



# CULTIVATING POTENTIAL, DRIVING GROWTH

ACDI/VOCA 2016 ANNUAL REPORT

**ACDI/VOCA IS AN  
INTERNATIONAL DEVELOPMENT  
NONPROFIT THAT ENVISIONS A  
WORLD IN WHICH ALL PEOPLE  
ARE EMPOWERED TO SUCCEED  
IN THE GLOBAL ECONOMY.**

**SINCE OUR 1963 FOUNDING,  
WE'VE INCORPORATED  
COOPERATIVE PRINCIPLES  
INTO OUR WORK IN 146  
COUNTRIES TO HELP PEOPLE  
BUILD HEALTHY FAMILIES,  
RESILIENT COMMUNITIES, AND  
FLOURISHING SOCIETIES.**

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All photos, unless noted, by ACDI/VOCA staff.

# BUILD TO PROSPER

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**5 MILLION**

People empowered

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**350,000**

Farmers trained

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**340,000**

Hectares improved

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**1,400**

Public-private partnerships

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**59**

Active projects

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**29**

Countries of operation

“

My harvest used to be so little,  
I would use a bicycle to transport it,  
now I use a car!

ZAMBIA PROFIT+ PARTICIPANT

”

# LETTER FROM BOARD CHAIR AND PRESIDENT & CEO

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By cultivating potential and driving growth, ACDI/VOCA remains committed to a world in which people are empowered to succeed in the global economy. As you'll see throughout this annual report, which concentrates on partnerships, productivity, and stakeholders, ACDI/VOCA continued to expand opportunities and pursue progress in 2016 through our transformative programs.

We define ourselves as *the nonprofit that means business*, so **partnerships** are a big part of who we are and how we work. In the past decade, private-sector investments have grown in influence, and our programs embrace this evolution by leveraging resources to create powerful and sustainable change. We catalyze investment through creative partnerships to multiply impact.



To promote food security, we believe that building **productivity** is key. In our work, this often involves encouraging the adoption of improved inputs or better agricultural practices, or organizing groups to work together more effectively. Through increased productivity and related efficiencies, we help families thrive and prosper with improved nutrition and higher incomes.



Whether farmers, input vendors, processors, food companies, or retailers, **stakeholders** in target markets remain at the heart of our work. By understanding and working with critical players, we improve the performance of the entire value chain, aligning incentives and creating benefits along the way. Our legacy is their entrée into profitable, equitable, and inclusive business relationships.

Please enjoy the following glimpse into our world. Study the faces and appreciate the content. Our global team works hard to make the world a better and safer place for all.

Sincerely,

Mortimer H. Neufville  
Chair, Board of Directors

Bill Polidoro  
President and Chief Executive Officer



# WHERE WE WORK

## 2016 PROJECT LIST

### AFGHANISTAN

Regional Agricultural Development Program-North, *USAID*

### ARMENIA

Farmer-to-Farmer, *USAID*

### BANGLADESH

Feed the Future Bangladesh Rice and Diversified Crops Activity, *USAID/Feed the Future*

Feed the Future Livestock Production for Improved Nutrition, *USAID/Feed the Future*

### BURKINA FASO

Food Aid Quality Review III, *Tufts University*

Victory against Malnutrition Project, *USAID/Food for Peace*

Women's Poultry Program to Improve Income and Nutrition, *Bill & Melinda Gates Foundation*

### COLOMBIA

Afro-Colombian and Indigenous Program, *USAID*

Cali Inclusive Workforce Development, *Fundación Plan*

Diageo-ASI Alliance, *Diageo*

Familias en sus Tierras, *Departamento para La Prosperidad Social (Government of Colombia)*

Program of Alliances for Reconciliation, *USAID*

Programa de Empleabilidad, *Departamento para La Prosperidad Social (Government of Colombia)*

### DEMOCRATIC REPUBLIC OF CONGO

Farmer-to-Farmer, *USAID*

### EGYPT

Advanced Marketing and Agribusiness Logistics, *USAID*

### ETHIOPIA

Advanced Maize Seed Adoption Program, *USAID*

Agricultural Growth Program-Agribusiness and Market Development, *USAID/Feed the Future*

