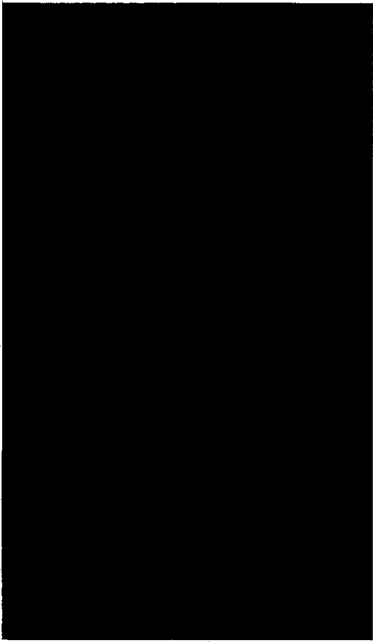


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1995 Winroc,
International
Annual Report



Winrock International is
a global team dedicated
to working with people to build
a better world—increasing
agricultural productivity and
rural employment while
protecting the environment.



At Winrock International, 1995 has been a year of celebration, repositioning, and renewal. July 1995 marked the tenth anniversary of the merger of three Rockefeller-founded organizations committed to international agricultural development. Our predecessor organizations—the Agricultural Development Council, the International Agricultural Development Service, and the Winrock International Livestock Research and Training Center—brought records of accomplishment and 52 years of combined experience in the rural social sciences and agricultural sciences.

During the past decade, Winrock International has built on the tradition of its

foundling institutions, adding programs in forestry and natural resources, renewable energy, and rural development. It has initiated projects in the South

Central United States, with an emphasis on Arkansas, and has established its own reputation for effective agricultural and rural development work.

We have trained hundreds of agricultural and natural resource professionals from developing nations to find long-term solutions to the hunger and poverty that afflict their countries. A particular focus has been African women, who grow 70 percent of the food produced on the continent, and who are critical to building food security and environmental stability.

Winrock International has helped strengthen institutions—from the national agricultural research system of Indonesia to the Agriculture University of Tirana in Albania, and to the extension service in Ghana.

Winrock International's programs have resulted in extensive reforestation in Pakistan and have developed agroforestry systems to provide subsistence crops and cash income, stabilized

rapidly eroding hillsides across Southeast Asia and Central America, and introduced simple, but effective, techniques for West African farmers to improve seed selection and soil fertility.

We have brought renewable energy systems to rural communities in Asia and Latin America that would otherwise have been deprived of the power necessary for light and the operation of machinery. We have helped strengthen emerging private-sector agricultural enterprises in eastern Europe in their transition to a market economy and have catalyzed growth of small wood manufacturers and enhanced employment opportunities in rural Arkansas.

In 1995 our staff moved aggressively forward to implement the strategic plan approved by the board in 1994 in an environment of shrinking public financial support for international development assistance in general, and for agriculture in particular. The institution rededicated itself to reducing hunger and poverty by increasing agricultural productivity and rural employment while protecting the environment. We are committed to finding long-term solutions to these challenges through an integrated approach that relies on multidisciplinary teams committed to good science, sound economics, environmental sensitivity, and responsible management.

Previously, Winrock International conducted its work through both geographic and topic units. During 1995, program staff was reorganized into five multidisciplinary, global divisions: agriculture, forestry and natural resource management, leadership and human resource development, renewable energy and the environment, and rural employment and enterprise development.

To streamline the organization, minimize expenses,

and ensure maximum program resources, core staff was reduced. While stressful, this was an essential step to attain sustainable financial footing as we move into a future of keen competition for resources.

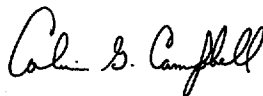
Winrock International successfully diversified its funding base by significantly increasing project support from multinational development banks and the private sector. We continue to enjoy strong program support from the U.S. Agency for International

Development and from foundations.

Aggressive marketing of the Winrock International Conference Center on beautiful Petit Jean Mountain has proven effective in making far better use of this outstanding facility. Efforts are increasing to access other nations' foreign aid programs for project funding and to solicit individual charitable contributions directly and through our annual fund campaign.

To all our current and former staff, senior associates, individual contributors, corporate partners, and other institutions which fund our work, thank you for making Winrock International's first decade one of achievement. With the anticipated doubling of world food demand in the next three decades, the problems of rural poverty across the globe, and continued threats to environmental quality, our work has never been more important.

We look forward to your continuing support to help us help people build a better world in the years to come.



Colin G. Campbell,
Chairman of the Board



Robert L. Thompson,
President and CEO



Thompson



Campbell



Knowledge and opportunity are powerful forces for change. China

Winrock International has long recognized the need to approach the challenges of development comprehensively. Each of our projects is designed to draw from the best research, innovative techniques, and indigenous knowledge that can be crafted to bring about positive change.

Five New Divisions

In 1995, Winrock reorganized its program structure to enhance the delivery of services and technical support in five key development areas. New divisions were created from a portfolio of projects previously managed by geographic region. The result has led to more integration across our program areas.

High performance program teams provide the structure for Winrock's development success. By working together, we are a powerful force for change in:

Agriculture

Forestry & Natural Resource Management

Leadership & Human Resource Development

Renewable Energy & the Environment

Rural Employment & Enterprise Development

Winrock has found that integration of ideas and expertise and collaboration across program areas is a highly efficient and effective way to bring the best information and development solutions to the people who need them. Winrock staff form teams that bring depth of understanding and the spirit of partnership to every project.

Making Connections

The year brought stronger connections between domestic and international programs, creating opportunities and valuable contributions at home and abroad. Staff applied strategies working in Arkansas to solve problems in Ghana, Mexico, and elsewhere.

Likewise, lessons learned

overseas are meaningful at home. Partnerships and alliances between organizations, businesses, and others are the building blocks of lasting successful enterprises.

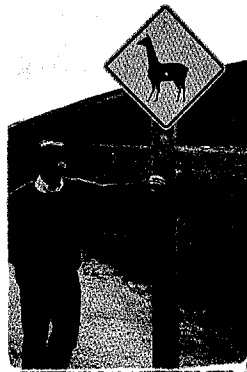
Diversification & Longevity

The current funding environment presents new challenges. By continuing to diversify our donor base and collaborate with other organizations, both public and private, Winrock has effectively leveraged financial resources to expand programs. Our commitment to long-term success and financial responsibility is evidenced by the priority we place on building the capacity of local people and institutions to con-

tinue initiatives beyond project dates. Providing people with the skills to shape program growth and take advantage of funding opportunities and partnership development helps ensure financial sustainability.

A Program Perspective

There are many program successes to share this year. Our LEAD21 agriculture project in China offers enormous potential for development work in this increasingly prominent country. Concepts that support training and empowerment of women, such as our African Women Leaders in Agriculture and the Environment program, have



Jim Yazman, senior program officer, on the road in Bolivia.



Additional income allows people to improve their diets with fresh fruits, vegetables, and animal protein. China

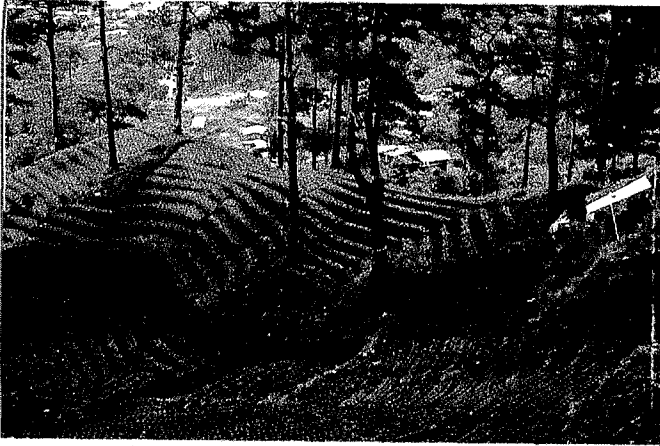
**Winrock
International**



Dominican Republic



Millions of farmers struggle to raise livestock and grow crops under harsh conditions. Winrock finds ways to help them increase production using their limited resources. Bolivia



Soil management techniques are an effective way to reduce erosion when farming extends to fragile lands. Philippines

been successfully tailored to the needs of women in Russia and Ukraine. The achievements of our projects in other African countries have attracted the attention of Ethiopia, where our experience and ingenuity are sought and needed.

Renewable energy projects continue to receive attention and are expanding because of Winrock's solid record of accomplishment and expertise. With the com-

pletion of our support for the new plant genetics facilities in India, Winrock has helped implement one of the most important biodiversity preservation projects in the developing world to date.

And in Arkansas and Texas, growth and development within the manufacturing and agricultural sectors as a result of Winrock's work is changing the economic outlook of rural communities for the better.

Become a Partner for Progress

We hope the following highlights provide a glimpse into our organization and stimulate your interest to learn more about our work. Join Winrock International in making the world a better place.

Winrock Publications

Winrock International produces a variety of research papers, reports, proceedings, books, and newsletters that range in topics from livestock and agricultural production to renewable energy technologies and forestry management.

If you would like a list of our publications, please contact our library at 501.727.5435 or E-mail: information@winrock.org.

Get Connected

Keep up to date with Winrock International. Check out our web site at www.winrock.org.

Conference Center

Each year, local, national, and international groups convene at the Winrock International Conference Center, continuing the tradition of education and exchange established more than a decade ago.

Scenic beauty, excellent accommodations and recreational facilities, and exceptional service makes the Winrock International Conference Center the perfect environment for meetings, retreats, and training.

Winrock headquarters. Arkansas



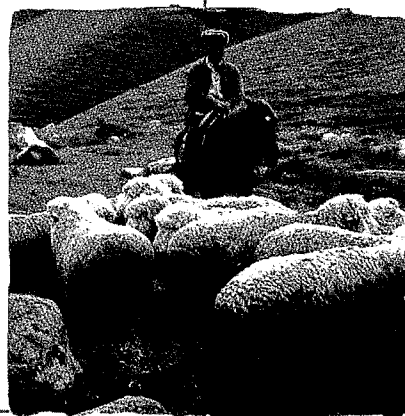
Harvesting bananas. Mexico



Vietnam



Information is crucial to emerging democracies. Uzbekistan



Farmers have learned how to improve their wool production and marketing through the Farmer-to-Farmer Program. Kyrgyz Republic

Every day millions of people go to bed hungry. Despite amazing agricultural developments worldwide, farmers are struggling to keep pace with the increasing demand for food. Natural

resources become threatened as farmers work to produce more food using poor techniques and expanding farming to fragile or forested lands.

