin Jr. Charitable Foundation
 Great Lakes Protection Fund
 Jacobs Foundation
 Kresge Foundation
 Margaret A. Cargill Foundation
 New Hampshire Charitable Foundation
 Oak Foundation
 One Meralco Foundation
 Packard Foundation
 Plum Creek Foundation
 Rockefeller Brothers Fund
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 Schmidt Family Foundation
 South Arkansas Community College Foundation
 SunPower Foundation
 Surdna Foundation
 The Coca-Cola Foundation

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Project Funders

FOUNDATIONS (continued)

The Kresge Foundation
The Murphy Foundation
The Putnam Foundation
Union County Community Foundation
United Nations Foundation
Vincent and Zenaida Seid Foundation
W.K. Kellogg Foundation
Wallace Genetic Foundation
Wal-Mart Foundation
Walton Family Foundation
William J. Clinton Foundation
Women's Foundation of Arkansas
World Cocoa Foundation

GOVERNMENT AGENCIES

Arkansas Department of Workforce Education
Arkansas Economic Development Commission
Energy Office
Arkansas Science & Technology Authority
(ASTA)
California Energy Commission (CEC)
Delta Regional Authority
DFID (Dept for International Development)
Federal Ministry for the Environment, Nature
Conservation and Nuclear Safety (BMU)
Government of Norway
Guyana Forestry Commission
Liechtenstein Development Service (LED)
National Aeronautics and Space Administration
(NASA)
National Science Foundation
Ontario Ministry of Agriculture, Food and Rural
Affairs (OMAFRA)
Philippines Department of Energy
San Francisco Planning Department
SNV (Netherlands Development Organization)
State of Arkansas
U.S. Agency for International Development
(USAID)
U.S. Agency for International Development
(USAID)/Bangladesh

U.S. Agency for International Development
(USAID)/Cambodia
U.S. Agency for International Development
(USAID)/Caucasus
U.S. Agency for International Development
(USAID)/Colombia
U.S. Agency for International Development
(USAID)/East Africa
U.S. Agency for International Development
(USAID)/Ethiopia
U.S. Agency for International Development
(USAID)/Georgia
U.S. Agency for International Development
(USAID)/Ghana
U.S. Agency for International Development
(USAID)/Guatemala
U.S. Agency for International Development
(USAID)/Guinea
U.S. Agency for International Development
(USAID)/Kenya
U.S. Agency for International Development
(USAID)/Mali
U.S. Agency for International Development
(USAID)/South Sudan
U.S. Agency for International Development
(USAID)/Vietnam
U.S. Department of Agriculture (USDA)
U.S. Department of Agriculture (USDA)
Commodity Credit Corporation (CCC)
U.S. Department of Agriculture (USDA) National
Institute of Food and Agriculture (NIFA)
U.S. Department of Agriculture (USDA) Natural
Resources Conservation Service (NRCS)
U.S. Department of Agriculture (USDA) Natural
Resources Conservation Service, Commodity
Credit Corporation (NRCS CCC)
U.S. Department of Agriculture (USDA) Office of
Advocacy and Outreach
U.S. Department of Agriculture (USDA) RBEG
U.S. Department of Agriculture (USDA) Risk
Management Agency
U.S. Department of Agriculture (USDA) Risk
Management Agency (RDA)
U.S. Department of Agriculture (USDA) Rural
Housing Service
U.S. Department of Agriculture (USDA) Rural
Utilities Service (RUS)
U.S. Department of Commerce

U.S. Department of Commerce Economic
Development Administration (EDA)
U.S. Department of Energy (DOE)
U.S. Department of Housing and Urban
Development (HUD)
U.S. Department of Labor (DOL)
U.S. Department of State (DOS)
U.S. Department of State Bureau of Democracy,
Human Rights and Labor
U.S. Environmental Protection Agency (EPA)
U.S. Small Business Administration (SBA)
Women's Foundation of Arkansas

MULTILATERALS

Asian Development Bank (ADB)
European Commission (EC)
European Union (EU)
United Nations Development Programme
(UNDP)
World Bank

NONPROFITS

ACDI/VOCA
Alliance for Sustainable Energy
American Association of University Women
Arkansas Association of Two-Year Colleges
Centre for Rural Technology, Nepal (CRT)
Christopher Dowsell Scholarship Fund
Climate and Land Use Alliance (CLUA)
Climate Trust
COMIFAC (Commission des Forets d'Afrique
Centrale)
Delta Institute
Education Development Center, Inc. (EDC)
Environmental Defense Fund
FamilyFarmed.org
Farm Credit Council
FHI 360
Global Alliance for Clean Cookstoves
GlobalGiving*
Great Lakes Protection Fund

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Havener Fund
Hivos
Hivos Regional Office Southeast Asia
Katalyst
Land Trust Alliance
MBA-Nonprofit Connection
New England Farmers Union Education Foundation (NEFUEF)
Rainforest Alliance
Relief International
Royal Society for the Protection of Birds (RSPB)
Rural Support Programmes Network (RSPN)
Sasakawa Africa Association
South Asian Network for Development and Environmental Economics (SANDEE)
Swisscontact
The Meridian Institute
Urban Sustainability Directors Network
Verified Carbon Standard (VCS)
Washington Grantmakers
World Resources Institute, Inc. (WRI)
World Wildlife Fund (WWF)
World Wildlife Fund (WWF) Germany
Wuppertal Institute for Climate, Environment and Energy (WISIONS)

OTHER REGIONAL & INTERNATIONAL AGENCIES

ECOWAS Regional Centre for Renewable Energy and Energy Efficiency (ECREEE)

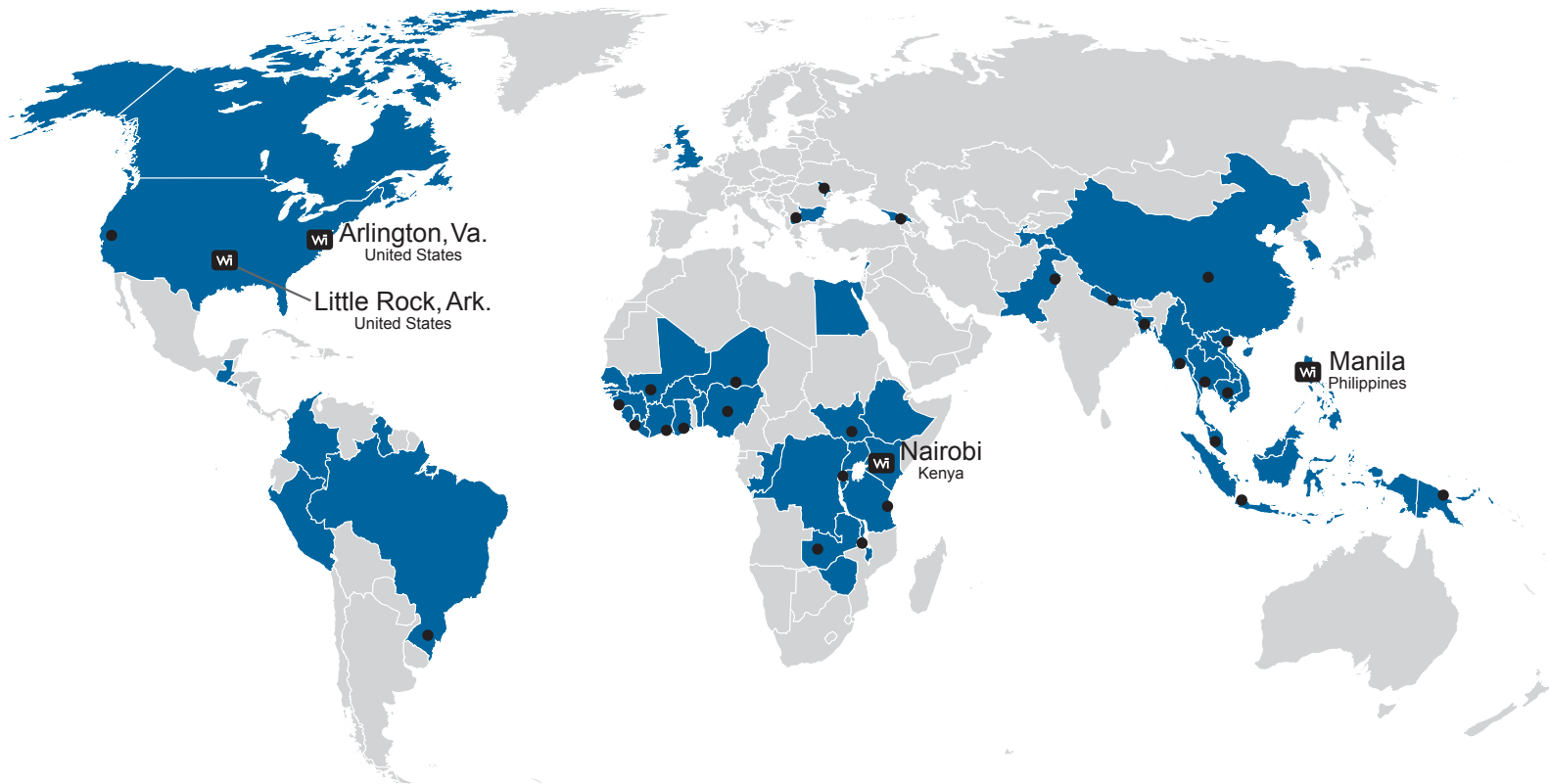
UNIVERSITIES

Florida International University (FIU)
Michigan State University
South Arkansas Community College
University of Illinois
Wageningen University



In West Africa, multiple-use water services, via solutions such as this rope pump, allow poor rural households to improve not only access to water, but their health, hygiene, food security and income.

