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President  
Winrock International Institute for Agricultural Development  
Morrilton, Arkansas

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\*Appointed to the board in 1986

† Resigned July 23, 1985 to be U.S. Trade Representative.



*Winrock specialists work alongside host-country personnel. Dr. Travis R. Everett (right) and a scientist of the Bangladesh Agricultural Research Institute check insect populations in field trials. Long-term professional relationships strengthen national programs that improve agricultural productivity.*

## **Building from Strength**

**The 1985 annual report of Winrock International**

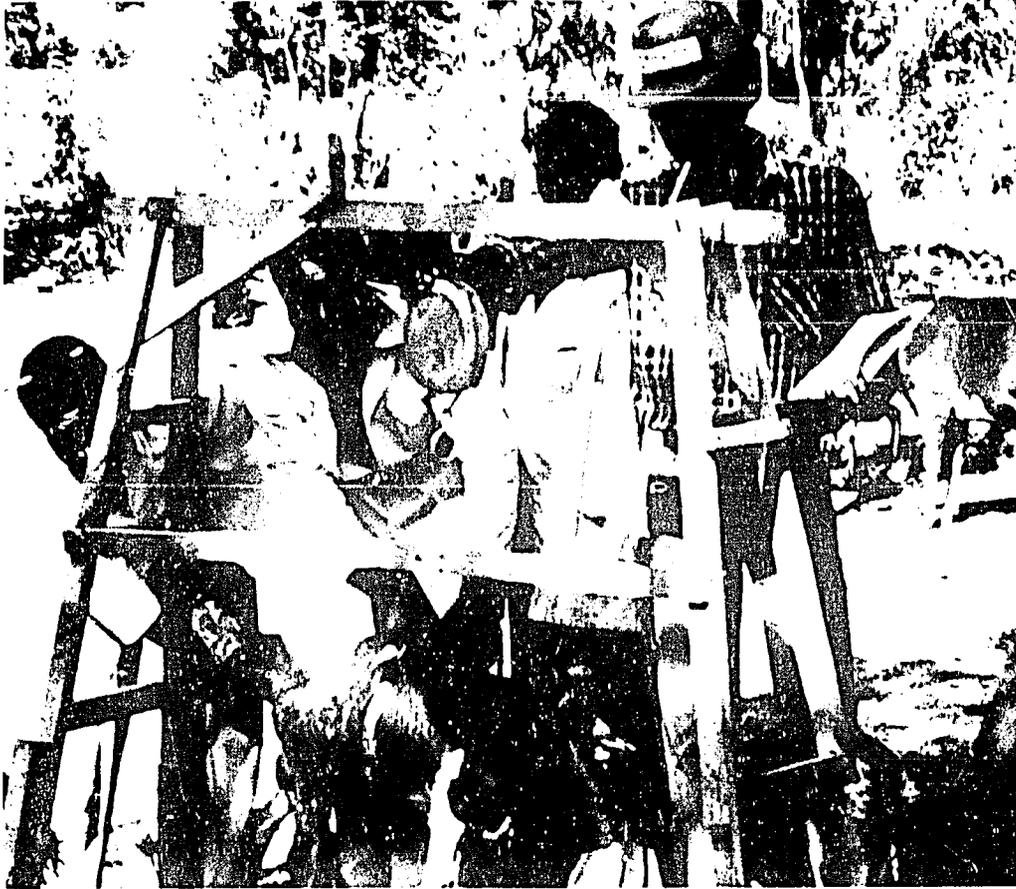
The Winrock International Institute for Agricultural Development, which started operations on July 1, 1985, was created by the merger of the Agricultural Development Council (A/D/C), the International Agricultural Development Service (IADS), and the Winrock International Livestock Research and Training Center (WILRTC). This report covers the new organization's first six months of operation.

Compiled and written by Theodore Hutchcroft, Jo Ann Pryor, Denise Felton, R. Katherine Jones, Melissa Beck Yazman, and Sheila B. Parsons, with assistance by other staff members of Winrock International.

Photographs: Travis R. Everett, p. 1. Henry A. Fitzhugh, p. 3. Melissa Beck Yazman, pp. 4, 7 (all), 11. Gary Alan Strain, p. 5. Will R. Getz, p. 11. Richard R. Harwood, p. 23.

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Morrilton, Arkansas, U.S.A.



*Winrock International works with many other organizations to make technology available to small farmers in developing countries. Texas A&M and Washington State universities and the University of Missouri are Winrock's partners in Kenya on a project to improve dairy goat production systems. These technicians at the Mase experiment station are weighing this goat as part of a nutrition study.*

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*Two people sitting on a large pile of harvested plant material, possibly bamboo or reeds, in a dark, textured environment.*

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# An Introduction to Winrock International

by Robert D. Havener, President

**The Merger** to create Winrock International was an ambitious — and bold — undertaking. A/D/C, IADS, and WILRTC had each made notable contributions to development. A merged institution would be bigger. Would it be better?

The men and women who served on the three boards of directors believed it would. They were convinced there was a void in the development community that could be filled by the new Winrock International.

It would have been difficult to find candidates better suited to a union of this kind. These three nonprofit institutions rooted in the Rockefeller family's philanthropic tradition shared a commitment to improving human welfare. Their records in fulfilling that commitment were impressive.

Each had earned its reputation for excellence in a well-defined area of agricultural development. Together, they would have the professional expertise to address critical questions throughout the food chain.

The new institution would not be profit-seeking, nor would it depend entirely on contracts for its existence. An endowment base would give it vital freedom and flexibility. Winrock International would have the resources to initiate — not simply respond to — development opportunities, and to experiment and take risks others might not be willing to take in the search for new solutions. Able to turn down projects that did not fit within its mission and scope of expertise, the institution could keep its focus clear. It would be adaptable enough to change as the needs and abilities of developing countries change, yet stable enough to make long-term commitments.

The fact that the institution would be in for the long haul, combined with its independence from government policies per se, would give it an advantage as it sought private-sector partners for agricultural development.

**Our Charge** was to turn an extraordinary opportunity offered by the merger into reality, to forge from these three institutions one new entity. We had a great deal to work with.

**Disciplinary Strength:** A/D/C was strong in the social sciences as related to agriculture, IADS and WILRTC in farming systems — the former with special expertise in crops, the latter in animal agriculture.

**Expertise:** Together, they had worked with people at every level — from farmers to government minister. A/D/C was a recognized leader in human resource development, known for its work at universities with educators and policymakers and with students in advanced-degree programs. IADS had specialized in helping scientists and administrators at the national level to build agricultural research institutions. WILRTC had worked in institution building on a smaller scale and had a great deal of experience in training people who work directly with farmers.

**Experience:** The three had more than 50 years of combined experience in Asia, Africa, Latin America, and the United States.



*Robert D. Havener*

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## A Dynamic Heritage

The Winrock International Institute for Agricultural Development began operations in July 1985 after the merger of three private, nonprofit organizations.

The Agricultural Development Council (A/D/C) grew out of the Council on Economic and Cultural Affairs, an organization founded in 1953 by John D. Rockefeller 3rd. A/D/C was designed to stimulate and support economic training related to human welfare in rural Asia. Its aim was to strengthen the professional capacity in Asia to deal with the economic and human problems of agricultural and rural development. Through A/D/C's fellowship program, more than 600 young Asians received formal training in institutions throughout the world. Almost all of these scholars returned to their home countries and have become national policymakers, educators, and researchers.

The International Agricultural Development Service (IADS) was created in 1975, with initial support from the Rockefeller Foundation, to provide services to developing countries wanting to strengthen their agricultural research and development programs. IADS was particularly concerned with finding ways to quicken the adoption of science-based agriculture that would expand food output and increase incomes of rural people in the developing countries. It emphasized increasing the production of crops and livestock, strengthening institutions crucial to developing technology, training personnel, and implementing production programs.

The Winrock International Livestock Research and Training Center (WILRTC) was established in 1975 in response to the request of Winthrop Rockefeller that the trustees of his estate be "venturesome and innovative" in creating and supporting institutions that would help people help themselves. WILRTC was created in consideration of his interest in animal agriculture and his concern for rural people. It had a mandate to improve animal agriculture for the benefit of people, and operated projects in the United States as well as in many developing countries of the world. WILRTC was involved in farming systems research, institutional development, policy research, and training.

Winston Churchill once said he had found, in his experience with large enterprises, that it is often a mistake to try to settle everything at once. It was obvious at the time of the merger that we would have to delay some considerations, even many practical ones. On July 1, 1985, we had two immediate concerns: to provide uninterrupted service in the 17 countries where field staff were posted and to unite under one administration the some 200 employees of the merging institutions.

In philosophy the merging partners were very much alike. In method they were not. Sweeping changes were required in many administrative functions — such as staff payroll and benefits — to ensure we could meet the most basic needs of our people. In other areas — such as procurement and project billing — we kept old processes in motion so that field work could continue as administrative changes were phased in.

We made the decision early on to keep our technical structure simple and open. Three program divisions were established. The Human Resource Development Division manages training — both degree and nondegree — and professional networks in developing countries. The Technical Cooperation Division plans and fosters Winrock's participation in development projects. The Planning and Analysis division has three functions: to explore opportunities for institutional development, to scrutinize and help us learn from our field experience, and to provide data analysis for our agricultural policy and related programs.

As we pause to consider our first six months, we are surprised not so much by the difficulties of merger, but by the readiness with which the 200-plus people on our staff offered their loyalties and enthusiasm to the new Winrock International.

With the new administration now in working order, we turn our attention to defining more clearly who we are and what we see as our part in making life better for the world's rural poor.

Our mission is to alleviate poverty and hunger through agricultural development. The information in this annual report sheds light on how we carry out that mission.

Very simply, our goal is to increase the productivity — and thus the incomes — of small farmers and rural laborers by applying science and technology to agriculture. We believe these men and women, who are among the poorest of the poor in most developing countries, will best be served in the long run by people of their own country. For that reason, we target our efforts on training people and strengthening institutions that serve agriculture.

