



WINROCK
INTERNATIONAL

IMPACT AND INNOVATION

ANNUAL REPORT 2019



A LETTER FROM THE PRESIDENT

As I write this, Winrock staff just finished a series of briefings for new (and a few current) Board of Directors members. Despite the fact that Winrock staff and board members are working remotely all over the world, the dedication and impact of our work shone through. All of our programs – agriculture, energy, domestic economic development, counter-trafficking, carbon mitigation – presented information about the state of their portfolios, with a special emphasis on how each has responded to the COVID-19 crisis.

The collective impact of these presentations was overwhelming. In the words of one of our board members, it's inspiring to survey "the remarkable scope of Winrock's work. Honestly, I can't imagine any organization could be more effective in the areas where Winrock devotes its resources."

Remarkable indeed.

But the remarkable impact of our work starts, endures and ends with one resource, more powerful than a global pandemic and more durable than the geopolitical forces sometimes arrayed against us. It's our people, scattered across the globe yet woven together in a generosity of spirit and application of technical know-how that never ceases to amaze. From

efforts to prevent traffickers from preying on the dispossessed in the Rohingya migrant camps in Bangladesh, to the life-changing skills taught to fisher people on the coast of Senegal, to the women entrepreneurs with newfound confidence and business acumen in El Dorado, Arkansas (and that's el doe-RAY-doe for you non-Arkansans!), to the thousands of small farmers across the world who now know how to increase yields and gain market access thanks to U.S. agricultural volunteers we help deploy through the Farmer-to-Farmer program, Winrock staff deliver impact and results that advance the spirit and values of the American people. And we have been working through all of this while acknowledging our own challenges to be an inclusive and equitable workplace.

These last few months have been challenging. Winrock is an organization in perpetual motion, whether it's educating girls in Mali, boosting shrimp farmers in Bangladesh, empowering women in Malawi or catalyzing markets in Myanmar and the U.S. (all stories you'll read about here). Our energy and optimism fuel our movement. So after the shutdowns forced on us by COVID-19, that energy transferred from the physical to the intellectual. Now, ideas and plans are vectored around the world via technology — technology actualized by our superb IT staff — so that it now seems as if we've never been busier. Perhaps that's because we have never been busier. Crises distill for us what is essential. The trainings are now virtual, the demonstrations of best practice conveyed by video rather than in person. Partners in the field have also stepped up, becoming ever more important in the tapestry that is Winrock. They are vital parts of our success.

We are grateful to our many funders, who have provided us with flexibility and encouragement to meet the imperative of the moment. Our foundation and private sector partners have encouraged us to pivot as necessary, and many have explicitly changed the terms of our engagements to allow us to do so. And special recognition must be paid to our friends who work for our U.S. government funders, who demonstrate a depth of commitment and tenacity in advancing the mission of their agencies in the face of tremendous difficulties and obstacles. We are deeply honored to be their partners and compatriots and work every day to reward their faith in us.