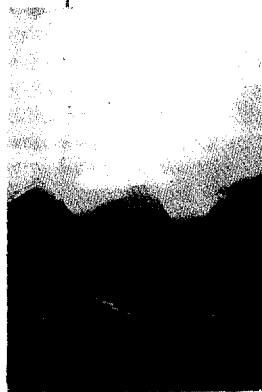
Improving agricultural productivity is at the heart of Winrock's mission and a primary focus of our work.

Building better agricultural systems and practices begins with policy and ends at the marketplace. Along the way, research must contribute information to meet changing conditions, and farmers must be trained to translate information into results, from selecting seeds to preserving soil fertility.

Winrock meets the challenge of advancing agricultural productivity through policy development and analysis, research, technology transfer, training, and education programs.



Natural resources become threatened as farmers work to produce more food using poor techniques and expanding farming to fragile or forested lands. Improving agricultural productivity is at the heart of Winrock's mission and a primary focus of our work.



Albania

Haitians provide a significant portion of agricultural labor in the Dominican Republic.

Information Brings Change

Last year's report introduced you to Winrock's work in Albania. Since that time, the results of our efforts have been substantial.

The Support for Agricultural Restructuring in Albania (SARA) project is helping rebuild Albania's agricultural system and agribusiness sector. Prior to that country's break from Communism, reliable agricultural and market information was not available. Today, farmers and agribusinesses must have this information to make informed decisions and participate in the world economy.

Lack of information about the functions of a market economy extends from the Ministry of Agriculture to universities and training centers and all the way to the farm.

Thanks to project-implemented sampling techniques and training, the SARA project has helped Albania produce its first accurate agricultural production statistics. Based on that data, Albanian farmers are now devoting more of their farmland to livestock and higher-valued crops that bring better monetary returns. The Ministry is using the production estimates to predict wheat deficits and identify import strategies so that the population will not be without bread, which is a staple food.

Committing to China's Future

China currently lacks qualified agricultural economists who have the knowledge and experience in an open-market economy to meet



Responding to market demand is critical to making sales on the streets of Beijing, China.

present-day challenges and the country's dynamic new future. Complicating this is the fact that many of the scholars sent abroad to gain these skills in the last decade have not returned to join the country's workforce.

Winrock began implementing a training program this year that builds on existing Ph.D programs in agricultural economics. It will strengthen courses and applied research at participating institutes by providing on-site training and workshops patterned after the best agricultural economics graduate programs in the U.S. A distinguished faculty recruited from a global talent pool will teach in this model program.

In-country training will strengthen current graduate programs in applied economics in China, and this investment in teaching the teachers will be felt for years to come. Offering such programs means students will not have to leave the country to seek excellent educational opportunities in agricultural economics. "Our training program will help develop China's human resources—resources that will be essential to a peaceful and prosperous economic future for China and her neighbors," says program director Shwu-Eng Webb.

Saving Harvests

Some Mexican farmers store their harvested grains in open areas because they don't have enough money or technical knowledge to construct storage facilities to protect their yields from pests or contamination.

Winrock Senior Agriculture Program Officer Andy Martinez saw a solution to the problem and turned to the Global Farmer-to-Farmer Program for help. Volunteers worked with local organizations in San Luis Potosi to introduce inexpensive silo systems that can be easily constructed to protect harvests.

Initially eight silos were constructed, eight more have been built by local people from surrounding communities, and some 20 more are planned. The silos are so effective that villagers are using them for storing grains and seed for next year's crops. After more than six months, both grains and seed are in perfect condition. Because local farmers can preserve their seed, they are saving money they would have had to spend to replace their losses.

According to Victor Sanchez from the local organization DERNOPAC, as soon as the rains come and farmers can plant, they will immediately start constructing more silos.

Simple and inexpensive technology has brought meaningful rewards.



Winrock staff Andy Martinez, senior program officer (left), and Earl Kellogg, senior vice president (right), visit families who have built silos. Mexico



Increasing Yields

Women in the villages of Koular in Senegal grow rice in traditional methods passed down from generation to generation. They still rely on short-handled hoes to prepare soil for planting, and use small knives for harvest.

The women gain social standing largely by how well they grow rice. Four times a week after their household chores are completed, they walk to their rice fields in an old river bed where water collects during the three-month rainy season. In this sunken, snaking oasis surrounded by barren fields, they toil at their precious plots.

But the rainfall in Senegal has decreased significantly in the last 20 years. Many varieties of rice are no longer suited to the environment. When water levels are low, the women often lose what remains of their crops.

Winrock International's On-Farm Productivity Enhancement Program (OFPEP) assisted the women of Koular by introducing a new variety of rice. Alphonse Faye, agronomist/seed technology specialist with Winrock and a Senegalese rice breeder, trained Peace Corps volunteers and gave 14 women in two villages one kilogram each of new rice

seed matched to the conditions of each woman's field. Volunteers showed the women techniques to reduce labor and increase yields. Despite a poor growing season, some of the plots survived and out-produced local varieties.

The true sign of success came the next year, when 49 women lined up for demonstration plots. Now so many women want to participate, there are more interested women than there is land or seed.

Overcoming a Life of Subsistence

In rural Kenya, owning a goat can be a matter of life or death. Extremely poor families often have no way to provide milk for their children, limiting the nutrition growing bodies need. Keeping dual purpose goats, those useful for milk and meat, provides impoverished farmers — many of them women — ready access to better food supplies, manure to fertilize crops, and goat products to generate income.

Winrock's 12-year Small Ruminant Collaborative Research Support Program developed a dual purpose goat through cross-breeding that is adapted



to the harsh conditions of Kenya. The program is building herds to make these goats available across the country and has had dramatic results.

Mama Ababu received two pregnant goats in 1988, and when one delivered twins, she sold the buck to finance the education of her three daughters. Today Ababu, who lives on a half-acre in a small village in the Nihiga District, uses her goats to supply her family with milk, and collects the manure to sell or use to improve her soil to produce more abundant crops. Now she enjoys a regular cash flow from selling surplus goat milk or young goats.

The Spirit of Success

In 1988, Takumi "Taki" Izuno, a Winrock program officer, arrived in Pakistan with eight sticks of Mott grass, a deep commitment to helping local farmers, and the skills of an experienced crop scientist. During 1995, the government of Pakistan

presented Taki with the Gold Medal Award for his contributions to the country's agricultural development. He is responsible for introducing Akbar maize, a high-yielding corn variety that has been adopted by



virtually all farmers who grow corn under irrigation. His promotion of Mott grass,



a fast-growing fodder which enhances cattle milk production, has been critically important to the growth of Pakistan's dairy cattle industry.

Introduction of crop varieties that are better suited to specific conditions than local strains and are resistant to pests enable farmers to support more livestock, and in turn, provide more food for families and for sale at market.

Taki Izuno (center) brought Mott grass (in background) to Pakistan.



Pierre Antoine, senior program officer (with satchel), has been actively involved with agricultural production in Africa for more than 20 years. Kenya



African women farmers are a critical link in solving the continent's growing need for food.

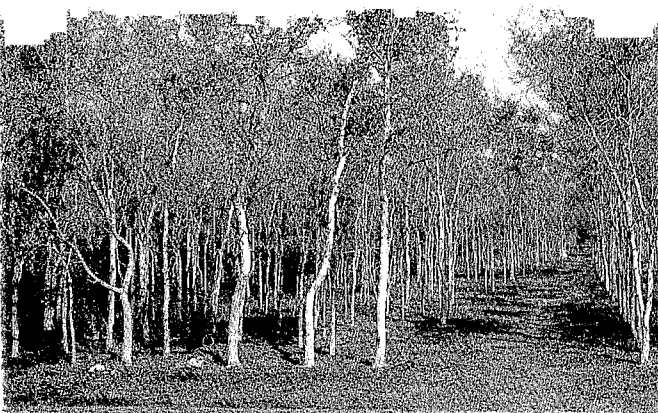
Population and income growth are placing unprecedented strain on our natural resource base and the global environment. Finding resource management solutions that address the needs of people today and in the future are critical to Winrock's development efforts.

The Forestry & Natural Resources Management division designs and implements strategies for resource management that are based on proven technologies and research, as well as local knowledge of conditions and needs.

Education is a key to the division's success. Training, information networks, and efforts to strengthen educational programs and policy development build the long-term capacity of resource managers and users to understand important issues and use natural resources wisely.

Winrock integrates improved crop, livestock, and agroforestry systems, water conservation and use, biomass alternatives, and innovative approaches to protect biodiversity and wildlife habitats.

For thousands of years, farmers have practiced shifting cultivation, clearing land for crops or livestock, and moving to new areas to allow depleted resources to rejuvenate. Population pressures and the need to produce more food have upset this balance. Farmers are forced to clear land that offers marginal productivity, which are often forested areas.
Dominican Republic



Fast growing multipurpose trees answer the need for building material, fuel, and fodder. Nepal

Multipurpose Trees

Multipurpose trees provide fuel wood and building material, nutrient-rich green manure, high-protein livestock fodder, food, and wood products for sale. The challenge is getting information on these trees to those who need it most—small-scale farmers in developing countries.

Today, Winrock's FACT Net (Forest, Farm, and Community Tree Network), an international association of some 1,000 organizations, tree breeders, researchers, and farmers in 112 countries, is carrying the news of multipurpose species through training programs and publications printed in six lan-

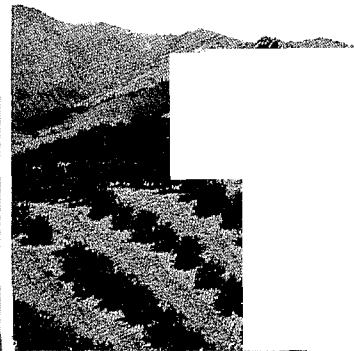
guages. FACT Net (previously the Nitrogen-Fixing Tree Association) has trained more than 2,000 extension agents and development workers in use and management of multipurpose trees so they can share this valuable information with resource-poor farmers.

