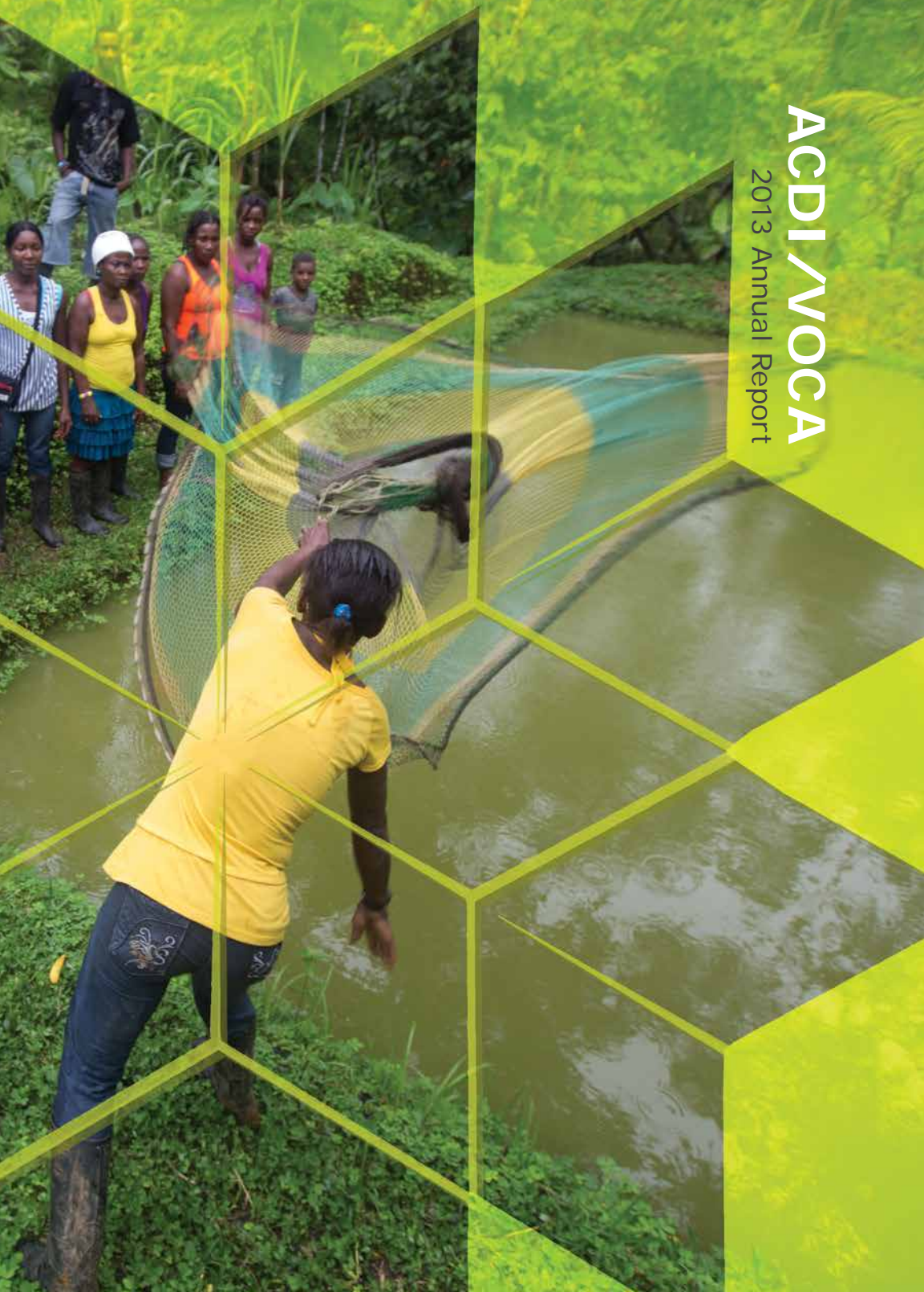


ACDI / VOCA

2013 Annual Report



Letter from the President

In 2013 ACIDI/VOCA looked back at our history, but we also looked forward. The company began a process of reorganization with the goal of better service to field projects and a greater commitment to living our mission and getting results.

