

AFRICAN DEVELOPMENT FOUNDATION

Fostering Hope, Growth, and Goodwill in
Africa



CONGRESSIONAL BUDGET JUSTIFICATION

Fiscal Year 2010

May 27, 2009
Washington, DC

United States African Development Foundation

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THE BOARD OF DIRECTORS AND THE PRESIDENT OF
THE UNITED STATES AFRICAN DEVELOPMENT FOUNDATION
WASHINGTON, DC

We are pleased to transmit to the Congress the Administration's Fiscal Year (FY) 2010 budget justification for the U.S. African Development Foundation.

The FY 2010 budget request of \$30 million will provide resources for development programs that address hundreds of marginalized and under-served communities in Africa with one of the most effective development models in the United States Government. U.S. taxpayer funds are making a positive difference. Using a participatory development model, USADF provides assistance in some of the toughest areas in Africa and is a foreign assistance program that has a strong record of achievement.

Overwhelmingly, the largest amounts of USADF public funds go directly to Africa grantees ... directly to the populations most in need. These include small community enterprises, medium to large agricultural cooperatives, and other community groups that help create jobs and provide better income levels for people trapped at the lowest end of the economic spectrum.

The pace of change and progress at USADF is significant. Highlights of FY 2008 outcomes include starting new programs in Mauritania, Niger, Burkina Faso, and Malawi. Budget allocations for 2008 program funding increased by 32% over the prior year, with no increase in overhead expenses. And, overhead expenses were reduced by more than 20% below 2008 projected levels. Although future reductions in operating expenses may not be as dramatic, USADF's remains committed to its core operating principles (see page 15) to maximize effectiveness and consistently lower overhead.

Several organizational simplifications were also started, and a new Board of Directors was named in September 2008. The Board of Directors are actively involved with USADF and each member has reviewed this CBJ transmittal to Congress. Policies are constantly being reviewed and updated to increase effectiveness. Once all seven Board members are confirmed, USADF will engage members in a broader strategic planning process. These actions will better position USADF to serve marginalized African populations more cost effectively in 2009 and 2010.

Our vision is to help end the poverty of thousands of marginalized groups across Africa. Our success is measured in lives improved, new economic opportunities created, and goodwill established. Our mission is as applicable today, if not more so, than when USADF was founded in 1980. We look forward to your support and guidance as we seek to enlarge the impact of this unique and effective program.

Sincerely,



Dr. John O. Agwunobi,
Chairman
Board of Directors



John W. Leslie, Jr.,
Vice Chairman
Board of Directors



Lloyd O. Pierson,
President and CEO

United States African Development Foundation

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United States African Development Foundation

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CONGRESSIONAL BUDGET JUSTIFICATION FISCAL YEAR 2010

Executive Summary

The African Development Foundation (USADF), created in 1980¹, provides grants of up to \$250,000 to indigenous African organizations that benefit under-served and marginalized² groups. The Foundation has a unique mission among U.S. foreign assistance programs, by-passing layers of inefficiencies and working directly with the neediest communities in Africa. The Foundation uses a participatory approach to actively engage marginalized local community groups or enterprises in the design and implementation of development projects. This approach ensures these programs are distinctively African initiated and led, resulting in outcomes that best address the real needs of the community. Project success and long term impact is further enhanced through USADF efforts to establish a network of local support and technical service providers across Africa. Partner organizations are local non-governmental organizations that provide project design, implementation and management support to USADF grant recipients. Grant success is measured in terms of jobs created and sustained, increased income levels, and improved social conditions.

The FY 2010 budget request of \$30 million provides for direct program support to over 125 projects in 23 countries³. Still, despite the increased international and United States attention toward helping Africans meet relief and millennium assistance goals, thousands of poor communities remain untouched by most development programs. These under-served, marginalized areas of Africa are USADF's primary target.

The current global economic recession puts greater pressure on the rural poor, and increases the urgency for the development community to respond in proven ways to improve local food production, increase income levels, and address growing social issues. New areas of focus for USADF in FY 2010 are the migrant workers in the Central Africa Republic, pastoral populations in northern Kenya, and areas of severe economic impact in Zimbabwe (provided a successful democratic government is established).

While, in FY 2008, Congressional appropriations of \$29.8 million enabled USADF to direct over \$11.6 million for 80 project grants in 16 countries, and allocate over \$5.8 million for African managed and led partner organizations, the FY 2009 appropriation of \$32.5 million enables USADF to budget more than \$19 million for 125 project grants in 20 countries, and allocate over \$4.3 million for African led partner organizations. An additional \$4 million of host government donations⁴ are planned to be used to fund additional direct project grants in FY 2009. The combined amounts of appropriated and donated dollars budgeted for marginalized community projects is at the highest level in USADF's 29 year history. This achievement highlights USADF's priority to keep operating costs low, and maximize the amount of development assistance directly available for poor communities in Africa. In addition to FY2009 programming at record levels, USADF has continued the reform and performance improvement initiative that began in FY 2008 with the appointment of a new USADF President. Major

¹ For more information about 1980 ADF Act please refer to Appendix 1.

² Marginalized groups are people who have been disenfranchised from the political, economic and social fabric of the broader society and who have significant needs that currently are not being addressed.

³ USADF currently operates in 20 countries, the requested FY2010 level allows for potential expansion into an additional three countries.

⁴ Also called "Strategic Partner Funds"

actions underway include an organizational re-structuring initiative, strengthening internal controls, simplifying internal processes, and reducing overhead cost levels. A notable reform accomplishment is reducing the time needed for USADF to disburse initial grant funds to projects in Africa by 50 percent. FY 2009 also involved transitioning a new Board of Directors⁵ into their new positions. Under new management, USADF achievements include a 20% reduction in overhead levels from October 2007 budget projections, a 32% increase in the value of funds allocated to direct program activities, de-layering a top heavy management structure, and streamlining core project funding processes. These actions have enabled USADF to proactively begin addressing many of the findings resulting from two critical Inspector General program audit reports issued later in FY 2008.

USADF grants support rural agricultural cooperatives, value-add food processors, and small and medium sized businesses with the capital to increase production and improve business management skills. Grant budgets typically fund training, capital equipment upgrades, better business management systems, and working capital for seeds, fertilizer, and other inputs. For example, a grant to a large agricultural cooperative in the desert village of Dire, Mali provided funds for diesel pumps to irrigate over 1,000 acres of rice and wheat production, resources for a revolving agricultural input fund, and funds for management training. This grant benefited over 1,000 cooperative members. Grants for value-add food processors, like Nyirefami Grain Milling in Tanzania, provide funds to upgrade production capacity, improve storage facilities, and provide for better business management skills. This helps assure a steady income level for the rural farmers. Other grants are directed at improving shared community resources, such as providing water wells in remote areas of Niger. More details about these and other USADF projects are provided in the Grant Profiles and in the Country Profiles sections that follow.

Although the FY 2010 budget request of \$30 million is less than the FY 2009 levels, USADF plans to maintain programming budgets for project grants at \$19 million, and in country partner support at \$4 million by streamlining operations. Maintaining these critical program expenditures will require reducing overhead and administrative expenses by \$1.1 million and shifting \$1.4 million in other program activities to project grants. In FY 2010, USADF expects to leverage an additional \$4 million in host government donations for project grant programs. The donations are used to match USADF funding levels in particular countries. USADF management remains committed to further improving internal operating practices and organizational structures in order to increase the amount of funds that are able to go directly to the neediest communities and groups in Africa.

USADF PRIORITIES

- Model of high effectiveness and low overhead operations.
- Focus program activities on marginalized communities in Africa.
- Invest in Africans and their ideas through participatory development.
- Ensure projects produce long term social and economic results.
- Promote African led and managed field project support.
- Achieve the highest levels of openness and transparency in the U.S. government.

⁵ Currently four of seven members are appointed. Remaining positions to be filled are one from private life and two members from U.S. government agencies concerned with African affairs.

FY 2010 Budget Request and Details

The FY 2010 budget request of \$30 million (see Table 1) provides for operations in 20 countries and resources for three potential new program areas. It has resources for 125 development projects in 23 countries⁶.

Table 1 - FY 2010 \$30 Million Budget Request (Thousands of Dollars)

Description (\$ Thousands)		FY 2008 (Actual)	FY 2009 Budget	FY 2010 Request	Change
FEDERAL FUNDS	ADF Operating Expense Obligations	10,604	11,500	10,400	-1,100
	Country Coordinator Offices	3,337	3,500	3,000	-500
	Africa Field Office (AFO) Admin	610	500	400	-100
	ADF /W	6,657	7,500	7,000	-500
	ADF Program Obligations	19,500	25,258	23,850	-1,408
	Project Grants	11,597	19,000	19,000	-
	FC Adjustments & Project Amendments	263	700		-700
	Partner organization development	5,822	4,258	4,050	-208
	Field program support	230	300	300	-100
	Evaluation	1,588	1,000	500	-500
	Total Op and Prgm Obligations	30,104	36,758	34,250	-2,508
	Available Federal Funds				
	Current FY appropriations	29,757	32,500	30,000	-2,500
	Recoveries and funds carried forward	3,905	4,258	4,250	-8
	Total Federal Funds	33,662	36,758	34,250	-2,508
(Note: Unallocated Funds)	3,558				

For Budget line item definitions see Appendix 2 at the back of this document.

Improved Productivity in FY 2010

Despite the 2010 budget request being lower than the FY 2009 enacted level, the Foundation plans to maintain the same level of Project grant funding in order to provide critical funds to marginalized groups in Africa. In effect this action increases USADF project grants to operating expense productivity measure from 1.1 in 2008 to 1.8 in FY 2010. This is a productivity gain of more than 60 percent. To achieve this result additional organizational and cost productivity gains are required. USADF plans to reduce operating expenses by \$1.1 million and lower overall program budgets by \$1.4 million. Productivity gains are planned to be accomplished through ongoing re-structuring initiatives and other administrative cost saving measures. Table 2 below shows management's commitment to lowering overhead expense levels, and its commitment to increasing the proportion of the budget dedicated to project grants.

⁶ USADF currently operates in 20 countries, the requested FY2010 level allows for expansion into an additional three countries/ areas (Central African Republic, Northern Kenya, Zimbabwe).

Table 2 - Operating Expense Ratios and Productivity

Description	FY 2008 (Actual)	FY 2009 Budget	FY 2010 Request
Operating Expenses as a % of Appropriations	36%	35%	35%
Operating Expenses as a % of Federal Funds Available	32%	31%	30%
Operating Expenses as a % of All Federal and Non-Federal Funds Available	26%	27%	26%
Grant Productivity (Project Grants / Operating Expenses)	1.1	1.6	1.8
Countries with Active Programs	16	20	23

Other Funding Sources

The FY 2010 budget request of \$30 million is augmented by using donated “strategic partner”⁷ funds from various host country governments to expand total available funds available for project grants (see Table 3). USADF has strategic partner relationships with 11 countries. Additional information about this aspect of USADF programs may be viewed on page 16.

Table 3 - Non -Federal Funds

	FY 2008 (Actual)	FY 2009 Budget	FY 2010 Budget
Donations Received	4,700	3,400	4,000
Available Donated Funds (collected + carry fwd)	6,617	5,236	5,000
Total Available Federal and Non-Federal Funds	40,279	41,994	39,250

In FY 2010, USADF anticipates that at least \$4 million of matching program funds will be available for project grants in select strategic partner program countries. As shown above, the amount of anticipated strategic partner donations for FY 2010 is down by \$0.24 million from FY 2009. This is due to a better utilization of strategic partner funds in FY 2009, which reduces donations carried forward to FY 2010, and a conservative collections estimate by management.

New Program Areas in FY 2010

The FY 2010 program grant budget includes allocations for several potential new program activities. Targeted areas for FY 2010 include Zimbabwe, the Central Africa Republic, and a pastoral region in northern Kenya. Each new area represents a marginalized and under-served community or population in great need. Current events such as the severe economic and political conditions in Zimbabwe, the plight of migrant workers in the Central African Republic, and

⁷ Strategic Partners are countries where USADF has a memorandum of understanding with the national government to receive periodic donations to be used to match USADF program spending in that country.

drought conditions for pastoral populations in northern Kenya make these areas a priority for USADF to begin programming as soon as possible. The program grant budget for all USADF countries is shown in Table 4 below.

Table 4 - FY 2008 – 2010 Country Allocations for Project Grants

(\$ Thousands)	FY 2008 Actual	FY 2009 Budget ²	FY 2010 Request
Country	Appropriated funds	Appropriated funds	Appropriated funds
Benin*	496	500	500
Botswana*	800	500	500
Burundi	860	800	800
Burkina Faso		1,000	1,000
Cape Verde*	476	500	500
Ghana	-	1,000	1,000
Guinea*	451	1,250	1,250
Liberia	522	1,000	1,000
Mali*	570	500	500
Malawi*	-	750	750
Mauritania	500	500	500
Niger	1,710	1,000	1,000
Nigeria - Kaduna*	325	500	500
Nigeria – Kano*		500	500
Rwanda*	435	500	500
Senegal*	656	750	750
Swaziland	238	250	250
Tanzania	1,456	1,500	1,500
Uganda*	753	600	600
Zambia	1,349	2,000	2,000
New Areas		3,100	3,100 ³
Total Funding⁴	11,596	19,000	19,000

* Strategic Partner Matching Funds Available

² Anticipated in FY 2009

³ Zimbabwe – \$2 million, Central African Republic \$1 million, (northern Kenya and other) \$1.1 million

⁴Total shows appropriated dollars only, additional strategic partner funds are also available.

