

# POSITIONING FOR THE FUTURE

ANNUAL REPORT  
2014



WINROCK  
INTERNATIONAL





## A YEAR OF TRANSFORMATION

The past year has brought a new dynamism to Winrock. The world of international development is evolving, and we are positioning our organization for continued success in this changing environment.

In 2014, we undertook an extensive review of our global approach to reimagine what Winrock would be over the next decade: an organization that is field-focused, results-driven and diverse. We envision a Winrock that is inclusive, drawing from the talents and resources that lie closest to those whose lives we seek to improve.

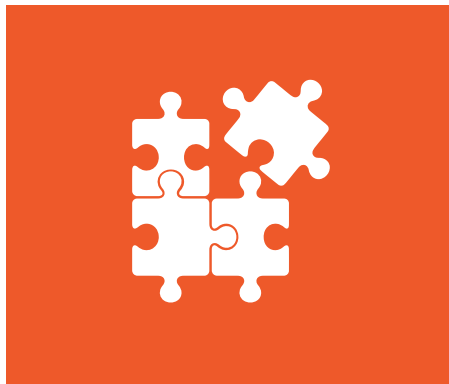
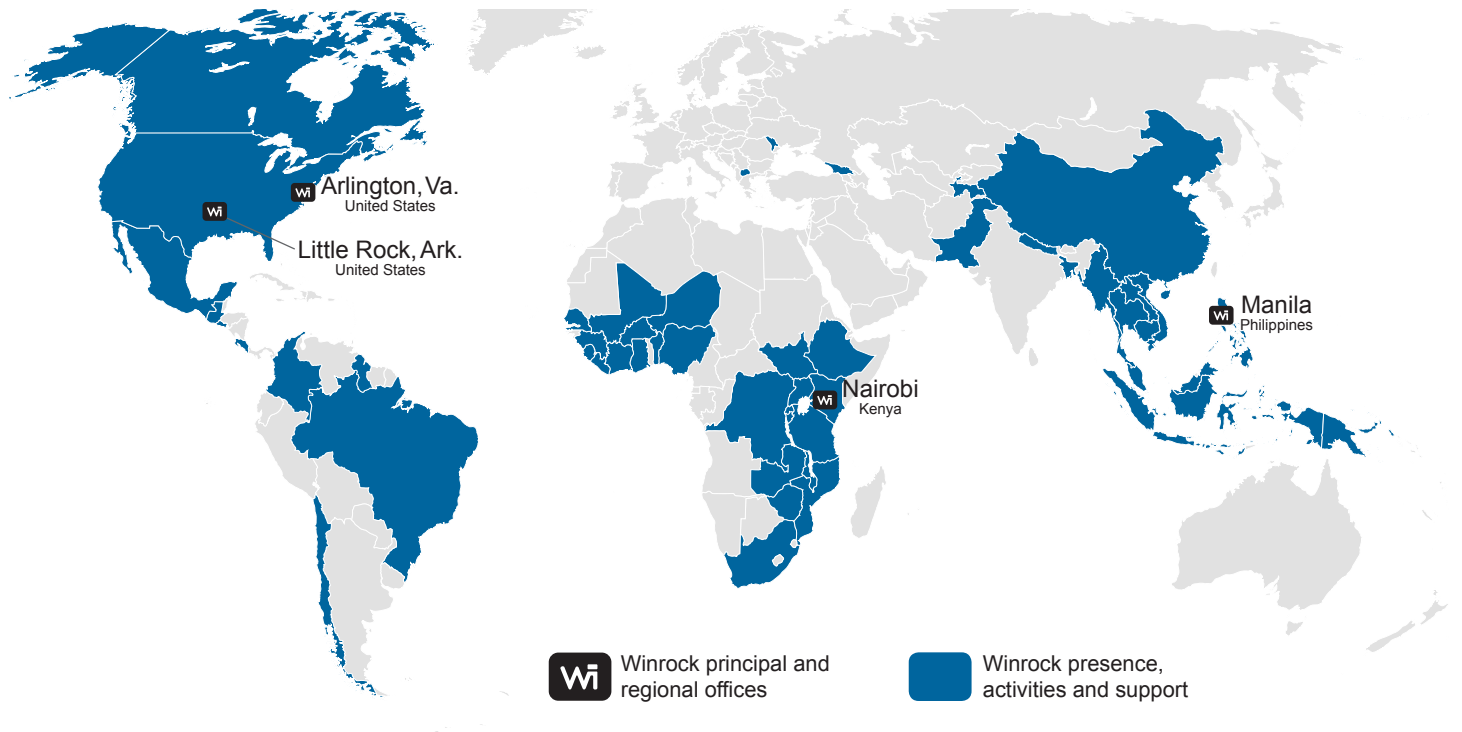
I am pleased to report that we have already begun to put Winrock's new vision to work. We are strengthening our program implementation and impact evaluation to deliver the results we promise to those we serve. We are enhancing our collaborative environment to develop innovative, sector-leading solutions into the future. I am honored to be leading Winrock's team of dedicated staff and volunteers at this important time.