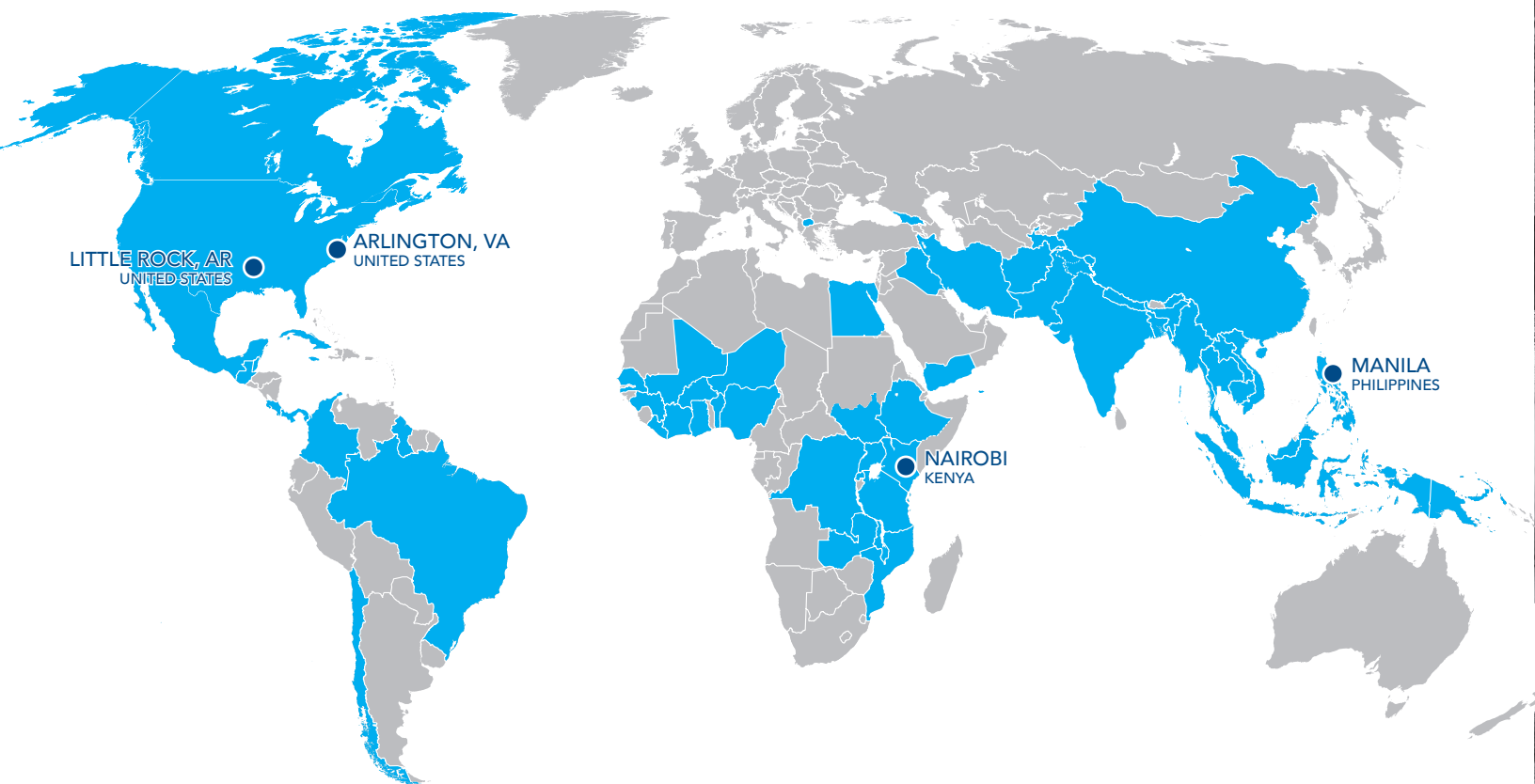
It's humbling to work for Winrock, because all of us know that this is an organization whose sum is exponentially greater than its parts — and its parts are extraordinary. Great organizations rise to difficult occasions, and Winrock's people have more than risen — they've soared. Somewhere in the world right now, a Winrocker is helping someone improve their agricultural yields, remove a ton of carbon from the atmosphere, transition a child from the field to a classroom, or help a woman harness her own economic and intellectual strength. A million thanks to those who deliver as well as receive the life-changing services of Winrock International. Your strength and fortitude inspire us every day to do the work that we do.

Sincerely,

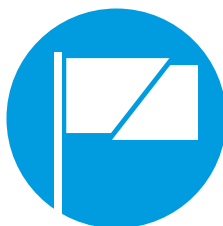
A handwritten signature in black ink, appearing to read 'Rodney Ferguson', with a long, sweeping horizontal line extending to the right.

Rodney Ferguson
Chief Executive Officer

OUR GLOBAL REACH



850
EMPLOYEES



46
COUNTRIES



140
PROJECTS

VOLUNTEERS

Volunteers for Winrock International aren't just lending manual labor – they're lending their expertise. Volunteers strengthen service providers to conduct youth agriculture training programs in Bangladesh and Nepal, teach best practices to farmers in Africa, and train horticulture and livestock farmers in Burma.



70

VOLUNTEER
TRIPS COMPLETED



9

COUNTRIES



VOLUNTEER TIME
VALUED AT
\$707,086



1,399

VOLUNTEER DAYS



59

HOST ORGANIZATIONS



\$4,026.99
VALUE OF RESOURCES
LEVERAGED BY GRANTEE
AND VOLUNTEERS IN THE US



HOW NEW SHRIMP FARMING METHODS ARE IMPROVING LIVES IN BANGLADESH

In the village of Jogindranagar, Shyamnagar, in the Satkhira district of Bangladesh, young men often spend six months a year away from home and family, toiling in the brick fields. It's difficult work, dusty and dangerous, but the men keep returning because that income can make all the difference during the lean winter months.

There are fewer Jogindranagar men heading to the brick fields since Winrock's USDA-funded Safe Aqua Farming for Economic and Trade Improvement (SAFETI) project began. SAFETI provides shrimp and prawn farmers in the region with access to finance and training, helping them boost their incomes so they don't have to leave their families to make ends meet.

PROJECT NAME:

Safe Aqua Farming For Economic and Trade Improvement (SAFETI)

SYNOPSIS:

SAFETI trains and supports shrimp and prawn farmers in Bangladesh, and builds the capacity of domestic trade associations and government agencies they work with, to boost livelihoods, increase productivity in the shrimp and prawn industries, and improve food quality and safety in Bangladesh.

YEARS ACTIVE:

2016-2021

FUNDER:

USDA

To bring this about, SAFETI, like many projects, depends on early adopters, people who embrace new methods before others do. Shrimp farmer Md. Hizbullah is one of those people.

When SAFETI conducted trainings in the area, Hizbullah became a demo farmer. He increased the water depth in his pond by removing the black layer of soil on the bottom, he filtered and treated the water, installed blue net fencing for biosecurity, and stocked the pond with specific pathogen-free shrimp post larvae (SPF PL).