Feed Enhancement for Ethiopian Development II, *USDA*

Launching Traceable Ethiopian Coffee, *IDH Sustainable Trade Initiative*

### GEORGIA

Farmer-to-Farmer, *USAID*

### GHANA

Agricultural Development and Value Chain Enhancement II, *USAID/Feed the Future*

Agriculture Value Chain Mobile Finance Project, *Ghana Ministry of Finance Rural Agricultural Finance Program*

Commercial Alliance for Smallholder Horticulture Project, *Agribusiness in Sustainable Natural African Plant Products*

Farmer-to-Farmer, *USAID*

Ghana Commercialization of Rice Project, *Alliance for a Green Revolution in Africa*

Ghana Poultry Project, *USDA*

Smallholder Centre Pivot Management Program, *Vegpro Group*

Smallholder Financial Inclusion Project, *Alliance for a Green Revolution in Africa*

### GUINEA

Ebola Recovery Project for GRAND, *USAID*

### INDIA

Direct Farm Project, *Charities Aid Foundation*

Medak Horticulture Program, *United Nations Development Programme*

Sustainable India Mint Investment Pilot Testing and Development of Training Materials in Uttar Pradesh, India, *I.P. Callison*

### JAMAICA

Jamaica Rural Economy and Ecosystems Adapting to Climate Change II, *USAID*

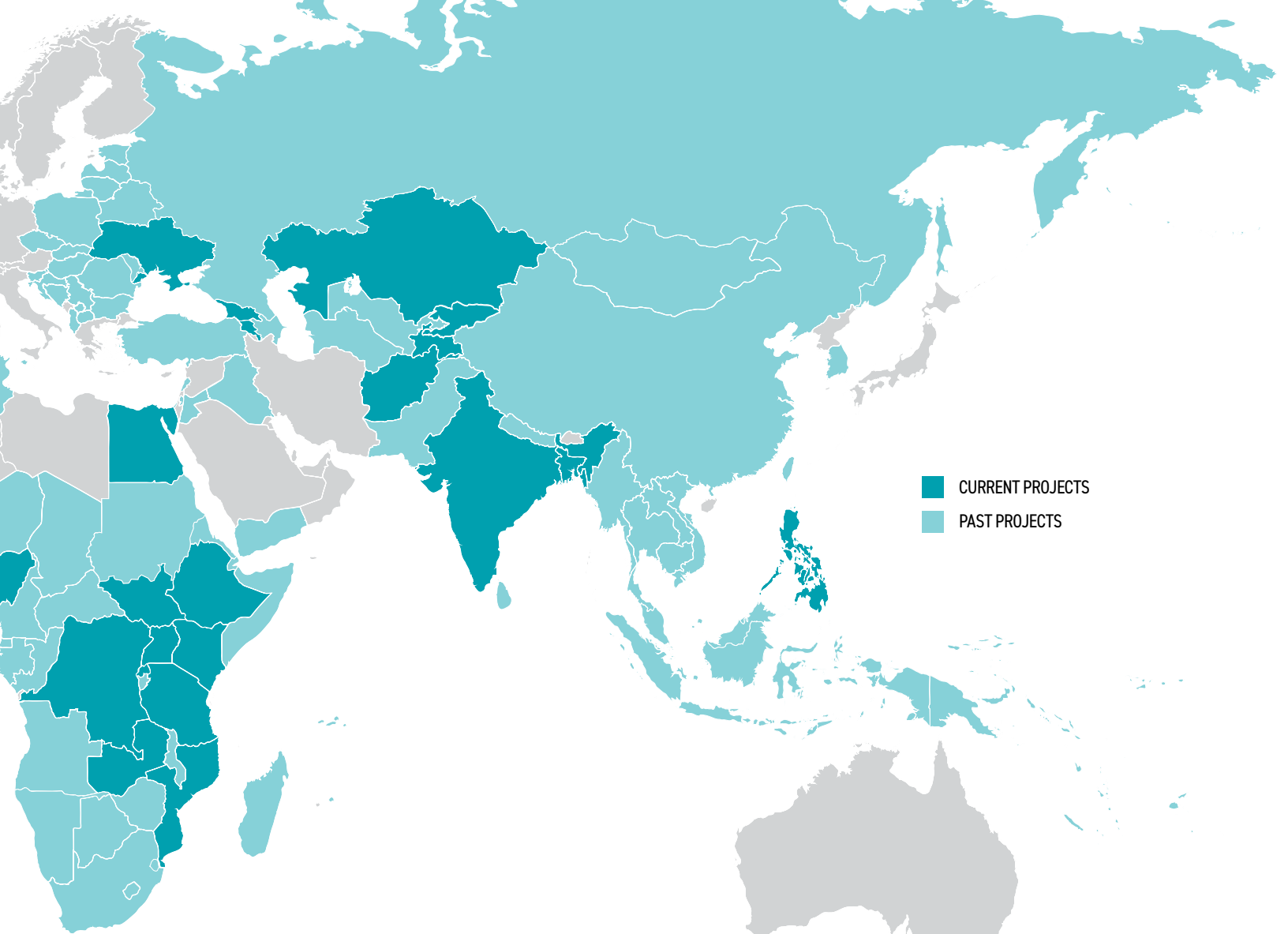
### KAZAKHSTAN

Women in Business, *Frankfurt School of Business*

### KENYA

AgResults, Kenya On-Farm Storage Pilot, *Deloitte*

\*Projects managed by ACDI/VOCA's affiliate organization Agribusiness Systems International (ASI) noted in gray. *Effective December 2016*



**■** CURRENT PROJECTS  
**■** PAST PROJECTS

African Institutions Innovation Mechanism-Assist, *USAID*  
 Feed the Future Resilience and Economic Growth in the Arid Lands – Accelerated Growth, *USAID/Feed the Future*  