We are concerned with agricultural development throughout the world, including the United States. Our experience and professional relationships in U.S. agriculture give us unique insights and opportunities. We believe Winrock International can play a vital role in increasing the beneficial exchange between international development and U.S. agriculture.

It is becoming very clear that our merger was worth the risks it entailed. We are becoming a center of excellence in international agricultural development, an organization of

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skilled and experienced people from many cultures and disciplines.

Winrock International is not — and will not attempt to be — all things to all people. We are one of many players in a drama of global proportions. Our role in that drama will change as we respond to a changing world.

Some things we know with certainty will affect our course over the next few years:

- In the future, the sustainability of agricultural production will be seen as just as important as increased productivity. Agricultural and rural development project planners and managers will need to become more sensitive to the environment and more concerned with issues such as the efficiency of resource use.
- Technical cooperation relationships will change. In many areas, equal-partner professional exchanges are replacing the traditional technical-assistance approaches. The development community must find new ways to fund the kinds of scholarly and scientific exchanges that these shifts will require.
- The number of resident expatriates needed on development-assistance projects will decline in a relative sense, and the use of experts on very specific, short-term assignments will rise. Developing-country scientists will increasingly be preferred for such assignments.

Within the next 15 years, more than one billion people will join us on this earth. Whether they will have the opportunity to overcome poverty and hunger is being determined by the work in which we are sharing today.

We know that, no matter how significant our achievements, our mission will never be fully accomplished. But we hope that because of our work, life for millions of people will be a little better tomorrow than it is today. For each of us at Winrock International, that is incentive enough.



*Dilbagh S. Athwal  
Director, Technical  
Cooperation Division*



*Henry A. Fitzhugh  
Director, Planning and  
Analysis Division*



*Hugh T. Murphy  
Director  
Administration and Finance*



*David F. Nygaard  
Director, Human Resources  
Development Division*

# Winrock International Highlights

July through December 1985

"Building from strength" has been the theme for the first six months of operation of the Winrock International Institute for Agricultural Development. This is a summary review of the activities as the new organization took shape. More details of these items are given in succeeding pages of this report.

- Winrock International started operating on July 1, 1985, a product of the merger of the Agricultural Development Council, International Agricultural Development Service, and Winrock International Livestock Research and Training Center. It is an autonomous, nonprofit organization for research, education, service, and training.

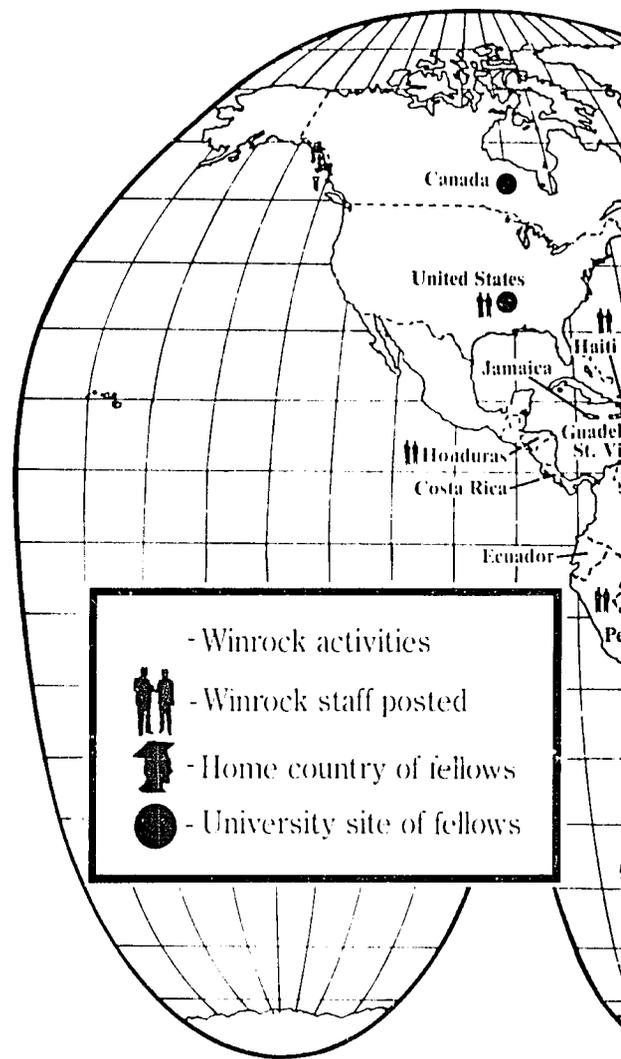
- The merger brought together a staff of over 200 persons. The staff members are located at the headquarters near Morrilton, Arkansas, U.S.A.; the regional offices in the Washington, D.C., area and in Bangkok, Thailand; and in 16 field offices in Asia, Africa, South and Central America, and the Caribbean.

- The mission of the new institute is to help alleviate human hunger and poverty through agricultural development. The 19 charter members of the board of directors are eminent philanthropic and development leaders who had previously governed the three merging organizations.

- Robert D. Havener is the president of Winrock International. His challenge is to bring together the disciplinary strength, capabilities, and 50 years of combined experience of the three organizations into a new institution. The goal is to become an increasingly effective force in agricultural and rural development that will substantially benefit people around the world. The combination of contract funds and grants and an endowment base provides Winrock with extraordinary advantages of scale, freedom, and flexibility to be a premier agency for international agricultural development.

- The work of Winrock International is organized around three program divisions: technical cooperation, human resources development, and planning and analysis. Complementary support services are provided by the administration and finance and the communication departments.

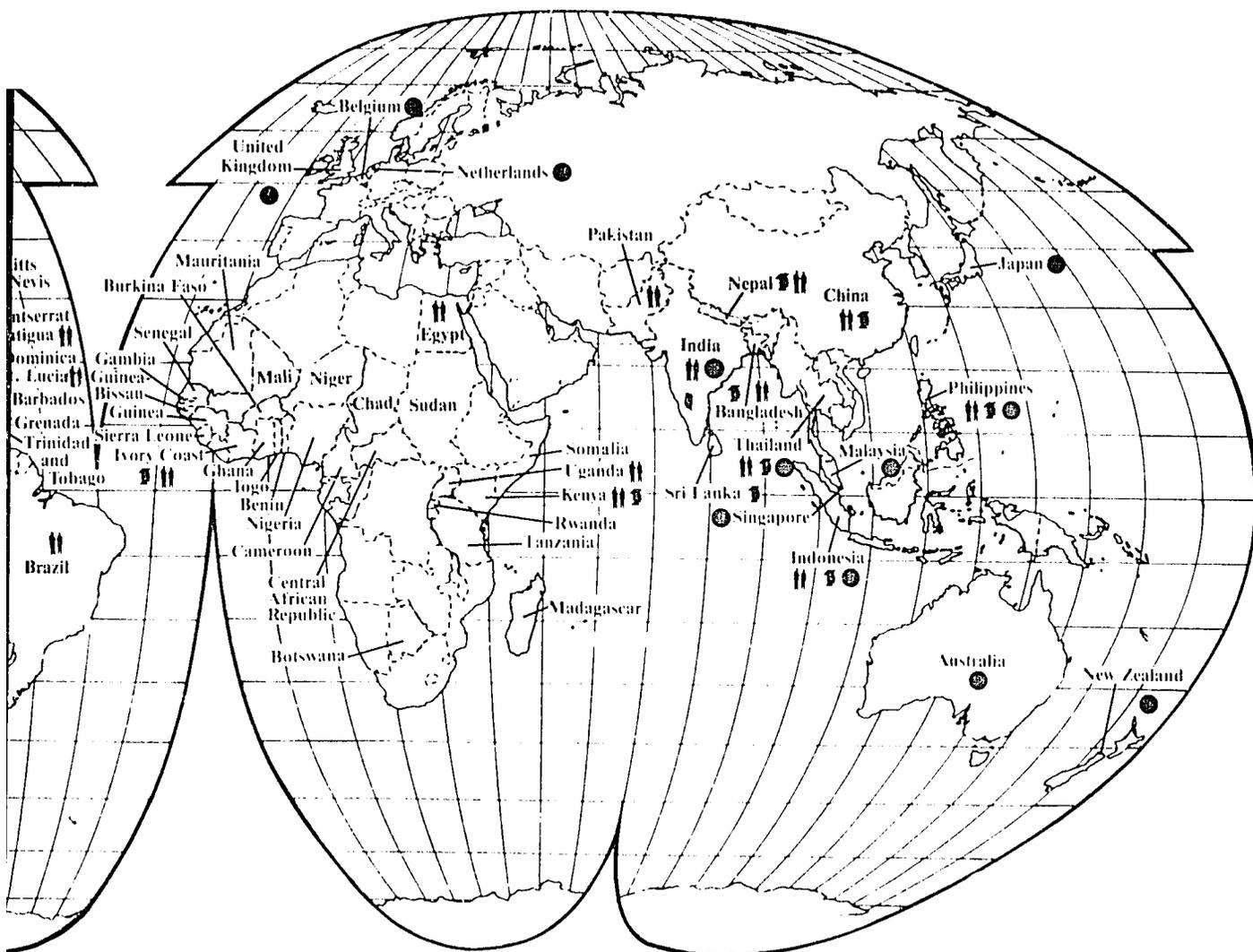
- Winrock International operated over 60 projects in more than two dozen countries and the United States during its first six months. Most were activities that had been initiated by A/D/C, IADS, and WILRTC, though 12 new projects were initiated by Winrock International between



July and December. Winrock projects were funded by contracts and grants with a total value of over \$100 million for operations through 1990.

- The facilities on Petit Jean Mountain are used by Winrock for its main offices as well as for conferences and seminars to stimulate open communication and cooperative development. The natural beauty of the setting and the well-designed and -maintained meeting facilities contribute to the success of such events, whether sponsored by Winrock or by other organizations.

- Fellowship programs provide advanced training in agricultural and related sciences for selected Third World scholars, scientists, and administrators. During these six months 253 fellows from nine countries were studying under programs managed by Winrock. They were attending 68 universities in 14 countries and enrolled in 64 different curricula. Of these fellows, 149 were seeking master's degrees and 102 were in doctoral programs; 2 were interns. During the 30 years of these programs, more than 98 percent of the fellows have returned to their home countries and institutions after completing their degree programs.