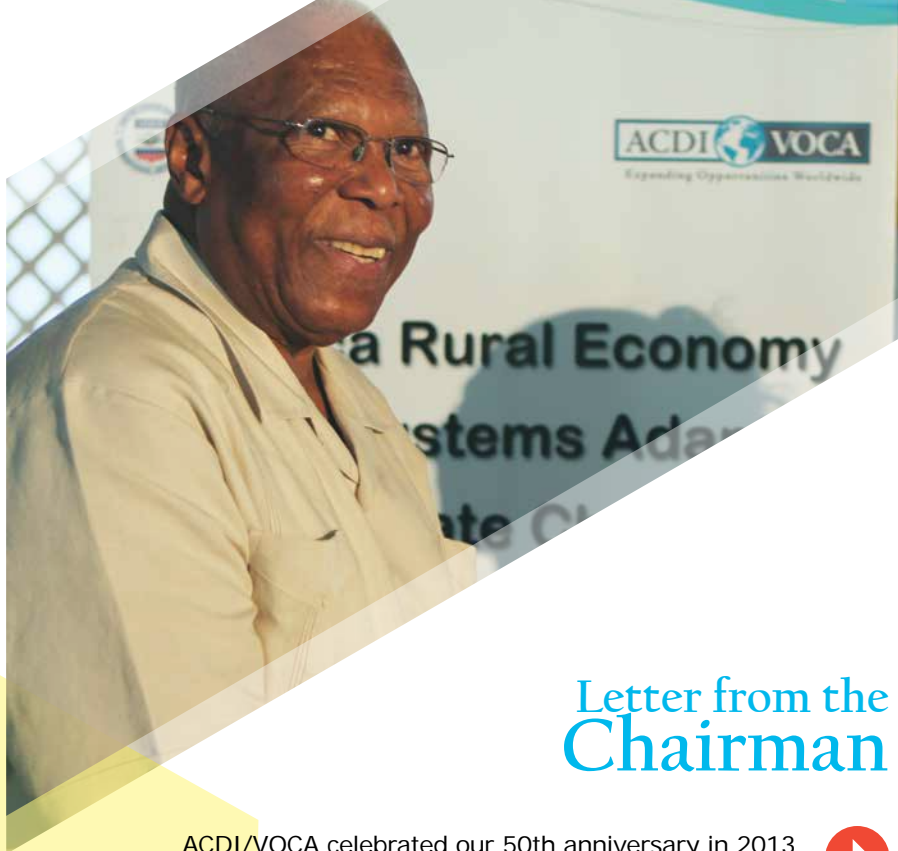
Our three new divisions are dedicated to project management, technical learning, and impact measurement. The new structure promotes collaborative working relationships across units, emphasizes strong internal and external client focus, promotes global learning, and clarifies accountability for achieving performance targets. The goal is to improve project management and support and strengthen learning both within the organization and among our partners.

Last year's [50th anniversary](#) celebration made it clear that we are leaders at building local capacity and creating sustainable economic growth. Our commitment to those goals is stronger than ever, and we owe it to our beneficiaries to continue to strive to be the most effective organization we can be. Our new structure puts us on course to do just that.



Bill Polidoro, President and Chief Executive Officer





Letter from the Chairman

ACIDI/VOCA celebrated our 50th anniversary in 2013 by honoring the institutions that we have supported and strengthened as a core element of our projects around the world. They are our organizational legacy and continue our work long after we've gone.

The year was one of transition for ACIDI/VOCA. In June Carl Leonard announced that he would retire as President and CEO at the end of the year. Carl has served as our chief executive since July 2005, leading ACIDI/VOCA through a period of remarkable growth while building our stature in the industry.

While we are sorry to see Carl retire, the Board is confident that in Bill Polidoro we have named a new President and CEO who will ensure continuity of leadership with a refreshed vision to lead ACIDI/VOCA into its future. Bill joined ACIDI/VOCA in October 2005 as senior vice president for special projects and ascended to the role of chief operating officer in February 2006. Bill's experience in our organization, proven track record, and profound understanding of the competitive environment make him an excellent leader for our organization.

Dr. Mortimer H. Neufville, Chairman, Board of Directors

“ACDI/VOCA combines the best in international development expertise with powerful grassroots capacities to implement effective programming that has a real and sustained impact.”

— U.S. Congressman John Garamendi of California



India: Vegetable farmers

Engage, Empower, Support

When tackling a problem, ACDI/VOCA doesn't simply look for the easy fix. We rely on our years of expertise to navigate and address the inter-connected issues of today's development challenges. We look at the big picture and help communities as they strive to become more vibrant and self-sufficient.

In doing so, our programs seek to engage, empower, and support. We engage and incentivize stakeholders by working with them to be their own agents of change. We empower people with learning tools that ensure we are discovering and growing together. We support our partners to help us track progress toward program objectives so they can see the real impact their participation is having in their communities.

2013 was a year of celebration and also of change. Reflecting on the past allowed us to strengthen our mission moving forward. We implemented ways to better engage, empower, and support—through improved project management, strengthened learning activities, and increased emphasis on measuring quantifiable results. We believe the changes we made in 2013 enhance our capacity to address development problems now and for years to come.



“Volunteering challenges me at all levels; it makes me happy and keeps me young. Most importantly, as a volunteer, I know I am contributing to and making a difference in an ever-changing global community.”

