



# DEFINING RESILIENCE

ACDI/VOCA Annual Report

2019

# RESILIENCE.

To some it is just a buzzword, a concept that is hard to pin down. For ACDI/VOCA, resilience is concrete. We see it, and seek to empower it, every day.

Communities and people that have suffered shocks—economic, social, physical, or environmental—must learn to adapt and move forward. Many who struggle to feed their families, who are marginalized or oppressed, need to build and trust in their own resilience.

At ACDI/VOCA, resilience is not something we aspire to; it is a foundational value and part of everything we do. Innovative, adaptive, and versatile, we marshal our resilience to help others discover and develop theirs.

### Our 2019 Impact



**359,107**  
People supported



**370,871**  
People used improved tech or practices




**4,732**  
Organizations strengthened



**72%**  
Increased sales\*



**4,445**  
Days worked by volunteers



**\$92.5M**  
Finance mobilized



**57%**  
Increased agricultural yields\*

\*Averages from projects' inception through 2019  
All data provided throughout the report is specific to the year 2019.

Cover photo by ACDI/VOCA volunteer photographer Nevil Jackson, who met project participant Elnesi Mpyanga, a farmer and village-based agricultural advisor, while on assignment in Tanzania in the summer of 2019.

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# LETTER FROM THE BOARD CHAIR AND PRESIDENT & CEO

We are proud to present our *Annual Report for 2019: DEFINING RESILIENCE.*

Over the past decade, resilience has been cited as a virtue in so many contexts that it has risked becoming a cliché. But the work ACDI/VOCA and its affiliates do around the world is so firmly rooted to resilience that, for us, it is anything but a cliché. It is such a powerful concept in our work that we decided to make its definition the theme of this year’s annual report.

As we write this letter in May 2020, looking back to 2019 seems another era. We remain engaged in the all-consuming COVID-19 pandemic, with no certainty as to when the world will emerge into whatever constitutes our “new normal.” But what is certain is that the pandemic has thrown resilience onto center stage. World hunger is set to double in 2020 as a result of the public health emergency. Incalculable damage will be done to livelihoods around the globe. ACDI/VOCA’s mission is now more important than ever.

In 2019, we implemented **63 programs in 24 countries** in Africa, Asia, and Latin America. This report illustrates how those efforts enhanced resilience:

- Encouraging local engagement in *Burkina Faso*
- Supporting startups in *The Kyrgyz Republic*
- Taking control of trade in *The Philippines*
- Protecting forests in *Liberia*
- Adapting to a gender approach in *Tanzania*
- Managing conflict and cultivating inclusion in *Colombia*

Together with stories from our affiliate organizations, these examples paint a picture of how we link farmers, businesses, and communities to markets. For ACDI/VOCA, markets are the gateway to sustainable incomes and thriving households.

As always, we are grateful for the commitment of our skilled and dedicated staff and our partners who create economic solutions that change outcomes on a global scale.

*Deborah Atwood*  
**Deborah Atwood**  
Chair, Board of Directors

*Charles J. Hall*  
**Charles J. Hall**  
President &  
Chief Executive Officer

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# WHERE WE WORK

## 2019 PROJECTS

30 CLIENTS

- ACUMEN
- BOGOTA CHAMBER OF COMMERCE
- BILL & MELINDA GATES FOUNDATION
- CITI FOUNDATION/CAF
- COLOMBIAN INSTITUTE FOR FAMILY WELFARE
- DAI
- DEVELOPMENT FINANCE CORPORATION
- DIAGEO\*
- ENCOMPASS
- ENEL GREEN POWER
- FEDERAL GOVERNMENT OF NIGERIA
- FINTRAC INC.
- GOVERNMENT OF COLOMBIA
- ALCALDIA DE BOGOTÁ
- HELVETAS SWISS INTERCOOPERATION
- INTERNATIONAL FERTILIZER DEVELOPMENT CENTER
- INTERNATIONAL FOOD POLICY RESEARCH INSTITUTE
- MARS WRIGLEY
- NATIONAL LAND AGENCY
- PEPSICO
- SOCIÉTÉ ANGLOGOLD ASHANTI DE GUINÉE
- SOLIDAGRO
- SYMRISE
- TETRA TECH ARD
- TEXMODAS
- UNITED NATIONS DEVELOPMENT PROGRAMME
- UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
- UNITED STATES DEPARTMENT OF AGRICULTURE
- UNIVERSITY OF FLORIDA
- WALMART FOUNDATION
- WORLD FOOD PROGRAMME

Clients managed by ACDI/VOCA's affiliate Tanager noted in orange. Effective December 2019

HOME OFFICE  
WASHINGTON, D.C.