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Program Summary

A Successful Model for U.S. Foreign Assistance

Over the past 29 years, The United States African Development Foundation has established a foreign assistance model that works. During this period, USADF has worked in more than 25 countries and has invested more than \$200 million in African initiated and led development projects. USADF projects are designed to improve economic and social conditions for some of the poorest, most neglected communities in the world. Congressional appropriations, administered by USADF, are tangible expressions of goodwill from people of the United States to the people of Africa. Support for USADF programs provide an opportunity for economic growth and social development in places where little other hope and assistance exist. The following quotations represent a broad range of perspectives, from members of Congress, African leaders, and USADF management, about USADF effectiveness as a foreign assistance program.

“ADF is the only United States Government agency working directly at the grassroots, supporting African-designed and African-driven solutions to economic and social problems.”
U.S. Representative Barbara Lee

“We know that the African Development Foundation can make a major contribution to helping us meet our commitment to our people to deliver tangible development investments. Equally important, USADF programs will help lay the foundation for Liberia’s economic recovery and growth.” Ellen Johnson Sirleaf, President of Liberia.

“The United States African Development Foundation is an American foreign assistance success story. USADF’s model maximizes the amount of taxpayer funds that go directly to assist the most under-served and marginalized populations.” Lloyd O. Pierson, USADF President and CEO

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 under-served, marginalized communities in Africa with resources that help create better economic opportunities and an improved quality of life for all.

Background

The United States African Development Foundation is an independent Federal agency established to support African-designed and African-driven solutions that address grassroots economic and social problems. The Foundation is a public corporation with a seven member Board of Directors who are nominated by the United States President and confirmed by the U.S. Senate. They serve for a fixed term. The Board of Directors selects and names the President and CEO of USADF.

USADF provides needed resources to Africa through five different types of grants (see page 23 for addition information about grant types). The majority of the annual budget is allocated for project grants to help African organizations create tangible benefits such as increasing or

sustaining the number of jobs in a community, improving income levels, and addressing social development needs. By statute, project grants cannot exceed \$250,000. Project grants are primarily awarded to rural cooperatives, small scale food processors, and to other small and medium sized businesses. The grant budget is used to develop improved management capabilities, acquire better production equipment, set up revolving credit funds to help poor farmers gain the inputs needed to produce, and in some cases, to develop shared community resources. Other grants types are used to fund local technical service providers, and African based research programs. These grants vary in size and scope according to the need and specific project objectives.

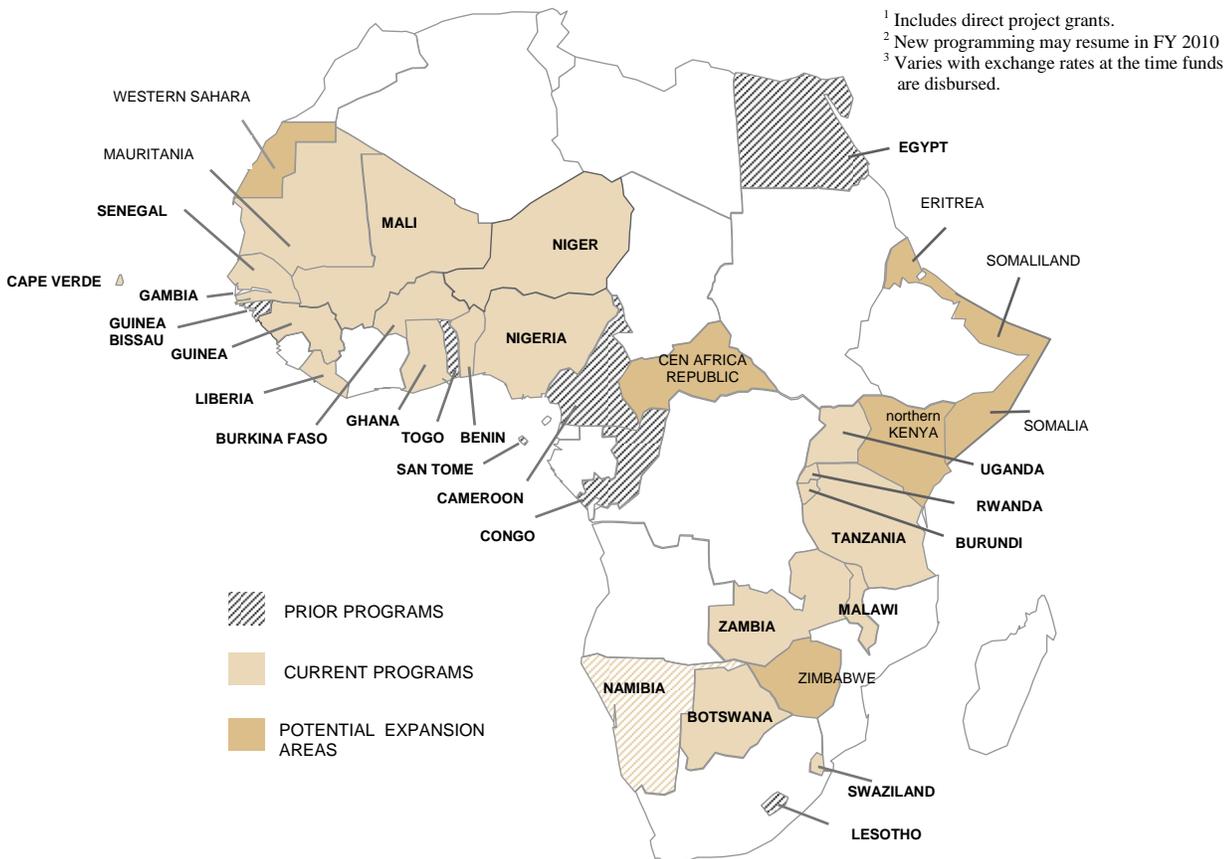
Program Locations and Funding Levels

As of March 2009, USADF has over 300 active project grants in 20 countries, representing just under \$56 million invested in enterprises, farmer associations, cooperatives, and community groups that create jobs, increase income levels, and improve social benefits in poor communities. Table 5 (right) shows the number and value of active grants by country. Active projects are all USADF funded grants that have not expired. Figure 1 below shows areas of past, present, and planned USADF program activities.

Table 5 - Active Grants by Country in FY 2009

Country	Active Projects	Active Value ¹ (USD)
Benin	9	1,775,374
Botswana	20	2,745,837
Burkina Faso		New for FY2009
Burundi	4	860,442
Cape Verde	11	2,637,926
Ghana	39	6,558,620
Guinea	23	3,709,320
Liberia	15	1,846,528
Malawi		New for FY2009
Mali	31	6,263,512
Mauritania	2	500,000
Namibia ²	3	777,448
Niger	20	3,374,272
Nigeria	22	4,259,105
Rwanda	18	2,660,211
Senegal	12	2,558,344
Swaziland	7	1,208,810
Tanzania	29	5,137,382
Uganda	25	4,692,438
Zambia	20	4,314,447
Total	310	55,880,016³

Figure 1 - Past, Present, and Planned Program Areas



USADF Priorities

The following six core principles serve as guidelines for all USADF management planning, budgeting, and evaluation activities. These priorities help ensure that USADF stays true to its authorizing legislation and mandate.

Core Operating Guidelines:

1. High effectiveness, low overhead: The efficient use of taxpayer funds is paramount in every decision made. While accomplishing tangible results is important, it is essential that USADF is accountable to use public monies in the most cost effective manner possible. Maintaining this priority moves USADF toward achieving the lowest overhead rate in the Federal government.
2. Focus on marginalized communities: USADF is the only United States Government agency with a specific mission to provide direct development assistance to the most marginalized, under-privileged populations in Africa. These populations can be identified by geography, ethnicity, gender, age, or disability, and are often disenfranchised from the political, economic, and social fabric of the broader society. Typically, USADF provides development grants to communities and groups living in the most difficult, challenging areas of sub-Saharan Africa and lacking access to traditional domestic or foreign development assistance.
3. Investing in Africans and their ideas: USADF takes participatory development principles seriously. The Foundation trusts Africans to understand the challenges they face and to know the best approaches to resolving them. USADF also ensures that grantees have access to assistance from African experts in the design and implementation of projects. This approach ensures that outcomes will best address real community needs. USADF's development model empowers Africans in the decision-making and implementation process.
4. Addressing social development needs and ensuring lasting economic results: The majority of the USADF program portfolio is devoted to income generating projects that produce jobs, better income levels, and tangible social benefits. Social benefits include skills training, nutritional and hygiene training, and basic vocational education. In cases where the right opportunities exist, USADF helps marginalized populations develop their capacity to join the global economy.
5. Encouraging and expanding African management: Currently, all USADF programs in Africa, with the one exception, are managed by Africans. There are no expatriate offices and there is minimal use of outside consultants. When consultants are required most often African experts are selected. This approach helps make USADF fundamentally different from other development organizations. USADF values and has policies that ensure that Africans take leadership roles in developing, implementing, and managing foreign assistance.
6. Maintaining the highest level of openness and transparency in the U.S. Government: As an organization primarily dependent on U.S. taxpayer funds, management believes that an open and transparent organization is the best approach. The USADF website and other communication vehicles are continually updated to make it simple for people to know more about Africa, what USADF is doing, and exactly how program funds are being used.

USADF Performance Improvements

Beginning in FY 2008, the Board of Directors appointed a new president of USADF to address a number of operational and program performance issues affecting USADF. With the concurrence of the Board, the new President moved quickly to establish a broad reaching reform initiative to re-center USADF around its historical mission, restructure USADF management and field organizations, and re-establish operations with a greater emphasis on speed, transparency, and internal controls. The following section highlights progress made to date.

Programmatic Adjustments

- Strategic Partner (SP) Funds:** The SP program began in Botswana in 1998, and has grown to include 11 active participating countries. The program was established to leverage United States appropriated dollars by obtaining a commitment for matching program funds from a host country. As the program evolved over time, country contribution commitments became a pre-condition to new country activities. Collection rates, however, lagged donation commitments by a substantial amount. At the beginning of FY 2008, the Board of Directors recognized that the strategic partnership approach needed retooling. The President was given the charge to assess the program’s structure and make changes needed to close the gap between country pledges and actual collections, and to ensure a more timely use of country contributions. This resulted in several fundamental changes. Although USADF still encourages strategic partnerships in countries where it operates, SP funding is no longer a pre-condition for country activities. Only countries that are capable and willing to contribute leveraged funds are encouraged to take part in strategic partnership programs. A critical part of a strategic partnership agreement is to ensure that there is no local governmental control over the use of the donated funds. This preserves the integrity of USADF’s mandate to be responsive to marginalized community needs without external or domestic political influences. USADF Regional Directors now have a greater role and responsibility to actively manage each strategic partner relationship. Donation status is now tracked as a component of USADF’s bi-weekly funding review meeting. With this renewed focus and increased management attention, USADF received a record level \$4.7 million in new donations in FY 2008, the highest annual amount to date. Due to reasons cited above projected collections for FY 2009 and FY 2010 are \$3.4 million and \$4 million respectively.

SP Countries
Benin
Botswana
Cape Verde
Ghana
Guinea
Mali
Malawi
Nigeria
Rwanda
Senegal
Uganda

- Community Re-Investment Grants (CRG):** The CRG, another innovative approach, is a significant component of the USADF project grant program in Africa. CRG funds are generated as grantees pay back the grant amount over time from the income generated by the initial grant. In concept, the CRG funds would then be channeled through a local trust fund to be re-invested in local community projects. The re-cycling of funds would compound the effectiveness of the original grant, and would develop a greater sense of community responsibility by each grantee.

In practice, however, the actual implementation of the CRG program during the initial years 2004 - 2007 proved to be problematic and it failed to produce the desired outcomes. During

this period, the 100% CRG pay back commitment required for the majority of project grants proved to be unrealistic. The CRG ‘collection’ rates were well below expected targets, and the costs associated with establishing and monitoring the in-country trusts required to manage the CRG funds were unsustainable.

In FY 2009, management conducted an assessment of the CRG program and made several significant revisions to the approach. The changes included amending policies to no longer require a grantee to make a 100% CRG promise as a part of the standard project grant agreement. Going forward, it was decided that CRG contribution levels will range from 0% to 25% depending on the nature of the project. Further, CRG donations will now be directed toward an established non-profit organization in good standing with the local authorities and recognized to be beneficial to marginalized members of the community. During project design, the specific requirements concerning the CRG payment level and CRG recipients will be determined. As previously implemented, the grant agreement will continue to contain the CRG performance targets and will provide a means to monitor progress to maintain accountability. Overall progress is tracked as a regular part of USADF’s grant implementation processes and grantee quarterly reports. The revisions simplify the CRG approach, but retain the powerful concept of re-investing a portion of every project grant back into local community development.

