

AFRICAN DEVELOPMENT FOUNDATION

Fostering Hope, Growth, and Goodwill in Africa



CONGRESSIONAL BUDGET JUSTIFICATION

Fiscal Year 2009

March 28, 2008
Washington, DC

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U.S. African Development Foundation

FY 2009 Congressional Budget Justification

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March 28, 2008

On behalf of our Board of Directors, I am pleased to submit the African Development Foundation's (ADF) budget justification for Fiscal Year 2009. The Administration has requested \$30.0 million to advance ADF's statutory mandate¹ of directly responding to the needs of poor communities in Africa. ADF has what we believe to be a unique development assistance mission in the Federal government. Bipartisan support enabled the creative and thoughtful founders to design an agency to work directly with community-based groups in Africa, where programs are 100 percent African owned, controlled, and managed. Additionally, ADF was to focus on low overhead, highly responsive operations in order to maximize the amount of project money flowing directly to community-based organizations and local enterprises.

ADF will continue with its successful work of helping to develop and grow small and medium-sized enterprises in Africa. We believe strongly that local economic development is the key to poverty alleviation. We will continue to direct the majority of our efforts toward community-based groups and enterprise development that produce both economic gains and quality of life improvements for the poor. Helping people in poor communities to secure jobs with better incomes and conditions is a foreign assistance program that works! ADF has many success stories and we invite an open examination, including project site visits, when Members of Congress travel to Africa.

In 2008 and 2009, ADF will expand its special mission to work directly with Africa's poorest and most marginalized communities. FY 2008 will mark the first year of programming in Democratic Republic of the Congo and Burundi. Additional activities in Western Sahara, Mauritania, the Tuareg area of Niger and Mali, Northern Kenya, Somalia, Somaliland, Eritrea, the Casamance area of Senegal, and Guinea-Bissau are being explored.

ADF has a history of being a highly effective² agency that enables local communities to take greater control of their own development. We are particularly pleased with the lasting effects of ADF funding.

In FY 2008 and 2009, we will focus attention on improving our strategic partnership initiative. In order to leverage or multiply Congressional appropriations, ADF vigorously tries to obtain matching funds from the host country government or the private sector. ADF strongly believes in the leveraged fund approach for foreign assistance and will continue to pursue this funding through strategic partnerships. The lessons ADF has learned are valuable and will be applied to an even stronger emphasis on multiplying taxpayer dollars.

We have made a pledge to be a model Federal agency of openness and transparency and have taken significant actions to make this happen, including launching a new public information directory on our web site.

¹The 1980 African Development Act

² In 2006, ADF received OMB's PART rating of 'effective,' which was received by only 11 percent of all federal agencies.

Our vision is to end the poverty of a million Africans by investing in their ideas. Our success is measured in lives improved, opportunities created, and goodwill established. Our mission is as applicable today, if not more so, than when it was founded in 1980. We ask your support for the resources needed to enable ADF to enlarge the impact of this unique and effective program.

Sincerely yours,

Lloyd Pierson
President and Chief Executive Officer

EXECUTIVE SUMMARY

ADF is requesting funding of \$30 million in FY 2009 to support the priorities and initiatives that foster hope, growth, and good will in Africa.

Unique Mission in Africa

The 1980 African Development Act established a bold and unique mission to ensure that United States development dollars would bypass layers of governmental inefficiencies and work directly at the community level in Africa in order to maximize the participation of the poor in the identification, design, implementation, and evaluation of projects that address the most pressing social and economic needs of the local community. ADF shares a common commitment to form a united front with other United States foreign assistance agencies to combat poverty and the conditions that sustain it. ADF invests directly in African-owned enterprises, farming cooperatives, and community-based groups to create jobs and better incomes for poor communities in Africa. Currently, ADF has 273 active grants³ (projects) in 16 countries which represents over \$52.4 million in direct funding to enterprises, community groups, and local development organizations.

Operational Priorities in FY 2009

The ADF Board of Directors appointed Mr. Lloyd O. Pierson in October 2007 to be ADF's President and CEO. Eight operational priorities have been set for FY 2008 and FY 2009 to focus ADF programming priorities and achieve greater operational cost effectiveness. These actions will increase the amount of appropriated dollars going directly to poor communities in Africa.

FY 2008 – 2009 Operational Priorities

- | |
|---|
| <ol style="list-style-type: none"> 1. Maintain operations in all of the countries with programming commitments and ensure program consistency with ADF's mandate and project selection criteria. 2. To the maximum extent possible, ensure Africans are key personnel in the management of all field operations. 3. Continue to reduce ADF overhead expenses and maximize funds available for project grants and partner organizations. 4. Serve as a model Federal agency of openness and transparency. 5. Strengthen ADF's monitoring and evaluation unit using existing resources to elevate our emphasis on project results, outcomes, and lessons learned. 6. Review, adjust as necessary, and vigorously pursue all strategic partner MOUs and committed funding levels. 7. Explore the establishment of new ADF programs in highly marginalized communities located in Western Sahara, Mauritania, the Tuareg area of Niger and Mali, Northern Kenya, Somalia, Somaliland, Eritrea, the Casamance area of Senegal, and Guinea-Bissau; and where feasible to include demobilized soldier groups. 8. Consistent with the ADF Act, explore additional public/private partnerships as a means of leveraging funds. |
|---|

Poverty Reduction

ADF has demonstrated that direct, well-designed grants have a significant impact on growing African-owned enterprises, empowering disenfranchised communities, and helping the poor in a sustainable manner. ADF's unique approach is validated by the increasing levels of matching

³ Including Cooperative Agreements with African Partner Organizations

investment pledges from national governments. ADF clients have proven they can productively use ADF grants to increase revenues that in turn create and secure jobs that provide better incomes for workers. Eight-six percent of ADF clients are continuing profitable operations that provide incomes and jobs for their communities after ADF support has ended. These positive results suggest that community by community, ADF funds and programs are promoting hope, growth and goodwill by undoing the underlying conditions that lock people into cycles of poverty.

Strategic Partnership Funding

Strategic partnerships are central to ADF's unique business model. Over the past several years, ADF has established these partnerships with a number of African governments and private sector entities to leverage U.S. taxpayer funds, thereby increasing the impact of ADF's programs on the poor in Africa. Through extensive discussions with potential partners, ADF seeks to obtain a one-to-one match for its appropriated dollars dedicated to programming.

Since the establishment of strategic partnerships as a central component of ADF's business model, the Foundation has learned several important lessons. We have learned, for example, that differing budget cycles, changes in government personnel, unanticipated economic events and the like can impact the ability of ADF to collect on anticipated donations. As a result, actual collections have lagged behind projections. In short, ADF has learned that collections require careful coordination of a variety of factors to be successful.

At the beginning of FY 2008, ADF's Board of Directors recognized that the strategic partnership initiative, which has made ADF such a unique and creative development assistance agency, needed retooling. ADF's new president, Lloyd O. Pierson, was given the charge to assess the program's structure and make changes to ensure that collections match pledged donations.

ADF strongly believes in the leveraged fund approach for foreign assistance and will continue to pursue this funding in strategic partnerships with host country and other interested donors. The lessons ADF has learned are valuable and will be applied to an even stronger emphasis on multiplying taxpayer dollars.⁴

⁴ Strategic partnerships, leveraged funding and donations refer to sources of funding provided by host country governments and private sector entities. These resources increase the impact of ADF's annual appropriations.

FY 2009 BUDGET REQUEST

The President has requested \$30 million in appropriated funding for FY 2009 to maintain and expand current operations and leverage a projected \$7 million in non-Federal contributions for programs activities.

Table 1 - FY 2009 Budget Summary

Description	FY 2007 Actual	FY 2008 Anticipated	FY 2009 Proposed
ADF Operating Expense Obligations	10,484	11,896	11,000
Country Coordinator offices ¹	3,304	3,576	3,500
Africa Regional Office ²	786	-	-
Accra Field Office ³	-	840	500
ADF/W	6,394	7,480	7,000
ADF Program Obligations	17,358	19,425	19,700
Project grants	11,416	12,595	17,000
Project grant adjustments	1,376	425	700
Partner organization development	1,350	4,465	1,000
Africa Regional Office	1,517	-	-
Accra Field Office	-	313	-
Monitoring and evaluation	1,216	1,627	1,000
Unallocated	483	-	-
Total Operating and Program Obligations	27,842	31,321	30,700
Available Federal Funds			
Current FY appropriations	22,800	29,757	30,000
Recoveries and funds carried forward	5,278	1,564	700
Total Federal Funds	28,078	31,321	30,700
Operating expenses as a percent of appropriations	46 %	40 %	37 %
Operating expenses as a percent of available federal funds	37 %	38 %	36 %
Total Donations used for Program Obligations⁴	2,340	3,270	3,500
Partner organization development	-	35	-
Project grants	2,340	2,596	3,500
Project grant adjustments	-	639	-
Total Federal and Nonfederal Funds	30,418	34,591	34,200
Operating expenses as percent of total funds	34 %	34 %	32 %
Projected Federal and Nonfederal Funds	31,481	41,407	37,700
Projected Donations ⁵	3,403	10,086	7,000
Total Federal Funds	28,078	31,321	30,700
Operating expenses as percent of maximum total funds	33%	29%	29%

NOTES: ¹ Country coordinator offices serve as the liaison between ADF/HQ and partner organizations ² Started in FY 2005, the Africa Regional Office (ARO) was intended to provide continent-wide administrative and programmatic support to ADF operations. The ARO was terminated at the end of FY 2007 due to cost and effectiveness issues. ³ The Accra Field Office is a restructuring of the former ARO with a defined focus on administrative policies, procedures and internal controls over field operations. ⁴ For FY 2009, the amount reflects projected collections. ⁵ FY 09: projected levels of collected donations from host country governments; FY 08: actual collections as of March 15 (<30% of this total amount) plus optimistic projections; FY 07: actual collections.

Table 2 - Breakdown of Investment Funding by Country
(NOTE: "New areas" refers to marginalized areas.)

Country	FY 2007			FY 2008 Enacted Budget of \$30 million					FY 2009 Budget Request of \$30 million			
	Appropriated Funds	Co-funding Used	Total Program Funding	Appropriated Funds	Co-funding Collected To date	Min Program Funding	Potential Co-funding collections in FY 08	Max Program Funding	Appropriated funds	Min Program Funding	Potential Co-funding collections in FY 09	Max Program Funding
Benin	-	-	-	560	593	1,153	-	1,153	500	500	500	1,000
Botswana	232	232	464	325	502	827	-	827	500	500	500	1,000
Burundi	-	-	-	400	-	400	300	700	400	400	250	650
Cape Verde	247	247	494	500	319	819	-	819	500	500	500	1,000
DRC	-	-	-	300	-	300	-	300	300	300	-	300
Ghana	1,166	125	1,291	3,950	1	3,951	3,950	7,901	1,000	1,000	1,000	2,000
Guinea	612	499	612	500	34	534	-	534	1,000	1,000	-	1,000
Liberia	954	-	954	500	-	500	-	500	1,000	1,000	-	1,000
Mali	660	660	1,320	560	1,039	1,599	-	1,599	500	500	500	1,000
Niger	96	-	96	500	-	500	-	500	500	500	500	1,000
Nigeria - Kaduna	1,013	-	1,013	-	48	48	-	48	500	500	500	1,000
Nigeria - Kano	1,306	367	1,673	-	39	39	940	979	500	500	500	1,000
Rwanda	1,618	-	1,618	700	-	700	775	1,475	500	500	500	1,000
Senegal	74	37	111	600	65	665	580	1,245	500	500	500	1,000
Swaziland	90	-	90	-	21	21	-	21	300	300	-	300
Tanzania	1,293	-	1,293	750	-	750	500	1,250	750	750	500	1,250
Uganda	691	173	864	700	205	905	171	1,076	500	500	500	1,000
Zambia	1,364	-	1,364	750	4	754	-	754	1,750	1,750	250	2,000
New Areas	-	-	-	1,000	-	1,000	-	1,000	5,500	5,500	-	5,500
Total Funding	11,416	2,340	13,756	12,595	2,870	15,465	7,216	22,681	17,000	17,000	7,000	24,000

ADF's MISSION IN AFRICA

The United States has a history of bringing hope, growth, and goodwill to millions who live in poverty, face injustice, and lack opportunity. At a global level, these conditions can be exploited to create greater levels of insecurity, corruption, and human suffering. It is imperative that all United States foreign assistance initiatives work in supportive and synergistic ways to maximize the impact of foreign assistance dollars in Africa. ADF's charter of fostering hope, growth, and goodwill in Africa closely integrates with the U.S. government's overarching goal of *transformation diplomacy*⁵.

ADF Uniqueness

The African Development Foundation Act of 1980 ("the ADF Act") established a new agency with a bold and unique mission to ensure that United States' development dollars would bypass layers of governmental inefficiencies and work directly at the community level in Africa. The ADF Act further directed ADF to maximize the participation of the poor in the identification, design, and implementation of projects that address the most pressing social and economic needs of the local community. Thus, ADF assistance is characterized by a bottom up approach to provide **DIRECT** support, to the neediest segments of African **COMMUNITIES**, in response to the community's **PARTICIPATION** in defining what would have the greatest impact on their most pressing economic and social needs. The ADF approach is very different from the large scale, top down assistance efforts that can often bypass the very people they were intended to help.

The specific legislative language states that ADF shall give priority "*to projects which community groups undertake to foster their own development and in the initiation, design, implementation and evaluation in which there is the maximum feasible participation of the poor.*" The organizations must be "*indigenous to Africa.*"

The ADF Act (Section 290h-2) clearly outlines the purposes of all ADF activities:

- (1) To strengthen the bonds of friendship and understanding between the people of Africa and the United States;
- (2) To support self-help activities at the local level designed to enlarge opportunities for community development;
- (3) To stimulate and assist effective and expanding participation of Africans in their development process; and,
- (4) To encourage the establishment and growth of development institutions which are indigenous to particular countries in Africa and which can respond to the requirements of the poor in those countries.

⁵ To help build and sustain democratic, well-governed states that respond to the needs of their people, reduce widespread poverty and conduct themselves responsibly in the international system (see page 1, International Affairs Congressional Budget Justification for Fiscal Year 2008).

ADF uses a rigorous selection and design process to ensure programs are centered on achieving these objectives.

Tangible Results

ADF's dedication to working with underserved and marginalized communities yields significant impact at the community level. Measurable outcomes demonstrate that direct, well-designed grants can help grow African-owned enterprises, empower disenfranchised communities, and assist the poor. The value of ADF's unique approach is also validated by the increasing levels of other government and private sector resources being committed to ADF programming approaches.

ADF-funded projects in 2007 produced some important results:

- **In total 46,000 people directly benefited through jobs; 47% of whom are women**
- **Gross enterprise revenues increased by \$56.8 million over baseline values**
- **Export sales grew by \$5 million over baseline exports**

Currently, ADF has 273 active grants (projects) in 16 countries, representing over \$52.4 million in grants to enterprises, farmer associations, cooperatives, and community groups that create jobs and increase incomes levels in poor communities. Table 3 below shows the countries where ADF has an active presence.

Table 3 - Active ADF Grants by Country in FY 2007

Country	Active Grants ¹	Approximate ² Grants Value
Benin	11	\$ 1,883,920
Burundi	New in 2008	New in 2008
Botswana	16	\$ 3,033,559
Cape Verde	12	\$ 2,699,861
Dem Republic of Congo	New in 2008	New in 2008
Ghana	39	\$ 8,430,351
Guinea	24	\$ 4,278,523
Liberia	12	\$ 1,590,719
Mali	28	\$ 5,070,114
Namibia (no new programs)	4	\$ 1,006,981
Niger	17	\$ 2,685,843
Nigeria	22	\$ 4,667,726
Rwanda	13	\$ 2,059,243
Senegal	10	\$ 1,766,010
Swaziland	7	\$ 1,022,775
Tanzania	23	\$ 4,504,300
Uganda	22	\$ 4,470,168
Zambia	13	\$ 3,186,791
Total	273	\$ 52,356,884

¹ Includes both direct grants and grants for local development groups partnering with ADF.

² Varies with exchange rates at the time funds are disbursed.

