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EMPOWERMENT
2013-14

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 **Savory**

November 17, 2014

Dear Friends of the Savory Institute,

I hope this message finds you in good health and preparing for a season of reflection and celebration of all the blessings this year has brought to you.

I can not believe we are already gearing to wrap up this year and launch into a new year with new goals and exciting new projects. We are incredibly grateful for all that we were able to accomplish in 2014 with the support of our network of partners.

As you all know, the core of our strategy and business model is to help establish 100 locally owned, led, and managed Hubs around the world by 2025, demonstrating, educating, supporting, and coordinating the adoption of Holistic Management in their regions.

We believe this entrepreneurial approach is necessary to reach our mission of large-scale restoration of the desertifying grasslands of the world, and addressing the stemming problems of food and water insecurity, climate change, and poverty.

We are excited and humbled by the outcomes of our first ten (10) Hubs, accredited last year, who have been committed to the dissemination of holistic planning and management practices among their region's farmers, ranchers, and pastoralists. Jointly, in 2014, they have:

- Trained 1,780 people
- Influenced the management of 2,340,495 hectares of land.

These amazing outcomes spread from Patagonia to Mexico to USA, and from Southern Africa to Turkey to Scandinavia! The leaders of these hubs are now knitting a tight community of learning and support, almost a fraternity. The energy, passion, and enthusiasm of this group of leaders is contagious. They are what makes me believe this is truly the beginning of a new era for Holistic Management.

As you will read in our report, more excitement and developments are in the works, with many more communities joining in this large scale, yet grassroots initiative we are seeing succeed and grow stronger every year.

This global network and the Savory Institute share the commitment to the highest quality consistency in the teaching, implementation, and monitoring of holistic planning and management practices.

And we support each other.

Any leads and opportunities the Savory Institute nurtures in a region are passed on to the local Hub for execution. This makes the training or consulting contextually relevant and more affordable, and helps build the Hub's business funnel.

Hubs use Savory Accredited Professionals (AP) to deploy their services. All Savory APs receive ongoing training from Savory Institute as well as updated and enriched materials to stay up to date with the learnings we gather from the work of the global network in the field.

Hubs support the Savory Institute with an annual fee that allows the organization to continue to enhance curriculum and educational programs, establish key partnerships, increase public awareness, conduct relevant research, and welcome new Hubs into the program every year.

Additionally, the Savory Institute secures revenues through special international projects, key consulting opportunities, public speaking fees, and a variety of products and services, such as the very popular recently released online courses.

As the graphs in the report show, in 2014 about 45% of our revenues came from these activities, and 55% came from grants and donations.

Until the entrepreneurial flywheel of our global network reaches a critical mass, we still depend on the support of aligned donors to continue to grow and nurture its success.

You will be seeing some great changes in our looks, gradually reflected in our new logos, our new website and communication materials, and in fresh and clear brand commitments that will position this global network to take off, become a movement, deepen roots, flourish, and express itself in all of its potential, just as the land we are stewarding.

On behalf of the Savory team, I want to thank you for your continued commitment, support, and engagement.

I wish you a wonderful Holiday Season.

Yours Truly,



Daniela Ibarra-Howell
CEO and Co-Founder

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Though our fate as a civilization is tied to the land and its health, and though millions of ordinary people in making their living from the land control that fate to a large degree, unless these people have the support of the hundreds of millions of others who depend on their efforts, they cannot succeed.

