



ACDI/VOCA

# Expanding Opportunities Worldwide



## Vision:

a world in which people are empowered to succeed in the global economy.

## Who we are

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**ACDI/VOCA** fosters broad-based economic growth, raises living standards and creates vibrant communities.

## A nonprofit that means business...

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**ACDI/VOCA** retains a grassroots orientation from its early days in cooperative development, and today we are more effective than ever at enhancing household income and food security. We also design and implement multidisciplinary competitiveness projects of significant scale and complexity.

We have hard-won experience in fragile states. Routinely, we effect the transition from relief to economic development. We are practiced in breaking the hold of illicit crops on farmers. Our innovative approaches to food aid and financial services are market-tested.

Our activities span the development continuum from stabilization to poverty alleviation, wealth generation and market integration. ACDI/VOCA confronts complex interacting factors and conceives unified, value-creating approaches.

“ACDI/VOCA is the premier agricultural development NGO in the world.”

—Andrew Natsios, former USAID Administrator



- » leadership in post-conflict stabilization and value chain economic development
- » practical, effective *Farming as a Business* training
- » 7,000 Colombian coffee producers trained, including almost 1,500 in coffee cupping
- » Presidential End Hunger Award
- » \$43.5 million in small enterprise loans across Central Asia
- » Starbucks *Black Apron Exclusive*® coffee in Ethiopia
- » 1,665 rural cooperative banks reformed and privatized in Poland
- » \$20 million growth in Georgian food exports
- » comprehensive Bulgarian grain warehouse receipts system
- » Peace Corps Leadership for Peace Award
- » the first Farmer-to-Farmer Program volunteer and the most of any organization
- » increases of \$270 million in revenue, \$70 million in trade and 13,000 jobs in Egyptian beef and dairy industries
- » Hungary's first comprehensive farm bill
- » partnerships with such firms as Mars, Heinz, BP and John Deere
- » 525 short-term assignments, representing more than 40 person-years of technical assistance

# Selected Achievements

# Enterprise Development

Using value chain approaches to enable  
enterprise growth



“The work ACIDI/VOCA does is  
at the leading edge of defining  
the new marketplace.”

—Gary C. Martin, President and CEO  
North American Export Grain Association



Businesses don't operate—and can't thrive—in isolation. ACDI/VOCA improves the productivity and competitiveness of industries and ensures that small enterprises benefit

from participation. For the fastest and most extensive and enduring gains, we identify growth opportunities and alleviate growth constraints along an entire value chain or within clusters of value chains, from input supply and production to processing and delivery into final markets. Practices include

- » reforming policies that limit firms' legal standing, efficiency and market responsiveness
- » expanding access to finance, market information, new markets, technology and training
- » promoting interfirm collaboration to increase efficiency, develop mutually beneficial relationships, advocate interests to government and set standards

ACDI/VOCA has helped to reshape modern development strategy as a prime contractor under USAID's \$180 million Accelerated Microenterprise Advancement Project (AMAP). Our in-depth studies, technical papers and training curricula have established new standards and practices for small enterprise development. From technical assistance to producer groups to value chain analysis, in-depth market intelligence and industry-linked workforce development, ACDI/VOCA uses an array of practices to promote enterprise growth.

## Impact at Multiple Levels

### Firm-level upgrading in Kenya

Training on improved seed and fertilizer use, among other interventions, led to a 300 percent rise in productivity.

### Increasing access to global markets in Indonesia

Improved cocoa quality and market linkages led to more than \$30 million in contracts for smallholder farmers. Many firms have obtained ISO 9000, ISO 14000, ISO 22000, HACCP, EurepGAP/GLOBALGAP, USDA Organic and Fair Trade certifications.

### Facilitating interfirm cooperation in Ethiopia

Nearly 800 largely dysfunctional, statist organizations were transformed into well-managed, member-owned businesses supplying inputs and marketing services to over 750,000 members.



# Agribusiness Systems

Improving performance, ensuring sustainability



“Improved greens packaging is  
our business card to Europe.”

—Georgian President Mikheil Saakashvili celebrating  
the inroads of our AgVANTAGE project



Since most developing economies have a large agricultural component, we address the performance of a range of agribusiness stakeholders to help create significant sustainable growth and wealth. We help them recognize that an increase in productivity and competitiveness requires coordination among firms at all levels and, once achieved, benefits all competitive firms in the industry. Targeting growth industries that can best help producers, processors and exporters meet international standards and prosper, we

- » increase food security
- » help reform the policy environment
- » build the capacity of producer groups, associations and cooperatives to improve productivity; add value through certification, processing, branding and niche marketing; capture market share; and maximize returns
- » promote market linkages for producers and processors
- » improve access to inputs and to financial and business services
- » perform product-specific value chain analyses and interventions
- » build corporate alliances including public-private agri-business partnerships

## Impact Snapshots

### Teaching *Farming as a Business*

In Uganda, 170,000 smallholder farmers were trained in FaaB, as well as nutrition and hygiene, agronomic methods, post-harvest handling, group savings mobilization and management, and natural resource management.