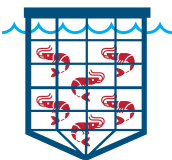
At first, fellow shrimp farmers doubted their friend’s new methods, but after he earned a profit of more than \$550 off his second harvest — his best haul in nine years of shrimp farming — they wanted to follow his lead.

To spread out the investment cost, they came together in a group they called the Semi-Intensive Shrimp Farmers’ Association with Hizbullah as advisor and mentor. They estimated the total cost of production, divided it into equal shares and put forward the initial capital.

In early 2019, this group began to follow SAFETI’s methods in their four ponds. After just one season they were able to raise 788 kilograms of shrimp and sell them for \$6,378, a significant profit. They distributed 50 percent of this equally among members and deposited the rest in a group account to use in the next farm cycle.

As word of their bountiful harvest began to spread, they acquired scores of new members and six new ponds. There are now 75 members in the Semi-Intensive Shrimp Farmers’ Association. Hizbullah continues to offer guidance — and his business continues to thrive. He no longer has to work a construction job and has built a brick house for his family.

As for his fellow farmers, he says, “They used to work in the field for six months in a year and it was difficult for them to stay away from family a long time. But now, they are able to work staying at home. They are financially more benefited in shrimp farming than working in the brick fields.” The Semi-Intensive Shrimp Farmers’ Association has made all the difference.



16,697

individuals have applied new aquaculture production techniques and technologies



91%

increase in yield among shrimp and prawn farmers



203

suppliers/dealers have increased community-based access to high-quality inputs and technologies for aquaculture production



EDUCATING GIRLS AND CHANGING LIVES IN MALI

Every weekday morning, 26-year-old teacher Fily Camara drives nearly two hours from her home in Bandiagara along dusty roads to a rural village called Tongnon. Sometimes, she admits, she's scared. Outside the cities of this hot, arid country just south of the Sahara Desert, armed militants are known to attack or kidnap motorists as an intimidation tactic — government officials and teachers in particular.

Nonetheless, Camara never misses a class. "I have to come," she says. "I'm paid to do a job, and it's a job I like."

When she arrives in Tongnon (pronounced "Tone-Yone"), Camara takes her place at the head of a humble classroom of 40 students, who range in age from 10 to 14. Thirty-eight of them are girls. None attended school before.

"They didn't know even one letter," Camara says. "Now they can all read and write."

PROJECT NAME:
USAID Mali Girls
Leadership and
Empowerment Through
Education

SYNOPSIS:
The USAID Mali
Girls Leadership and
Empowerment Through
Education (GLEE)
project works to increase
educational opportunities,
improve safety, and teach
positive health behaviors
for adolescent girls in
Mali.

YEARS ACTIVE:
2018-2021

FUNDER:
USAID

The school is one of 336 accelerated schooling centers operated by the USAID-funded Mali Girls Leadership and Empowerment through Education (GLEE) project, implemented by Winrock International. The project seeks to increase access to education for adolescent girls, improve their safety in schools and their communities, and increase girls' knowledge and adoption of positive health behaviors.

Designed for out-of-school girls ranging in age from 10 to 14 years old, the classes condense three years of schooling (grades one through three) into a nine-month program using interactive, child-centered methodologies. Once a girl passes the course at the end of the nine months, the GLEE project supports her to enroll in formal government primary school, which GLEE also supports through other activities.

In the midst of a teachers' strike that shuttered Mali's government-run schools for six months, the people of Tongnon were so delighted to have a school that they collectively volunteered to provide security. Mali is still recovering from a 2012 rebellion and coup d'état, and some terrorist groups target schools. Ethnic conflicts between farmers and herders have also resulted in increased violence.

"We know anything can happen at any time, here or elsewhere [in the province]," says Malik Nantoumé, 56, who leads security efforts for the Tongnon school. "This is our village and these are our children. We must protect them."

Sali, an 11-year-old student in Tongnon (pictured above), says she feels safe at school. She is the first child in her family to get an education, and she has made the most of the opportunity. Since starting in October 2018, Sali has become the top student in Tongnon, learning French, reading and math. Sali has definite plans for her future.

"I want to be like my teacher," she says, clinging to Camara's colorful dress, "and teach other children."





HOW ARKANSAS BECAME THE U.S. EDAMAME CAPITAL

A WINROCK LEGACY STORY

Herby Ault, who farms near Dardanelle, Arkansas, had never heard of edamame when Kelly Cartwright first approached him about growing it. But Cartwright, an agricultural scientist and entrepreneur, had done the math and knew it would work.

“We had the numbers and we also had the market,” says Cartwright, who leads the Natural Soybean and Grain Alliance and has partnered with Winrock on several projects. A company in Texas had been working with Cartwright and a development team to place a processing facility in Mulberry, Arkansas. Vertically integrated, the company would not only purchase the locally grown edamame but would also help manage the crop throughout the season, including harvesting it and transporting it to the plant for final processing. Still, it would take more coaxing for Ault and those first few farmers to make the leap.

