

ACDI|VOCCA

EMPOWERING PEOPLE

Providing
Knowledge,
Opportunities
& Choices



ANNUAL REPORT 2007





Empowering people. From our first U.S. study tour forty-four years ago to our current vast and varied program portfolio, this is the common thread that weaves our work together. Our approaches and tools may vary from place to place or from one type of project to another, but our aim is the same: to provide knowledge, opportunities and choices that enable people to live better lives.

K N O W L E D G E

O P P O R T U N I T I E S

C H O I C E S

Letter from the President



In 2007 we successfully executed our annual plan, which called for strong programmatic impact, responsible growth and technical leadership.

Despite intensified competition for fewer U.S. foreign assistance awards, we won \$90 million in new business.

Our awards included numerous projects from our main funder, the U.S. Agency for International Development; three from the Millennium Challenge Corporation; one from the Lebanese government; another from the African Union; and a Global Development Alliance project in Egypt with our partner, the H.J. Heinz Company.

We extended our range by moving into various countries of West Africa, re-entering Haiti and solidifying our role in Afghanistan. We won important new programs in Liberia, Mali, Sudan, Honduras, East Timor, Colombia and Ecuador.

We continued to meet high standards of project implementation and enhanced our reputation as knowledge and practice authorities. Despite challenges, our dedicated staff is implementing important programs in Iraq, Lebanon and other areas emerging from conflict.

We also made strides in fine-tuning our management and operational systems as befitting any growing, ambitious organization. However, as you will see throughout this report, our greatest achievement was by far the various ways in which we empowered people.

Carl Leonard

President and CEO

Letter from the Chairman



Expanding on its customary governance role, ACDI/VOCA's Board of Directors continued its program of field visits in 2007. Three board members ventured to Cape Verde to review project impact.

ACDI/VOCA began working in Cape Verde in 1992 monetizing food aid commodities

available through the U.S. Agency for International Development's Food for Peace Program. The program later evolved to include association development to protect natural resources and support economic growth.

Our 16 years of service have produced impressive results. The delegation met with Minister of Agriculture Madalena Neves who said that it is hard to imagine Cape Verde's success without the role of ACDI/VOCA, noting that ACDI/VOCA pioneered the development of associations in Cape Verde and "achieved great results in improving the quality of life of the population."

Many officials around the world have similarly lauded ACDI/VOCA for its legacy of positive impact. This report chronicles our contributions in 2007. As political unrest, the soaring cost of food and a host of other economic and social problems threaten already vulnerable populations, I am convinced that ACDI/VOCA's work is now more important than ever.

Vern McGinnis

Chairman of the Board



40 AGRIBUSINESS PROGRAMS
IN **37** COUNTRIES
796,807 BENEFICIARIES

ACDI/VOCA improves the performance of agribusiness stakeholders and creates significant and sustainable growth and wealth through activities that range from improving household food security and income to interventions that affect entire industries.

Our agribusiness programs

- build the capacity of producer groups, associations and cooperatives
- promote market linkages for producers and processors
- improve stakeholder access to inputs and to financial and business services
- perform product-specific value chain analyses and interventions
- build corporate alliances including public-private partnerships



KNOWLEDGE

In May ACDI/VOCA volunteer Damon Szymanski, of Pulaski, Wisconsin, received the President's Call to Service Award. President Bush created the President's Volunteer Service Award program in 2004 to recognize outstanding volunteer service. Szymanski, who is retired from farming, has shared his expertise in livestock and dairy, business planning, and cooperative and association development with farmers in 15 countries. Over the past 17 years, Szymanski has logged 19,171 hours volunteering with ACDI/VOCA overseas.

ACDI/VOCA's 10,000 volunteers are an integral component of our programming, providing knowledge and technical assistance while demonstrating personal concern for the people they help. Furthermore, by providing their expertise on a voluntary basis, they make our programs extremely cost-effective. In 2007 ACDI/VOCA implemented 263 volunteer assignments, for a cost savings of approximately \$10 million.

OPPORTUNITIES

ACDI/VOCA held its third and largest annual maize business fair in Eldoret, Kenya, in August. Over 15,000 participants, including more than 70 exhibitors from the private sector, NGOs, and the public sector, and an estimated 11,000 farmers, attended the 2-day event. The Kenya Maize Handbook, our 176-page repository of comprehensive scientific, business and agricultural information on maize farming, made its debut at the fair. Farmers visited exhibition tents and demonstration plots where they learned improved agronomic practices. The fair's most important benefit, however, is that it gave farmers the opportunity to learn from each other and build networks, particularly with prominent private sector participants.

Through the promotion of market linkages, interfirm cooperation and training, ACDI/VOCA has helped quadruple maize yields among beneficiary farmers while reducing costs by nearly 40 percent, generating \$133 million in earnings for 250,000 farmers.



Agribusiness Snapshots



CHOICES

Cruz Elia Becerra grew up in El Cauca, Colombia, where her family cultivated coca. She knew that it was controversial, but she also understood that it was the only way her parents could raise six children. When she married a farmer and had four children of her own, coca offered a relatively easy way for them to earn extra money, but she was ashamed of growing it. Then she heard of an ACIDI/VOCA program that offered farmers training, coffee trees, processing equipment and facilities, and other supplies in exchange for eradicating coca from their farms. She joined the

program immediately and today proudly earns a good living from her farm of more than 15,000 coffee trees.