### Strengthening value chain linkages

We enhanced access to and quality of local business and technical services on behalf of over 34,000 Indonesian cocoa farmers.

### Achieving international standards

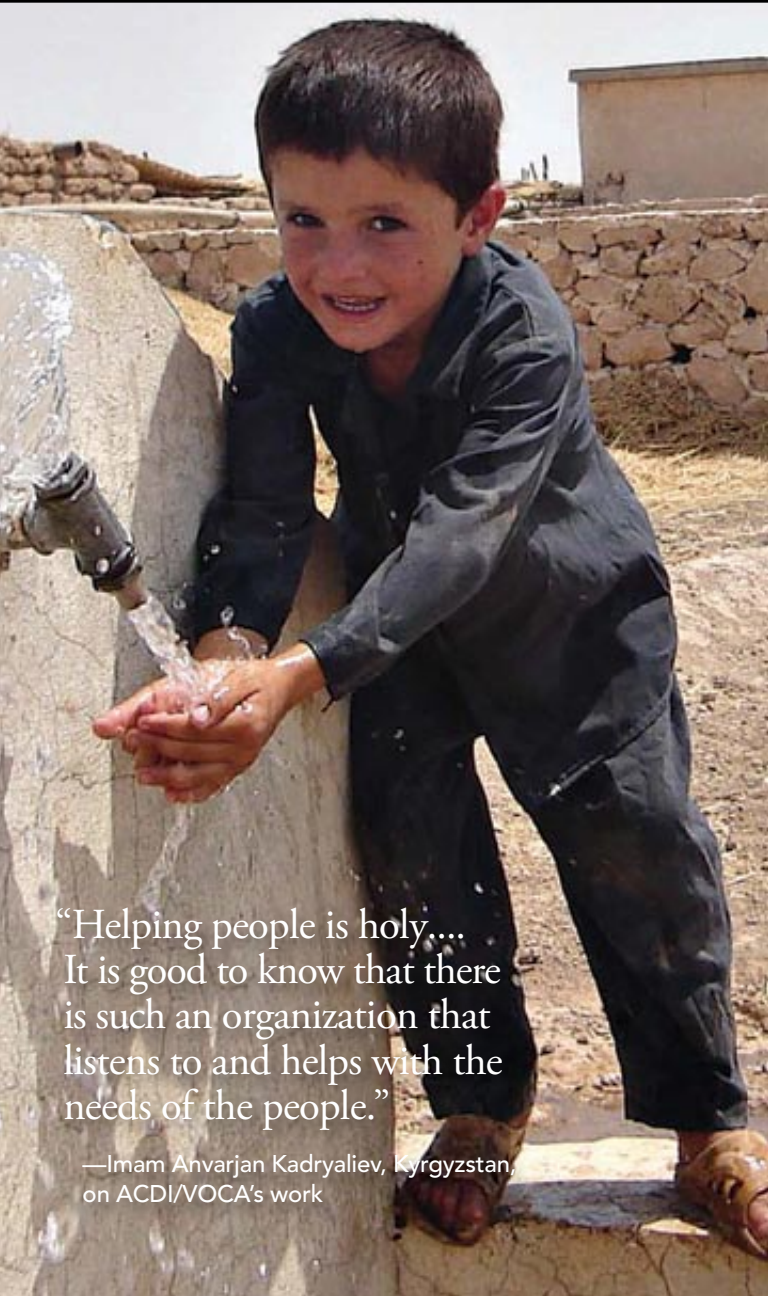
Twenty-nine strawberry and cherry tomato farms obtained first-ever EurepGAP (now GLOBALGAP) certifications in Palestine.

### Increasing access to markets

In Ethiopia's second annual ECafe Gold coffee auction, co-op beneficiaries fetched \$10.65 per pound, more than 8 times the commodity price.

# Community Development

Spanning the relief-to-development  
continuum



“Helping people is holy...  
It is good to know that there  
is such an organization that  
listens to and helps with the  
needs of the people.”