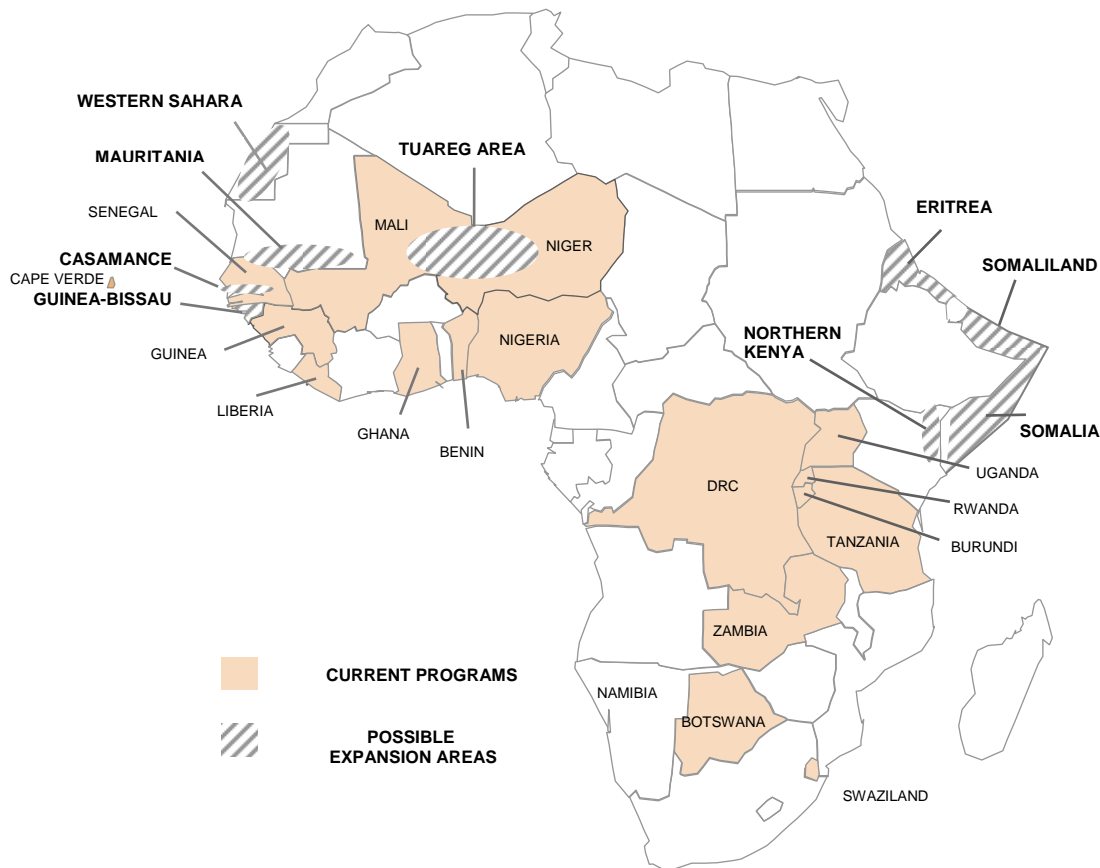
Specific project objectives and budget details for each grant represented in Table 2 can be found at www.usadf.gov/ADF-QuickSourceInformationDirectory.htm.

Beyond the numbers, ADF grants are making a difference in the economic well being and quality of life for Africans in many hundreds of poor communities across the continent. Please refer to the three narratives in Appendix 1 (page 29) that illustrate the types of projects ADF supports and the impact these projects can have on people in Africa. Additional performance information about ADF’s programming is included in the Program Performance Section of this report (see page 19).

New Locations in 2009

ADF is currently exploring expansion into several regions that include some of Africa’s most needy and underserved populations. Areas under consideration include Western Sahara, Mauritania, the Tuareg area of Niger and Mali, Northern Kenya, Somalia, Somaliland, Eritrea, the Casamance area of Senegal, and Guinea-Bissau. The map below shows the general locations of these largely underserved marginalized areas in Africa.

Figure 1 - Additional Program Locations in FY 2009



ADF PROGRAM STRATEGY

ADF'S Purpose, Mission, Vision and Goal Statements

ADF programs focus on improving the lives of poor and marginalized people in Africa. ADF works directly with community-based groups and small and medium-sized enterprises (SME) in response to their own ideas about ways to improve economic conditions and create opportunities that address pressing social needs. ADF utilizes U.S. government appropriated funds and matching strategic partnership funds⁶ to carry out the following program purpose, vision, and mission.

Table 4 - ADF Purpose, Vision, and Mission Statements

Purpose:	Fostering hope, growth, and goodwill in Africa.
Vision:	To end the poverty of a million Africans by investing in their ideas
Mission:	To support underserved communities in Africa with resources that help create better economic opportunities for all.

ADF provides funds to community-based groups and enterprises that maximize the potential to create jobs and increase incomes for those at the lower end of the economic spectrum. In so doing, ADF seeks to stimulate growth on a larger scale by demonstrating successful models that can be replicated by African governments, larger bilateral and multilateral donors, and private voluntary organizations.

Table 5 - ADF Strategic Goals and Objectives

Goal I:	Fund community-based cooperatives, businesses, and social enterprises that create jobs, generate incomes, and improve the lives of the poor
Objective 1:	Growing Enterprises – Assist African-owned, community-based small and medium size enterprises to expand their operations, revenues, and incomes in ways that benefit poor communities.
Objective 2:	Enhancing Agriculture – Expand small farmer production of high-value crops, value-added processing of agricultural goods, and access to local and export markets.
Objective 3:	Supporting Social Enterprises – Develop sustainable social enterprises that meet critical social and economic needs of marginalized people.

⁶ Strategic partner funds are matching funds provided by a host government or private sector partners that can double the amount of funds available for supporting community based groups and enterprises in a particular country. See pages 10 and 24 for additional details.

Goal II: Expand local institutional and financial capacities that support businesses and social enterprise growth

- Objective 1: **Creating Local Development Trusts** – Create local development trusts and generate renewable pools of local capital to fund small business growth and community initiatives.
- Objective 2: **Growing African Development Advisory Services** – Develop African organizations that provide expertise to support businesses and community groups in Africa.
- Objective 3: **Expanding Strategic Partnerships** – Establish strategic partnerships with African governments and institutions, development groups, and the private sector, to fund and replicate ADF programs and approaches.
- Objective 4: **Enhancing Learning and Dissemination** – Promote and disseminate international and ADF best practices, lessons learned and successful models for African-driven development.

Program Goal I: Fund community-based cooperatives, businesses, and social enterprises that create jobs, generate incomes, and improve the lives of the poor

This goal integrates the power of the small business economic engine and well-organized community groups to generate income, jobs, and maximized benefits to poor communities in Africa. The current international focus on creating favorable trade agreements with Africa presents a special opportunity for grassroots entrepreneurs, small enterprises, and producer groups to increase their incomes through higher value production and increased participation in the international economy. (See Appendix 1, page 29 for success stories that illustrate how successful businesses can extend real benefits to very low income people in Africa.)

Objective 1: Growing Enterprises – Assist African-owned, community-based small and medium size enterprises to expand their operations, revenues and incomes in ways that benefit poor communities

Building on 25 years of experience in grassroots development, ADF has formulated a high impact strategy to help small and medium-sized enterprises (SME) grow, develop new products, and take advantage of opportunities in both local and export markets.

SMEs play key roles in Africa’s economic development:

- Smaller businesses and agricultural producer groups provide a high percentage of non-government employment and income sources of the poor by creating “demand” for locally produced inputs.
- Profitable SMEs are sustainable, and when linked to local communities, they can have a long term effect on the poor well after donor funding stops.

- Viable SMEs can help communities retain a greater portion of a commodity's worth by localizing value-added processing and creating more favorable supply and demand conditions.
- The export of higher value products captures more benefits that can be directed back to the producer groups and the communities they represent.
- Value added processing at the local level provides lower-cost goods and services to Africa's domestic markets, rather than maintaining dependence on imports.

ADF has SME programs in Ghana, Tanzania, Uganda, Zambia, Cape Verde, Mali, Nigeria and Rwanda, focused on assisting small-scale enterprises and farmers cooperatives to produce, process, and export about 40 products, including clothing and fabric, silk, dried fruit and juices, vegetables, processed grains and legumes, meats, hides and leather products, butter, fish products (Nile perch and rock lobster), various spices (paprika, chili peppers, vanilla), honey, sugar, tea, coffee, sea salt, ceramics, and home décor products. Many of the agricultural products are certified organic and, consequently, obtain a premium price for the producer. (See Country Profiles Appendix 2, page 32, for a current listing of all ADF projects funded in a particular country.)

Objective 2: Enhancing Agriculture - *Expand small farmer production of high value crops, value-added processing of agricultural goods, and access to local and export markets*

Poverty in Africa is most pervasive in rural areas. With as many as three-quarters of the population in many African countries depending on agriculture for their livelihood, the sector is truly the backbone of most economies. Quality and reliable agricultural production provides the critical "supply" side of the "supply and demand" equation that drives sustainable income generation and economic growth. Enabling small farmers to move from subsistence farming to producing and marketing higher value cash crops allows poor farmers move up the value chain. This results in a stronger voice in the market and higher incomes. This also enables them to buy better inputs needed to increase productivity, purchase food they cannot grow, pay school fees and medical costs, and improve clothing and shelter.

Rural farmers play several crucial roles in Africa's economic development:

- Farmers and agricultural groups leverage the communities' greatest assets of land and labor when efforts are transferred to high-value crops to achieve greater returns for the community members
- Locally owned and operated small-scale agro-processors increase the value and profits gained from the local produce and provide for greater local ownership in the traditional supply chain.
- Farmers can bolster local economies with foreign trade by accessing export markets with better production standards, higher quality, and improved production capabilities.

ADF often works with community-based producer associations that represent the interests of small-scale producers. These cooperatives carry out value-added activities such as marketing, exporting, and basic processing steps. These activities help low-income producers gain a greater share of the economic potential of their produce. The associations and cooperatives can also

lower production costs through bulk purchases and shared extension services (See Appendix 2, page 32, for a current listing of all ADF projects funded in a particular country).

Objective 3: Supporting Social Enterprises - *Develop sustainable social enterprises that meet critical social and economic needs of marginalized peoples*

No other continent is more afflicted by natural disasters, disease, and civil conflict than Africa. Many countries have recently emerged from prolonged civil war or ethnic conflict that has wrought devastation on families and destroyed local economies. Those areas – including northern Uganda, Rwanda, Burundi, DRC, and Liberia – require innovative approaches to stimulating community action and unleashing entrepreneurship.

In FY 2009 ADF plans to expand the reach of its mission to several marginalized areas of Africa. These areas are often overlooked by many development organizations. Planning is in process to extend new programs in areas where the poorest of the poor are located, such as Western Sahara, Mauritania, the Tuareg area of Niger and Mali, Northern Kenya, Somalia, Somaliland, Eritrea, the Casamance area of Senegal, and Guinea-Bissau. ADF can make a significant impact on poor communities in these neglected pockets of poverty in Africa.

Examples of the critical roles social enterprises can play in Africa’s social development are the following:

- Education and mentoring for “night commuters,” the children in northern Uganda who were displaced and traumatized by civil war and abductions;
- Service enterprises and basic rural infrastructure, such as health clinics, schools, and wells in Guinea;
- Income-generating activities for families devastated by AIDS in Swaziland; and
- Youth job training and community-based care for orphans and vulnerable children in Zambia under an innovative public-private sector partnership.

Program Goal II: Expand local institutional and financial capacities that support SME and social enterprise growth

Critical components to ongoing economic development at the poorer community levels are access to capital and know-how. ADF direct impact investments, accessed through Goal 1, provide capital and know how on a one-time basis. ADF activities under Goal 2 look to extend the benefits gained through the one-time expansion grant by providing on-going benefits gained from access to growth capital and locally provided technical expertise. ADF programs also help channel and multiply benefits to poor communities by influencing how government agencies, bilateral and multilateral donors, development banks, and nongovernmental organizations foster economic development.

Objective 1: Creating Local Development Trusts - *Create local development trusts and generate renewable pools of local capital to fund small business growth and community initiatives*

ADF has pioneered an innovative grant mechanism called the Reinvestment Commitment (RIC). The RIC mechanism has the groups and enterprises that receive ADF funding commit to returning the value of the investment back to the community, either in cash, or in-kind. The actual RIC amount will vary in size, ranging from 25 to 100 percent of the original investment depending on the specific characteristics of the group or enterprise. RIC funds are channeled into a locally administered trust fund established to reinvest in local community development projects. In this way, the RIC produces a *multiplier effect* for ADF's grants. It also fosters a culture of social responsibility among for-profit businesses in Africa and within grassroots communities. Although simple in concept, there are significant challenges to establish the mechanisms and safeguards of functioning local development trusts that hold and distribute RIC funds. In 2007 ADF's Partner organization in Uganda and the Rockefeller Foundation used RIC and Rockefeller funds to support two agricultural-based SME development projects in Uganda. ADF will apply lessons learned and continue to invest in making the RIC model a broader working reality in 2008 and 2009.

Objective 2: Growing African Development Advisory Services - *Develop African organizations that provide expertise to support businesses and community groups in Africa*

Success in grassroots development requires the availability of locally provided training and technical assistance to support enterprises and community groups. ADF's mandate directs funds to be used toward the development of local, African-owned and managed institutions that can provide these services. During the past four years, ADF has funded the development of these types of local organizations through cooperative agreements. Cooperative agreements are aimed at developing the capacity of African nongovernmental organizations, which serve as ADF's "partner" in countries where it operates. Partner organizations then help qualified applicants develop and grow their investment ideas into viable business plans. After ADF awards a qualified proposal, the partner organizations train the clients in financial management and reporting, visit them regularly to monitor progress, remediate implementation problems, assist with quarterly reporting challenges, and may provide special support to procure expensive, complex production equipment. ADF's cooperative agreements with partner organizations are awarded based on an open, competitive process; they are performance-based and renewable annually for up to five years.

Objective 3: Expanding Strategic Partnerships - *Establish strategic partnerships with African governments and institutions, development groups, and the private sector, to fund and replicate ADF programs and approaches*

ADF is building innovative partnerships with African governments and international corporations that serve as vital sources of additional capital and technology to expand the impact of ADF programs in Africa. ADF's community-based, direct assistance approach has resonated with many African governments, and with socially minded private-sector corporations. A strategic partnership means that a memorandum of understanding (MOU) has been established between ADF and an African government or private sector company to provide funds that match

actual ADF program funding levels in a given country, up to a specified ceiling. To date, ADF has signed agreements with the following host country or host state governments:

Table 6 - Listing of Strategic Partner MOUs

	Country	MOU Status and Annual Contribution Caps	Effective Date
1.	Benin	(up to \$500,000 in matching funds)	Mar 2005
2.	Botswana	(up to \$500,000 in matching funds)	Oct 2004
3.	Burundi	(up to \$1,000,000 in matching funds)	Oct 2007
4.	Cape Verde	(up to \$500,000 in matching funds)	June, 2003
5.	Ghana	(up to \$5,000,000 in matching funds)	June 2005
6.	Guinea – private sector MOU through 2008 (Global Alumina)	(up to \$1,000,000 in matching funds)	Jan 2006
7.	Liberia – private sector		Under negotiation
8.	Mali	(up to \$1,000,000 in matching funds)	July 2003
9.	Niger	(up to \$500,000 in matching funds.)	May 2007
10.	Nigeria (2) – Kano State and Kaduna State government	(up to \$1,000,000 for each state)	Sept 2004 and Nov 2005, respectively
11.	Rwanda	(up to \$2,000,000 in matching funds)	Oct 2007
12.	Senegal	(up to \$500,000 in matching funds)	Oct 2005
13.	Swaziland	(up to \$500,000 in matching funds)	Re-negotiation
14.	Tanzania	(up to \$1,000,000 in matching funds)	Under negotiation
15.	Uganda	(up to \$500,000 in matching funds)	Oct 2006
16.	Zambia	(up to \$500,000 in matching funds)	Re-negotiation

In addition to partnering with host governments, ADF successfully completed an agreement with the General Mills Foundation to fund community-based agricultural activities in Tanzania.

Objective 4: Enhancing Learning and Dissemination - *Promote and disseminate international and ADF best practices, lessons learned, and successful models for African-driven development*

African governments and other development organizations are interested in adopting new ways of fostering broad-based and sustainable economic development when the cost-effectiveness of these approaches has been demonstrated. Bono, the founder of the Africa advocacy group called DATA (Debt, AIDS, Trade, Africa), once said “We’re not very good with the ‘trade’ part of our mission.” DATA cites an ADF project in Ghana as an example of how to achieve poverty reduction through enterprise growth (see www.data.org/whyafrika/success_stories_woodhouse.html). ADF has an opportunity to pilot and prototype the most innovative ways of doing community-based economic development and passing on best practices to others to expand the work of reducing poverty in Africa.

Beginning in FY 2008 and continuing into FY 2009, ADF will undertake a broad program evaluation and will strengthen its documentation and dissemination activities to encourage the replication of successful models and investments. ADF will share the lessons learned from impact evaluations, country program assessments, and cross-country sectoral studies with other government agencies and development organizations. The Foundation will also participate in major international, regional, and national forums and conduct dialogues with development partners.

ADF PROGRAM OPERATIONS

Program Model

Serving As A Catalyst for Participatory, Grassroots Development for Poverty Reduction

ADF was established by Congress to play a unique role among foreign assistance programs. The founders recognized the need for an agency to seek out the disadvantaged groups of people whose specific needs have not been addressed by other development programs. By focusing on the poorest of the poor in Africa, ADF programs can have significant impacts at the grassroots community levels. ADF programs encourage Africans to express what *they* think they need to lift themselves out of poverty. ADF supports projects that reflect these African-initiated dreams and aspirations by providing funds for capital, inputs, and technical support to transform these dreams into a reality. Recognizing the importance of capacity building, ADF ensures that grantees develop the skills in governance, financial management, and business principles needed to succeed.

Project Funding Process

In practice, ADF responds to unsolicited applications from African small and medium-sized enterprises, cooperatives, and small scale producer groups in eligible countries. The ADF Country Coordinator screens the application and makes site visits to verify and ensure the application fits with country strategies and broader ADF objectives. If a fit is determined, the local ADF partner organization in each country helps the applicants turn their ideas into viable business and project plans. The partner organization also takes part in representing the applicant during the ADF funding review process and provides technical and managerial support during project implementation. The Country Coordinators and/or independent Monitoring and Evaluation Specialists follow and evaluate progress to help ensure successful outcomes. Close-out reports help ADF capture and share lessons learned.