- Consultants are a source of valuable skills and abilities for short-term postings, most often to developing countries. During this period, Winrock International employed 104 men and women as consultants to work in 11 countries and on two regional projects, as well as in the United States. They had expertise in nearly four dozen disciplines. Many of their assignments were to augment the work of Winrock specialists in field projects, while others were to be part of design and review teams assembled for the purpose. Most consultants were recruited especially for these tasks, though several on temporary assignments were from the Winrock staff.

- The collection and dissemination of knowledge is a primary function of Winrock International, for this is a basic ingredient for conducting effective international agricultural development. This information is used by Winrock in its projects; it is also a contribution to the body of literature of agricultural development. At least 44 publications were written and edited by institute personnel during this period. Many others were published in host countries — often in the national

language — for which Winrock staff members were writers and editors, or otherwise gave technical assistance. Winrock publications are available to the public.

- Winrock International actively seeks partnerships with and support from universities, nongovernmental organizations, and other private agencies for development initiatives. During 1985 it received grants, contracts, and donations from 53 organizations and individuals, including 9 national governments, 11 philanthropic foundations, 8 international organizations, and 2 development banks, along with universities and other development-related agencies.

- The assets of Winrock International were valued at \$40,046,300 on December 31, 1985, representing the resources contributed by the three merger partners plus the income from the first six months of operations. The annual operating budget of Winrock exceeds \$20 million. The institute is exempt from federal income tax under Section 501(c)(3) of the U.S. Internal Revenue Code and is recognized as a private, voluntary organization by the U.S. Agency for International Development.

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# Grants, Contracts, and Donations

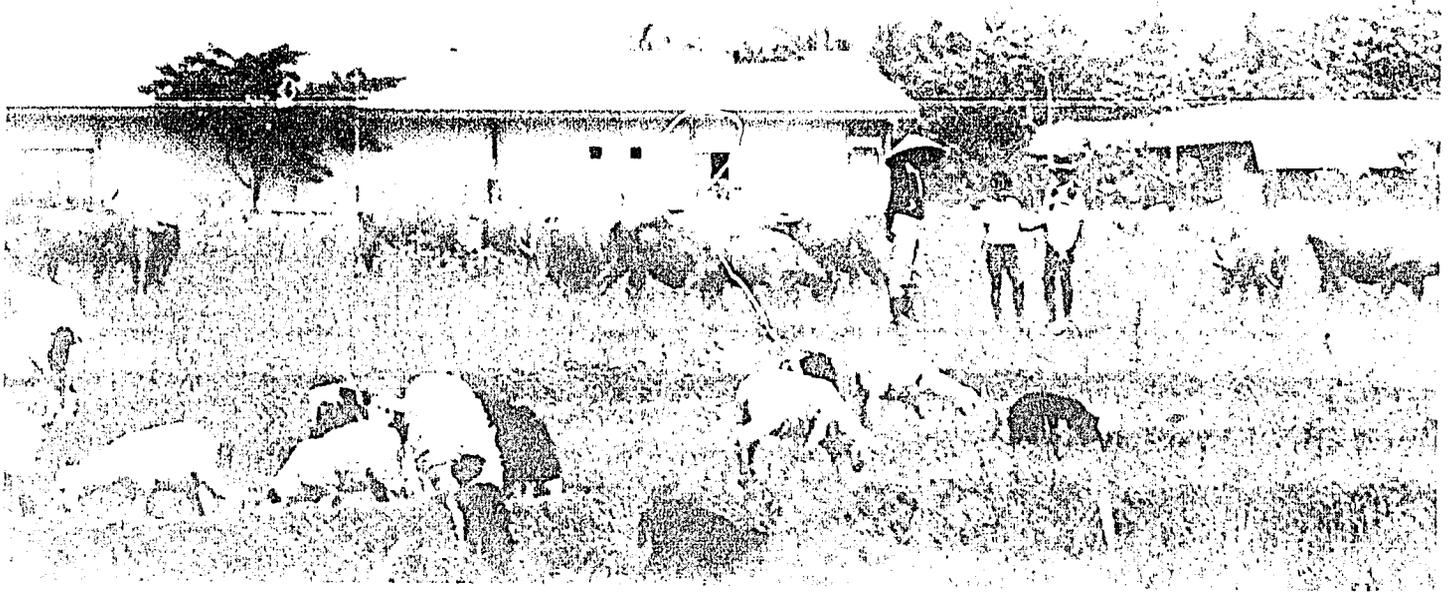
Winrock International expresses appreciation to the following organizations and individuals for grants, contracts, and donations received or committed to support ongoing activities in 1985 to help alleviate hunger and poverty throughout the world.

Asian Development Bank  
Australian Development Assistance Bureau\*  
Banbury Fund  
Bankers Trust Company\*  
Chase Manhattan Bank, Inc.  
Citibank  
Consultative Group on International  
Agricultural Research  
Central States Dairy Goat Marketing  
Cooperative  
Ewing Halsell Foundation  
First Commercial Bank and Trust Company  
Florida A&M University  
Food and Agriculture Organization of the UN  
Ford Foundation  
German Agency for Technical Cooperation\*  
Government of Bangladesh\*  
Government of Indonesia\*  
Government of Nepal\*  
Government of Trinidad and Tobago  
Grazing Lands Forum  
H. J. Heinz Foundation  
International Business Machines Corporation  
International Center for Agricultural Research  
in the Dry Areas  
International Crops Research Institute  
for the Semi-Arid Tropics  
International Development Research Centre  
International Food Policy Research Institute  
International Foundation

International Fund for Agricultural  
Development  
International Institute for Environment\*  
Japan Foundation\*  
Kerr Foundation\*  
Morgan Guaranty & Trust Company  
National Park Service, U.S. Department  
of the Interior  
Office of Technology Assessment  
Organization of American States\*  
Pel-Freez, Inc.  
Price Waterhouse  
Rebsamen Insurance  
David Rockefeller  
Rockefeller Brothers Fund  
Rockefeller Foundation  
Southeast Consortium for International  
Development  
Sheep Industry Council\*  
Skaggs Foundation\*  
Swiss Development Corporation  
United Methodist Church\*  
University of Arkansas  
University of California, Davis  
U.S. Agency for International Development  
U.S. Department of Agriculture  
Utah State University  
Winthrop Rockefeller Charitable Trust  
Winthrop Rockefeller Foundation  
World Bank



\*Received in January to June 1985



Location Project/Purpose	Funding Source	Amount (U.S. Dollars)	Duration
<b>Worldwide</b>			
<i>Economic Analysis of Small Ruminant Production and Marketing Systems (Title XII) (Brazil, Indonesia, Kenya, and Peru)</i> Evaluating the economic feasibility of efforts to improve the productivity of small ruminants and thereby raise farmers' incomes, and improving the host country's ability to conduct similar economic analyses. Primary contractor: Small Ruminant Collaborative Research Support Program administered by the University of California, Davis.	USAID Winrock	900,000	1984-1987
<i>Forestry/Fuelwood Research and Development †</i> Improving land-, water-, and human-resource management and increasing employment and income by improving the planning and management of forestry/fuelwood research, developing networks of scientists and institutions, and enabling countries to address their critical forestry/fuelwood needs through better use of on-farm forestry techniques. These activities are directed mainly to Asia.	USAID	8,948,000	1985-1990
<i>International/National Park Service Rangeland Information Base</i> Increasing the awareness of and information about sound management and development of rangelands, with pilot project activities conducted in Costa Rica and Rwanda.	USDI	602,000	1983-1987
<i>Options for Global Assessment of Rangeland Resources*</i>	FAO UNEP Winrock	16,000	1984-1985
<i>Technical Assistance in Animal Agriculture to Private Voluntary Organizations</i> Providing services to U.S.-based and indigenous nonprofit corporations, host-government institutions, and small-producer cooperatives and associations that are working to improve animal agriculture.	USAID	1,343,000	1981-1986
<b>Africa</b>			
<i>African Seed Study †</i> Preparing a background paper and conducting a workshop on ways to enhance the capabilities of African countries to produce and use high-quality seed of important crops.	IFAD SDC USAID Winrock	100,000	1985-1986
<i>Pan African Development</i> Developing a program of training and research for rural social scientists in Africa that emphasizes research networks.	Ford	140,000	1984-1986
<i>Pan African Training and Research Development</i> Strengthening teaching and research in the rural social sciences, in particular by enabling greater interaction among African agricultural economists.	Ford Winrock	575,000	1984-1986
<i>Travel Awards for African Scholars*</i> Sponsored the participation of 19 African agricultural economists in the International Conference of Agricultural Economists at Malaga, Spain.	Ford	45,000	1985
		* Completed between July and December 1985	† Initiated between July and December 1985
<b>Funding Sources</b>			
AAUMC	Arkansas Area United Methodist Church	IDRC	International Development Research Centre
ADAB	Australian Development Assistance Bureau	IFAD	International Fund for Agricultural Development
ADB	Asian Development Bank	MARNDR	Ministry of Agriculture, Natural Resources and Rural Development, Government of Haiti
FAO	Food and Agriculture Organization of the UN	OICD	Office of International Cooperation and Development, U.S. Department of Agriculture
Ford	Ford Foundation	Skaggs	Skaggs Foundation
GLF	Grazing Lands Forum	SDC	Swiss Development Corporation
GOAB	Ministry of Agriculture, Lands, and Fisheries, Government of Antigua and Barbuda	UNEP	United Nations Environment Programme
GON	Government of Nepal	UPLB	University of the Philippines at Los Banos
GTZ	German Agency for Technical Cooperation	USAID	U.S. Agency for International Development
Halsell	Ewing Halsell Foundation	USDA	U.S. Department of Agriculture
IBM	International Business Machines Corporation	USDI	U.S. Department of the Interior