Cruz's family is just one of 7,391 farm families that have benefited from ACIDI/VOCA's work in Colombia. ACIDI/VOCA also provides cupping training for industry technicians and farmers, helps cooperatives and producer associations produce and export more and higher-quality specialty coffee, and is helping to establish Colombia's first specialty coffee association.

2007
Agribusiness Systems
Programs & Activities

Angola	Cabinda Agribusiness Development Project
Armenia	Farmer-to-Farmer
Armenia	Water-to-Market Activity
Azerbaijan	Farmer-to-Farmer
Bolivia	VOAGRO Rural Capacity-Building Activity
Burkina Faso	Linking Small Farmers to Markets through Trading Facilities Study
Cameroon	Linking Small Farmers to Markets through Trading Facilities Study
Cape Verde	PL 480 Title II Monetization
Colombia	Coffee Alliances for the Expansion of Specialty Coffees (CAFES)
Colombia	Specialty Coffee Program
Ecuador	SUCCESS Alliance

Egypt	Agricultural Exports & Rural Incomes—Livestock
Egypt	Agricultural Exports & Rural Incomes—Horticulture
Ethiopia	Linking Small Farmers to Markets through Trading Facilities Study
Ethiopia	Livelihood Enhancement for Pastoralists & Agro-Pastoralists
Ethiopia	Provision of Marketing Assistance to Four Coffee Farmers' Unions participating in the 2007 EAFCA conference & trade show
Ethiopia	Farmer-to-Farmer
Georgia	Farmer-to-Farmer
Ghana	Linking Small Farmers to Markets through Trading Facilities Study
Indonesia	416(b) Monetization
Indonesia	Greenlight Biofuels



*“After we received **Farming as a Business** training from ACIDI/VOCA, we started tracking everything. We know exactly what our costs are and we can make good decisions about future investments.”*

—Lorenzo Cudco, manager of the Luis Vargas Torres Cocoa Association in Ecuador

Kazakhstan	Farmer-to-Farmer
Kenya	Maize Development Program
Kenya	Linking Small Farmers to Markets through Trading Facilities Study
Kenya	Farmer-to-Farmer
Lebanon	Hermel Relief Project
Lebanon	Rapid Animal Feeding Aid Program
Liberia	SUCCESS Alliance
Malawi	Linking Small Farmers to Markets through Trading Facilities Study
Mali	Economic Growth
Mali	Linking Small Farmers to Markets through Trading Facilities Study
Moldova	RAISE PLUS Task Order—Agricultural Policy, Legal & Regulatory Reform Project

Mozambique	Empowering Private Enterprise in the Development of Agriculture
Niger	Linking Small Farmers to Markets through Trading Facilities Study
Nigeria	Linking Small Farmers to Markets through Trading Facilities Study
Panama	Smallholder Production in Darién Buffer Zones
Paraguay	Cooperative Development Program
Philippines	SUCCESS Alliance
Russia	Farmer-to-Farmer
Rwanda	PL 480 Title II Monetization
Senegal	Linking Small Farmers to Markets through Trading Facilities Study

Tajikistan	Farmer-to-Farmer
Tanzania	Linking Small Farmers to Markets through Trading Facilities Study
Tanzania	Smallholder Horticulture Outgrower Promotion
Uganda	PL 480 Title II Monetization
Uganda	Linking Small Farmers to Markets through Trading Facilities Study
Uganda	Farmer-to-Farmer
Ukraine	RAISE PLUS Task Order—Agricultural Policy, Legal & Regulatory Reform Project
Vietnam	SUCCESS Alliance
West Bank/Gaza	416(b) Monetization & Grants Management Program
Zambia	Linking Small Farmers to Markets through Trading Facilities Study

35 ENTERPRISE DEVELOPMENT PROGRAMS
IN **18** COUNTRIES
688,798 BENEFICIARIES

ACDI/VOCA promotes poverty reduction and economic growth by facilitating both the advancement of small and medium-sized enterprises and their integration into larger industries and the global economy.

Looking beyond the individual firm, we stimulate growth through market-driven opportunities for communities, business clusters and value chains. Our analyses and interventions address systemic constraints to competitiveness, and help build vibrant support markets and a healthy business environment.

In addition to our enterprise development programs worldwide, ACDI/VOCA has led research on creating wealth in poor communities and promoting growth by linking small firms to profitable markets.



Enterprise Development Snapshots

KNOWLEDGE

ACDI/VOCA is a leader in the development and implementation of the value chain approach. Through trainings, workshops and publications, ACDI/VOCA has enhanced the knowledge of development practitioners and industry stakeholders.

In 2007 ACDI/VOCA conducted

- regional value chain workshops in Ethiopia and Egypt attended by more than 60 participants, including regional USAID staff and value chain project implementers from 27 countries
- value chain training for 35 nonprofit professionals in Durban, South Africa
- training, for the third consecutive year, on wealth creation for the rural poor at the Springfield Centre for Business in Development in Glasgow, Scotland

- value chain training and technical support to Madagascar's Ministry of Agriculture, Livestock and Fisheries
- a value chain donor coordination workshop in Cambodia

ACDI/VOCA also continued to expand research and share learning to improve practice by publishing a paper titled "Planning for Cost-effective Evaluation with Evaluability Assessment" and briefing papers on the value chain framework and upgrading, and presenting a Guatemala country study at the USAID Microenterprise Development Office breakfast series. In addition, ACDI/VOCA launched a study in 2007 on the applicability of the value chain approach in conflict-affected environments involving 11 case studies.