In the developing world there's a tremendous shortage of technical—but basic—information on planting and growing trees and locating good seed. Winrock is filling an important need by producing information that can be easily reproduced and used in the field to give a technical foundation to tree-planting projects.

Forest Sustainability

Native forests are disappearing in Southeast Asia as population and income grow. More and more people are forced to live on marginal lands and farm steep, highly erodible hillsides to obtain the products they need for subsistence and to generate income.

Harvesting these forests for fuel, timber, and fodder, and using the land for animal and crop production, exposes fragile soils to erosion. After a few seasons, the land loses its fertility, and farmers are forced to clear more natural forest, beginning the destructive cycle anew.

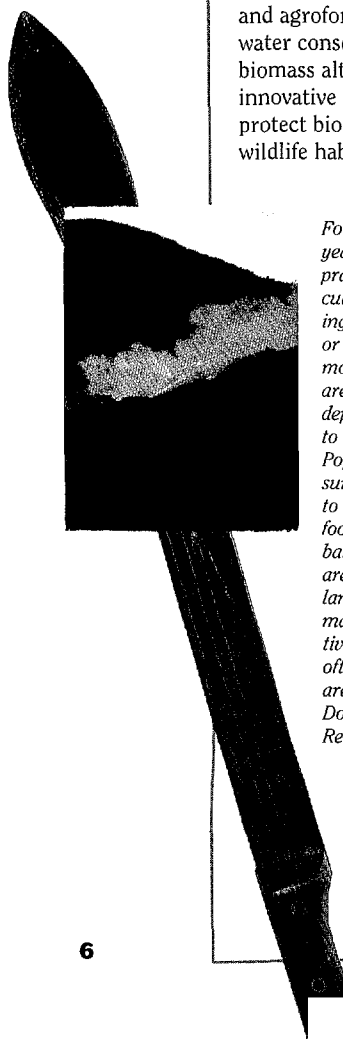
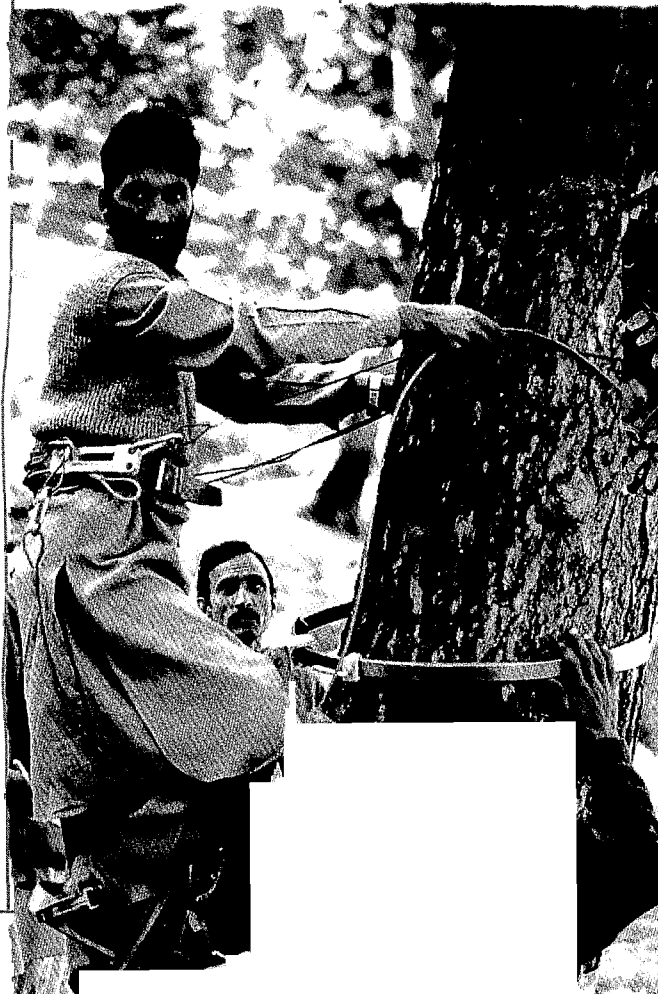


Dominican Republic

Sirris seed pods, forests of the future.



Employees of the Forest Seed Centre at Garhi Dopatta, trained by Winrock, are learning to use tree climbing equipment which will improve their ability to collect seed without damaging trees.
Pakistan



Winrock's Southeast Asia Non-Government Organization Support Program is addressing these problems by increasing the natural resource and forest management skills and resources of regional nongovernmental organizations. Conservation and rural-development activities are targeted to fragile areas near national parks, wildlife sanctuaries, and watersheds in Indonesia, the Philippines, and Thailand.

In three years, 150 overseas organizations have joined the program. They have received more than 360 hours of forestry management training and on-site consultation, and 750 kilograms of multipurpose tree seed for distribution to farmers.

Training the trainers has a multipurpose effect—by improving their technical skills, they in turn show local farmers how to manage their resources. By showing farmers how to use their existing land without resorting to unsustainable, slash-and-burn tactics, we help them meet their agricultural production and generate off-farm income while protecting vulnerable forestland.



People across Asia are learning to grow trees to meet their needs. Philippines

Environmental Revitalization

In addition to 12 years of civil war, El Salvador has experienced rapid population growth, unregulated industrial development, and unsustainable agricultural practices. These conditions have caused widespread

poverty and placed extreme pressure on the country's remaining natural resources.

Winrock's Environmental Protection Project is increasing on-farm agricultural production while improving and protecting the natural environment. The project works with farmers in critical watersheds of the El Imposible

National Park, which contains one of the richest areas of biodiversity in the country. By working in entire watersheds, the project monitors how improved agricultural technologies and environmental activities in northern areas affect southern mangrove stands and fisheries along the coast. The project's goal is to develop a model for watershed management in other areas of the country.

"At the beginning of the project we used participatory methods to help communities identify and prioritize their own development

needs. We have gained their confidence and now provide them with technical assistance and small grants to implement soil conservation projects, dig much-needed water wells and latrines, and build fuel-efficient wood stoves and tree nurseries," says program officer Mark Powell.

In the first four months of the program, eight communities with 225 farm families received small development grants for projects that will enable them to use their resources wisely.

Biomass Resources

Many byproducts of agricultural and forestry production and processing operations include residues such as sawdust, rice hulls, wheat straw, waste paper, and livestock manure. Although commonly considered "waste" materials that constitute an economic burden or disposal challenge, they are not only reuseable but are raw materials for use in new bio-based enterprises.

Winrock's Biomass Utilization Program works to identify opportunities for creating and investing in these bio-based businesses, and helps develop markets for their products.

Identifying and developing conversion technologies and product markets for biomass materials can have far-reaching impacts that complement all of Winrock's development efforts. For example, converting sawdust into heat and electricity—a renewable energy system—can provide much-needed energy and serves as a waste management strategy. Even more importantly, it generates new jobs. Similarly, composting livestock manure can be a viable management option that creates a rural enterprise, while the com-



Women and children around the world spend hours each day gathering wood for fuel. Indonesia

post helps sustain agricultural operations by improving soil fertility.

Effective uses of biomass resources have environmental benefits that go far beyond the diversion of these materials from

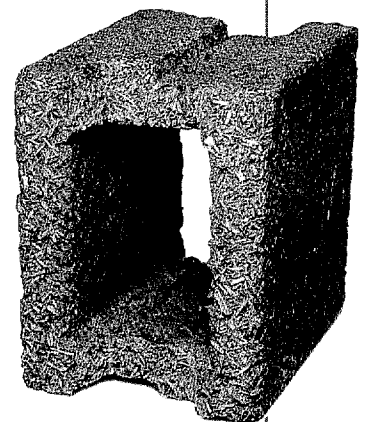
landfills, such as improved water quality and reduced soil erosion.

Responsible management of biomass resources is an important component of Winrock's efforts to develop renewable energy systems, improve economic condi-

Pellets made of woody residues are an excellent source of energy.



tions, create rural enterprises, enhance agricultural operations, and better manage natural resources on a global basis, all in an environmentally positive manner.



An Arkansas company is manufacturing building blocks made primarily from wood wastes.



Winrock is helping improve seed collection and storage techniques in Pakistan to help serve reforestation efforts.



Preparing tomorrow's leaders is one of the most significant contributions to the future that Winrock International makes. Knowledge is a powerful tool that can open minds to new ideas and improved technologies. Leadership is a catalyst that puts that information to work for change.

Our commitment to human resource development begins with a solid foundation in education and the specialized training need-

To build a sustainable future, we cannot afford to overlook the contributions each individual can make. Winrock programs reach out with educational and leadership opportunities that empower people to take charge of their lives.

ed to address complex issues, from the policy level to the field. Particular emphasis is placed on reaching those individuals, women and men, who don't have access to the

education or training that will enable them to become leaders within their communities or countries.

The Leadership & Human Resource Development division was formed this year to coordinate the education,

training, and leadership activities that are found in each of our projects. Fellowship management is a vital function within that division.

During the year, Winrock managed the programs of 212 individuals from 26 countries who are seeking graduate education, pursuing postdoctoral studies, or non-degree training in their careers. These fellowships are funded by grants and contracts administered by Winrock and from the institute's own resources.

For a complete listing of fellows and institutions, please contact the Leadership & Human Resource Management division at 501.727.5435, ext. 285; or E-mail: information@winrock.org.



Nongovernmental organizations (NGOs) play a key role in providing services when governments cannot. That's why Winrock places emphasis on strengthening NGOs so they can be more effective. Women's groups in Russia and Ukraine are organizing and working together to fill voids and build participation in democratic processes. Ukraine

Women in Action

Winrock's NIS-US (New Independent States-U.S.) Women's Consortium has

made tremendous progress in addressing the needs of

women in Russia and Ukraine. Today, membership has grown to 47 Russian, 24 Ukrainian, and 24 U.S. organizations that share ideas and information, and collaborate to improve the status of women in the NIS and help them participate in building democracies.

The Consortium focuses on three areas: institution building and networking; women's leadership training; and development of women's nongovernmental organizations through small grants.

Consortium training programs have made a difference.