Allan Savory



self-sustainability

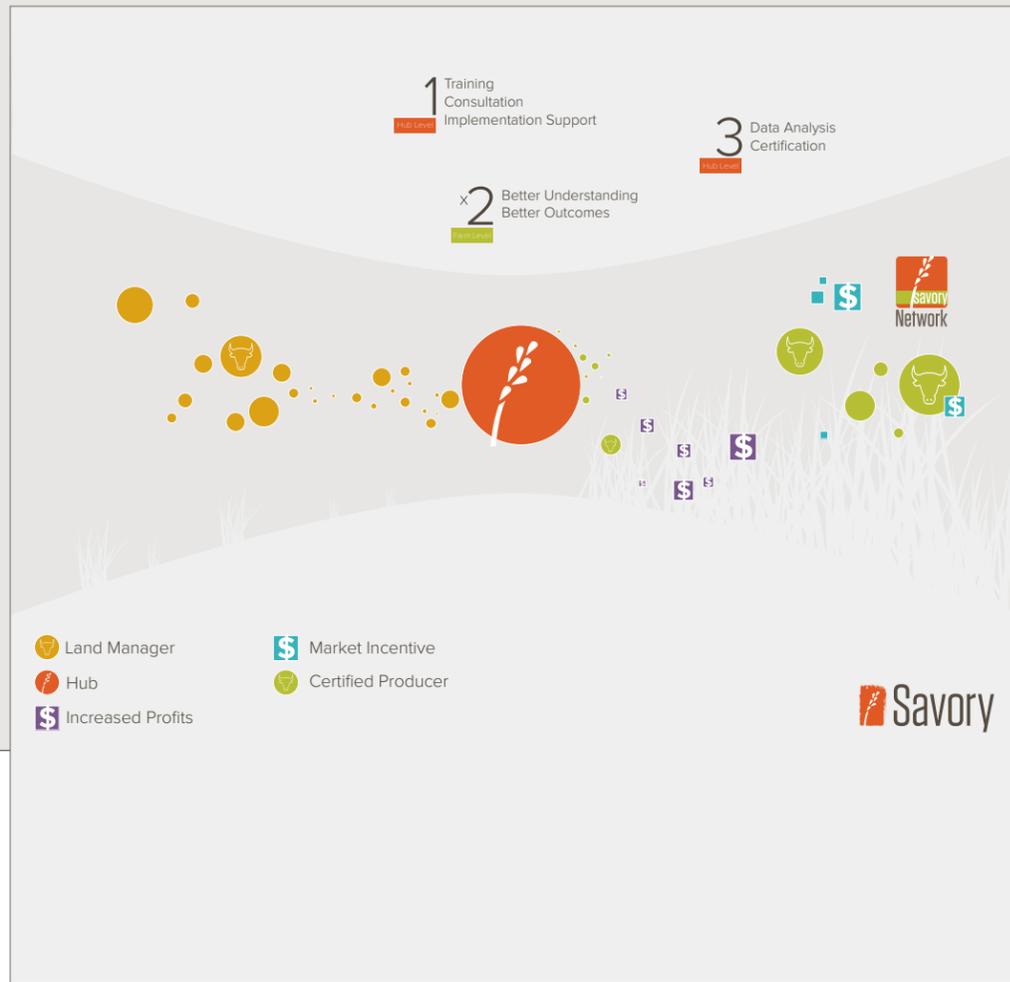
Savory Institute uses a collaborative, entrepreneurial approach to the large-scale restoration of the world's grasslands: a burgeoning global network bringing entrepreneurial holistic solutions to the problem of desertification.

Savory Promise

The Holistic Management of grasslands can help dramatically increase soil life, productivity, vitality, profits, and resilience.

Our business model is simple and intentionally different, self-sustaining:

01. Empower the farmer, rancher, pastoralist with Holistic Management knowledge and tools
02. Support successful implementation
03. Measure outcomes
04. Align the market and educate the consumer



To scale this proposition, Savory set out to partner with entrepreneurs around the world. Each of these entrepreneurs lead a self-sustaining Hub offering education, training, consulting, implementation support, monitoring, and auditing services to pastoralists in their region. They form local partnerships to create the right conditions for the adoption and success of Holistic Management. They become Savory Institute proxies in their region managing and leveraging the regional opportunities.

The Goal:

100 locally owned, led, and managed self sustaining Savory Hubs around the world by 2025, influencing 1 billion hectares, implementing the model in their own social, cultural, political, and ecological contexts.

The journey:

- Leaders from 20 communities from around the world have come together to be part of the solution.
- 2,564,550 hectares of grasslands have been influenced
- 1,783 land managers have been trained
- Hundreds of partnerships established
- This year 71 new communities are ready to commit.
- 10 will be chosen, trained, and equipped to begin changing their regions' fate.