 Storage and Drying for Aflatoxin Prevention Project, *Bill & Melinda Gates Foundation, USAID*

**KYRGYZSTAN**  
 Agro Horizon Project, *USAID*  
 Farmer-to-Farmer, *USAID*

**LIBERIA**  
 Ebola Recovery and Resilience Program, *USAID*  
 Farmer-to-Farmer, *USAID*  
 Forest Incomes for Environmental Sustainability, *USAID*

Liberian Agricultural Upgrading, Nutrition and Child Health, *USAID/Food for Peace*

Livelihood Improvement for Farming Enterprises III, *USDA*  
 People, Rules, and Organizations Supporting the Protection of Ecosystem Resources, *USAID*

Smallholder Oil Palm Support II, *USAID*

**MALI**  
 USAID Cereal Value Chain Project, *USAID/Feed the Future*

**MOZAMBIQUE**  
 Livelihoods Empowerment and Development, *BHP Billiton Sustainable Communities*

**PARAGUAY**  
 Disaster Risk Reduction in San Pedro, *USAID/OFDA*

**PHILIPPINES**  
 Mindanao Productivity for Agricultural Commerce and Trade, *USDA*

**RWANDA**  
 Maize Supply Chain Project, *International Finance Corporation*

**SENEGAL**  
 Farmer-to-Farmer, *USAID*

**SIERRA LEONE**  
 Feed the Future Sierra Leone Entrepreneurial Agriculture for Improved Nutrition, *USAID/Feed the Future*

Sustainable Nutrition and Agriculture Promotion, *USAID/Food for Peace*

**SOUTH SUDAN**  
 Food, Agribusiness, and Rural Markets II, *USAID/Feed the Future*

**TAJIKISTAN**  
 Farmer-to-Farmer, *USAID*

**TANZANIA**  
 Tanzania Staples Value Chain II, *USAID/Feed the Future*

**UGANDA**  
 Resilience through Wealth, Agriculture, and Nutrition, *USAID/Food for Peace*

**UKRAINE**  
 Farmer-to-Farmer, *USAID*

**ZAMBIA**  
 AgResults Zambia Biofortified Maize Pilot, *Deloitte*

Farmer-to-Farmer, *USAID*  
 Production, Finance, and Improved Technology Plus, *USAID/Feed the Future*