- ACDI/VOCA PROJECTS
- ACDI/VOCA and TANAGER PROJECTS
- TANAGER PROJECTS
- PAST PROJECTS

24 COUNTRIES

- |               |                     |             |
|---------------|---------------------|-------------|
| AFGHANISTAN   | INDIA               | PARAGUAY    |
| ARMENIA       | JAMAICA             | PHILIPPINES |
| BANGLADESH    | KENYA*              | TAJIKISTAN  |
| BURKINA FASO* | THE KYRGYZ REPUBLIC | TANZANIA*   |
| COLOMBIA*     | LAOS                | UGANDA*     |
| ETHIOPIA*     | LIBERIA             |             |
| GEORGIA       | MOZAMBIQUE          |             |
| GHANA         | MYANMAR             |             |
| GUINEA        | NIGERIA*            |             |
| HONDURAS      |                     |             |

\*Includes both ACDI/VOCA and affiliate Tanager projects.

# OUR THREE LINES OF BUSINESS

We deliver our technical expertise and locally driven market solutions through our three lines of business:

ACDI/VOCA is a partner for the U.S. government and also responds to non-U.S. government official development assistance and host country government opportunities.

Tanager is an international nonprofit that connects people and partners, including foundations and corporations, to unlock the full potential for shared market opportunities.

AV Ventures is a for-profit subsidiary that provides innovative financing to small and medium enterprises in West Africa and Central Asia through relationships with financial institutions and investors.

Together, we bridge diverse stakeholders in shared development efforts, while combining our resources and on-the-ground presence to achieve lasting impact.



## OUR APPROACH

We empower people to make positive changes in their lives by applying our expertise in the following practices areas, which interact in exciting ways.



ACDI/VOCA is a 501(c)(3) non-profit under the U.S. Tax Code.

## ENCOURAGING LOCAL ENGAGEMENT

Resilience begins with knowing the needs of a community. This can only be done when strong local institutions are in place. In Burkina Faso, the government encouraged the establishment of village development councils to do just that. At first, their members struggled to understand the communities' needs and resolve their concerns.

To help the councils operate efficiently, **the Victory Against Malnutrition Plus Activity**, funded by USAID's Office of Food for Peace, designed a village self-assessment tool. This tool helped members diagnose their communities' strengths and weaknesses in the areas of organizing, managing resources, planning and implementing initiatives, monitoring and evaluating results, partnering, and promoting gender equity.

By interacting with people in their villages and seeking their input using the assessment tool, council members gathered information that informed how they could improve their relationships and capacity building plans to help boost the resilience of communities in the face of stresses, such as the ongoing civil conflict.



“WE NOW UNDERSTAND THAT TO REALLY IMPROVE THE LIVING CONDITIONS OF THE POPULATIONS, WE MUST CONSIDER THEIR POINT OF VIEW IN THE IMPLEMENTATION OF DEVELOPMENT ACTIONS.”

— Wend-La-Sida,  
a Namtenga village development council member



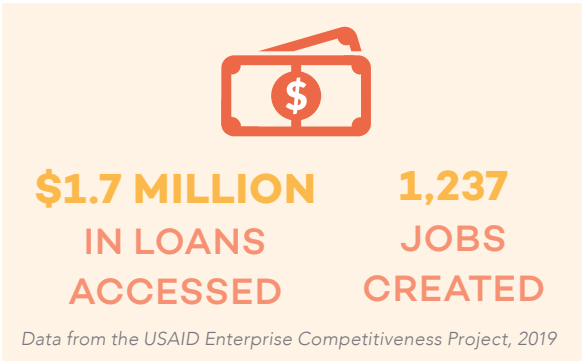
SUPPORTING STARTUPS

Small businesses are the backbone of most economies. However, in the Kyrgyz Republic, like much of Central Asia, small-and medium-sized enterprises are still missing out on financing that would ensure their resilience and longevity.

Aisha Mambetalieva (*below*) worked in tourism for more than a decade before deciding to start her own company, Kyrgyz Tourism, in 2019. Because banks in the country do not offer loans to startups, Aisha sought support elsewhere.