PROJECT NAME:

Market Potential of Using Specialty Soybeans as Replacement Crops in Arkansas River Valley

SYNOPSIS:

Winrock U.S. Programs develops solutions for the challenges facing rural communities, from farming to entrepreneurial development. Its work on edamame in Arkansas was funded through the United States Department of Agriculture.

YEARS ACTIVE:

2010-2011

FUNDER:

USDA

“We finally convinced them that edamame is just a soybean,” Cartwright says. “It isn’t exotic. It grows like a soybean — but it pays like a vegetable.” Within four years, edamame had become an \$8 million industry, was generating more than 40 fulltime processing jobs, and had put Arkansas on the map as the country’s first domestic processor of the bean and the “Edamame Capital” of the U.S.

Winrock had a huge hand in making this happen — starting with an initial phone call with Cartwright early in 2010. This led to a Rural Business Enterprise Grant from USDA; working with agricultural extension, university agronomists and others to learn which soybean would best fit the soil and temperature of the Arkansas River Valley; assessing markets; providing technical assistance and helping pull it all together.

This wasn’t the first time Winrock was part of reshaping an agricultural market in Arkansas. Fifteen years ago, it helped a group of sweet potato farmers improve the quality and boost the yields of their crop. The Central Arkansas Research Conservation and Development Council brought farmers together to establish a facility where they could process and store their crop, and Winrock introduced them to new markets. Eventually, there were contracts with Gerber and the Bright Harvest Sweet Potato company — and a \$1 million federal/state grant. Sweet potatoes from the Arkansas Delta are now shipped to many states and abroad.

“U.S. Programs takes an economic development perspective,” says Senior Director Linsley Kinkade. “We’re not just about getting better skills to the farmer, we’re about building up an industry that will create more jobs in small towns. I think for us, when we see real success is when that happens.”

U.S. Programs is currently working to repeat the success of edamame and sweet potatoes with organic grains. While still in process, it’s a winning model, and it taps into a rich legacy of agricultural research that’s been part of Winrock from the beginning.



\$8M

edamame industry
created in Arkansas



**MORE
THAN 40**

full-time processing
jobs generated



Photo: Joel Geertsma

WOMEN JOIN FORCES TO REDUCE CHILD LABOR

Dorothy Manifold of Chituku Village, Malawi, lost her husband in 2008, and since then she's been raising five children on her own. It hasn't been easy, but her life improved when she became part of the Women's Agribusiness Group (WAG) of the Achieving Reduction of Child Labor in Support of Education (ARISE) project, implemented by Winrock.

At first glance, the WAG's work may seem tangential to reducing the child labor that plagues this small African nation. But actually, it has much to do with it. In fact, everything ARISE does is aimed at getting the estimated 38 percent of Malawian children who are not in school back in school.

The women of Chituku Village's WAG have discovered that the region's red soil makes excellent cookstoves. So, after training from ARISE, they learned how to harvest and season the clay, how to knead and pack it into molds with paddles

PROJECT NAME:

Achieving Reduction of Child Labor in Support of Education (ARISE)

SYNOPSIS:

ARISE raises awareness about child labor and helps improve family livelihoods so that children can pursue an education. The program also works with government officials to strengthen and enforce laws preventing child labor.

YEARS ACTIVE:

2019-2022

FUNDER:

Japan Tobacco International

that hollow out the interior of the stoves, how to smooth and fire the stoves in kilns. Not only do the stoves improve the women's lives by cooking more efficiently and cleanly (they reduce smoke and save on firewood and the time spent collecting it), but the money the women make selling them pays school fees and creates new businesses that employ others.

Cookstoves have helped Manifold educate her children — two are in secondary school, a significant achievement, and the other three are in primary school. "I have seen a lot of change in my household because of the cookstove business. My children can go to school without difficulties," says Manifold, who before ARISE was piecing together a living by working for hire in the fields.

Manifold and other women in Chituku are not just making cookstoves; they're shaping lives. "We believe that communities have the solutions to the problem of child labor," says Dalitso Beloyi, ARISE project director. "What we do is to connect communities with the solutions."

Chituku's solutions have been nothing short of transformative. In just over a year, WAG members made 7,000 cookstoves, which allowed them to build new homes, purchase livestock — and buy uniforms and pay school fees for their own children as well as those of needy children in the village. Their efforts have made a tangible difference in the community.

Like the anti-child-labor clubs, community-based child-care centers, village savings and loans and other initiatives of the ARISE project, the WAG groups have one goal: to support children.

Education gives children hope. "Etiness wants ... to get a job in the police service, and Bertha wants to be a medical doctor when she completes school," Manifold says. "I am very proud of my children, because I know they are making their future — and also making mine."



