POSITIONING FOR THE FUTURE
ANNUAL REPORT
2014
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

Winrock principal and regional offices

Winrock presence, activities and support

209 projects
50 countries
OUR IMPACT

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.
“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.
PRESERVING THE FRUIT BASKET OF PAKISTAN

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

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

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

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

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Winrock International Board Chair
Vice President for Programs
Rockefeller Brothers Fund
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Tufts University
Cambridge, Massachusetts

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Executive Vice President & Chief Operations Officer
The Asia Foundation
San Francisco, California

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President, Bronson Van Wyck, LLC
Chairman, Winrock Advisory Council
Tuckerman, Arkansas

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Charles Michael Myers
Vice President & Chief Financial Officer

Amy Carrasquillo
Manager, Investment & Cash Corporate Secretary

Pam Futch
Senior Staff Accountant
Assistant Treasurer & Assistant Secretary

Carol Ann Smith
Vice President, Operations

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Attorney at Law
Haught & Wade
Little Rock, Arkansas

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President & Chair of Board of Directors
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Little Rock, Arkansas

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Entergy Corporation
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San Francisco, California

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Acting Director, New Business Services

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Group Vice President, Environment: Forestry, Energy & Ecosystem Services

David Norman
Group Vice President, Enterprise & Agriculture

Carol Michaels O’Laughlin
Group Vice President, Empowerment & Civic Engagement

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Managing Partner
Garcia, Lopez & Ash Consulting
Little Rock, Arkansas

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Cara Hayes
John Kadyszewski
Senior Director, Planning & Strategic Initiatives

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Director, Environmental Resources Trust

David Norman
Director, American Carbon Registry

Carol Michaels O’Laughlin
Director, Information Technology

Jason Zeno
Director, Communications & Public Affairs

Corey Hatchell
John Kadyszewski
Director, Global Human Resource
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
Anonymous (2)
Becky Bolding
Becky Featherson
Betty Lough
Brenda Sue Knight
Carolyn Carter
Casey Loken
Chantele Maxey
Dana Rumph
Daniel Herman
Dorothy D. Hart
Elizabeth Titus
Fabio Machuca
Greg Rupert
Henrique Brito
ImportantGifts, Inc.
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Jerry Grant
Jill Pickett
Jonathan & Amy Burns
Josh & Amanda Morgan
Kathleen & Eric Loken
Kathryn Murphy
Kathy Royer
Kristi Mitchell
L. Jeffrey Kittay
Lisa Davis
Margaret McConathy
Martha Saldinger
Mary Towns
Megan Davenport
Monica Reap
Nora Fisher
Patricia Aker
Paul Savage
Ramona Harrison
Robert Cordery-Cotter
Robert Maddock
Sandra Coppage
Sandy Sanders
Sarah Stailey
Sherry Beard
Sherry Howard
Stacy Purdy
Teresa Ratchford
Tim & Andrea Brownmiller

$99 & below
Andrea Burniske
Andrea Delaney
Audriana Williams
B. Valley
Ben Horsey
Brian B Burger
Brian Flanagan
Cara Hayes
Charla D. Britt
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
Jennifer McLelland
Jennifer Claypoole
John Bingham
Kristie Mock
Larry B. Blasingame
Les Apigian
Linas 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
Musso, 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

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Margaret A. Cargill Foundation
McKnight Foundation
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Packard Foundation
Plum Creek Foundation
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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 für Internationale Zusammenarbeit GmbH (GIZ)
<table>
<thead>
<tr>
<th>Embassy of Denmark</th>
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<td>U.S. Small Business Administration (SBA)</td>
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**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

**UNIVERSITIES**

- Southeast Missouri State University
- Universidad Austral de Chile

**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

**NONPROFITS**

- Christopher Dowswell 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 (WISIONS)
OUR FINANCIALS

**REVENUE**

- 96.8% Contracts & Operating Grants
- 3.1% Interest, Dividends & Gains on Investment
- 0.1% Contributions & Gains on Tradable Emission Allowances

98,809,372 total

**EXPENSES & EFFICIENCY**

- 87.9% Program services
- 11.6% General & Administrative
- 0.5% Investments

95,402,583 total

**ASSETS**

- 66.3% Investments
- 0.8% Other assets
- 24.6% Current assets
- 8.3% Property & Equipment

99,298,099 total

**LIABILITIES**

- 81.3% Current liabilities
- 12.8% Bonds payable
- 5.9% Deferred rent & Other liabilities

35,596,434 total

$63,701,665 net assets
### Statement of Financial Position

**ASSETS**

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<tr>
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<tr>
<td><strong>Current Assets</strong></td>
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<tr>
<td>Cash and Cash Equivalents</td>
<td>$8,945,797</td>
<td>$6,386,556</td>
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<td>Other Current Assets</td>
<td>15,510,666</td>
<td>14,978,522</td>
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<td><strong>Total Current Assets</strong></td>
<td>24,456,463</td>
<td>21,365,078</td>
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<td>Investments</td>
<td>65,847,157</td>
<td>62,515,954</td>
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<td>Property and Equipment, Net</td>
<td>8,229,560</td>
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<td>Other Assets</td>
<td>764,919</td>
<td>567,220</td>
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<td><strong>TOTAL ASSETS</strong></td>
<td>$99,298,099</td>
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<td><strong>LIABILITIES AND NET ASSETS</strong></td>
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<td>Current Liabilities</td>
<td>$28,934,336</td>
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<td>Noncurrent Liabilities</td>
<td>6,662,098</td>
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<td>Net Assets</td>
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<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
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### Statement of Activities

**REVENUE AND GAINS**

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<tr>
<td>Contracts and Operating Grants</td>
<td>$95,625,499</td>
<td>$81,178,330</td>
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<td>Interest, Dividend Income and Gain on Investments</td>
<td>3,125,825</td>
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<td>Other</td>
<td>58,048</td>
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<td><strong>TOTAL REVENUE AND GAINS</strong></td>
<td>$98,809,372</td>
<td>$87,316,474</td>
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**EXPENSES**

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<td>Program Service Expenses</td>
<td>$83,801,925</td>
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<td>General and Administrative Expenses</td>
<td>11,091,972</td>
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<td>Investment Expenses</td>
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<td>323,820</td>
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<td><strong>TOTAL EXPENSES</strong></td>
<td>$95,402,583</td>
<td>$84,968,791</td>
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<tr>
<td>Change in Net Assets</td>
<td>$3,338,368</td>
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<td>Net Assets at Beginning of Year</td>
<td>60,363,297</td>
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<td><strong>NET ASSETS AT END OF YEAR</strong></td>
<td>$63,701,665</td>
<td>$60,363,297</td>
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</tbody>
</table>
OUR MISSION

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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