She secured a selective business grant from the **USAID Enterprise Competitiveness Project** and, with it, acquired resources to train local

guides to offer horseback riding tours from the village of Kyzyl-Oi to Lake Song-Kulin, the center of nomadic life. Aisha’s company brought new jobs and revenue to the village and introduced tourism to the region.



DARING TO STAY  
IN HONDURAS

Honduras, once home to the murder capital of the world in 2012, is now in the news for different reasons. It is front-and-center in the Central American migration crisis. For entrepreneurs working to improve the economic situation there, resilience is inherent to their success.

The **USAID/Honduras Transforming Market Systems Activity** seeks out entrepreneurs to support, like Ricardo Irias (*above*). Ricardo cofounded Sube LatinoAmérica, an ecommerce company that is modernizing businesses and creating more inclusive, higher-paying jobs, especially for young Hondurans who are most at risk of migrating and perpetuating low investment in the country. The Activity opened doors for Ricardo to secure partnerships with companies and business chambers.

TAKING CONTROL OF TRADE

Until recently, Filipino farmers in the district where Marivic Dubria (*right*) lives grew vegetables, which needed expensive fertilizers and plant medicines to grow in the volcanic soil and cool climate. Coffee, on the other hand, thrived in the high-altitude region. Marivic started producing specialty coffee but soon saw how coffee traders dictated the prices because growers didn’t know their worth within the value chain.

Then Marivic received training from the **Philippine Coffee Advancement and Farm Enterprise (PhilCAFE)**, a program funded by the U.S. Department of Agriculture (USDA) that builds upon ACDI/VOCA’s quarter century of supporting tree crops and other sectors in the Philippines. PhilCAFE leverages private and public investments to put the Philippines’s National Coffee Roadmap into action and grow the coffee sector.

Marivic and other farmers learned to hone their trade. Now, they sell coffee cherries, green beans, and roasted beans through fair trade. Marivic even represented her country at the 2019 Specialty Coffee Expo in Boston, where she won the Philippines Coffee Quality Competition in the Arabica category.



“I NEVER IMAGINED THAT A FARMER LIKE ME WOULD BE ABLE TO GO TO THE UNITED STATES BECAUSE OF THE QUALITY OF OUR COFFEE.”

— Marivic Dubria,  
a specialty coffee producer





PROTECTING FORESTS

Forests are essential to making communities resilient and development truly sustainable. They stabilize the climate and provide food, water, and medicine. Human survival is inextricably tied to them, though just 15 percent of global forests remain intact today. Over the past decade, ACDI/VOCA has set up institutions that protect Liberian forests and strengthen the cocoa, plantain, and other value chains.

The current USAID-funded **Liberia Forest Incomes for Environmental Sustainability (FIFES) Activity** partners with governments and communities to promote natural resource management, while also improving the income resilience of forest-dependent communities.

Working in 11 community forests in Grand Bassa and Nimba counties, the team trains community forest governing bodies to conduct forest inventories, contribute to sustainable-use zoning, and more. As stewards of the forest, these groups protect resources and improve local incomes through increased production, value addition, and linkages to economic markets. In 2019, they operated at 61 percent capacity, compared to 27 percent two years prior.





225  
FOREST-BASED  
ENTERPRISES  
OPERATED PROFITABLY

1,050  
FARMERS USED  
IMPROVED  
TECHNOLOGIES OR  
PRACTICES

*Data from the FIFES Activity, 2019*

**FORMER INTERN BRINGS A PASSION FOR BIODIVERSITY**

Daniel Darius Johnson (left), 39, was an intern with the USAID-funded People, Rules and Organizations Supporting the Protection of Ecosystem Resources Project, implemented by ACDI/VOCA in Liberia. In 2017, he joined the FIFES Activity full time to help people start their own sustainable forest-based enterprises.

ADAPTING TO A GENDER APPROACH

To boost a community’s resilience, global development programs themselves must be resilient. In Tanzania, resource constraints forced the USAID-funded **Feed the Future Tanzania Nafaka II Activity** to change course from conducting a large-scale survey on whether mechanized farming equipment saved time or increased the incomes of female farmers to conducting an assessment of its time-saving effects.

The team interacted with members of a Southern Highlands producer group who received a rice thresher. Members recorded how they spent their time for a year, following the guidance of the **Feed the Future Advancing Women’s Empowerment Program**, a consortium of which ACDI/VOCA is a member.

As trust grew, some women disclosed instances of intimate partner violence, which they traditionally kept quiet.