These Hubs are the entrepreneurial impetus that will help put an end to desertification, food and water insecurity, and climate change.

2
in the past
two years

71 new communities
ready to commit

10 will be chosen

20
communities are already
changing the world

We believe that the world's grasslands have the potential, based on how they are managed, to mitigate some of the world's most pressing problems; that people have a willingness and capacity to learn and to do what is right; and that any solution to desertification must simultaneously address the ecological, economic and social factors involved to be successful in the long-term.

— Daniela Ibarra-Howell, CEO



There is almost a sensual longing for communion with others who have a large vision. The immense fulfillment of the friendship between those engaged in furthering the evolution of consciousness has a quality impossible to describe.

PIERRE TEILHARD DE CHARDIN

Show me! Proof of concept is key to gain trust.

All Accredited Hubs have established demonstration sites. Demonstration sites are places of learning. They provide opportunities to witness the outcomes of managing holistically, learn the processes, do research, and incubate local entrepreneurial solutions to the problem of desertification. Demonstration sites are context relevant and also revenue generating. Baseline ecological monitoring data has been collected in all Hub demonstration sites and will be collected every year to build case studies, and to provide transparency to markets and educational facts to consumers.



Hub leaders are entrepreneurs that want to be part of the solution to desertification in their regions and help create the conditions for a transformational shift to happen in agriculture. They execute on the Savory Institute impact strategy of educating and supporting people to be successful in the implementation of Holistic Management on millions of hectares of land in their own contexts.

Like our peers in the hub network, we want to regenerate land through holistic management and see rural communities and families flourish...[At the Boot Camp] we learned how to manage and operate a Savory Hub, we learned how to read the land on bush walks led by Allan Savory (barefoot, of course), we learned about the complexity of managing natural systems, we “braaied” out in the bush under a full moon, we wrote business plans, we observed grazing plans in action, we toured the Sizinda Village where we saw a river run year round again thanks to Holistic Management, and we watched the cattle move peacefully toward the kraal in the evenings with the herders...

Abbey Smith, CA Hub, USA

In addition to the Hub Leadership Bootcamps, all Hub leaders are brought together every year to nurture their global network, learn from each other, share knowledge and resources, and become stronger leaders.



The Bootcamp in Zimbabwe was one of the most transformational events of my lifetime. Ten days of intensive entrepreneurial training, connecting to like-minded leaders from around the world, being on the land with Allan Savory, and the cultural exchange with the villages: each of these experiences on their own would have been worth the trip, and we had the chance to experience them all at the same time.

JeffSu, Plains Conservation Center Hub, Colorado, USA



The network developed by the Savory Institute is conceptually a great endeavor, but it became real to me when we attended the 2013 Bootcamp in Colorado and Montana. We shared a couple of weeks of training and we met great people that were working individually on the same cause, with the same problems and the same passion. Then the network had faces and names, and a holistic context. We became part of a bigger whole, a kind of United Nations of Grasslands. I feel privileged to be member of this network, that involves different continents, cultures and environments, but has a common spirit: work as a team, and do what has to be done.

Borelli, OVIS XXI Hub, Patagonia, Argentina

The Bootcamp at Dimbangombe exceeded our expectations. We thoroughly enjoyed it! It was great to meet new like-minded people from across the globe. To spend time with Allan and Jody as well as the brilliant staff members on the Africa Centre of Holistic Management was wonderful. To see this work in practice at the community gave us hope for the future... it was inspiring!

Helgaard and Natalie Smith, South Africa Hub

Special Projects with Special People

In 2013-14 we have continued exciting collaborations with key partner organizations, through special projects that help us increase our outreach, support philosophically aligned efforts, and bring the power of Holistic Management to more pastoralists around the world. These special projects start with a demonstration and capacity building phase. After a couple of years, a leader may take on scaling the learning and impact and transition into a Hub.