As we continue to refine our strategies, our commitment remains resolute to the ideals enshrined in Winrock's mission statement: to empower the disadvantaged, increase economic opportunity, and sustain natural resources.

Rodney Ferguson  
President & CEO



# OUR GLOBAL REACH



**209**  
projects



**50**  
countries









## OUR IMPACT

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Change happens when people are empowered and play an active role in shaping their future. Every day, we strive to connect people with ideas and opportunities that transform their lives and communities. With our depth of experience and breadth of fields in which we work, we are uniquely positioned to confront the world's most pressing economic, social and environmental challenges.



## EMPOWERING THE DISADVANTAGED



### JOURNEY FROM SURVIVAL TO SUCCESS

*“My dream is that, after I have finished my education, I will take one of the big shops in the marketplace.”*

Bangladesh is a hot spot for human trafficking. Every day men, women and children fall into the hands of traffickers who force them into exploitative situations.

Soheli (not her real name) used to enjoy visiting her neighbor and talking with her two boys. That neighbor lured her with the promise of a job that would bring Soheli income and independence. Instead of financial freedom, Soheli was taken from her home and sold to a brothel in India. Her mother travelled to India four times, searching without success for Soheli. Only after five months at the brothel was Soheli able to escape.

Through the Actions for Combatting Trafficking in Persons (ACT) program, Winrock helped Soheli return to Bangladesh. At home,





Soheli faced another challenge: “When I came back from India, I was totally depressed and I was unsure how the community would receive me,” she says. ACT referred Soheli to a shelter where she received medical treatment, psychological support, and entrepreneurship training.

ACT has helped more than 2,000 people escape human trafficking and rebuild their lives. Soheli and her mother now run a successful business together. “My dream is that, after I have finished my education, I will take one of the big shops in the marketplace.”

The ACT program is funded by USAID.



## INCREASING ECONOMIC OPPORTUNITY



## PRESERVING THE FRUIT BASKET OF PAKISTAN

*“It took only one season for farmers to understand the profitability of something they had never seen before.”*

Balochistan is the top cherry-producing region in Pakistan, often called the “fruit basket” of the country. Demand for cherries is high. However, fruit is not only difficult to grow here, it is highly perishable — up to 30 percent of the fruit spoils before it ever reaches market.

Winrock’s Pakistan Agriculture and Cold Chain Development (PACCD) project introduced cherry farmers to high-quality, transparent cherry packaging with better circulation and protective properties. With improved packaging, farmers reduced post-harvest losses by 15 percent and can now send their produce to markets throughout the country.

Abdul Malik, a cherry farmer, previously used cardboard cartons to collect, transport, and sell his cherries. After buying 300 transparent boxes, he saw an improvement in the quality of his





produce. He then bought 1,000 transparent boxes and was able to command a higher price for his cherries. He saw a 10 percent increase in profits.

The transparent boxes also allow retailers to better assess the quality of fruit, and consumers are able to see the quality of the cherries at a glance.

