

# ACDI enterprise development VOCA

As a recognized leader in enterprise development, **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, including the need for vibrant support markets and an enabling business environment.

In addition to our worldwide enterprise development programs, **ACDI/VOCA** has led research on creating wealth in poor communities and promoting growth by linking small firms into profitable markets. Centered on the development and articulation of a value chain approach to economic growth, with attendant poverty reduction, our research has yielded an impressive body of technical papers, presentations and trainings.



# tools



## Enterprise Development Tools

- **Value Chain Approach:** Our robust, participatory methodology focuses on examining market chains to address challenges and capitalize on opportunities.
- **In-depth Market Intelligence:** We help firms understand regional and international markets, track and profile competitors, prioritize investments and expand business.
- **Business Services Development:** Rather than provide services directly to enterprises, we work with local providers to ensure the emergence of sustainable business service markets. In addition, we help input suppliers and buyers embed services into their commercial transactions.
- **Firm-level Assistance:** We enable lead firms to upgrade production, boost efficiency and improve marketing to increase industry competitiveness and reduce poverty through job creation and backward linkages to small enterprises.
- **International Certifications:** **ACDI/VOCA** works with firms to enable them to obtain certifications, such as ISO, HACCP, GLOBAL-GAP, USDA Organic and Fair Trade, that allow them to access higher-end markets.
- **International Buyer Volunteer Consultants:** We broker contacts between buyer representatives who provide specialized, short-term technical assistance and producers and processors, establishing relationships that lead to long-term supply contracts.
- **Industry-linked Workforce Development:** We provide business and technical training—incorporating apprenticeships and job placement—that responds to the human resource needs of industries.

## Enterprise Development In Practice

### SUCCESS STORY:

#### Accessing the High-value Coffee Market

Worth over \$60 billion annually, coffee is the most valuable commodity in the world after petroleum. Yet producers have historically been unable to reap the benefits of what can be a lucrative crop. **ACDI/VOCA** has applied the value chain approach to help small-scale producers capture a greater share of the profits. In Colombia, we implemented a comprehensive coffee development project, including widespread training in cupping, which improved overall coffee quality—thereby generating higher prices. In Rwanda, we aided producers in achieving Fair Trade status, which dramatically broadened their market. And in Ethiopia, the birthplace of coffee, we helped producers organize into cooperative unions and establish themselves as fixtures in the high-end specialty coffee market. One co-op produced a Starbucks Black Apron Exclusive® coffee. “Without cooperatives,” said Asnake Bekele, general manager of one union, “Ethiopian growers would be out of the market.”

### SUCCESS STORY:

#### Using Targeted Assistance to Strengthen the Livestock Value Chain

In Egypt, **ACDI/VOCA** has applied a market-driven approach to developing the livestock industry, employing a range of technical and business-improvement strategies to increase producer incomes. Focusing on these lead firms multiplies the effectiveness of the program, improving the whole industry so that all firms can benefit. Nearly 7,500 small-holder livestock producers have been organized into 46 marketing associations, which have led to \$7.8 million in earnings for over 30,000 direct and indirect beneficiaries. Further, while nearly 7,500 producers have received direct training, through extension services that training has diffused to nearly 50,000. Through these and other highly targeted activities, we increased smallholder incomes while strengthening the entire livestock sector, which benefits all Egyptian livestock producers.



success stories



ACDI / VOCA

Reducing Poverty &  
Enabling Enterprise Growth

# enterprise development

# about us

## ACDI / VOCA

True to its mission, **ACDI/VOCA** employs four and a half decades of technical experience in enterprise development, financial services, agribusiness systems and community development to promote economic growth, improve livelihoods and create vibrant communities worldwide.

With an impressive track record, qualified and committed staff, and highly developed tools and methodologies, we help communities, households, enterprises and industries create sustainable wealth. Whether we are employing value chain analysis, organizing producers for greater efficiency, providing reliable business or financial services, developing capacities, reducing vulnerability, or creating sustainable communities, we empower people to succeed.

**After all, when it comes to improving lives, we mean business.**



ACDI VOCA

enterprise development

[www.acdivoca.org/enterprisedevelopment](http://www.acdivoca.org/enterprisedevelopment)



50 F Street, NW  
Suite 1075  
Washington, DC 20001  
T (202) 383-4961  
F (202) 783-7204  
[www.acdivoca.org](http://www.acdivoca.org)