MORE
THAN **39,000**

children enrolled in education programs and after-school activities



8,500

households' livelihoods strengthened



150,000

community members and teachers sensitized in areas where JTI sources its tobacco



PROTECTING NATURE AND PRESERVING LIVELIHOODS IN VIETNAM

Vietnam's Payment for Forest Environmental Services (PFES) system, implemented by Winrock's USAID-funded Vietnam Forests and Deltas project, provides around \$130 million a year to more than 500,000 Vietnamese households for their work protecting forests. It's money that flows from hydroelectric plant owners and users of environmental services into the hands of people like K Lũy.

K Lũy wears her reverence for Vietnam's forests and the life systems they support on her skin – literally. A member of the K'Ho tribe, a once-nomadic ethnic group in Vietnam's Central Highlands, Lũy's traditional, hand-woven dress is adorned with patterns and symbols representing birds, mountains and trees. The importance of the natural world to the culture and livelihood of the K'Ho is something Lũy learned early. "When I was small, every time I went with my parents to the field, my parents would show me several kinds of tree and told me to take care of them so that they could grow up, just like me," she remembers. Today, Lũy imparts the same messages to her nine-year-old daughter and six-year-old son.

PROJECT NAME:

Vietnam Forests and Deltas

SYNOPSIS:

The payment for forest environmental services (PFES) system is an important initiative of the USAID Vietnam Forests and Deltas Program, which supports Vietnam's transition to resilient, sustainable development

YEARS ACTIVE:

2012-2021

FUNDER:

USAID

But the tangible importance of healthy forests, as well as the need to actively protect them and responsibly steward natural resources, is more apparent now than ever to Lũy, her family and community. Lũy and many of her fellow K'Ho earn a significant portion of their income by self-patrolling the forests near the village of Kalatangu. The money makes a big difference in Lũy's daily life, and is helping her to lay the foundation for her children's future.

"Since we mostly do farming and we only earn a living from coffee and rice, an additional source of income from the forest for the remaining months is really necessary," she says. "It helps us with household spending, schooling for children, and daily food." As critical as the income from PFES is on a personal level, Lũy's convictions about the importance of forest conservation transcend her own circumstances.

So far, the project has helped more than 204,700 people learn about and implement environmental risk reduction practices, developed 100 plans and policies focused on environmental protection, and provided remuneration for forest protection services to more than 21,160 households.

In addition to directly impacting communities and individuals like Lũy who are dependent on forests for their livelihoods, PFES is supporting Vietnam's transition toward resilient, sustainable development. The first phase of the project (2012-2018) helped to emplace national policies and strategies enabling Vietnam's government to respond to fast-moving environmental changes, with a focus on forestry, agriculture, disaster risk reduction and improved livelihoods. The second (and current) phase of PFES (2018 through mid-2021) focuses on ensuring that Vietnam's payments-for-services system remains an effective and lasting tool to achieve the country's environmental and socioeconomic goals.

Asked if she has a message for those living far from the hills of Lam Dong Province, Lũy's response is simple.

"Let us join hands to protect our forest," she says. "If we have forests, we will have a green, clean and beautiful earth, as well as healthy air."



137,992

people trained in climate change and sustainable landscapes



67

tools, technologies, or methodologies developed and deployed to address climate change



30M

tons of GHG emissions (CO2e) reduced or sequestered



42,150

households given facilitated payments for forest environmental services



FROM ANCIENT LANDS, A MODERN SOLUTION

The Eel River slices through Northern California, slinking its way up the San Andreas fault. Its rocky shores are flanked by forests ranging from the magnificent redwoods of Humboldt County to the rugged oak woodlands of Mendocino County. These landscapes have historically fueled California's booming economy as a seemingly endless source of timber.

Today, they represent another valuable commodity: carbon offsets. A scenario where forest owners meticulously inventory and monitor trees for their value as climate regulators rather than lumber may have been unimaginable to past generations, but it's a critical part of California's successful strategy to lower state emissions. And it's had an outsized benefit for the original inhabitants of these forests — Native American tribes — who are demonstrating that selling forest carbon offsets can help fund the sustainable management of their ancestral lands.

PROJECT NAME:
American Carbon Registry

SYNOPSIS:
The American Carbon Registry (ACR) is the world's first private voluntary greenhouse gas registry and the leading approved offset project registry for the California cap-and-trade program. It was recently approved by the International Civil Aviation Organization to supply credits for its global airline carbon market.

YEARS ACTIVE:
ACR was launched in 2007

California's cap-and-trade program was launched in 2013 as part of the state's ambitious efforts to curb its contribution to climate change. The American Carbon Registry (ACR), a Winrock enterprise organization, is the first private voluntary carbon credit registry in the world and one of only three approved offset registries under California's cap-and-trade program.

Forest carbon projects have delivered over 80 percent of the carbon offsets issued under cap-and-trade since 2013. These apply California's strict standards for project development and documentation to demonstrate that carbon impacts are additional to any other underlying requirements or conditions, commit to maintaining those practices for 100 years, and undertake cost and labor-intensive inventories to quantify and monitor forest carbon stocks.