The diaries also revealed that women worked two to three hours more a day and spent 60 percent of their time on domestic care, compared to just 27 percent among men.

Learning this, the team shifted focus to the inequalities facing women. They connected women with support services, set up a gender desk at the police station, and led female empowerment trainings. Using USAID’s Collaborating, Learning, and Adapting (CLA) practice, they turned a resource constraint into an unexpected opportunity to expose gender-based violence and inequity.



Photo Credit: Nevil Jackson



51,287  
PEOPLE TRAINED IN  
AGRICULTURAL PRODUCTIVITY

\$403K  
IN LOANS ACCESSED BY WOMEN

*Data from the Nafaka II Activity, 2019*



MANAGING CONFLICT & CULTIVATING INCLUSION



The USAID-funded Program of Alliances for Reconciliation (PAR) promotes social inclusion in a post-conflict Colombia.



171  
JOBS CREATED

77 %  
OF DECIDOSER  
WORKSHOP PARTICIPANTS  
HAD POSITIVE CHANGES IN  
PERCEPTIONS, ATTITUDES,  
AND BEHAVIORS

Data from PAR, 2019

**Fundación ACDI/VOCA Latin America (FAVLA)**, an ACDI/VOCA affiliate based in Bogotá, works with governments and companies to reduce poverty through employment programs, community engagement, public-private partnerships, and corporate volunteering activities.

Monica Baquero Plazas (*left*), 20, is a single mother from a marginalized neighborhood of Bogotá. She took part in an employment program co-implemented by FAVLA to learn about the fashion industry and complete a paid internship.

At first, conflict arose among the 55 students. Through workshops using DecidoSer, the group learned to resolve their problems. DecidoSer is an ACDI/VOCA methodology that promotes dialogue, empowerment, trust, and respect to resolve conflicts. Through the workshops, Monica and others improved their life skills, job preparedness, and emotional intelligence.

“THIS COURSE OPENED A LOT OF DOORS FOR ME. I DIDN’T ONLY LEARN PRACTICAL JOB SKILLS. I ALSO LEARNED LIFE SKILLS AND LEARNED HOW TO DREAM AND BELIEVE IN MYSELF.”

— Monica Baquero Plazas, DecidoSer workshop participant

GIVING TIME, BUILDING CAPACITY:  
ACDI/VOCA VOLUNTEER PROGRAMS

Volunteering is foundational to ACDI/VOCA. Since 1971, we have mobilized more than 12,000 volunteers to 130 developing countries to support agribusinesses, food security, social inclusion, and community resilience. We continue to offer highly skilled volunteer assistance to farmers, NGOs, cooperatives, businesses, and universities through the USAID-funded Farmer-to-Farmer Program in Eastern Europe, Caucasus, and Central Asia as well as other USAID programs in Tanzania, Bangladesh, Laos, and Honduras.



Volunteer Corine Quarterman (*below*), of Vermont, led a course on innovative business models for family farms and small businesses in the Kyrgyz Republic. Working with Osh Technological University, she taught business planning, cost accounting, and farm management, drawing on her 35 years of experience as a business owner.

“BUSINESS PLANNING HELPED ME TO SECURE A STUDENT EXCHANGE TRIP TO BARCELONA, WHICH, IN TURN, LED TO MY JOB AT A COMMERCIAL BANK IN KYRGYZSTAN. CORINE’S WORKSHOP WAS A STEPPINGSTONE IN MY LIFE.”

— Eliza Alimbaeva, a participant of a volunteer-led workshop



OUR 2019 VOLUNTEER IMPACT

76 Volunteers	9 Countries reached
32 Student assignments	7 Projects supported
30 Female assignments	\$1.6 million leveraged
2,752 Participants trained	



## BLENDED FINANCE

With an estimated \$2.5 trillion annual funding gap to reach the United Nations Sustainable Development Goals by 2030, traditional development aid from governments and nonprofits will not be enough.

One solution is blended finance, which involves the use of public and philanthropic finance to mobilize private sector finance. AV Ventures spearheads ACDI/VOCA's use of blended finance in response to development needs.

## FINANCING SMALL- AND MEDIUM-SIZED ENTERPRISES

AV Ventures invests patient, long-term capital in growing small-and medium-sized enterprises (SMEs) in developing countries where ACDI/VOCA works.

In Ghana, urbanization and rising per-capita incomes are driving the demand for poultry products. This demand outpaces the domestic supply. AV Ventures is investing in local poultry producers who are poised to fill the gap.