Figure 2 - Project Life Cycle



Program Eligibility

ADF's mission is to maximum the flow of program funds channeled directly to poor and underserved communities in Africa. ADF uses a screening and review process to ensure funds are being used to support projects true to ADF's mission and legislative mandate. Revised selection criteria have recently gone into effect for FY 2008. ADF's goal is to provide funding for community-based projects that create positive improvements in the quality of life for community members. Generally, these projects also include a significant emphasis on sustainable economic development activities that engage small and medium-sized businesses and enterprises. The following table summaries the types of organizations that most typically apply for and receive ADF funding.

Table 7 - Eligibility Categories

1.	AGRICULTURAL COOPERATIVE and SMALL-SCALE PRODUCER GROUP: An organization formed by a group of small-scale farmers, artisans, or producers to achieve some or all of the advantages of large-scale marketing and production.
2.	COMMUNITY-BASED ORGANIZATION (CBO): An organization made up of a group of people who come together to accomplish a common goal or a set of goals tailored to meet the development needs of their community.
3.	AFRICAN INTERMEDIARY ORGANIZATION (AIO): An organization that works directly with very low-income people and marginalized groups.
4.	SMALL AND MEDIUM-SIZED ENTERPRISE (SME): A registered enterprise that employs up to 100 workers, has annual sales revenues up to \$1 million, and has a business plan that impacts communities either directly within their enterprise or indirectly through strong supply-chain linkages.

Project applications are evaluated on the basis of organizational capabilities, potential benefits to the community, potential for job creation, workers income improvements, long-term profitability, and managerial strengths and capabilities. Applications must meet these criteria:

Table 8 - Selection Criteria

Organization Requirements:	
1.	The organization must be 100 percent African-owned and managed.
2.	The organization must be a legally recognized African entity (or in the process of becoming legally registered. Registration must be completed before any funding may be provided)
3.	The organization must have the potential to productively utilize development funds.
4.	The ownership and management must be in agreement on the problem to be addressed and have a commitment to benefit their community.
5.	The organization must have basic functional management and controls to use and account for ADF funds.

Benefit Requirements:	
1.	The proposed project must be initiated by the management and have community support.
2.	The outcome of the project must provide real (measurable) benefits to the community. Benefits include job creation, increased incomes levels, market access, and quality of life improvements.

Other Considerations:	
1.	The project must be consistent with ADF's host country strategies.
2.	The goals of the project can be implemented realistically with ADF funds.
3.	There are sufficient management, technical and financial resources available for project success.
4.	The organization can demonstrate long-term viability after ADF funding ends.
5.	The organization meets all licensing/regulatory and environmental requirements.
6.	The project has potential for broader replication.
7.	The level of other funding sources (local, foreign, donors) committed to or available to the organization.

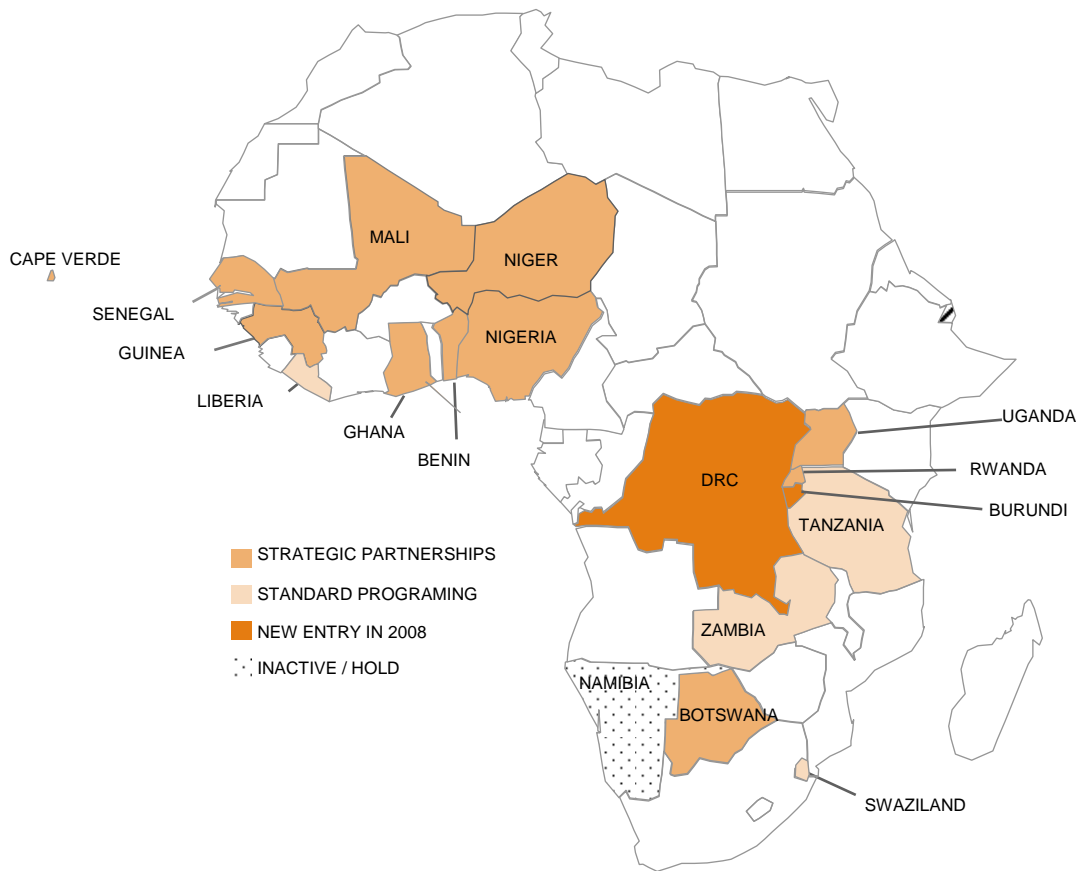
Qualified project applications then receive support from ADF’s partner organization to develop a detailed project funding plan and proposal. Once the plan is completed, it is presented to ADF for a final design review and compliance check. An approval at this stage leads to a formal grant agreement that includes a defined set of goals, performance indicators, and a detailed budget.

Program Locations

Assisting Where There Is Strong Host Country Commitment

Figure 3 below shows the various locations where ADF has current (FY 2008) program activities. ADF engages in countries where there are clearly demonstrated needs and strong host country commitments.

Figure 3 - Countries with ADF Program Activities



In FY 2008 new programs began in Burundi and the Democratic Republic of Congo. In Burundi, ADF is focusing on enterprise expansion with strong linkages to suppliers and producer groups. In addition, there is a micro-credit component geared primarily towards woman-owned enterprises. The first step in opening programming in the Democratic Republic of the Congo will happen in May 2008, with an exploratory trip to focus on possibilities. ADF is exploring additional programming to expand the reach of its mission to several marginalized areas of Africa. These areas are often overlooked by many development organizations. New areas ADF

is exploring for expansion in FY 2009 include Western Sahara, Mauritania, the Tuareg area of Niger and Mali, Northern Kenya, Somalia, Somaliland, Eritrea, the Casamance area of Senegal, and Guinea-Bissau (see figure 1, page 7 for a map of these locations). ADF can make a significant impact on poor communities in these neglected pockets of poverty in Africa.

Program Funding

In FY 2009 ADF intends to maintain and strengthen operations in all of the countries in which it currently serves and honor commitments that ADF has with the host country governments. The majority of appropriated funds are expended on program activities. Program activities include providing direct grants to enterprises, farmer associations, cooperatives, and community groups; to local partner development organizations; and program monitoring and evaluation activities. Specific information about ADF investments in each country where it has program activities can be found in the Appendix 2 (page 32) of this document.

Project Funding

The majority of U.S. appropriated dollars are applied to ADF client projects that directly fund expansion and growth activities for small and medium-sized enterprises, farmer associations, cooperatives, and community groups that create jobs and generate better income levels in poor communities. In FY 2009 \$17 million (project grants + marginalized programs) of appropriated dollars will be spent directly on projects. An additional \$7 million in projected strategic partner donations will be directed toward these projects. ADF will continue a strong emphasis on enterprise development projects that provide significant benefits at the community level. All ADF funded projects pass through a rigorous screening and selection process to ensure each grant is true to ADF's mission and shows high potential to deliver long-term benefits to the community. ADF's goal is to provide funding for community-based projects that create positive improvements in the quality of life for community members.

Final project proposals are reviewed by ADF for compliance with all ADF fiduciary and environmental policy considerations. Approved project proposals are typically funded in one of two following grant assistance mechanisms:

- **Enterprise Expansion Investments (EEI)** – Provides funding up to \$250,000 over five years for established enterprises and organizations with a viable growth and expansion plan.
- **Enterprise Development Investments (EDI)** – Provides funding up to \$100,000 over two years for improving financial, managerial, and technical capacity, and for limited fixed capital or working capital items. This grant positions the organization to more effectively utilize future expansion funding.

Typically ADF funds projects that fit the following characteristics:

- **promote new grassroots trade and investment (T&I)** opportunities for African enterprises, linking small-scale producers in Africa with regional and global markets, and growing small businesses by increasing their access to capital, improved

- technologies, training and technical assistance, and other business development services;
- **enable small farmers** to produce higher value crops, engage in value-added processing, and access local and global markets with their agricultural products;
 - **support innovative, indigenous approaches** to severe social and economic challenges, particularly assisting communities and families to get on their feet after the devastation of HIV/AIDS (Swaziland) or civil war (Liberia, Burundi and DRC);

Country by country allocations of these program funds are viewed in Table 2 (see page 4)

Partner Organizations

Program funding is also directed toward local partner organizations that deliver local technical services needed by ADF grantees. These partner organizations help ensure the success of ADF investments in local community groups and enterprises. Partner organizations also gain long term capabilities to provide ongoing economic development support within each country not only for ADF activities and programs but also as agents of change for other economic growth and development activities. In FY 2009 ADF will invest \$1 million to develop local partner organizations in 16 African countries.

Program Assessments

Program assessments cover the costs associated with monitoring and evaluating grants. This function is critical to ADF's dissemination and catalytic roles as a leader in direct community-based economic development. In FY 2009 ADF will invest \$1 million to support monitoring and evaluation activities in Africa.

Program Performance

ADF client-initiated projects have achieved measurable outcomes, which are *directly* attributable to ADF's support. ADF has demonstrated that small, well designed grants can have a significant impact on African-owned enterprises, disenfranchised communities, and the poor. ADF's unique approach is also attracting other resources in this development sector that has been largely unassisted.

ADF funded projects in 2007 produced some important results:

- **In total 46,000 people directly benefited through jobs; 47% of whom are women**
- **Gross enterprise revenues increased by \$56.8 million over baseline values**
- **Export sales grew by \$5 million over baseline exports**

Currently, ADF has 273 active grants (projects) in 16 countries, representing over \$52.4 million in grants to enterprises, farmer associations, cooperatives, and community groups that create jobs and increase incomes levels in poor communities. Table 3 above (page 6) shows the value of the project portfolio in each country where ADF has active programming. Additional details about specific country program and project information can be viewed in the Country Profile section below (page 32) or going online to www.usadf.gov and following the Quick Source Links).

Program Performance Indicators - Growth

A detailed set of ADF performance indicators are displayed in Table 9, below. Project performance indicators in FY 2007 showed significant improvements in the effectiveness of ADF funds to help grow SMEs in Africa. For example, the "investment multiplier" increased from 2 in FY 2006 to 3.4 in FY 2007. This indicator tracks how much sales revenues increased for each ADF dollar provided to that enterprise. Although considerable time and effort is needed to develop local growth engines, ADF clients prove they can productively use ADF funds to increase revenues and expand operations.

Program Performance Indicators – Long Term Viability

Of particular interest are the two important and related indicators of profitability and sustainability, which also increased significantly in FY 2007. Performance data shows that 86 percent of ADF's portfolio of projects is sustainable and 80 percent is profitable. This shows the long term staying power of the ADF development assistance approach. ADF-supported enterprises continue to provide needed jobs and increased incomes to local communities well after ADF support has ended.

Table - 9 FY 2007 Performance Indicators

Key Performance Indicators	Actuals			Targets		
	FY05	FY06	FY07	FY05	FY06	FY07
PART Indicator						
1 Cumulative revenue growth (active + expired) ¹	\$28,060	\$43,582	\$56,395	\$23,000	\$26,000	\$31,000
2 Investment multiplier (active + expired) ¹	1.68	2.05	3.48	1.8	2	2.20
3 Profitability rate (active)	38%	44%	81%	65%	70%	70%
4 CRG compliance rate (active)	13%	39% ²	31% ²	20%	50%	70%
5 Sustainability rate (expired)	59%	62%	86%	0%	0%	75%
6 Strategic partnership funding as percent of total project funding	31%	32%	25%	28%	35%	40%
7 Cumulative follow-on financing (active + expired) ¹	\$ 9,501 ³	\$29,610 ³	\$36,399	TBD	TBD	TBD
8 External enterprise trust fund leveraging (annual)	-	-	-	\$ 1,000	\$ 2,000	\$ 2,000
9 Overhead rate (annual)	31%	32%	36%	25%	25%	25%
10 Median disbursement time in days (annual)	NA	NA	NA	45	26	NA
API/Other						
11 Number of active projects ⁴	204	156	250	USD in Thousands		
12 Current grant value of active projects ⁴	\$33,947	\$32,960	\$26,695			
13 Proportion of current grant value for enterprise growth	70%	75%	75%			
14 Cumulative disbursements (enterprise growth) ⁵	\$16,717	\$21,210	\$16,202			
15 New project obligations (EEI + EDI)	\$11,450	\$8,047	\$13,343			
16 Owners and full-time workers (active)	114,597	46,553	45,870			
17 Proportion of women owners and full-time workers	65%	46%	47%			
18 Proportion of revenue growth from active projects	97%	19%	16%			
19 Investment multiplier (active)	1.9	0.6	0.8			
20 Investment multiplier (expired)	0.4 ³	5.1 ³	11.4			
21 Cumulative growth in value of loans disbursed (active)	\$6,302	\$3,940	\$ 4,188			
22 Cumulative growth in export sales (active + expired)	ND	ND	\$4,970			
23 Cumulative RIC contributions received (active)	\$599	\$202	\$942			
24 Cumulative RIC contributions expected (active) ²	\$4,071	\$5,470	\$7,551			

Note: Current performance indicators and definitions maybe viewed at www.usdaf.gov, see the program information in the Quick Source Information Directory.

Active – ongoing grant

Expired – the 1-5 year grant period has ended

Beyond the numbers ADF-funded projects are making a difference in the quality of life for Africans in many hundreds of poor communities across the countries where ADF has active programs. Three narratives provided in the Project Profile section (see Appendix 1) illustrate the types of projects ADF supports and the impact these projects can have on people in Africa.

ADF's unique approach is validated by the increasing levels of matching investment pledges local governments are willing to make in the ADF assistance model. These positive trends in ADF performance indicators suggest that community by community, ADF funds and programs are promoting economic growth and development by undoing the underlying conditions that lock people into cycles of poverty.

ADF PROGRAM MANAGEMENT

Management Goals and Objectives

To effectively carry out the program objectives of ADF, its management structures and internal processes must be efficient, customer-focused, and results oriented. ADF has established several long term management objectives (see Table 10 below) to assist in guiding ADF to greater levels of cost effectiveness and improved operational management of ADF programs. ADF takes its fiduciary responsibilities very seriously. ADF undergoes annual, independent audits that address its financial statements, internal controls, and compliance with U.S. laws and regulations. ADF's management provides regular performance reports to the Board of Directors and annually to OMB. The strategic management goal and details for each objective can be viewed below.

Table 10 - Long-Term Management Goals and Objectives

Goal III: Broaden ADF's resource base and provide efficient and effective services	
Objective 1:	Outreach – Enhance understanding of Africa's social and economic challenges and build a strong base of support for ADF's programs and approaches among the American public, ADF's clients in Africa, its strategic partners, and USG officials and the Congress, through systematic and targeted outreach and communications
Objective 2:	Interagency Collaboration – Establish a new framework for interagency collaboration to better leverage common foreign assistance activities in Africa, reduce overlap, and increase community level impacts and benefits.
Objective 3:	Fundraising - Develop a larger, more diverse funding base to support expanded operations and increase impact.
Objective 4:	Management systems – Improve management systems to ensure timely planning, effective management, and full accountability of funds
Objective 5:	Internal operations support – Develop and further utilize the strengths of staff and enhance and streamline support systems and administrative procedures to achieve the best possible level of service to ADF clients

Management Goal III: Broaden ADF's resource base and provide efficient and effective services

Objective 1: Outreach – *Enhance understanding of Africa's social and economic challenges and build a strong base of support for ADF's programs and approaches among the American public, ADF's clients in Africa, its strategic partners, and USG officials and the Congress, through systematic and targeted outreach and communications.*

In FY 2008 ADF reestablished a Monitoring and Evaluation function to improve its focus on capturing and publishing the lessons learned, best-practices, and case studies in community level economic development. Dissemination efforts will be primarily directed to current Internet and website technologies and in conjunction with popular media access mechanisms provided through Google's product suite (Google search, Google Images, etc).