“It took only one season for farmers to understand the profitability of something they had never seen before”, says Aduel Qahir, president of the Horticulture Growers and Community Development.

The PACCD project is funded by the U.S. Department of Agriculture.





## SUSTAINING NATURAL RESOURCES



### REAPING THE REWARDS OF RICE

*“Now we  
have enough  
rice [and] last  
year, I sold  
a surplus.”*

Cambodian farmers are finding that a variety of rice named after an endangered bird can help them build a more prosperous future.

Ibis rice commands a premium price from consumers, restaurants and hotels. Communities in the Preah Vihear Protected Forest are finding it is more profitable to plant ibis rice than the traditional varieties they had been growing. The farmers enjoy higher yields per acre and higher prices at market.

Winrock’s Supporting Forests and Biodiversity (SFB) project introduced Cambodian farmers to ibis rice, as well as to improved production practices and new conservation techniques. Farmers can now harvest enough rice to feed their families and sell a surplus at local markets. In 2014, farmers in the nine villages that participate in the project sold 432 tons of ibis rice for a collective profit of 76,000 USD.





“For many years living had been difficult for us,” explained one farmer. “We earned nothing and our rice yield could not feed us for the whole year. Now we have enough rice [and] last year, I sold a surplus. This cash supports my family and allows me to send my children to school.”

This has led to greater food security, and also benefits the endangered giant ibis bird. In the past, many farmers turned to poaching wild animals and illegal logging in order to earn money. These activities degraded sensitive habitat that is critical for ibis survival.

Ibis rice has reduced the need for residents to engage in environmentally destructive practices to earn a living. Both people and the planet are reaping the rewards.

The SFB project is funded by USAID.



# OUR PEOPLE

Winrock's success is built on the skills and expertise of our dedicated global staff, volunteers, advisory council and board of directors. Our collective efforts enable us to deliver quality, transformative programs around the world.

## STAFF



1,008  
employees

# VOLUNTEERS



*Winrock Farmer-to-Farmer volunteer Al Liu, left, observes traditional coffee processing methods in Myanmar. During his volunteer assignment, Liu, a trader and certified coffee specialist from Atlas Coffee Importers, provided technical assistance on developing market linkages for coffee farmer groups.*



**87**  
volunteers  
completed  
assignments in  
**10**  
countries



**1,957**  
days of  
volunteer  
time valued at  
**\$919,790**



**\$97,651**  
contributed by  
**113**  
host  
organizations



**\$14,690**  
of additional  
volunteer  
donations



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### **Charles Michael Myers**

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Chief Financial Officer

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Corporate Secretary

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Assistant Treasurer & Assistant  
Secretary

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Environment: Forestry, Energy  
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Engagement

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Strategic Initiatives  
Director, Environmental  
Resources Trust  
Director, American Carbon  
Registry