An investment in GI Nyame Awie Ampa Limited will allow the commercial poultry farm to bring seven million more eggs to market each year. It will also boost employment by an estimated 20 percent, increase incomes among egg retailers (90 percent of whom are women), and improve market access for 900 soy and maize farmers from whom the farm sources its animal feed ingredients.

## SOCIAL IMPACT INVESTING IN CENTRAL ASIA

AV Ventures entered into a joint venture agreement with Frontiers, one of ACDI/VOCA's affiliated financial network members in the Kyrgyz Republic. The agreement created an investment management firm called AV Frontiers and a new fund called the Central Asia Impact Fund.

In Central Asia, many enterprises are too large for microloans and too small for regular investing. AV Frontiers identifies those "missing middle" enterprises with high growth potential and offers patient capital and technical assistance under flexible terms and shared risk.



Photo: USDA-funded Ghana Poultry Project

The **USAID Enterprise Competitiveness Project in the Kyrgyz Republic** is also working to identify, invest in, and assist such enterprises.

In time, AV Ventures will attract more investors with an interest in impact investing, building on the anchor capital already committed by longtime ACDI/VOCA partner KMF-Demeu, a Kazakhstan-based affiliate.

## LEVERAGING GRANT CAPITAL TO REDUCE RISK

In Ghana, as part of the **USDA-funded Ghana Poultry Project**, ACDI/VOCA uses blended finance to offer debt and mezzanine capital to poultry enterprises and financial institutions. This \$4 million fund, managed by AV Ventures, includes a \$2 million loan from the U.S. International Development Finance Corporation and a \$2 million grant from the USDA, both lent on commercial terms.

By blending these two funding sources, AV Ventures offers financing to businesses otherwise not considered investment ready. Technical assistance from USDA and ACDI/VOCA helps push the enterprises toward investment readiness. To date, AV Ventures has disbursed \$2.1 million in three investments, including one successful exit.





In truly resilient food systems, farmers weather economic downturns, food is plentiful and nutritious, women are equal partners, and farmers are connected to end markets. Tanager partners with farmers, corporations, foundations, and government entities to improve supply chain and food system resilience around the world. By increasing farmers' incomes through good agricultural practices, streamlining supply chains, promoting gender equality, encouraging nutritious diets, and strengthening farmer organizations, Tanager bolsters community resilience and achieves our mission of "Growth for Good."

SAVING JAYESH'S PEANUT CROP

Jayesh Bhai Jaman Bhai Bhakkad, 41, has grown cash crops using traditional farming methods in the Thanapipli village of Gujarat, India, for decades. Last year, Jayesh noticed a decline in his output and income, due in part to a fungus attacking his peanut crop.

With guidance from Tanager's staff, Jayesh tried a low-cost micronutrient spray for a week to see if it would have an effect on the fungus threatening his livelihood. Almost overnight, the spray worked, returning the green color of a healthy peanut plant. He applied the treatment three more times, as advised, and saved his crop for the year.

Mars Wrigley partnered with Tanager to source peanuts from farmers in Gujarat, India. Despite India's large peanut exports, quality issues, low yields, and aflatoxins prevented peanut farmers from securing premium prices. Tanager co-created the Mangal Moongfali program with Mars Wrigley to address these problems, working with more than 3,000 peanut farmers to transform the region into a viable source for high-quality peanuts.

NUTRITION AND GENDER INTEGRATION

In Burkina Faso, poultry is a dietary staple, and its production is a growing, vital source of income for millions. Because of pervasive gender inequities, women are often left out of poultry farming, leaving them more vulnerable to poverty and gender-based violence. Tanager partnered with the Bill & Melinda Gates Foundation to improve gender inclusion in the sector, while reducing poultry mortality through better practices. After five years, the program reached 86,000 community members. By empowering women to become poultry farmers and vaccinators and sensitizing men to the importance of women's rights, Tanager is working to shift cultural norms, increase women's incomes, and improve nutrition.

BIBATA TRAORÉ OVERCAME A DISABILITY TO BECOME AN ENTREPRENEUR IN BURKINA FASO

Once introduced to the SELEVER Project, Bibata Traoré (right) began attending poultry, gender, and nutrition trainings, despite being hard of hearing. She overcame her disability by using her husband's phone to record sessions, which she listened to with her family in the evenings, seeking clarity from her sister who also joined the trainings.