Objective 2: Interagency Collaboration - *Establish a new framework for interagency collaboration to better leverage common foreign assistance activities in Africa, reduce overlap, and increase community level impacts and benefits.*

Identifying ways to collaborate with other U.S. foreign assistance activities in Africa provides an opportunity to deliver broader and more comprehensive options to poor communities in Africa. Each agency fills a unique and important niche in development. Long-term impact can be enhanced when these activities are linked. ADF is exploring collaboration with both the Overseas Private Investment Corporation (OPIC) and Peace Corps in FY 2009.

Objective 3: Fund Raising – *Develop a larger, more diverse funding base to support expanded operations and increase impact.*

By maximizing collections on strategic partnerships and seeking out additional private sector donors, ADF can increase its effectiveness across the continent. In FY 2008, ADF received \$140,000 from the General Mills Foundation, which will be used to provide much needed technological know-how to a grain-processing project in Tanzania.

Objective 4: Management Systems – *Improve management systems to ensure timely planning, effective management, and full accountability of funds*

Careful monitoring and management of all U.S. government funds is a strict priority for ADF. ADF undergoes annual, independent audits that examine its financial statements, internal controls, and compliance with U.S. laws and regulations. For the past seven years, ADF has received an unqualified (“clean”) opinion on all five financial statements from its independent auditors and the USAID Office of the Inspector General. During the FY 2007 audit, the auditors found no material weaknesses or instances of noncompliance with laws and regulations. The Foundation is in full compliance with all OMB requirements and new statutes, including the Accountability for the Tax Dollar Act. These are major accomplishments at a small agency.

Despite the limited capabilities of many of its clients, the Foundation maintains high standards of financial accountability for all groups and enterprises receiving U.S. government funds. The following is a list of standard measures that ADF implements with each grant recipient:

- **Financial Management Assessment** - As part of the initial screening process of prospective clients, ADF staff formally assesses a group's capacity to control and account for funds. The assessment process is conducted at the applicant's site, allowing the assessor to observe, test, and evaluate the group's financial system first-hand. As needed, extensive recommendations for training and remediation are developed, all of which must be implemented before final certification.

- **Financial Management Training** – After ADF obligates funds for projects, the Partner Organization provides a five-day training course in ADF accounting procedures and reporting requirements. Each of the Partner Organizations has a full-time, experienced Financial Officer on staff that provides this initial training, as well as refresher training and advice, as needed by clients.
- **Quarterly Financial Reporting** - All clients submit quarterly financial reports and financial statements. These reports are reviewed at several levels to ensure problems are identified and resolved at the earliest stage possible.
- **Regular Site Visits** - The Country Coordinator makes regular site visits to check project accounting, as well as to monitor implementation progress.
- **Financial Audits** -ADF contracts with independent audit firms in each country where it operates to conduct audits of each grant over \$50,000 at least once during the grant period.
- **Partner Audits** - An audit of each Partner Organization is conducted annually.

ADF currently has a cross-servicing arrangement for financial management services with the Department of Interior's National Business Center. This arrangement conforms to OMB's Financial Lines of Business initiative to standardize financial management through selected service providers.

Objective 5: Internal operations support – *Develop and further utilize the strengths of staff and enhance and streamline support systems and administrative procedures to provide the best possible level of service to ADF clients*

In 2007 ADF conducted its annual 2007 Employee Survey from November 26 to December 5, 2007. The survey follows the standard 73-question Office of Personnel Management (OPM) format. This facilitates year-to-year and inter-agency comparisons. OPM grouped the survey into five distinct “index” categories that provide insights into organization performance in areas of retention, leadership, performance, talent, and satisfaction. ADF showed general improvements in 2007 for 4 of the 5 index areas, but under performed the general Federal sector population in each area. ADF's strongest organizational attributes were observed in overall job satisfaction. The leadership indicators showed the best improvements in 2007 due in large part to better communications. ADF weakest category, talent management, suffered from key measures in the areas of training, and the use of performance incentives. A number of key initiatives are planned for 2008 and 2009 to address these issues. A full analysis and report of the 2007 Annual Survey is available online at ADF “Quick Source” information directory found at www.usadf.gov.

Internal Operations

Inspector General Audit

In March 2008 the Inspector General (IG) advised ADF it has initiated the process to begin a broad audit of ADF programs and operations. The ADF Board of Directors and the President welcome the IG involvement and will be fully cooperative throughout the process. During the process ADF remains committed to conducting our own internal review and taking corrective actions wherever needed.

New Management Priorities

During the past year, the Foundation's Board of Directors and management have undertaken several important steps to enable the agency to further strengthen program operations, including:

- Appointed a new president whose mandate is to strengthen the Foundation's focus in accordance with its original legislative intent.
- Strengthened field operations by filling key positions in local offices;
- Developed a streamlined project selection, design, and approval process, cutting down the time between project application and disbursement to 180 days.

These changes are improving efficiency and effectiveness, and ADF is confident that it has the improved capacity to produce results with the requested level of resources. Several important management actions are underway to improve on programming, financial, and personnel practices. This includes immediately addressing the high overhead expenses levels reached during FY 2007 and at the start of FY 2008. Actions taken involve major personnel and compensation adjustments, and the elimination of redundant regional office functions.

Management has established eight operational priorities for FY 2008 and 2009 to ensure that ADF is effectively meeting its obligations to the United States taxpayer and making a positive impact in Africa (see table 11 below). The majority of these focus on ADF programming activities and achieving greater cost effectiveness in operations in order to increase the amount of appropriated dollars going directly to poor communities in Africa. In keeping with the intent of the Federal Funding Accountability and Transparency Act of 2006, (the "Coburn-Obama Act") introduced by Senators Coburn and Obama, ADF launched an Internet-based "Quick Source Information Directory" to make itself more open and accountable to the public for the use of appropriated funds.

Table 11 - FY 2008-9 Operational Priorities

<ol style="list-style-type: none"> 1. Maintain operations in all of the countries with programming commitments and ensure program consistency with ADF's mandate and project selection criteria. 2. To the maximum extent possible, ensure Africans are key personnel in the management of all field operations 3. Continue to reduce ADF overhead expenses to and maximize funds available for project grants and partner organizations. 4. Serve as a model Federal agency of openness and transparency. 5. Strengthen ADF's monitoring and evaluation unit using existing resources to elevate our emphasis on project results, outcomes, and lessons learned. 6. Review, adjust as necessary, and vigorously pursue all strategic partner MOUs and committed funding levels. 7. Explore the establishment of new ADF programs in highly marginalized communities located in: Western Sahara, Mauritania, the Tuareg area of Niger and Mali, Northern Kenya, Somalia, Somaliland, Eritrea, the Casamance area of Senegal, and Guinea-Bissau; and where feasible to include de-mobilized soldier groups. 8. Consistent with the ADF Act, explore additional public/private partnerships as a means of leveraging funds.

Several important management actions are underway to improve on programming, financial, and personnel practices. These steps are being taken to simplify and streamline ADF processes and lower cost to achieve more effectively ADF mission objectives.

Improved Management of Strategic Partnerships

Strategic partnerships are central to ADF's unique business model. Over the past several years, ADF has established these partnerships with a number of African governments and private sector entities to leverage U.S. taxpayer funds, thereby increasing the impact of ADF's programs on the poor in Africa. Through extensive discussions with potential partners, ADF seeks to obtain a one-to-one match for its appropriated dollars dedicated to programming.

Since the establishment of strategic partnerships as a central component of ADF's business model, the Foundation has learned several important lessons. We have learned, for example, that differing budget cycles, changes in government personnel, unanticipated economic events and the like can impact the ability of ADF to collect on anticipated donations. As a result, actual collections have lagged behind projections. In short, ADF has learned that collections require careful coordination of a variety of factors to be successful.

At the beginning of FY 2008, ADF's Board of Directors recognized that the strategic partnership approach, which has made ADF a unique and creative development assistance agency, needed retooling. ADF's new president, Lloyd O. Pierson, was given the charge to assess the program's structure and make changes to ensure that collections match pledged donations. Learning from past collection efforts, ADF has begun to assess each country's strategic partnership by analyzing the commitment made by each party in the strategic partnership MOU.

ADF strongly believes in the leveraged fund approach for foreign assistance and will continue to pursue this funding in strategic partnerships with host country and other interested donors. The lessons ADF has learned are valuable and will be applied to an even stronger emphasis on multiplying taxpayer dollars.

Shorter Project Cycle Timelines

As a smaller scale development foundation, ADF was established with a unique mission and a core operating principle to provide grants and partnership development funds quickly and efficiently. While there are several internal process issues that ADF must address, a new timeline has been established requiring that the review and evaluation of all funding proposals be completed no later than August 31st of each fiscal year. September will be devoted to finalizing all new grant obligations, and 100 percent of first disbursements for new projects must be completed by the end of October each year. Additionally, the core internal process associated with project selection, design and approval is being reviewed and streamlined. These new standards for FY 2008 and 2009 will more than halve the time needed to get grant money to a qualified applicant.

Improved Operating Expense Ratios

The operating expense ratio is one measure of an organization’s efficiency in carrying out its mission. Accurately calculating operating expenses (OE) must be done against fixed income i.e. appropriated dollars. Using funds not received in OE calculations provides a distorted view of the actual operating expense ratio. In the future, OE will be measured only against appropriated dollars. Collections and leveraged funds will be correctly identified as funds available to ADF, but because of their uncertainty the numbers will not be used as a justification for long term staff expansion and program budgets. ADF management has undertaken a comprehensive review of all ADF operating expense categories and has taken actions to reduce ADF’s expense ratio. Actions to date have included personnel reductions and the elimination of redundant field office activities. This is being done on an urgent and immediate basis and is fully supported by the ADF Board of Directors.

Transparency in Operations

In order to make ADF a model of openness and transparency in the Federal government, ADF has simplified the steps needed for the public to access and view information about ADF operations and programs. In December 2007, ADF launched the “Quick Source Information Directory” which is accessible from its public website: www.usadf.gov. The information directory is organized into four primary categories: Financial, Personnel, Contracts, and Program. Users can view information online or save it to their computer for use at a later time. This initiative is in keeping with the intention and spirit of the recently enacted Coburn-Obama Act.



Figure 4 Home Page of Quick Source Information Directory

Contracting

During FY 2006 and 2007 contracting was managed at Headquarters through the Finance Division by two Contracting Officers trained in Federal Acquisitions Regulations. In the middle of FY 2007, contracting for professional services and facilities for three African countries was delegated to the Africa Regional Office as a part of an organizational shift to locate ADF management and oversight closer to the field of operations.

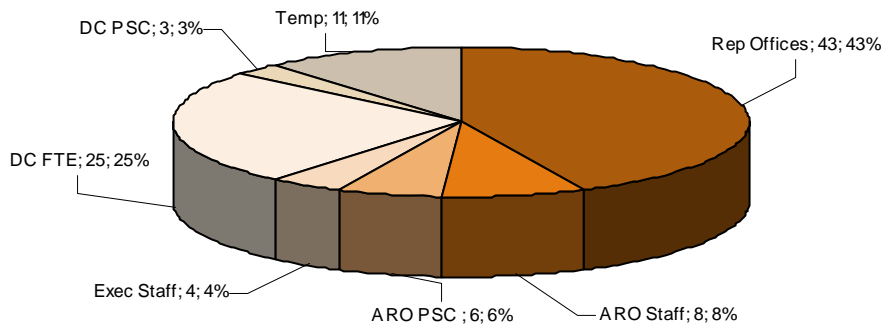
As a cost savings and control measure, all contracting authorities are now returned to Washington, D.C. under the singular control and authority of the newly formed Management and Administration Division, which reports to the President of ADF. Additionally a contract compliance specialist was engaged in November 2007 to review all existing ADF contracts to ensure that all agreements are in compliance with federal procurement standards and compensation levels are in line with ADF and client requirements. Any irregularities detected have been brought to the attention of ADF management and the Inspector General’s office for appropriate action.

Personnel Practices

At the end of FY 2007, ADF had 100 staff deployed in Africa field offices and in Washington, D.C. as federal employees, contract service providers, and personal service contractors (PSC). Contractors represent 71 percent of ADF’s workforce. This approach provides ADF management with greater flexibility to adjust fiscal and human resource levels and quickly acquire specialized skills needed to accomplish ADF’s mission. While this practice affords ADF the option to be responsive to special program and client needs, the hiring, in particular, of highly skilled American contractors had resulted in increased personnel costs and associated field-based support costs (e.g. ICASS⁷). ADF management has completed a full review of all existing contracts and has reduced the use of American contractors overseas and in Washington. While currently 51 percent of ADF’s workforce is African, ADF will continue to increase the number of Africans in country management positions overseas. The goal is to draw upon the large and talented pool of highly trained Africans to carry out ADF’s mandated activities.

Many micro federal agencies like ADF are comprised of long-term career full-time employees (FTE) and limited support staff. This accounts for the high number of employees at a GS-12 level and above. Management has directed ADF human resources to begin drafting a human capital and succession plan to re-align and balance staff levels, and to provide for ADF’s continuity of services. ADF will explore alternative personnel systems as a means to gain greater levels of cost effectiveness.

Figure 5 Workforce Profile per FY 2007:



8

The use of retention and performance incentive payments increased significantly over the past three years. The use of executive recruitment, retention, and relocation (RRR) incentives and Africa Regional Office practices accounted for these rapid growth rates. All RRR incentives in place as of FY2007 have been reviewed and eliminated. Human resource policy has been revised to withdraw the use of future RRR incentive programs at ADF. The use of performance incentives will continue to be a component of ADF human resource management practices in ways that support the results based focus of the agency.

⁷ International Cooperative Administrative Support Services

⁸ ARO functions eliminated in FY 2008

Organization Realignments

A simplified and delayed organizational structure will be fully implemented in 2008. Restructuring ADF is an important step to reduce overall operating expenses and speed up the delivery of services to communities in Africa. Several other important benefits are expected to be gained from this reorganization. These include greater focus on accountability and results, greater separation of duties, and streamlined processes. The restructuring also places greater emphasis on monitoring and evaluation. This will help ADF capture, produce, and disseminate a more consistent series of lessons learned and best practices derived from the 1,700 community-based investments made over the past twenty years. Steps toward implementation of a revised structure are currently in process and expected to be completed by September 2008.

Appendix 1 - PROJECT PROFILES

People Overcoming Poverty in Niger -- Matameye Women's Cooperative



Matameye is a densely populated rural area of southern Niger in which over 70 percent of the population earns less than 35 cents a day. Many of the women in Matameye have formed cooperatives that engage in off-farm activities to supplement their household income. The largest of these, Samou Naka Cooperative, is an association of 201 low-income women who roast and press peanuts to produce cooking oil and peanut cake, which is sold as a popular flavor additive to meats, vegetables, and salads. Before the ADF grant, the cooperative lacked the working capital needed to purchase and store large quantities of peanuts during the

harvest season and implement an effective marketing strategy to generate significant revenue for its members.

In 2005, Samou Naka Cooperative signed a \$154,750 investment agreement with ADF to construct a warehouse to store stocks of peanuts and oil, establish a working capital fund to purchase its peanut stock in bulk, and provide its members with improved oil processing equipment. Samou Naka set aside a portion of the grant as a revolving loan fund to enable its members to buy peanuts and other production inputs. The grant also financed training for the cooperative in financial management and basic accounting, business management, and marketing strategies.

With the ADF grant the Cooperative scaled up its peanut oil production, increasing annual sales to over \$46,000 by the end of 2007. The cooperative also improved its cash and inventory management skills and issues quarterly financial statements. Samou Naka has maintained a 100 percent repayment rate on its revolving loan fund, which now provides its members with over \$58,600 per year in production input loans. All members take part in decisions on pricing, inventory investments, credit terms and other elements of the cooperative's business strategy. Samou Naka's careful asset management ensures that the impact of the ADF investment will continue long after the grant period has ended.



ADF's support for the women's cooperative will help its 200 members earn essential income by roasting, pressing, and selling peanut oil and peanut cake.

Tanzania's Kilicafe Rural Farmers Succeeding in the Global Coffee Market



Kilicafe located in the fertile highlands of Tanzania

Kilicafe is a fair trade certified brand name of the Association of Kilimanjaro Specialty Coffee Growers, a nonprofit association involving 117 groups totaling 9,200 smallholder coffee growers in Tanzania. Kilicafe was registered by 10 farmers groups in 2001. Its coffees originate in the country's highland regions around Mount Kilimanjaro, Africa's highest mountain, and in the Mount Livingstone Ranges in the southwest, near Lake Nyasa. Kilicafe's goal is to promote the production of specialty coffee and market it internationally to achieve better incomes for its members.

With ADF funds, Kilicafe is constructing 20 central pulping units (CPUs), building a cupping laboratory, and increasing the business skills of staff and coffee farmers near Moshi. The investments in the CPUs will help an additional 2000 rural coffee farmers take advantage of the world demand for specialty coffee.

Kilicafe exports its specialty coffee to the United States and Japan. Starbucks is the principle U.S. buyer. Starbucks' orders of Kilicafe coffee have grown from one container in 2004 to thirty containers in 2007. This growth will help boost the income of poor farmers by over 300 percent in the next five years. During 2007, Kilicafe produced 1.6 million kilograms of coffee and reported \$3.5 million in revenues. Kilicafe farmers producing specialty coffee earned a net price premium of 47 percent above conventional coffee.