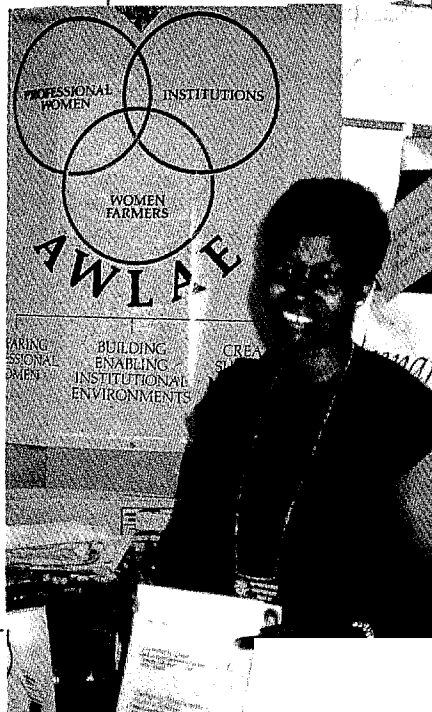
Financial management and proposal development training enabled Russian and Ukrainian members to leverage funding totaling more than \$100,000 to support their activities.

Small grants totaling nearly \$120,000, have helped women's nongovernmental organizations develop. Staff training in office administration, information management, and other critical areas has strengthened their ability to provide services. As a result of training, women's rights groups formed an alliance to lobby the Russian government to exempt from taxation contributions to support NGO efforts. This step alone will free the financial support that is essential to these organizations that are addressing the needs of women.



Senegal

Charity Kabutha, program coordinator, responds to information requests at the Women's NGO Forum. China



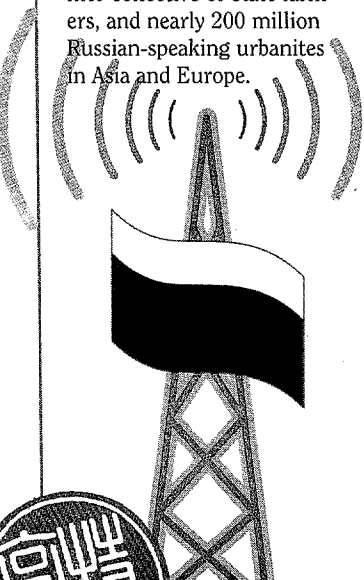
Human resource development is an important part of all Winrock programs. Jim Roshetko, program officer. Philippines



Broadcasting Hope

In a country where jobs are hard to find and women face pressure to give up their jobs to men, two women journalists are pioneering a thriving business.

Founded in 1992 with the help of Winrock Farmer-to-Farmer volunteers and a small grant from the NIS-US Women's Consortium, Radio Nadezhda (Radio Hope), is Russia's only independent radio station devoted to women's issues. Irene Korolova and Tatiana Zeleyanskaya, concerned with the status of rural women, broadcast their programs throughout the NIS, reaching 270,000 families on private farms, 3 million former collective or state farmers, and nearly 200 million Russian-speaking urbanites in Asia and Europe.



The station is a strong supporter of the Consortium's work to improve the status and rights of women as well as involve them in shaping the future of their nations. Air time devoted to women's issues and work of the Consortium has helped increase the profile of women's issues and generate interest and participation of women across the region.

Last May, the station had an extraordinary visitor. First Lady and former Winrock board member Hillary Clinton toured the station and was interviewed.

Innovation Equals Success

September marked an important time for Winrock and women around the world. It was the month of the Fourth United Nations Conference on Women and the NGO Forum, which convened in Beijing, China.

Winrock sent a delegation to share the success of our women's leadership programs and worked to ensure that agriculture and associated environmental concerns were at the forefront of action agendas.

What the delegation learned was surprising. "Of the thousands of innovative programs discussed during the NGO Forum, our work is remarkable because it involves men in addressing



women's leadership issues and training," says Elise Smith, director, Global Women's Leadership Program. "We build support for women by changing attitudes and practices that keep them from achieving their potential. The men who participate in our focus groups and who serve on country advisory councils bring a wealth of knowledge and insight that helps us prepare women leaders. We've always known that our work was on the cutting edge. Now others know it, too, and want to learn more."

Leading the Way

Reine Boni spends most of her professional life in the field, in the rural and poverty-stricken areas of West Africa. Boni, an agronomist and West African regional coordinator for the African Women Leaders in Agriculture and the Environment program, works to empower rural women and improve their working conditions.

Leadership training is key to giving women the confidence and skills they need to bring ideas and change to their own communities. Sometimes even the smallest advancements can bring important rewards.



The Kibiku Women's Group wanted to improve the lives of local women. They learned how to make and use energy-saving stoves, which require little of the precious wood that many rural women spend much of their day gathering. They showed the women of Kibiko Ngong-Kenya, how to operate these stoves, which will not only reduce their workload, but will help preserve the community's limited fuel resources.



Reine Boni, program coordinator. Côte d'Ivoire



Demonstrating planting techniques. Pakistan



Winrock's Beijing delegation brought together for the first time women scientists from China, Nepal, Russia, Ukraine, the U.S., Jamaica and elsewhere to discuss issues relating to their work at the NGO Forum.

Reliable energy is essential to economic stability and growth, jobs, and improved standards of living. But millions of people live without electricity in areas too remote or poor to support traditional energy systems.

Winrock believes economically attractive, environmentally sound renewable energy is the answer in many parts of the world. But technology alone cannot solve the energy problems of the rural poor. Political and institutional change must occur, backed by a business climate that supports investment in innovation and technology.

The Renewable Energy & the Environment division not only introduces technology and concepts, but works to create understanding of how sustainable energy sources can be integrated into national and multinational development efforts. Building cooperation and collaboration between governments, organizations, and private business leads to accelerated delivery of new rural services and improves natural resource management.

The Renewable Energy & the Environment division not only introduces technology and concepts, but works to create understanding of how sustainable energy sources can be integrated into national and multinational development efforts.

Powerful Choices

Winrock's international network of Renewable Energy Project Support Offices (REPSOs) are introducing governments, utilities, businesses, communities, and organizations to renewable energy options that turn water, wind, sun, and biomass (crop and processing waste) into power. REPSOs in Guatemala, Indonesia, India, and the Philippines are generating interest, investment, and collaboration on systems that deliver electricity to some of the most remote areas of the world. These renewable energy projects bring communication, refrigeration, and water to rural areas, as well as provide electricity for small-scale food processing and other local enterprises.

Rural agricultural processing can become a catalyst for rural development if the wastes produced are efficiently converted to electricity. In India, for example, thousands of people depend on the sugar industry for their livelihood. By burning waste products from sugar cane processing, most sugar mills can easily produce five

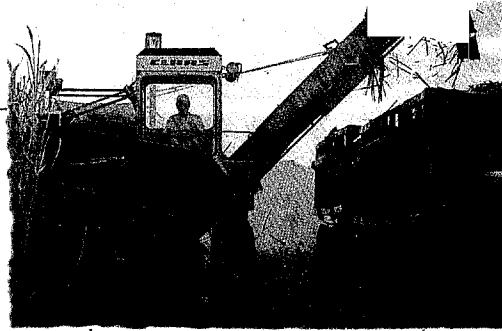
times more energy than they need to operate their factories. Winrock has worked since 1992 to open opportunities for sugar factories in India to sell electricity they produce beyond what they need.

Three mills installed new capacity and began selling their surplus power in 1995. An additional 17 projects that will generate more than 300 megawatts of electricity are in planning or under construction. Not only will these projects generate additional income for the sugar industry and its employees, but they could become hubs for rural enterprise zones because of their relatively reliable power supply.

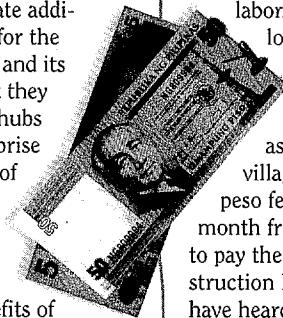
The socioeconomic benefits of smaller scale projects in rural communities can also be tremendous. In Ngibat, a remote village in the north-

ern Philippines, villagers are taking advantage of their local water resources. A micro-hydro power plant has been constructed that generates 5 megawatts of electricity, enough to light 35 homes and businesses, power a local blacksmith shop, and operate a village rice mill. One of many results is that women and children no longer have to pound rice every day by hand.

Villagers initiated the project and volunteered their labor. The REPSO and local nongovernmental organizations provided technical and financial assistance. Today, the village collects a 30 peso fee (\$1.20 US) per month from each household to pay the interest-free construction loan. Other villages have heard the news. The REPSO is flooded with requests from tribal communities that are interested in using hydro power.



Using sugar cane wastes to generate electricity is good business for sugar mills, local people, and utility companies. Costa Rica



Sugar cane harvesting. India

Raw energy, the Panicuan River. Philippines



Patricia Flanagan, program associate, and REPSO program manager Alberto "Bert" Dalusung visit project sites in the Philippines.



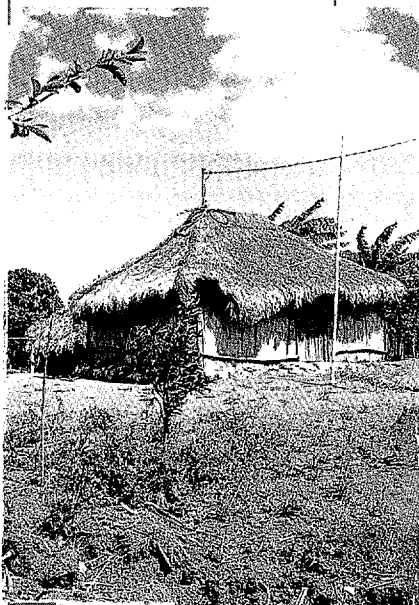
Keeping Carbon Dioxide in Check

Scientists now widely agree that accumulation of greenhouse gases raises the average temperature of the atmosphere. In 1995, the atmospheric concentration of carbon dioxide—the leading greenhouse gas—continued to increase, while global emissions of the gas hit a new record. Gradual increases in air and water temperatures could alter weather patterns and disrupt water and food supplies for millions of people.

Carbon dioxide is absorbed or “sequestered” by plants and forest vegetation as they grow. One way to reduce accumulation of carbon dioxide in the atmosphere is to increase the amount stored in plants and soils.