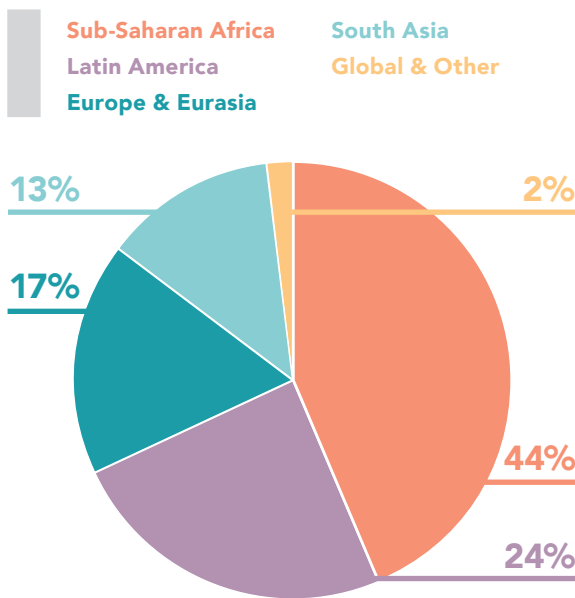
Bibata understood that raising poultry could generate more income for her family. Beginning with one bird, which she purchased for about three dollars, Bibata expanded her flock and followed the recommended vaccinations. Her husband helped her have two coops built, demonstrating the buy-in from men in the community. Soon, her flock increased from one hen to more than 100 birds.

"PREVIOUSLY, IT WAS UNIMAGINABLE FOR A WOMAN TO THINK THAT, LIKE A MAN, SHE COULD RAISE POULTRY TO SELL FOR INCOME. BUT TODAY, THINGS ARE CHANGING."

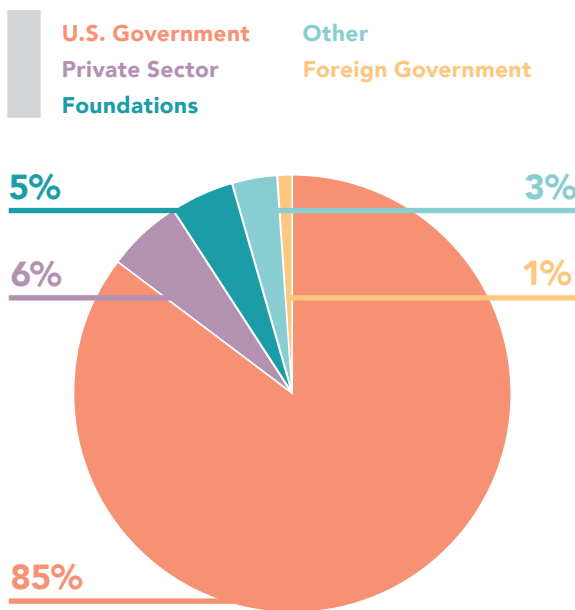
— Bibata Traoré, a poultry producer

# 2019 FINANCIALS

## REVENUE BY REGION



## FUNDING SOURCES



## SUPPORT AND REVENUE

Contracts and grants	\$93,344,172
In-kind support	\$767,080
Income from foreign affiliates	\$2,278,468
Contributions	\$193,522
Other	\$628,797
<b>Total support and revenue</b>	<b>\$97,212,039</b>

## EXPENSES

Overseas program expenses	\$73,511,380
General and administrative	\$22,969,375
<b>Total expenses</b>	<b>\$96,480,755</b>

## NET ASSETS

Change in net assets from operations	\$731,284
Other changes to net assets	\$403,313
<b>Total change in net assets</b>	<b>\$1,134,597</b>
Without donor restrictions, beginning of year	\$13,343,628
Without donor restrictions, end of year	\$13,611,581
With donor restrictions, beginning of year	\$11,997,926
With donor restrictions, end of year	\$12,864,570

Includes ACDI/VOCA, Tanager, AV Ventures, AV Ventures Ghana, FAVLA, and affiliated financial institutions. Figures are in U.S. dollars.

# ACDI/VOCA BOARD OF DIRECTORS

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Our mission is to achieve better lives  
for people and communities  
by increasing economic prosperity  
and social inclusion.

*Join us in our mission.*

ACDI/VOCA is a trusted global development partner based in Washington, D.C. Since 1963, our economic and social development projects have worked to create a more livable world for vulnerable populations in developing countries. We engage governments, private companies, financial institutions, and communities in the design and implementation of our projects and employ more than 1,000 people globally.



Expanding Opportunities Worldwide

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