Kilicafe management is very capable and is executing their business plan well. The current business model empowers the producer groups by selling the CPUs to a group as a loan with an interest rate of 9 percent per annum and reinvesting those proceeds back into the purchase of more CPUs, to then extend service to more farmers. In addition, they have arranged for Starbucks to run an on-site certification scheme with the Kilicafe farmers for the past three years which allows the organization to earn a price premium of 11 cents per pound for selling fair trade coffee. Revenues from the fair trade payments are being reinvested in a variety of community development activities.



ADF funds provide working capital for a "Cupping Lab" needed to maintain the quality levels expected by global markets

Good Business Makes a Difference in Rwanda

Gahaya Links Company Limited was established in 2004 through the initiative of Ms. Janet Nkubana and her family. Combining their experience in handcraft design and marketing, with the talent found in rural women whom they have organized into cooperatives and associations, Gahaya Links creates quality sisal baskets and other home décor products that are inspired by local traditions and meet the exacting demands of Western consumers. Beginning with only 27 women, Gahaya Link now connects more than 3,500 artisans in 40 cooperatives and associations all over Rwanda with a profitable export market. Currently, a substantial portion of Gahaya's products are sold in Macy's stores in the United States.



Ms. Janet Nkubana founder of Gahaya Links

Gahaya Links used ADF funds to quickly ramp up production to export over \$182,000 worth of merchandise, increase full time employment from six to 14 workers, and train over 84 master weavers. It was able to exceed production targets by 20 percent within the first year. Gahaya Links has also doubled the number of cooperatives they have worked with from 21 to 40 located throughout the country.

ADF's investment support in March 2007 helped to increase Gahaya Link's production capacity and improve critical management capabilities in quality control, internal accounting systems, and communications with master weavers located throughout Rwanda. Ms. Nkubana recently stated that "ADF has made such a big difference in our business. The investment enabled our business to climb to the next level by helping us to strengthen business operations and reduce expenses, and this means we can increase our volumes. Very poor women who were making less than \$1 a day are now making two-three times that amount! This is having a huge impact in these rural communities." Gahaya Links is enabling hundreds of families to improve their quality of life by providing economic opportunities one basket at a time.



Exports increase incomes for skilled weavers in Rwanda

Appendix 2 - COUNTRY PROFILES



BENIN

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ADF's Benin Program

Established in 1986, ADF's Benin program provides financial and technical support to rural cooperatives and small businesses that produce and process food and other consumables for the domestic and export markets. Beginning in 1990, Benin began making the transition to democracy and a free enterprise system. This has led the way to the creation of private enterprises that are positively impacting the country's development. Grassroots organizations in Benin are engaged in a range of activities that hold great promise for stimulating sustained local economic and social development with increased access to financial, technical, and other resources.

Funding Levels	Minimum	Maximum
FY 2008 Programming	\$1,153,000	\$1,153,000
FY 2008 Matching Funds	\$593,000	\$593,000
FY 2009 Program Funding	\$500,000	\$1,000,000

Current Benin Projects

ID	Name	Description	Value	Start	End
1409	Arome d'Afrique	Lemongrass tea cooperative is using funds to invest in automated processing and packaging equipment and marketing activities.	\$126,325	2000	2008
1439	Coopérative de Produits et de Transformation	Peanut-processing cooperative is using grant to invest in specialty equipment to improve quality and quantity of peanut butter production.	\$187,435	2000	2008
1514	Cooperation Pharmaceutique et Technique	Local producer of analgesic baby syrup is using grant to construct a new production facility and expand marketing and distribution.	\$245,457	2003	2008
1629	ARTISAVON Cooperative	Producer of export-quality natural soaps is using funds to procure new manufacturing equipment and scale up production.	\$239,293	2005	2010
1651	Union Communale Assn Femme de Pobe	Rural women's palm oil cooperative is using ADF assistance to improve production and management processes.	\$78,000	2005	2008
1652	Union Communale Assn Femme d'Adja-Ouere	Rural women's cassava flour cooperative is using ADF assistance to improve production and management processes.	\$99,537	2005	2008



BOTSWANA

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ADF's Botswana Program

After independence, the government of Botswana made a deliberate effort to develop the necessary infrastructure to address basic human needs. Still, the challenge remains for development agencies like Action for Economic Empowerment Trust (AEET) to assist communities in their self development efforts, thereby reducing dependence on government.

Founded in 2001, AEET is ADF's Botswana partner organization, and its staff contribute to the socio-economic development of Botswana by helping community-based enterprises and locally owned small businesses initiate, implement, and manage sustainable income generating activities and business plans in rural and urban areas of the country. At the core of AEET's activities is the participatory development program (PDM). The program focuses on facilitating Botswana to identify challenges in Botswana and devise solutions through a participatory process for the purpose of developing SMEs and generating income and employment opportunities for the disadvantaged.

AEET's priority funding sectors include: eco-tourism (including cultural villages), textile and garment production, agricultural production, and manufacturing. To date, its greatest achievements have been realized in the eco-tourism sector which has become increasingly viable at this stage of the country's development.

Funding Levels	Minimum	Maximum
FY 2008 Programming	\$827,000	\$827,000
FY 2008 Matching Funds	\$502,000	\$502,000
FY 2009 Program Funding	\$500,000	\$1,000,000

Current Botswana Projects

ID	Name	Description	Value	Start	End
1595	Khama Rhino Sanctuary Trust	Funds are used to improve lodge facilities, increase local management capacity, and expand the ecotourism business linked with the rhino sanctuary	\$285,911	Nov-04	Oct-09
1616	Pitsane Dairy Marketing Cop Society Ltd	Funds are used to upgrade dairy processing equipment, improving milk quality and increasing returns to dairy farmers in Barlong district	\$206,129	Sep-05	Sep-09
1634	San Arts and Crafts (SAAC)	Funds are used to expand operational capacity and services to artisans through the acquisition of equipment, storage space, and marketing services	\$218,208	Sep-05	Sep-10
1640	Boasa Boapele Horticultural Marketing Coop	Funds are used to install cold storage facilities, purchase refrigerated trucks to reducing spoilage loss and increase returns to farmers in Bobirwa	\$204,781	Sep-05	Sep-09
1668	Action for Economic Empowerment Trust (AEET)	Cooperative Agreement funds are used to provide technical assistance and monitoring oversight to existing ADF projects and aid new project reviews	\$362,258	Jul-06	Sep-08

1682	Chobe Enclave Conservation Trust (CECT)	Funds are used to improve operational capacity and create a business plan for locally managing and preserving the natural beauty of the Chobe area	\$76,584	Sep-06	Sep-08
1691	Action for Economic Empowerment Trust (AEET)	Cooperative Agreement funds are used to provide technical assistance and monitoring oversight to existing ADF projects and aid new project reviews	\$243,971	Sep-06	Dec-07
1694	Veld Products Research and Development (VPRD)	Funds are used to expand the area cultivated with Hoodia near Gaborone, improve planting techniques, and establish local grower support structures	\$94,916	Sep-06	Sep-08
1704	Botswelole Centre, Thamaga Pottery	Funds are used to improve production processes and increase access to regional markets for the high quality dinnerware they produce	\$73,771	Sep-06	Sep-08
1715	Masa Semi-Precious Stones	Funds are used to upgrade equipment and operational capacity for the collection, cutting, and polishing of locally available semiprecious stones	\$83,446	Sep-06	Mar-08
1760	Mothware Community Development Trust	Funds are used to reduce market information gaps and transaction costs for rural livestock farmers selling meat in urban areas	\$94,456	Sep-07	Sep-09
1771	Mmadinare Multipurpose Cooperative Society	Funds are used to improve milk processing equipment and procedures, increasing the quantity and quality of the milk sold by the dairy	\$76,396	Sep-07	Dec-08
1782	Sankuyo Tshwaragano Management Trust (STMT)	Funds are used to expand the community trust's ecotourism lodge and secure a joint venture partner to provide training and management assistance	\$246,838	Sep-07	Sep-12



BURUNDI

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ADF's Burundi Program

ADF is re-establishing its program in Burundi after some 14 years. The main focus is on enterprise development and to that extent we will be searching for investments in the private sector that have strong backwards linkages to farmer suppliers and /or potential for increased job creation through expansion of their business. ADF will also be supporting a handful of micro credit initiatives. Access to credit, particularly but not exclusively for women, will provide the bridge from relief to development. Reaching hundreds of individuals at a time will bring immediate hope to a hard-working population and set the stage for larger income generating activities in the future.

Additionally, hundreds of local associations that have been involved in conflict resolution are now trying to extend into income generation activities. Several of these groups do not have legal status themselves but are members of Burundian umbrella NGOs that are often led by some dynamic individual with a mostly volunteer staff.

In order to reach the most vulnerable in the early years of our program, it is likely that ADF will need to work through these NGOs to assist their membership groups. Most of their needs are more in the 'social enterprise' category—immediate income generation opportunities but not graduating to the level of enterprises per se. In working through these NGOs we will identify those most closely connecting with ADF's bottom-up philosophy and approach.

Funding Levels	Minimum	Maximum
FY 2008 Programming	\$400,000	\$700,000
FY 2008 Matching Funds	\$0	\$300,000
FY 2009 Program Funding	\$400,000	\$650,000

Current Projects

Several new projects are in the planning stage for 2008.



CAPE VERDE

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ADF's Cape Verde Program

The United States African Development Foundation (ADF) entered into a strategic partnership with the Government of Cape Verde in 2003 to improve the viability and profitability of small and medium enterprises (SMEs) in the country. The program's key strategies are to:

1. Provide access to capital - providing development and/or community reinvestment grants to SME's to assist them in mobilizing the debt and/or equity capital they need to operate, acquire technical assistance, and expand;
2. Develop and facilitate reliable supply chain linkages - building relationships between Cape Verdean SMEs and larger local, regional, and international corporations;
3. Facilitate trade and joint venture investments - with emphasis on capitalizing on the opportunities offered under the U.S. Africa Trade and Opportunity Act; and
4. Carry out intensive monitoring, evaluation, and remediation - assuring continuous quality improvement of quarterly, annual, and program performance goals.

The overall aim of the program is to facilitate new trade and investment relationships that link Cape Verdean SMEs with local, regional, and/or international business partners, including corporations and other SME counterparts.

Funding Levels	Minimum	Maximum
FY 2008 Programming	\$819,000	\$819,000
FY 2008 Matching Funds	\$319,000	\$319,000
FY 2009 Program Funding	\$500,000	\$1,000,000

Current Cape Verde Projects

ID	Name	Description	Value	Start	End
1277	Fami Picos	Funds are used to establish a revolving loan fund and provide technical assistance to members of the microfinance association	\$258,412	Sep-99	Mar-08
1598	Tipografia Santos Printing Company	Funds are used to update equipment and expand working capital, allowing Tipografia to improve the quality and variety of printed products it sells	\$250,000	Mar-05	Mar-10
1607	SIDEL Consulting, Lda	Cooperative Agreement funds are used to provide technical assistance and monitoring oversight to existing ADF projects and aid new project reviews	\$345,488	Jun-05	Dec-07
1635	Milot Hydroponics, Lda. (MHL)	Funds are used to increase production of hydroponic vegetables, expand distribution networks and improve storage facilities	\$229,630	Sep-05	Sep-10
1643	Businesswomen's Agro-Industrial Assn	Funds are used to complete and equip a jam processing facility and a retail centre for the sale of jams and other foods produced by its members	\$124,999	Sep-05	Sep-10
1644	Cooperative for Exporters of Refined Salt	Funds are used by this village-level salt cooperative to construct saline bunks and dams and to procure equipment to increase annual production	\$87,812	Sep-05	Sep-08

1672	Overseas Society of Conserves, Ltd. (SUCLA)	Funds are used to strengthen technical, management and marketing capacity, allowing the fish cannery to better service international markets	\$240,672	Sep-06	Sep-11
1677	Diallo and Macedo- Navigation Company	Funds are used to repair and maintain the company's cargo and passenger ferry which provides service between the islands of Cape Verde	\$249,931	Sep-06	Sep-11
1726	FIZALIS, SA Industria de Refrigerantes Vinho	Funds are used to improve operational capacity, provide technical assistance, and assist this fruit juice company in accessing local markets	\$241,916	Sep-06	Sep-11
1791	Veiga Alves, Construção Civil Lda.	Funds are used to acquire technical equipment, working capital, and skills training for staff of this marble processing company	\$0	Sep-07	Sep-12
1805	Descartaveis Producoes, Lda.	Funds are used to secure technical equipment, working capital and assist this local diaper producer to expand its product range	\$0	Sep-07	Sep-12



DEMOCRATIC REPUBLIC OF CONGO

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ADF's DRC Program

An exploratory trip is planned in May 2008 to further explore possibilities on the ground and determine our country investment focus.

Funding Levels	Minimum	Maximum
FY 2008 Programming	\$300,000	\$300,000
FY 2008 Matching Funds	\$0	\$0
FY 2009 Program Funding	\$300,000	\$300,000

Current Projects

Several new projects are in the planning stage for 2008.



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ADF's Ghana Program

Over the past decade, Ghana has struggled to address rising levels of poverty, with nearly 40 percent of the population falling below the poverty level, and rates of poverty ranging as high as 70-80 percent in some regions. This has been compounded by high inflation rates and lack of access to capital, technology, and the skills training that would enable the small and medium-enterprise (SME) sector to realize its potential for creating greater employment and income-generating opportunities for the vast majority of Ghanaians.

It was in response to such needs that ADF's Partner Organization in Ghana, the Integrated Productivity and Development Centre (INPRODEC), was established in 2001. INPRODEC seeks to improve the socio-economic status of the underprivileged in Ghana through the provision of innovative and reliable financial and technical services to grassroots groups and individuals. INPRODEC is dedicated to ensuring a steady increase in the number of Ghanaian SMEs, which generate new jobs, higher incomes for workers and grassroots suppliers, and that have been transformed into highly profitable, export-oriented and sustainable enterprises. INPRODEC's priority funding sectors include agriculture production including organic and export oriented crops, value-added agro-processing, information and communication technology, garment and textile manufacturing, exportable handicrafts, and eco-tourism.

Funding Levels	Minimum	Maximum
FY 2008 Programming	\$3,951,000	\$7,901,000
FY 2008 Matching Funds	\$1,000	\$3,951,000
FY 2009 Program Funding	\$1,000,000	\$2,000,000

Current Ghana Projects

ID	Name	Description	Value	Start	End
1400	Saabuyiri Small Farm Inputs Producer Assn	Funds are being used to mechanize processes & improve safety at this blacksmith association as well as increase membership.	\$229,739	Jun-03	Jul-08
1452	Nsoatreman Rural Bank Limited	Funds are being used by the microcredit organization to target women for microfinance.	\$239,906	Sep-02	Nov-08
1455	Mumuadu Rural Bank, Ltd	Funds are being used to establish a revolving loan fund and provide technical & managerial expertise.	\$244,283	Sep-02	Nov-08
1459	Amasachina Self-Help Association	Funds are being used for revolving loan fund, and managerial assistance of the microcredit association	\$233,489	Sep-02	Nov-08
1460	Blekusu Women Co-op Fishmongers Society, Ltd	Funds are being used for working capital and for the construction of a permanent storage and production facility.	\$122,557	Sep-02	Nov-08
1462	Nkoranza Kwabre Rural Bank, Limited	Funds are to establish of a revolving loan fund, improve capacity and aid in managerial and technical assistance of this female focused microcredit.	\$241,176	Sep-02	Nov-08

1518	Afrique Link Limited	Funds are being used to increase factory capacity, and provide managerial and technical expertise of this tomato paste processing plant.	\$519,283	Sep-03	Sep-08
1557	Elsa Foods Limited	Funding is to improve capital, and provide technical and management expertise of this maize and fufu processing plant	\$249,957	Jul-04	Sep-09
1560	Bosbel Vegetable Oil Mills Limited	Funds are used to provide for working and investment capital to expand production capacity and improve the quality of its products.	\$245,117	Jul-04	Jul-09
1561	Crystal Lake Fish, Limited	Funds are being used for milling equipment, fingerlings, and other capital to increase production of this Aquaculture facility	\$100,000	Jul-04	Sep-09
1577	Barbex Technology Limited	Funds are being used to improve facilities as well as to provide technical and managerial expertise of this essential oils producer.	\$250,000	Sep-04	Sep-09
1580	Woodhouse Company Limited	Funding is being used for technology upgrades and technical assistance at this educational furniture manufacturer.	\$250,000	Sep-04	Sep-09
1636	Vester Oil Mills Limited	Funds will improve operations and upgrade production facilities while standardizing quality and containers of this cooking oil factory	\$250,000	Sep-05	Sep-10
1637	SLID Industries Limited	Funds are being used to improve management and factory capacity of this local shampoo and soap manufacturer.	\$250,000	Sep-05	Sep-10
1638	Ernich Company Limited	Funds are being used to increase production and improve marketing of this ethnic foods producer and exporter.	\$250,000	Sep-05	Sep-10
1646	Ghana Nuts Company Ltd.	Funds are being used to modernize factory equipment, construct sanitary facilities and to provide marketing expertise to this nut and seed factory.	\$245,843	Sep-05	Sep-10
1648	Integrated Tamale Fruit Company Limited	Funds are being used to teach organic mango farming & export to farmers in Northern Ghana in conjunction with the Integrated Tamale Fruit Company.	\$248,950	Sep-05	Sep-11
1649	Integrated Tamale Fruit Company, Limited	Funds are being used to teach organic mango farming & export to farmers in Northern Ghana in conjunction with the Integrated Tamale Fruit Company.	\$248,950	Sep-05	Sep-11
1660	Bolgatanga Basket Weavers Cooperative Club	Funds are used to provide raw materials to about 700 women in order to help them in the production and sale of baskets using buyer linkages program.	\$219,788	Jun-06	Sep-11
1662	Creche Emily Day Care	Funds to help develop a viable business strategy, including expanding enrollment and opening another branch of a pre-school for low income groups.	\$62,342	Aug-06	Mar-08
1663	Organic Mango Outgrowers Association	Funds will develop the managerial and administrative capacity by allowing the outgrowers to operate independently.	\$100,894	Aug-06	Sep-08
1664	E.K. Agyei Pepper Processing Enterprise Ltd.	Funds are being used to implement a local and export based expansion strategy by capturing more of the organic black pepper market.	\$52,370	Aug-06	Sep-08
1667	Bosbel Outgrowers Association	Funds will allow this cooperative of 372 soybean farmers in Northern Ghana to establish themselves as an independent and viable business enterprise.	\$90,538	Sep-06	Mar-08