Winrock International at a Glance



Winrock principal and regional offices • Other Winrock offices ■ Winrock project locations

242
projects in
55
countries

872 total
Winrock
employees

171 U.S.-
based
employees
701 field-
based
employees

88%
allocated to
program
expenses

12%
allocated to
general &
administrative
expenses

*Winrock office locations, number of projects, countries, and employees, and percentage allocations are as of December 31, 2013.

Principal Offices

2101 Riverfront Drive | Little Rock, AR 72202-1748 | T 501.280.3000 F 501.280.3090
2121 Crystal Drive, Suite 500 | Arlington, VA 22202-3706 | T 703.302.6500 F 703.302.6512

www.winrock.org | information@winrock.org



A farmer in Pakistan uses new packaging techniques to protect and extend the shelf life of his produce.

2013 Global Projects

GLOBAL & REGIONAL

Farmer-to-Farmer Leader with Associates

Provide U.S. volunteer expertise to generate broad-based economic growth in targeted agricultural sectors.

Countries: Burma (Myanmar), El Salvador, Guatemala, Mali

Farmer-to-Farmer for Food Security

Leverage U.S. volunteer assistance to increase agricultural sector productivity and profitability, and strengthen agricultural sector institutions to benefit improved food security in target countries.

Countries: Bangladesh, Burma (Myanmar), Ethiopia, Guinea, Nepal

Hydrodec Methodology

Coordinate the American Carbon Registry public consultation and scientific peer review process for a Reduction in Emissions from the Recycling of Transformer Oil methodology.

Countries: United Kingdom, United States

Accelerating Multiple-Use Water Services for the Poor

Increase visibility, funding and partnerships for multiple-use water services expansion by targeted advocacy, including the U.S. Water Partnership.

Countries: Global

Advancing REDD+* Policy and Practice

Strengthen and influence the capacity of practitioners and policymakers on Reducing Emissions from Deforestation and forest Degradation (REDD+) in developing countries.

Countries: Global

Biofuel Umbrella Agreement

Perform analysis on updating land conversion emissions factors and associated uncertainty estimates, and perform additional land-use change modeling for the U.S. Environmental Protection Agency.

Countries: Global

Clean Energy IDIQ non-CPC

Provide technical assistance to address the growing demand and use of clean energy services in developing countries.

Countries: Global

Climate & Land Use: Gross-Net

Clarify the difference between gross versus net deforestation and emissions, and why making this differentiation is important for policies related to climate change mitigation.

Countries: Global

* REDD: Reducing Emissions from Deforestation and Forest Degradation

REDD+: Reducing Emissions from Deforestation and Forest Degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries.

Cookstove Capacity Building and Technical Assistance

Promote effective approaches to increase the use of clean, reliable, affordable, efficient and safe home cooking and heating practices.

Countries: Global

DFID Global Evaluation Framework Agreement

Ensure efficient and effective consultancy services for the design and implementation of evaluations across U.K. Department for International Development's programmes.

Countries: Global

EC 2010 Biofuel Sustainability Evaluation Report

Evaluate the sustainability of biofuels, within the European Union and in developing countries, based on sustainability criteria, impacts on social sustainability, impacts on land-use and food security, local environmental impacts and biodiversity.

Countries: Global

FCPF REDD+* Methodology Support

Support REDD countries in their readiness preparation, and, in particular, benefit those countries that are considering the development of programs for the Forest Carbon Partnership Facility Fund.

Countries: Global



Youth in Cambodia are empowered to fight trafficking in persons (TIP) through training about human trafficking, safe migration and dissemination of information.

GACC Forum Planning 2

Support the Global Alliance for Clean Cookstoves in planning and execution of the 2013 Alliance Forum.

Countries: Global

Global Business Trade and Investment Program (GBTI)

Assist the U.S. Agency for International Development (USAID) missions and bureaus to engage in business, trade and investment work, and related sector reform projects, and promote knowledge management and best practices.

Countries: Global

Global Water for Sustainability (GLOWS)

Provide assistance for integrated water resources management and multiple-use water services.

Countries: Global

GOFC-GOLD Training

Develop Global Observation of Forest and Land Cover Dynamics (GOFC-GOLD) technical guidance materials to enable countries to implement the approaches they choose to develop reference levels and measurement, reporting and verification systems for REDD+*.

Countries: Global

* REDD: Reducing Emissions from Deforestation and Forest Degradation

REDD+: Reducing Emissions from Deforestation and Forest Degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries.

IFC Agribusiness EHS Guidelines

Review International Finance Committee's (IFC) Agribusiness Environmental, Health, and Safety (EHS) Guidelines on plantation crop production, annual crop production, and vegetable oil processing and update them to reflect current industry practice.

Countries: Global

Modernizing Extension and Advisory Services

Establish institutional capacity to promote rural innovation necessary to achieve sustainable food security, reduce poverty, conserve natural resources and address other rural problems.

Countries: Global

NICFI Umbrella Agreement

Provide expertise and assessments to the Norwegian Ministry of the Environment via the Meridian Institute on a number of task orders to assist in the Government of Norway's International Climate and Forest Initiative (NICFI).

Countries: Global

Operation of the EU Sustainability Scheme

Estimate the environmental sustainability risks involved for raw biofuel materials not covered by existing mitigation provisions for soil-, air- and water-related risks in the European Union (EU).

Countries: Global

Renewable Energy Leader with Associates Award

Promote energy efficiency and renewable energy supplies to assist developing countries to reduce their greenhouse gas emissions.

Countries: Global

Rockefeller Foundation Innovation Award

Promote a clear and concise methodology for multiple-use water services in developing countries.

Countries: Global

Technical and Outreach Support Services for AgSTAR

Reduce methane emissions from agricultural, industrial and domestic wastewaters, among other sectors.

Countries: Global

Tenure and Global Climate Change

Identify and test models that strengthen resource tenure governance and property rights as they relate to successful global climate change (GCC) mitigation and adaptation interventions in developing countries.

Countries: Global

Updating Land Conversion Emission Factors

Continue work with the U.S. Environmental Protection Agency to refine its analysis on updating land conversion emissions factor and associated uncertainty estimates.

Countries: Global



Demonstration ponds in Bangladesh are used to train farmers how to sustainably harvest fish, in order to preserve forest resources in the country's Sundarbans forest reserve.

USAID – Clean Energy IDIQ

Support efforts to improve access to reliable and affordable clean energy; improve regulation and governance in the energy sector; and demonstrate the use of innovative and more efficient technologies and business models in developing countries.

Countries: Global

USAID – Evaluation IQC

Provide the U.S. Agency for International Development (USAID) with technical and advisory services for evaluation activities worldwide, at the mission (operating unit), bureau and agency levels.

Countries: Global

USAID – Global Climate Change Carbon Reporting Initiative

Assist the U.S. Agency for International Development (USAID) in reporting the climate change impact of forest-based activities worldwide by developing and implementing a set of innovative, web-based tools with high scientific integrity.

Countries: Global

USAID – Infrastructure Umbrella Agreement

Provide expertise and carry out assessments and implementation activities, as part of a consortium, for the U.S. Agency for International Development (USAID) for clean energy projects upon request.

Countries: Global

USAID – Prosperity, Livelihoods & Conserving Ecosystems (PLACE) IQC

Increase social, economic and environmental benefits through healthy ecosystems and sustainable resource management.

Countries: Global

USAID – Strengthening Tenure and Resource Rights (IQC)

Address resource tenure issues in support of key U.S. government strategic objectives and provide technical assistance in response to the needs and opportunities available for improving security of property rights and increasing land access.