Enterprise Development Snapshots



↑ OPPORTUNITIES

After more than 21 years of civil war, relative peace returned to Southern Sudan in 2005, but the region continues to struggle with the devastation caused by the war. It is one of the poorest areas in the world, with an estimated 90 percent of the population earning less than a dollar a day.

Against this backdrop, ACDI/VOCA is working to build the capacity of local associations and cooperatives in order to improve livelihoods and maintain stability. In one town, ACDI/VOCA has helped what was once a loose band of friends form the legally registered

Natabo Farmers' Association and capitalize on the opportunities afforded by collective action.

ACDI/VOCA has helped the association mobilize capital, pool knowledge and achieve economies of scale. The results have been dramatic, with group earnings in 2007 up threefold from the year before. One association member is now able to send his sister to Juba University. She is the first member of the family to receive a university education. Another member was able to renovate his crumbling house and buy two donkeys.

2007

Enterprise Development Programs & Activities

Azerbaijan	Enterprise Development and Training Program	Global	Volunteers for Economic Growth Activities (VEGA)
Ecuador	Local Business Development Program	Global	Financial Integration, Economic Leveraging & Dissemination Support Leader with Associates Award
Egypt	Regional Democracy Initiatives IQC Task Order—Egypt Decentralization Initiative	Global	Accelerated Microenterprise Advancement Project, Business Development Services (AMAP BDS) IQC
Ethiopia	Global Business Trade & Investment (GBTI) II Task Order—East Africa Value Chain Assessment	Global	AMAP BDS Task Order—Knowledge & Practice
Ethiopia	Smallholder Linkages Program	Global	AMAP BDS Task Order—Knowledge & Practice II
Ethiopia	Pastoralists Livelihood Initiative—Livestock Marketing Program	Global	Cooperative Development Program Center for Excellence Website
Georgia	Support Added Value Enterprises (AgVANTAGE) II	Global	Support for Economic Growth & Institutional Reform—Privatization II (SEGIR Privatization II)



CHOICES

In 2007 ACDI/VOCA built and equipped three pilot-product development plants in Lebanon to provide critical research and development services to small and medium-sized enterprises. The plants are equipped with extensive modern technology for formulating, testing, processing and packaging a wide range of food products.

One baker known as Al-Baba used the pilot plant in Sidon to pioneer individual packaging of bite-sized pastries and to develop products for American and European markets, such as an orange-rosewater cookie that uses high-quality local ingredients. He also used the plant to extend the shelf life of his baklava for export to Greece. Thrilled with the plant's resources, he said in December, "In 3 months I experienced an 80 percent increase in sales, and I am projecting a 250 percent increase by the end of 2008."

ACDI/VOCA's project uses a value chain approach to develop niche Lebanese foodstuffs, and dairy products from goats' and sheep's milk. By increasing the efficiency of input, production, processing and marketing, and by strengthening market linkages, ACDI/VOCA is raising enterprise income and profitability.

Global	Supporting Transformation by Reducing Insecurity & Vulnerability with Economic Strengthening	Kenya	East & Central Africa Global Competitiveness Hub	Scotland	Making Markets Work for Business & Income Growth Training Program
Global	Value Chain Development for Conflict-Affected Environments	Kenya	Global Business Trade & Investment (GBTI) II Task Order—East Africa Value Chain Assessment	Serbia	Enterprise Development Project
India	AMAP BDS Task Order—Growth-Oriented Microenterprise Development	Lebanon	Action for Sustainable Agro-Industry in Lebanon	Sierra Leone	Value Chain Analysis
India	ICT Capacity Building	Lebanon	Action for the Modernization of Agriculture & Rural Areas	South Africa	Value Chain Workshop
Iraq	Private Sector Development & Employment Generation	Madagascar	Training Consultancy & Technical Assistance to the Ministry of Agriculture, Animal Husbandry & Fisheries	Sudan	Agricultural Markets & Enterprise Development
Kenya	AMAP BDS Task Order—STTA	Mali	Agricultural Value Chain Initiative	Tanzania	Global Business Trade & Investment (GBTI) II Task Order—East Africa Value Chain Assessment
Kenya	Business Development Services Program	Russia	Cooperative Development Program	Tanzania	Sound Environmental Management through Mariculture Activities

2007 AT A GLANCE

REVENUES
\$90 million

ACTIVE PROJECTS
107 Active Projects in 50 Countries

EMPLOYEES
842 {U.S. – 118, Overseas – 724}

SHORT-TERM TECHNICAL ASSISTANCE
ASSIGNMENTS COMPLETED
388

1

Bolivia

Oral hygiene treatments were provided to 14,400 students in La Paz.

2

Colombia

155 program beneficiaries received training in the rigorous protocol of coffee tasting known as cupping.

3

Paraguay

ACDI/VOCA fielded a banana specialist from Bolivia to help 3 cooperatives develop strategic plans and improve post-harvest handling, benefitting 800 producers.

4

Cape Verde

ACDI/VOCA board member Patti Garamendi (a former Peace Corps volunteer and official) said of her visit to Cape Verde, "The trip took me back to my roots and my life work. You will never know how much it meant to me. I am proud to be part of your team."

5

Ethiopia

25 livestock markets were established, creating a central business location for pastoralists and the opportunity for owners to hold animals until they may receive a higher price.

6

Tanzania

800 seaweed, crab and milkfish producers received training in *Mariculture as a Business*.