3. **Trade and Investment Activities:** During the period FY 1997 to FY 2007 the Foundation placed a growing priority on trade and investment programming. This resulted in greater focus on small and medium sized enterprise development with an emphasis on developing international export potential. While beneficial in many ways, the emphasis resulted in a gradual drift away from a direct focus on marginalized and under-served communities in Africa.

At the beginning of FY 2008, USADF refocused its programming priorities on Africa’s most marginalized communities and clarified questions about the on going role of trade and investment strategies. The following statement represents USADF’s programming policy toward trade and investment activities for FY 2009 and beyond.

“Trade and investment (T&I) programming has an important, but limited, role in USADF’s program approach and strategies. T&I type grants are used on an opportunistic basis as one component of USADF’s programming. These grants play an important role in linking small producers in Africa with the broader global market. An element of T&I programming includes USADF’s continued participation in the Trade and Development Act of 2000 (also called AGOA). This enables USADF grantees to leverage the benefits from broader foreign assistance programs of the U.S. government.”

4. **United States Inter-Agency Agreements:** USADF believes it is important to leverage its funding in every way possible, including making use of resources in other U.S. agencies. Discussions are currently underway to reach a collaborative agreement with the Peace Corps in which volunteers can assist in the identification of the most marginalized populations. Discussions also are underway with USAID to collaborate with the four African regional trade hubs to assist marginalized populations to enter the global economy. USADF also is engaged in outreach activities regarding applications to the U.S. Department of State Ambassadors’ Self Help funds and in possible collaboration with OPIC.

In FY 2009, USADF also initiated a memorandum of understanding with the International Fund for Agricultural Development to share in directed, mostly agricultural, research programs that would benefit marginalized populations in Africa.

Operational Adjustments

1. **Improved Internal Controls:** As reported in the FY 2009 Congressional Budget Justification, in March 2008 the USAID Regional Inspector General (IG) based in Dakar, Senegal advised USADF it had initiated the process to begin an audit of USADF programs and operations. The program audits focused on Senegal and Ghana operations. The USADF Board of Directors and the President welcomed the IG involvement and have been fully cooperative throughout the process. Prior to the audit, USADF management, acting on its own internal assessments, began taking numerous corrective measures. These early actions included suspending all Ghana program operations until the time it could be assured that internal controls were properly in place, and re-establishing an internal audit group within USADF. The majority of these actions were reported in the FY 2009 Congressional Budget Justification, and again in the Management's Discussion and Analysis section of the USADF's annual financial audit⁸ in November 2008.

In FY 2008 and during FY 2009, USADF took additional actions to further enhance management functions in the areas of program quality assurance, internal controls, and legal compliance. These actions included expanding the internal audit unit, re-establishing a monitoring and evaluation function, improving the contracting capacity, increasing field management accountability structures, and creating a greater level of operational openness and transparency. These actions were reported to the Board of Directors at the May 2008 Board of Directors meeting.

USADF is in the final stages of completing all corrective actions needed to address the findings raised in the May 16, 2008 Senegal Follow up Audit⁹, and the September 9, 2008 Ghana Project Activities Audit¹⁰. The USADF Board of Directors and the President completed a follow up visit to Senegal in May 2008, to review the audit findings and to ensure that appropriate corrective action timelines were followed.

2. **Expanded Internal Audit:** An initial action of the incoming President was to re-establish a functional internal audit unit with a shared line of authority to the Board of Directors. The unit is managed from the Washington, D.C. office, and is being expanded to include two additional regional auditors based in Accra, Ghana.
3. **Monitoring and Evaluation Unit:** The monitoring and evaluation unit serves to help ensure that USADF programs are in compliance with policy guidelines, and provide an independent assessment of program effectiveness. In FY 2008 the newly hired Director of Financial Management, Strategic Planning, and Evaluation took ownership to restore this critical function to a core role in USADF operations.

⁸ See Audit Report No. 0-ADF-09-002-C USADF – available at www.usadf.gov, go to Quick Source

⁹ See Audit Report No. 7-ADF-08-006-P – available at www.usadf.gov, go to Quick Source

¹⁰ See Audit Report No. 7-ADF-08-007-P – available at www.usadf.gov, go to Quick Source

4. **Improved Contracting Processes:** In early FY 2008, following discussions with the Board, the President acted to close the Africa Regional Office (ARO) in Accra, Ghana, and returned all contracting authorities to Washington, D.C. under the singular control and authority of the newly formed Management and Administration Division, reporting to the President. In 2007, regional contracting authority for professional services and facilities had been delegated from Washington to the ARO. To ensure USADF was in full compliance with all Federal Acquisitions Regulations, a senior level contract compliance specialist was engaged in November 2007 to review all existing contracts and to ensure compensation levels were in line with USADF and client requirements. Any irregularities detected have been brought to the attention of USADF management and the Inspector General’s office for appropriate action. By June 2009 the Management and Administration division is planned to be fully staffed with a contracting officer and two federal contracting specialists.

5. **Increased Transparency:** In order to make USADF a model of openness and transparency in the Federal government, USADF has simplified the steps needed for the public to access and view information about USADF operations and programs. In FY 2008, USADF 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. The Inspector General auditors conducting the recent program audit commented about the ease of accessing important USADF project information through Quick Source.

Figure 2 – Quick Source Home Page



6. **Improved Program Management - Regional Directors:** In 2008, USADF delegated greater authority and responsibility to the Regional Directors to manage each country program, field personnel, and financial activities in ways that improve program performance and general cost-effectiveness. Along with the increased responsibility is greater accountability for the results of each country program. The Regional Directors’ responsibilities also include expectations to achieve shorter cycle times on project funding and disbursements, and to improve strategic partnership performance. A bi-weekly program review is conducted to track new project funding progress against targets, strategic partner collections, and disbursement times and amounts to provide regular management oversight. Management also conducts a bi-annual program performance review with Regional Directors (RD). This meeting ensures RD accountability for country by country program performance, program compliance with USADF policies, and cost effective resource management.

- 7. Improved Project Cycle Times:** USADF was established with a unique mission and a core operating principle to provide grants and partnership development funds quickly and efficiently. In FY 2008, management re-emphasized the 180 day standard which requires that the design, award, and first grant disbursement is completed within 180 day of receiving an approved grant application. Additionally, a new standard was set to have all new grants processed no later than August 31 of each year, and that all first disbursements are completed by the end of October each year.

To achieve this goal, several core processes associated with project selection, design, approvals, and disbursements were reviewed and streamlined to achieve the 180 days target. As a result the time needed to get a “first disbursement” to a qualified grant applicant improved from over 360 days in 2007 to 190 days in 2008 and 2009. Continued improvements to these core processes are expected in 2009 and 2010.

- 8. Simplified Organizational Structure:** Restructuring USADF is an important step to reduce overall operating expenses and speed up the delivery of services to communities in Africa. To this end, USADF is focused on achieving a more efficient and cost effective organization. A simplified and de-layered organizational structure will be fully implemented in 2009. USADF plans include a full review of work categories and grade levels. In addition to lower costs, several other important benefits include greater accountability for results, a better separation of duties, and faster, more streamlined processes. The restructuring will place a greater percentage of resources into field operations to strengthen training and field management capabilities. In order to enhance the results and performance orientation of USADF, resources are planned to be added to financial and performance management, strategic and policy planning, the internal audit functions, and improved monitoring structures. The comprehensive 18 month restructuring activity will also result in clarified roles and lines of responsibilities from the Board of Directors through the USADF Washington Staff and field based staff to the actual USADF grantees.

Measurable Results

It is essential that all USADF’s efforts and expenditures are fully accounted for and yield measurable results and impact. All USADF grantees provide regular status reports on the use of funds and progress toward achieving project targets and goals. USADF Partner Organizations review progress reports and provide on-site support to assist grantees to achieve their objectives. USADF staff roles oversee partner support to ensure grantees are receiving the needed technical services to accomplish project goals and outcomes. At the Agency level, USADF performance is monitored by the Office of Management and Budget utilizing the Program Assessment Rating Tool (PART). USADF holds a PART rating of “effective”. Development results and impact measures are more difficult to assess and aggregate. In FY 2009, USADF re-instituted a dormant external program evaluation process to access the effectiveness of its programs and determine impact at the grantee level. Final reports will be available later in 2009. The measures below provide a representative sample of cumulative USADF programs achievements.

(continued below)

Results: Since its creation by the U.S. Congress in 1980, USADF has:

- Supported more than 1,500 African initiated development projects.
- Provided more than \$200 million for community-based projects and enterprises, partner development agreements, and research grants
- Developed programs in over 25 African countries and is currently operating in 20¹¹
- Created and sustained thousands of jobs, increased income levels, and improved community conditions

¹¹ This includes Burkina Faso and Malawi, where the Agency entered into bilateral agreements in FY2008 and initiated project funding in FY2009.

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Program Grants

Grants Types

The majority of USADF's program budget is used to fund project grants that directly benefit under-served and marginalized groups in Africa. In FY 2010, \$19 million of U.S. appropriated dollars are budgeted for projects grants. USADF also expects to utilize an additional \$4 million dollars of Strategic Partner funds for direct project grant activities.

Project funding is provided to approved project applicants in one of three following grant mechanisms:

- **Small Grants** – Provides funds up to \$50,000 over a one year period for community groups that need immediate assistance for equipment, training, and improvements to shared services (school room, clinic, water well, etc) that will result in improved economic and social conditions.
- **Enterprise Development Investments** – 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.
- **Enterprise Expansion Investments** – Provides funding up to \$250,000 over five years for established enterprises and organizations with a viable growth and expansion plan.

USADF also uses its program budget to fund other types of programming activities provided for in the ADF Act. In FY 2010, more that \$4 million of U.S. appropriated dollars are budgeted for Partner Organization support and \$ 1 million for research grants.

- **Research Grants** – Provides funds up to \$250,000 for short-term and up to a five year periods for African based and African conducted research activity that advance the identification of marginalized populations, improve small scale agricultural production techniques, and lead to benefits for marginalized populations in Africa.
- **Cooperative Agreements** – Provides funds over a one to five year period to African non-governmental organizations that provide technical assistance and development support to USADF project grantees. USADF refers to these grantees as “Partner Organizations”.

The Grant Lifecycle

In practice, USADF responds to unsolicited applications from African cooperatives, small scale producer groups, and enterprises in eligible countries. USADF staff (or in country African contractors) screen the application and make site visits to verify and ensure the application fits with country strategies and with broader USADF objectives. If a fit is determined by the USADF Regional Director, a local partner organization in each country is assigned to help the applicant turn their idea into a viable business plan and project proposal. The partner

organization also takes part in representing the applicant during the USADF funding review processes, and provides ongoing implementation and project management support during grant period. The USADF staff and in country coordinators provide for independent monitoring of the project expenditures and the quality of implementation support from partners to help ensure successful outcomes. Close-out reports, third party financial audits, and independent African evaluation specialists help USADF capture and share lessons learned for future program improvements.

Figure 3 - Grant Life Cycle



Grant Selection

Project applications that have cleared the initial in country screening and site visits are passed forward by the country team to the Regional Director for final design eligibility and development approval. Each screened application will be assessed on the group eligibility profile (see Table 6) and with selection criteria (see Table 7).

Table 6 - Eligible Groups Types

AGRICULTURAL COOPERATIVES and SMALL-SCALE PRODUCER GROUPS	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.
COMMUNITY-BASED ORGANIZATIONS (CBOs)	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.
AFRICAN INTERMEDIARY ORGANIZATIONS (AIOs)	An organization that works directly with very low-income people and marginalized groups.
SMALL AND MEDIUM-SIZED ENTERPRISES (SMEs)	A registered privately held enterprise that has annual sales revenues not to exceed \$0.5 million, and has a business plan that has positive social impacts on a community either directly within their enterprise, or indirectly through supply-chain linkages.

Selection Criteria

The ADF Act directs USADF to 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 selection criteria below helps the applicant understand the standards USADF reviewers apply when screening and selecting potential candidates for funding support.

Table 7 - Selection Criteria

Organization Eligibility 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 demonstrate that it has successfully worked together and has 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 USADF funds.

Benefit Requirements:	
1.	The proposed project should represent both the applicant's and targeted beneficiaries identified needs.
2.	The outcome of the project must provide real (measurable) benefits to the community. Benefits include job creation, increased income levels, improved market access, and quality of life improvements.

The final project proposal and associated USADF funding assistance should result in the organization's ability to satisfy the following criteria:

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

Grant Design and Implementation

A critical component of the ADF Act recognized the need to help establish and promote in-country development capabilities to better serve long-term African centered development and growth initiatives. Therefore, a significant part of USADF program funding is directed toward local partner organizations that deliver local technical services needed by USADF grantees. USADF uses a cooperative agreement grant to fund Partner Organization activities. The partner organizations help ensure the success of USADF grants in local community groups and enterprises. Partner organizations also gain the local capabilities needed to provide ongoing economic development support within each country. In FY 2010 USADF will invest more than \$4 million to develop local partner organizations in at least 20 African countries.