Women's Improved Marketing and Asset Control Project, *Walmart Foundation*

**GLOBAL**  
 Cooperative Development Program, *USAID*

Improving Nutrition Outcomes through Optimized Agricultural Interventions, *The Food, Agriculture and Natural Resources Policy Analysis Network*

Leveraging Economic Opportunities, *USAID*  
 Purchase for Progress Global Guidance Training, *World Food Programme*

# PARTNERSHIPS

## WORKING TOGETHER TO EXCEL AND THRIVE

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Since our founding, ACDI/VOCA has successfully partnered with private- and public-sector clients to address key development challenges. For us, building relationships is a core approach to creating beneficial outcomes for all.

Driven by our mission to expand opportunities worldwide, we believe that partnerships help create jobs, expand wealth, and support increased trade and investment. Partnerships create lasting solutions.

### OUR IMPACT

Through the **USAID Agro Horizon Project** in **Kyrgyzstan**, ACDI/VOCA leveraged over **\$26 million** from **51** private-sector partners for food production and processing activities to benefit smallholder farmers.

In **Colombia**, our USAID-funded **Afro-Colombian and Indigenous Program** worked with the government of Colombia to leverage **\$1.4 billion** in public-sector funds for investments into historically marginalized ethnic communities.

In collaboration with university students from Argentina, Brazil, Paraguay, and local architects, our USAID-funded **Disaster Risk Reduction in San Pedro** program designed a floating emergency shelter in **Paraguay**.

Agro Horizon is accelerating and diversifying economic growth for smallholder farmers in Kyrgyzstan through improved food production and processing.

### KYRGYZSTAN AGRO HORIZON





ZAMBIA PROFIT+

Through PROFIT+, Jessy has become a successful agrodealer in Zambia, serving customers in her community.

“Since working with PROFIT+, I have seen a big improvement in sales. I bring the technologies I learned from PROFIT+ to the farmers. That’s my job.”

—Jessy, PROFIT+ community agrodealer

### Building Bridges for Good Business

For many years, rural farmers in eastern Zambia struggled to access good seed and fertilizer. Presented with few incentives to do business, private-sector firms had little interest in selling to these farmers.

Our Feed the Future-funded Production, Finance, and Improved Technology Plus (PROFIT+) project partnered with a variety of private-sector actors to establish a network of 550 community-based agrodealers to bridge that gap and align interests between farmers, service providers, and buyers. At their shops, agrodealers sell inputs to customers, teach agricultural practices to help farmers reap the rewards of better supplies, and serve as middlemen between farmers and buyers. In turn, the private sector has seen increased sales of its products, and communities are selling more produce at higher prices.

As an industry leader in value chain integration and public-private partnerships, ACIDI/VOCA believes that shared value can play a seminal role in global poverty reduction and business growth.

200,000

Farmers helped

50%

Increase in yields

40%

Increase in profits

### EGYPT AMAL

#### Optimizing Performance

Through our USAID-funded Advanced Marketing and Agribusiness Logistics (AMAL) project, ACIDI/VOCA is helping farmers in Upper Egypt improve the quality of their produce to meet high-value export market needs. As skilled facilitators of change and true believers in a market-driven approach, ACIDI/VOCA is successfully brokering commercial linkages in Egypt between farmers, exporters, international markets, and high-end domestic markets to improve the livelihoods of 5,500 rural households.

By teaming up with the Horticultural Export Improvement Association (HEIA), ACIDI/VOCA identifies and collaborates with local partners so essential to sustainable change. To date, AMAL has facilitated 20 contracts between producers, processors, and exporters, resulting in more than \$8.1 million in export sales.



AMAL is working with local partners to boost exports of high-value crops to international markets.