### **Larry Casey**

Director, Information Technology

### **Megan Davenport**

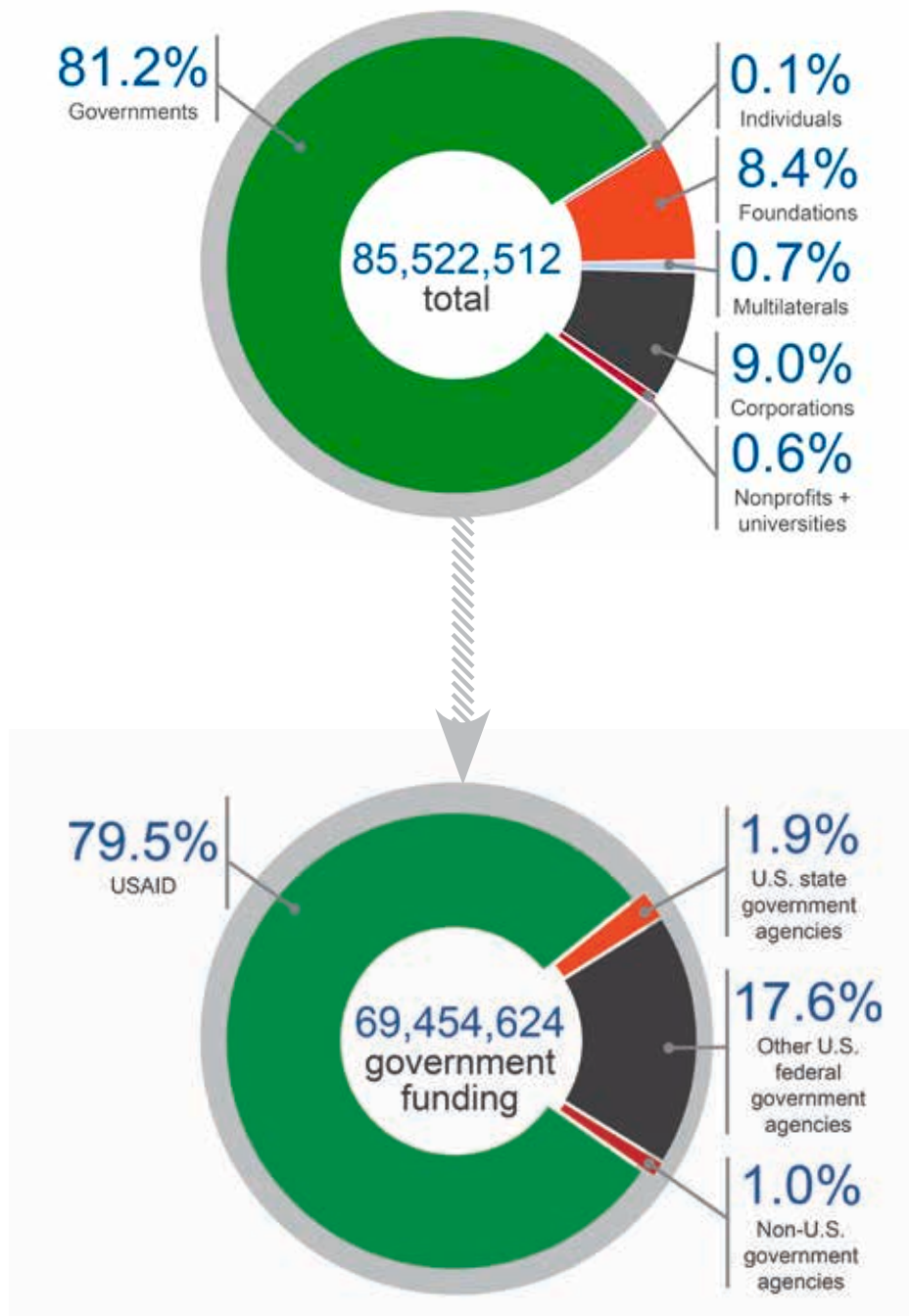
Director, Communications &  
Public Affairs

### **Jason Zeno**

Senior Director, Contracts  
& Procurement

## FUNDERS & DONORS

Winrock's programs are made possible through the generosity and commitment of our funders and donors. We appreciate their confidence in our ability to fulfill our mission and effect meaningful change.





## INDIVIDUALS & FAMILIES

### \$10,000 & above

Masaaki Miyamoto  
Neva Goodwin  
Peter O'Neill

### \$1,000 - 9,999

Abby & George O'Neill Trust  
Anonymous  
Betsy Campbell  
Erin Hughes  
Henk Knipscheer  
Joyce Cacho  
Rodney Ferguson

### \$500 - 999

Bronson Van Wyck  
Carol O'Laughlin  
David Norman  
Mike Myers  
Peggy Dowswell

### \$100 - 499

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Becky Featherson  
Betty Lough  
Brenda Sue Knight  
Carolyn Carter  
Casey Loken  
Chantele Maxey  
Dana Rumph  
Daniel Herman  
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Nona Fisher  
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Ramona Harrison  
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Robert Maddock  
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Sandy Sanders  
Sarah Staley  
Sherry Beard  
Sherry Howard  
Stacy Purdy  
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Tim & Andrea Brownmiller