Over half the forest carbon offsets registered through ACR for the cap-and-trade program in California have been generated by Native American tribes or corporations. They leverage their existing timber inventories to develop carbon stock and growth estimates and align their conservation-oriented objectives and land management practices to establish forest carbon offset projects cost-effectively.

The Round Valley Indian Tribes (RVIT) in Covelo, California, showcase this dynamic, as the first tribe to start a carbon offset project in 2011 — even predating the cap-and-trade program. RVIT has been limiting timber harvest significantly since the 1990s, encouraging growth by thinning young trees to manage competition for light and water in the dry landscape. Harvest is well below the allowable annual volume as determined by the State of California regulations, resulting in increased carbon stocks over time. This has resulted in carbon offset payments exceeding \$1 million since the project began, which have been invested in natural resource management capacity-building and economic development projects in its underserved valley.

RVIT's achievements in reinforcing tribal values were recognized by ACR's Commitment to Quality Award. As we enter the next decade, Winrock remains optimistic — and dedicated to helping partners worldwide achieve ambitious climate benefits from forests while empowering the critical communities who live in them.





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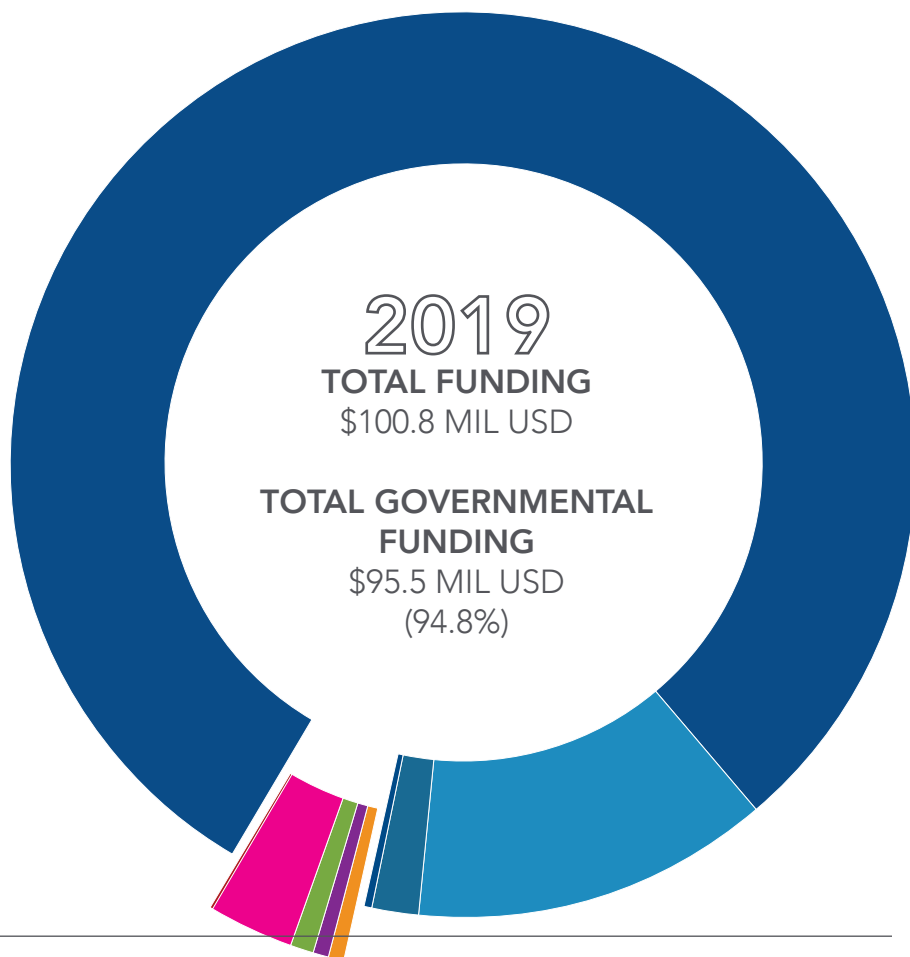
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Libby Whitbeck

Chief of Staff

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.



NON-GOVERNMENTAL

CORPORATIONS \$250,463 | 0.2%
FOUNDATIONS \$2,968,415 | 2.9%
MULTILATERALS \$959,790 | 1.0%
NONPROFITS AND UNIVERSITIES \$619,947 | 0.6%
INDIVIDUALS AND FAMILIES \$487,557 | 0.5%

GOVERNMENTAL

U.S. STATE GOVERNMENT AGENCIES \$125,000 | 0.1%
NON-U.S. GOVERNMENT AGENCIES \$1,884,566 | 1.9%
OTHER U.S. FEDERAL GOVERNMENT AGENCIES \$12,699,727 | 12.6%
USAID \$80,789,150 | 80.2%