5,500

Households helped



## REAL STORIES

### DR. DAN MCGRATH

#### From Oregon to Ghana: Connecting Farmers for Food Security

In northern Ghana, where nearly half the population lives in poverty, agriculture is an important part of the local economy. In recent years, the introduction of mechanized farm equipment has led many farmers to consolidate their fields to allow tractors and other machines to more efficiently till the land.

As harvests improved, however, farmers noticed the emergence of a new, prolific pest: a species of voracious black ants with a taste for corn—a staple crop in northern Ghana. As the ants feasted, yields decreased, and farmers grew increasingly frustrated in their attempts to eradicate the colonies.

To help farmers find a solution to this problem, USAID Farmer-to-Farmer (F2F) volunteer Dr. Dan McGrath, an entomologist from Oregon with 26 years of experience, arrived in Ghana in November 2016. “Success or failure for farmers is measured in sacks of corn. Here, they pay their bills with corn,” he explained.

In collaboration with local farmers and universities, Dan set to work to identify the species, test various baits, and discuss strategies for controlling the ants. After much investigative work, Dan concluded that these ants flourished in the treeless, sunny landscape, while the numbers of competing ant species dwindled. Dan proposed both planting more trees and the careful use of insecticide to re-balance the ecosystem, giving hope to farmers in the region.



**200**  
Volunteers  
supporting  
F2F in 2016

“

**It is not a simple fix or a short-term fix.  
But I am confident that this integrated  
approach will lead to success.**

DR. DAN MCGRATH

”

ACDI/VOCA is a proud implementer of the F2F program, which sends American farmers and agribusiness professionals on short-term technical assistance assignments around the world. In 2016, ACDI/VOCA supported more than 200 F2F volunteer assignments in West Africa, Eastern Europe, the Caucasus, and Central Asia to promote sustainable economic growth, food security, and agricultural development worldwide.



TANZANIA NAFKA

# PRODUCTIVITY

## OPENING THE DOOR TO MORE

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At ACDI/VOCA, we believe that introducing new ways of thinking and doing is essential to sustainable development.

Our inclusive programs help stakeholders leverage market knowledge, new technologies, and upgraded skills to unlock their own growth and income opportunities. Through innovative and tailored solutions, we channel assets and energy to achieve results and increase prosperity.

Photo above: NAFKA-supported farmers successfully adopted improved agricultural practices and technologies, leading to healthy harvests and enhanced competitiveness.

### OUR IMPACT

More than **320,000** farmers trained by our **Tanzania Staples Value Chain (NAFKA)** project improved rice yields by **120%** and maize yields by nearly **200%**.

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The value of incremental sales for our **Zambia Production, Finance, and Improved Technology Plus** project reached more than **\$117 million**.

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Our **USAID Mali Feed the Future Cereal Value Chain** project helped more than **48,000** farmers apply improved agricultural practices across **57,000** hectares of land.



## GHANA ADVANCE II

### Partnering with the Private Sector

Farmers in northern Ghana have long grappled with small harvests as they lacked quality seeds and effective fertilizer, limiting food production and incomes. To improve food security and farmer profits, the Agricultural Development and Value Chain Enhancement (ADVANCE) II project, funded by Feed the Future and implemented by ACDI/VOCA, helped 18 private-sector companies to broaden access to high-quality, yield-increasing supplies.

To ensure proper use of these supplies, ADVANCE II teamed with Ghana's Ministry of Food and Agriculture to train more than 33,000 farmers at 350 demonstration sites. Private-sector suppliers distributed fertilizer, seeds, and other agricultural products, showcasing their wares and growing demand among new customers.

Through these efforts, project-supported farmers in northern Ghana harvested more maize, rice, and soybeans than the national average, selling almost \$60 million of these crops in 2016—a 200% increase from the baseline.

**\$60M**  
of maize, rice,  
and soybeans  
sold in 2016

**33,000**  
Farmers trained

**350**  
Demonstration  
sites



### Building Local Resilience

Devastating droughts in recent years have made animal forage scarce, threatening livestock health and livelihoods in Ethiopia, where nearly two-thirds of the population is reliant on livestock for food, draft labor, and transportation.