Location Project/Purpose	Funding Source	Amount (U.S. Dollars)	Duration
<b>Antigua</b>			
<i>Livestock Improvement</i> Increasing the production and improving the quality of livestock products for local use and in the tourist trade in Antigua and Barbuda.	GOAB USAID Winrock	648,000	1984-1986
<i>Economic Analysis of the Antigua and Barbuda Livestock Sector</i> † Conducting an economic analysis of the livestock sector of Antigua and Barbuda: analyzing production costs, assessing domestic and potential export markets, and recommending policies, particularly concerning land tenure and price control.	USAID	60,000	1985-1986
<b>Asia</b>			
<i>Asian Fellowship Program</i> Sponsoring master's-level graduate-degree training in the rural social sciences at universities in Thailand, Malaysia, the Philippines, and Australia for students from South and Southeast Asia.	ADAB IBM Skaggs	327,000	1978- continuing
<b>Bangladesh</b>			
<i>Agricultural Research—Phase II</i> Supporting the improvement of planning, management, facilities, and services for research; and encouraging the growth of research programs, especially those concerned with improving crops, managing soil and water, controlling pests, and using the farming systems approach.	USAID	21,800,000	1981-1987
<i>Potato Research</i> Training and technical assistance to conduct and improve production-oriented research on potatoes.	ADAB	572,000	1982-1986
<i>Professional Development in Social Sciences</i> Supporting the professional development of rural social scientists by sponsoring in-country workshops and seminars and providing research awards, fellowships for graduate study, and grants for publishing instructional materials.	Ford USAID	1,247,000	1984-1989
<b>Brazil</b>			
<i>Economic Analysis of Small Ruminant Production and Marketing Systems (Title XII) (See "Worldwide.")</i>			
<b>Caribbean</b>			
<i>Caribbean Agricultural Research and Development Institute (CARDI) Farming Systems Research and Development</i> Developing economically viable, farm-tested and -validated technological improvements in crops, livestock, and crop/livestock combinations; establishing a system of close research/extension and private-sector linkages whereby technological improvements can be transferred rapidly to small- and medium-scale farmers. Primary contractor: Southeast Consortium for International Development.	USAID	300,000	1984-1988
<b>China</b>			
<i>Research and Training</i> Developing Chinese capacity in agricultural economics and policymaking by sponsoring shortcourses for teachers and students, fellowships for master's-level degree study, and by participating in curriculum-development workshops, and in joint research and publication.	Ford Winrock	1,757,000	1982-1988
<b>Ecuador</b>			
<i>Presidential Task Force*</i> Aimed to improve agricultural programs and policies.	OICD	51,000	1984-1985
<b>Egypt</b>			
<i>Data Collection and Analysis</i> Supporting the Agricultural Economics Research Institute in analyzing food and agricultural policy issues.	USAID	651,000	1982-1986

Location Project/Purpose	Funding Source	Amount (U.S. Dollars)	Duration
<b>Haiti</b>			
<i>Agricultural Development Support, II</i> Working with the Ministry of Agriculture to analyze predominant farming systems in two regions of Haiti, and to test alternative crop and livestock technologies that could improve the farming situation. Primary contractor: University of Arkansas.	USAID	970,000	1984-1988
<i>National Goat Production Improvement</i> Assisting Haiti's Ministry of Agriculture, Natural Resources, and Rural Development to establish an effective national goat production improvement program within its framework and its national agricultural development priorities.	AAUMC MARNDR USAID	989,000	1984-1987
<b>Honduras</b>			
<i>Training for Small-scale Swine Producers †</i> Supporting a visit-and-exchange program for Honduran small-scale swine producers affiliated with the Overseas Education Fund Swine Production Project.	USAID	66,000	1985-1986
<i>Technical Assistance to Fondo Ganadero</i> Providing technical assistance to establish a livestock in-kind credit corporation.	USAID	1,555,000	1984-1988
<b>India</b>			
<i>Management Support Services for Agriculture †</i> Augmenting USAID/India's management and technical support team for implementing the Agricultural Research Project.	USAID	2,697,000	1985-1990
<b>Indonesia</b>			
<i>Agricultural Development Study on Rice*</i> Produced and distributed an account of Indonesia's agricultural development (based on rice-production technology) to serve as a case study for development planners.	USAID	73,700	1983-1985
<i>Agricultural Planning †</i> Improving the capacity, with the Ministry of Agriculture, to analyze agricultural policies and plans and to make analysis part of the process of formulating national and local policies and programs.	USAID	2,300,000	1985-1990
<i>Brawijaya University Cooperation*</i> Strengthened Brawijaya University's ability to assist rural development programs in Indonesia's heavily populated province of East Java.	Ford	175,000	1983-1985
<i>Economic Analysis of Small Ruminant Production and Marketing Systems (Title XII) (See "Worldwide.")</i>			
<i>Gadjah Mada University Cooperation*</i> Strengthened Gadjah Mada University's ability to assist rural development programs.	Ford	126,000	1980-1985
<i>Improving Research Capacity in the Areas of Natural Resources and the Environment*</i> Developed local capability to identify and analyze resource-management issues in Central Java and elsewhere in Indonesia.	Ford	113,500	1983-1985
<i>Livestock Sector Review*</i> Reviewed the Indonesian livestock sector to provide a framework for cost-effective, long-term development strategies.	ADB	312,000	1985
<i>National Agricultural Research—Phase II</i> Strengthening the national agricultural research system by improving research programs and facilities and by training Indonesian scientists.	World Bank	14,900,000	1982-1987
<i>Sumatra Agricultural Research</i> Strengthening agricultural research and development capabilities in Sumatra, particularly for food crops and cropping systems.	USAID	3,483,000	1979-1986
<i>University Training in Rural Social Sciences</i> Strengthening the capacity of faculty members in the Indonesian university system to analyze problems in and design policies for agricultural and rural development.	USAID Winrock	660,000	1984-1986

\* Completed between July and December 1985

† Initiated between July and December 1985

Location Project/Purpose	Funding Source	Amount (U.S. Dollars)	Duration
<b>Ivory Coast</b>			
<i>Developing Graduate Training in Agricultural Economics</i> Researching, developing staff for, and beginning a doctoral degree program at the Ivorian Center for Economic and Social Research.	Ford IDRC	451,000	1984-1986
<b>Jamaica</b>			
<i>Assessment of Agricultural Research*</i> Assessed the ability of Jamaican agricultural research institutions to provide effective support to agricultural development programs; recommended cost-effective interventions to improve the quantity, quality, and relevance of applied/adaptive research.	USAID	20,700	1985
<b>Kenya</b>			
<i>Dual-purpose Goat Production Systems for Smallholder Agriculturalists (Title XII)</i> Developing and adapting dual-purpose goat-production systems for use by family farmers, and designing and testing year-round feeding systems. Primary contractor: Small Ruminant Collaborative Research Support Program.	USAID Winrock	1,064,000	1979-1987
<i>Economic Analysis of Small Ruminant Production and Marketing Systems (Title XII) (See "Worldwide.")</i>			
<i>Kiboko Range Research</i> Developing an expanded range/livestock research program for the arid and semiarid rangelands of Kenya; training a cadre of Kenyans to staff this program.	USAID	5,261,000	1979-1986
<b>Nepal</b>			
<i>Agricultural Extension and Research*</i> Aimed to enhance and sustain agricultural productivity, particularly of food grains, in eight districts of the Terai.	World Bank	370,000	1981-1985
<i>Agricultural Research and Production †</i> Improving delivery of agricultural production technology to small farmers, particularly in the hills.	USAID	5,418,000	1985-1990
<i>Improving Research Capacity in the Rural Social Sciences</i> Strengthening resource-management capabilities; building human capital in the area of rural social science research; encouraging and guiding policy-oriented research; and stimulating debate on development issues.	Ford GTZ IDRC USAID	2,722,000	1982-1987
<i>Integrated Cereals Improvement*</i> Strengthened research on cereals (wheat, maize, rice) and the cropping systems in which they are grown to ensure that the resulting varieties and practices can be readily adopted by the average farmer.	USAID	8,215,000	1976-1985
<i>Seed Production and Input Storage*</i> Established a labor-intensive system for production, processing, and distribution of seeds of major crops to farmers in hill areas.	GON USAID	2,613,000	1980-1985
<b>Pakistan</b>			
<i>Agricultural Extension and Adaptive Research*</i> Provided consultants to advise on the training-and-visits method of agricultural research and extension under UNDP projects in Sind and Punjab.	World Bank	140,000	1984-1985
<i>Forestry Planning and Development †</i> Assisting the Pakistan government to increase the production of trees for fuelwood on privately owned farmlands in the rainfed areas with the aim of reversing the trend toward denuded landscape.	USAID	4,137,000	1985-1989
<b>Peru</b>			
<i>Economic Analysis of Small Ruminant Production and Marketing Systems (Title XII) (See "Worldwide.")</i>			
<b>Philippines</b>			
<i>Agricultural Policy Analysis †</i> At the University of the Philippines at Los Banos, strengthened the capabilities of the Economics and Agricultural Economics departments of the College of Development Economics and Management to conduct agricultural policy research.	UPLB USAID Winrock	866,000	1985-1987