—Imam Anvarjan Kadryaliev, Kyrgyzstan,  
on ACDI/VOCA's work





ACDI/VOCA addresses immediate needs for recovery, stability and generation of economic and social capital, but always with an eye to long-term development and

poverty reduction. Our interactive approaches, whether applied to impoverished, fragile and transforming states, complex emergencies or the development of alternative livelihoods, are founded on community-based decision making. Full participation of diverse stakeholders and transparency allow us to mobilize the breadth of local resources to affirm democracy, set priorities, build cohesion, make investments and chalk up socioeconomic gains; local buy-in also creates empowerment and ownership, which act to sustain progress.

## We help communities

- » respond to threats and opportunities in a fluid political situation
- » respond early and implement projects rapidly, especially quick-impact employment
- » apply conflict management across a range of development activities
- » meet critical needs of youth through apprenticeships, life skills and entrepreneurial training
- » develop livelihoods through capacity building
- » meet humanitarian needs, rehabilitate infrastructure and provide essential services
- » promote gender equity and participation of marginal groups
- » see beyond, or underneath, social issues to address economic ones

## Impact Snapshots

### Rebuilding in Iraq

We have mobilized more than 150 communities and completed 1,335 projects totaling \$30 million, generating 334,000 days of employment and over 7,000 long-term jobs.

### Working through communities in Bolivia

Our work has benefited more than 30,000 families in over 430 rural communities, enhancing access to health and education services, better economic opportunities and agricultural productivity.

# Financial Services

Expanding services, building competitiveness



“[ACDI/VOCA’s Mobilizing Agricultural Credit] program demonstrated tangible results and outstanding progress in establishing a rural finance system in Russia.”

—Ray Lewman, Deputy Director, Office of Economic Growth, USAID/Moscow



From the perspective of market demand, ACDI/VOCA uses an integrated approach to close gaps in the delivery of financial services and financially empower beneficiaries. We

are committed to commercial lending and fund management. We work with local institutions to expand outreach, increase scale, achieve sustainability and strengthen the financial sectors in which they operate. Committed to sound industry practices and transparent operations, we also identify and support critical changes that reduce the cost and increase the efficiency of financial intermediation for micro, small and medium-sized enterprises, and in turn help to reduce rural poverty.

## We focus on

- » developing products—going beyond term loan products to lines of credit, savings products, consumer loans, mortgage finance, warehouse receipts, and leasing, and to products that both tap and fuel growing value chains
- » analyzing financial results and portfolio quality using our *Financial Analysis and Performance Monitoring Tool*
- » strengthening institutions and sectors—building the capacities of rural and microfinance institutions, their alliances with value chain actors, and the associations they form to strengthen the financial sector
- » enhancing the enabling environment—diversifying sources of funds and organizing legal and regulatory changes that allow promising financial intermediaries to grow and expand their services

## Impact Snapshots

### Supporting rural credit cooperatives

In Russia, we support rural credit cooperatives that provide over \$100 million per year in loans.

### Celebrating sustainable growth in Kazakhstan

The Microfinance Information Exchange ranked ACDI/VOCA's longtime partner KLF 74th out of nearly 1,200 MFIs in overall portfolio quality. Forbes ranked KLF 37th in its World's Top 50 Microfinance Institutions.

### Increasing access to finance worldwide

ACDI/VOCA's 8 local financial institution partners and 2 wholly-owned microfinance institutions are all operationally self-sufficient and have an outstanding loan portfolio of \$175 million serving over 70,000 borrowers.

# What distinguishes

**Values:** Dedication to beneficiaries as true partners, wise stewardship of resources, and a knowledgeable, experienced, diverse and effective team.

**Knowledge and Capacity:** Knowledge generation, information management, monitoring and evaluation, and sound business practice. We have

- » pioneered value chain tools, approaches and training
- » promulgated pro-growth policies that facilitate cooperative formation, trade liberalization and favorable tax treatment for our beneficiaries
- » developed broad-based ICT market information systems
- » developed warehouse receipts systems that impose quality standards, use commodities as loan collateral and reduce price volatility
- » organized international forums on warehouse receipts, cocoa development and value chain development
- » established robust online cooperative development resources
- » originated the *Farming as a Business* curriculum, and the *Warehouse Receipts, Systems Development and Association and Cooperative Development* toolkits
- » conducted study tours, e.g., for Russian rural bankers in the U.S., to impart technical skills, develop leadership, provide access to resources and build linkages





# ACDI/VOCA?

**Sustainability:** Far-reaching, durable solutions through local ownership and capacity, and an emphasis on the bottom line.