1673	Eden Tree Limited	Funds are being used to increase the management, planning, and business capacity of this Accra-based organic fruits and vegetable producer.	\$94,607	Sep-06	Jun-08
1690	Integrated Productivity and Development Cent	Cooperative Agreement funds are used to provide technical assistance and monitoring oversight to existing ADF projects and aid new project reviews	\$733,988	Sep-06	Mar-08
1710	Santinos Fine Meats and Sausages Limited	Funds are being used for a factory, new equipment, increased management capacity, and enhanced raw materials supply of this meat processing facility.	\$249,969	Sep-06	Sep-11
1717	Ermaks Enterprise	Funds are being used to improve the production capacity and managerial skills of this traditional African foods processing facility	\$89,320	Sep-06	Mar-08
1722	Kikam Coldstores Limited	Funds are being used to upgrade refrigeration equipment, develop marketing activities and to improve systems management of this cold storage.	\$239,821	Sep-06	Sep-11
1723	Ejisu Juaben Pig Farmers and Processors Assn	Funding will enable this Association of pig farmers to strengthen their financial management and operations as well as help with sustained expansion.	\$99,688	Sep-06	Jun-08
1725	Tekura Enterprises Ltd.	Funds will be used to strengthen the operational and managerial capacity of this export focused manufacturer of decorative home accessories.	\$99,551	Sep-06	Sep-07
1727	ENO Farms Limited	Funds will be used to improve farming operations and to provide technical assistance to this citrus farmer in the Ashanti region.	\$63,371	Sep-06	Jul-08
1728	Elssykeys Company Limited	Funding will allow this ethnic food processor to meet demand for ethnic foods in Europe and the U.S. by expanding its processing capability.	\$249,297	Sep-06	Sep-11
1729	Savanna Farmers Marketing Company Ltd. (SFMC)	Funds will be used to implement best practices and risk management tools towards fully integrating supply chain for cereal products.	\$42,999	Sep-06	Mar-08
1731	Dansak Farms Limited	Funds will be used to improve marketing and technical capacity of this papaya growing company that exports to Europe.	\$75,209	Mar-07	Jun-08
1738	Brooks Limited	Funds will be used to enhance managerial capacity and governance, improve business processes and develop a comprehensive business plan.	\$101,663	Mar-07	Mar-08
1742	Ambar Foods Limited	Funds will enhance internal management capacity, improve packaging, develop a marketing plan and provide working capital.	\$91,377	Mar-07	Mar-08
1743	Yehans International	Funds will increase working capital, improve the skills of artisans, improve internal operating procedures, and increase internal management capacity.	\$250,000	Sept-07	Sept-12
1777	Yenok Wood Products, Limited	Funds will improve operational, financial management and marketing activities and re-aligns production processes to facilitate additional investments.	\$249,051	Sept-07	Sept-12
1792	Tekura Enterprises Limited	Funding will increase production capacity through factory improvements including machines and hand tools. Funds will improve marketing of decorative home accessories.	\$249,854	Sept-07	Sept-12

1795	Yedant Agro Processing Ventures Limited	Funds will be used to stockpile maize, soya and other raw materials. Improve working capital management, and financial management.	\$250,000	Sept-07	Sept-12
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ADF's Guinea Program

USADF has partnered with the Centre d'Appui au Développement (Center for Development Support - CAD) to reduce poverty in Guinea through promoting sustainable economic and social development. . CAD is a national non-governmental organization created in 2001 by a group of professionals with significant national and international development experience. At the heart of the approach is the use of participatory methods, transparency in management, self-reliance of grassroots communities, and promotion of equal access to available resources. Efforts are focused on: promoting and developing small and medium enterprises (SMEs) and strengthening the capacity of community-based organizations and grassroots communities.

In 2006, USADF entered into a partnership with Global Alumina (GA) to provide development assistance to communities that surround the GA refinery. The development assistance will enhance local control over the delivery of social services to the surrounding communities and build a network of SMEs that serve both GA and the local economy in order to maximize community and national benefits from GA's presence.

Funding Levels	Minimum	Maximum
FY 2008 Programming	\$534,000	\$534,000
FY 2008 Matching Funds	\$34,000	\$34,000
FY 2009 Program Funding	\$1,000,000	\$1,000,000

Current Guinea Projects

ID	Name	Description	Value	Start	End
1450	Mouna Cajou Cashew Producers Cooperative	Cashew growers' association is using funding to expand area under cultivation, improve farming techniques and establish a loan fund.	\$105,567	Sep-02	Sep-10
1521	Boora Male Union	Regional association of rice farmers is using funds to construct storehouses and procure hulling equipment.	\$284,049	Sep-03	Sep-08
1529	Coop Exploitation of Sea Salt Coyah Center	Sea salt producer is investing grant in the construction of new salt pans and a central storage facility.	\$63,776	Sep-03	Sep-08
1567	Guinean Assn Tech Dev and Process of Ag Prod	Local peanut butter cooperative is using funds to rehabilitate their processing facilities and expand production.	\$60,270	Sep-04	Sep-09
1576	Kouli Missira Kalinko Development Union	Local development association is using grant to construct bridges, primary schools, health centers and wells in rural Guinea.	\$370,478	Sep-04	Sep-08
1617	Union for the Development of Mafou West	Local development association is using grant to construct bridges, primary schools, health centers and wells in rural Guinea.	\$252,874	Sep-05	Sep-08

1618	Union for the Development of Mafou East	Local development association is using grant to construct bridges, primary schools, health centers and wells in rural Guinea.	\$271,149	Sep-05	Sep-08
1641	Beekeepers Union of Sankaran (UAS)	Beekeepers' union is using funds to purchase and train members in the use of new honey-processing equipment.	\$96,649	Sep-05	Jun-08
1669	Union of Sweet Potato Producers (UPPAD)	Rural sweet potato farmers' association is investing funds in vehicles, storage facilities, and marketing assistance.	\$131,853	Sep-06	Sep-11
1718	Association for Development of Bowé Cent	Rural development association is using grant to improve infrastructure and implement a reforestation program in nine villages.	\$243,377	Sep-06	Sep-09
1719	Association for Development of Bowé South	Rural development association is using grant to improve infrastructure and implement a reforestation program in seven villages.	\$175,037	Sep-06	Sep-09
1720	Association for Development of Bowé North	Rural development association is using grant to improve infrastructure and implement a reforestation program in five villages.	\$207,770	Sep-06	Sep-09
1783	Enterprise SAF Prestations (SAF)	Local air condition and refrigeration services company is using grant to invest in workshop renovation and business training.	\$50,680	Sep-07	Sep-12
1784	Ferme Avicole Keba (Keba)	Egg and poultry producer is using grant to renovate and equip its hen houses.	\$232,032	Sep-07	Sep-12
1785	Kyok Soul Security SARL	Local security service provider is using grant to build five sub-base stations and invest in computerized guarding equipment and training.	\$196,360	Sep-07	Sep-11
1790	Guinée Confection	Uniform manufacturing business is using funds to renovate its workshop and acquire sewing and embroidery machines, a computer, and business training.	\$147,643	Sep-07	Sep-13
1802	Diallo et Fils	Bakery company in Conakry is using grant to acquire industrial baking equipment and build a new bakery in the Global Alumina mining zone.	\$194,805	Sep-07	Sep-12
1803	Entreprise Construct Civile d'Ouvrages Divers	Small construction company is using grant to acquire training and specialized equipment needed for rural school and health clinic construction.	\$177,445	Sep-07	Sep-11



LIBERIA

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ADF's Liberia Program

The United States African Development Foundation (ADF) re-commenced operations in Liberia in May 2006 at the invitation of President Ellen Johnson Sirleaf. ADF was among the first foreign entities to establish a development program in Liberia, initiating operations in Liberia within 300 days of the current government taking office. In Liberia, ADF aims to stimulate expansion of the private sector by investing in small and medium-sized enterprises, particularly those with high export potential. The focus of ADF's activities in Liberia is a direct response to the needs of the country following two decades of unrest. This includes fishing, agriculture and agro-processing.

Funding Levels	Minimum	Maximum
FY 2008 Programming	\$500,000	\$500,000
FY 2008 Matching Funds	\$0	\$0
FY 2009 Program Funding	\$1,000,000	\$1,000,000

Current Liberia Projects

ID	Name	Description	Value	Start	End
1712	Gbandi Farmers Cooperative Society (GFCS)	Cooperative of small cocoa and coffee farmers is using funds to improve governance and conduct market research.	\$84,278	Sep-06	Mar-08
1713	Technocrats United Reconstruct and Dev Inc.	Local nonprofit construction services provider is using grant to improve business management capacity and develop a five-year strategic plan.	\$90,730	Sep-06	Mar-08
1714	Terraville Gardens, Inc.	Tropical flower exporter is using funding to renovate its farm buildings, improve financial management, and engage international buyers.	\$97,500	Sep-06	Mar-08
1716	M.D. Sow & Associates Enterprise	Partnership of cattle herders and beef traders is using grant to strengthen planning, management and marketing capacity.	\$97,744	Sep-06	Mar-08
1739	Monrovia Fishing Corporation	Monrovia seafood seller is using investment to repair fishing boat, improve financial management, and meet European Union import standards.	\$90,450	Mar-07	Sep-08
1740	Chabural Enterprises, Inc.	Small producer of wooden furniture for local schools and businesses is investing grant in new carpentry equipment and business management assistance.	\$93,785	Mar-07	Mar-08
1741	Venture Industrial and Construction Co., Inc.	Local construction services provider is using funds to strengthen management capacity, procure technical assistance, and develop a business plan.	\$87,840	Mar-07	Mar-08
1769	Ro-Zi's Inc.	Local catering enterprise will invest funds in the establishment of a commercial kitchen to grow the business and increase employment.	\$248,955	Sep-07	Sep-12

1773	Libra Sanitation, Inc.	Local waste management company will use grant to procure additional trucks and expand its operations outside Monrovia.	\$233,630	Sep-07	Sep-12
1776	Robertsport Fishmongers Association (RFMA)	Local fish suppliers' cooperative will use grant to modernize its distribution and expand its membership.	\$99,650	Sep-07	Mar-09
1806	T.R. Enterprises, Inc	Farming equipment supplier is using funding to engage in value-added importing and assembly of agricultural processing machines.	\$99,895	Sep-07	Sep-09



MALI

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ADF's Mali Program

Mali is a geographically landlocked country in the middle of West Africa. Roughly 80 percent of the population is engaged in the agricultural sector, with the export of goods and services as a percentage of GDP having risen from 26.1 percent in 1997 to 31.5 percent in 2001. At the same time, the growth of small and medium-sized enterprises (SMEs) holds great promise for stimulating the nation's overall economic development. ADF is dedicated to ensuring that an increasing number of disadvantaged Malians are able to establish successful SMEs, thereby contributing to the nation's economic growth. Its mission is to transform indigenous SMEs into bankable, export-oriented and sustainable businesses through the provision of financial and technical support.

The Foundation's priority funding sectors include: processing of local resources (e.g., food, drink, garments, textiles, and mining products), art and craft promotion, SME development, and sustainable natural resource management.

Funding Levels	Minimum	Maximum
FY 2008 Programming	\$1,599,000	\$1,599,000
FY 2008 Matching Funds	\$1,039,000	\$1,039,000
FY 2009 Program Funding	\$500,000	\$1,000,000

Current Mali Projects

ID	Name	Description	Value	Start	End
1418	Coord Agency Group Working Sanitation Environ	Funds are used to procure new sanitation equipment, enabling COTAPE to extend sanitation services in the city of Sikasso.	\$249,246	Aug-02	Aug-08
1437	Mam Cocktail Economic Interest Group	Funds are used to expand production of fruit juice processing and institute quality control standards.	\$121,723	Sep-02	Nov-07
1438	Jeka Feere Economic Interest Group	Funds are used to install twenty rice processing units and enhance marketing activities.	\$197,028	Sep-02	Nov-07
1442	La Sahelienne l'Alimentation Econ Int Grp	Funds are used to improve production and packaging operations, and strengthen their technical and managerial capacity.	\$167,714	Sep-02	Nov-07
1447	Assn transformation conservation tomate ATCT	Funds are used to expand production, equip new facilities, supplement working capital and procure a truck.	\$202,068	Sep-02	Nov-07
1449	Bougouni Artisans Union (UAB)	Funds are used to construct administrative and training facilities, and supplement working capital to increase incomes of local artisans.	\$153,340	Sep-02	Nov-07
1451	Groupement Ployformatique "YAYE" (GPY)	Funds are used to acquire up-to-date IT equipment for continued market growth in Sikasso.	\$193,575	Sep-02	Nov-09

1453	Association Malienne Tisserand Traditionnel	Funds are used to procure and install new office and showroom furniture, purchase yarn, and provide working capital.	\$115,324	Sep-02	Nov-07
1535	Ami Guindo Limited Company	Funds are used to build technical and managerial capacity for the Bamako-based dyed textile producers.	\$189,318	Feb-04	Feb-09
1536	Supplying for Preservation of Foodstuffs Mali	Funds are used to construct a warehouse, procure a generator and for working capital.	\$220,501	Feb-04	Dec-08
1550	Mali Volailles IEG	Funds are used to construct a hatchery and henhouses, and to supplement operating capital for expanded production.	\$225,506	Jul-04	Jun-09
1551	Assn for the Fight Against Desertification	Funds are used to rehabilitate ALCD's factory and to expand marketing activities for the production of charcoal briquettes.	\$234,248	May-04	May-09
1552	Dugu Ka Jeya	Funds are used to expand solid waste and sanitation services.	\$250,000	Jun-04	Jun-09
1583	Miellerie Moderne du Mali	Funds are used to provide technical assistance to enhance the marketing and management capacity of this Bamako-based honey distributor.	\$182,880	Sep-04	Sep-09
1585	AGVF Bandiagara	Funds are used to create a revolving loan fund for 1800 members to increase the marketing and production of onions in Bandiagara.	\$178,415	Sep-04	Sep-09
1586	TAMAK Sarl	Funds are used to purchase equipment and technical assistance for local production of exportable leather.	\$250,000	Sep-04	Sep-09
1587	Benkadi Assn: Support Malian Fistulous Women	Funds are used to build management and production capacity at a laundromat for women stigmatized with fistulas.	\$250,000	Sep-04	Sep-09
1674	Multichem Sarl	Funds are used to improve management and production capacity, upgrade equipment and purchase a packaging station all for mango exporting.	\$238,034	Sep-06	Sep-11
1676	Multi-functional Coop of Hondobomokoina	Funds are used to improve rice farming capacity and livestock husbandry and increase working capital.	\$175,513	Sep-06	Sep-11
1692	Diré Agricultural Cooperative	Funds are used to strengthen technical and managerial capacity to increase farmer yields.	\$195,900	Sep-06	Sep-11
1695	Multi-Purpose Cooperative of Bourem Inaly	Funds are used to increase production through the acquisition of water pumps, agricultural inputs and equipment, and the establishment of a revolving loan fund.	\$139,009	Sep-06	Sep-11
1709	Nyeta Musow	Funds are used to establish a credit fund and purchase additional equipment for an expanded customer base.	\$231,792	Sep-06	Sep-11
1768	Adiara Couture	Funds are used to purchase an industrial loom, a cutting machine, and a diesel generator allowing Adiara to produce lace for the domestic market.	\$249,500	Sep-07	Sep-12
1772	Sounoumba SARL	Funds are used to purchase an industrial oven, improve infrastructure and management capacity for the production of wooden pallets.	\$163,845	Sep-07	Sep-12

1774	Societe de Promotion Artisanale Tomboctou	Funds are used to acquire equipment, technical assistance, and the development of a business plan for future expansion for traditional artisans.	\$65,416	Sep-07	Mar-09
1780	Federation des Guireyaawes	Funds are used to develop a market survey, a business plan and label for local sesame grown by members.	\$69,111	Sep-07	Mar-09
1787	Société de Fabrication de Coton Hydrophile SA	Funds are used to build and purchase equipment that enables profitable growth in the cotton production industry.	\$248,441	Sep-07	Sep-12
1793	Pro-Touareg SARL	Funds are used to increase working capital and infrastructure improvements for a hotel operator catering for tourists visiting the Timbuktu region.	\$245,383	Sep-07	Sep-12
1799	Coop Product de Beurre Karité de Zantiébougou	Funds are used to develop and implement an export market study and a business plan for the continued production of Shea butter.	\$70,070	Sep-07	Mar-09
1800	OLEA SARL	Funds are used to facilitate the expansion into value added processing by funding equipment and raw material for sesame oil production.	\$208,202	Sep-07	Sep-12



NAMIBIA

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ADF's Namibia Program

Poverty and social inequity remain serious challenges in Namibia, where the unemployment rate stands at 33 percent and income disparities measure among the highest in the world. At the same time, the growth of small and medium enterprises (SMEs) holds great promise for stimulating the nation's overall economic development.