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Andrea Delaney  
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B. Yalley  
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Cindy Wooten  
Darlene Middleton  
Diane Broome Masters  
Elizabeth Stone  
Elizabeth Young  
Emily McElroy  
Erin Watson  
Fay Ellis  
Flavio Silva  
James Rakocy  
Jan K  
Jason Cole  
Jenifer McLelland  
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John Bingham  
Kristie Mock  
Larry B. Blasingame  
Les Apigian

Linus Virbalas  
Melanie Berman  
Melissa Dann  
Nancy Deren  
Pati Miller  
Sondra Gulledge  
Stefani O'Donohoe  
Stefano Tron  
Teresa Wiemerslage  
Timothy Holder  
Victor Rodrigues

## CORPORATIONS

Anna John Design LLC  
APEX - Redi Mixed Concrete  
Asia Pacific Resources  
International Limited (APRIL)  
Aydani Gardens  
Basic Solutions  
Blue Strategies, LLC  
Cargill, Inc.  
Cheniere Energy, Inc.  
Coles Jewelers & Manufacturing  
Deltic Timber Corp  
Dentons U.S. LLP  
El Dorado Service League, Inc.  
Elements Glass Art Studio  
First Financial Bank  
Frankfurt School of Finance &  
Management  
Gigi and Nana's Doll Closet  
Glenn Mechanical Company  
Granoly, LLC  
Green Assets  
Hub Culture, Ltd.  
Hydrodec Group PLC  
Indo Wind Power Holding Pte. Ltd.  
Japan Tobacco International (JTI)  
Jeff Miller & Associates, Inc.  
Joe's Tire Service  
Kaisra, Inc.  
Matilda Jane Clothing  
Murphy-Pitard Jewelers  
Mussop, Inc.  
National Grid Corporation of the  
Philippines (NGCP)  
Nederlandse Financierings-  
Maatschappij voor  
Ontwikkelingslanden N.V. (FMO)  
Nike, Inc.  
Philmont Beautification  
PICA de Hule Natural S.A.  
PT Nagata Bisma Shakti (NBS)

Regions Bank  
Santa Fe Natural Tobacco  
Company  
Sassy's Ect  
Shuler Drilling Co, Inc.  
Simmons 1st Bank, El Dorado  
South Arkansas Orthopaedics  
Southern Bancorp  
Spa on Main, LLC  
Special Event Consultants  
Sustain: Green LLC  
The Prasino Group Inc.  
Tierra Resources LLC  
Vector Marketing Group  
Wreaths and More Inc.  
YourClause LLC

## FOUNDATIONS

Argidius Foundation  
Cedar Tree Foundation  
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GlobalGiving Foundation, Inc.  
Iowa Natural Heritage Foundation  
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Oak Foundation  
Packard Foundation  
Plum Creek Foundation  
Renaissance Charitable  
Foundation, Inc.  
Rockefeller Foundation  
Schmidt Family Foundation  
Surdna Foundation  
The Putnam Foundation  
W.K. Kellogg Foundation  
Wallace Genetic Foundation, Inc.  
Wal-Mart Foundation  
Walton Family Foundation

## GOVERNMENT AGENCIES

Arkansas Economic Development  
Commission  
Arkansas Economic Development  
Commission Energy Office  
Department for International  
Development (DFID)  
Deutsche Gesellschaft fur  
Internationale Zusammenarbeit  
GmbH (GIZ)

Embassy of Denmark | Nepal  
 Germany Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU)  
 Government of Norway  
 Guyana Forestry Commission  
 Japan International Cooperation Agency (JICA)  
 La Corporacion Nacional Forestal (CONAF) de Chile  
 Liechtenstein Development Service (LED)  
 National Aeronautics and Space Administration (NASA)  
 National Science Foundation  
 Netherlands Organization for Scientific Research (NWO)  
 Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)  
 State of California Coastal Conservancy  
 U.S. Agency for International Development (USAID)  
 U.S. Agency for International Development (USAID) | Asia  
 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) | 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) | Nigeria  
 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) | Agricultural Marketing Service