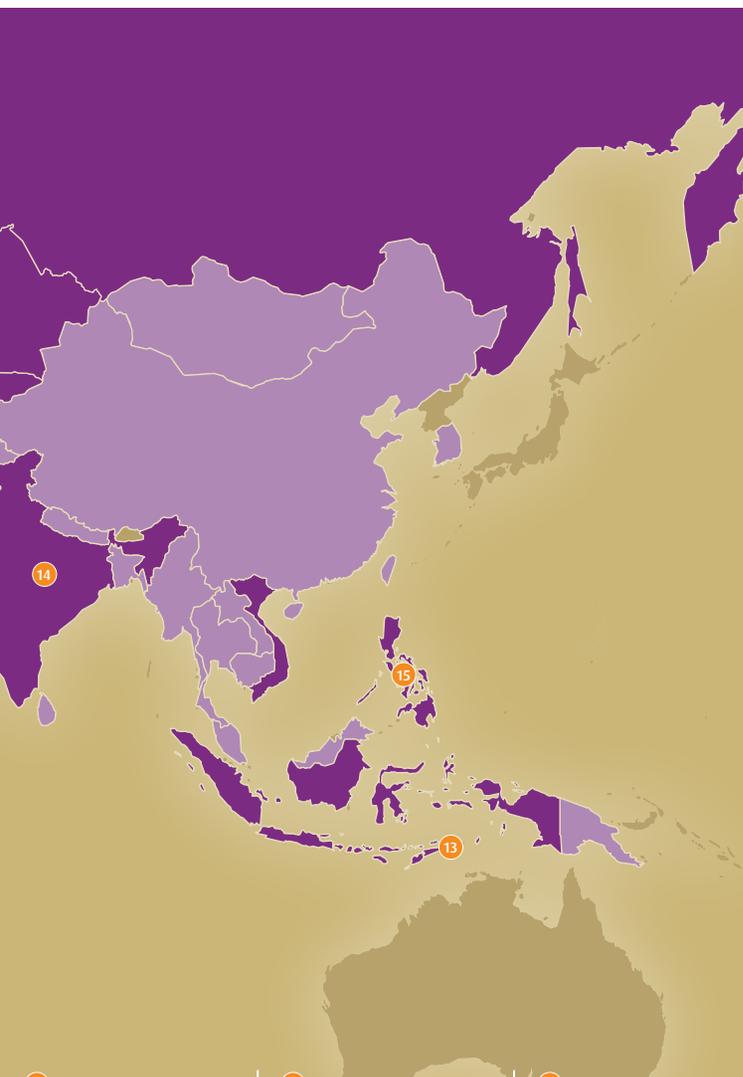
7

Uganda

13,355 people in households where someone is afflicted with HIV/AIDS received food rations.

2007 Activity

Previous Activity



Since 1963 ACDI/VOCA Has Worked in 144 Countries

Bold names indicate 2007 activity

- | | | | | | |
|--------------------------|-------------------------------|-------------------|-------------------|------------------------------|-----------------------------|
| Afghanistan | Chile | Ghana | Macedonia | Philippines | Tajikistan |
| Albania | China | Grenada | Madagascar | Poland | Tanzania |
| Angola | Colombia | Guatemala | Malawi | Romania | Thailand |
| Antigua | Congo | Guinea | Malaysia | Russia | Togo |
| Argentina | Congo, Democratic Republic of | Guinea-Bissau | Mali | Rwanda | Tonga |
| Armenia | Costa Rica | Guyana | Malta | Samoa | Trinidad & Tobago |
| Azerbaijan | Cote d'Ivoire | Haiti | Mauritania | Sao Tome & Principe | Tunisia |
| Bangladesh | Croatia | Honduras | Mauritius | Scotland | Turkey |
| Barbados | Cuba | Hungary | Mexico | Senegal | Turkmenistan |
| Belarus | Czech Republic | India | Micronesia | Serbia | U.S. Virgin Islands |
| Belize | Djibouti | Indonesia | Moldova | Seychelles | Uganda |
| Benin | Dominica | Iraq | Mongolia | Sierra Leone | Ukraine |
| Bolivia | Dominican Republic | Jamaica | Morocco | Slovakia | Uruguay |
| Bosnia & Herzegovina | East Timor | Jordan | Mozambique | Solomon Islands | United States |
| Botswana | Ecuador | Kazakhstan | Myanmar | Somalia | Uzbekistan |
| Brazil | Egypt | Kenya | Namibia | South Africa | Vanuatu |
| Bulgaria | El Salvador | Kiribati | Nepal | South Korea | Venezuela |
| Burkina Faso | Eritrea | Kosovo | Nicaragua | Sri Lanka | Vietnam |
| Burundi | Estonia | Kyrgyzstan | Niger | St. Kitts & Nevis | West Bank & Gaza |
| Cambodia | Ethiopia | Laos | Nigeria | St. Lucia | Yemen |
| Cameroon | Fiji | Latvia | Pakistan | St. Vincent & the Grenadines | Zambia |
| Cape Verde | Gabon | Lebanon | Panama | Sudan | Zimbabwe |
| Central African Republic | Gambia | Lesotho | Papua New Guinea | Swaziland | |
| Chad | Georgia | Liberia | Paraguay | Taiwan | |
| | | Lithuania | Peru | | |

8
Iraq
An ACDI/VOCA-established microfinance institution disbursed nearly 6,000 loans valued at \$15 million in 2007, leading to the creation of 19,688 jobs.

9
Russia
The Rural Credit Cooperation Development Foundation, an ACDI/VOCA partner, was presented with the prestigious Stolypin Award for excellence in credit and investment in agriculture.

10
Serbia
77 community boards, 24 cluster boards and 19 youth teams implemented 967 projects worth more than \$38 million.