Grant Monitoring and Program Assessments

Grant monitoring and program assessments are two important program management responsibilities that span the lifecycle of the grant. The grant monitoring function is resourced from the administrative operating budget through the Country Coordinators Offices. This amount is \$3 million for FY 2010. This covers the cost of in-country African staff needed to support the oversight function to ensure that grant expenditures are being used for authorized purposes, and that partner organizations are providing quality technical and management support to grantees. The country coordinator office also carries out initial grant application

screening and due diligence processes needed for authorized USADF staff personnel to make a project selection and funding decision.

Program assessments, also known as program evaluations, are an independent review of a completed project grants to determine whether or not the project achieved the intended outcomes, and to determine what other types of impacts (positive or negative) may have resulted from the project. This function closes the critical feedback loop and provides information for future program planning. The assessment information can also be used for public dissemination purposes to inform the broader development community about the effectiveness of direct, community level, participatory development in Africa. In FY 2010, USADF will invest at least \$0.5 million to support project assessment activities in Africa.

The following Grant Profiles section provides three examples of typical project grants. The Country Profiles section provides as summary of active project grants in each USADF program country.

Grant Profiles

Currently, USADF has more than 300 active projects in 20 African countries. The Foundation's innovative approach to development assistance bypasses layers of government inefficiency by providing grant funds to communities directly. This method maximizes community participation in the identification, design, implementation, and evaluation of projects that address the most pressing social and economic needs of the community.

The distinct attributes of the USADF program can be seen in the following case studies.

Gahaya Links - Rwanda



Gahaya Links Limited was founded in 2004 by Ms. Janet Nkubana and her sister, Joy Ndunguste, after returning from a Ugandan refugee camp to their home in Rwanda following the civil war. Combining their experience in handicraft design and marketing, with the skills of rural women, many of them war widows, the sisters pioneered a new way to transform traditional basket weaving skills into high-end home decor products suitable for international export.

In 2007, Gahaya Links sought the assistance of USADF to enhance its capacity in order to take advantage of a growing market. USADF support helped to increase production capacity and quality control; improve inventory management and financial and administrative systems; reduce delivery times; and, enhance marketing materials.

Jobs, Income, & Benefits for Women

Beginning with only 27 women, Gahaya Links is now a profitable enterprise that works with 4,500 artisans in 40 cooperatives and associations that it helped to establish all over Rwanda. As result of assistance from USADF, Gahaya Links has not only thrived economically – currently, a substantial portion of company products are sold in major department stores in the United States – it has created employment where none had existed, increased the income of thousands of rural families, and improved the quality of life for very poor women overcoming the scars of the Rwandan genocide.

The USADF Difference: In addition to helping a small company increase its productivity and capacity as well as enabling it to enter the global market, USADF funds improved the economic and social conditions for poor communities in a post conflict country. Jobs were created in urban and rural areas throughout the country, which contributed to rebuilding the national economy; this is critical to establishing and maintaining political stability.

Tidéne Association - Niger



One of 14 refurbished wells in Niger

The Tidéne Association is a non-governmental organization located in the Aderbissinate region of northern Niger. This area, in the Sahel at the southern edge of the Sahara Desert, is home to a number of pastoralist communities. These nomadic herders are eking out a living in one of the most arid places on the planet with a network of 50-year old outdated water wells, most in disrepair. This only adds to the difficulty of life in the desert, requiring continual and distant travel of up to 20 miles to retrieve sufficient water to survive for just two days. Indeed, reliable water supply is a life and death issue for the 12,000 people living in this part of Niger, one of the poorest countries in the world.

The Tidéne Association, an organization experienced in bringing water to this desert region, approached USADF seeking support for a proposed well rehabilitation project. With USADF support, the Tidéne Association will improve the water supply by constructing, repairing, and deepening 14 wells throughout this remote area. In addition to being deeper, the new wells will be lined with concrete and covered on top, providing a more reliable and cleaner source of water for the communities of Aderbissinate.

Improved access to water will enhance the quality of life for these pastoralist communities. It also will allow them to maintain their traditional way of life – tending their herds, maintaining their caravan trade routes, and preserving traditional customs.

The USADF Difference: USADF is working with groups of nomadic people attempting to maintain their way of life and preserve their traditional culture. These people live in remote desert areas difficult to reach and often unwelcoming to outsiders. By helping these pastoral communities to build new and improve existing water wells, USADF is not only improving their quality of life, improving health conditions and expanding access to life-giving water, but it also is preventing the death of a unique culture and lifestyle.

Nyirefami Limited - Tanzania



Worker with new production equipment

Nyirefami Limited is a privately owned grain flour and processing company located in Arusha, in the north of Tanzania. Having established a successful business record by creating quality products, managing costs and providing good salaries to its employees, Nyirefami approached USADF to provide assistance as the company sought to expand its production and sales.

The grains processed and sold by Nyirefami are food staples for 75% of the Tanzanian population, as well as for many of Tanzania's East African neighbors. In order to take advantage of this vast market, Nyirefami must not only improve its production and distribution capacity and management capabilities, but also design and execute a marketing plan.

USADF's investment in Nyirefami is expected to yield improved living standards for company employees, vendors and residents of Arusha and the greater geographic region through increased incomes (quadrupling current employee income levels over five years), employment opportunities (more than doubling purchases from local farmers and increasing the number of direct hire employees), and greater availability of quality, reasonably priced, nutritional food products.

The USADF Difference: By assisting this company to expand its sales domestically and internationally, the region will benefit from the increased availability of a staple food and a resulting improvement in health and nutrition for a great percentage of the population of Tanzania and its regional neighbors.

United States African Development Foundation

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Appendix 1 The ADF Act of 1980

THE AFRICAN DEVELOPMENT FOUNDATION ACT

US Code Title 22, Chapter 7, Section 290h

Section 290h. - Congressional findings

The Congress finds that -

- (1) social and economic development ultimately depends on the active participation of individuals within a society and on the enhancement of opportunities for those individuals;
- (2) the development of individuals and institutions in African countries can benefit by the provision of support for community-based self-help activities;
- (3) by enacting title IX of chapter 2 of part I of the Foreign Assistance Act of 1961 (22 U.S.C. 2218), and recent amendments to that Act, the Congress has sought to enable the poor to participate in the process of development;
- (4) the Inter-American Foundation, established by Congress in the Foreign Assistance Act of 1969 (22 U.S.C. 290f), to support the efforts of the people of Latin America and the Caribbean to solve their development problems, has demonstrated a successful approach to development; and
- (5) an African Development Foundation similar in structure to the Inter-American Foundation, but adapted to the specific needs of Africa, can complement current United States development programs in Africa

Section 290h-1. - African Development Foundation

(a) Establishment of Foundation

There is established a body corporate to be known as the "African Development Foundation" (hereafter in this subchapter referred to as the "Foundation")

(b) Principal and branch offices

The Foundation shall establish a principal office in the United States and may establish such branch offices in Africa as may be necessary to carry out its functions

Section 290h-2 - Congressional declaration of purposes

(a) Purposes of Foundation

In order to enable the people of African countries to develop their potential, fulfill their aspirations, and enjoy better, more productive lives, the purposes of the Foundation shall be -

- (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.

(b) Implementation

The Foundation shall carry out the purposes specified in subsection (a) of this section in cooperation with, and in response to, organizations indigenous to Africa which are representative of the needs and aspirations of the poor in Africa and, in carrying out such purposes, the Foundation shall, to the extent possible, coordinate its development assistance activities with the activities of the United States Government and private, regional, and international organizations

Sec. 290h-3 - Functions of Foundation

(a) Types of programs; project limitations; dissemination of project insights

(1) In order to carry out the purposes set forth in section 290h-2 of this title, the Foundation may make grants, loans, and loan guarantees to any African private or public group (including public international organizations), association, or other entity engaged in peaceful activities for -

(A) the fostering of local development institutions and the support of development efforts initiated by communities themselves;

(B) the development of self-evaluation techniques by participants in projects supported under this section, for the purpose of transferring experience gained in such projects to similar development activities;

(C) development research by Africans and the transfer of development resources, expertise, and knowledge within Africa;

(D) the procurement of such technical or other assistance as is deemed appropriate by the recipient of such grant, loan, or guarantee, to carry out the purposes of this subchapter; and

(E) other projects that would carry out the purposes set forth in section 290h-2 of this title.

(2) The total amount of grants, loans, and loan guarantees that may be made under this section for a project may not exceed \$250,000.

(3) The Foundation may disseminate to the American public and to United States and multilateral development institutions insights gained from African development projects assisted under this subchapter.

(b) Community project priorities; disbursement of funds by recipients to other African entities

In making grants, loans, and loan guarantees under subsection (a) of this section, the Foundation shall give priority to projects which community groups undertake to foster their own development and in the initiation, design, implementation, and evaluation of which there is the maximum feasible participation of the poor. Where appropriate and in keeping with the purposes of this subchapter, the Foundation may make such grants, loans, and loan guarantees to African entities which are representative and knowledgeable of, and sensitive to, the needs and aspirations of the poor and which would disburse funds acquired under such grants, loans, and loan guarantees to other African entities to carry out the purposes of this subchapter

Section 290h-4 - Powers of Foundation

(a) General provisions

The Foundation, as a corporation -

- (1) shall have perpetual succession unless dissolved by an Act of Congress;
- (2) may sue and be sued, complain, and defend, in its corporate name in any court of competent jurisdiction;
- (3) may adopt, alter, and use a seal, which shall be judicially noticed;
- (4) may prescribe, amend, and repeal such rules and regulations as may be necessary for carrying out the functions of the Foundation;
- (5) may make and perform such contracts and other agreements with any individual, corporation, or other private or public entity however designated and wherever situated, as may be necessary for carrying out the functions of the Foundation;
- (6) may determine and prescribe the manner in which its obligations shall be incurred and its expenses allowed and paid, including expenses for representation not exceeding \$10,000 in any fiscal year;
- (7) may, as necessary for carrying out the functions of the Foundation, employ and fix the compensation of not to exceed the following number of persons at any one time: 25 during the fiscal year 1981, 50 during the fiscal year 1982, and 75 thereafter;
- (8) may lease, purchase, or otherwise acquire, own, hold, improve, use, or otherwise deal in and with such property (real, personal, or mixed) or any interest therein, wherever situated, as may be necessary for carrying out the functions of the Foundation;
- (9) may accept gifts or donations of services or of property (real, personal, or mixed), tangible or intangible, in furtherance of the purposes of this subchapter;

(10) may use the United States mails in the same manner and on the same conditions as the executive departments of the Government;

(11) may, with the consent of any agency of the United States, use the information, services, facilities, and personnel of that agency in carrying out the purposes of this subchapter; and

(12) shall have such other powers as may be necessary and incident to carrying out this subchapter.

(b) Nonprofit entity; restriction on use of moneys; conflict of interests

The Foundation shall be a nonprofit corporation and shall have no capital stock. No part of its revenue, earnings, or other income or property shall inure to the benefit of any of its directors, officers, or employees, and such revenue, earnings, or other income or property shall only be used for carrying out the purposes of this subchapter. No director, officer, or employee of the corporation shall in any manner directly or indirectly participate in the deliberation upon or the determination of any question affecting his or her personal interests or the interests of any corporation, partnership, or organization in which he or she is directly or indirectly interested.

(c) Tax exemption

The Foundation, including its franchise and income, shall be exempt from taxation now or hereafter imposed by the United States, by any territory or possession of the United States, or by any State, county, municipality, or local taxing authority.

(d) Termination of Foundation and liquidation of assets

Upon termination of the corporate life of the Foundation its assets shall be liquidated and, unless otherwise provided by Congress, shall be transferred to the United States Treasury as the property of the United States

Section 290h-5 - Management of Foundation

(a) Board of directors; membership; designation of Chairperson and Vice Chairperson; appointment considerations; term; vacancies

(1) The management of the Foundation shall be vested in a board of directors (hereafter in this subchapter referred to as the "Board") composed of seven members appointed by the President, by and with the advice and consent of the Senate. The President shall designate one member of the Board to serve as Chairperson of the Board and one member to serve as Vice Chairperson of the Board. Five members of the Board shall be appointed from private life. Two members of the Board shall be appointed from among officers and employees of agencies of the United States concerned with African affairs. All members of the Board shall be appointed on the basis of their understanding of and sensitivity to community level development processes. Members of the Board shall be appointed so that no more than four members of the Board are members of any one political party.

(2) Members of the Board shall be appointed for terms of six years, except that of the members first appointed, as designated by the President at the time of their appointment, two shall be

appointed for terms of two years and two shall be appointed for terms of four years. A member of the Board appointed to fill a vacancy occurring before the expiration of the term for which that member's predecessor was appointed shall be appointed only for the remainder of that term. Upon the expiration of his or her term a member shall continue to serve until a successor is appointed and shall have qualified.

(b) Compensation, actual, necessary, and transportation expenses

Members of the Board shall serve without additional compensation, but may be reimbursed for actual and necessary expenses not exceeding \$100 per day, and for transportation expenses, while engaged in their duties on behalf of the Foundation.

(c) Quorum

A majority of the Board shall constitute a quorum.