Winrock has developed a cost-effective system for monitoring the accumulation of carbon in forested areas. The system has been used in the U.S., Belize, Brazil, Guatemala, and is being adopted in Indonesia and the Philippines. Utility companies, government agencies, and organizations are consid-

Bringing power to rural areas means improved standards of living and economic growth. Indonesia



Measuring carbon dioxide trapped in the forest floor.

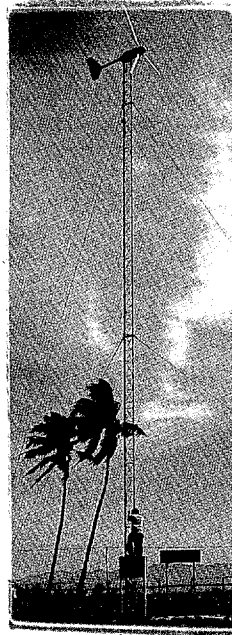
ering ways to off-set carbon emissions by establishing tree plantations, improving forest management, and preserving natural forests.

“By measuring carbon dioxide that is ‘fixed’ in biomass, soils, and the forest floor, we can assess how much carbon dioxide is removed from the atmosphere. This information allows us to study the climate change impacts of forest management activities, essential information for people who are working on this problem around the world,” says Ken MacDicken, senior forestry specialist with the Renewable Energy & the Environment division.

Capturing the WIND

The remote island of Pulau Semau in east Timor, Indonesia, has seen little change for hundreds of years. There is no electricity because it is too costly for the local utility company to install power lines. Car batteries provide the only energy source, and they must be charged several miles away at a price that is high for people with limited incomes.

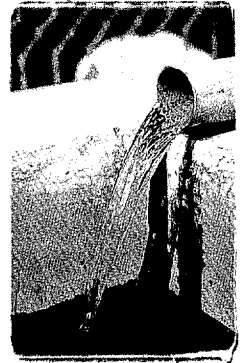
The WIND (Wind Power for Islands and Nongovernmental Development) project is bringing a new way of life to these remote areas through wind-powered generating equipment and renewable energy technologies. Working with local nongovernmental organizations, the project is installing wind-powered generating systems, teaching people to manage small energy companies, and working with communities to develop cottage industries to produce cash income. Installation and equipment costs



can be recovered through maintenance and use charges and reinvested to expand the energy capacity.

“Wind-power systems can bring dramatic improvement to rural people,” explained Todd Bartholf, program officer. “When wind energy is used to pump water, more crops can be irrigated and the growing season extended, providing more food for consumption or sale. When women and

children don’t have to carry water, their time can be directed to activities that will improve their lives.”



Thanks to a wind generator, this water is pumped to crops and livestock at 2 liters per second. Indonesia



Jeff Gucker, program officer, (left) and local NGO representative Theo Pareran know firsthand how a regular water supply improves crop production. Indonesia

High in the mountains of Timor, villagers near Soe grow oranges. Bamboo pipes carry water from springs across the hilltops to small orchards. A reliable water source will boost orange production and income.



Poverty and unemployment rates are highest in rural areas, in both developing countries and industrialized nations. One of the most effective ways to improve the lives of rural people is to create off-farm jobs by strengthening existing businesses and attracting new industry. Shaping a business climate that supports economic growth without causing environmental degradation is essential.

The Rural Employment & Enterprise Development divi-

sion addresses these challenges through programs that help local people help themselves. Projects identify critical problems, develop partnerships between communities, enterprises, and organizations; and seek innovative solutions. They integrate domestic and international market dynamics, and encourage sound public policy and natural resource management.

Linking components of domestic and international programs to develop markets and create business opportunities results in a "win-win" situation for project participants both at home and abroad. This domestic-international connection and the commitment to serving people around the world strengthens projects and makes Winrock's approach to rural development unique and highly effective.

**Opening Eyes to
Enterprise**

In the emerging market economy of a remote former Soviet republic, innovative entrepreneurs are adopting the business practices of American industry. Winrock's Farmer-to-Farmer volunteers



have been instrumental in helping businesses find ways to obtain a competitive advantage in new markets, make improvements, and upgrade their processes through assignments in seven of the New Independent States.

At a certain point, however, it becomes more beneficial for people from these countries to see production and how others conduct business firsthand.

To this end, eight men and two women from five countries in the former Soviet Union participated in a

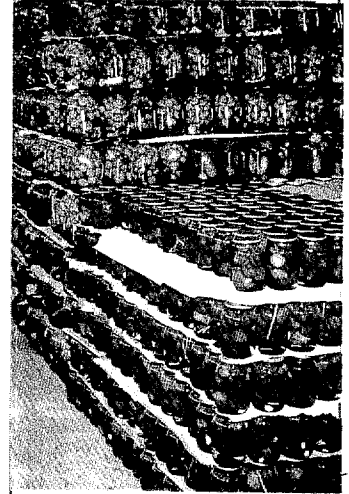
reverse Farmer-to-Farmer program, coming to the U.S. last fall and being matched with American volunteers who could be instrumental to their business development.

Ishonbobe Abdullo, a chief engineer at Konibodom Enterprises, a food processing plant in northern Tajikistan, and Aliev Nosir, its marketing director, learned about advanced food processing machinery and American



Uzbekistan

One of the most effective ways to improve the lives of rural people is to create off-farm jobs by strengthening existing enterprises and attracting new industry



Operational improvements have led to reductions in processing wastes and more efficient production in Ukraine.

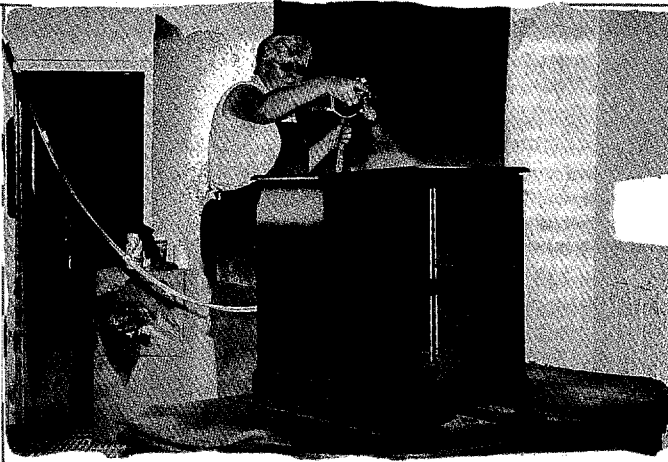
Adding value to raw materials through processing gives local people and communities an opportunity to keep profits at home. Nepal



marketing techniques during their assignment.

By studying American food processing, the Tajiks were able to pinpoint areas of weakness within their operations and discuss changes to achieve higher prices, improve packaging and sanitation, and increase sales in Moscow and other cities where residents have become attuned to western-style packaging. Konibodom Enterprises has made production improvements, targeted new markets, and is enjoying healthy sales.

As American volunteer Albert Darpino explained, "the people-to-people element is extremely important ... you and they are at the same level, walking through the plant, discussing each line and machine and how they really work."



Training programs introduce Arkansas Wood Manufacturer Association members to new products and techniques. Arkansas, U.S.

Technology Partnership

Improving quality and production is one way to get a jump on the competition and expand sales. For wood product manufacturers and metal fabricating shops in Arkansas, this means upgrading systems and making use of new technology. But many don't have the financial resources or staffing flexibility to keep abreast of technology changes and opportunities within the industry.

Winrock and Henderson State University formed the Arkansas Partnership for Technology

Exchange to put companies in touch with experts who can review their operations

and make recommendations that will improve the bottom line. The program has already reached more than 1,000 firms and worked on over 500 specialized projects.

"Technological advances have helped us be competitive and profitable," says Jon Snyder of Arkansas Face Veneer, a participating manufacturer. "Giving people the best tools to work with makes them more productive; increased productivity helps our bottom line. We turn some of that profit around to increase the income of our employees, and we invest in the growth of our business, creating new products and jobs."

Increasing the ability of these firms to compete in the global marketplace is good for business and good for rural Arkansas.

Spreading Market Reform

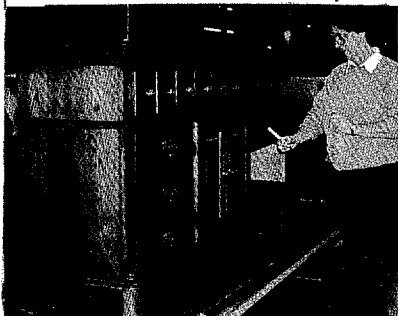
Market-based economic reforms can transform economies in the Ukraine and other New Independent States of the former Soviet Union, but reform requires understanding of principles, operation, and limitations of market economies. In this part of the world, market economics is a new frontier.

Winrock's new Agribusiness Center in Ukraine works with non-governmental organizations to assist private and collective farmers and agribusiness firms obtain the information and training they need in agricultural business management, marketing, privatization, and financing. It's too early to see the results of the Agribusiness Center's work, but ultimately the success of market reform will be products and services that make their way from the Ukraine to the global marketplace.

"As bad as conditions were for American farmers in the 1930s, they pale in comparison to those faced by Ukrainian farmers today. We did not have to undertake major institutional changes in agriculture, change basic property arrangements, develop a new legal and political system, or establish new economic institutions. Compared with the difficulties Ukrainian and other farmers in the NIS face, the Great Depression seems mild," says Michael Bradley, Farmer-to-Farmer volunteer, professor, and director of International Programs at the University of Maryland.



Farmer-to-Farmer Program



Arkansas wood manufacturers are earning a reputation for high quality at competitive prices. Arkansas, U.S.

Women in the village of Hansissi, Timor, have developed a cottage industry, making small items from locally produced material. Extra income from these sales is helping support their families. Indonesia



Making News - Akin Industries of Monticello, Arkansas, has grown from a two-person shop to a fully-automated operation with 140 employees. A commitment to technology and participation in the Arkansas Partnership for Technology Exchange has given this wood manufacturer the edge it needed to excel in the health care furniture market.