Countries: Global

Verified Carbon Standard AFOLU Steering Committee

Serve on the committee to manage the requirements for crediting projects that curb emissions or sequester carbon in agriculture, forestry and other land-use (AFOLU) for the Verified Carbon Standard (VCS).

Countries: Global

WASHplus: Supportive Environments for Healthy Communities

Support the delivery of high-impact interventions in water supply, sanitation and hygiene (WASH), and indoor air pollution in developing nations.

Countries: Global

World Bank: Landscapes

Identify existing and emerging approaches that could be a basis for developing a landscape-based emissions/carbon stock baseline.

Countries: Global

Small Carbon Projects

Provide technical advice to a variety of organizations related to forests and carbon mitigation.

Countries: United States, Colombia

Achieving Reduction of Child Labor in Support of Education

Achieving Reduction of Child Labor in Support of Education (ARISE) helps reduce/eliminate child labor in tobacco growing in Malawi and Brazil through an integrated program of education, livelihoods and child-labor monitoring.

Countries: Brazil, Malawi

ASIA

Asia Farmer-to-Farmer

Leverage U.S. volunteer assistance to increase agricultural sector productivity and profitability, and strengthen agricultural institutions in target countries.

Countries: Bangladesh, Burma (Myanmar), Nepal

Lowering Emissions in Asia's Forests (LEAF)

Achieve meaningful and sustained reduction of greenhouse gas emissions from the forestry/land-use sector in Asia.

Countries: Cambodia, Laos, Malaysia, Papua New Guinea, Thailand, Vietnam



Alternative income-generating options, such as eco tours, help improve the conservation and governance of priority forest landscapes in Cambodia to mitigate climate change and conserve biodiversity.

BANGLADESH

Actions for Combating Trafficking in Persons (ACT)

Build capacity to fight human trafficking and forced labor in Bangladesh.

Climate Resilient Ecosystems and Livelihoods (CREL)

Improve governance of natural resources and biodiversity, and increase resilience to climate change through improved planning and livelihoods diversification.

Cold Chain Bangladesh Alliance

Increase the availability, access and use of domestically produced and nutritious foods, and sustainably reduce poverty and hunger in Bangladesh.

Gender Intervention in Fresh Water Prawn Sector

Design interventions to empower women through improved status as economic agents and decision makers in different stages of the prawn value chain.

Rural Enterprise for Alleviating Poverty (REAP)

Strengthen the capacity of local private sector input, output and service providers, to increase the productivity and profitability of small ponds and marginal land.

CAMBODIA

Cambodia Sustainable Forests and Biodiversity (SFB)

Improve conservation and governance of priority forest landscapes to mitigate climate change and conserve biodiversity.

Counter Trafficking in Persons Program (CTIP)

Improve the ability and readiness of Cambodian institutions to prevent and prosecute all forms of trafficking in persons (TIP) and protect and assist survivors of TIP.

CHINA

Environmental Sustainability and Stewardship

Empower environmental non-governmental organizations and community-based organizations to mobilize communities in Sichuan and Yunnan provinces and increase awareness and accountability with respect to local issues.

Strengthening Environmental NGOs

Build the capacity of environmental NGOs in three ecologically vulnerable Southwestern provinces to better support the government in areas of need and develop and adopt solutions to local environmental problems.

TSERING

Tibetan Sustainable Environmental Resources for Increased Economic Growth (TSERING) preserves cultural traditions and promotes sustainable development and environmental conservation in Tibetan communities of southwest China.

INDONESIA

CIRCLE

Capacity for Indonesian Reduction of Carbon in Land use and Energy (CIRCLE) provides energy for rural communities with the technical experience of private renewable energy developers and the agricultural knowledge of the Indonesian palm oil sector.

Climate Project Feasibility Sebangau Indonesia

Assist World Wildlife Fund to develop a carbon project that would be eligible for registration under the Voluntary Carbon Standard, in combination with the Climate, Community and Biodiversity Standard.

Clinton Foundation REDD*+ Project

Provide technical assistance to the Lamandau River Wildlife Reserve buffer zone REDD+ project.

* REDD: Reducing Emissions from Deforestation and Forest Degradation

REDD+: Reducing Emissions from Deforestation and Forest Degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries.



Brian Bean

Deputy Chief of Party,
Lowering Emissions in
Asia's Forests (LEAF)

In your own words, what does Winrock's mission mean to you?

"Winrock's mission is unique in that we're not just about conservation or just about economic growth, but rather we look for integrated, lasting solutions that help those in need."

What are some of the greatest challenges of Winrock's global work, and how have you overcome them?

"Winrock faces different challenges in every country in which we work. There are no magic, one-size-fits-all solutions, so we focus on building relationships with a range of stakeholder groups to support collaborative processes that are owned by our local counterparts and last well beyond the period of our support."

Many global issues can seem so formidable. How important is innovation and leadership when tackling these problems?

"With issues like globalization and climate change compounding development challenges, innovative new solutions are required. Leaders have to find integrated solutions, often involving multi-sectoral teams."



Janis Williams

Senior Human Resources
Advisor

In your own words, what does Winrock's mission mean to you?

"Winrock's mission means paying it forward. Our staff all around the globe lives out the true meaning of this phrase daily. Winrock staff takes their expertise into undeveloped and underdeveloped locations sharing their knowledge and skills in order to help the people in those communities become self-sufficient, self-sustaining environmental stewards. As those individuals gain more knowledge they then transfer that knowledge on to others in their communities, and those individuals pass it on until hundreds in that community have been touched in some way by our mission to empower the disadvantage, increase economic opportunity, and sustain natural resources."

How do you perform as a leader in your job to fulfill Winrock's mission?

"I support the Office of the President and New Business Services Unit. In this role, I perform as a leader to fulfill Winrock's mission by working as an active business partner with staff on human resource issues. I ensure their HR needs and concerns are met so they can focus on leading Winrock and securing new business opportunities for the organization."

on leadership



**Martha
Momanyi
Omambia**

Chief of Party & Project
Director, Yes Youth Can!

In your own words, what does Winrock's mission mean to you?

"Changing the lives of people and making a difference in the way people respond to their daily challenges."

How do you see Winrock's mission evolving in the future, and what kind of leadership will be required?

"Engagement with private partners, local government and addressing the capacity of local communities. This requires leadership with an inclusive perspective, skills to engage with partners, and a communication strategy that supports these engagements."

What does leadership mean to you?

"Leadership is service to humanity in all aspects of a person's competences, passions, and commitments, and allowing a following that is influenced by the leadership to pass on the mantle."



**Martha
Saldinger**

Senior Program Officer,
Empowerment & Civic
Engagement

How do you perform as a leader in your job to fulfill Winrock's mission?

"I have the good fortune to be able to work with amazing colleagues and partners here in the U.S. and in South Sudan to improve education. I think I am at my best as a leader when I am actively listening, encouraging creative problem solving, and helping others around me to do the same."

Tell us about a moment when you saw a direct impact of your work on the people Winrock helps.

"I was interviewing secondary school girls in South Sudan who had received support to attend school. The very fact that these girls were still in school was a huge accomplishment. In a country with a population of more than 12 million, there were fewer than 15,000 girls in secondary school in the whole country! They spoke about their dreams and hopes for the future, and I imagined that their daughters and sons would be encouraged to complete their education and contribute to the development of the newest nation on earth."

What are some of the greatest challenges of Winrock's global work, and how have you overcome them?

"Development work is fraught with challenges from the mundane to the profound. But, when it comes down to it, I believe that the lack of education amongst vast swaths of the people on our planet hinders every other challenge we have. Clearly that is not a challenge that I can personally overcome. But I do feel that my effort to support our education programs is chipping away at this challenge."



In the Tibetan communities of southwest China, new technology is being used to preserve cultural traditions, as well as promote sustainable development and environmental conservation.

Indonesia Carbon Monitoring System

Provide technical assistance and training for collecting field data on forest carbon stocks and carbon impacts of degradation.

Indonesia Clean Energy-Integrated Deployment

Demonstrate the economic viability of an integrated approach to deploying renewable energy and energy efficient technologies in an effort to accelerate clean energy market opportunities.

Indonesia Wind Farm

Conduct a wind resource assessment to evaluate wind energy potential for large-scale wind farm development.

Indonesia: Iconic Island Sumba 100% Sustainable

Obtain in-depth data for the island of Sumba which will allow Hivos to prepare for the implementation of the Iconic Island project.

Indonesia: LRWR REDD+* Project – Phase II

Provide technical assistance to the Lamandau River Wildlife Reserve buffer zone REDD+ project and help develop project design documents for registration under the Voluntary Carbon Standard.

Methodology Approval Assistance for Sebangau Project

Develop a methodology appropriate for the Sebangau baseline scenario and project activity type that is applicable to the Verified Carbon Standard (VCS).