To connect communities to local sources of quality animal feed, the ACDI/VOCA-implemented, USDA-funded Feed Enhancement for Ethiopian Development (FEED) project began working with farmer cooperatives to build a commercial feed sector in Ethiopia. Drawing on ACDI/VOCA's extensive work with cooperatives, FEED helped establish and build the capacity of 25 feed-manufacturing unions across Ethiopia.

To date, FEED-supported unions have opened nearly 144 sales outlets that serve hundreds of thousands of livestock-dependent households. These unions, whose membership includes 1.6

million farmers and entrepreneurs (including 250,000 women), have sold nearly \$6 million of feed, providing increased income and security for thousands of people.



## ETHIOPIA FEED II

**\$6M**  
Cumulative  
feed sales

**1.6M**  
Union farmers  
earning profits

FEED is increasing the incomes of Ethiopian livestock and poultry producers by unlocking access to high-quality animal feed.

## REAL STORIES

### DIDIER MOSQUERA



# 11,000

ACIP participants  
received job training

# 71%

of those employed  
were youth

# 59%

were women

#### Fostering Job Creation for Empowered Youth

Didier is from a small, rural town in a *zona caliente*, or “hot zone,” in Colombia, where rampant violence and armed conflict have claimed the futures of thousands of young people over the past six decades. When he was 17, Didier decided to leave his town on the advice of his mother, who wanted him to avoid forced recruitment into an illegal armed group. In his words, “young men don’t have a choice. They take you by force, to lose your life or endure abuse, lost somewhere in the jungle or mountains.”

When he first arrived in metropolitan Cali, Didier found work in waste management, earning little money in a job that offered no formal contract, no benefits, and difficult working conditions. When he heard about the job training and placement program offered through the Afro-Colombian and Indigenous Program (ACIP), funded by USAID and implemented by ACDI/VOCA, Didier jumped at the chance to learn a profession and secure steady employment.

Didier spent six months in a workforce development class while participating in a paid internship—perfecting his skills and focusing on his passion for cooking—and then secured a full-time position as a chef. For Didier, all the hard work is worth it as he is excited to start his restaurant career and savor his life.

# “

Our work is not just about job placement: it’s about giving youth the knowledge and tools to achieve economic autonomy, and it’s about overcoming obstacles and learning to see the world differently.

The 11,000 participants in ACIP’s employment program are not just numbers or indicators—each one represents a face, a life changed.

GIOVANNY CUERO  
ECONOMIC OPPORTUNITIES MANAGER, ACIP

# ”

In five years, ACIP trained 11,000 program participants, many of whom are victims of armed conflict or from historically marginalized ethnic communities. To ensure job placement and counter misconceptions about program participants, ACIP worked with 1,700 private-sector businesses in Colombia to find participants jobs in growing sectors.

# STAKEHOLDERS

STAYING MISSION-DRIVEN, PEOPLE-FOCUSED



UGANDA RWANU

We've been linking individuals to powerful change through our cooperative development activities and volunteer exchange program since 1963. Our focus is inclusivity, seeking to connect stakeholders to activities and markets for sustainable, market-driven growth through vertical integration. By prioritizing people—farmers, teachers, entrepreneurs, community leaders—we stay true to our mission of fostering broad-based economic growth, raising living standards, and creating vibrant communities.

More than 100,000 children in Uganda received health services in 2016 as a result of RWANU support to mobile clinics and community health teams.

## OUR IMPACT

Our **Uganda Resilience through Wealth, Agriculture, and Nutrition (RWANU)** project worked with **3,500** leaders in 2016 to reach **140,000** community members with health and sanitation messages.

In 2016, our **Sierra Leone Sustainable Nutrition and Agriculture Promotion Plus Emergency Food Security Program** screened **30,000** children from vulnerable families for malnutrition.