ORGANIZATIONS

CORPORATIONS

Alter Trading
Bylites
Entergy
Enthusiast
Facebook
Galley Support Innovations
Global Forest Carbon Inc.
Mars Petcare
National Oil Corporation of Kenya
Nespresso
Seal Solar
The Coca-Cola Company
Turner Broadcasting
Union Pacific Railroad Company

FOUNDATIONS

AARP Foundation
Amazon Smile Foundation
Arkansas Community Foundation
Benevity
Garfield Foundation
Goldstein Family Foundation
Good Energies Foundation
Kellogg Foundation
Kinship Conservation Fellows
Kresge Foundation
National Fish & Wildlife Foundation
Northwest Area Foundation
Regenerative Agriculture Foundation
Rockefeller Brothers Fund

Steven & Alexandra Cohen Foundation
Walton Family Foundation
Winthrop Rockefeller Foundation

GOVERNMENT AGENCIES

City of North Little Rock, Arkansas
Delta Regional Authority
Government of Chile Ministry of Agriculture (CONAF)
Japan International Cooperation Agency
Norwegian International Climate and Forest Initiative (NICFI)
U.S. Agency for International Development (USAID)
U.S. Department of Agriculture (USDA)
U.S. Department of State
U.S. Environmental Protection Agency (EPA)
U.S. Food and Drug Administration
U.S. Small Business Administration (SBA)

MULTILATERALS

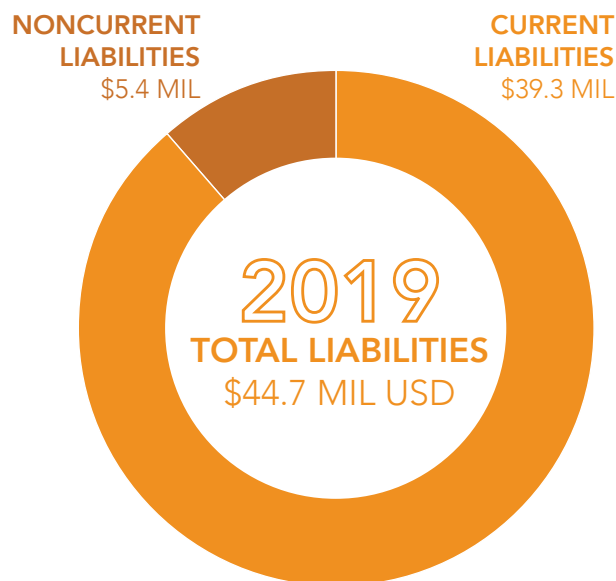
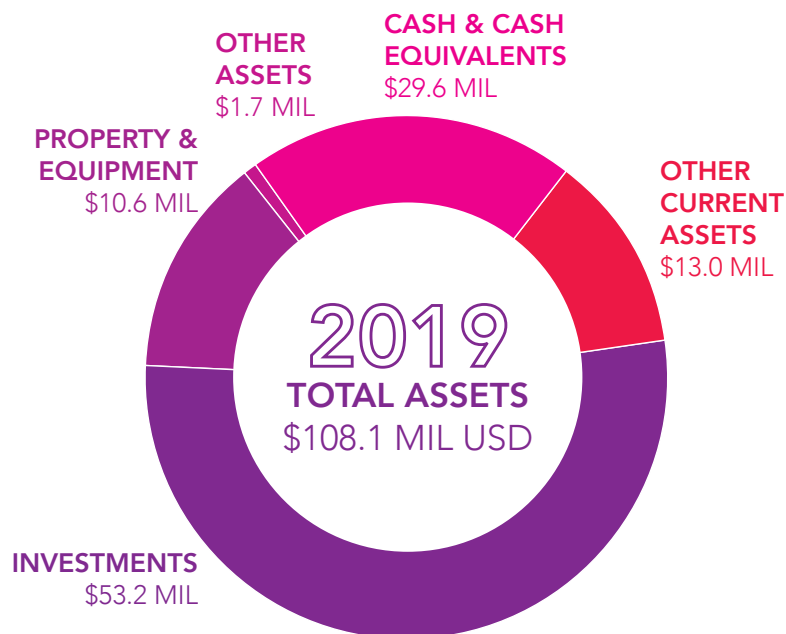
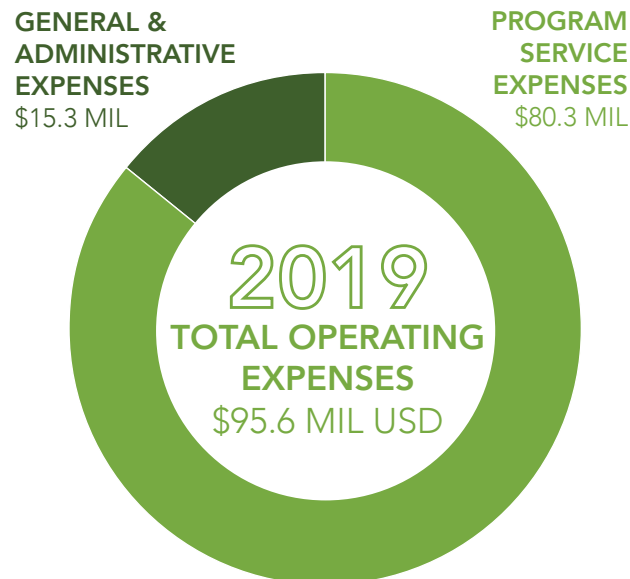
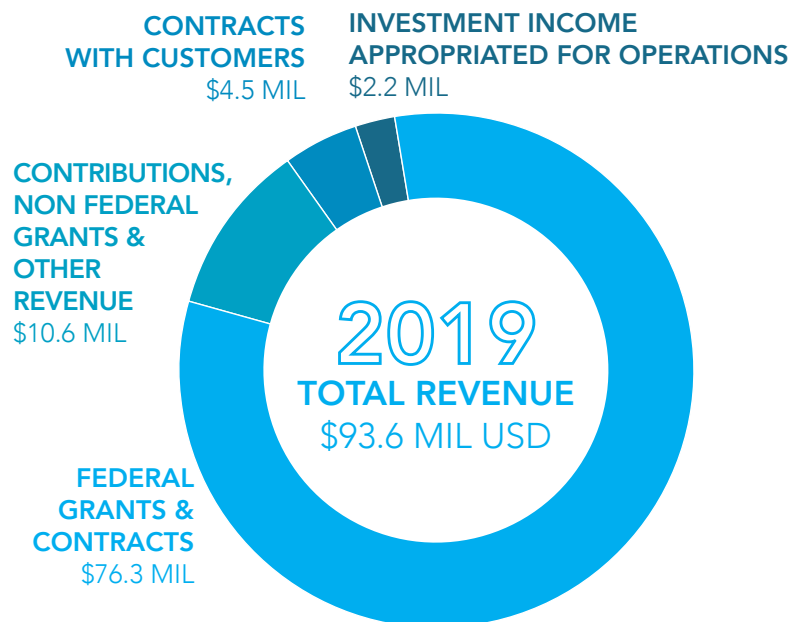
World Bank