- The [Nature Conservancy](#): bringing the power of Savory Holistic Planning and Management in joint projects in Colorado, Montana, and inner Mongolia.
- Building Africa HEAT Center in Swaziland, with local partners at [Bulembu](#), [the Kingdom](#), [UC Irvine](#), and [Baylor Group](#), providing a full approach to sustainability with a country-wide pilot.
- Exploring opportunities for land restoration in the Middle East (UAE and Kuwait) with governments and private partners.
- Informing the financial case for regenerative land management with partners at [Soil Capital](#), [UK](#).
- [Heifer International](#), with Savory Hubs assisting their upcoming efforts in the Sahel Region, beginning with Senegal.



You can't manage what you don't measure...for management success, for transparency, and for continued learning.

Relevant research provides transparency and value to all involved: Savory Institute has collaborated with multiple organizations and research institutions to advance the common understanding of the complexity of grasslands and the role of management in enhancing their inherent vitality. Measuring and informing key indicators from soil carbon, to soil cover, to wildlife habitat, to soil water retention has helped us continue to learn and improve our relationship with the land. We are pleased to have engaged with many new partners in a variety of efforts.

Princeton, United States
Walla Walla Community College, United States
Washington State University, United States
Pennsylvania Association for Sustainable Agriculture, United States
Soil Carbon Coalition, United States
Land EKG, United States
Oregon State University, United States
The Earth Partners, United States
Planet-TECH Associates, United States
Shining Horizons Land Management, United States
The Nature Conservancy, United States
University of Wyoming, United States
Texas A&M AgriLife Research, United States
Southwest Research Institute, United States
Carbon Nation, United States
Michigan State University, United States
Dalhousie University, Canada
Idaho State University, United States
Department of Wildland Resources, Utah State University, United States
Colorado State University, United States
Amazing Carbon, Australia
Kenya Markets Trust, Kenya
Westgate Community Conservancy, Kenya
University of Nairobi, Kenya
University of Fort Hare, South Africa
Agricultural Research Council, South Africa

Informing high level dialogue in the grasslands, livestock, and beef sectors:

- GRSB - Members
- UN Global Compact — Core Advisory Committee
- FAO Global Agenda for Action — Sustainable Livestock - Advisor
- Solidaridad — Farmers Support Program - Livestock - Advisor
- SAN Standards — Advisor
- Sustainable Food Lab — Advisor

The Savory Platform

A virtual place to learn, a virtual place to manage.

A place to learn: New training materials and tools.

State-of-the-art curriculum and rich online multimedia courses were developed and can now be reached and enjoyed by thousands of people around the world, making learning more accessible, affordable, relevant, and convenient. This results in empowered ranchers and pastoralists with knowledge, processes, and tools to begin revitalizing their land and their business right away, and enhancing their well-being and the health of the planet.

A place to manage.

Through our new data management tool soon to be launched, we will be able to map, collect, analyze, and apply clean and detailed data — from soil carbon, to biological diversity changes, to production and financial outcomes. All these data will be at the service of the users to continuously improve their management and tap new opportunities; and it will help Savory Institute and our global network to create the right conditions for success. Transparent and robust data will also impact our programming, funding, strategic focus, and resource allocation.