Village savings groups and credit unions trained by our **Liberia Livelihood Improvement for Farming Enterprises III** project facilitated financial services to **5,000** farmers and provided loans worth **\$500,000** to community members.

## KENYA REGAL-AG

### Reinvigorating Local Markets

To create income-generating opportunities in northern Kenya's arid lands, our Feed the Future Resilience and Economic Growth in the Arid Lands – Accelerated Growth (REGAL-AG) project worked with local government partners to upgrade and give new life to dilapidated livestock markets. After the renovations, markets now serve as local economic hubs, drawing livestock producers, traders, and local entrepreneurs from more than 19,000 area households.

After the refurbishments, community members launched new business ventures, taking advantage of increased economic activity to work as translators, brokers, and transporters. By drawing on 50 years of experience linking value chain players, ACDI/VOCA incentivizes entrepreneurs by analyzing and balancing market forces, motivations, context, and constraints to identify efficiencies and maximize benefits for comprehensive change.



REGAL-AG worked with local partners to renovate 12 livestock markets and reignite economic growth among communities in Kenya's arid lands.

**“This market has totally transformed my family’s life. Before it was constructed, I used to struggle to make ends meet. But now, I make [enough] on a weekly basis on market days.”**

—Joseph, REGAL-AG-supported businessman

**19,000**

Households participated  
in new local markets



MOZAMBIQUE LEAD



**2,800**  
Farmers trained

**370**  
Contracts

### Recognizing and Elevating Potential

ACDI/VOCA believes in the enormous potential of smallholder farmers, entrepreneurs, and cooperatives across the world to drive economic growth and enhance resilience in their communities. In Mozambique, our Livelihoods Empowerment and Development (LEAD) project, funded by BHP Billiton Sustainable Communities, facilitates agreements between farmer associations and private-sector firms. Under these contracts, farmers have access to quality agricultural inputs and equipment, and firms commit to buying farmers' harvests, creating a more reliable and profitable commercial relationship.

To date, the LEAD project has trained more than 2,800 farmers and facilitated 370 agreements between farmer associations and domestic and international private-sector firms. By identifying and introducing economic possibilities—and highlighting potential—ACDI/VOCA assists stakeholders in strengthening their ability to meet market demands.

## REAL STORIES

### MARIVIC DUBRIA

#### Raising Quality and Farmer Incomes

Farmer Marivic Dubria was moved to tears recalling a dark chapter in her past when she was stuck in a vicious cycle of debt. In the southern Philippines, farmers like Marivic commonly rely on high-interest loans from traders in exchange for selling their harvests at low prices—pushing profits down and keeping farmers locked in poverty.

Today, the future is brighter for Marivic, who transitioned to coffee farming and is now a member of the Balutakay Coffee Farmers Association (BACOFA). To improve the quality of members' coffee and fetch higher prices, BACOFA is working with the Mindanao Productivity in Agricultural Commerce and Trade (MinPACT) project, which is funded by USDA and implemented by ACDI/VOCA.

MinPACT worked with BACOFA to teach members about the benefits of producing higher-quality coffee. Intrigued, Marivic and her fellow BACOFA coffee farmers attended MinPACT trainings on specialty coffee production and participated in coffee cupping events sponsored by the Coffee Quality Institute, a MinPACT partner.

Following the harvesting, post-harvest, and bean selection protocols learned through MinPACT trainings, BACOFA farmers now successfully sell a portion of their product as specialty coffee and receive triple the usual price. MinPACT trainings also gave BACOFA broader exposure to regional, national, and international buyers.



**2,800**  
Coffee farmers  
assisted

“

**Before venturing into coffee, we had debts, but we have broken that cycle. Now I can sleep well at night knowing that we have enough money.**

MARIVIC DUBRIA

”

Through its capacity-building trainings and support, MinPACT has assisted 2,800 coffee farmers to improve their product and find their place in the coffee value chain. ACDI/VOCA is proud to support and link entrepreneurs like Marivic to valuable information, tools, and capacity-building opportunities as they build their markets.