Location Project/Purpose	Funding Source	Amount (U.S. Dollars)	Duration
<i>Forestry Technical Assistance</i> † Provide technical assistance to the Bureau of Forest Development, Ministry of Natural Resources.	Ford	26,800	1985-1986
<i>Rainfed Resources Development, Package II, Bicol Farming Systems</i> Assisting the government of the Philippines to develop institutional capabilities and policy frameworks to support community-based approaches to land and resource management in rainfed areas.	USAID	1,625,000	1984-1989
<b>Sri Lanka</b>			
<i>Food Policy Training</i> Providing master's-degree fellowships at the University of Philippines at Los Banos for two agricultural economists to relate research findings to agricultural policy.	Skaggs	30,000	1984-1986
<b>Uganda</b>			
<i>Manpower for Agricultural Development*</i> Assisting in rehabilitating, redirecting, and retraining Uganda's agricultural manpower and institutional capability at Makerere University and at a Ministry of Agriculture research station. Primary contractor: Ohio State University Research Foundation. (Project cancelled early in 1986 because of the political situation that required the evacuation of Winrock personnel.)	USAID	504,000	1985-1988
<b>United States</b>			
<i>Alternative Farm Systems in the Southern United States</i> To perform quantitative analysis on how changes in forage/livestock production methods and associated socioeconomic and ecological factors impact on farm structure and function.	USDA Winrock	90,000	1983-1986
<i>Analysis of Resource Factors of Forage Systems for Livestock in the United States</i> Providing quantitative information to be used in formulating grazing-land research, education, and land-management policies and programs that can ensure adequate future supplies of livestock forages.	USDA Winrock	57,000	1983-1986
<i>Beef and Sheep Improvement</i> Assisting in the genetic improvement programs of the cattle and sheep industries of Arkansas and the United States.	Winrock		1983-1986
<i>Central States Dairy Goat Marketing Cooperative</i> Providing dairy goat producers in Arkansas, Missouri, Oklahoma, Louisiana, and Texas with technical assistance to expand marketing opportunities and to improve herd productivity and standards.	Winrock	20,000	1980-1986
<i>Farming Systems Support</i> Providing technical assistance to farming systems projects along with training, networking, and research.	Winrock	18,000	1983-1987
<i>Grazing Lands Forum</i> Participating in and providing limited administrative support for the Grazing Lands Forum, a new educationally oriented organization of representatives of 30 public and private agencies interested in grazing lands stewardship.	Winrock	10,000	1983- continuing
<i>International Stockmen's School*</i> Addressed the needs of commercial livestock producers in the United States and other countries by serving as an educational bridge between the livestock industry and universities, incorporated new livestock/industry audiences into the technology-transfer process, and improved the teaching of animal science technology.	Halsell Winrock	668,800	1983-1985
<i>Kerr Center Information Transfer</i> Developing educational and informational materials to promote the control and eradication of brucellosis in Oklahoma, Arkansas, Louisiana, and Texas.	Kerr	8,000	1983- continuing
<i>Multispecies Grazing*</i> Increasing understanding of the benefits of multispecies enterprises to optimize biological and economic efficiency in range and pasture use.	Winrock	22,000	1985-1986

\* Completed between July and December 1985

† Initiated between July and December 1985

Location Project/Purpose	Funding Source	Amount (U.S. Dollars)	Duration
<i>Southern Forage/Tree Interaction Study</i> Promoting agroforestry production in Central Arkansas to improve conservation and profitability of hill-land sites by identifying management inputs for establishing pine seedlings in a perennial grass pasture.	Winrock	25,000	1981-1990
<i>Structure of Arkansas Agriculture</i> † A report about Arkansas agriculture and rural communities compiled from data from the Arkansas Agricultural Statistical Service and the U.S. Census of Agriculture.	Winrock		1985-1986
<b>Honduras Indefinite Quantity Contract</b> Short-term technical-assistance services to the government of Honduras to address constraints in nine subject areas of agricultural and economic development. The following work orders were completed from July to December 1985.	USAID	875,000	1983-1986
<i>Analysis of the Economic and Financial Position and Future Prospects of the Honduran Sugar Sector</i> Analyzed the economic and financial positions of the Honduran sugar sector; assessed the viability of producing alcohol for fuel; and made recommendations to assist this sector.			
<i>Evaluation of Rural Technologies</i> Evaluated the effectiveness of the Rural Technologies Project by reviewing and analyzing all project-related documents and by interviewing officials of the Honduran government, USAID, private voluntary organizations, and project beneficiaries.			
<i>Instituto Nacional de Tecnologia Agropecuaria</i> Assisted in the organization and formation of the Instituto Nacional de Tecnología Agropecuaria (INTAGRO).			
<i>Pan American Agricultural School Long-Term Planning</i> Helped project the role that the school should play in agricultural education in the next two decades; assisted in establishing targets for expansion and financial and didactic requirements for long-range goals.			
<b>Project Design and Evaluation Indefinite Quantity Contract</b> Providing cooperating host countries and U.S. agencies with short-term technical services to plan, design, and evaluate programs, including 1) sectoral and broad program analyses, 2) studies and analyses of specific USAID assistance programs and projects, 3) development of design and evaluation methodologies, and 4) instructions for using the methodologies. The following work orders were completed from July to December 1985.	USAID	1,350,000	1984-1986
<i>Agricultural Training Concepts Paper for Southern African Development Coordination Conference (SADCC) and the International Donor Community</i> Developed a concept paper that focused on strengthening undergraduate- and graduate-level agricultural training programs at faculties of agriculture within the region.			
<i>Development of Analyses and Related Documentation for a Project Paper for Crop Diversification/Irrigation Project in Jamaica.</i> Assisted USAID/Jamaica to prepare the final report for a crop diversification/irrigation project.			
<i>Madagascar Agricultural Rehabilitation Support</i> Reviewed the status of and recommended steps to strengthen the farm systems research in Madagascar.			
<i>Management Review of Bean/Cowpea Collaborative Research Support Program (CRSP)</i> Evaluated the performance of the Bean/Cowpea CRSP and its management office.			
<i>Semi-Arid Food Grain Research and Development (SAFGRAD) Phase II, Design Team</i> Drafted a proposal for agricultural and research support activities to be implemented in several locations throughout the SAFGRAD zone.			

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# Conferences at Petit Jean Mountain

Winrock International's headquarters is located in facilities built for the late Governor Winthrop Rockefeller and used during his lifetime for activities to stimulate open communication and cooperative development. Now in addition to being the principal offices for Winrock's worldwide programs, the facilities on Petit Jean Mountain in central Arkansas are the site for a wide range of important conferences and seminars. Many are sponsored by Winrock as part of its ongoing projects, while others are conducted by institutions and agencies that select this location because of the valuable contribution the setting can bring to the success of their events. Providing this environment is a part of Winrock International's mission. These are examples of conferences held during 1985:

**Climatology in the development of agricultural systems.** In a 3-day meeting, a dozen specialists sought new ways to use climatic data to increase food supplies in developing countries. Their objective is to use space technology to assist agricultural information systems in managing natural resources for optimum benefit to the people.

**Arkansas higher education partnership.** Winrock has long had partnerships with the many elements of the Arkansas educational system. As an example, several of the

state's higher-education units conduct annual planning retreats for their top administrative and academic officials in the Winrock conference facilities.

**International food and fiber leaders.** Winrock International and Operation Crossroads Africa co-hosted a meeting of high-level agricultural officials from 10 countries of Africa and the Caribbean. This 3 1/2-day session gave these decision-makers an opportunity to evaluate their observations of the American agricultural system, then to discuss with U.S. agribusiness leaders how their countries' food and fiber production could be increased through improved technologies and political policies. This gathering is typical of those in which Winrock is a catalyst for debate and thought about international agricultural development.

**Winrock agroforestry workshop.** One of the approaches to strengthening Winrock International has been to explore issues with other experts in the development community. For example, two dozen agricultural and development leaders were invited to Petit Jean Mountain to help chart Winrock's agroforestry program. They discussed U.S. and international needs in agroforestry development, then analyzed how Winrock could best respond to them.

## Fellowships

Winrock International invests in people, for they are the basic resource for every development program. There were 253 fellowships managed by Winrock during the period covered by this report. Some fellows were supported by independent donors while others were included in technical-assistance contracts with governments and other agencies. During this period they came from 9 countries and were studying in 68 universities located in 14 countries.

The scholars were professionals drawn from agricultural

institutions in their countries. These fellowships are to further the development of national agricultural institutions, as well as to advance the scientists' professional careers. Two out of every five of the fellowship awards are for doctoral study. Upon completing their degree programs, nearly all participants return to their home countries to resume positions in research, education, administration, and policymaking — an outstanding accomplishment of the fellowship program.

### Bangladesh

#### *Asian Institute of Technology (Thailand)*

Wais Kabir, soil management, M.Sc.

Md. Bashur Rahman Khan, agricultural engineering, M.Sc.

#### *Australian National University*

Meherun Nisa, geography, M.A.

Umme Salma, economics, M.E.D.

#### *California State University, Fresno (USA)*

Shahabuddin Khan, agronomy, M.S.

#### *Central Luzon State University (Philippines)*

Liakat Ali, plant breeding, M.S.

Nazrul Islam, entomology, M.S.

Md. Nozrul Islam, agricultural economics, M.S.

Rafiqul Islam, agricultural economics, M.S.

Abdul Aziz Palwhan, agricultural extension, M.S.

Azizur Rahman, agronomy, M.S.

Subjal Uddin, agronomy, M.S.

#### *Colorado State University (USA)*

Chowdhury Khan, water management, Ph.D.

Parvin Sultana, pest management, M.S.

#### *Cornell University (USA)*

Rafiqul Islam Mondal, agronomy, M.S.

Harun-or-Rashid, research management, M.P.S.

#### *G. P. Pant University (India)*

Md. Abdul Bari, plant pathology, Ph.D.

Abu. Enamdar Hossain, horticulture, Ph.D.

#### *Louisiana State University (USA)*

Lukmanur Rahman Bhuiyan, agronomy, Ph.D.

#### *Massey University (New Zealand)*

Najmir Nur Begum, social work, M.Sc.

#### *National University of Singapore*

Md. Habibur Rahman, anthropology, M.Soc.Sci.

#### *North Dakota State University (USA)*

Kazi Murtaza Kabir, plant breeding, Ph.D.

#### *Purdue University (USA)*

Mufakhkharul Islam, economics, Ph.D.

#### *United States Department of Agriculture Graduate School (USA)*

Quadir Mahmud, project management, M.S.