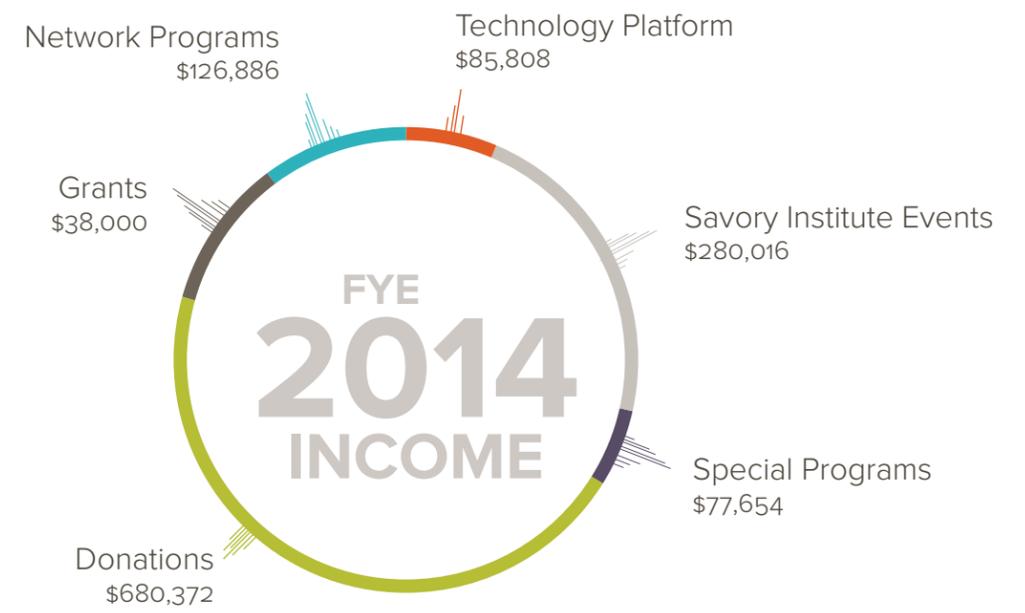
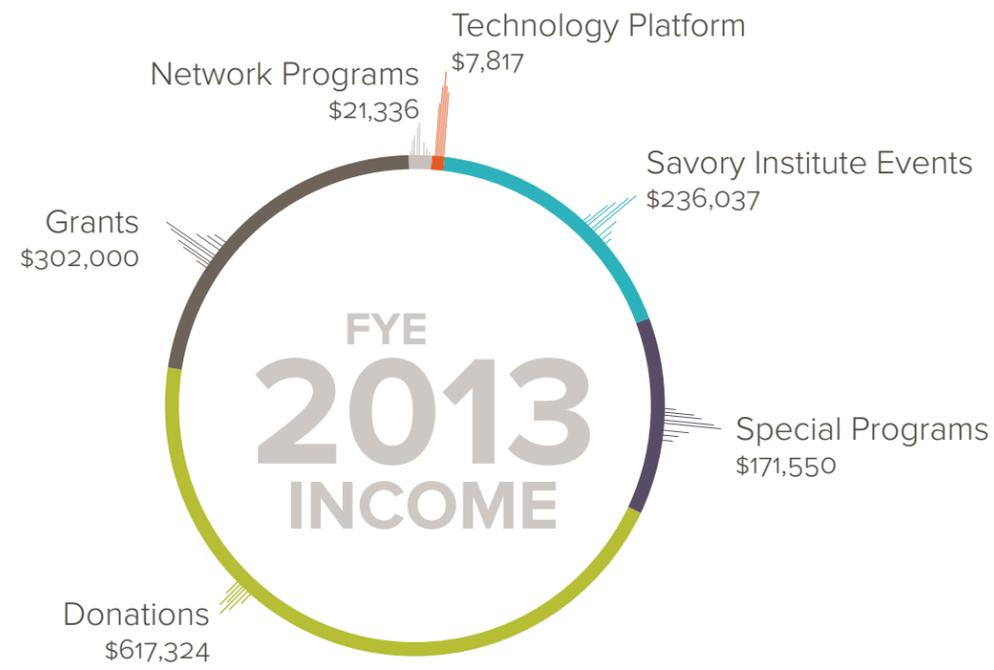


Building Community

The health of the planet, the wholesomeness of our food, and the fate of our natural resources ultimately depends on people's actions. Every day, each of us votes with our purchasing decisions, our investment decisions, and our choices. We all have a voice and a role to play. Urban populations hold tremendous power to influence our future. And yet, there is a widening chasm between people and food, cities and farms, policies and the day to day reality of agriculture.