ADF's Partner in Namibia, the Namibia Development Foundation (NAMDEF), was established in 2001 and is dedicated to ensuring that an increasing number of disadvantaged Namibians are able to establish successful SMEs, thereby contributing to the nation's economic growth. Its mission is to transform indigenous SMEs into bankable, export-oriented and sustainable businesses through the provision of financial and technical support. The Foundation's priority funding sectors include: seafood harvesting/processing, ostrich production, livestock processing, table grape production, garments and textile production, precious and semi-precious stones, offshore diamond mining and tourism.

At this time ADF is not undertaking any new programming in Namibia.

Funding Levels	Minimum	Maximum
FY 2008 Programming	NA	NA
FY 2008 Matching Funds	NA	NA
FY 2009 Program Funding	NA	NA

Current Projects

ID	Name	Description	Value	Start	End
1522	Rudro Clothing Pty Ltd	Funds are used by the employees to purchase the clothing manufacturing business, improve management skills, and upgrade equipment	\$239,274	Sep-03	Sep-08
1564	Shoremillkol (Pty) Ltd	Funds are used to purchase fishing equipment and a vessel to reduce operating costs and secure a rock-lobster fishing quota from the government	\$246,804	Sep-04	Oct-09
1570	Martin's Den Fisheries (Pty) Limited	Funds are used to purchase fishing equipment and a vessel to reduce operating costs and secure a rock-lobster fishing quota from the government	\$249,363	Sep-04	Sep-09



NIGER

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ADF's Niger Program

ADF's Niger program was established in 1984 with the goal of supporting Nigerien micro- and small-scale enterprises in their efforts to develop new income-generating opportunities and ensure greater food security. The program seeks to encourage new community investment models, with a view to promoting sustainable community development and small enterprises. ADF has partnered with a local nongovernmental organization, Action pour un Développement Intégré et Durable (ADIDB), to provide technical assistance and monitoring oversight to existing ADF projects and assist applicants prepare their project funding proposals.

Funding Levels	Minimum	Maximum
FY 2008 Programming	\$500,000	\$500,000
FY 2008 Matching Funds	\$0	\$0
FY 2009 Program Funding	\$500,000	\$1,000,000

Current Niger Projects

ID	Name	Description	Value	Start	End
1537	Groupe d'Appui A L'Auto Promotion Entreprise	Rural nonprofit is using grant to establish eight cereal banks that allow villagers to store grain, improving food security.	\$144,275	Feb-04	Feb-09
1562	Eco-Developpement Participatif	Rural nonprofit is using investment to combine microfinance loans with cereal storage services in sixteen villages.	\$187,489	Jul-04	Jul-09
1575	SICR/KOKARI Rural Credit Intermediation Service	Local microfinance provider is using investment to extend credit to community-based organizations and train staff.	\$238,278	Sep-04	Sep-09
1596	Cooperative des Producteurs d'Oignon de GAYA	Onion growers' cooperative is using funds to expand production capacity and construct ventilated storehouse.	\$184,455	Mar-05	Mar-10
1597	Cooperative de Samou-Naka	Women's peanut oil producers' cooperative is investing funds in improved storage facilities and bulk purchase of peanut stocks.	\$143,157	Mar-05	Mar-10
1631	Amintchi Coop of Onion Producers Tsernaoua	Onion growers' cooperative is using funds to construct trading post for onion exports.	\$157,470	Sep-05	Sep-10
1679	Union of Onion Sector Coop Professionals	Onion growers' cooperative is using grant to improve management capacity and support seed distribution to members.	\$74,812	Sep-06	Mar-08
1686	Federation of Union of Producers of Madaoua	Onion growers' federation is using funds to improve management capacity and market improved seed to members.	\$75,399	Sep-06	Mar-08

1693	Federation of Tiger Nut Producers Unions	Tiger nut growers' federation is using grant to strengthen financial management and develop a business plan.	\$97,613	Sep-06	Sep-08
1696	Aguié Sesame Producers Cooperative (COOPSE)	Sesame growers' cooperative is investing grant in business training and market research.	\$99,999	Sep-06	Sep-08
1697	Federation of Gardening Cooperative Unions	Onion producers' association is using funding to improve management and purchase improved seeds for member farmers.	\$73,057	Sep-06	Mar-08
1752	Union des Coopératives et Groupements de Tabalack	Rural onion producers' cooperative is using grant to construct storage warehouse, acquire technical training, and transport its onions to market.	\$79,565	Aug-07	Jan-09



NIGERIA

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ADF's Nigeria Program

The sudden rise in world oil prices in the mid 1970s resulted in severe inflation in Nigeria coupled with widespread unemployment and corruption. Today, poverty is endemic, with 45 percent of the country's total population of over 120 million living below the poverty line. ADF's Partner in Nigeria is Diamond Development Initiatives (DDI), a non-profit, non-political, and non-religious organization. Its mission is to economically empower the rural and urban poor through the provision of financial and technical support to grassroots development organizations. DDI provides support to community-based organizations engaged in social and economic development activities, including small and medium enterprise (MSE) development, trade and investment initiative and micro finance. DDI is committed to promoting and upholding the ideals of participatory development.

Funding Levels	Minimum	Maximum
FY 2008 Programming	\$87,000	\$1,027,000
FY 2008 Matching Funds	\$87,000	\$1,027,000
FY 2009 Program Funding	\$500,000	\$1,000,000

Current Projects

ID	Name	Description	Value	Start	End
1423	Women in Nigeria-Bauchi Chapter	Funds are being used to benefit this women-oriented, micro-finance institution in Bauchi by providing funds for a revolving loan fund.	\$98,248	Sep-02	Nov-07
1424	Urban Ministry	Funds will be used to serve as a revolving loan fund for this Microfinance Servicebased in Plateau State.	\$148,185	Sep-02	Nov-07
1426	Fantsuam Foundation	Funds are being used to create a revolving loan fund and for capacity building of the Fantsuam Foundation that targets female clients.	\$182,097	Sep-02	Nov-07
1427	Health and Development Organization	Funds are being used to enable the service to expand its customer base to help focus on female clients.	\$114,560	Sep-02	Nov-07
1428	Otia Development Foundation	Funds are being used to create a revolving loan fund for farmers and micro-businesses in Benue State.	\$159,885	Sep-02	Nov-07
1605	Diamond Development Initiatives	Cooperative Agreement funds are used to provide technical assistance and monitoring oversight to existing ADF projects and aid new project reviews	\$487,230	May-05	Apr-07
1615	Facilities Management Services Limited	Funds will be utilized in this project to use cost-effective compressed brick technology to build affordable housing for residents of Kano state.	\$330,043	Sep-05	Sep-08
1620	Garcons Nigeria, Limited	Funds will be utilized in this project to use cost-effective compressed brick technology to build affordable housing for residents of Kano state.	\$330,043	Sep-05	Sep-08

1621	Modern Concepts Investments Limited	Funds will be utilized in this project to use cost-effective compressed brick technology to build affordable housing for residents of Kano state.	\$330,043	Sep-05	Sep-08
1622	Muhalli Architectural Engineering Consult Ltd	Funds will be utilized in this project to use cost-effective compressed brick technology to build affordable housing for residents of Kano state.	\$330,043	Sep-05	Sep-08
1685	Diamond Development Initiatives (DDI)	Cooperative Agreement funds are used to provide technical assistance and monitoring oversight to existing ADF projects and aid new project reviews	\$269,635	Sep-06	Apr-08
1724	Kubacha Ginger Farmers Co-operative Society	Funds will help this northern Nigeria co-op. to improve crop yields and marketing, as well as provide for the establishment of a processing facility.	\$86,000	Sep-06	Sep-08
1757	NIYYA Food and Drink Company Limited	Funds will be used of production improvements and expansion, conducting market research as well as to enhance their internal systems.	\$242,983	Sep-07	Sep-12
1761	Universal Turnkey Projects Limited	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.	\$248,257	Sep-07	Sep-09
1762	Spectarch Nigeria Limited	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.	\$248,257	Sep-07	Sep-09
1763	Land-Waves Constructions Limited	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.	\$248,257	Sep-07	Sep-09
1764	El Noor Ventures Limited	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.	\$248,257	Sep-07	Sep-09
1765	Building Projects Consultants Limited	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.	\$248,257	Sep-07	Sep-09
1766	Al Kassim Construction Company Limited	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.	\$248,257	Sep-07	Sep-09
1767	IAM Oil Mills Press Limited (IOMP)	Funds will be used to build capacity, improve internal systems, certification and for sales and marketing	\$54,072	Sep-07	Sep-08
1775	Garcons Nigeria, Limited	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.	\$130,368	Sep-07	Sep-09
1778	KD Foods Processing Company Ltd.	Funds will be used to improve production, market development, improvement of management practices and for Training and technical assistance.	\$250,000	Sep-07	Sep-12
1786	Tally International (Nigeria) Limited	Rice flour producer in Kaduna is using funds to acquire new processing facilities and technical assistance in quality control and marketing.	\$84,534	Sep-07	Sep-09
1789	Aiya Pure Groundnut Oil Mills	Local groundnut processing company is using funds to construct a new production facility, refurbish its equipment, and acquire technical training.	\$135,869	Sep-07	Sep-12

1801	Diamond Development Initiatives (DDI)	Cooperative Agreement funds are used to provide technical assistance and monitoring oversight to existing ADF projects and aid new project reviews	\$245,270	Sep-07	Sep-09
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RWANDA

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ADF's Rwanda Program

ADF re-established a country program in Rwanda in 2006, after a 12-year hiatus. ADF shares the Government of Rwanda's commitment to private sector development, particularly in export-oriented sectors such as specialty coffee and home décor. Rwanda's program includes mostly large-member cooperatives involved in rice, passion fruit, tea, tomato and banana production and a handful of closely held businesses. ADF Rwanda will continue to support the development of smallholder agricultural producers, small-scale agribusinesses (SSAs) and small enterprises (SMEs) based in rural areas as well as social programs that benefit the "marginalized" groups: low income people, women and youth. The intent is for ADF to be geographically dispersed with visibility in each province.

Funding Levels	Minimum	Maximum
FY 2008 Programming	\$700,000	\$1,475,000
FY 2008 Matching Funds	\$0	\$775,000
FY 2009 Program Funding	\$500,000	\$1,000,000

Current Projects

ID	Name	Description	Value	Start	End
1656	Ikirezi Natural Products SARL	Funds are used to train farmers in geranium growing for essential oils, strengthen Ikirezi's management and financial structures, and plan for future expansion.	\$100,000	Sep-05	Sep-08
1734	Kigali Cement Company Limited (KCC)	Funds are used to comply with safety and environmental standards, develop a strategic growth plan, and improve management capabilities.	\$100,000	Mar-07	Sep-08
1735	Gahaya Links, Ltd.	Funds are used to strengthen the organizational structure, training services, financial management, business planning and marketing activities for this basket weaving company.	\$86,852	Mar-07	Sep-08
1736	La Reine Cooperative	Funds are used to expand and improve its cheese line, strengthen financial and management capacity and develop a business plan for expansion.	\$87,312	Mar-07	Sep-08
1744	Banzukore Cooperative	Funds are used to develop its management, technical and financial capabilities, and undertake the organic product-certification process for passion fruit.	\$100,000	May-07	May-09
1746	Coop de Production Rizicole de Bugarama	Funds are used to facilitate technical assistance in rice agronomy, irrigation, marketing and financial management and business plan preparation.	\$99,109	Jun-07	Dec-08

1747	Coop pour la Promotion des Activités	Funds are used to strengthen management structure and financial policies, and improve quality testing and production procedures for its coffee production.	\$93,769	Jun-07	Dec-08
1748	Africa Development Consultants, SARL	Cooperative Agreement funds are used to provide technical assistance and monitoring oversight to existing ADF projects and aid new project reviews	\$249,496	May-07	May-08
1779	Rwanda Small Holder Specialty Coffee Company	Funds are used to facilitate the expansion into dry processing and roasting, and strengthen overall management, production and marketing capacities.	\$392,216	Sep-07	Sep-13
1794	Turwanyubukene Farmers Cooperative (TFC)	Funds are used to support TFC with agricultural inputs, tools, labor, construction, and facilitate the organic certification process for pomegranate and chickpea production.	\$145,263	Sep-07	Sep-10
1796	Rwanda Women Network (CA)	Cooperative Agreement funds are used to provide technical assistance and monitoring oversight to womens social and economic activities.	\$170,830	Sep-07	Sep-09
1797	Rwanda Women Network (RWN)	Funds are used to provide financial, material and technical resources to ten women's empowerment initiatives.	\$250,000	Sep-07	Sep-09
1807	Rubilizi Dairy SARL	Funds are used to repair production equipment, train workers, improve governance, and develop a business plan for the dairy expansion.	\$92,736	Sep-07	Mar-09



SENEGAL

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ADF's Senegal Program

While the economy of Senegal grew more than five percent on average between 1995 and 2001, the benefits of such growth were unequally distributed. Significant disparities persist between rural and urban areas, between the private and public sectors, and between men and women.

ADF's country program provides Senegalese small enterprises with direct access to financial and technical assistance to assist them in generating employment and increased incomes for economically marginalized communities and groups.

ADF's country program focuses on i) reinforcing small and medium enterprise (SME) and wealth creation initiatives, ii) Local Resources Promotion (LRP) with private sector participation, iii) promoting exchange relationships with external partners; and iv) supporting best practices in local resource management.

Funding Levels	Minimum	Maximum
FY 2008 Programming	\$665,000	\$1,245,000
FY 2008 Matching Funds	\$65,000	\$645,000
FY 2009 Program Funding	\$500,000	\$1,000,000

Current Senegal Projects

ID	Name	Description	Value	Start	End
1346	Service Consortium Economic Interest Group	Funds are used to modernize equipment and to provide technical assistance to this cooperative of 21 Dakar-based businesses	\$121,138	Sep-00	Mar-07
1351	DIOCKO Economic Interest Group	Funds are used to consolidate and modernize equipment at a Carpentry Service Center and to procure technical assistance for the member carpenters	\$151,047	Sep-00	Sep-07
1520	La Vivrière	Funds are used to construct a new millet processing facility and procure equipment to improve marketing activities	\$250,000	Sep-03	Sep-08
1581	Aboul Abass Economic Interest Group	Funds are used to improve the management and production capacity of the business and expand the laundry services they provide to clients in St. Louis	\$243,515	Sep-04	Sep-09
1582	Gabastri Quality System	Funds are used to rehabilitate the workshop and expand production for this Dakar-based manufacturer of specialized parts for doors and fences	\$208,536	Sep-04	Sep-09
1589	GIE Groupe d'Affaires Top Aviservice Dakar	Funds are used to construct a new poultry processing facility, warehouse and offices and to procure equipment, technical and marketing assistance	\$245,222	Oct-04	Sep-09

1610	Consultants Associés	Cooperative Agreement funds are used to provide technical assistance and monitoring oversight to existing ADF projects and aid new project reviews	\$367,122	Jun-05	Jun-07
1626	NDIAKHERE Economic Interest Group	Funds are used to strengthen managerial and production capacity at this cereal and grain processing plant	\$162,921	Sep-05	Sep-10
1627	AGRICONCEPT	Funds are used to provide agricultural inputs to green bean farmers, acquire high-performance equipment and enhance marketing of green bean exports	\$237,192	Sep-05	Sep-10
1647	MARIA Distribution	Funds are used to modernize the fruit juice processing plant and incorporate international standards of pasteurization, sterilization and packaging	\$229,091	Sep-05	Sep-10
1675	La Maison du Karité (GIE K2M)	Funds are used to improve organizational and management capacity and enhance marketing activities to increase sales of cosmetic shea butter products	\$73,133	Sep-06	Mar-08
1680	GIE Bok Khalaat Liquey Sine Plage	Funds are used to increase management and technical capacity and to develop a business plan to expand production at the fish processing plant	\$96,516	Sep-06	Mar-08
1706	West African WAGS Sea Vegetables (WAW)	Funds are used to strengthen the organizational and management capacity enabling them to take advantage of market opportunities for algae products	\$94,960	Sep-06	Mar-08



SWAZILAND

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Funding Levels	Minimum	Maximum
FY 2008 Programming	\$21,000	\$21,000
FY 2008 Matching Funds	\$21,000	\$21,000
FY 2009 Program Funding	\$300,000	\$300,000

ADF's Swaziland Program

In 2003, the United States African Development Foundation (ADF) entered into a Swaziland partnership with the National Emergency Response Council on HIV/AIDS in a mutual effort to mitigate the impact of HIV/AIDS and promote the economic empowerment of people and communities affected by the disease. Through the program, funds are provided to small and medium enterprises (SMEs) and small agricultural producer groups in Swaziland to secure the technical, managerial, and/or marketing assistance they need to enhance their capacity and profitability. As a result of the program, ADF aims to contribute to the growth of sustainable community level SMEs, increase access to micro-credit and business training, improve agricultural production, expand exports that involve grassroots populations, and support new non-traditional exports.