- University of Agriculture Malaysia*  
A. K. M. Mahfuzuddin Ahmed, resource economics, M.Sc.
- University of Florida (USA)*  
Md. Abdul Q. Parvez, agronomy, Ph.D.
- University of Hawaii (USA)*  
Monomahan Biswas, horticulture, M.S.
- University of New England (Australia)*  
Md. Jaforullah, agricultural economics, M.Ec.
- University of New South Wales (Australia)*  
Naseem A. Hussain, sociology, M.Sc.
- University of the Philippines at Los Banos*  
Joynal Abedin, agricultural economics, M.S.  
Quazi Misbahul Alam, agricultural economics, M.S.  
Habibur Rahman Chowdhury, agricultural engineering, M.S.  
Gour Pada Das, entomology, Ph.D.  
Madan M. Dey, agricultural economics, M.S.  
Md. Abdul Hakim, agricultural economics, M.S.  
Md. Makbul Hossain, forest resources management, M.S.  
Md. Hasan Imam, rural sociology, M.S.  
Ishrat Jahan, agricultural economics, M.S.  
Kazi B. Karim, rural sociology, M.S.  
Ashraf Khan, plant pathology, M.S.  
Mustafizur Rahman Khan, agronomy, M.S.  
Syed Salehuddin Kibria, animal science, M.S.  
Muslem Uddin Miah, soil science, Ph.D.  
Rajat Kumar Pandit, zoology, M.S.  
A. H. M. Mustafizur Rahman, rural sociology, M.S.  
Md. Mozibur Rahman, agricultural economics, M.S.  
Abdur Razzaque, agronomy, Ph.D.  
Wajed A. Shah, agricultural economics, M.S.
- University of the Philippines at Quezon City*  
Rita Afsar, sociology, M.A.  
Nitai C. Nag, economics, M.A.
- China**
- International Food Policy Research Institute (USA)*  
Tong Zhong, agricultural economics, internship
- Iowa State University (USA)*  
Chen Dabai, economics, Ph.D.
- Michigan State University (USA)*  
Yao Nianbin, agricultural economics, Ph.D.
- University of California, Berkeley (USA)*  
Liu Jianmin, agricultural economics, Ph.D.
- University of Colorado (USA)*  
Meng Chi, agricultural economics, M.S.
- University of Florida (USA)*  
Gao Xiaoming, agricultural economics, M.S.
- University of Minnesota (USA)*  
Zhang Yalai, agricultural economics, M.S.
- University of the Philippines at Los Banos*  
Tian Weiming, agricultural economics, M.S.  
Zhang Linsiu, agricultural economics, M.S.
- Indonesia**
- Ateneo de Manila University (Philippines)*  
Ahmad H. Hamid, rural sociology, M.S.  
Haryanto, rural sociology, M.S.
- Auburn University (USA)*  
Taufik Ahmad, fisheries, Ph.D.  
Fuad Cholik, fisheries, Ph.D.  
Achmad Rukyani, fisheries, Ph.D.  
Fatchurchi Sukadi, fisheries, Ph.D.
- Bogor Agricultural University (Indonesia)*  
Sunarra S. Hariadi, rural sociology, M.Sc.  
Jajuk Juliati, rural sociology, M.Sc.  
Tuti Susilowati, rural sociology, M.Sc.
- Gadjah Mada University (Indonesia)*  
Djumilah Zain, economics, Ph.D.
- Humberside College of Higher Education (UK)*  
Suparno, food technology, Ph.D.
- Imperial College of Science and Technology (UK)*  
Mahrita Azidin, applied entomology, M.Sc.
- Iowa State University (USA)*  
Bahtiar Saleh Abbas, statistics, Ph.D.  
Edi Abdurachman, statistics, Ph.D.  
Marcellus Rantetana, computer science, Ph.D.  
Pantjar Simatupang, economics, Ph.D.  
Audin Taryoto, rural sociology, Ph.D.  
Mohammad Anwar Wardhani, agricultural economics, Ph.D.
- James Cook University (Australia)*  
Prapti Mahyuddin, veterinary science, Ph.D.  
Tri Budhi Mudiati, toxicology, Ph.D.
- Kansas State University (USA)*  
Purboyo Guritno, agricultural engineering, M.S.  
Firdhaus Kasim, agronomy, Ph.D.
- Kingston Polytechnic (UK)*  
Hariyadi Mangunwiryo, life science, Ph.D.
- Kyoto University (Japan)*  
Fathan Mubadjir, tropical agriculture, Ph.D.
- London School of Polymer Technology (UK)*  
Rusdan Dalimunthe, polymer science, Ph.D.  
Oerip Siswantoro, polymer science, Ph.D.
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Sulaiman Effendi, food science, Ph.D.  
Erwidodo, agricultural economics, Ph.D.  
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Boen Muehtar Purnama, forest economics, M.S.  
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Tript Alihamsyah, agricultural engineering, M.S.  
Nong Alwi, statistics, Ph.D.  
Hariyatno Dwiprabowo, operations research, Ph.D.  
Sukarsih Fatchurochim, entomology, M.S.

- Budi Haryanto, animal science, Ph.D.  
 Mohammad Fatehurochim Masyhudi, crop science, Ph.D.  
 Akhmad Prabowo, animal science, M.S.  
 Imam Prasadja, entomology, M.S.  
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 Argono Setioko, animal science, Ph.D.  
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Komal P. Pradhan, extension education, M.Sc.

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Krishna M. Gautam, agricultural economics, M.Ec.

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Hari K. Upadhyaya, agricultural economics, M.S.

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Ricardo Bina, resource development, internship

Manuel Bravo, resource development, M.S.

Aluel Go, agricultural economics, Ph.D.

Eduardo Salvador, resource development, M.S.

*Thammasat University (Thailand)*

Josefa B. Maravilla, economics, M.A.

*University of Agriculture Malaysia*

Pute P. M. Abdul, rural sociology, M.Sc.

Evelyn R. Cachatian, resource economics, M.Sc.

Salvador C. Dagoy, resource economics, M.Sc.

Leonora P. Manero, rural sociology, M.Sc.

Jose E. Padilla, resource economics, M.Sc.

Lutgarda L. Tolentino, rural sociology, M.Sc.

Virgilio T. Villancio, resource economics, M.Sc.

Luz R. Yater, extension education, M.Sc.

*University of California, Berkeley (USA)*

Ben Malayang, resource management, Ph.D.

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Gilbert V. Nartea, agricultural economics, M.Ec.

*University of New South Wales (Australia)*

Ma. Aurora T. W. Tacadá, sociology, M.Ec.

*University of the Philippines at Los Banos*

Ma. Excelsis B. Orden, agricultural economics, M.S.

Elias V. Sandig, Jr., rural sociology, M.S.

**Sri Lanka**

*Ateneo de Manila University (Philippines)*

Nagalingam Shanmugalingam, sociology, M.S.

*University of the Philippines at Los Banos*

A. Nazeeq Ahamed, agricultural economics, M.S.

Hemesiri Kotagama, agricultural economics, M.S.

**Thailand**

*Australian National University*

Kusuma Suebsaeng, forest management, M.Sc.

Suphat Suphachalasai, economics of development, M.E.D.

*Boston University (USA)*

Songpol Jetanavanich, agricultural economics, Ph.D.

*Kasetsart University (Thailand)*

Piansak Pakdee, agricultural economics, M.Sc.

*Tamil Nadu Agricultural University (India)*

Ayut Nissapa, agricultural economics, M.Sc.

*University of Agriculture Malaysia*

Piti Kantangkul, fisheries economics, M.Sc.

*University of New England (Australia)*

Jongjate Janprasert, agricultural economics, M.Ec.

Noppadon Saepung, agricultural economics, M.Ec.

*University of the Philippines at Los Banos*

Kamol Ngamsomsuke, agricultural economics, M.S.

Tuddao Panjasophkul, rural development management, M.M.

Kanitta Tantivit, rural development management, M.M.

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# Principal Staff

## Directing Staff

Robert D. Havener, President  
Dilbagh S. Athwal, Director, Technical Cooperation Division  
Henry A. Fitzhugh, Director, Planning and Analysis Division  
A. Colin McClung, Regional Representative, Asia  
Hugh T. Murphy, Director, Administration and Finance  
David E. Nygaard, Director, Human Resources Development Division  
Ned S. Raum, Regional Representative, Washington

## Program Staff—Headquarters

Frank H. Baker, Senior Program Officer, U.S. Programs  
Evert K. Byington, Range Scientist  
R. Dennis Child, Program Officer  
A. John De Boer, Deputy Director, Technical Cooperation Division  
Will R. Getz, Animal Scientist  
R. Katherine Jones, Publications Editor  
Hendrik C. Knipscheer, Program Officer  
Clarence H. Mannasmith, Veterinarian  
Andres Martinez, Program Officer  
Mason F. Miller, Senior Program Officer, Communications  
Wayne Miller, Program Officer  
Jo Ann Pryor, Staff Writer  
James A. Yazman, Animal Scientist  
Melissa Beck Yazman, Communications Specialist  
Kenneth B. Young, Agricultural Economist

## Program Staff—Washington

Guy B. Baird, Senior Program Officer  
Steven A. Breth, Program Officer, Communications  
Murray D. Dawson, Program Officer  
Richard R. Harwood, Deputy Director, Technical Cooperation Division  
Jerome H. Maner, Senior Program Officer  
Thomas C. Niblock, Program Officer

## Administrative Staff—Headquarters

J. Rick Abruzzese, Computer Specialist  
Patty A. Allison, Assistant to the President  
Cloie Jay Carter, Contract Accountant  
Susan A. Dewey, Personnel Manager  
Dean Gentry, Master Plumber  
Gary M. Greene, Senior Administrative Officer  
Wayne D. Hinerman, Computer Services Manager  
Thomas D. Hill, Systems Analyst  
Gary L. Howe, Financial Contracts Officer  
Nelda J. Huff, Accounting Officer  
Michael W. Jenkins, Forestry Specialist  
Hazel LaCook, Housing and Food Service Manager  
Joan G. Newton, Librarian  
Richard Newton, Livestock Facilities Specialist  
James A. Peden, Computer Specialist  
George Turner, Maintenance Manager  
Venetta Vaughn, Communications Assistant  
Edward L. Williams, Development Officer  
R. Preston Woodruff, Senior Financial Officer

## Administrative Staff—Washington

Garland R. Christopher, Project Development Officer  
Roberta H. Gottfried, Fellowship and Administration Manager  
John R. Jarvis, Procurement Manager  
Lisa McClay, Acting Chief Accountant