We are increasing awareness and public education through:

1. Savory Annual International Conferences: farmers, ranchers, NGOs, investors, government agencies, foodies, students, Hub leaders, and more, come together to learn, network, and be inspired during plenary sessions, workshops, and field days, in the 3-day Savory Annual International Conferences. (Boulder, CO, USA 2013; London, UK 2014; San Francisco, CA, USA 2015)
2. Media and social media channels
3. Conferences and Events: Savory Institute spoke at many conferences and events, supporting aligned organizations and increasing the visibility of Holistic Management in new circles. Among the opportunities were: Tom Kat, CA, USA; Harvard Law School, MA, USA; Caux Dialogue, Switzerland; Alberta Livestock Meat Agency (ALMA), Canada; Parliamentary Group of Agroecology, UK; Slow Money, CO, USA; Slow Food, CO, USA; TED 2013, CA, USA; TED 2014, Vancouver, Canada; Rocky Mountain Land Institute, CO, USA; Tufts University, Fletcher School, MA, USA; IFOAM, Turkey; South Dakota State University, SD, USA; American Grassfed Association (AGA), CO, USA; International Wool; Textile Organisation, South Africa; Permaculture Voices, CA, USA; Whole Foods, TX, USA



Consolidated Financial Statements

Profit and Loss Jan - Dec 13

Income	
Network Programs	21,336.00
Technology Platform	7,817.45
Savory Institute Events	236,036.85
Special Programs	171,559.42
Donations	617,323.53
Grants	302,000.00
Total Income	1,356,073.25
Expenses	
Bank Charge and Fees	9,738.52
Office Rent and Supplies	24,677.00
Computer and Internet Expenses	71,711.86
Fundraising	7,555.00
Insurance — Liability, D and O	445.00
Marketing and Communications	12,652.84
Meals and Entertainment	3,715.48
Payroll Expenses	42,771.80
Consulting and Contract	368,328.81
Savory Institute Events	76,282.89
Travel and Meetings	245,533.31
Taxes, Depreciation and Amortization	9,415.57
Total Expense	872,828.08
Net Ordinary Income	483,245.17

Consolidated Financial Statements (cont.)

Balance Sheet 31 Dec 2013

Assets	
Current Assets	
Checking/Savings	317,302.98
Accounts Receivable	228.4
Total Current Assets	317,531.38
Fixed Assets	
Accumulated Depreciation	-9,415.00
Computers and Equipment	3,159.85
Furniture	13,616.91
Total Fixed Assets	7,361.76
TOTAL ASSETS	324,893.14
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	39,725.40
Payroll Liabilities	2,521.72
Total Current Liabilities	42,247.12
Long Term Liabilities	
John Fullerton Loan	50,000.00
Total Long Term Liabilities	50,000.00
Total Liabilities	92,247.12
Equity	
Unrestricted Net Assets	-250,599.15
Net Income	483,245.17
Total Equity	232,646.02
Total Liabilities and Equity	324,893.14

momentum

Thank you for investing in our global network working to heal the world's grasslands

Your strong support of the Savory Network allows us to get a step closer to achieving our goals every day. In each country, Savory and its Hubs work in collaboration with local partners to develop a plan that is contextually relevant to heal the land and enhance the region's well-being.

The mission and vision of Savory are simply not possible without our community of supporters.

We want to thank all our donors and funding partners, our strategic partners and Hub leaders, our volunteers and supporters, our board, and our staff for their generosity, dedication, and tenacity in joining our efforts to address the challenges of advancing desertification of the grasslands of the world.

Cornerstone Donors

Armonia Lunt Foundation Thomas Peterffy Healy Foundation Fullerton Family Foundation Rasmussen Foundation Lynn Shostack RSF Social Finance Durham Ranch A.J. (Bud) and MaryLou Flochinni Margaret Hillenbrand Eileen Fisher Merino 2014 Foundation Trust Frances Astor Ian Somerhalder Foundation Mr. and Mrs Samuel Bingham-Community Foundation of Western NC Grasslands LLC Virgin Earth Challenge

Supporters



Field Partners



SOIL CAPITAL

And to all the thousands of supporters for your financial and in kind gifts, your energy and love of our work... Thank you. No gift is ever too small!

2013-14

Savory Institute. US registered 501c3 charitable organization. EIN: 45-4134319 | 1708 Walnut Street | Boulder, CO 80302

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