11
Afghanistan
Approximately 15,000 people attended the ACDI/VOCA-organized, first-ever agricultural fair held in the northern part of Afghanistan.

12
Kazakhstan
KazMicroFinance, which was founded by ACDI/VOCA, was ranked 37th on The World's Top 50 Microfinance Institutions, a list developed by Forbes.com, and 100th on Microfinance Information Exchange's 2007 Rankings of Microfinance Institutions.

13
East Timor
A national network of 35 election violence monitors was established, which verified and reported 162 incidents of violence in the 2007 presidential elections.

14
India
An agreement between Radhakrishna Foodland, a major food exporter and retailer, and the Nandani Fruit and Vegetable Growers' Cooperative Society was brokered that will increase the co-op's 5,400 farmer members' profits and ensure a reliable supply of high-quality fresh produce to Foodland.

15
Philippines
1,046 Farmer Field School sessions for Filipino cocoa farmers were completed.

17 FINANCIAL SERVICES PROGRAMS
IN **12** COUNTRIES
86,781 BENEFICIARIES

ACDI/VOCA helps rural households, farms and other enterprises access essential financial services to expand their economic activities.

Operating in a variety of local market conditions, we introduce and adapt proven financial systems practices and tools that reduce the cost and increase the efficiency of financial intermediation.

We are a leader in shaping the financial services industry's efforts to close market gaps that limit access to credit and in fostering competitive commercial markets that offer increasingly diverse financial products that promote equal access to the global marketplace.



KNOWLEDGE

To mitigate the effects of economic isolation and high unemployment in Russia's North Caucasus region, ACDI/VOCA is strengthening rural credit cooperatives, which provide enhanced access to credit and play an important role in local economic growth. ACDI/VOCA's assistance is focused on providing fundamental skill training and knowledge. As of 2007, we conducted 44 seminars for 1,011 credit officers, finance staff and senior managers in starting up rural credit cooperatives, the fundamentals of credit and financial analysis, accounting and taxation, business planning, and automation of accounting and reporting.

Nina Basangova of the Artezian Rural Credit Cooperative participated in a new course developed by ACDI/VOCA in March, titled Loan Portfolio and Savings Management. She praised the training saying, "The seminar expanded my knowledge. It helped me exchange experiences with colleagues, and now it is clear how that knowledge can be put into practice."

OPPORTUNITIES

In 2007 ACDI/VOCA launched a program in Azerbaijan that provides finance and accounting professionals with the opportunity to become certified in International Accounting Standards and International Financial Reporting Standards. The Certified International Professional Accountant (CIPA) training program—the only Russian-language program of its kind—enables professionals to better navigate international financial business standards and processes.

Since the launch of the program, more than 110 senior accountants have received training, and ACDI/VOCA has helped 8 senior accountants pass all examinations and become the first Certified Accounting Practitioners in Azerbaijan.

ACDI/VOCA is working with banks and nonbank financial institutions in Azerbaijan to build local capacity. More broadly, ACDI/VOCA seeks to mitigate constraints to borrowing and lending to create a stronger and more competitive financial sector.



Financial Services Snapshots



CHOICES

Access to financial services means choices. As the chart at right indicates, ACDI/VOCA's financial institution partners provide thousands of predominantly rural micro, small and medium-sized enterprises with access to essential financial services. In many cases, these entrepreneurs cannot obtain financing from large commercial banks, which limits their ability to compete in larger high-value markets. By offering products that go beyond term loans to include working capital, input supply financing, lines of credit, savings products, lease financing, consumer loans and mortgage finance, our partners open a range of opportunities. With more options, clients can grow their businesses and the economy.

ACDI/VOCA's Financial Institution Partners

	Operational Self-Sufficiency	Loan Portfolio Outstanding (\$ thousands)			Number of Active Borrowers		
		2007	2005	2006	2007	2005	2006
Afghanistan Rural Finance Center (ARFC), Afghanistan	42%	-	-	2,144	-	-	14
Bai Tushum, Kyrgyzstan	152%	6,771	9,989	23,371	3,676	4,628	10,538
CredAgro, Azerbaijan	162%	5,260	9,766	32,404	1,286	2,831	8,596
Frontiers, Kyrgyzstan (wholesale lender)	147%	2,208	4,168	7,826	28	51	78
Iraqi Microfinance Institution	115%	5,745	5,520	8,342	4,069	4,202	5,268
KMF, Kazakhstan	129%	11,514	26,188	53,544	16,666	22,469	28,005
MicroInvest, Tajikistan	150%	931	2,057	5,259	3,355	5,854	10,435
RCCDF, Russia (wholesale lender)	165%	7,910	8,813	13,582	492	438	506
Sakhalin Small Enterprise Development Foundation, Russia	119%	2,519	3,151	2,979	606	457	342
Total		42,858	69,652	149,451	30,178	40,930	63,782

Note: ARFC was established in 2007 by ACDI/VOCA to provide loans to medium-sized enterprises. Due to its short life and larger client size, ARFC has a larger average loan size and fewer active borrowers than other partners.



“CAMFA provides the most methodological recommendations. All of our internal processes have come from CAMFA. ...CAMFA has taught us how to make strategic plans for all of our operations.”