## Senior Associates

James Bemis, Conway, Arkansas  
Francis C. Byrnes, Reston, Virginia  
Wayne H. Freeman, Gatlinburg, Tennessee  
Kenneth O. Rachie, Claremont, Florida  
S. W. Sadikin, Bogor, Indonesia  
E. T. York, Jr., Gainesville, Florida

## Antigua

*Livestock Improvement Project*  
Charles E. Burwell, Livestock Specialist

## Bangladesh

*Agricultural Research Project-Phase II*  
David M. Daugherty, Project Supervisor/Advisor  
Harvey L. Carr\*, Maintenance Specialist  
James R. Dickey, Livestock Specialist  
Travis R. Everett, Entomologist  
Carlos Garees, Agricultural Engineer  
Iris Gill, Assistant Editor  
David Gisselquist\*, Water Management Extension Specialist  
Brook Greene, Agricultural Economist  
Theodore Hutchcroft, Agricultural Communication Specialist  
A. K. Kaul, Crop Specialist  
Dale T. Krigsvold\*, Plant Pathologist  
Rogelio C. Lazaro, Water Management Specialist  
Edward L. Loomis\*, Horticultural Specialist  
R. N. Mallick, Associate Production Agronomist  
A. Hugo Manzano, Farming Systems Specialist and Deputy Project Supervisor  
Eduardo R. Perdon, Production Agronomist  
Sam Porteh, Soil Fertility Specialist  
Edward Rosentel II, Administration Specialist  
Leopoldo M. Villegas, Associate Production Agronomist  
Nadarajah Vignarajah, Associate Production Agronomist  
*Human Resources Development in the Social Sciences*  
Gerard J. Gill, Program Leader, Agricultural Economist  
*Potato Project*  
Lyle C. Sikka, Potato Specialist

## Brazil

*Small Ruminant—Collaborative Research Support Program, Economics Project*  
Greg Baker, Agricultural Economist

## China

Thomas R. Gottschang\*, Economist

\*Left between July 1 and December 31, 1985



*Farming systems research brings scientists and farmers together to develop packages of practices that make best use of farmers' resources. Many Winrock projects focus on this multidisciplinary approach to agricultural development. Farming systems specialists Dr. Richard R. Harwood (left) and Inocencio Bolo (right) meet with a Filipino farmer-cooperator in the rainfed resources development project.*

#### **Egypt**

*Data Collection and Analysis Project*  
Mohamed K. Hindy, Project Advisor

#### **Haiti**

*National Goat Production Improvement Project*  
Edwin W. Geers, Field Project Leader  
Sara Guthrie, Agricultural Economist  
Manuel Sanchez, Animal Scientist

#### *Haiti Agricultural Support—II*

Michael K. Bertelsen, Agricultural Economist  
Amal K. Chatterjee, Farming Systems Agronomist

#### **Honduras**

Ivan Escobar\*, Project Supervisor

#### **Indonesia**

*National Agricultural Research—II*  
Ralph H. Retzlaff, Project Supervisor  
William R. Young\*, Project Supervisor

Emiterio V. Aggasid, Administration and Civil Works Officer  
Christopher Bennett, Coconut Pathologist  
Kee-Chai Chong, Research Specialist, Fisheries  
Ernesto Farre, Financial Specialist  
David G. Hill, Scientific Information Specialist  
Paul Mundy, Associate Editor, Research Communication  
Geoffrey C. Swenson, Production Economist  
Clive D. Topper, Cotton Entomologist

#### *Program at Gadjah Mada University*

Jefferson M. Fox\*, Resource Management

#### *Program at Brawijaya University*

Frederick C. Roche, Agricultural Economist

#### *Sumatra Agricultural Research Project*

Pierre P. Antoine, Project Specialist  
Ernest W. Nunn, Farm Development Specialist  
P. S. Srinivasan, Administrative Officer

#### *Rural Social Sciences Support*

Bruce Glassburner, Agricultural Economist

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## Consultants

The expertise of Winrock International's staff is supplemented by the services of short-term consultants. Most of their assignments are to perform specific tasks for projects in developing countries. To identify potential consultants when their particular skills are needed, Winrock maintains a professional register of over 2,800 persons who are eminently qualified for work in international agricultural development. During July through December, 104 men and women representing nearly four dozen disciplines undertook consultancies in 11 countries and in two regions, as well as in the United States. Several Winrock staff members also accepted short-term assignments in addition to their regular duties.

The consultancies filled by Winrock International in 1985 varied in location and the skills required. They included these examples:

- review of the Semi-Arid Food Grains Research and Development (SAFGRAD) project in Africa
- design team for a new agricultural research project in Jamaica
- cooperative project to prepare an analysis of the agricultural sector in Arkansas
- supplemental services to Winrock-operated projects, such as livestock and poultry research in Bangladesh, coconut research and aquaculture engineering in Indonesia, financial accounting in Nepal, and computer training in Haiti
- evaluation of the World Bank-funded agricultural research project in Pakistan
- preparation of agricultural development publications, some published by other organizations (including other international agricultural centers) and some by Winrock International

Winrock International's ability to attract the services of outstanding consultants enhances the quality of its technical assistance.

### Ivory Coast

*Support for Training and Research in the Rural Social Sciences*  
Paul T. Perrault, Agricultural Economist

### Kenya

#### *Kiboko Range Research Project*

Donald E. Burzlaff\*, Chief of Party, Aquaculture Economics  
Richard Hansen, Chief of Party  
Zahoor Malik, Maintenance Engineer  
Adrian W. Mukhebi, Agricultural Economist

#### *Small Ruminant—Collaborative Research Support Program, Dairy Goat System: and Economics Project*

J. F. Moses Onim, Agronomist  
Patterson Semenye, Animal Scientist

### Nepal

#### *Agricultural Research and Production Project*

Carl N. Hittle, Project Supervisor  
S. S. Bal, Seed Production Specialist

#### *Manpower Development and Strengthening Institutional Capacity*

John C. Cool, Anthropologist  
Michael B. Wallace, Resource Economist

#### *Hill Food and Agricultural Extension Project*

M. Kalim Qamar\*, Extension Communications Specialist

#### *Integrated Cereals Project*

Kenneth Sayre\*, Cropping Systems Agronomist

### Pakistan

#### *Forestry Planning and Development Project*

Charles B. Briscoe, Chief of Party and Senior Farm and Forestry Advisor

Dean Current, Farm and Energy Forester

Michael Dove, Rural Sociologist/Anthropologist

William Hart, Farm Forestry Outreach Specialist

Kenneth L. McNabb, Farm Forestry Research Advisor

### Peru

#### *Small Ruminant—Collaborative Research Support Program, Economics Project*

Nestor Gutierrez, Agricultural Economist

### Philippines

#### *Rainfed Resources Development Project—Bicol Farming Systems*

Inocencio C. Bolo, Farming Systems Specialist

### St. Lucia, West Indies

#### *Caribbean Agricultural Research and Development Institute (CARDI) Farming Systems Research and Development Project*

Robert D. Hart, Program Officer

### Thailand

Gerard Rixhon, Regional Fellowship Officer

Theodore Panayotou\*, Food Policy—Bangkok

### Uganda

#### *Manpower for Agricultural Development Project*

James Jacks, Farm Management Specialist

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# Publications

The exchange of knowledge about agriculture is one of Winrock International's important functions. As a result of its projects and programs throughout the world, Winrock generates and compiles information about how to alleviate hunger and poverty. This is disseminated by almost every conceivable channel: from word of mouth to newsletters, books, journals, and videotapes, to radio and television broadcasts, and computer databases. Printing remains the primary medium for this technology-transfer process. The following list illustrates the wide variety of publications written and edited by Winrock personnel in 1985.

Most of this documentation is available to the public. To receive a free catalog of Winrock publications, write to Winrock International Bookstore, Route 3, Morrilton, Arkansas 72110, U.S.A.

Winrock also operates the Agribookstore to improve the availability of agricultural development literature in the United States. Its offerings include publications of major international agricultural research centers and other agricultural development organizations in the United States and other countries. A catalog describing over 300 titles is available upon request from Agribookstore, Winrock International, 1611 North Kent Street, Arlington, Virginia 22209, U.S.A.

## General Information

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Baker, Frank H. and R. Katherine Jones (eds.). 1985. Multispecies grazing: Proceedings of a conference. June 25-28, 1985. Winrock International, Morrilton, Arkansas, U.S.A.

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Dickey, J. R. 1985. Review of forage/livestock production on mixed farms in Sahel West Africa. In: Proceedings of the XV International Grassland Congress. Science Council of Japan and Japanese Society of Grassland Science, Tohigi, Japan.

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- Sah, J. 1985. Impact of the small farmers development program on small farmers in Nawalparasi District. Strengthening Institutional Capacity in the Food and Agricultural Sector of Nepal, research paper series, no. 27. Government of Nepal, U.S. Agency for International Development, German Agency for Technical Cooperation, and Winrock International, Kathmandu, Nepal.
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- Theses**
- Gutierrez, M. R. V. 1985. Aspectos economicos de los sistemas de produccion en ganado caprino en los departamentos de Piura y Lambayeque. Tesis para optar el titulo de Economista. Universidad Nacional Agraria la Molina, Facultad de Economia y Planificacion, Lima, Peru.
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# Winrock International Institute for Agricultural Development

## Consolidated Financial Statements

December 31, 1985

Telephone 501 372 1600

650 Tower Building  
Little Rock, AR 72201



*Price Waterhouse*

April 9, 1986

To the Board of Directors of  
Winrock International Institute  
for Agricultural Development

In our opinion, the accompanying consolidated balance sheet and the related consolidated statements of revenues and expenses and capital additions, of changes in fund balance and of changes in financial position present fairly the financial position of Winrock International Institute for Agricultural Development at December 31, 1985 and the results of their operations and the changes in their financial position for the six months ended December 31, 1985, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year. Our examination of these statements was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

*Price Waterhouse*

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# Winrock International Institute for Agricultural Development

## Consolidated Balance Sheet

<b>Assets</b>	<u>December 31, 1985</u>
Current assets:	
Cash and temporary cash investments	\$ 926,400
Accounts receivable	4,189,500
Interest and dividends receivable	148,600
Prepaid expenses	308,600
Total current assets	<u>5,573,100</u>
Investments, at market value	27,150,000
Property and equipment, net	<u>7,323,200</u>
	<u>\$40,046,300</u>
 <b>Liabilities and Fund Balance</b>	
Current liabilities:	
Current portion of long-term debt	\$ 55,000
Accounts payable	298,100
Accrued liabilities	1,333,600
Deferred revenue	1,942,300
Total current liabilities	<u>3,629,000</u>
Long-term debt	<u>28,000</u>
Contract advances	<u>262,800</u>
Fund balance:	
Restricted	33,708,400
Unrestricted	2,418,100
Commitment and contingency (Note 7)	<u>36,126,500</u>
	<u>\$40,046,300</u>

The accompanying notes are an integral part of this statement.