- » India's largest fertilizer company was founded with our assistance in the 1960s.
- » In Eastern and Central Europe, 10 self-supporting business development, financial and civic groups are legacies of our work.
- » In Malawi, 100,000 smallholder farmer clients have established a global trade arm and a commodity exchange.
- » The East African Fine Coffee Association, which we helped to found, is a force in promoting high-return specialty coffee.

**Readiness and Resilience:** Quick response in emergencies. Experience in difficult environments such as Iraq, Afghanistan, Haiti, Lebanon, the West Bank and Gaza, Central Asia, and the Balkans, and linkages from crisis to long-term development.

- » In Iraq, ACDI/VOCA had 71 projects underway with 50 community groups within 90 days of award. The project grew to 1,200 projects.
- » In Serbia, our large community development project exceeded all targets and evolved to meet more relevant economic development objectives.



**Accessibility and Scale:** Under a variety of contracts, grants, cooperative agreements and teaming agreements, organizing and leading large consortiums, mounting global projects with interlinking disciplines, and implementing indefinite quantity contracts with commercial partners.

- » Under USAID's Accelerated Microenterprise Advancement Project (AMAP), we have worked in Kenya, Haiti, India, Ecuador and Madagascar; conducted country studies in Tanzania and Guatemala; held conferences in Egypt, Cambodia and Ethiopia; and written case studies in Mexico, Ghana, Indonesia, Azerbaijan, Bolivia and Mali.
- » Our Central Asia Micro-Finance Alliance provided financial services and products in Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan.
- » Our SUCCESS Alliance cocoa project has organized 165,000 cocoa farmers in 4 countries under funding from USDA and USAID and in partnership with the World Cocoa Foundation and Mars.

## Technical and Management Expertise:

From an involved study, to the precise intervention of one expert or a long-term technical assistance megaproject.

- » We have a database of over 11,000 short-term experts and a record of over 10,000 volunteer assignments in 135 countries.
- » In Russia, 600 volunteers worked with almost 10,000 Siberians to build capacities of businesses, NGOs and business support organizations, spawning 12,000 jobs in 2 years and 76 percent growth in average sales for local businesses.



Ann Veneman, who later became Secretary of Agriculture and Executive Director of UNICEF, conducted farm policy seminars in Belarus as an ACDI/VOCA volunteer. Other volunteers include a college president, the president of the Retail Bakers of America, a congressman and the president of the American Rice Growers Association.





## Synergies through Partnerships: Leveraging public funding and creating synergies.

- » ACIDI/VOCA has over 225 NGO, private sector, academic, public sector and multilateral partners.
- » The Coffee Quality Institute tapped ACIDI/VOCA to field its Coffee Corps volunteers.
- » We are a founding member of the Volunteers for Economic Growth Alliance.
- » In Azerbaijan, BP and co-venturers fund our win-win work in enterprise development and training.
- » On Russia's Sakhalin Island we work with Exxon Neftegas Ltd., and SODECO (Japan), and ONGC-Videsh (India), among others, to provide microcredit.
- » With CARE and Columbia University's Center for International Conflict Resolution, we are strengthening East Timor's NGOs.

**Commodity Management:** Ensuring that the food aid sales process promotes entrepreneurship and fair competition while providing needed commodities to the local economy. Monetizing, warehousing or distributing, sometimes on behalf of other NGOs, 1 million MT of commodities valued at over \$200 million to reduce food insecurity.



# ACDI VOCA

Expanding Opportunities Worldwide

ACDI/VOCA customizes solutions across a range of skills and services drawn from experience in more than 145 countries. We serve farmers and entrepreneurs, enterprises, industry clusters and sectors, financial institutions, associations, cooperatives, NGOs, government agencies, multilateral organizations, and research and educational institutions.

Funding is provided by the U.S. Agency for International Development, the U.S. Department of Agriculture, the Millennium Challenge Corporation, the World Bank, the Asian Development Bank, the Inter-American Development Bank, the European Bank for Reconstruction and Development, NEPAD, the Bill & Melinda Gates Foundation, corporations, ACIDI/VOCA member cooperatives and farm credit banks, individuals, and other entities.

For more information visit [www.acdivoca.org](http://www.acdivoca.org)

“There isn’t anything more important to American foreign policy than what you have done.”

—U.S. Representative Lee Hamilton speaking at an ACIDI/VOCA event

## At a Glance

- » founded 1963
- » 501(c)(3) nonprofit organization
- » \$90 million in revenues
- » 80+ projects in 45+ countries
- » 860 employees
  - U.S. – 110
  - Overseas – 750
- » 400 short-term technical consulting assignments per year

*(approximate figures)*