North Sulawesi Smallholder Coconut Development Program

Distribute 20,000 high-quality coconut seedlings and provide training in good agricultural practices to smallholder farmers in North Sulawesi.

Solar Photovoltaic Water Pumping in Sumba

Develop better living standards and better welfare, supported by greater access to water and energy in selected villages in Sumba.

Sumba Iconic Island

Achieve 95 percent electrification ratio on the island of Sumba by 2025, using an energy supply provided by 100 percent new and renewable energy resources.

Sumba PV for Schools & Water Pumping

Develop better living standards and improved welfare of farmers supported by greater access to energy.

Wind Farm Timor

Perform wind resource assessments to evaluate wind energy potential for large-scale wind farm development.

Wind Resource Assessment Indonesia

Perform wind resource assessments, including of existing towers, to evaluate wind energy potential for large-scale wind farm development.

SOUTH KOREA

Korea Offset Supply Forecast

Conduct research to forecast carbon offset supply in South Korea.

NEPAL

Energy for All

Increase access to clean and affordable energy to impoverished communities in Nepal.

Energy for All Investor Forum Nepal

Facilitate the forum, and mentor participating organizations on access to energy-project development.

Enhancing Capacity of Regional Testing & Knowledge Centers

Conduct capacity building and networking workshops, and train and conduct seasonal Kitchen Performance Tests (KPT) on improved cookstoves.

Gasification-Based Electrification for Rural Livelihoods

Pilot biomass gasification-based rural electrification in a community managed forest user group in Nepal.

* REDD: Reducing Emissions from Deforestation and Forest Degradation

REDD+: Reducing Emissions from Deforestation and Forest Degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries.

Improved Cooking Stove Use in Nepal

Expand the scope of Winrock's existing partnerships with government agencies, NGOs and rural financial institutions to promote improved cooking stoves.

International Mini Grid Workshop

Share the best practices of the most promising models for scaling up Mini Grid systems in selected developing member countries.

National Strategy to Cut Fossil Fuel Use

Prepare a strategy to cut in half the use of fossil fuel in Nepal within 10 years, while increasing awareness on climate change through the regional media, and securing government buy-in to implement.

Nepal Food Security: Agriculture

Improve food security and increase rural incomes in Nepal through agriculture, nutrition and sanitation activities.

Nepal: Integrated Renewable Energy Technology Promotion

Promote appropriate renewable energy technologies (RETs); improve rural communities' access to finance; and increase investment in RETs and other clean energy projects.

Nepal's Renewable Energy Subsidy Policy

Assess Nepal's renewable energy subsidy policy progress to help Nepal reach its stated objective.

Putnam Cookstove Project

Scale up the promotion and dissemination of improved cookstoves to reduce forest degradation, mitigate indoor air pollution, improve health, and reduce household energy expenses.

Renewable Energy End Use

Increase access to energy services and promote productive end uses by removing social, cultural and gender barriers, and creating favorable institutional and policy environments in the renewable energy sector.

Rural Access Programme

Increase the access of rural communities to energy with the use of various renewable energy technologies.

Rural Access Programme – Energy Project Phase II

Increase rural household access to renewable energy, replace the traditional fuel-based energy system with renewable energy savings technologies and increase incomes through savings on energy.

Switch Asia

Pioneer an innovative public-private partnership that fuels a commercially driven cycle of solid waste management.

UNEP Solar Home Systems

Expand solar home systems through credit financing and capacity building of financial institutions.

USAID Nepal's Education for Income Generation (EIG) Project

Increase access to literacy, skills training and jobs for out-of-school disadvantaged youth in Nepal.

PAKISTAN

Pakistan Agriculture and Cold Chain Development Project

Increase incomes by strengthening connections between farmers and markets in Pakistan.

Pakistan Domestic Biogas Programme

Install 14,000 domestic biogas plants in central Punjab.

Powering Milk Chilling Units with Biogas

Promote the use of electricity generated from biogas for running milk chilling and processing units.

Promotion of Tameer Micro Green Energy Company

Develop the partnership and business models between Tameer Bank and Micro Green Energy Company for promoting renewable energy services through micro finance.

PHILIPPINES

AMORE 3 Quezon Power SEED Project

Alliance for Mindanao and Multi-regional Off-Grid Renewable Energy (AMORE) 3 jointly develops and implements a school electrification and distance education project in the Cagbalete Elementary School.

AMORE 3 Water Sanitation and Hygiene Project

Alliance for Mindanao and Multi-regional Off-Grid Renewable Energy (AMORE) 3 jointly develops and implements Water Sanitation and Hygiene (WASH) projects in select communities of Mindanao.

AMORE 3 Solar Schools

Alliance for Mindanao and Multi-regional Off-Grid Renewable Energy (AMORE) 3 helps electrify schools and provide students with improved access to education through distance education technologies and materials.

AMORE Davao Solar Electrification Project

Alliance for Mindanao and Multi-regional Renewable/Rural Energy Development (AMORE) jointly implements solar electrification activities in remote, unserved communities in areas where Aboitiz Foundation and corporate business units are focused.

AMORE San Miguel SEED Project

Alliance for Mindanao and Multi-regional Off-Grid Renewable Energy (AMORE) helps electrify and implement distance education projects in Kalonkambing Elementary School and Edsa Elementary School.

AMORE South Cotabato Micro Hydro Power Projects

Alliance for Mindanao and Multi-regional Renewable/Rural Energy Development (AMORE) completes the remaining works and commissioning of two micro hydro power systems in two sites.

AMORE Verde Island SEED Project

Alliance for Mindanao and Multi-regional Renewable/Rural Energy Development (AMORE) jointly develops and implements the school electrification and distance education project for the Verde Island Elementary Schools with One Meralco Foundation.

Cagbalete School Electrification

Develop a solar photovoltaic-powered water pumping system to improve Cagbalete Island's access to safe water, thereby leading to better health and an improved quality of life for the residents.

Cagsiay SEED Project

Develop and implement a school electrification and distance education project in Cagsiay III Elementary School.

E-RAISED

Expanded Romblon Agricultural Improvement for Sustainable Economic Development (E-RAISED) enhances productivity of existing livelihoods and improves access to a potable water supply.

North Cotabato SEED Project

Develop and implement a school electrification and distance education project in the Puas Inda Elementary School and Datu Pedro Mantawil Elementary School.

Pangapuyan Island Safe Water Project

Protect and improve the sustainability of watersheds, increase access to water supply and sanitation services for the world's poor, and enhance productive uses of water.

Philippines AMORE

Alliance for Mindanao and Multi-Regional Renewable/Rural Energy Development (AMORE) strengthens household electrification, school electrification for improved basic education, and renewable-energy workforce development in Mindanao.

Philippines Clean Energy Policy

Mitigate climate change through the improved utilization of clean and renewable energy in power and transport.

Philippines Cold Chain Project (PCCP)

Improve agricultural productivity and increase incomes by strengthening connections between farmers and markets in the Philippines.

Upper Sepaka Micro Hydropower Project

Complete the construction of the weir, tailrace and powerhouse for the Upper Sepaka MHP project in Barangay Upper Sepaka, in Surallah, South Cotabato.

TAJIKISTAN

Family Farming Program for Tajikistan

Focus technical assistance on food-insecure communities of Sughd, Khatlon, Rasht Valley, and the Pamirs, to empower private farmer groups and improve productivity.



A Winrock volunteer inspects honeycombs in Ethiopia, where he trained beekeepers in bee biology, disease and pest control to improve honey quality and sales.



In Guinea, the growing needs of farms and agricultural organizations are addressed through building capacity of training and research institutions.

THAILAND

Wind Resource Assessment Thailand

Perform wind resource assessments, including of existing towers, to evaluate wind energy potential for large-scale wind farm development.

TIMOR-LESTE

Timor-Leste COCAR Evaluation Task Order

Evaluate the U.S. Agency for International Development-funded Consolidating Cooperative and Agribusiness Recovery (COCAR) project and make recommendations for future programming in the agriculture sector.

VIETNAM

USAID Vietnam Clean Energy Program

Provide technical assistance on the most cost-effective way for Vietnam to reduce greenhouse gas emissions through data-based planning, reduction in energy use in high energy intensity sectors and adoption of renewable energy.

Vietnam Forests and Deltas

Accelerate Vietnam's transition to climate-resilient, low-emission sustainable development.

Vietnam REDD* Technical Support

Determine if existing avoided-deforestation methodologies are applicable to the proposed REDD project around Cat Tien National Park, Vietnam.