Cutting Tools Techniques And Technologies

Modern Woodworking

COMMUNICATING ADVANCED TECHNOLOGY FOR THE WOOD INDUSTRY

Health Care Furniture Supplier Anticipates New Market Expansion



By David Billions
Associate Editor
For the past 10 years, Akin Industries has steadily grown from a two-man operation to a fully automated 80,000-square-foot manufacturing plant with over 140 employees. The company, a major supplier of furniture to the health care industry, manufactures hardware, patient room chairs, tables as well as upholstered seating and sofas. "We have made the business pay for itself in that we don't finance any of our receivables. But I think what has made us unique is our limited focus exclusively on health care furniture production. We are the only company devoted to this area," said Richard Akin, owner and chairman of the board.
The business, based in Monticello, AR, grossed nearly \$6 million last year and plans to reach \$20 million by the turn of the century. Akin says that "the health care market should steadily grow over the next few years as Baby Boomers begin to enter nursing home residences in the next 10 or 15 years if not sooner."
(Continued on page 11)

NC State Program Advances New In Tooling



By John Stewart and Richard Lemaster
The North Carolina State University Wood Machining Program has grown substantially since its inception in 1991. The research

Updated Plant Machinery Gives Manufacturer Competitive Edge

Supporting The Quest For New

Winrock International is active around the world where poverty and hunger are found, from programs that address global or regional problems, to projects designed to meet the specific needs of a country or locale.

GLOBAL AND REGIONAL

Biomass Energy Systems and Technology (BEST)

Promoting renewable energy through agriculture and forestry-based fuel production, private business participation, and commerce in renewable energy system products.

Duration: 1989-1997
Funding: US Agency for International Development
Budget: \$15,423,990
Division: Renewable Energy & the Environment

Economic Analysis of Small Ruminant Production and Marketing Systems Title XII

Evaluated the economics of improving productivity of small ruminants to increase farmer income.

Primary contractor: Small Ruminant-Collaborative Research Support Program administered by the University of California, Davis.

Duration: 1993-1995
Funding: US Agency for International Development/Winrock
Budget: \$530,315
Division: Agriculture

Renewable Energy and the Environment Program Phase II

Supported establishment of Renewable Energy Project Support Offices (REPSOs) and the REPSO network.

Primary contractor: US Export Council for Renewable Energy.
Duration: 1992-1995
Funding: US Agency for International Development/US Export Council for Renewable Energy
Budget: \$462,500
Division: Renewable Energy & the Environment

Environmental and Natural Resources Policy and Training Program (EPAT)

Furthering adoption of policies in USAID-assisted countries that promote sustainable use of natural resources and enhance environmental quality. Winrock leads an alliance of 20 members.

Duration: 1991-1996
Funding: US Agency for International Development
Budget: \$6,236,049
Division: Forestry & Natural Resource Management

Global Farmer-to-Farmer Program

Fielding volunteers to provide technical assistance in agricultural production, food processing, marketing, and distribution to farmers and agribusinesses in nine Central American, Western African, and Eastern European countries.

Duration: 1991-1996
Funding: US Agency for International Development
Budget: \$2,250,000
Division: Rural Employment & Enterprise Development

Non-Governmental Organization Renewable Energy Initiative (NGO/REI Project)

Building cooperation between public and private sectors to strengthen support for renewable energy systems in selected countries using nongovernmental organizations and the REPSO network.

Duration: 1994-1996
Funding: US Agency for International Development
Budget: \$4,857,953
Division: Renewable Energy & the Environment

Water Resource and Irrigation Policy Program

Prepared and implemented water resource and irrigation policies that protect resources, resolve conflicts, increase water productivity, and sustain the benefits of water-resource investments.

Duration: 1990-1995
Funding: Ford Foundation/Winrock
Budget: \$317,000
Division: Forestry & Natural Resource Management

Common Property Resource (CPR) Digest Editing

Produced and distributed *The Common Property Resource Digest* in collaboration with the International Crops Research Institute for Semi-Arid Tropics (ICRISAT) in India.

Duration: 1993-1995
Funding: Ford Foundation
Budget: \$100,000
Division: Forestry & Natural Resource Management

Sugar Cane Energy Network

Facilitating communication and coordination among sugar cane research organizations interested in cane energy production.

Duration: 1994-ongoing
Funding: Sugar Cane Research Organizations
Budget: \$25,000
Division: Renewable Energy & the Environment

Nitrogen-Fixing Tree Association (NFTA) Assimilation Support Fund

Supporting the assimilation of the NFTA into Winrock.

Duration: 1994-1996
Funding: Nitrogen-Fixing Tree Association
Budget: \$100,000
Division: Forestry & Natural Resource Management

Conservation and Planting of Nitrogen-Fixing Trees

Translated, published, and distributed materials in Spanish that summarized the botany, ecology, propagation, use, and management of nitrogen-fixing trees.

Duration: 1993-1995
Funding: US Dept. of Agriculture/US Forest Service
Budget: \$22,448
Division: Forestry & Natural Resource Management

Workshops on Nitrogen-Fixing Trees

Encouraged worldwide research and development of nitrogen-fixing tree species through a series of six workshops.

Duration: 1994-1995
Funding: US Dept. of Agriculture/US Forest Service/International Center for Tropical Agriculture
Budget: \$415,410
Division: Forestry & Natural Resource Management

AFRICA AND THE MIDDLE EAST

Regional

African Rural Social Sciences Research Network (ARSSRN)

Supporting rural social science policy research through small research grants, interaction with policy-makers, and publication and dissemination of results.

Duration: 1991-1996
Funding: Ford Foundation/US Agency for International Development
Budget: \$366,297
Division: Agriculture

ARSSRN Alumni Researchers

Supporting newly funded ARSSRN researchers through personal and professional development, peer review, and ARSSRN alumni interaction.

Duration: 1994-1996
Funding: Rockefeller Foundation
Budget: \$27,430
Division: Agriculture

Environmental Guidelines for PVOs and NGOs in Africa

Produced guidelines for NGO and PVO-funded environmental activities to meet USAID environmental design and implementation objectives.

Duration: 1994-1995
Funding: US Agency for International Development
Budget: \$29,624
Division: Forestry & Natural Resource Management

African Women Leaders in Agriculture and the Environment Program (AWLAE)

Preparing African women for leadership in agriculture and environment-related sciences to enhance food security and environmental conservation through fellowships, leadership training, country, and regional strategies and activities.

The next generation of trees.



Duration: 1991-1996
Funding: US Agency for International Development/Ford Foundation/United Nations Development Programme/MacMillan Foundation/Banbury Fund
Budget: \$6,008,344
Division: Leadership & Human Resource Development

Middle East Regional Cooperation Program (MERC)

Provided technical and managerial assistance to USAID for MERC project activities; facilitated training and communication among researchers and institutions in the Middle East.

Duration: 1992-1995
Funding: US Agency for International Development
Budget: \$999,964
Division: Agriculture

On Farm Productivity and Enhancement Project

Senegal, Gambia, Kenya, Uganda
Strengthening community-level productivity of farming through private voluntary organizations, US Peace Corps, and host-country institutions.

Duration: 1992-1997
Funding: US Agency for International Development/Monsanto/Food Industry Crusade Against Hunger/Winrock
Budget: \$3,056,356
Division: Agriculture

Sasakawa African Fund for Extension/Education Project (SAFE)

Strengthening graduate programs in extension education at African universities and providing degree-training opportunities for extension workers from Benin, Ghana, and Tanzania.

Duration: 1992-1997
Funding: Sasakawa Africa Association
Budget: \$2,315,121
Division: Agriculture

EGYPT

Strategic Research for National Water Policy

Strengthened activities of the Water Research Center, decision-makers, and planners, to manage Egypt's water resources more sustainably.

Duration: 1994-1995
Funding: US Agency for International Development
Budget: \$2,650,049
Division: Forestry & Natural Resource Management

GHANA

Trade and Investment Program (TIP)/Export Enhancement

Providing technical assistance to strengthen the major public- and private-sector institutions involved in investment and export promotion.

Primary contractor: AMEX
Duration: 1993-1996
Funding: US Agency for International Development
Budget: \$213,004
Division: Rural Employment & Enterprise Development

KENYA

Support to Kenyan Agricultural Research Improvement Project (KARI)

Providing farming systems agronomists to the Kenyan Agricultural Research Improvement Project.
Primary contractor: MidAmerica International Agricultural Consortium
Duration: 1993-1997
Funding: US Agency for International Development
Budget: \$220,288
Division: Agriculture

MADAGASCAR

Africa Regional Environment Assessment Training

Developed a training course in principles and practices associated with sound environmental assessment, design, and implementation of USAID development projects and activities.
Duration: 1994-1995
Funding: US Agency for International Development
Budget: \$84,515
Division: Forestry & Natural Resource Management

MALAWI

Building Responsive Institutions for Development of Grassroots Extension (BRIDGE)

Increasing the capacity of a local nongovernmental organization, the Christian Service Committee, to be an effective grassroots extension and field-grant-service organization for small farmers.
Primary contractor: The World Learning, Inc.
Duration: 1992-1996
Funding: US Agency for International Development
Budget: \$999,998
Division: Agriculture

SENEGAL

Community Based Natural Resource Management

Increasing local community participation in the identification, planning, use, and conservation of natural resources at both the policy and practice levels.
Primary contractor: Virginia Polytechnic Institute and State University
Duration: 1994-2001
Funding: US Agency for International Development
Budget: \$2,230,556
Division: Agriculture

ASIA

Regional

US Asian Environmental Partnership Technical Panel

Provided expertise to the Secretariat of the US-Asia Environmental Partnership on issues and development of strategic plans for its environmental improvement programs and projects in Asia.
Duration: 1994-1995
Funding: US Agency for International Development
Budget: \$74,601
Division: Forestry & Natural Resource Management

Initiative for Development of Environmental Alliances through Leadership (IDEAL)

Developed and stimulated American, Japanese, and other Asian scholars to address environmental problems and to initiate exchange and education.
Duration: 1992-1995
Funding: Rockefeller Brothers Fund/Center for Global Partnership
Budget: \$233,940
Division: Agriculture

Agroforestry Information Service

Improved the adaptation of agroforestry technologies in the Pacific Islands through network building, resource development, and resource sharing.
Duration: 1992-1995
Funding: US Department of Agriculture/US Forest Service
Budget: \$212,000
Division: Forestry & Natural Resource Management

BANGLADESH

Advanced Agriculture Training

Supported farming system researchers in research, training, and professional development in the rural social sciences.
Duration: 1990-1995
Funding: Ford Foundation
Budget: \$62,000
Division: Agriculture