# COLLABORATING FOR INNOVATION AND SUCCESS

## AGRIBUSINESS SYSTEMS INTERNATIONAL



An AgResults Zambia seed seller explains the benefits of growing and eating vitamin A-rich “orange” maize to a customer.



Members of the Matala Women's Group in Zambia learn delicious and nutritious ways to integrate soy and groundnuts into their cooking with recipe books provided by WIMAC.

**“ASI’s approach to gradual and sustainable improvement in the lives of so many women and men is both rigorous and inspiring.”**

—Representative from the Bill & Melinda Gates Foundation

ASI, an affiliate of ACDI/VOCA, responds to dynamic market systems and tailors solutions for commercial success in the real world. We bring people together to co-create life-changing economic opportunities. We link producers to major consumer brands and others in between—traders, exporters, and processors. Through our global network of public and private partners, we strive to solve complex business problems and multiply impact for more reliable markets, stable incomes, healthy families, and resilient communities.

### Piloting Market Incentives for Better Nutrition Outcomes

To broaden access to nutritious food in Zambia, ASI implements the AgResults Zambia Biofortified Maize Pilot to incentivize cultivation of provitamin A (PVA) maize, a vitamin A-rich version of a common Zambian staple. The Pilot uses a market-based incentive to reward seed companies and millers who sell PVA maize seed and maize meal as a way to stimulate supply and demand of this nutritious crop. In the past season, seed companies sold more than 400 metric tons of PVA maize seed, which will yield an estimated 40,000 metric tons of PVA maize, spreading the nutritional benefits to households across Zambia and fostering greater demand for the crop.

### Applying a Business Lens for Economic Empowerment

In partnership with the Walmart Foundation, ASI implemented the Women’s Improved Marketing and Asset Control (WIMAC) project to increase women’s economic empowerment in Zambia. Leveraging existing materials and relationships of ACDI/VOCA projects in Zambia, ASI brought together representatives from the public and private sectors to train farmers and improve access to reliable inputs, financial services, and markets.

After two years, WIMAC successfully trained 47,000 farmers—more than half of whom were women—in good post-harvest practices and productivity-enhancing techniques. Farmers applied this knowledge to plant more than 10,500 hectares of land with groundnut and soya.

**47,000**  
Farmers trained



# ACDI/VOCA BOARD OF DIRECTORS

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## CHAIR

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Chess Ag Full Harvest Partners  
Clarksdale, Mississippi

*Effective May 2017*

# 2016 FINANCIALS

## REVENUE BY REGION

**69%**  
Sub-Saharan Africa



**12%**  
South America



**12%**  
Global and Other



**4%**  
Russia and the NIS



**3%**  
South Asia



## SUPPORT AND REVENUE

Contracts and grants	121,394,456
In-kind support	6,561,641
Income from subsidiaries	14,693,880
Interest income	194,062
Contributions	40,802
Other	111,717
<b>Total support and revenue</b>	<b>142,996,558</b>

## EXPENSES

Overseas program expenses	123,300,594
General and administrative	22,925,869
<b>Total expenses</b>	<b>146,226,463</b>
Loss from operations and currency revaluation from subsidiaries	(3,229,905)

## NET ASSETS

Change in net assets from operations	(3,229,905)
Other changes to net assets	328,480
<b>Total change in net assets</b>	<b>(2,901,425)</b>
Unrestricted, beginning of year	12,598,319
Unrestricted, end of year	10,639,842
Temporarily restricted, beginning of year	15,659,428
Temporarily restricted, end of year	14,716,480

Includes ACDI/VOCA and ASI, ARFC, Frontiers, and KredAqro

Figures are in U.S. dollars

Draft figures pending final audit



# JOIN US

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**ACDI/VOCA FIGHTS POVERTY  
AND FOSTERS BROAD-BASED  
ECONOMIC GROWTH.**

**JOIN US IN OUR MISSION.**

Partner with us at  
[www.acdivoca.org/partnerships](http://www.acdivoca.org/partnerships).

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