— Volunteer Nancy Walker, Newport, Pennsylvania



Liberia: Farmer-to-Farmer participant and cucumber and rice farmer



Engage
Empower
Support

With Stronger Systems

In 2013 ACIDI/VOCA created a single project management department. This new structure promotes a renewed emphasis on effective and efficient management, while encouraging the sharing of information and lessons learned across projects with similar scopes and beneficiary groups. We more closely integrated our business development and strengthened our field offices and regional networks to support project implementation. We applied learning from a half century of experience, as well as cutting-edge technologies, to improve our management systems and promote creativity and innovation.

Farmer-to-Farmer participants donated over

12,200
volunteer days

with **373**
host organizations
from 2008–2013



INNOVATING TO FEED THE FUTURE

ACDI/VOCA is a leading implementing partner of USAID Feed the Future projects, and we are pleased our work contributes to a broader U.S. government strategy of reducing hunger and improving nutrition. ACDI/VOCA manages major Feed the Future projects in Ethiopia, Ghana, Kenya, Mali, Rwanda, Tajikistan, Tanzania, and Zambia. In Ethiopia, ACDI/VOCA targets six value chains—chickpeas, coffee, honey, maize, sesame, and wheat—that hold the most potential to improve both food security and incomes. The program focuses on smallholder and women farmers and is innovative in its collaborative links with the Ethiopian government, World Bank, and private sector partners. In Tanzania, the NAFKA project strengthens the maize and rice value chains, while fostering women's involvement to enhance rural household nutrition. NAFKA also partners with large commercial firms as technology suppliers and buying centers for smallholders.



VOLUNTEERS SHARE KNOWLEDGE

Since 1971 ACDI/VOCA has managed over 11,000 volunteer assignments in 130 countries as a complement to ongoing, larger-scale development initiatives. We use volunteer advisors as a valuable and cost-effective development tool. The volunteers are typically mid-career professionals or recent graduate students who provide authoritative technical assistance to help farmers, entrepreneurs, cooperatives, associations, and small businesses upgrade their operations and adopt best practices. The volunteer consultants donate their time and expertise to fulfill specific roles in ACDI/VOCA projects, allowing us to deliver more technical assistance and making development dollars go further.


Paraguay: Service Learning Corp volunteer (left) and producer cooperative leader (right)





Engage
Empower
Support

Through Learning

ACDI/VOCA established a new learning division as a strategic investment consistent with our corporate commitment to technical leadership and responsible growth. The division helps us consistently apply best practices, blending tried and tested approaches with innovations that challenge assumptions and allow us to achieve higher levels of performance. The division drives [technical learning](#), develops ACDI/VOCA's signature approaches, and supports the application of best practices across the company. 

Ghana: Farmer group member

INCLUSIVE MARKET SYSTEMS

In light of our past experience in enterprise development, we were awarded the Leveraging Economic Opportunities (LEO) project, a USAID vehicle for research and learning around inclusive market systems development. LEO builds on ACDI/VOCA's proven value chain approach and more explicitly addresses the complex relationships among market actors and within households. The project ensures that a range of actors, including women, poor households, and youth, are involved in more profitable market activities. LEO supports USAID missions and implementing partners as they design, implement, monitor, and evaluate projects that work through market systems.



ENGAGING WOMEN AND MEN TO FIGHT POVERTY

Empowering women to fight poverty is not as simple as inviting them to trainings. The Agricultural Development and Value Chain Enhancement ([ADVANCE](#)) program in Ghana identified new ways of engaging women in the value chain including cell phone voice messaging to provide information to illiterate women, assistance opening bank accounts, and networking events to increase women's self-confidence. ADVANCE recognized that women farmers do not have the same access as men to farming tools. In response, ADVANCE provided women farmers with needed equipment, reducing the time and labor they spend on land preparation and planting and ultimately leading to increased efficiency and farm yields. This work was featured at USAID's Gender Global Learning and Evidence Exchange in Washington, D.C.



GROWING BETTER NUTRITION IN AGRICULTURE

Advances in agriculture do not automatically lead to improvements in [nutrition](#). Farmers who apply good agricultural practices can produce more crops and obtain higher yields. But to turn these gains into better nutrition requires changes in off-farm behavior—from improving household hygiene to using income earned from cash crops to purchase and consume more nutritious foods. ACDI/VOCA piloted a new tool, Nutri-SAT, in Ethiopia to integrate nutrition into our proven agricultural training program. The nutrition messages were tailored to specifically address farmers' barriers to adopting the recommended practices. This nutrition-sensitive, behavior change approach will be used as a model for other projects.





Liberia: Roadside vegetable seller



Zambia: Tomato farmers



Engage
Empower
Support

For a Lasting Impact



At ACDI/VOCA we are committed to monitoring the results of our activities and evaluating the impact of projects to ensure accountability to our mission. The data we collect is used by our field teams to fine-tune activities, by our management teams to evaluate program progress and corporate performance, and by our corporate teams to advance the design and implementation of future projects. Our approach involves forming closer relationships with local organizations and partners as they participate in goal setting and data collection to help us realize our targets.