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# Winrock International Institute for Agricultural Development

## Consolidated Statement of Revenues and Expenses and Capital Additions

	Six months ended December 31, 1985
Revenues:	
Contracts	\$ 7,013,900
Contributions	3,648,300
Operating grants	244,200
Interest and dividend income	770,200
Other	114,400
Total revenues	<u>11,791,000</u>
Expenses:	
Programs	8,140,500
Program services	548,700
General and administrative	2,206,000
Investment expenses	111,500
Total expenses	<u>11,006,700</u>
Excess of revenues over expenses before capital additions	<u>784,300</u>
Capital additions (deductions):	
Decrease in carrying value of investments	(1,697,300)
Gain on sale of investments	<u>3,031,800</u>
Net capital additions	<u>1,334,500</u>
Excess of revenues over expenses after capital additions	<u>\$ 2,118,800</u>

The accompanying notes are an integral part of this statement.

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# Winrock International Institute for Agricultural Development

## Consolidated Statement of Changes in Fund Balance

	Components of Fund Balance		
	Unrestricted	Restricted	Total
Balance at June 30, 1985	\$1,633,800	\$32,373,900	\$34,007,700
Excess of revenues over expenses after capital additions	784,300	1,334,500	2,118,800
Balance at December 31, 1985	\$2,418,100	\$33,708,400	\$36,126,500

## Consolidated Statement of Changes in Financial Position

	<u>Six months ended December 31, 1985</u>
Cash was provided by—	
Excess of revenues over expenses before capital additions	\$ 784,300
Capital additions, net	1,334,500
Excess of revenues over expenses after capital additions	2,118,800
Add (deduct) items not affecting cash:	
Depreciation	200,700
Decrease in market value of investments	1,697,300
Increase in accounts receivable	(193,400)
Decrease in interest and dividends receivable	111,700
Increase in prepaid expenses	(208,700)
Decrease in accounts payable	(424,000)
Increase in accrued liabilities	819,100
Decrease in deferred revenue	(1,212,800)
Decrease in advances	(948,000)
Cash provided from operations	1,960,700
Cash was used for:	
Increase in investments, at cost	1,930,200
Purchase of property and equipment	714,600
Reduction of long-term debt	20,100
Total	2,664,900
Decrease in cash	(704,200)
Cash at beginning of period	1,630,600
Cash at end of period	\$ 926,400

The accompanying notes are an integral part of these statements.

# Winrock International Institute for Agricultural Development

## Notes to Consolidated Financial Statements

### Note 1 - Organization and Summary of Significant Accounting Policies:

#### Organization

Winrock International Institute for Agricultural Development (Winrock International) was incorporated under the Arkansas Nonprofit Corporation Act on July 1, 1985, and was formed on that date upon the merger of Winrock International Livestock Research and Training Center, International Agricultural Development Service and the Agricultural Development Council. The merger was treated as a pooling of interests for accounting purposes.

Total assets and fund balances of the respective entities at the date of combination were as follows:

	<u>Total assets</u>	<u>Fund balance</u>
Winrock International Livestock Research and Training Center	\$33,375,700	\$31,663,700
International Agricultural Development Service	4,275,100	1,126,100
Agricultural Development Council	2,261,000	1,217,900

The basic objective of Winrock International is to help alleviate poverty and world hunger. This objective is supported by Winrock International's administrative offices and staff and by other general supporting services. Services are provided on a contractual basis and generally involve locations outside of the United States.

#### Consolidation

The consolidated financial statements include the accounts of Winrock International and its wholly-owned subsidiary, IADS Operations, Inc. (IOI), a for-profit corporation which conducts technical assistance in agriculture similar to that of Winrock International. All significant intercompany transactions have been eliminated.

#### Investments

Investment assets are recorded at fair market value based upon last reported sales prices on or about the last business day of the fiscal year. Changes in unrealized appreciation (depreciation) of investment assets are reflected currently in capital additions (deductions).

Investment transactions are recorded on trade date (date purchased or sold); gains and losses are reflected currently as capital additions (deductions).

#### Capital additions

Winrock International is endowed by contributions of cash and marketable securities from the Charitable Trust. Winrock International has full rights to any investment income and may market and reinvest the securities; however, it must maintain, available for refund, the cash and securities received or obtained through reinvestment. Trustees of the Charitable Trust have retained this right of refund, on demand, until such time as the trustees are discharged of any further responsibility with respect to the Estate of the late Mr. Winthrop Rockefeller. Management does not anticipate being required to return endowments; accordingly, distributions from the estate have been recognized as capital additions.

Contributions of property and equipment from the Charitable Trust and contributions of amounts that must be used to acquire property and equipment are recognized as capital additions.

#### Revenues

Contributions are considered to be available for general use unless specifically restricted by the donor. Contributions restricted to use for specific purposes are recorded as revenue when the related expenditures are made in accordance with restrictions.

Revenues from program services are recorded when earned. Advance payments for program services are recorded as deferred revenue until the applicable expenses are incurred.

Investment income earned from endowments, which is available for unrestricted use, is recorded as revenue when earned.

#### Property and equipment

Significant property and equipment purchases are capitalized and recorded at cost. Property and equipment contributed to Winrock International are recorded at estimated fair value at the date of receipt (Note 3).

Depreciation is computed using the straight-line method, based upon estimated useful lives (25 to 40 years for depreciable real property, 3-10 years for other property and equipment).

### Income taxes

Winrock International is a publicly supported organization exempt from income taxation under Section 501(c)(3) of the Internal Revenue Code; accordingly, there is no provision for income taxes in the accompanying financial statements.

IOI uses the cash basis of accounting for tax reporting purposes. For financial reporting purposes, IOI uses the accrual basis and on that basis, has a \$225,000 operating loss carryforward at December 31, 1985. The carryforward expires in the year 2000.

### Note 2 - Investments:

Investments at market value are comprised of the following:

	December 31, 1985
Cash equivalents	\$ 8,014,200
Government obligations	4,810,100
Corporate and municipal bonds	4,370,900
Corporate stocks	8,264,200
Investments in limited partnerships	1,690,600
	<u>\$ 27,150,000</u>

The market value at date of receipt of contributed securities and the cost of purchased securities at December 31, 1985 was \$25,934,000.

Since November, 1977 Winrock International has received seven partial distributions from the Charitable Trust totaling \$20.25 million. There were no distributions from the Charitable Trust and Estate during the six months ended December 31, 1985.

Based on consultation with the trustees of the Charitable Trust, management expects to receive additional endowment grants of cash and marketable securities. These future endowments will be recognized as capital additions when received and, accordingly, have not been reflected in the accompanying financial statements.

### Note 3 - Property and Equipment:

Property and equipment is comprised of the following:

	December 31, 1985
Land	\$ 227,100
Buildings	6,328,200
Equipment	1,278,600
Furniture and fixtures	497,800
	<u>8,331,700</u>
Less accumulated depreciation	(1,008,500)
	<u>\$ 7,323,200</u>

### Note 4 - Debt:

Long-term debt is comprised of the following:

	December 31, 1985
17% equipment ven lor loan, payable \$3,166 monthly, including interest, through July 1987, secured by equipment purchased	\$ 52,500
Other	30,500
	<u>83,000</u>
Less portion due within one year	55,000
	<u>\$ 28,000</u>

### Note 5 - Related Party Transactions:

Winrock International maintains business relationships with other entities indirectly related to Winrock International. Transactions with such related parties consist primarily of investment management and advisory services.

In addition to capital contributions and other grants from the Winthrop Rockefeller Charitable Trust (Notes 2 and 3), Winrock International received revenue from the Charitable Trust aggregating \$460,000 during the period ended December 31, 1985.

### Note 6 - Employee Benefits:

During 1985, Winrock International established a defined contribution pension plan. The plan calls for Winrock International to contribute from 6% to 20% of the employees' base salaries to the plan. Employees are fully vested in all contributions. Pension expense for the six months ended December 31, 1985 was \$440,200.

### Note 7 - Commitment and Contingency:

Winrock International maintains a noncancellable operating lease for office space in Washington, D.C. Minimum lease payments relating to the lease for the next five years are as follows:

1986	\$222,000
1987	210,300
1988	208,900
1989	69,700
1990	—

Rental expense for the six months ended December 31, 1985 was \$128,000.

Costs under U.S. government contracts and grants are subject to audit by the cognizant U.S. government agency. Management believes that cost disallowances, if any, arising from audits of costs charged to government contracts and grants through December 31, 1985 would not have a material effect on the financial position of Winrock International.

The mission of Winrock International Institute for Agricultural Development is to help alleviate hunger and poverty throughout the world by improving agriculture.

An autonomous, nonprofit organization, Winrock International is committed to sound agricultural and rural development that makes more and better food, fuel, and fiber available to people; improves their incomes; and provides them more opportunities to lead productive lives.

Its basic program themes revolve around two principles: the development of individual potential, and the judicious management of renewable resources devoted to agriculture. To support its projects, Winrock

International actively seeks support from and partnerships with public and private organizations. It is exempt from federal income tax under Section 501(c)(3) of the United

States Internal Revenue Code. It is recognized as a private, voluntary organization by the U.S. Agency for International Development.