(d) President of Foundation; appointment and compensation; employment of experts and consultants

(1) The Board of Directors shall appoint a president of the Foundation on such terms as the Board may determine. The president of the Foundation shall receive compensation at a rate not to exceed that provided for level IV of the Executive Schedule under section 5315 of title 5.

(2) Experts and consultants may be employed by the Board as authorized by section 3109 of title 5.

(e) Advisory council; membership; appointment considerations; consultations with council; compensation, travel, and other expenses

(1) The Board shall establish an advisory council to be composed of such number of individuals as may be selected by the Board from among individuals knowledgeable about development activities in Africa. The advisory council may include African recipients of grants, loans, or loan guarantees under this subchapter.

(2) The Board shall, at least once each year, consult the advisory council concerning the objectives and activities of the Foundation.

(3) Members of the advisory council shall receive no compensation for their services but may be allowed travel and other expenses in accordance with section 5703 of title 5, which are incurred by them in the performance of the functions under this subsection

Section 290h-6 - Government corporation control provisions applicable

The Foundation shall be subject to the provisions of chapter 91 of title 31 applicable to wholly owned Government corporations

Section 290h-7 - Limitation on spending authority

United States African Development Foundation

Any authority provided by this subchapter involving the expenditure of funds (other than the funds made available pursuant to section 290h-8 of this title) shall be effective for a fiscal year only to such extent or in such amounts as are provided in advance in appropriation Acts.

Appendix 2 Budget Table Definitions

Budget Line Items Definitions:

Country Coordinator Offices -Monitors and reviews USADF Partner and grantee activities.

Accra Field Office (AFO) -The focal point for USADF audits in the field

ADF /W - Agency headquarters; houses program and administrative staff.

Project grants - Direct development assistance to African community groups, organizations, cooperatives, associations and enterprises that impact marginalized communities

FC Adjustments & Project Amendments - Funds set aside to allow for fluctuations in exchange rates; additional grant funds for projects with duly approved budget increases.

Partner organization development - Cooperative agreements between USADF and African non-governmental organizations which support project development and grantee assistance.

Field program support - Interim assistance for project development and grantee assistance when USADF does not have a Partner organization in a given country

Evaluation - Travel expenses for USADF site visits and reporting activities; cooperative agreements with Evaluation NGOs to visit and assess project sites.

Available federal funds - Appropriated dollars for the current year, plus funds carried forward from the past year and recovered funds that have not been obligated.

Current FY appropriations - Funding that has been signed in to law by the President.

Recoveries and funds carried forward - Funds that were obligated, but have since been de-obligated, within a fiscal year (i.e., the money is unexpired); and funds from a previous year that were never obligated

Total Federal Funds - Appropriated dollars for the current year, funds carried forward from the past year and recovered funds

Operating expenses as % of current appro funds - The proportion of current fiscal year appropriations for country coordinator offices, the Africa Field Office, and USADF-Washington headquarters.

Operating expenses as a % of available fed funds - The proportion of current year appropriations, recoveries, and funds carried forward dedicated to country coordinator offices, the Africa Field Office, and USADF-Washington Headquarters

Total Donations Available for Program Obligations - Any leveraged funds that have not been obligated

Project Grants - Donated funds used directly for project grants in the current fiscal year.

Partner organization development - Donated funds used directly for project grants in the current fiscal year.

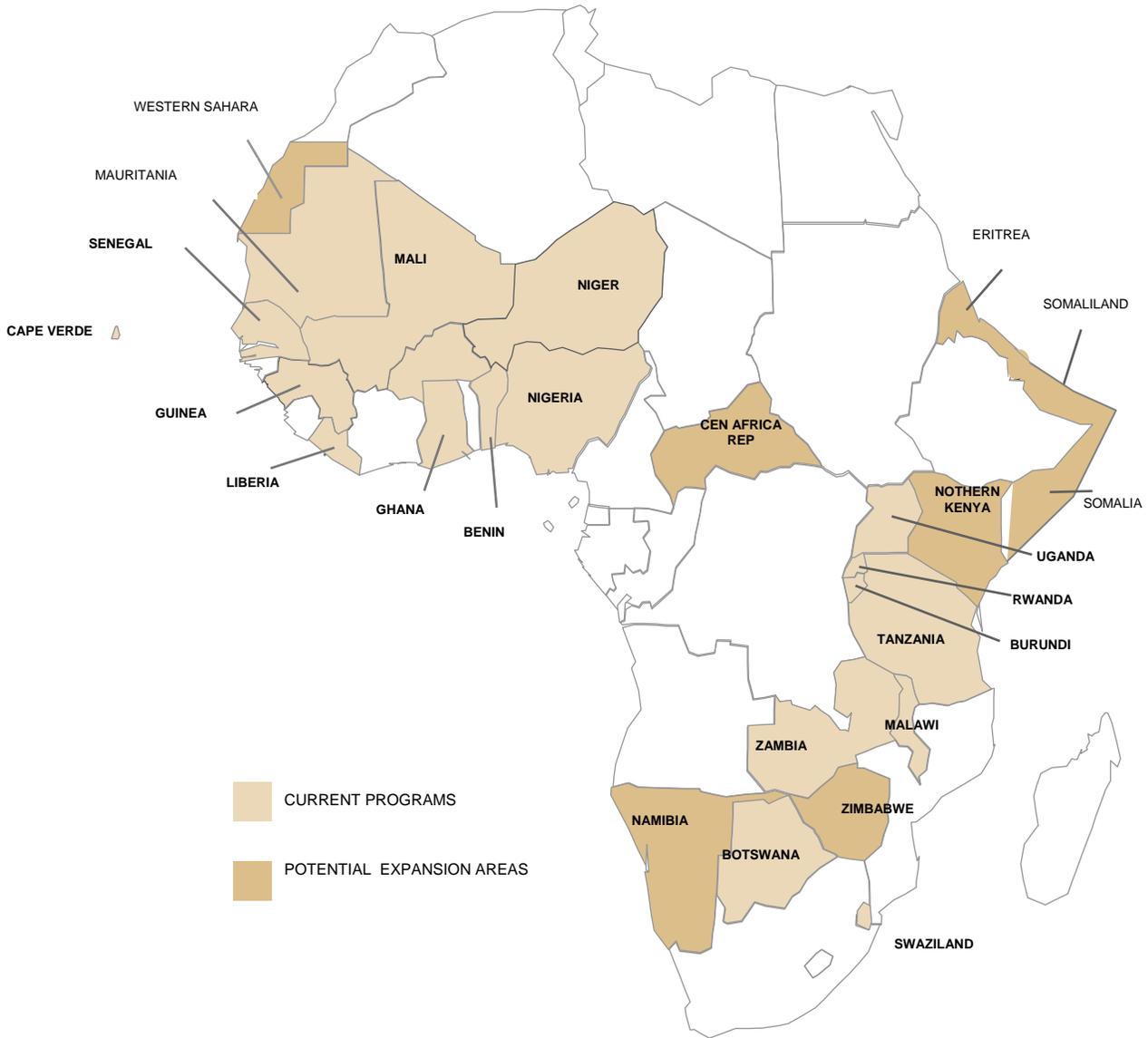
Re-obligations and FC Adjustments - Funds that result when leveraged funds replace allocated funds; that is, the allocated funds are de-obligated when the leveraged funds are delivered, and may be considered re-obligated if the funding has not expired.

Donations Unallocated - Leveraged funds and/or donations that have no expiration date.

Total Federal and Nonfederal Funds - The sum of appropriated dollars for the current year, funds carried forward from the past year, recovered funds, and donations/leveraged funds.

Operating expenses as % of total federal and non-federal funds - The proportion of current year appropriations, recoveries, and funds carried forward that is dedicated to country coordinator offices, the Africa Field Office, and USADF-Washington Headquarters.

Appendix 3 Country Profiles



Benin



COUNTRY PROGRAM OVERVIEW

Program Dates	1989-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2009 \$500,000	FY 2010 \$500,000
Capital	Porto-Novo	GDP Per Capita	\$749
Population	7.9 million	Adult Literacy	35%
GDP Growth	4.2%	Infant mortality	8.9%

DEVELOPMENT OVERVIEW

The United Nations ranks Benin 163 out of 177 countries on its Human Development Index. Cotton production dominates Benin’s mostly agricultural economy, accounting for 40% of Gross Domestic Product. Benin participates in the Highly Indebted Poor Countries Initiative, which is expected to reduce its debt by \$460 million. Benin imports most of its electricity, but is striving to increase domestic production.

PROGRAM FOCUS

USADF established its Benin program in 1986. The current portfolio of 8 active projects focuses on the agricultural sector, providing support to food producers and processors.

PROGRAM HIGHLIGHTS

The Cooperative Pharmaceutique et Technique (CPT), a registered pharmacy in Cotonou, produces quality and affordable medicine. CPT developed a children’s cough medicine, Sirop Armand, which sells well in the regional market. With USADF funding, CPT has constructed a new production facility for its medicine, allowing it to double its production of Sirop Armond. CPT employed 7 people at the beginning of the project, but thanks to 400% increase in annual revenues, it now employs 21 workers.

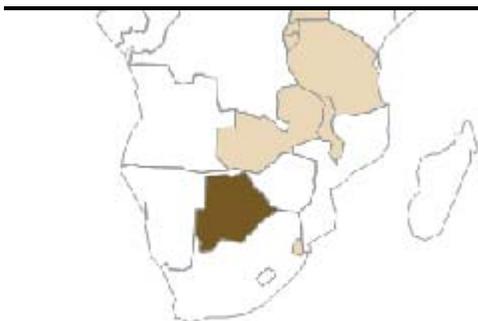
Active Projects

Client	Duration	Value	Description
Cooperation Pharmaceutique et Technique (CPT)	Sept 2003- Dec 2008	\$245,457	A local producer of analgesic baby syrup, CPT is using USADF funds to construct a production facility and to procure technical assistance. The project allows CPT to increase production and develop new markets, including wholesale, retail, physicians and consumers. This is translating into increased enterprise revenues and employee incomes.

United States African Development Foundation

Client	Duration	Value	Description
ARTISAVON Cooperative	Sept 2005- Sept 2010	\$239,393	This 14-member cooperative produces export-quality, natural soap products. USADF funds are being used to expand and improve production, which will enable ARTISAVON to compete in regional and international markets, resulting in higher sales revenues.
Coopérative des Vulgarisateurs du Soja et des Foyers Améliorés (CVSFEB)	Sept 2005- Sept-2010	\$247,898	A producer of export-quality natural soaps, CVSFEB is using funds to procure new manufacturing equipment and scale up production.
Union Communale des Associations des Femmes de Pobé (UCAF)	Sept 2005- Dec 2010	\$78,000	An association of women's palm oil producer groups in the Pobé commune, UCAF is using USADF funds to strengthen its business management capabilities, conduct a regional market study, and to acquire improved palm oil processing equipment.
Union Communale Assn Femme d'Adja-Ouere (UCAFA)	Sept 2005- Dec 2010	\$99,537	This rural women's cassava flour cooperative is using USADF assistance to improve production & management processes.
Association pour la Promotion et l'Appui au Développement de Micro Entreprises (PADME)	June 2008- June 2013	\$249,591	PADME provides accessible services to low-income individuals and microenterprises in urban and rural Benin. The USADF grant will be used to expand a successful pilot program which combines microfinance services with health education for rural clients.
ADJIDO Economic Interest Group	Sept 2008- Sept 2013	\$153,927	The members of ADJIDO raise rabbits to meet local demand for meat following the outbreak of avian flu in Benin. The USADF investment will allow ADJIDO to increase its breeding stock and infrastructure, and to scale up its provision of rabbit breeding extension services to local youth.
Société Pleine Vie Bénin (SPVB)	Sept 2008- Sept 2010	\$92,957	SPVB operates a small out grower business which works with village farmer cooperatives to produce and market rice and fresh produce. The company will use the USADF investment to construct an irrigation system for its new production site, and to provide agricultural inputs and training to its partner cooperatives.

Botswana

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1989-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2009 \$500,000	FY 2010 \$500,000
Capital	Gaborone	GDP Per Capita	\$6,742
Population	1.84 million	Adult Literacy	81%
GDP Growth	4.8%	Infant mortality	4.4%

DEVELOPMENT OVERVIEW

The United Nations ranks Botswana 124 out of 177 countries on its Human Development Index. The world's largest producer of gem-quality diamonds, Botswana's economy consists of mining, tourism, and agriculture. Botswana has experienced stable long-term economic growth since 1967, but currently faces critical challenges. Half the population is involved in subsistence agriculture, but current production levels do not meet the country's food needs. Botswana also has one of the highest incidence rates of HIV/AIDS in the world, which threatens to negatively affect future economic growth.

PROGRAM FOCUS

USADF began operations in Botswana in 1989. The USADF program focuses on support to rural, marginalized communities, with primarily agricultural, community-based tourism and small enterprise projects.