Current Swaziland Projects

ID	Name	Description	Value	Start	End
1579	Swaziland Farmer Development Foundation	Funds are used to strengthen the support for agriculture and increase food security by rehabilitating the infrastructure in areas under cultivation.	\$257,115	Sep-04	Sep-10
1608	Africa Cooperative Action Trust	Funds are used to establish a revolving loan fund for members, acquire equipment and improve storage facilities and agricultural inputs	\$260,419	Jun-05	Jun-10
1653	Swaziland Assn Crime Prevent Rehab Offenders	Funds are used to improve operational, management capacity and replicate the fence-making project as well as establishing a revolving loan fund.	\$69,870	Sep-05	Sep-07
1658	Regional Excellence Development Initiative	Cooperative Agreement funds are used to provide technical assistance and monitoring oversight to existing ADF projects and aid new project reviews	\$140,935	Feb-06	Dec-07
1666	Sengani Dairy Association	Funds are being used for a milk processing and marketing pilot project that will help assess local demand for dairy products and expand production.	\$45,006	Jul-06	Mar-08
1698	Basoliile Investments (Pty) Ltd.	Funds will be used for the acquisition of farm implements, training as well as establishment of a farm office.	\$144,162	Sep-06	Sep-11
1701	Manzini Youth Care (MYC)	Funds are to train farmers in beekeeping and hive management, to establish a honey processing plant and to improve marketing activities.	\$230,224	Sep-06	Sep-11
1711	Luyengo Dairy Association	Funds are to improve milk production, marketing, and to improve their operational and management capabilities to enable them to meet local demand.	\$42,188	Sep-06	Mar-08



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ADF's Tanzania Program

While Tanzania has recorded a significant improvement in overall macro-economic performance over the last eight years, per capita income averages about US\$320, making it one of the poorest countries in the world. Over 50 percent of the estimated 40.3 million Tanzanians live below the poverty line, and their numbers are growing due to a desperate shortage of sustainable jobs.

Paradoxically, Tanzania is generously endowed with natural resources such as minerals, land, lakes, rivers, and the Indian Ocean.

ADF's Partner in Tanzania, the Center for Sustainable Development Initiatives (CSDI) exists to promote and support excellence in sustainable community-based enterprise development. Its mission is to provide superior community-based enterprise development services on a sustainable basis, and to achieve the greatest good for the largest number of people.

Through CSDI the United States African Development Foundation (ADF) provides technical and financial support to grassroots-based producers and entrepreneurs in growing industries and sectors of the economy. The goal of this support is to establish sustainable business and market links with local, regional, and international buyers and investors, and to take advantage of regional and international trade protocols. The majority of the ADF funding is in the agricultural sector which provides 80% of Tanzania's total employment. Agriculture investments funded include a variety of crops including: specialty coffee, tea, sugarcane, vanilla, organic cotton, horticultural products, paprika, beef and animal feed products. In recent years, ADF has also expanded their investment in local handicraft and textile producers interested in selling to large U.S. and international buyers. Through the Buyer Linkages Program, both the clients and the Partner, CSDI, are gaining skills in product development and are expanding their capacity to market to international buyers.

Funding Levels	Minimum	Maximum
FY 2008 Programming	\$750,000	\$1,250,000
FY 2008 Matching Funds	\$0	\$500,000
FY 2009 Program Funding	\$750,000	\$1,250,000

Current Tanzania Projects

ID	Name	Description	Value	Start	End
1481	Sero Business Women Association	Funds are used to provide credit, vocational and business skills training, and legal assistance to over 2,000 women and youths affected by AIDS	\$198,591	Sep-02	Mar-08
1500	Small Enterprises Foundation	Funds are used to provide loans to the 1,751 active, predominantly female clients serviced by this Temenke based micro-finance organization	\$204,262	Oct-03	Oct-08
1516	Ruembe Outgrowers Association (ROA)	Funds are used to expand production capacity and business and marketing skills for 1500 sugar farmers located in the Morogoro region	\$228,740	Dec-03	Dec-08
1530	Karatu Development Association (KDA)	Funds are used to provide loans to more than 1,000 clients serviced by this micro-finance organization based in the Karatu District	\$96,419	Apr-04	Dec-09

1533	Kilombero Cane Growers Association	Funds are used to purchase mechanical loaders, increase yield and improve business skills for farmers located in the Kidatu District	\$221,972	Dec-03	Oct-08
1565	Mshikamano Farmers Group	Funds are used to create a revolving loan fund, acquire processing equipment, and expand technical assistance to coffee farmers in the Mbozi District	\$225,673	Sep-04	Sep-09
1592	Rungwe Small Tea Growers Association	Funds are used to provide technical assistance, improve management, and create a loan fund for inputs to farmers in eight villages near Mbeya	\$250,000	Nov-04	Nov-09
1593	(MTBF) Mkonge Tea Block Farm Coop Society	Funds are used to increase the acreage under cultivation and improve agricultural and marketing techniques used by tea farmers in Mufundi District	\$142,163	Nov-04	Nov-09
1594	Lumuli Paprika Growers Association	Funds are used to increase the acreage under cultivation and improve agricultural and marketing techniques used by paprika farmers in Iringa District	\$87,372	Sep-05	Sep-10
1619	Chama cha Maendeleo ya Wakulima (MAYAWA)	Funds are used to provide working capital, training and technical assistance to improve the quantity and quality of vanilla the cooperative exports	\$218,209	Sep-05	Sep-10
1633	Foot Loose (T) Limited	Funds are used for capacity building, marketing and to finance a loan fund for regional producers of handmade mats, baskets, and carved wood products	\$202,662	Sep-05	Sep-10
1665	Kwanza Collection Company, Ltd	Funds are used for financial and business systems, and quality control training to increase the export of regionally produced handmade products	\$191,580	Jul-06	Sep-11
1687	Centre for Sustainable Development Initiative	Cooperative Agreement funds are used to provide technical assistance and monitoring oversight to existing ADF projects and aid new project reviews	\$371,704	Sep-06	Apr-08
1708	Moselmach (T) Ltd.	Funds are used to streamline raw materials supply chains and production, enabling the expansion of operations for this animal feed provider	\$105,854	Sep-06	Mar-08
1732	Uwano-Ngarenanyuki Horticultural Coop Soc Ltd	Funds are used to increase yields, establish a revolving loan fund, construct a storage facility, and improve business systems for organic farmers	\$121,956	Feb-07	Mar-11
1733	Midawe - Mshikamano Horticultural Coop Soc	Funds are used to increase yields, establish a revolving loan fund, construct a storage facility, and improve business systems for organic farmers	\$133,667	Feb-07	Mar-11
1745	Assn of Kilimanjaro Specialty Coffee Growers	Funds are used to construct central pulping units, build a cupping laboratory and increase business skills of staff and coffee farmers near Moshi	\$250,000	May-07	Jun-12
1754	Marvelous Flotea Company, Limited	Funds are used for financial and business systems, and quality control training to increase the export of regionally produced handmade products	\$85,080	Aug-07	Aug-08
1755	Classic Home Care Company Limited (CHC)	Funds are used to update production equipment, financial systems, and business plans to accommodate selling their quality furniture internationally	\$250,000	Aug-07	Sep-12
1758	Nyirefami Limited	Funds are used to improve management skills, distribution capacity, and marketing plans for this grain flour processing company in Arusha	\$246,833	Aug-07	Sep-12

1781	Tanzania Organic Certification Association	Funds are used to improve financial systems and revise business plans to accommodate provision of more comprehensive organic certification to farmers	\$100,000	Sep-07	Mar-09
1798	Getting Old Is to Grow (GOIG) Society	Funds are used for financial and business systems, and quality control training to increase the export of handmade products produced by local elders	\$104,258	Sep-07	Sep-08



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ADF's Uganda Program

The Foundation has been active in Uganda since the early 1990s. Today, Uganda's program includes several closely held businesses and some farmer associations/cooperatives with a bias towards agribusinesses, organic production, and commodities for export – namely vanilla, sesame, spices, essential oils and cotton. ADF Uganda supports the development of smallholder agricultural producers and small-scale agribusinesses (SSAs) based in rural areas as well as social programs that benefit various marginalized groups and including persons with disability, re-settled displaced peoples etc. ADF will continue to identify appropriate groups for funding that have a strong degree of community involvement and plans to expand its presence in the north of the country to the extent security allows.

Funding Levels	Minimum	Maximum
FY 2008 Programming	\$905,000	\$1,076,000
FY 2008 Matching Funds	\$205,000	\$376,000
FY 2009 Program Funding	\$500,000	\$1,000,000

Current Uganda Projects

ID	Name	Description	Value	Start	End
1412	Oribicing Women's Coop Savings Credit Society	Funds are used for a revolving loan fund to generate economic and the development of technical and managerial capacity for profitable growth.	\$233,018	Aug-02	Oct-07
1448	Jinja Leather Works (1986) Limited	Funds are used to expand existing plant, and provide managerial and marketing technical assistance for exporting leather products.	\$192,413	Sep-02	Nov-09
1490	Mobile Agricultural and Technical Services Association	Funds are used to enable workshop expansion and provide working capital for raw materials, managerial advice and marketing of agricultural tools.	\$143,895	Dec-02	Jan-09
1498	Kihihi Silk Farmers Association	Funds are used to construct three silk hatcheries, purchase production equipment, establish revolving loan fund, and supply office equipment.	\$200,737	Sep-03	Sep-08
1501	SESACO, Ltd.	Funds are used for factory renovation, automated processing equipment, working capital, and management and marketing technical assistance for snack food production.	\$208,512	Sep-03	Oct-08
1532	Gomba Daals and Spices Limited	Funds are used to expand production, build a plant, increase marketing activities, create revolving fund for farmers, and provide technical assistance in the growing of spices and lentils.	\$218,345	Dec-03	Dec-10

1553	UGASA (Uganda-South Africa) Limited	Funds are used to construct a blending facility, expand existing premises, and provide technical and managerial training for this wall coating business.	\$247,765	Nov-04	Sep-09
1554	Rabong Multi Purpose Cooperative Society	Funds are used to equip the processing facility for lemongrass essential oils and to strengthen Rabong's financial and management structures.	\$243,010	Nov-04	Jun-09
1555	School Outfitters (U) Limited	Funds are used to improve production facilities for school uniforms, provide technical assistance in financial and management training and supplement working capital.	\$244,077	Nov-04	Sep-10
1556	Kelvin Shaun Investments, Limited	Funds are used to strengthen existing financial and management structures, and purchase production equipment for limeworks.	\$250,000	Nov-04	Sep-10
1600	Uganda Development Trust (UDET)	Cooperative Agreement funds are used to provide technical assistance and monitoring oversight to existing ADF projects and aid new project reviews	\$610,412	May-05	Dec-06
1654	Mukono Vanilla Spices Horticultural Coop Soc	Funds are used to obtain organic certification, strengthen management and marketing skills, explore export trade opportunities primarily for vanilla.	\$174,521	Sep-05	Sep-10
1661	The Diocese of Northern Uganda	Funds are used to assist 30 primary schools improve the outreach and effectiveness of the night mentoring program and provide scholarships to secondary school.	\$249,604	Jul-06	Sep-11
1678	Maganjo Grain Millers Limited (MGM)	Funds are used to develop an expansion strategy for its maize products, consolidate financial systems, improve production and management processes, and provide training.	\$97,820	Sep-06	Mar-08
1689	Uganda Development Trust (UDET)	Cooperative Agreement funds are used to provide technical assistance and monitoring oversight to existing ADF projects and aid new project reviews	\$279,513	Sep-06	Dec-07
1699	Outspan Enterprises Limited	Funds are used to increase production capacity and facilitate organic certification for sesame seeds.	\$221,062	Sep-06	Sep-11
1737	East African Basic Foods Limited	Funds are used to streamline and strengthen management, accounting and marketing procedures with technical assistance.	\$55,712	Mar-07	Mar-08
1751	Agro Genetic Technologies Limited (AGT)	Funds are used to develop a mother garden for plant tissues, improve accounting and IT, and enhance personnel management and corporate governance structures.	\$84,104	Aug-07	Sep-08
1753	Solar Energy Uganda Limited (SEU)	Funds are used to enhance production and sales capacity of solar panel products, and strengthen accounting and human resource management structures.	\$250,000	Aug-07	Aug-12
1756	Kampala Jellitone Suppliers Limited (KJS)	Funds are used to enhance the accounting system, develop a business plan, and improve procurement, inventory and product distribution systems for coffee and briquettes.	\$79,423	Sep-07	Sep-09
1759	Mpanga Growers Tea Factory Limited	Funds are used to improve management structures and safety and environmental standards, and conduct cost-benefit analysis on tea production costs.	\$86,394	Sep-07	Mar-09

1770	Envalert Uganda Limited (EUL)	Funds are used to expand organic certification for dried fruit, improve the financial and management structures, sink a bore-hole and improve security.	\$73,724	Sep-07	Mar-09
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ZAMBIA

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ADF's Zambia Program

In 2003, ADF and the Government of Zambia agreed to cooperate in a mutual effort to promote the development of indigenous micro, small, and medium-scale enterprises (MSMEs) and small scale agricultural producer groups in Zambia.

The goal of ADF'S program is to advance broad-scale, sustainable economic growth and help to diversify Zambia's economic base. Specifically, support will be provided to Zambian MSMEs and small scale agricultural producer groups to secure the technical, managerial, and/or marketing assistance they need to enhance their capacity and profitability. The funding is targeted at creating jobs and income at the grassroots level.

Funding Levels	Minimum	Maximum
FY 2008 Programming	\$754,000	\$754,000
FY 2008 Matching Funds	\$4,000	\$4,000
FY 2009 Program Funding	\$1,750,000	\$2,000,000

Current Projects

ID	Name	Description	Value	Start	End
1614	Zambia Agribusiness Technical Assistance Cent	Cooperative Agreement funds are used to provide technical assistance and monitoring oversight to existing ADF projects and aid new project reviews	\$474,813	Jun-05	May-07
1623	Central Growers Association	Funds are being used for technical, managerial, and marketing assistance of this Kabwe-based paprika farmers' cooperative.	\$250,000	Sep-05	Sep-10
1625	Environment and Development in Zambia (EDZ)	Funds are being used to expand membership, support a revolving loan fund and provide marketing and technical support for the Honey Farmers.	\$235,447	Sep-05	Sep-10
1630	Chongwe Organic Producers Processors Assn	Funds are being used to improve cotton yield, obtain organic certification and procure marketing expertise of this district cooperative.	\$121,545	Sep-05	Sep-08
1650	Mpongwe Coffee & Organic Out Growers Coop Soc	Funds are being used to provide technical and marketing expertise of this Farmer-owned, Mpongwe-based cooperative to increase exports.	\$88,634	Sep-05	Sep-08
1659	LKM Aquaculture Investments Limited	Funds are being used to improve technology, management capacity, and marketing of this fish farm to increase it's domestic presence.	\$247,571	Jun-06	Jun-11
1670	Lubulima Ag Commercial and Coop Union	Funds are for strengthening planning, management and marketing capacity with the goal of capturing a larger proportion of the expanding local market.	\$101,026	Sep-06	Mar-08
1684	Zambia Agribusiness Technical Assist Cent Ltd	Cooperative Agreement funds are used to provide technical assistance and monitoring oversight to existing ADF projects and aid new project reviews	\$228,908	Sep-06	May-08

1700	Chinjara Livestock Cooperative Society, Ltd.	Funds are for developing internal management capacities, long-term business planning, marketing, and financial systems of the dairy Cooperative.	\$90,684	Sep-06	Sep-08
1702	Diocese of Mongu Development Center (DMDC)	Funds are to help develop internal procedures, business plans, hire and train extension staff, and ultimately manage a revolving loan fund.	\$122,503	Sep-06	Mar-08
1703	Mpika Dairy Farmers Co-operative Society Ltd.	Funds are for developing internal management capacities, long-term business planning, marketing, and financial systems of this dairy cooperative.	\$77,149	Sep-06	Mar-08
1705	Mumbwa District Farmers Association	Funds are for constructing an office, improved management capacity, and the development of business and marketing plans for this paprika outgrower.	\$102,725	Sep-06	Sep-08
1749	Zambian Youth Empowerment Fund	Funds to provide financial support and technical assistance to projects targeting youth focused enterprises and youth agricultural groups that result in jobs and income for young people.	\$293,295	Jun-07	Jun-08
1750	Zambian Youth Empowerment Fund	Funds to provide financial support and technical assistance to projects targeting youth focused enterprises and youth agricultural groups that result in jobs and income for young people.	\$500,000	Jun-07	Jun-08