TECHNOLOGY-DRIVEN DATA

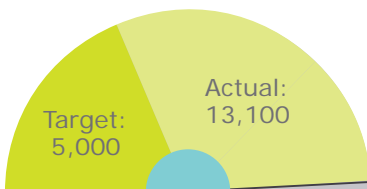
We leverage new technologies to improve the accessibility and consistency of our results data. Project deliverables, such as improved farming technology adoption rates, are charted in our monitoring and evaluation database and can be easily viewed in a dashboard format (see example below). This lets projects readily track their progress and managers provide feedback and consistent oversight. This data allowed us to collate and evaluate a range of annual data from 59 projects, from numbers of individuals reached to increased agricultural yields. The system showed that in 2013 ACDI/VOCA's programs in 38 countries benefited 3.1 million people.

INCREASED STAFF ENGAGEMENT

We are improving our capacity to efficiently deliver high-quality data. In the past few years, donors have significantly increased the number of external data assessments and audits they conduct to confirm that needed improvements are being accomplished. In response, we continue to invest in building the professional evaluation capacity of field staff through on-site mentoring and facilitation of our Monitoring and Evaluation Community of Practice. This allows staff at headquarters and in the field to share ideas, experiences, and technical information. The community uses online tools including a listserv, webinars, and an evaluation website to facilitate conversations. Almost all project offices have received supplemental training in effective monitoring and evaluation practices, and each project office now has an action plan in place to strengthen their respective tracking systems.