EUROPE & EURASIA

BULGARIA

Bulgaria Green Investment Scheme Project

Provide technical assistance for the design of greening activities related to afforestation and the reduced occurrence and impact of forest fires under a Green Investment Scheme in Bulgaria.

GEORGIA

Enhancing Capacity for Low Emission Development Strategies

Support Georgia's efforts to pursue long-term, transformative development, and accelerate sustainable economic growth while slowing the growth of greenhouse gas emissions.

Georgia Watershed Conservation

Improve current and future lives in Georgia by using and managing natural resources more sustainably, including water, soil, vegetation and the ecosystems that encompass them.

* REDD: Reducing Emissions from Deforestation and Forest Degradation

REDD+: Reducing Emissions from Deforestation and Forest Degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries.

NATELI

New Applied Technology Efficiency and Lighting Initiative (NATELI) assists the Government of Georgia to promote renewable energy and efficiency to close the rural electrification gap.

Sustainable Hydropower Georgia

Support the sustainable development of Georgia's hydropower sector and promote increased involvement and influence from civil society in hydropower-related decision making.

MACEDONIA

Macedonia EC-LEDS

Overcome policy and regulatory barriers to low emission development strategies, renewable energy and energy efficiency technologies and industries in Macedonia.

MOLDOVA

ADVANCE

Empower Moldovan women to break the cycle of violence in their families and rebuild their identities and lives, and equip Moldovan citizens with the knowledge to protect and promote women's rights.

MEDA (Jobs for Youth)

Moldova Micro-Enterprise Development Activity (MEDA) strengthens and expands Winrock/Moldova's entrepreneurship training and development program and helps youth generate income for their families.

Moldova Employment

Moldova Employment and Entrepreneurship Education and Training Activity (MEETA) expands youth job creation and access, and introduces enterprise-training curriculum into the vocational education training school system.

LATIN AMERICA & THE CARIBBEAN

BRAZIL

Mata no Peito Brazil Forest Carbon Initiative

Design and implement a collaborative initiative with Nike and other partners for investment in Brazil forest carbon projects.

COLOMBIA

Colombia Clean Energy Program

Further the expansion of renewable energy sources and energy efficient practices in Colombia through a combination of project development support, technical assistance and policy reforms.

Colombia Nested REDD+*

Support accurate accounting for emission reductions, facilitate results-based funding, increase community and private-sector participation in REDD+ in Colombia, and ensure the sustainability of the National REDD+ Strategy in the future.

GUATEMALA

Climate, Nature and Communities in Guatemala

Support the development and implementation of national and sub-national REDD+* strategies in an effort to mitigate the impacts of climate change in Guatemala.

Pica de Hule SA, Guatemala, Assessing Carbon

Review and assist in finalization of the grouped project description document under the Verified Carbon Standard (VCS).

GUYANA

Guyana Forest Commission Consultancy

Support the Guyana Forestry Commission in its efforts to build a policy framework and build capacities in key areas at the institutional level to effectively implement REDD+* preparedness initiatives.

Guyana Forestry Commission Carbon Stock Assessment

Assist Guyana Forestry Commission to build capacity in Guyana and to undertake work on the ground component of a monitoring, reporting and verification system for REDD+*.

* REDD: Reducing Emissions from Deforestation and Forest Degradation

REDD+: Reducing Emissions from Deforestation and Forest Degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries.



Boreth Sun

Deputy Chief of Party,
USAID Supporting Forests
and Biodiversity Project

In your own words, what does Winrock's mission mean to you?

"I see Winrock's mission as helping local leaders and communities have vision, hope, knowledge and confidence to promote sustainable change and quality improvement in their lives."

How do you see Winrock's mission evolving in the future, and what kind of leadership will be required?

"Winrock's mission must remain relevant with global and current trends. Leadership should be adaptable, inclusive and responsive as the situation demands."

What motivates you to do this work?

"This one is personal. I once was in their shoes (of the people we help) and an opportunity given to me has changed my life. I [would] like to give this same opportunity to others in need."



Mary Renwick

Director, Water Innovation
Program

What does leadership mean to you?

"Leadership means creating a vision and inspiring and equipping others to translate that vision into reality. Other important ingredients are integrity, commitment, the ability to listen, a sense of humor, and a willingness to take risks."

How do you perform as a leader in your job to fulfill Winrock's mission?

"I try to create a vision, then inspire and equip others to turn that vision in reality. In the multiple-use water services portfolio, our vision is that people living in poverty have access to the water they need to live healthier, more productive lives and sustain the environment. I've worked together with an incredibly talented, committed and hardworking team and, through our collective leadership, we're changing the way water services are provided to people living in poverty."

Many global issues can seem so formidable. How important is innovation and leadership when tackling these problems?

"Innovation is key to identifying efficient and effective solutions that address some of the most formidable and intractable root causes of poverty. Leadership is essential to harness those innovative ideas and inspire and equip others to put them into action."

on leadership



Mananza Koné

Country Coordinator, Empowering Cocoa Households with Opportunities and Education Solutions (ECHOES), Côte d'Ivoire, West Africa

In your own words, what does Winrock's mission mean to you?

"My first thoughts are: self-sufficiency, empowerment and people matter."

How do you see Winrock's mission evolving in the future, and what kind of leadership will be required?

"Winrock works with individuals and communities in several areas to instill change and create better lives. I envision Winrock to become more of a leader in providing technical and organizational support to local and grassroots-level NGOs, as well as women and youth groups, in order to have them be viable links and networks for communities."

What are some of the greatest challenges of Winrock's global work, and how have you overcome them?

"Community ownership and mobilization amongst community members towards a common objective and opportunity is a great challenge. Our project activities are implemented at the community level, with a core group, with support from our staff. But community organization is one step that we emphasize to ensure that the project becomes part of the community dynamic, not a parallel."



Mary Grady

Director Business Development
American Carbon Registry (ACR)

What does leadership mean to you?

"To me, leadership embodies having a vision, inspiring others to believe in your vision, and motivating and empowering individuals to help achieve the vision. I believe that great leaders earn the respect of their team through the demonstration of hard work, intelligence, loyalty, humility, gratitude and humor. Most importantly, leaders can be found throughout all levels of an organization."

How do you perform as a leader in your job to fulfill Winrock's mission?

"American Carbon Registry supports the fulfillment of Winrock's mission by demonstrating the power of markets to accelerate transformational emissions reductions. Our clients and partners choose to work with us based on the technical and market knowledge of our team in addition to our reputation for integrity. Given this, I would say that my most important leadership contribution to ACR is to have helped to build an enterprise that has attracted immensely talented and bright individuals to join our group, all of whom are passionate about our mission and exude Winrock's core values."



Winrock helps withdraw and prevent children and youth from exploitative child labor and links them to educational services and job opportunities.

Guyana Forestry Commission Co-Benefits for REDD+*

Assist Guyana Forestry Commission to identify possible co-benefits to be incorporated into Guyana's proposed monitoring, reporting and verification system.

Guyana Forestry Commission Reference Level

Assist Guyana Forestry Commission to develop a National Reference Level for REDD+*.

PERU

Peru Forest Governance

Improve forest governance and environmental management, conserve sustainable tropical forest landscapes and increase forest-based livelihoods in Peru.

MIDDLE EAST & NORTH AFRICA

Farmer-to-Farmer Middle East and North Africa Region

Increase agricultural productivity and profitability of small-scale farmers through volunteer assistance.

Countries: Egypt, Lebanon

SUB-SAHARAN AFRICA

Sasakawa Africa Fund for Education

Introduce new mid-career graduate programs in extension education and degree training at African universities.

Countries: Benin, Burkina Faso, Ethiopia, Ghana, Malawi, Mali, Nigeria, Tanzania, Uganda

USAID West Africa Water, Sanitation and Hygiene Initiative

Introduce viable multiple-use water services that enable poor rural households to achieve sustainable and equitable improvements in access to water, health, hygiene, food security and income.

Countries: Burkina Faso, Mali, Niger

Africa LEAD

The Africa Leadership Training and Capacity-Building (Africa LEAD) program builds the capacity of men and women African leaders, institutions, and stakeholders to develop, lead and manage the structures needed for agricultural transformation in Africa.

Countries: Burundi, Ethiopia, Ghana, Kenya, Malawi, Mozambique, Rwanda, Tanzania, Uganda, Zambia

African Clean Cooking Energy Solutions – Quality Assurance

Develop an African Clean Cooking Energy Solutions (ACCES) Quality Assurance program for clean cooking solutions to improve the product quality and production capacity of manufacturers in Sub-Saharan Africa.

Countries: Democratic Republic of the Congo, Senegal, Uganda

Africa LEAD

The Africa Leadership Training and Capacity-Building (Africa LEAD) program organizes and manages training for African leaders and institutional capacity assessments for food security.