—Tolib Gairatov, head of the Association of Microfinance Organizations of Tajikistan (AMFOT) on ACDI/VOCA’s Central Asia Micro Finance Alliance Program

2007

Financial Services Programs & Activities

Afghanistan	Agriculture, Rural Investment & Enterprise Strengthening Program	Peru	Financing Water
Azerbaijan	SME Support through Financial Sector Development	Russia	Rural North Caucasus Social & Economic Improvement
Azerbaijan	Provision of Technical Assistance to CredAgro	Russia	Sakhalin Energy Investment Company Vendor Development Program
Honduras	Farmer Access to Credit Program	Russia	Sakhalin Regional Microcredit Program
Iraq	Access to Credit	Tajikistan	Central Asia Micro Finance Alliance (CAMFA) II
Kazakhstan	Central Asia Micro Finance Alliance (CAMFA) II	Philippines	Private Sector Program—Banking on Health
Kazakhstan	Provision of Technical Assistance to KMF	Ukraine	Warehouse Receipt Program
Kyrgyzstan	Central Asia Micro Finance Alliance (CAMFA) II	West Bank & Gaza	Small & Microfinance Assistance for Recovery & Transition
Kyrgyzstan	Provision of Technical Assistance to Bai Tushum		

11 COMMUNITY DEVELOPMENT PROGRAMS IN 7 COUNTRIES 2,336,241 BENEFICIARIES

ACDI/VOCA's community development programs feature transparency and full participation of diverse stakeholders, which enable us to mobilize the breadth of local resources to affirm democracy, set priorities, build cohesion, make investments and accumulate socioeconomic gains.

Local buy-in also empowers stakeholders and fosters ownership of the programs. Whether addressing immediate needs for recovery, or building stability and generating economic and social capital, all of our programs reduce vulnerability.

Our community development programs

- foster conflict resolution and peacebuilding
- promote health, nutrition and food security
- provide essential public services and infrastructure development
- stabilize and develop economies
- reduce illicit crop production
- invest in youth and other underrepresented groups
- strengthen local institutions and NGOs



Community Development Snapshots

KNOWLEDGE

In Afghanistan ACDI/VOCA provides new and expanded opportunities for licit livelihoods and increased income through the introduction of improved farming techniques and inputs, value-adding technologies and market information.

In land-scarce Badakshan province, where cows, sheep and goats are among families' most important assets, the benefits of veterinary services are crucial. ACDI/VOCA, in collaboration with the Dutch Committee for Afghanistan, trained and equipped 27 paraveterinarians in 15 districts to improve animal health. These paravets receive practical training instead of formal veterinary schooling and provide mobile services within their communities. By the end of 2007, they had vaccinated 409,730 animals against 9 diseases. By conservative estimate, these vaccinations have reduced annual loss by 20 percent. Additionally, the paravets have treated another 125,654 animals, which has increased their productivity and thus the incomes of their owners.



OPPORTUNITIES

Leidy Mamani Sandoval used to wake up before sunrise to take the bumpy, dusty three-hour taxi trip to school in the Bolivian tropical lowlands.

Today the 16-year-old lives in a student housing complex near her school and declares, "Now that I live here, I'm less tired." The complex is one of three built by ACDI/VOCA with funding from USAID. It houses 43 students, many of whom used to travel hours to and from school, often on foot.

After the dorms were built, the school discovered a new problem: Many families could not afford the room and board fees. In 2007 ACDI/VOCA worked with the school to develop income-generating activities including producing fruit and vegetables, raising chickens, rabbits and pigs, and baking bread. The students sell some of the products and consume the rest, which improves their diets and reduces operational costs. As a result, the housing complexes are quickly becoming self-sustainable.

During 2007 ACDI/VOCA completed 294 projects in Bolivia like this one to improve social and economic conditions, thereby discouraging the expansion of illicit coca production.



Community Development Snapshots



CHOICES

Despite security challenges, ACDI/VOCA has worked in one of the most dangerous parts of northern Iraq since 2003 helping local community action groups undertake projects such as the reconstruction and repair of primary schools and the installation of drinking and irrigation water supply systems.

In 2007 one group decided to take action to reduce maternal mortality and neonatal complications, which were affecting more than one in five mothers. The local clinic had no labor and delivery room, and the nearest properly equipped hospital was more than 50 miles away. To make matters worse, insurgents destroyed the main bridge connecting the community with the

closest town, intensifying the isolation. As a result, most mothers relied on midwives with little training.

To give women more and safer choices, ACDI/VOCA contributed \$46,000 and the community's health department provided \$20,000 to equip the clinic. The new equipment was installed in October, and 3,600 babies have since been safely delivered in the facility, 700 of whom required urgent care due to complications.

Throughout Iraq ACDI/VOCA is increasing stability and social capital through stakeholder cooperation in the implementation of tangible projects that build local capacity to deliver services. In 2007 ACDI/VOCA implemented 105 such community projects in Iraq.

2007 Community Development Programs & Activities

Afghanistan Alternative Development Program/North

Afghanistan Community Development Agriculture Program

Bolivia Integrated Community Development Fund

Bolivia Special Development Activity Fund

East Timor NGO Sector Strengthening Program

East Timor Strengthening Property Rights Program

Iraq Community Action Program

Iraq Consultative Services Delivery Initiative

Peru Supporting Licit Communities

Philippines Sustainable Health Improvements through Empowerment and Local Development (SHIELD)

Serbia Community Revitalization Through Democratic Action



“This is the one program that is in fact working in Iraq. No one disputes it. We can dispute everything else, but not this.”

—Congressman Christopher Shays on the Community Action Program partly implemented by ACDI/VOCA

GLOBAL NETWORK

As we seek to empower people, our global network is essential. These institutions help us expand our reach, enhance our approaches and leverage resources.