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) | Rural Business Enterprise Grant (RBEG)  
 U.S. Department of Agriculture (USDA) | Rural Housing Service  
 U.S. Department of Agriculture (USDA) | Rural Utilities Service (RUS)  
 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  
 U.S. Department of State  
 U.S. Department of State Bureau of Democracy, Human Rights and Labor  
 U.S. Environmental Protection Agency (EPA)  
 U.S. Small Business Administration (SBA)

## MULTILATERALS

Asian Development Bank (ADB)  
 European Union (EU)  
 Inter-American Development Bank (IDB)  
 UNICEF  
 United Nations  
 United Nations Capital Development Fund  
 United Nations Industrial Development Organization (UNIDO)  
 World Bank

## NONPROFITS

Christopher Dowsell Scholarship Fund  
 Climate Trust  
 Environmental Defense Fund  
 Forest Carbon Partnership Facility (FCPF)  
 Global Alliance for Clean Cookstoves

Governors' Climate & Forests Fund (GCF Fund)  
 Great Lakes Protection Fund  
 Hivos  
 International Union for Conservation of Nature (IUCN)  
 Royal Society for the Protection of Birds (RSPB)  
 Sasakawa Africa Association  
 South Asian Network for Development and Environmental Economics (SANDEE)  
 Verified Carbon Standard (VCS)  
 Wuppertal Institute for Climate, Environment and Energy (VISIONS)

## OTHER REGIONAL & INTERNATIONAL AGENCIES

Climate and Land Use Alliance (CLUA)  
 Delta Regional Authority  
 Food and Agriculture Organization of the United Nations (FAO)  
 Southwest Arkansas Planning and Development District