Countries: Ethiopia, Kenya, Rwanda, Tanzania, Uganda, Burundi, South Africa, Zambia, Zimbabwe

Christopher Dowswell Scholarship Fund

Provide scholarships to raise the education levels and incomes of agricultural extension workers, especially women.

Countries: Ethiopia, Mali, Nigeria

Farmer-to-Farmer for Agriculture Education and Training

Leverage U.S. volunteer assistance to increase agricultural sector productivity and profitability by strengthening the capacity of formal and informal agriculture, education and training (AET) institutions.

Countries: Guinea, Nigeria, Senegal

Farmer-to-Farmer West Africa

Field U.S. volunteer experts to raise productivity and production of farmers in West Africa, as well as supporting farmer access to markets or end-use processors.

Countries: Mali, Nigeria, South Sudan

CÔTE D'IVOIRE

CLASSE

Child Labor Alternatives through Sustainable Systems in Education (CLASSE) improves quality, safety and relevance in schools, and contributes to increased future work opportunities for children and families in Ivorian cocoa growing communities.

Family Support Scholarship Training

Provide training of trainers to agricultural extension agency staff who will implement the Family Support Scholarship Program.

UCADA School Garden Project

Strengthen the Union des Coopératives Agricoles du Département d'Akoupé (UCADA) school community's capacity to plan and develop its own school demonstration farm to serve the educational needs of the school and surrounding communities.

WCF ECHOES Côte d'Ivoire

Improve the quality and relevancy of education and livelihoods in Ivorian cocoa growing communities in cooperation with the World Cocoa Foundation (WCF).

DEMOCRATIC REPUBLIC OF THE CONGO

REDD+* Project Management Congo Basin

Provide assistance for building the institutional capacity of REDD+ practice and implementation in the Congo Basin.

Rice Value Chain Development

Improve the level of food security and living standards of people who cultivate rice in the Pool Malebo area of Kinshasa.

ETHIOPIA

Ethiopia LAND

Support Ethiopia Land Administration to Nurture Development (LAND) program outcomes through administrative and technical assistance in the areas of monitoring and evaluation, communication, and gender.

* REDD: Reducing Emissions from Deforestation and Forest Degradation

REDD+: Reducing Emissions from Deforestation and Forest Degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries.

GHANA

ADVANCE

Support the transformation of Ghana's agricultural sector in select agricultural industries to achieve increased competitiveness in domestic, regional and international markets.

Ghana WASH

Promote community awareness, as well as messaging and materials advocating for safe water, sanitation and hygiene (WASH)-related practices.

WCF ECHOES Ghana

Improve the quality and relevancy of education and livelihoods in Ghanaian cocoa growing communities in cooperation with the World Cocoa Foundation (WCF).

GUINEA

Guinea Agriculture Education and Market Improvement Program

Build the capacity of training and research institutions to respond to the needs of farms and agricultural organizations in the face of shifting markets and climate change.

GUINEA-BISSAU

Guinea-Bissau: REDD* in Cacheu and Cantanhez

Provide technical support to the World Bank for a REDD project for community-based avoided deforestation in Guinea Bissau.

KENYA

Developing a Sustainable Cookstove Sector in Kenya

Mitigate negative climate, health and other development impacts caused by the inefficient use of biomass fuels for cooking, through the development of sustainable cookstove markets.

Powering African Agriculture (PAA)

Demonstrate direct-use geothermal and other clean energy solutions to improve agriculture productivity and value.

SMART

Sustainable Milk for Africa through Refrigeration Technology (SMART) develops a creative concept for providing on-farm milk refrigeration for dairy farmers in Kenya.



Citizens in South Sudan line up to vote for community action group leaders. Winrock works to empower communities to play an active role in their development and reconstruction.

Yes Youth Can! – Western Province, Kenya

Increase youth civic participation, improve youth livelihoods and entrepreneurship, and strengthen public and private sector services for youth in Kenya.

LIBERIA

Actions to Reduce Child Labor (ARCH) Project

Confront the immediate challenges of child laborers and their households in rubber producing areas by providing the financial, material and social supports to get child laborers out of work and back into the education system.

Bioenergy Pilot for Isolated Electricity Supply in Liberia

Provide training, demonstration, performance evaluation and outreach activities to stakeholders of neighboring countries using a 10 kW biomass gasifier at the Booker Washington Institute and Zorzor Teaching Training Institute in Liberia.

Liberia Energy Sector Support Program

Strengthen the Government of Liberia's capacity to implement plans for rural electrification; establish commercially viable pilot plants that provide renewable energy services; and expand Monrovia's power distribution network.

Liberia Food and Enterprise Development

Increase agricultural productivity and profitability and improve human nutrition in Liberia.

Liberia Smallholder Oil Palm Support (SHOPS)

Increase the productivity and profitability of Liberia's smallholder oil palm sector.

MALAWI

ARISE – CREATE

Improve schools and teaching quality to advance the child labor reduction efforts of the ongoing Achieving Reduction of Child Labor in Support of Education (ARISE) program.

MALI

Mali Agriculture Value Enhancement Network (MAVEN)

Facilitate agriculture sector growth through improved productivity and increased access to finance, particularly in staple crops and livestock value chains.

NIGERIA

MARKETS II

Support the U.S. government's Feed the Future initiative, which addresses critical issues hindering the agricultural sector.

REPUBLIC OF CONGO

Congo Basin Forest

Increase capacity within the Republic of Congo to implement methods for detecting, measuring and monitoring carbon stocks and emissions caused by forest degradation.

RWANDA

REACH-T

Rwanda Education Alternatives for Children in Tea-growing Areas (REACH-T) reduces child labor in tea-growing areas of Rwanda by providing educational alternatives for children and training in good agricultural practices.

Rwanda Education Alternatives for Children (REACH)

Reduce child labor in Rwanda by providing educational alternatives for children and training in good practices in agriculture.

Rwanda Integrated Water Security Program

Improve the sustainable management of water quantity and quality, to improve human health, food security, and resiliency to climate change for vulnerable populations in targeted catchments of Rwanda.



In the Philippines, women are trained to become solar technicians to help maintain the off-grid systems that power their villages.



Students in Tanzania benefit from improved access to quality education, scholarships and increased after-school learning opportunities.

SENEGAL

Wula Nafaa

Increase the sustainable, profitable and decentralized use and management of Senegal's agricultural, marine and natural resource base; Winrock provides expertise in biodiversity and natural resource management.

SIERRA LEONE

Gola Forest Carbon Project

Assist the Royal Society for the Protection of Birds to develop a forest carbon project in and around the Gola forest, working with local tribes to establish community forests and protect the remaining Gola Preserve.

SOUTH SUDAN

Clean Energy IDIQC for CPCs

Improve access to reliable and affordable clean energy; improve regulation and governance in the energy sector; and demonstrate the use of innovative and more efficient technologies and business models.

Girls' Education South Sudan (GESS)

Implement a five-year girls' education program that accelerates girls' enrollment, retention and completion at primary and secondary levels of education in South Sudan.

Robert D. & Elizabeth Havener Scholarships for African Women

Provide scholarships to African women to advance their participation in agricultural and environmental fields; in South Sudan, the endowment also funds secondary school scholarships and capacity-building trainings for education officials.

Room to Learn South Sudan (RtL)

Expand access to education for children and youth who are out of school or at risk of dropping out by creating a safer, more inclusive and effective education environment.

South Sudan BRIDGE

Building Responsibility for Delivery of Government Services (BRIDGE) strengthens the ability of South Sudanese state and county governments to plan and deliver essential services, and to empower communities in their development and reconstruction.

South Sudan Teacher Education Program (SSTEP)

Improve basic education through improved professional development for teachers over a three-year period by increasing access to educational services and strengthening the capacity of the government to deliver quality services.

TANZANIA

PROSPER

Promoting Sustainable Practices to Eradicate Child Labor in Tobacco (PROSPER) alleviates the social and economic forces that fuel child labor, and strengthens local and national structures to achieve and sustain child-free tobacco production.

Tanzania Global Water for Sustainability (GLOWS)

Support sustainable, market-driven water supply, sanitation and hygiene services, within an integrated water resource management framework, to improve the health of — and increase the economic resiliency of — Tanzania's rural and small-town poor.

UGANDA

NUDEIL

Northern Uganda Development of Enhanced Local Government Infrastructure and Livelihoods (NUDEIL) improves district government capacity in engineering design, procurement process, financial management, transparent reporting and public outreach.

ZAMBIA

ARISE Zambia

Achieving Reduction of Child Labor in Support of Education (ARISE) helps reduce/eliminate child labor in tobacco growing communities in Zambia through an integrated program of education, livelihoods and child-labor monitoring.