PROGRAM HIGHLIGHTS

The Khama Rhino Sanctuary and Trust manages a sanctuary for endangered rhinos in Botswana's Central District. With USADF funding, it has expanded its ecotourism facilities by expanding its lodge and improving its management. USADF funds also supported the construction of a restaurant, and in October 2008, the Minister of Environmental Wildlife and Tourism attended its grand opening. The trust now employs 36 local residents, up from 23 at the start of the grant, and staff incomes have more than doubled. The Trust expects revenues to continue to rise, and has pledged to contribute its profits to local community groups.

Active Projects

Client	Duration	Value	Description
EZD Ostrich Farms	Sept 2004 – Sept 2009	\$247,481	USADF funds are used for ostrich farming equipment and to provide training and technical assistance in ostrich breeding and hatchery management.
Khama Rhino Sanctuary Trust	Nov 2004-Oct 2010	\$285,911	This ecotourism business linked with a rhino sanctuary is using USADF funds to improve the facilities at its lodge and increase local management capacity.

United States African Development Foundation

Client	Duration	Value	Description
Pitsane Dairy Marketing Cop Society Ltd	Sept 2005-Sept 2009	\$206,129	To improve milk quality and improve the livelihood of dairy farmers in Barlong district, Pitsane Dairy is using USADF funds to upgrade its dairy processing equipment.
San Arts and Crafts (SAAC	Sept 2005-Sept 2010	\$218,208	By acquiring equipment, storage space, and marketing services, USADF funds are expanding the operational capacity and services to the artisans in this group.
Boasa Boapele Horticultural Marketing Coop	Sept 2005-Sept 2009	\$204,781	Farmers in Bobirwa are earning higher incomes because USADF funds are installing cold storage facilities and purchasing refrigerated trucks, thus reducing spoilage loss.
Veld Products Research and Development (VPRD	Sept 2006-Sept 2009	\$94,916	Funds are used to expand the area cultivated with Hoodia near Gaborone, improve planting techniques, and establish local grower support structures.
Botswelole Centre, Thamaga Pottery	Sept 2006-March 2009	\$92,736	This group produces high quality dinnerware and is using USADF funds to improve production processes and increase access to regional markets.
Mothware Community Development Trust	Sept 2007-Sept 2009	\$94,457	Funds are used to reduce market information gaps and transaction costs for rural livestock farmers selling meat in urban areas.
Sankuyo Tshwaragano Management Trust (STMT	Sept 2007-Sept 2012	\$246,838	Funds are used to expand the community trust's ecotourism lodge and secure a joint venture partner to provide training and management assistance.
Mmadinare Multipurpose Cooperative Society	Aug 2008-Sept 2013	\$243,087	As a follow-up to the successful completion of an EDI grant, this EEI grant enables the Cooperative to enhance and fully utilize existing productive assets and meet the expanding market demand by increasing millet production.
Kgagodi Horticulture	August 2008-Sept 2013	\$86,609	The project provides KDA members access to land, technical assistance, product distribution planning skills and access to transport for crop distribution to local and regional markets.
Moiyabana Leatherworks and Handicrafts Project	Aug 2008-Sept 2009	\$74,167	This project provides financial and technical support to Moiyabana village members through the production and sale of leather and handicraft goods.
Diloro Milling	Aug 2008-Sept 2011	\$84,365	This project establishes a milling plant in the Diloro village to offer subsistence farmers in the area a market for grain produced, employment opportunities to its members and access to milling facilities and milled products in the village.
Mogapinyanya Youth Metal Work	Aug 2008-Sept 2011	\$97,791	With USADF funds, the Association will address the core problem of youth unemployment by producing various metal products for sale, and further expanding production once technical skills are improved.
Tamasane Small Stock and Poultry	Sept 2008-Sept 2011	\$122,534	This association is using USADF funds to establish a community farm to raise sheep, goats and poultry in sufficient quantities to sell live animals and eggs at the local market.
Molema Community Trust Enterprise Development	Sept 2008-March 2010	\$91,056	This Trust organizes three villages in western Botswana. It is using USADF funds to receive training and technical assistance in identifying and planning income generating activities for its members.

Burkina Faso



COUNTRY PROGRAM OVERVIEW

Program Dates	2008-present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2009 \$1,000,000	FY2010 \$1,000,000
Capital	Ouagadougou	GDP Per Capita	\$240
Population	14.4 million	Adult Literacy	27%
GDP Growth	6.4%	Infant mortality	9.6%

DEVELOPMENT OVERVIEW

The United Nations ranks Burkina Faso 176 out of 177 on its Human Development Index. Subsistence agriculture sustains over 80% of the population, but frequent drought and poor soil conditions leave the population vulnerable to food insecurity. Burkina Faso’s inadequate infrastructure and low literacy rate are obstacles to development, but there are opportunities for emerging entrepreneurs, especially those involved in value-added agricultural processing.

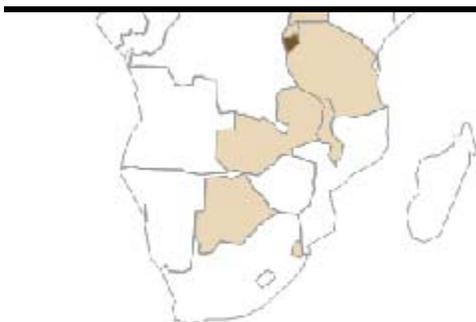
PROGRAM FOCUS

USADF began its program in Burkina Faso in 2008. USADF and the government of Burkina Faso signed a country accord to work jointly on the alleviation of poverty and the promotion of emerging entrepreneurs.

PROGRAM HIGHLIGHTS

Several proposals are currently under review for funding in 2009.

Burundi



COUNTRY PROGRAM OVERVIEW

Program Dates	2008-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2009 \$800,000	FY 2010 \$800,000
Capital	Bujumbura	GDP Per Capita	\$119
Population	8.39 million	Adult Literacy	51%
GDP Growth	6%	Infant mortality	6.2%

DEVELOPMENT OVERVIEW

The United Nations ranks Burundi 157th out of 177 countries on the Human Development Index. Internal conflict in the 1990s damaged much of the country's infrastructure and farmland. Over 81% of the Burundians live in poverty. Coffee production is Burundi's main economic activity, accounting for 80% of exports, rendering the economy vulnerable to price and climate fluctuations.

PROGRAM FOCUS

USADF re-started operations in Burundi in 2008, after suspending the program in 1994. The program focuses on capacity building of local NGOs and rural communities to manage income generating activities, assists small-scale farmer associations with value-added production, and promotes development of small-scale and medium enterprises, particularly in the agriculture sector.

PROGRAM HIGHLIGHTS

Agro-Trade Business employs 206 people, two-thirds of whom are women, to produce sweetheart roses for export to Europe. ATB is using USADF funds to update its greenhouse capacity and improve its rootstock. This will allow the company to expand operations by 40%. By 2010 this increased capacity will allow ATB to hire 100 additional workers, raise wages by nearly 300%, and increase its net income.

Active Projects

Client	Duration	Value	Description
Agro-Trade Business (ATB Roses)	June 2008-June 2013	\$250,000	Funds are used to purchase new rootstock and construct four modern steel greenhouses, expanding flower production by two hectares.
Fruito, LLC	Aug 2008-Aug 2013	\$249,600	Fruito produces passion fruit juice. It is purchasing cold line and packaging equipment for juice processing, providing tools to farmers, improving workers' condition, and receiving managerial training with USADF funds.
Savings and Mutual Credit Cooperative Bank (CECM)	Sept 2008-Sept 2013	\$238,278	Funds will be used to supplement CECM's existing microfinance loan fund, provide technical training, equipment, and renovation of the new branch office in Bubanza.

United States African Development Foundation

Client	Duration	Value	Description
Association Auto-Assistance à la Reconstruction et au Développement	Sept 2008- Dec 2009	\$118,600	ARD is working with over 500 farmers to revive vegetable production in the Bugarama area. USADF funds are being used to help a new cooperative develop financial management capacity, improve marketing and production skills, and create a business plan.

Cape Verde

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1989-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2009 \$500,000	FY2010 \$500,000
Capital	Praia	GDP Per Capita	\$6,742
Population	499,796	Adult Literacy	77%
GDP Growth	4.8%	Infant mortality	2.5%

DEVELOPMENT OVERVIEW

The United Nations ranks Cape Verde 102 out of 177 on the Human Development Index. An archipelago of 10 small islands, Cape Verde lacks significant natural resources, and it imports over 90% of its food supply. Tourism and commerce account for most economic activity, but over 70% of the population lives in rural areas away from commercial centers.

PROGRAM FOCUS

USADF began operations in Cape Verde in 1986. The program focuses on boosting domestic production of foodstuffs to reduce the reliance on imports and build export potential.

PROGRAM HIGHLIGHTS

Milot Hydroponics, Lda (MHL) is the only vegetable producer on Cape Verde's Sal island. A pioneer in new growing techniques, MHL uses hydroponic technology, a form of agriculture that uses liquid nutrients instead of soil. MHL provides fresh produce to island residents, schools, and enterprises. With USADF support, MHL has built three greenhouses and a new distribution center. As a result, MHL's net income has risen from \$29,000 to over \$96,000. MHL has increased its staff to 30 persons, and total employee wages has risen from \$105,000 to over \$158,000. MHL has reduced Cape Verde's reliance on imported foodstuffs, and has contributed over \$1600 to local elementary schools.

Active Projects

Client	Duration	Value	Description
Tipografia Santos Printing Company	March 2005-March 2010	\$250,000	This company is using USADF funds to update equipment and expand working capital, allowing it to improve the quality and variety of printed products it sells.
Milot Hydroponics, Lda. (MHL)	Sept 2005-Sept 2010	\$229,630	Funds are used to increase production of hydroponic vegetables, expand distribution networks and improve storage facilities.
Businesswomen's Agro-Industrial Assn	Sept 2005-Sept 2010	\$124,999	Members of this association are using USADF funds to complete and equip a jam processing facility and a retail center for the sale of jams and other foods produced by its members.

United States African Development Foundation

Client	Duration	Value	Description
Cooperative for Exporters of Refined Salt	Sept2005-Sept 2010	\$87,812	This village level salt cooperative is using USADF funds to construct saline bunks and dams and to procure equipment to increase annual production.
Overseas Society of Conserves, Ltd. (SUCLA)	Sept 2006-Sept 2011	\$249,672	Funds are used to strengthen technical, management and marketing capacity, allowing the fish cannery to better service international markets.
Diallo and Macedo-Navigation Company	Sept 2006-Sept 2011	\$249,931	This company is using USADF funds to repair and maintain its cargo and passenger ferry service between the islands of Cape Verde.
Industria de Refrigerantes Vinho (FIZALIS, SA)	Sept 2006-Sept 2011	\$241,916	This fruit juice company is using USADF funds to improve operational capacity, provide technical assistance, and improve access to local markets.
Veiga Alves, Construção Civil Lda.	Sept 2007-March 2012	\$257,600	Funds are used to acquire technical equipment, working capital, and skills training for staff of this marble processing company.
Descartaveis Producoes, Lda.	Sept 2007-Sept 2012	\$251,496	This local diaper producer will expand its product range by using USADF funds to secure technical equipment and working capital.
Traditional Goat Cheese Production and Marketing	Sept 2008-Sept 2013	\$118,364	This cooperative is using USADF funds to improve its equipment and develop marketing techniques for its traditional goat cheese.
UNICOOP Animal Feed and Marketing	Sept 2008-Sept 2013	\$236,497	By providing working capital and technical assistance to produce animal feed, this reduces reliance on imported supplies for Cape Verde's animal producers.

Central African Republic



COUNTRY PROGRAM OVERVIEW

Program Dates	Proposed 2009-2010	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2009 \$	FY 2010 \$
Capital	Bangui	GDP Per Capita	\$377
Population	4.37 million	Adult Literacy	50%
GDP Growth	3%	Infant mortality	11.5

DEVELOPMENT OVERVIEW

The United Nations ranks Central African Republic 171 out of 177 countries on its Human Development Index. Central African Republic has minimal infrastructure. A landlocked nation, it imports most of its energy supply, but has just 650 kilometers of paved roads and very limited air traffic. Most of the population relies on subsistence agriculture. Seasonal weather makes commercial traffic on the Ubangui River impossible for half the year, and the significant agricultural sector also varies by season. Migrant workers provide labor in the cotton, coffee, and tobacco industry, and are among Africa's most under-served groups.

PROGRAM FOCUS

The USADF program will focus on Central African Republic's migrant seasonal workers.

PROGRAM HIGHLIGHTS

Potential new program area, no active grants.

Eritrea



COUNTRY PROGRAM OVERVIEW

Program Dates	Proposed 2009-2010	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2009 \$	FY 2010 \$
Capital	Asmara	GDP Per Capita	\$180
Population	3.6 million	Adult Literacy	Unavailable
GDP Growth	4.8%	Infant mortality	4.5%

DEVELOPMENT OVERVIEW

The United Nations ranks Eritrea 157 out of 177 countries on its Human Development Index. About 80% of the population relies on subsistence farming, but agriculture accounts for only about 12% of Eritrea’s GDP. Most Eritrean farmers lack reliable irrigation, leaving them dependent on rainfall in this arid country. Eritrea and Ethiopia fought a war in 1998-2000, with devastating results for Eritrean development. The fighting displaced more than 1 million Eritrean civilians, and damage to crops and infrastructure was significant.