DASHBOARD: ZAMBIA PROFIT+



Number of new technologies applied

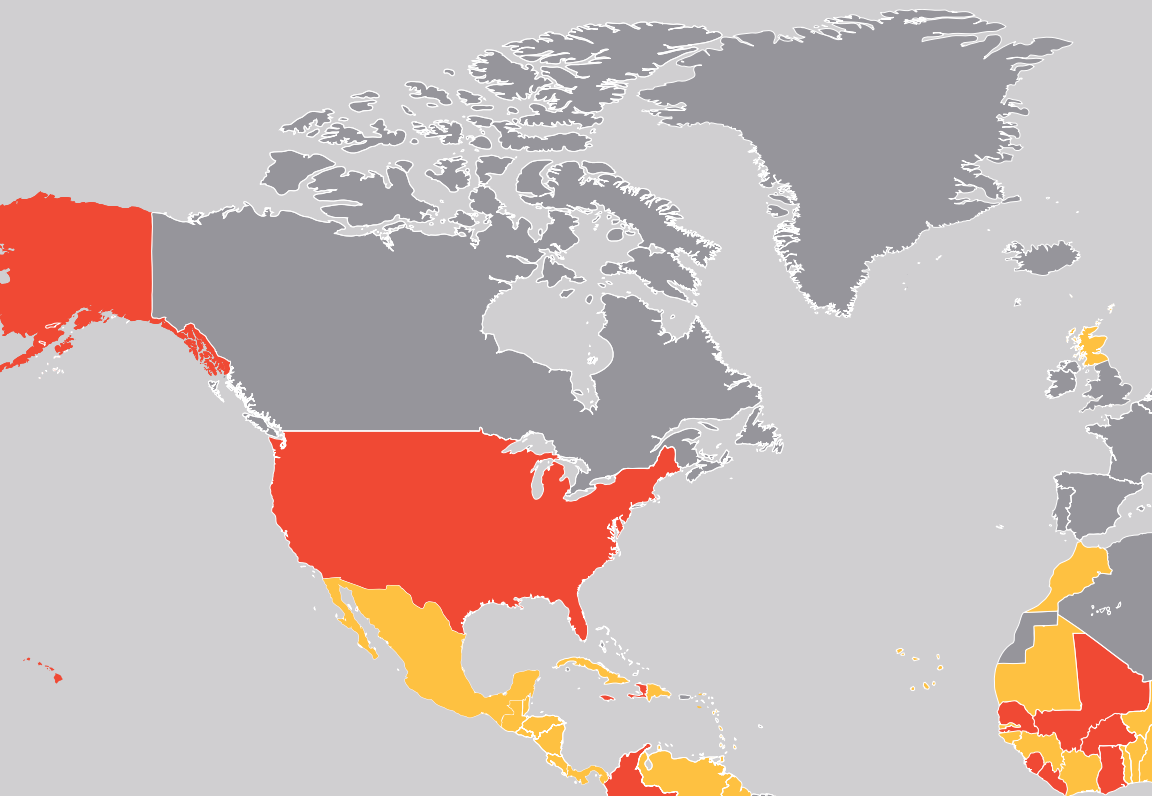


Number of hectares using improved technologies or management



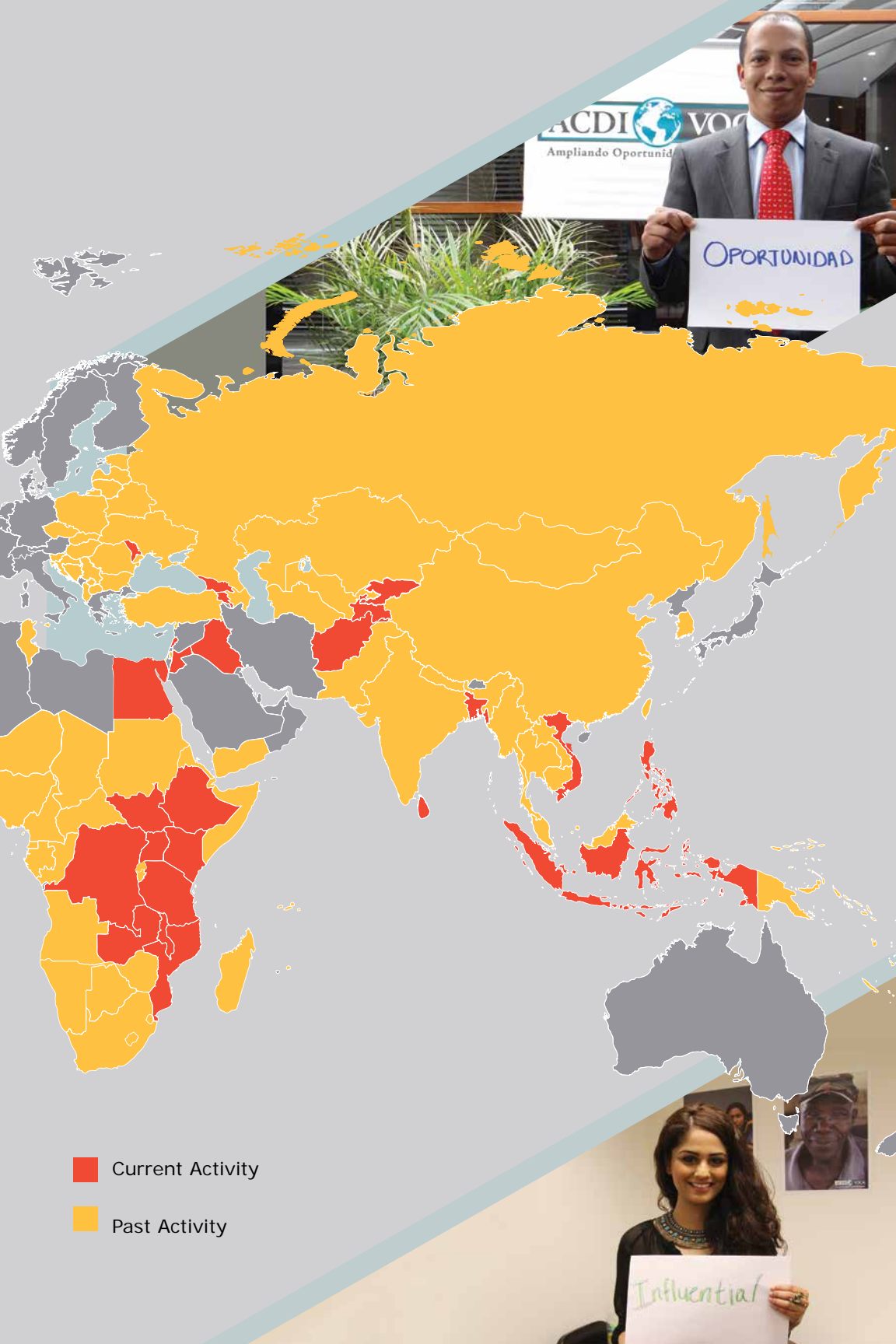
Where We Work

December 2013



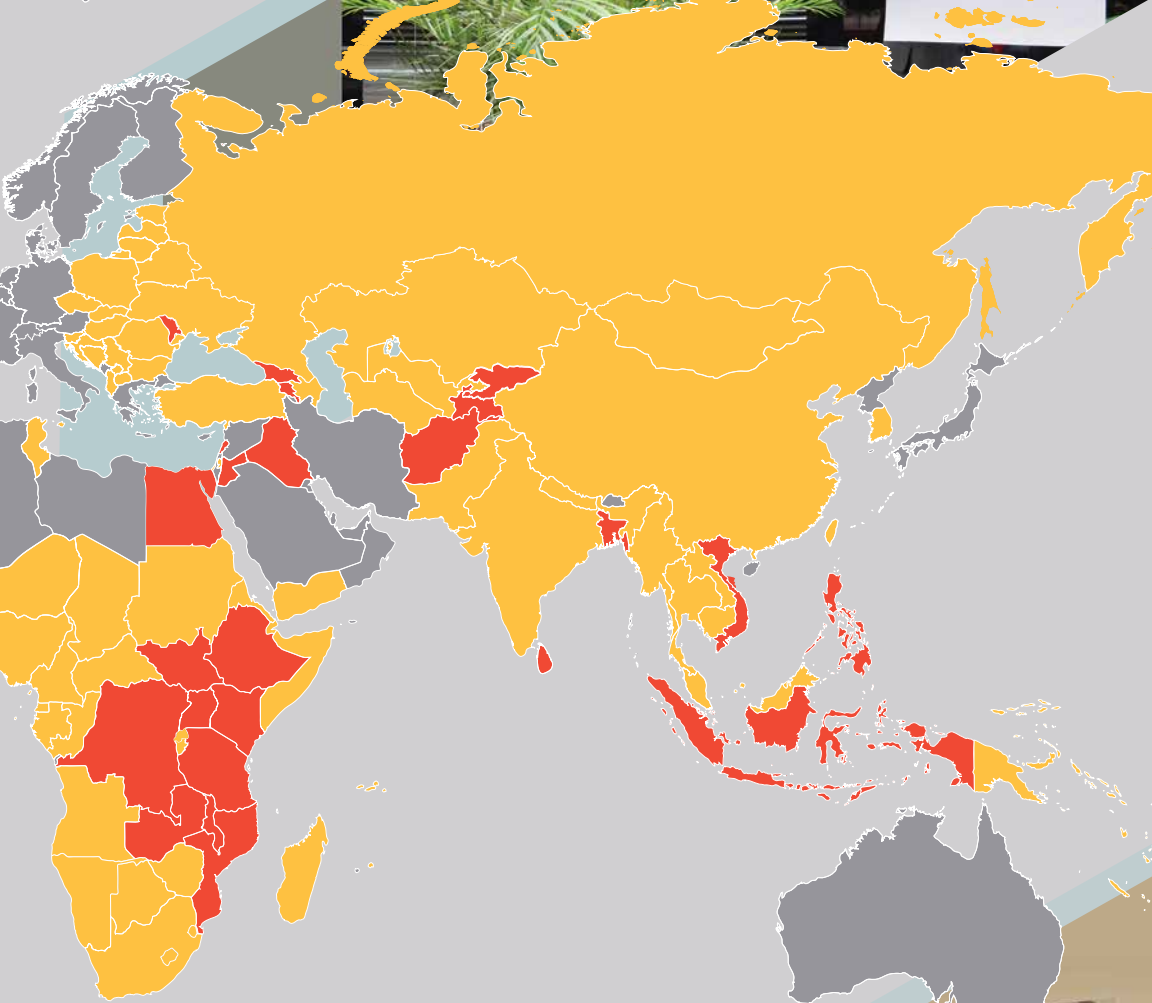
Staff members share what ACIDI/VOCA means to them.





ACDI VOCA
Ampliando Oportunidad

OPORTUNIDAD



- Current Activity
- Past Activity

Influential

Current Projects as of December 2013



AFGHANISTAN	Agricultural Credit Enhancement (ACE)
	Incentives Driving Economic Alternatives for the North, East, and West (IDEA-NEW)
ARMENIA	Farmer-to-Farmer
BANGLADESH	Program for Strengthening Household Access to Resources (PROSHAR)
BURKINA FASO	Food Aid Quality Review (FAQR)
	Victory Against Malnutrition Project (VIM)
COLOMBIA	ACIP-INCODER
	USAID Afro-Colombian and Indigenous Program (ACIP)
DRC	Farmer-to-Farmer
EAST AFRICA	African Institutions Innovation Mechanism Assist (AIIM Assist)
	Support for Food Security Activities (SFSA) IQC
EGYPT	Farmer-to-Farmer
ETHIOPIA	Agricultural Growth Program-Agribusiness and Market Development (AGP-AMDE)
	Cooperative Development Program (CDP)
	Feed Enhancement for Ethiopian Development (FEED) II
GEORGIA	Farmer-to-Farmer
GHANA	Agricultural Development and Value Chain Enhancement (ADVANCE)
	Farmer-to-Farmer
GLOBAL	African and Latin American Resilience to Climate Change (ARCC)
	Financial Integration, Economic Leveraging, Broad-Based Dissemination Program (FIELD-Support Program)
	Leveraging Economic Opportunities (LEO)
	Mars Ambassador Program
HAITI	Expanded Food Security Safety Net for the Southeast Department of Haiti
INDONESIA	Agribusiness Marketing and Support Activity (AMARTA) II
IRAQ	Broadening Participation through Civil Society (BPCS)
	Consultative Service Delivery Program (CSDP) II
	Jobs and Livelihoods Program (Foras)
JAMAICA	Jamaica Rural Economy and Ecosystems Adapting to Climate cHange (Ja REEACH)
JORDAN	Farmer-to-Farmer