NORTH AMERICA

CANADA

Ontario Pay-for-Performance

Provide innovative solutions to reduce phosphorus loss from Ontario cropland in the Lake Simcoe watershed.

UNITED STATES

ACoGS Methodology

Coordinate the American Carbon Registry public consultation and scientific peer review process for an Avoided Conversion of Grasslands and Shrublands Methodology.

Alabama Wholesale Success Workshops

Build the understanding and skills of Alabama fruit and vegetable farmers concerning the opportunities, risks and best practices when selling to wholesale buyers.

Arkansas Energy Sector Partnership

Provide supportive services to disadvantaged individuals participating in energy efficiency and renewable energy training across Arkansas.

Arkansas Manufacturing Solutions

Assist the state of Arkansas's small- and medium-sized manufacturers with their economic development activities.

Arkansas Women's Business Center

The Arkansas Women's Business Center helps women-owned small businesses start, grow and compete in global markets by providing quality training, counseling, and access to capital and other resources.

BIGGS Fed Cattle Methodology

Coordinate the American Carbon Registry public consultation and peer review process for a Quantification Methodology for Reduced Carbon Intensity of Fed Cattle.

Biochar Methodology

Coordinate the American Carbon Registry public consultation and scientific peer review process for a Methodology for Biochar Projects.

BizAccelerator

Increase access to counseling, training and capital for Arkansas rural entrepreneurs.

Blue Strategies CCS Methodology

Coordinate the American Carbon Registry public consultation and scientific peer review process for a Greenhouse Gas Emissions Reduction Measurement and Monitoring Methodology for Carbon Capture and Storage Projects in Oil and Gas Reservoirs.

Building Capacity for Food Value Chains

Support organizations and enterprises as they develop and grow market-based approaches to increasing access to healthy, fair, green and affordable foods for vulnerable children and families.

Cameron Local Enterprise Assistance and Recruiting Center

Convene, recruit and mentor entrepreneurs in Cameron Parish, Louisiana, to prepare for the significant job and workforce influx that will support local industry expansions.

Cameron Parish Transformation Assistance Program

Accelerate infrastructure improvements in western Cameron Parish, Louisiana, to strengthen and prepare communities for continued economic development.

Capacity Assistance for the Regional Economy

Provide technical assistance, training and mentoring, and develop the capacity of six rural communities in northern Louisiana as part of the I-20 Regional Corridor project.

Capacity Assistance for the Regional Economy II

Recruit mentors and develop an angel-funding network to support the I-20 Regional Corridor project.

Capacity for Food Chains

Support organizations and enterprises as they develop and grow market-based approaches to increasing access to healthy, fair, green and affordable foods for vulnerable children and families.

Carbon Offset Category Scoping and Methodology

Develop a comprehensive assessment of potential greenhouse gas emission and mitigation practices, and accounting approaches in agriculture, forestry and other land uses (AFOLU) for the U.S. Environmental Protection Agency.



Cara Hayes

New Business Associate
Director, New Business
Services

In your own words, what does Winrock's mission mean to you?

"The key word in our mission is 'empower.' With access to the right knowledge, resources and technology, the people we serve have unlimited potential. It's Winrock's job to help unlock it."

What does leadership mean to you?

"Courageous humility. Proposing bold ideas to thorny problems, while recognizing that one person or organization doesn't have all the answers. Listening more than speaking. Being transparent about problems and learning from mistakes. Keeping your ego in check while maintaining absolute focus on developing solutions and serving the people and communities we seek to empower."

What motivates you to do this work?

"My grandfather was the child of immigrants. As a child, he was sent to work in a New York factory. Though he desperately wanted to complete high school and study to become a draftsman, his family's situation made that impossible. He led a wonderful life, but I wonder what he could have accomplished if he'd been given the chance to pursue his dream. Everyone, in every country, deserves the chance to fulfill their potential and chart the course of their life. I'm proud that Winrock plays a role in helping people do just that."



John Fisk

Program Director,
Wallace Center

What does leadership mean to you?

"Leadership is service. I am in service to those we impact with our work, and I am in service to my staff."

How do you perform as a leader in your job to fulfill Winrock's mission?

"One crucial way of providing leadership is to illustrate and communicate a new way of doing things — showing others that there is an alternative. In my work at the Wallace Center, I strive to illustrate and communicate solutions to food and agriculture issues so that individuals, organizations and institutions invest their time, energy and leadership into helping to make a new reality."

Many global issues can seem so formidable. How important is innovation and leadership when tackling these problems?

"Innovation is the key to envisioning a change in the system. It is innovation that can shift the balance of power and that can help move communities forward. Leadership is just as crucial; an idea or innovation requires leadership to be implemented. Together, innovation and leadership are the keys to positive change."



In Asia, Winrock is helping to strengthen the capacity of leaders and communities in six countries to achieve meaningful and sustained reductions in greenhouse gas emissions from the forestry-land use sector.

Cargill Conservation Program

Support conservation initiatives consistent with the guiding principles and specific purposes of the Margaret A. Cargill Foundation.

Choptank River Water Quality and GHG Offset Project

Improve environmental quality, related to agriculture, in an efficient and cost effective manner that reduces greenhouse gas (GHG) emissions and benefits farmers and taxpayers, relative to current approaches in Maryland.

Delta Carbon Credits

Oversee the verification and registration of greenhouse gas emission-reduction credits from nutrient management and conservation practices.

EDIE's Village Project

Provide access to education and help entrepreneurs maximize the potential of their business, create jobs and strengthen the local economy in the Arkansas Delta region.

Engaging Key California Agriculture Groups

Lay the groundwork for successful implementation of agricultural offset projects in California.

Entrepreneurship Conference

Plan and deliver an Entrepreneurship Conference for Arkansas entrepreneurs and educators, and provide a forum for participants to present their business ideas.

Evaluating & Improving Educational Instruments & Outreach

Strengthen financial and business training programs that help prepare beginning farmers and ranchers for a competitive agrifood business environment.

Evaluating & Improving Educational Instruments & Outreach

Strengthen financial and business literacy training programs for beginning farmers and ranchers through the establishment of a Community of Practice, and deepen collaboration with agricultural organizations in the South.

Food Hub Ed

Teach food hub operators, and particularly the growers who supply them, about financial risk management, and foster greater working relationships with Farm Credit lenders and other supporters.

Great Lakes Pay-for-Performance

Motivate agricultural producers to seek out cost-effective reductions in phosphorous loss, and demonstrate quantifiable phosphorous load reductions and program cost-effectiveness in the headwaters of the West Branch Milwaukee River watershed.

Healthy Urban Food Enterprise Development Center

Increase access to healthy and affordable foods, including locally produced agricultural products, for underserved urban communities across the United States.

Improving Chesapeake Bay Water Quality

Provide the economic analyses for the Coastal Science, Engineering and Education for Sustainability project, and collect cost data and calculate the cost-effectiveness of implementing best management practice on participating farms.

Increasing Farmer Success in Local Food Markets in the U.S.

Assist small and disadvantaged farmers in the Deep South to address barriers to engaging in supply chains that provide fruits and vegetables to local communities.

Innovate Arkansas

Assist the growth of indigenous technology and knowledge-based enterprises that can diversify the local economy and increase the base of higher paying jobs in Arkansas.

Jobs and Innovation Accelerator Challenge

Support the development and acceleration of information technology businesses that will bring innovation to the current retail, transportation and logistics, and food processing industry clusters in northwest Arkansas.

Jobs and Innovation Accelerator Challenge II

Support the development and acceleration of information technology businesses that will bring innovation to the current retail, transportation and logistics, and food processing industry clusters.



In California, Winrock is conducting analysis to determine the impact of deforestation and the greenhouse gas emissions that occur as a result of small-scale urban development. Illustrated here is a multi-house site that was analyzed before (left) and after (right) development.

Land Trust Alliance and the Pasture Project

Implement initial activities to explore how the Land Trust community might benefit from engaging with the grass-fed beef community.

Mississippi Wholesale Success Workshops

Build the understanding and skills of 200 Mississippi fruit and vegetable farmers, concerning the opportunities, risks and best practices that apply when selling to wholesale buyers.

Modular Livestock Methodology

Create a scientifically robust and flexible methodology that can accommodate many types of greenhouse gas offset projects from livestock operations.

Money Smart Financial Literacy

Provide financial education to high school and college students, with a focus on sound financial decision making, practical solutions to money management, setting financial goals, and addressing credit challenges.

Native American Water Improvement Program

Increase the economic impact of water and wastewater infrastructure, and build the capacity of Native American Tribal leadership to take on future infrastructure projects.