PROGRAM FOCUS

USADF intends to begin operations in Eritrea in 2010. USADF will focus on the most marginalized and under-served populations.

PROGRAM HIGHLIGHTS

Potential new program area, no active grants.

Ghana

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1984-Present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2009 \$1,000,000	FY 2010 \$1,000,000
Capital	Accra	GDP Per Capita	\$540
Population	23 million	Adult Literacy	54%
GDP Growth	6.2%	Infant mortality	6.4%

DEVELOPMENT OVERVIEW

The United Nations ranks Ghana 135 out of 177 countries on the Human Development Index. Ghana has diverse natural resources and gold and cocoa are its top exports. Nonetheless, significant poverty remains throughout the country, especially among woman and the young.

PROGRAM FOCUS

USADF began operations in Ghana in 1984. The program focuses on supporting enterprises with export potential.

PROGRAM HIGHLIGHTS

Yedent Agro-Processing Ventures processes and fortifies maize cereal, creating a value-added product that it markets to large institutions and individual households. Yedent purchases its raw supply from local farmers in Ghana's impoverished Brong Ahafo region and has recently become a preferred supplier for the World Food Program's initiative to provide fortified maize to Ghanaian school children. With USADF support, Yedent has established a revolving fund, which it uses to purchase maize and fortifying inputs from local farmers.

Active Projects

Client	Duration	Value	Description
Saabuyiri Small Farm Inputs Producer Assn	June 2003- Dec 2008	\$229,739	Funds are being used to mechanize processes & improve safety at this blacksmith association as well as increase membership.
Nsoatreman Rural Bank Limited	Sept 2002- Nov 2008	\$239,906	Funds are being used by the microcredit organization to target women for microfinance.
Mumuadu Rural Bank, Ltd	Sept 2002- Nov 2008	\$244,283	Funds are being used to establish a revolving loan fund and provide technical & managerial expertise.
Amasachina Self-Help Association	Sept 2002- Nov 2008	\$233,489	Funds are being used for revolving loan fund, and managerial assistance of the microcredit association.
Blekusu Women Co-op Fishmongers Society, Ltd	Sept 2002- Nov 2008	\$122,557	Funds are being used for working capital and for the construction of a permanent storage and production facility.

United States African Development Foundation

Client	Duration	Value	Description
Nkoranza Kwabre Rural Bank, Limited	Sept 2002- Nov 2008	\$241,176	Funds are to establish of a revolving loan fund, improve capacity and aid in managerial and technical assistance of this female focused microcredit.
Elsa Foods Limited	July 2004- Sept 2009	\$249,957	Funding is to improve capital, and provide technical and management expertise of this maize and tofu processing plant.
Bosbel Vegetable Oil Mills Limited	July 2004- July-2009	\$245,117	Funds are used to provide for working and investment capital to expand production capacity and improve the quality of its products.
Crystal Lake Fish, Limited	July 2004- Sept 2009	\$100,000	Funds are being used for milling equipment, fingerlings, and other capital to increase production of this Aquaculture facility.
Barbex Technology Limited	Sept 2004- Sept 2009	\$250,000	Funds are being used to improve facilities as well as to provide technical and managerial expertise of this essential oils producer.
Woodhouse Company Limited	Sept 2004- Sept 2009	\$250,000	Funding is being used for technology upgrades and technical assistance at this educational furniture manufacturer.
Vester Oil Mills Limited	Sept 2005- Sept 2010	\$250,000	Funds will improve operations and upgrade production facilities while standardizing quality and containers of this cooking oil factory.
SLID Industries Limited	Sept 2005- Sept 2010	\$250,000	Funds are being used to improve management and factory capacity of this local shampoo and soap manufacturer.
Ernimich Company Limited	Sept 2005- Sept 2010	\$250,000	Funds are being used to increase production and improve marketing of this ethnic foods producer and exporter.
Ghana Nuts Company Ltd.	Sept 2005- Sept 2010	\$245,843	Funds are being used to modernize factory equipment, construct sanitary facilities and to provide marketing expertise to this nut and seed factory.
Integrated Tamale Fruit Company Limited	Sept 2005- Sept 2011	\$248,950	Funds are being used to teach organic mango farming & export to farmers in Northern Ghana in conjunction with the Integrated Tamale Fruit Company.
Integrated Tamale Fruit Company, Limited	Sept 2005- Sept 2011	\$248,950	Funds are being used to teach organic mango farming & export to farmers in Northern Ghana in conjunction with the Integrated Tamale Fruit Company.
Bolgatanga Basket Weavers Cooperative Club	June 2006- Sept 2011	\$219,788	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.
Organic Mango Outgrowers Association	Aug 2006-Nov 2008	\$100,894	Funds will develop the managerial and administrative capacity by allowing the out growers to operate independently.
E.K. Agyei Pepper Processing Enterprise Ltd.	Aug 2006-Dec 2008	\$52,370	Funds are being used to implement a local and export based expansion strategy by capturing more of the organic black pepper market.
Santinos Fine Meats and Sausages Limited	Sept 2006- Sept 2011	\$249,969	Funds are being used for a factory, new equipment, increased management capacity, & enhanced raw materials supply of this meat processing facility.
Kikam Coldstores Limited	Sept 2006- Sept 2011	\$239,821	Funds are being used to upgrade refrigeration equipment, develop marketing activities and to improve systems management of this cold storage.
Ejisu Juaben Pig Farmers and Processors Assn	Sept 2006- Dec 2008	\$99,688	Funding will enable this Association of pig farmers to strengthen their financial management and operations as well as help with sustained expansion.
ENO Farms Limited	Sept 2006-Jan 2009	\$63,371	Funds will be used to improve farming operations and to provide technical assistance to this citrus farmer in the Ashanti region.
Elssyke Company Limited	Sept 2006- Sept 2011	\$249,297	Funding will allow this ethnic food processor to meet demand for ethnic foods in Europe and the U.S. by expanding its processing capability.
Tekura Enterprises Limited	Sept 2007- Sept 2012	\$249,854	This producer of mid- to high-end home accessories and furniture is using ADF funds to expand its production capacity.

United States African Development Foundation

Client	Duration	Value	Description
Yehans International	March 2007- March 2012	\$250,000	Yehans produces and installs aluminum doors, windows and gates in residential and commercial areas of Accra. USADF funding will provide skills training and working capital.
Yenok Woods Products	Sept 2007- Sept 2012	\$249,051	This high end wood furniture producer is using USADF funds to improve its management capacity and financial systems, increase production, and develop a marketing plan.
Yedent Agro-Processing Ventures	Sept 2007- Sept 2012	\$250,000	This maize processing facility sells wholesale to major industries and institutions. USADF funds enable Yedent to purchase inputs and improve its production facilities.

Guinea

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1986-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2009 \$1,250,000	FY 2010 \$1,250,000
Capital	Conakry	GDP Per Capita	\$363
Population	8.44 million	Adult Literacy	44%
GDP Growth	3.3%	Infant mortality	9.8%

DEVELOPMENT OVERVIEW

The United Nations ranks Guinea 160 out of 177 countries on its Human Development Index. Natural resources like iron ore and bauxite are plentiful in Guinea and account for much of its economy. Unfortunately, inadequate infrastructure and government corruption limit large-scale investments. Poor roads and unreliable water and electricity supplies are also obstacles for development.

PROGRAM FOCUS

USADF began its Guinea program in 1986. The program focuses on social enterprises that address the provision of primary needs such as water, education, and health care. USADF also seeks to improve food security by supporting agricultural enterprises.

PROGRAM HIGHLIGHTS

The Cooperative for the Exploitation of Sea Salt uses innovative techniques to produce sea salt more quickly and in a more environmentally-friendly way than traditional methods. With USADF funding, it has constructed new production facilities and a central storage facility. Thanks to its increased production capacity, the Cooperative processed over 90 tons of sea salt in 2008, up from 60 tons at the start of the project, while reducing the cutting of mangrove trees for firewood in the production process. Higher production and an USADF-funded market study have led to revenues have grown nearly 300% over the course of the project, and in 2009 the Cooperative reported over \$111,000 in earnings.

Active Projects

Client	Duration	Value	Description
Mouna Cajou Cashew Producers Cooperative	Sept 2002- Sept 2010	\$105,567	Cashew growers' association is using funding to expand area under cultivation, improve farming techniques and establish a loan fund.
Guinean Assn Tech Dev and Process of Ag Prod	Sept 2004- Sept 2009	\$60,270	Local peanut butter cooperative is using funds to rehabilitate their processing facilities and expand production.

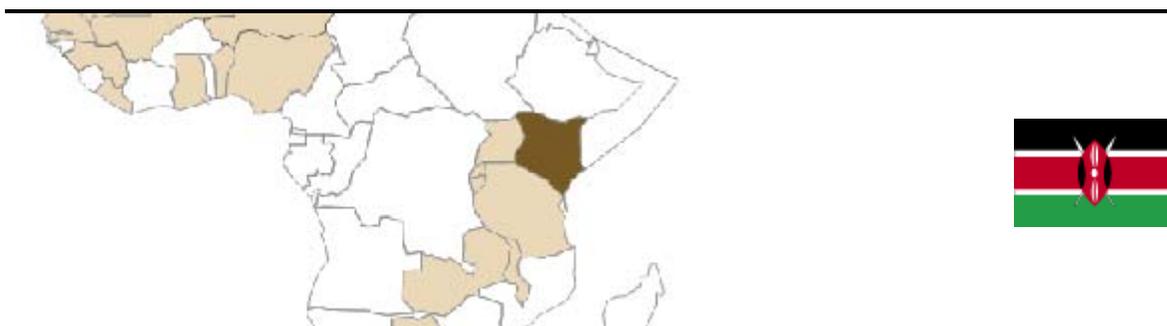
United States African Development Foundation

Client	Duration	Value	Description
Kouli Missira Kalinko Development Union	Sept 2004- Sept 2008	\$370,478	Local development association is using grant to construct bridges, primary schools, health centers and wells in rural Guinea.
Union of Sweet Potato Producers (UPPAD)	Sept 2006- Sept 2011	\$131,853	Rural sweet potato farmers' association is investing funds in vehicles, storage facilities, and marketing assistance.
Association for Development of Bowé Cent	Sept 2006- Sept 2009	\$243,377	Rural development association is using grant to improve infrastructure and implement a reforestation program in nine villages.
Association for Development of Bowé South	Sept 2006- Sept 2009	\$175,037	Rural development association is using grant to improve infrastructure and implement a reforestation program in seven villages.
Association for Development of Bowé North	Sept 2006- Sept 2009	\$207,770	Rural development association is using grant to improve infrastructure and implement a reforestation program in five villages.
Enterprise SAF Prestations (SAF)	Sept 2007- Sept 2012	\$50,680	Local air condition and refrigeration services company is using grant to invest in workshop renovation and business training.
Ferme Avicole Keba (Keba)	Sept 2007- Sept 2012	\$232,032	Egg and poultry producer is using grant to renovate and equip its hen houses.
Kyok Soul Security SARL	Sept 2007- Sept 2011	\$196,360	Local security service provider is using grant to build five sub-base stations and invest in computerized guarding equipment and training.
Guinée Confection	Sept 2007- Sept 2013	\$147,643	Uniform manufacturing business is using funds to renovate its workshop and acquire sewing and embroidery machines, a computer, and business training.
Diallo et Fils	Sept 2007- Sept 2012	\$194,805	Bakery company in Conakry is using grant to acquire industrial baking equipment and build a new bakery in the Global Alumina mining zone.
Entreprise Construct Civile d'Ouvrages Divers	Sept 2007- Sept 2011	\$177,445	Small construction company is using grant to acquire training and specialized equipment needed for rural school and health clinic construction.
Auto Ecole AMSY	Sept 2008- Sept 2011	\$98,992	This auto school will use the USADF investment to extend its training program to Guinean villagers, giving them the opportunity to compete for driving jobs with international mining companies.
Association for the Development of Bowé Center	Sept 2008- Dec 2009	\$95,365	The USADF grant will finance a community center, reforestation activities and literacy and conflict resolution training for a locally managed village development association.
Association for the Development of Bowé South	Sept 2008- Dec 2009	\$49,044	The USADF grant will finance a community center, wells and literacy training for a locally managed village development association.
Association for the Development of Bowé North	Sept 2008- Sept 2011	\$75,881	The USADF grant will finance a community center, reforestation and literacy training for a locally managed village development association.
Union Boora Male	Sept 2008- Sept 2013	\$131,679	This union of 3,600 small rice farmers will use USADF funds to upgrade their water management infrastructure, and to obtain training in negotiation and financial management.

United States African Development Foundation

Client	Duration	Value	Description
Union for Development of Mafou West	Sept 2005- Dec 2009	\$252,874	Local development association is using grant to construct bridges, primary schools, health centers and wells in rural Guinea.
Union for Development of Mafou East	Sept 2005- Dec 2009	\$271,149	Local development association is using grant to construct bridges, primary schools, health centers and wells in rural Guinea.
Beekeepers Union of Sankaran	Sept 2005- Dec 2008	\$96,649	Beekeepers' union is using funds to purchase and train members in the use of new honey-processing equipment.