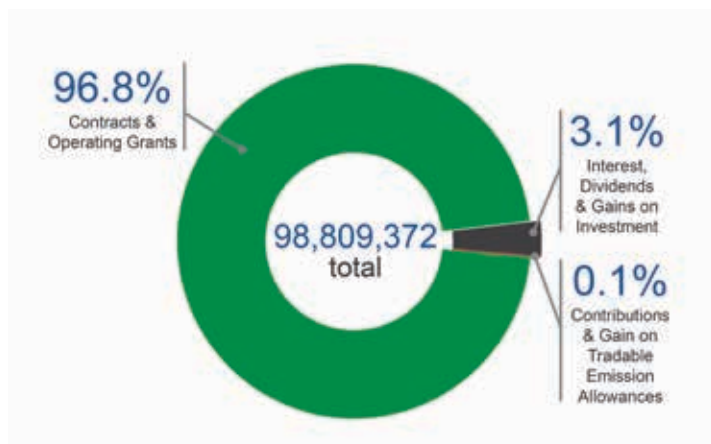
## UNIVERSITIES

Southeast Missouri State University  
 Universidad Austral de Chile

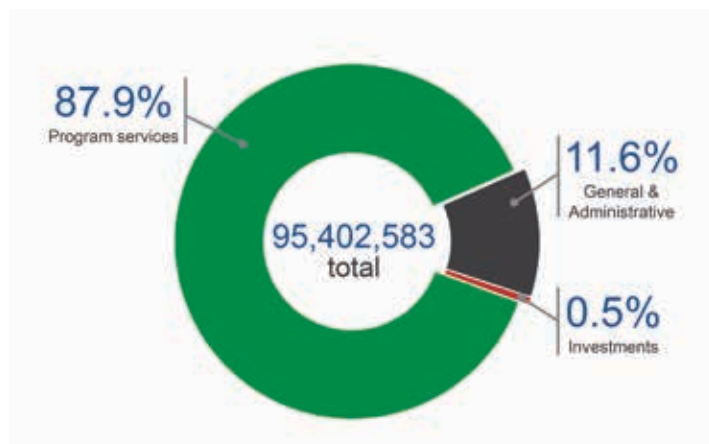


# OUR FINANCIALS

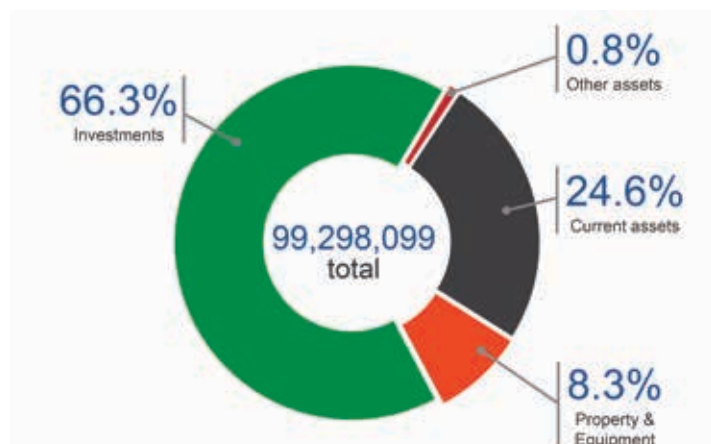
## REVENUE



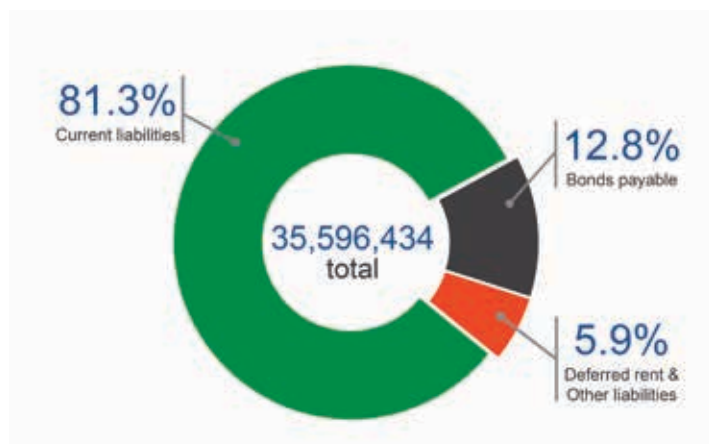
## EXPENSES & EFFICIENCY



## ASSETS



## LIABILITIES



**\$63,701,665**  
net assets

## Statement of Financial Position

<b>ASSETS</b>	<b>2014</b>	<b>2013</b>
<b>Current Assets</b>		
Cash and Cash Equivalents	\$8,945,797	\$6,386,556
Other Current Assets	15,510,666	14,978,522
<b>Total Current Assets</b>	<b>24,456,463</b>	<b>21,365,078</b>
Investments	65,847,157	62,515,954
Property and Equipment, Net	8,229,560	8,785,654
Other Assets	764,919	567,220
<b>TOTAL ASSETS</b>	<b>\$99,298,099</b>	<b>\$93,233,906</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$28,934,336	\$26,003,192
Noncurrent Liabilities	6,662,098	6,867,417
<b>Total Liabilities</b>	<b>35,596,434</b>	<b>32,870,609</b>
Net Assets	63,701,665	60,363,297
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$99,298,099</b>	<b>\$93,233,906</b>

## Statement of Activities

	<b>2014</b>	<b>2013</b>
<b>REVENUE AND GAINS</b>		
Contracts and Operating Grants	\$95,625,499	\$81,178,330
Interest, Dividend Income and Gain on Investments	3,125,825	6,022,548
Other	58,048	115,596
<b>TOTAL REVENUE AND GAINS</b>	<b>\$98,809,372</b>	<b>\$87,316,474</b>
<b>EXPENSES</b>		
Program Service Expenses	\$83,801,925	\$74,672,002
General and Administrative Expenses	11,091,972	9,972,969
Investment Expenses	508,686	323,820
<b>TOTAL EXPENSES</b>	<b>\$95,402,583</b>	<b>\$84,968,791</b>
Change in Net Assets	\$3,338,368	\$2,347,683
Net Assets at Beginning of Year	60,363,297	58,015,614
<b>NET ASSETS AT END OF YEAR</b>	<b>\$63,701,665</b>	<b>\$60,363,297</b>





## OUR MISSION

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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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