New England Carbon Markets

Identify offset opportunities for New England agricultural producers and lay the groundwork for meaningful and strategic collaborative actions moving forward.

Non-GMO Soybean Industry in Arkansas River Valley

Provide technical assistance to enterprises in the rural Arkansas River Valley to explore the economic impacts of diversifying crops to include non-GMO soybeans.

North American Food Sector Scan

Identify innovations in food and agricultural enterprise and develop a road map for city level investments and partnerships.

Nourishing Networks I

Increase communities' access to healthy food while expanding opportunities for small farmers by building capacity for more robust regional supply chains.

Nourishing Networks II

Foster growth in regional food economies by building capacity for more robust regional supply chains.

Nourishing Networks III

Increase access to healthy food by building capacity for more robust regional supply chains.

Nourishing Networks: Capacity Building for Food Hubs I

Engage a selected group of food hubs as "Study Hubs" for extensive research and technical assistance.

Nourishing Networks: Capacity Building for Food Hubs II

Increase market access for small- and mid-scale producers and build their capacity to enter high-value wholesale markets.

Operation Jump Start

Offer a comprehensive, coordinated approach to increasing the number of successful small businesses in Arkansas's Delta region.

PIER – Urban Development and Deforestation

Provide technical expertise to address deforestation and its resulting emissions in California.

Profiles of High Capacity Food Hubs

Build the credibility and accessibility of food hubs among large retailers, food service providers and other supply chain actors.

Program for Investment in Microentrepreneurs Act

Provide technical assistance to microenterprises and disadvantaged entrepreneurs to lead to the return of employment opportunities and an increase in per-capita incomes in the state of Arkansas.

Puerto Rico Coastal Protection and Greenhouse Gas Mitigation

Reduce nutrient loss from agriculture that is affecting critical coastal estuaries while minimizing N₂O emissions into the atmosphere.



Through funding, mentorships and other resources, technology startups in Arkansas receive support for the development and acceleration of their businesses.

Regional Economic Adjustment Strategy

Conduct economic analysis, identify barriers and opportunities and develop strategies for the growth of specialty food crops and dedicated energy crops in northeast Arkansas.

Regional Entrepreneur Assistance Program

Establish a network of seven business development incubators across Arkansas.

Regional Food Hub Networks

Explore ways to build the capacity for development of regional food hub networks.

Rice Conservation Innovation Grants

Work with rice growers in California and Arkansas to develop tools, technical capacity and market linkages for the implementation of cost-effective greenhouse gas (GHG) reduction projects that generate GHG offset credits.

Rice Straw Removal

Provide information on rice and soybean residue management as it impacts the subsequent crop yields.

Rotational Grazing in Arkansas

Increase the adoption of rotational grazing among Arkansas producers through development of an enhanced understanding of the economic, environmental and conservation advantages of rotational grazing.

Socially Disadvantaged Farmers and Ranchers Program

Provide technical assistance, training and mentoring to disadvantaged farmer and rancher businesses.

Spatial Estimates of Carbon Stock Changes in U.S. Forestland

Assist the U.S. Department of Agriculture Forest Service in filtering, compiling and analyzing Forest Inventory and Analysis (FIA) plot data to be integrated into the spatial analysis.

The Pasture Project

Assess the barriers and opportunities to increasing grass-based meat production in the Midwest with a focus on increased water quality in the Mississippi watershed.

The Pasture Project I

Accelerate efforts to increase grass-based animal agriculture in the Midwest.

The Pasture Project II

Reduce the impact of agriculture on water quality in the Mississippi River Watershed by addressing barriers and opportunities to the expansion of grass-based systems of meat production in the Midwest.

The Pasture Project III

Expand efforts to increase grass-based animal agriculture in the Midwest, with a focus on increased water quality in the Mississippi watershed.

The Pasture Project IV

Demonstrate increases in pasture land and nutrient management in focal areas in Wisconsin and Minnesota, while beginning to engage in new areas in the Upper Mississippi River Basin.

USDA Socially Disadvantaged Farmer/Rancher TIME Program

Provide technical assistance, training and mentoring to disadvantaged farming and ranching businesses in southwest Arkansas.

Winrock International Nonprofit Improvement Program (WINIP) I

Help rural Arkansas organizations determine needs and develop priorities, locate grant funds and develop grant applications that support those priorities, and assist organizations in meeting the needs of their constituency.

Winrock International Nonprofit Improvement Program (WINIP) II

Increase the capacity of rural municipalities and nonprofits in Arkansas to address needs and develop larger, more complex projects.



In the U.S., small and disadvantaged farmers in the Deep South receive support to overcome the barriers to engage in supply chains that provide fruits and vegetables to local communities.

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2013

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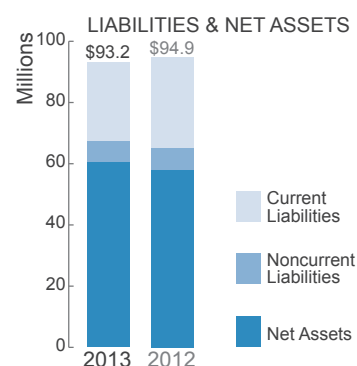
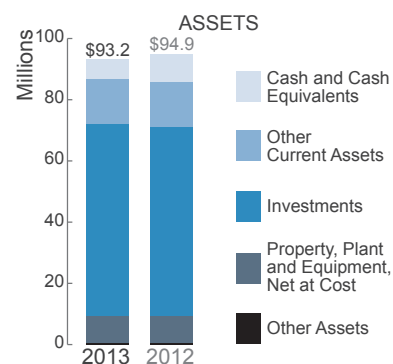
Don Zimmerman
Executive Director | Arkansas Municipal League
North Little Rock, Arkansas

Financial Statement

As of December 31

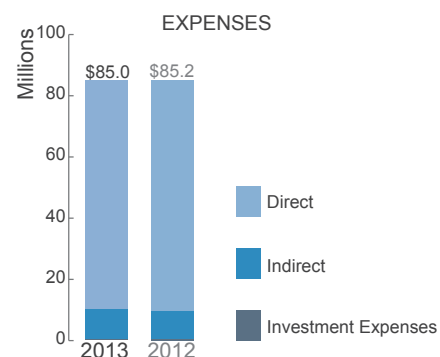
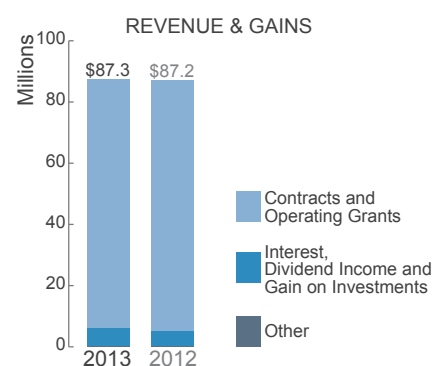
Statement of Financial Position

ASSETS	2013	2012
Current Assets		
Cash and Cash Equivalents	\$6,386,556	\$9,166,850
Other Current Assets	14,978,522	14,750,927
Total Current Assets	21,365,078	23,917,777
Investments	62,515,954	61,639,130
Property, Plant and Equipment, Net at Cost	8,785,654	8,936,775
Other Assets	567,220	405,465
TOTAL ASSETS	\$93,233,906	\$94,899,147
LIABILITIES AND NET ASSETS		
Current Liabilities	\$26,003,192	\$29,802,088
Noncurrent Liabilities	6,867,417	7,081,445
Total Liabilities	32,870,609	36,883,533
Net Assets	60,363,297	58,015,614
TOTAL LIABILITIES AND NET ASSETS	\$93,233,906	\$94,899,147



Statement of Activities

	2013	2012
REVENUE AND GAINS		
Contracts and Operating Grants	\$81,178,330	\$82,244,844
Interest, Dividend Income and Gain on Investments	6,022,548	4,800,522
Other	115,596	176,148
TOTAL REVENUE AND GAINS	\$87,316,474	\$87,221,514
EXPENSES		
Project Related Expenses	\$74,672,002	\$75,512,150
General and Administrative Expenses	9,972,969	9,352,306
Investment Expenses	323,820	331,303
TOTAL EXPENSES	\$84,968,791	\$85,195,759
Change in Net Assets	\$2,347,683	\$2,025,755
Net Assets at Beginning of Year	58,015,614	55,989,859
NET ASSETS AT END OF YEAR	\$60,363,297	\$58,015,614





In Burkina Faso, veterinary technicians are trained on improved chicken husbandry. Here, a group of technicians observe a demonstration on poultry vaccination.

Winrock International

is a nonprofit organization that works with people in the United States and around the world to **empower** the disadvantaged, **increase** economic opportunity, and **sustain** natural resources.



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