Public Sector & Multilateral Organizations

Acción Social
Afar Pastoral and Rural Development Bureau
Afar Disaster Prevention and Food Security Bureau
Ben Tre Department of Agriculture and Rural Development
Binh Phuoc Department of Agriculture and Rural Development
British Embassy, Washington, D.C.
Canada Fund
Cape Verde Directorate of Food Security Development of the Ministry of Environment & Agriculture
Cape Verde National Center for Nutrition Development
Cape Verde National Institute for Agriculture Research
CIMMYT
Dak Lak Department of Agriculture and Rural Development
Indonesian Institute for Cocoa and Coffee Research
Instituto Nacional Cooperativismo
Mkinga District Council
Millennium Challenge Account — Armenia
Millennium Challenge Account — Honduras
Millennium Challenge Account — Madagascar
Millennium Challenge Corporation
Millennium Challenge Georgia Fund
National Bank of Azerbaijan Republic
National Cocoa Coordinating Committee of Vietnam

Oromia Bureau of Finance and Economic Development
Oromia Pastoralist Area Development Commission
Pangani District Council
Peace Corps
Servicio Nacional de Aprendizaje
Somali Disaster Prevention and Preparedness Bureau
Somali Pastoral and Rural Development Bureau
Tanga City Council
Tien Giang Department of Science and Technology
Ukrainian Agricultural Finance Development Foundation
United Kingdom Department for International Development
United Nations Development Programme
U.S. Agency for International Development
U.S. Department of Agriculture
Vietnam Department of Crop Production
Vietnam National Ministry of Agriculture and Rural Development
World Agroforestry Centre
World Bank

NGOs, Institutions & Associations

Academy for Educational Development
Action for Enterprise
Africare
Agency for Promoting Sustainable Development Initiatives
Agrarian Markets Development Institute
Agribusiness Systems International

Alliance for Food Aid
American Evaluation Association
American Near East Refugee Aid
American University of Beirut
American Uzbekistan Chamber of Commerce
Applied Research Institute of Jerusalem
Asia Society
CLUSA
Association for International Agriculture and Rural Development
Association of Microfinance Institutions (Uzbekistan)
Association of Microfinance Institutions (Kyrgyzstan)
Association of Microfinance Organizations of Kazakhstan
Associations of Microfinance Organizations of Tajikistan
Azerbaijan Bank Training Center
Azerbaijan Credit Unions Association
Azerbaijan Microfinance Association
Ba Ria Vung Tau Agriculture Extension Center
Belun
Ben Tre Center for Applied Technology
Bereke
Bureau of Applied Research in Anthropology, University of Arizona
CARE
Center for Institutional Reform and the Informal Sector
Center for International Conflict Resolution, Columbia University
Center on Globalization, Governance and Competitiveness
Central Highlands University
Charity for Rural Development
CHF International
Christian Children's Fund
CNFA
Cocoa Foundation of the Philippines, Inc.

Cocoa Sustainability Partnership
Coffee Quality Institute
Community Integrated Development Initiatives
Community Welfare Initiatives
Conservation International
Coptic Evangelical Organization for Social Services
Corporate Council on Africa
Dak Lak Agriculture Extension Center
DFC Group
Eastern African Fine Coffees Association
EcoVentures International
Farm Inputs Promotion Africa
Farming for Food and Development — Eastern Uganda
Federation of Cape Verde Micro Finance Associations
FINCA International
Fintrac Inc.
Forest Science Institute of Southern Vietnam
Georges F. Fremm Foundation
Global Fund for Children
Green Cross Brasil
Helen Keller International — Philippines
Himalayan Action Research Centre
Institute of Himalayan Environmental Research & Education
International Competence Centre for Organic Agriculture
International Cooperative Alliance
International Food and Agribusiness Management Association
International Foundation for Election Systems
Junior Achievement
Kenya Agricultural Commodity Exchange
Lutheran World Federation
Mancomunidad de Municipios de los Yungas de La Paz
MBA Enterprise Corps

National Association of Microfinance Organizations & Credit Unions of Uzbekistan
 National Smallholder Farmers' Association of Malawi
 National Strategy for the Advancement of Rural Women in Uganda
 Neighbors Population Development Services
 Nong Lam University
 Overseas Cooperative Development Council
 Organization of Associations of the Island of Fogo
 Organization of Development Associations of the Island of Santo Antao
 PACT
 Partnership to Cut Hunger and Poverty in Africa
 Red Nacional de Instituciones de Microfinanzas de Honduras
 Roots of Peace
 Rural Urban Development Initiative
 Save the Children Federation, Inc.
 SEEP Network
 Serviço Brasileiro de Apoio às Micro e Pequenas Empresas
 SME Competitiveness Facility
 Society for Development Studies
 Society for International Development
 Specialty Coffee Association of America
 Tanzania Fisheries Research Institute
 TechnoServe
 Tecnológico Agropecuario Canada
 The AIDS Support Organization
 Transcultural Psychosocial Organization
 TransFair USA
 Uganda Rural Development Initiative
 Unidad Academica Campesina de Carmen Pampa
 Universidad Centroamericana, Instituto Nitlapan
 U.S.-Angola Chamber of Commerce

U.S.-Kazakhstan Business Association
 U.S. Global Leadership Campaign
 Virginia Polytechnic Institute & State University
 Virginia State University
 Vitech Consulting s.a.l.
 VOCA Foundation
 Volunteer Effort for Development Concerns
 Volunteers for Economic Growth Alliance
 Western Agricultural Science Institute
 Winrock International
 World Cocoa Foundation
 World Vision International
 World Wildlife Fund