NONPROFITS AND UNIVERSITIES

Arkansas Black Hall of Fame
Arkansas Capital Corporation
Arkansas Children's Hospital
Central Arkansas Library
Delta Institute
Greenbelt Fund
Hot Springs Village Woodworkers
International Union for Conservation of

Nature (IUCN)
National Grazing Lands Coalition
National Sustainable Agriculture Coalition
Para la Naturaleza
Patagonia Works
Royal Society for Protection of Birds
Sasakawa Africa Association
Sustainable Molokai
Tides Foundation

OUR FINANCIALS



CONSOLIDATED STATEMENT OF FINANCIAL POSITION

ASSETS

CURRENT ASSETS	2019	2018
Cash and Cash Equivalents	\$29,558,575	\$18,826,489
Other Current Assets	\$13,033,214	\$10,944,595
Total Current Assets	\$42,591,789	\$29,771,084
INVESTMENTS	\$53,249,726	\$46,681,385
PROPERTY AND EQUIPMENT, NET	\$10,557,085	\$11,858,335
OTHER ASSETS	\$1,705,174	\$2,438,036
TOTAL ASSETS	\$108,103,774	\$90,748,840

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES	\$39,288,028	\$25,032,629
NONCURRENT LIABILITIES	\$5,433,376	\$6,575,285
TOTAL LIABILITIES	\$44,721,404	\$31,607,914
NET ASSETS	\$63,382,370	\$59,140,926
TOTAL LIABILITIES AND NET ASSETS	\$108,103,774	\$90,748,840

CONSOLIDATED STATEMENTS OF ACTIVITIES

OPERATING REVENUE AND SUPPORT

Federal grants and contracts	\$76,309,428	\$75,559,055
Contributions, non federal grants, and other revenue	\$10,622,839	\$11,703,460
Contracts with customers	\$4,490,470	\$4,148,753
Investment income appropriated for operations	\$2,184,274	\$2,148,161
TOTAL OPERATING REVENUE AND SUPPORT	\$93,607,011	\$93,559,429

OPERATING EXPENSES

Program service expense	\$80,307,233	\$80,920,661
Management and general	\$15,299,196	\$13,916,808
TOTAL OPERATING EXPENSES	\$95,606,429	\$94,837,469

INVESTMENT LOSS IN EXCESS OF APPROPRIATIONS

Change in net assets	\$4,241,444	\$(7,145,764)
Net assets at the beginning of year	\$59,140,926	\$66,286,690
NET ASSETS AT END OF YEAR	\$63,382,370	\$59,140,926



WINROCK'S MISSION IS TO EMPOWER THE DISADVANTAGED, INCREASE ECONOMIC OPPORTUNITY AND SUSTAIN NATURAL RESOURCES ACROSS THE GLOBE.

Back cover: Bobby Neptune



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