CAMBODIA

Women in Development

Worked with the Secretariat of Women's Affairs to develop, coordinate, advocate, and promote the integration of women into the mainstream of the development process.
Duration: 1994-1995
Funding: Asian Development Bank
Budget: 60,000
Division: Agriculture

CHINA

Agricultural Economics Research and Training

Strengthened research and training in agricultural economics and policymaking through graduate-degree fellowships, workshops, short courses, and joint research and publication programs.
Duration: 1988-1995
Funding: Ford Foundation
Budget: \$410,000
Division: Agriculture

China-Taiwan Exchanges Training Program

Strengthening relationships among agricultural economists of the People's Republic of China and the Republic of China through meetings, workshops, and research projects.
Duration: 1994-1997
Funding: Starr Foundation
Budget: \$300,000
Division: Agriculture

Sustainable Agriculture

Provided small research grants to Chinese scientists to study sustainable agricultural systems.
Duration: 1987-1995
Funding: Rockefeller Brothers Fund
Budget: \$195,000
Division: Agriculture

Research and Training in Upland Management - Yunnan

Supported degree and nondegree training in management of natural resources in the uplands and assisted fellows in developing research agendas.
Duration: 1989-1995
Funding: Ford Foundation
Budget: \$218,000
Division: Agriculture

INDIA

Plant Genetics Resource Project

Preserving plant biodiversity by providing technical assistance for systematic collection, conservation, and testing of plant germplasm; and providing managerial assistance and procurement services.
Duration: 1992-1996
Funding: US Agency for International Development
Budget: \$11,100,945
Division: Forestry & Natural Resource Management

Rainfed Agriculture

Manage the initial design of the project to address issues in water conservation and small pump and tank management. Studies in rainfed agriculture in India were conducted by Indian scientists.
Duration: 1992-1994
Funding: World Bank
Budget: \$12,666
Division: Forestry & Natural Resource Management

Forestry Research Education and Extension Project (FREEP)

Strengthening forestry research and education systems and facilitating the extension of research findings, to contribute to growth in the forestry sector that is consistent with priorities for conservation and the sustainable use of forest resources.

Duration: 1994-1999
Funding: World Bank
Budget: \$2,894,271
Division: Agriculture

Fellowship Management

Supporting two women for doctoral studies in extension education.
Duration: 1994-1996
Funding: Ford Foundation
Budget: \$42,000
Division: Agriculture

West Bengal Forestry Project

Increasing productivity through genetic improvement, development of trees, seed production, testing, and propagation.
Duration: 1994-1997
Funding: World Bank
Budget: \$200,570
Division: Forestry & Natural Resource Management

Renewable Energy Commercialization (RECOMM)

Promoting commercialization of high potential renewable energy technologies by assisting with access to financing and capital; facilitating renewable energy partnerships; and stimulating interest and use of renewable energy.
Duration: 1995-1998
Funding: US Agency for International Development/India
Budget: \$3,150,000
Division: Renewable Energy & the Environment

INDONESIA

Midterm Evaluation of Indonesia Natural Resource Management Project

Evaluated progress and recommended improvements in project design and (or) implementation to accomplish project goals.
Duration: 1994-1995
Funding: US Agency for International Development
Budget: \$114,321
Division: Forestry & Natural Resource Management

Agricultural Research Management

Strengthening the national agricultural research system by improving the management skills of its personnel in planning, programming, monitoring, evaluating, and providing information and financial and economic analyses.
Primary Contractor: P. T. Indeco
Duration: 1990-1996
Funding: World Bank
Budget: \$5,039,935
Division: Agriculture

Windpower for Islands and Nongovernmental Development (WIND)

Providing assistance to nongovernmental organizations and local communities to increase their institutional, managerial, technical, and human resources to demonstrate, manage, and transfer renewable wind energy technologies to replace carbon-based fuels that contribute to global warming.
Duration: 1993-1996
Funding: US Agency for International Development
Budget: \$2,800,000
Division: Renewable Energy & the Environment

The demand for wood is increasing worldwide.



MALAYSIA

Agriculture Sector Planning and Policy Analysis

Strengthened institutional capabilities to undertake agriculture sector planning and policy analysis.

Duration: 1994-1995
Funding: Asian Development Bank
Budget: \$355,970
Division: Agriculture

NEPAL

Policy Analysis in Agriculture and Related Resource Management

Strengthening policy analysis through graduate-degree fellowships at Asian universities, providing grants for research and seminars, sponsoring nondegree training, and conducting research.

Duration: 1987-1998
Funding: Ford Foundation/ US Agency for International Development
Budget: \$2,700,000
Division: Agriculture

PAKISTAN

Agriculture Research Project (ARP II) Balochistan

Strengthening resource planning and allocation, monitoring, and evaluation capabilities of the Balochistan Agricultural Research Board and training to manage degree and nondegree training programs.

Duration: 1993-1997
Funding: World Bank
Budget: \$3,175,662
Division: Agriculture

Agriculture Research Project (ARP II) Sindh

Strengthening planning, programming, monitoring, and evaluation of methods and preparation of Provincial Research Master Plan.

Duration: 1994-1998
Funding: World Bank
Budget: \$5,550,665
Division: Agriculture

PHILIPPINES

Natural Resource Management Project

Monitored and evaluated the project, made policy recommendations for reform with emphasis on women's roles.

Duration: 1991-1995
Funding: US Agency for International Development
Budget: \$3,082,120
Division: Forestry & Natural Resource Management

Upland Development Program

Provided technical advice on agroforestry training program at the University of the Philippines at Los Baños.

Duration: 1990-1995
Funding: Ford Foundation
Budget: \$265,000
Division: Forestry & Natural Resource Management

Program Performance Information Systems for Strategic Management (PRISM)

Developed and used performance data for strategic management and monitoring to inform program, budgetary, and policy decision-makers throughout the agency.

Duration: 1994-1995
Funding: US Agency for International Development/Manila
Budget: \$78,216
Division: Agriculture

Renewable Energy Financing and Technical Assistance (REFTA)

Providing funding for pre-investment costs of commercially sound renewable energy projects and technical assistance to establish the Philippine Renewable Energy Power Program.

Duration: 1994-1996
Funding: US Agency for International Development/Global Environmental Fund
Budget: \$3,750,000
Division: Renewable Energy & the Environment

TURKEY

Training Services for Agricultural Research

Managing degree and nondegree training of 140 scientists to strengthen the scientific and managerial expertise of the Ministry of Agriculture and Rural Affairs, and of the Ministry of Forestry.

Duration: 1993-1999
Funding: World Bank
Budget: \$1,635,285
Division: Agriculture

VIETNAM

Uplands Management Program

Assessing and recommending upland development and social forestry programs for the Ford Foundation and other organizations in Vietnam and elsewhere to develop upland forest management.

Duration: 1991-1997
Funding: Ford Foundation
Budget: \$888,000
Division: Forestry & Natural Resource Management

Postgraduate Training of Vietnamese Academics

Provided funding and logistical support for graduate-level training in subjects related to the environment at Asian and Australian universities.

Duration: 1990-1995
Funding: Australian International Development Assistance Bureau
Budget: \$2,400,048
Division: Agriculture



Consultation on Indigenous People in Vietnam

Reviewed World Bank policies and project procedures which affect indigenous people in Vietnam including documentation of special historical factors, current conditions, and emerging trends that may impact project development and implementation.

Duration: 1995
Funding: World Bank
Budget: \$25,000
Division: Agriculture

EASTERN EUROPE / NEW INDEPENDENT STATES

Regional

Farmer to Farmer NIS Program

Fielding volunteer experts to provide technical assistance in agricultural production, food processing, marketing, and distribution to farmers and agribusinesses in seven countries of the New Independent States of the former Soviet Union.

Duration: 1992-1996
Funding: US Agency for International Development
Budget: \$7,614,058
Division: Rural Employment & Enterprise Development

Environmental Analysis and Strategy Development for Russia and the NIS

Providing assistance to the Russian Federation, Ukraine, and the Central Asian Republics for an environmental program design.

Duration: 1993-1996
Funding: US Agency for International Development
Budget: \$474,411
Division: Forestry & Natural Resource Management

Russian and Ukrainian Women's NGO Partnership

Fostering collaborative activities among NIS and US women's organizations to improve the status of women at home and internationally, increasing women's participation in democracy building and strengthening organizational capacity of NIS women and women's NGOs.

Duration: 1994-1996
Funding: Eurasia Foundation/ US Agency for International Development/Opou Society Inst. (Soros Foundation)/Ford Foundation
Budget: \$844,976
Division: Leadership & Human Resource Development

ALBANIA

Supporting Agricultural Restructuring in Albania (SARA)

Providing technical services that support agricultural restructuring in Albania to promote food security as part of a broad-based, market-oriented economic growth program.

Duration: 1993-1998
Funding: US Agency for International Development
Budget: \$13,969,276
Division: Agriculture

Ghana

RUSSIA

Food Systems Restructuring Program Policy Advisor

Assisting the Food Systems Restructuring Program to provide advice to governments in developing agribusiness policy and legislation necessary for operation of a market economy.

Primary contractor: Citizens Network for Foreign Affairs
Duration: 1994-1996
Funding: US Agency for International Development
Budget: \$346,271
Division: Agriculture

UKRAINE

Reducing Methane Emissions from Ruminant Livestock: Feasibility Study

Assessed the potential for reduction in methane emission and testing within the cattle industry, including pilot project recommendations.

Duration: 1994-1995
Funding: Environmental Protection Agency
Budget: \$107,528
Division: Forestry & Natural Resource Management

LATIN AMERICA AND THE CARIBBEAN

BELIZE

Natural Resource Management Protection Project (NARMAP)

Defining and implementing an environmental protection and optimal natural resources management program.

Primary contractor: World Wildlife Fund
Duration: 1992-1996
Funding: US Agency for International Development
Budget: \$2,991,295
Division: Forestry & Natural Resource Management

DOMINICAN REPUBLIC

Research and Training in Natural Resource Management/ Environment

Provided small grants and training in natural resource management and environmental enhancement, and developed an initiative in upland forest management.