Private Sector Firms

Abt Associates, Inc.
 AECOM International Development
 AgriBank, FCB
 Apex Consulting
 Arcadis Euroconsult
 ARD, Inc.
 Bahari Foods, Ltd
 Bharatiya Agro Industries Foundation
 Booz Allen Hamilton
 Bouvery International
 BP
 Cabinda Gulf Oil Company
 CARANA Corporation
 Central Cooperativa Nacional
 Central Paraguaya de Cooperativas
 Chevron
 CHS, Inc.
 CoBank, ACB
 Cooperative Resources International
 Development Alternatives, Inc.
 Embden, Drishaus & Epping Consulting
 Emerging Markets Group
 Exxon Neftegas, Ltd.
 Farm Credit Council
 Federacion de Cooperativas de Produccion

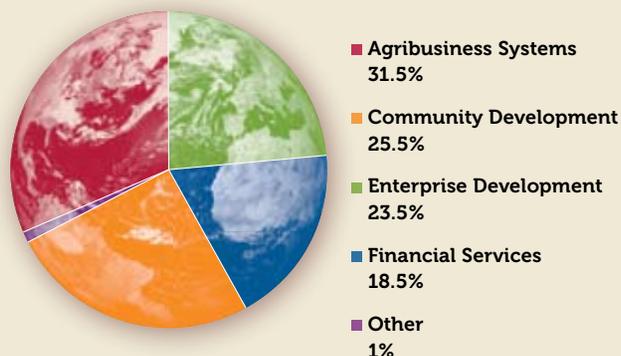
Federation of Farmer Associations
 Greenlight Biofuels, LLC
 GROWMARK, Inc.
 H.J. Heinz Company
 IITC Organic India Pvt., Ltd.
 Impact, LLC
 Imperial Tobacco Company of India, Ltd.
 Indian Farmers Fertiliser Cooperative, Ltd.
 Infosys Technologies, Ltd.
 Land O'Lakes
 Louis Berger Group, Inc.
 Mars Inc.
 Mid-America Consultants International
 National Council of Farmer Cooperatives
 National Federation of Coffee Growers of Colombia
 Nationwide
 Nespresso
 Organização das Cooperativas Brasileiras
 Organization of Associations of Farmers, Fishermen on the Island of Santiago
 Pioneer Hi-Bred International, Inc.
 Pragma
 PT Effem Indonesia
 QED Group, LLC
 Radhakrishna Foodland
 Sakhalin-1 Consortium
 Sakhalin Energy Investment Company, Ltd.
 Southern States Cooperative, Inc.
 Springfield Centre for Business Development
 Sustainable Harvest International
 Symbiotics
 Touton SA
 Transmar Commodity Group
 Truth Technologies, Inc.
 University Research Corporation, LLC
 VISTAA

Local Financial Institutions

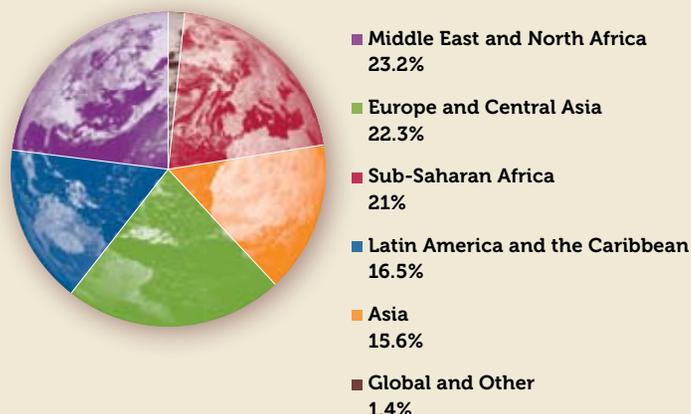
Agrocapital
 Bai Tushum & Partners Micro Credit Co.
 CredAgro LLC
 Frontiers, LLC
 KazMicroFinance
 MicroInvest Microlending Fund
 Narodny Kredit
 Rural Credit Cooperative Development Fund
 Sakhalin Small Business Cooperative Society
 Sakhalin Small Enterprise Development Foundation

FINANCIAL REPORT

Revenues by Practice Area



Revenues by Geographic Region



Amounts shown for 2001 through 2005 are audited. ACDI/VOCA reports the value of donated services in accordance with GAAP.

ACDI/VOCA & Affiliates

2007 Statements of Activities

	ACDI/VOCA	ASI	VOCA Foundation	Eliminations	Consolidated
Revenues					
Contracts and grants	\$ 88,012,429	4,059	85,389	(89,448)	88,012,429
In-kind support	2,227,756				2,227,756
Member contributions	33,000				33,000
Other contributions	2,190		2,000		4,190
Interest income	78,211	11,179			89,390
Other income	145,170				145,170
Total revenues	90,498,756	15,238	87,389	(89,448)	90,511,935
Expenses					
Overseas program expenses	76,392,853	4,059	85,389	(89,448)	76,392,853
General and administrative	12,936,732	24,777	308		12,961,817
Total expenses	89,329,585	28,836	85,697	(89,448)	89,354,670
Changes in unrestricted net assets	\$ 1,169,171	(13,598)	1,692	0	1,157,265

NOTE: ASI and VOCA Foundation are supporting organizations of ACDI/VOCA. Numbers do not include foreign subsidiary organizations.

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Many of the organizations represented helped found ACDI/VOCA in 1963. Besides their role in governance, these organizations and individuals are valuable resources with strong ties to the private sector, academia and the American cooperative community.

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