KENYA	Storage and Drying for Aflatoxin Prevention Project (AflaSTOP)
	Cooperative Development Program (CDP)
	Resilience and Economic Growth in the Arid Lands-Accelerated Growth (REGAL-AG)
KYRGYZSTAN	Farmer-to-Farmer
	Women's Leadership in Small and Medium Enterprises (WLSME)
LEBANON	Farmer-to-Farmer
LIBERIA	Agriculture for Children's Empowerment Program (ACE)
	Farmer-to-Farmer
	Livelihood Improvement for Farming Enterprises (LIFE) III
	Liberian Agriculture Upgrading, Nutrition, and Child Health (LAUNCH)
	People, Rules, and Organizations Supporting the Protection of Ecosystem Resources (PROSPER)
	Smallholder Oil Palm Support (SHOPS)
MALAWI	Wellness and Agriculture for Life Advancement (WALA)
MALI	Cereal Value Chains (CVC)
	Mopti Coordinated Area Development
	Response, Recovery, and Resiliency Program (R3M)
MOLDOVA	Irrigation Sector Reform
MOZAMBIQUE	Livelihoods Empowerment and Development (LEAD)
PARAGUAY	Cooperative Development Program (CDP) II
	Paraguay National Police Community Outreach (PNPCO)
	Paraguay Resilience Program (PRP)
PHILIPPINES	Cocoa, Coconut, and Palayamanan (CoCoPal)
SENEGAL	Farmer-to-Farmer
SIERRA LEONE	Sustainable Nutrition and Agriculture Promotion (SNAP)
SOUTH SUDAN	Food, Agribusiness, and Rural Markets (FARM)
SRI LANKA	Facilitating Economic Growth Program
TAJIKISTAN	Productive Agriculture Project (PRO-APT)
	Farmer-to-Farmer
TANZANIA	Cooperative Development Program (CDP)
	Tanzania Staples Value Chain (NAFAKA)
TIMOR-LESTE	Food for Progress—Mud Crab and Milkfish Cultivation
UGANDA	Literacy Enhancement and Rural Nutrition (Uganda-LEARN)
	Resiliency through Wealth, Agriculture, and Nutrition (RWANU)
VIETNAM	Sustainable Cocoa for Farmers
WEST AFRICA	Farmer-to-Farmer flexible assignments
ZAMBIA	Production, Finance, and Improved Technology Plus (PROFIT+)

ACDI/VOCA

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Coppin State University
Baltimore, Maryland

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Colombia: Advocacy leader

Patricia Garamendi

Former Deputy Administrator,
International Cooperation and
Development
Foreign Agricultural Service, USDA
Former Associate Director for
Recruitment and Placement
Peace Corps
Walnut Grove, California

William H. Harris

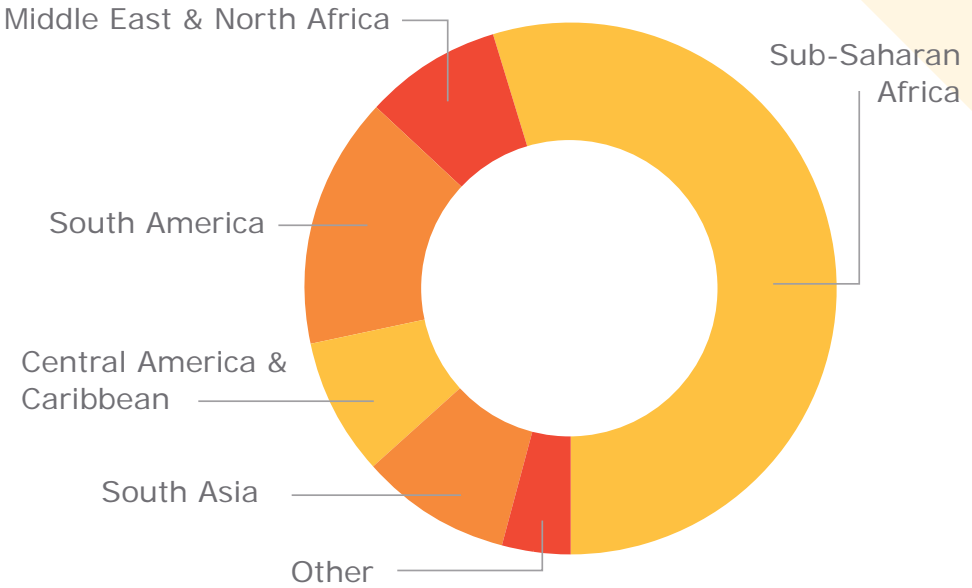
Director
CoBank, ACB
Greenwood Village, Colorado

Dr. Gopal N. Saxena

Director, Cooperative Development
Indian Farmers Fertiliser Cooperative,
Ltd.
New Delhi, India

Financials

ACDI /VOCA 2013 revenue by region:



SUPPORT AND REVENUE	
Contracts and grants	\$154,715,645
In-kind support	\$14,626,297
Income from subsidiaries	\$4,804,516
Interest and other income	\$287,441
Contributions	\$51,407
Total support and revenue	\$174,485,306
EXPENSES	
Overseas program expenses	\$144,092,371
General and administrative	\$24,530,766
Total expenses	\$168,623,137
NET ASSETS	
Unrestricted, beginning of year	\$9,729,277
Unrestricted, end of year ¹	\$10,786,931
Temporarily restricted, beginning of year	\$30,156,676
Temporarily restricted, end of year ²	\$34,889,013

1. Includes ACDI/VOCA and ASI

2. Includes ARFC, Arvand, Frontiers, and KredAqro

Philippines: ACDI/VOCA staff
with cocoa seedling



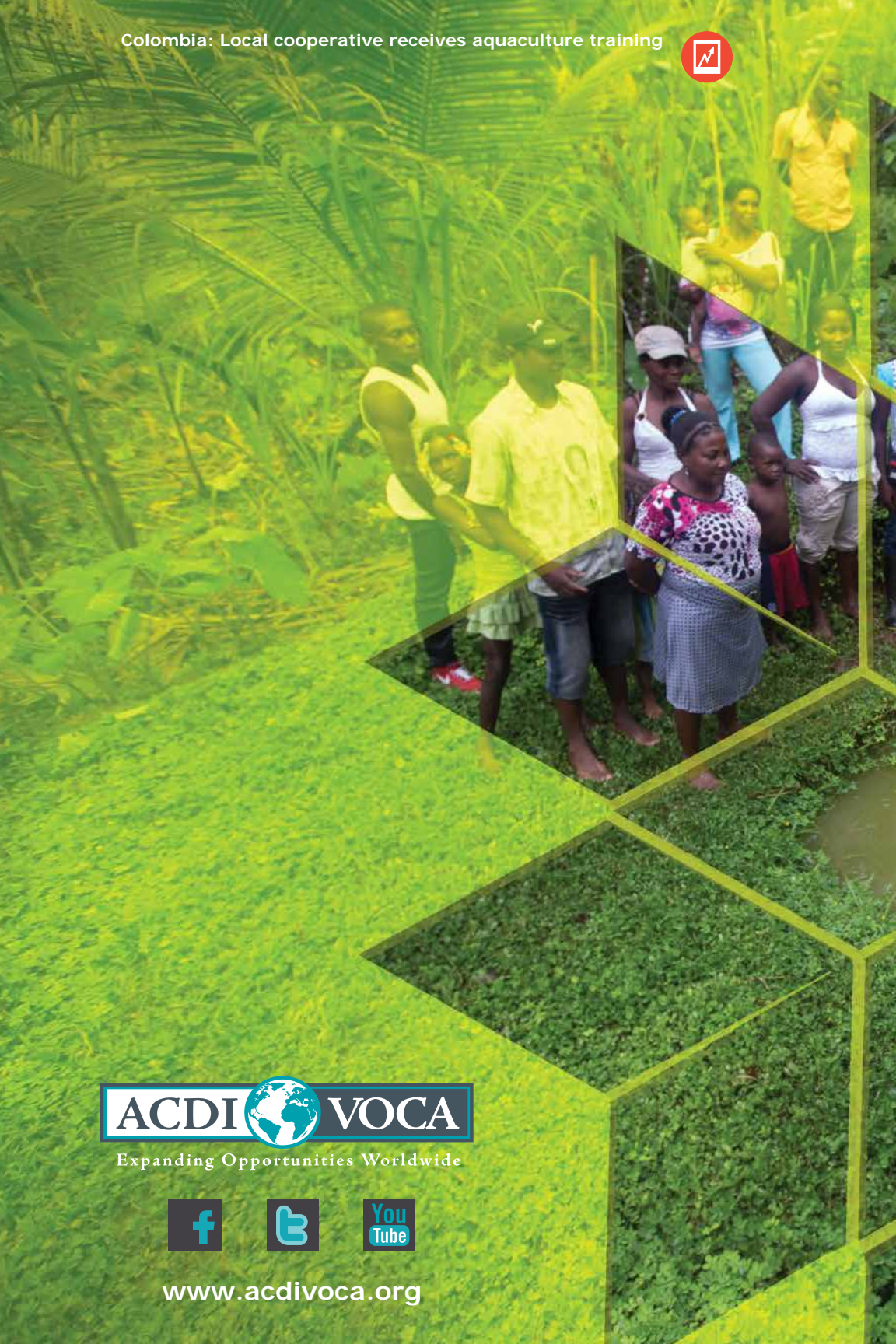


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EDITOR: Paul Guenette

DESIGN: Kate Thomas

We engaged a printer that is certified by the Forest Stewardship Council for the production of this report. It was printed using eco-friendly ink formulated with linseed and tung oils. The paper is 30% recycled content.



Expanding Opportunities Worldwide



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