Duration: 1992-1995
Funding: Ford Foundation
Budget: \$600,000
Division: Forestry & Natural Resource Management

EL SALVADOR

Environmental Protection Project — PROMESA

Addressing deforestation, soil erosion, soil and water contamination, loss of biodiversity, and degraded or destroyed coastal fisheries through policy formulation and reform, and environmental education.

Duration: 1994-1999
Funding: US Agency for International Development
Budget: \$3,879,140
Division: Forestry & Natural Resource Management

Our most sincere appreciation goes to those individuals, corporations, and organizations that share our desire to build a better world. Their financial support and partnership have enabled Winrock to extend the reach of programs and projects to serve more people.

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The use of pesticides and herbicides can increase agricultural production and reduce labor time, but too often information and training on application and safety are not available. Sometimes farmers apply chemicals without the benefit of instructions, risking environmental and health hazards.

Winrock works with governments to develop policies that regulate import and use of these chemicals and to enhance extension education that will reach farmers. Integrated pest management strategies also offer important alternatives.

JAMAICA

Institutional Strengthening of the Jamaican Natural Resource Conservation Authority

Provided technical assistance to build a natural resources information base for policy formulation, decision-making, and public education. Supported management and implementation of regulatory responsibilities of the Pollution Control and Waste Management Division.

Duration: 1994-1995
 Funding: US Agency for International Development
 Budget: \$226,973
 Division: Forestry & Natural Resource Management

MEXICO

Mexico Agricultural Community Assistance Program

Introducing sustainable agricultural production and natural resource conservation practices including livestock management, implementation of water harvesting systems, and household silos.

Duration: 1994-1997
 Funding: International Foundation/Chase Manhattan
 Budget: \$65,000
 Division: Agriculture

Biomass Energy

Stimulated investment in construction of new biomass energy conversion facilities where technologies are economically attractive and environmentally sound.

Duration: 1993-1995
 Funding: US Agency for International Development
 Budget: \$397,853
 Division: Renewable Energy & the Environment

UNITED STATES

ARKANSAS

Biomass Energy and Utilization

Promoting use of biomass for energy and energy-saving products in Arkansas through resource assessments, demonstration projects, policy analysis, and information transfer.

Duration: 1993-1997
 Funding: Department of Energy/Arkansas Industrial Development Commission
 Budget: \$679,000
 Division: Forestry & Natural Resource Management

Arkansas Rural Enterprise Programs

Helping small businesses compete more effectively in the marketplace by making technological and marketing innovations and technical assistance more available.

Duration: 1991-1996
 Funding: Arkansas Rural Enterprise Center/Arkansas Power & Light/Entergy/Ernst & Young/ President's Arkansas Advisory Council/Southwestern Bell/John Paul Hammerschmidt/Arkansas Electric Cooperative Corp./CARTI/S.V. Jackson/Rebsamen Insurance/Potlatch Corp./Brown Foundation/Georgia-Pacific/Audit Adjustment/First Electric/Arvest/FC Foundation/US Department of Agriculture/US Forest Service
 Budget: \$100,000 annually
 Division: Rural Employment & Enterprise Development

Sustainable Agriculture Research and Education Program for the Southern Region (SARE)

Developing and testing strategies to improve the economic and environmental sustainability of limited resource and minority-owned farms in the Mississippi River Delta and the Ozark Foothills regions of Arkansas.

Duration: 1994-1997
 Funding: US Department of Agriculture
 Budget: \$246,710
 Division: Forestry & Natural Resource Management

Poultry Litter Marketing and Utilization

Encouraged movement of poultry litter from western Arkansas to eastern and southern cropland for use as a soil amendment in feasibility studies, and provided grants for marketing and business development.

Duration: 1992-1995
 Funding: Arkansas Agricultural Experiment Station/Arkansas Cooperative Extension Station/Sustainable Agriculture Research and Education Program/US Department of Agriculture
 Budget: \$200,000
 Division: Forestry & Natural Resource Management

National Kellogg Fellowship for Winrock Staff Member, David Mattocks

Increasing skills and insight to enhance personal capacity to address complex problems and provide leadership.

Duration: 1994-1997
 Funding: Kellogg Foundation/Winrock
 Budget: \$71,135
 Division: Agriculture

Pellet Furnace Demonstration Project

Introduced the use of wood pellet fuel to the general public and stimulated demand and manufacture of the fuel using wood processing residues through a working demonstration unit in each of the 21 counties in Northern Arkansas.

Duration: 1993-1995
 Funding: Resource Conservation and Development Council/Southeast Region Biomass Energy Program/Tennessee Valley Authority
 Budget: \$49,812
 Division: Forestry & Natural Resource Management

Arkansas Partnership for Technology Exchange

Assisting rural manufacturers in the wood and metal industries to compete in global markets and retain/create jobs in rural communities.

Duration: 1994-1996
 Funding: US Department of Commerce/National Institute of Science and Technology
 Budget: \$1,938,000
 Division: Rural Employment & Enterprise Development

Cooperative Development Grants

Provided funding for activities of manufacturing networks, specifically, the Arkansas Wood Manufacturers Association and the MetalWorking Connection.

Duration: 1993-1995
 Funding: US Department of Agriculture
 Budget: \$88,000
 Division: Rural Employment & Enterprise Development

TEXAS

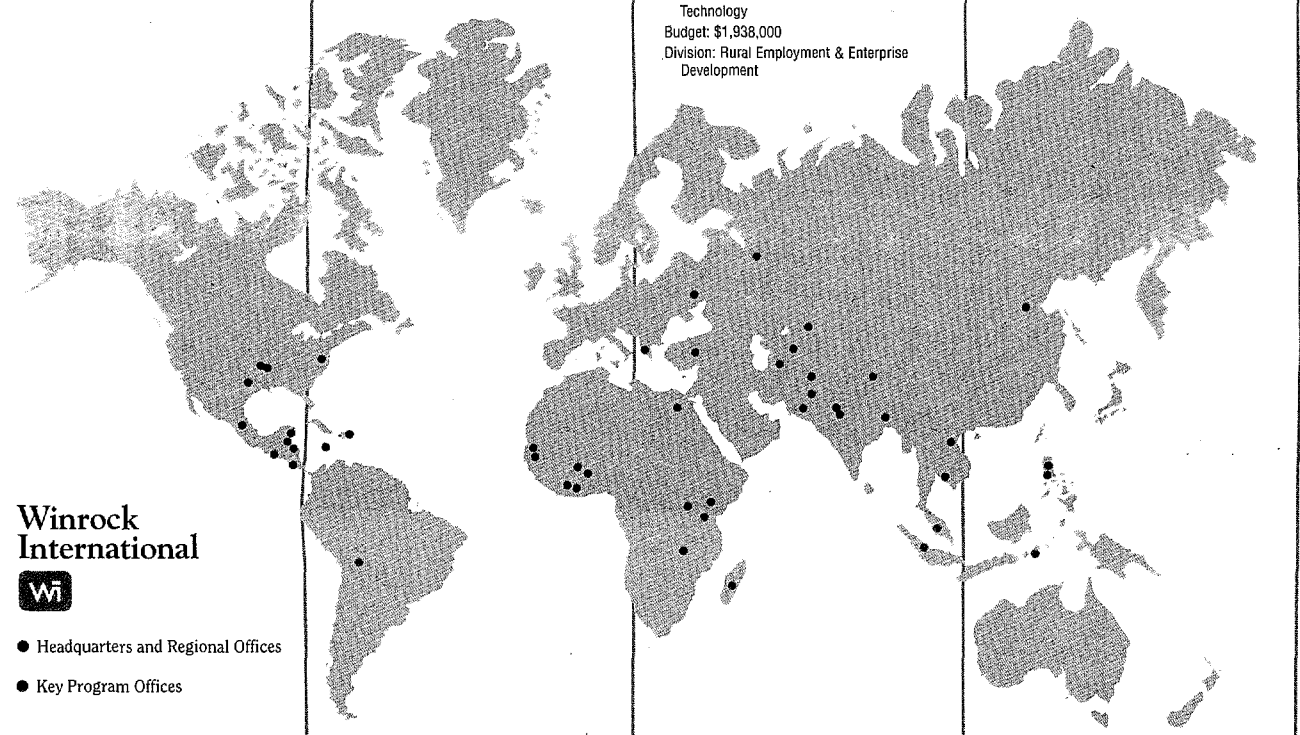
Texas Regional Composting Project

Working with agencies and private business to identify and overcome barriers to compost production and use in city and farm settings.

Duration: 1994-1996
 Funding: Environmental Protection Agency
 Budget: \$365,000
 Division: Forestry & Natural Resource Management



Bolivia



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- Headquarters and Regional Offices
- Key Program Offices

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Bolivia



*Sometimes even small improvements in agricultural practices can bring substantial results.
Philippines*

Winrock International Board of Directors is a distinguished group of internationally recognized leaders from the public and private sectors. The Board's guidance and direction are essential to the growth and development of the organization and to furthering the Winrock mission.

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Implementation of Winrock's strategic plan redefined the internal management structure and function from a directing staff to the new Management Council.

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*Term ended April 1995.

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The institute is recognized as a private voluntary organization by the U.S. Agency for International Development. Winrock International is exempt from income taxation under Section 501(c)(3) of the Internal Revenue Code. Contributions are deductible from federal income tax under code Section 170(b)(1)(A)(vi).

This annual report represents a collaborative effort among Winrock International staff. With few exceptions, all photographs were taken by Winrock staff or volunteers while on assignment.

Writers/Editors:

Mary Laurie, Amy Gray Light

Design/Production:

Hunter Gray Associates, Inc.

Staff Photographers:

Frank Byrnes, Patricia Flanagan, Tom Green, Dan Jantzen, Avtar Kaul, Mary Laurie, Daniele Perrot-Maître, Ken MacDicken, Andy Martinez, David Norman, Margaret Anne Range, Jim Roshetko, Carol Stoney, Stephanie Weishaar

Photographic Services:

Mark Baldwin Photography, Janet Smith, CameraWork; Lee Bowser, Peerless Photography



Every day Winrock International sees the progress that is possible, around the world and at home. The opportunities to make a difference have never been greater, nor has the need for your support.

Please, join Winrock International as we increase agricultural productivity and rural employment, while protecting the environment. Working together, we can build a better world.