Kenya

**COUNTRY PROGRAM OVERVIEW**

Program Dates	Proposed 2009- 2010	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2009 \$	FY 2010 \$
Capital	Nairobi	GDP Per Capita	\$455
Population	37.9 million	Adult Literacy	85%
GDP Growth	6.1%	Infant mortality	5.7%

DEVELOPMENT OVERVIEW

The United Nations ranks Kenya 148 out of 177 on its Human Development Index. About 75% of Kenyans engage in subsistence agriculture, and the northern region is especially impoverished. An arid region populated mostly by pastoral herders, northern Kenya is particularly sensitive to drought. Without adequate rain, the number of cattle shrinks and people starve. Aid programs struggle to reach many of the traditional pastoralist groups, who are among Africa's most under-served populations.

PROGRAM FOCUS

The USADF program will focus on northern Kenya's pastoral populations.

PROGRAM HIGHLIGHTS

Potential new program area, no active grants.

Liberia

**COUNTRY PROGRAM OVERVIEW**

Program Dates	2006-Present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2009 \$1,000,000	FY 2010 \$1,00,000
Capital	Monrovia	GDP Per Capita	\$185
Population	3.49 million	Adult Literacy	52%
GDP Growth	9.6%	Infant mortality	15.7%

DEVELOPMENT OVERVIEW

Liberia was not ranked on the 2007-2008 United Nations Human Development Index because there were no reliable indicators, but is considered among the lowest developed. Liberia fought a civil war from 1989-2003, which devastated its economy. All economic activity virtually ceased for 14 years, and the country is slowly rebuilding. The post-war transitional government established the Governance and Economic Management Assistance Program to oversee the economic recovery.

PROGRAM FOCUS

USADF returned to Liberia in 2006 at the request of President Sirleaf. The program initially supported small and medium sized enterprises (SME), especially in the infrastructure and natural resources sectors. The program now focuses on marginalized communities, particularly on agricultural production and marketing cooperatives for rural areas.

PROGRAM HIGHLIGHTS

The Gbandi Farmers Cooperative Society is a community organization of 123 small-holding cocoa and coffee farmers in the Kolahun District. With USADF funds, it has established a computerized financial management system, rehabilitated its warehouse, and purchased a truck. The USADF grant enables Gbandi farmers to transport their produce from their land to the warehouse and from there to the ports. The project is improving the quality of life for small-scale farmers and increasing Liberia's export capacity.

Active Projects

Client	Duration	Value	Description
Technocrats United for Reconstruction and Development	Sept 2006- Dec 2008	\$90,730	Local nonprofit construction services provider is using grant to improve business management capacity and develop a five-year strategic plan.
Ro-Zi's Inc.	Sept 2007- Sept 2012	\$248,955	Local catering enterprise will invest funds in the establishment of a commercial kitchen to grow the business and increase employment.
Libra Sanitation, Inc.	Sept 2007- Sept 2012	\$233,630	Local waste management company will use grant to procure additional trucks and expand its operations outside Monrovia.

United States African Development Foundation

Client	Duration	Value	Description
Robertsport Fishmongers Association (RFMA)	Sept 2007-March 2009	\$99,650	Local fish suppliers' cooperative will use grant to modernize its distribution and expand its membership.
T.R. Enterprises, Inc	Sept 2007-Sept 2009	\$99,895	Farming equipment supplier is using funding to engage in value-added importing and assembly of agricultural processing machines.
Panta Farmers Multi-Purpose Cooperative Society	Aug 2008-Sept 2011	\$163,936	The USADF investment will finance rehabilitation of the Society's oil palm plantation, working capital for new seedlings, warehouse construction, transport vehicle procurement, quality control training for members, and reconstruction of the plantation access road.
Pulukpeh Multi-Purpose Cooperative Society	Aug 2008-Sept 2012	\$183,200	The Society will use the USADF grant to acquire milling equipment and transport vehicles, recruit professional management staff, and establish a revolving credit fund for production inputs.
Kpatawee Community Development Association	Sept 2008-Dec 2009	\$75,236	The Community Development Association assists communities in the Kpatawee clan of Bong County with the planning and implementation of high priority local development initiatives. The Association will use the USADF grant to acquire training in management and governance, and to develop income-generating activities around the local waterfalls.
Sharpe Home Care Services (SHOCAS)	Sept 2008-Sept 2011	\$99,700	The USADF grant will finance a revolving loan fund and financial management training for a local nonprofit that provides services to women affected by the war.

Malawi



COUNTRY PROGRAM OVERVIEW

Program Dates	2008-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2009 \$750,000	FY 2010 \$750,000
Capital	Lilongwe	GDP Per Capita	\$290
Population	13 million	Adult Literacy	69%
GDP Growth	7.4%	Infant mortality	7.2%

DEVELOPMENT OVERVIEW

The United Nations ranks Malawi 164 out of 177 countries on its Human Development Index. A landlocked country, Malawi has few mineral resources, but produces high levels of foodstuffs and tobacco. Small-scale farming dominates the economy, and agriculture accounts for almost 90% of employment. Malawi is highly vulnerable to droughts and commodity price swings, and poor infrastructure and low levels of skilled labor pose development challenges.

PROGRAM FOCUS

USADF began operations in Malawi in 2008. The Program focuses on grassroots, community-based economic and social development. USADF is targeting small and medium-sized enterprises, agro-producers, and food processing companies for investment.

PROGRAM HIGHLIGHTS

Several proposals are currently under review for funding in 2009.

Mali

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1984-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2009 \$500,000	FY 2010 \$500,000
Capital	Bamako	GDP Per Capita	\$470
Population	12.5 million	Adult Literacy	31%
GDP Growth	5.1%	Infant mortality	12.1%

DEVELOPMENT OVERVIEW

The United Nations ranks Mali 173 out of 177 countries on its Human Development Index. Agriculture, fishing, and mining dominate Mali's economic activity, which is concentrated along the Niger River between Bamako and Mopti. Droughts have occasionally decimated the agricultural sector, particularly among traditional herders. A landlocked nation, Mali depends on access to ports in neighboring countries to sell its products. Though Mali is home to several ancient cities and geographic wonders, the tourism industry is underdeveloped.

PROGRAM FOCUS

USADF started its Mali program in 1984. The program focuses on grassroots, community-level economic development, with a particular emphasis on small and medium sized enterprises, agro-producers and processors in remote areas in the Timbuktu.

PROGRAM HIGHLIGHTS

The city of Niono, located in Mali's Segou region, lacks the sanitation necessary for a city built on swampy marshes. During the rainy season, mosquitoes and other parasites gather in pools of polluted water, causing Niono to have Mali's highest infection rate of malaria. Dugu Ka Jeya, a sanitation services provider, is using USADF funds to reduce the breeding ground for disease. With USADF funding, Dugu Ka Jeya has acquired trucks to collect refuse, pumps to drain latrines and cesspools, and established a secure composting site. Consultants have provided training and technical assistance in waste management techniques, and Dugu Ka Jeya is undertaking a marketing campaign to expand its services.

Active Projects

Client	Duration	Value	Description
Coordinating Agency for Groups Working in Sanitation and Environmental Protection (COTPAE)	Aug 2002-Aug 2009	\$249,246	Funds are used to procure new sanitation equipment, enabling COTAPE to extend sanitation services in the city of Sikasso.
Bougouni Artisans Union (UAB)	Sept 2007-Nov 2009	\$153,340	Funds are used to construct administrative and training facilities, and supplement working capital to increase incomes of local artisans.

United States African Development Foundation

Client	Duration	Value	Description
Groupement Ployformatique "YAYE" (GPY)	Sept 2002-Nov 2009	\$227,619	Funds are used to acquire up-to-date IT equipment for continued market growth in Sikasso.
Ami Guindo Limited Company	Feb 2004-Feb 2009	\$189,318	Funds are used to build technical and managerial capacity for the Bamako-based dyed textile producers.
Supplying for Preservation of Foodstuffs Mali	Feb 2004-Dec 2008	\$220,501	Funds are used to construct a warehouse, procure a generator and for working capital.
Association for the Fight Against Desertification (ALCD)	May 2004-May 2009	\$234,248	Funds are used to rehabilitate ALCD's factory and to expand marketing activities for the production of charcoal briquettes.
Dugu Ka Jeya	June 2004-June 2009	\$250,000	Funds are used to expand solid waste and sanitation services.
Miellerie Moderne du Mali	Sept 2004-Sept 2009	\$182,880	Funds are used to provide technical assistance to enhance the marketing and management capacity of this Bamako-based honey distributor.
AGVF Bandiagara	Sept 2004-Sept 2009	\$178,415	Funds are used to create a revolving loan fund for 1800 members to increase the marketing and production of onions in Bandiagara.
TAMAK Sarl	Sept 2004-Sept 2009	\$250,000	Funds are used to purchase equipment and technical assistance for local production of exportable leather.
Benkadi Assn: Support Malian Fistulous Women	Sept 2004-Sept 2009	\$250,000	Funds are used to build management and production capacity at a laundromat for women stigmatized with fistulas.
Multichem Sarl	Sept 2006-Sept 2011	\$238,034	Funds are used to improve management and production capacity, upgrade equipment and purchase a packaging station all for mango exporting.
Multi-functional Coop of Hondobomokoina	Sept 2006-Sept 2011	\$175,513	Funds are used to improve rice farming capacity and livestock husbandry and increase working capital.
Diré Agricultural Cooperative	Sept 2006-Sept 2011	\$195,900	Funds are used to strengthen technical and managerial capacity to increase farmer yields.
Multi-Purpose Cooperative of Bourem Inaly	Sept 2006-Sept 2011	\$139,009	Funds are used to increase production through the acquisition of water pumps, agricultural inputs and equipment, and the establishment of a revolving loan fund.
Adiara Couture	Sept 2007-Sept 2012	\$249,500	Funds are used to purchase an industrial loom, a cutting machine, and a diesel generator allowing Adiara to produce lace for the domestic market.
Sounoumba SARL	Sept 2007-Sept 2012	\$163,845	Funds are used to purchase an industrial oven, improve infrastructure and management capacity for the production of wooden pallets.
Societe de Promotion Artisanale Tomboctou	Sept 2007-March 2009	\$71,334	Funds are used to acquire equipment, technical assistance, and the development of a business plan for future expansion for traditional artisans.
Federation des Guireyaawes	Sept 2007-March 2009	\$69,111	Funds are used to develop a market survey, a business plan and label for local sesame grown by members.
Société de Fabrication de Coton Hydrophile SA	Sept 2007-Sept 2012	\$248,441	Funds are used to build and purchase equipment that enables profitable growth in the cotton production industry.
Coop Product de Beurre Karité de Zantiébougou	Sept 2007-March 2009	\$70,070	Funds are used to develop and implement an export market study and a business plan for the continued production of Shea butter.
OLEA SARL	Sept 2007-Sept 2012	\$208,202	Funds are used to facilitate the expansion into value added processing by funding equipment and raw material for sesame oil production.
Bankass Women's Cooperative Dairy	Sept 2008-Sept 2010	\$84,565	The woman at this dairy are using USADF funds receive training in business, accounting, and marketing practices.
Ouattagouna Karou Fishers	Aug 2008-Aug 2010	\$98,909	With USADF funds, this union of fishing cooperatives will improve their nets and learn accounting and marketing skills.
Bourra Tessit Fishers	Aug 2008-Aug 2010	\$98,181	With USADF funds, this union of fishing cooperatives will improve their nets and learn accounting and marketing skills.

United States African Development Foundation

Client	Duration	Value	Description
Ansongo Bara Fishers	Aug 2008-Aug 2010	\$98,984	With USADF funds, this union of fishing cooperatives will improve their nets and learn accounting and marketing skills.
Bankass Livestock Cooperative Capacity Building	Sept 2008-Sept 2010	\$91,462	This cooperative of stock herders is using USADF funds to hire a veterinarian and improve their business and accounting skills.
Fishing Federation - District of Asongo	Sept 2008-Sept 2010	\$97,583	This umbrella organization of fishing cooperatives is using USADF funds to improve its internal governance and coordinate marketing at the regional and national level.

Mauritania

**COUNTRY PROGRAM OVERVIEW**

Program Dates	2008-Present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2009 \$500,000	FY 2010 \$500,000
Capital	Nouakchott	GDP Per Capita	\$630
Population	2.9 million	Adult Literacy	59%
GDP Growth	11.4%	Infant mortality	7.7%

DEVELOPMENT OVERVIEW

The United Nations ranks Mauritania 137 out of 177 countries on its Human Development Index. A desert nation, its economy relies on coastal fishing and agriculture. Drought and poor irrigation infrastructure has hurt the pastoralists who constitute some of the country's poorest populations. Slavery was outlawed in 1981, and groups of former slaves are among USADF's grantees

PROGRAM FOCUS

USADF began operations in Mauritania in 2008. The program seeks to support small and medium sized enterprises and social groups that serve the interests of marginalized populations.

PROGRAM HIGHLIGHTS

The Association des Producteurs de Lait et Viande du Brakna (APLVB), located in Boghe, Mauritania, is made up of 700 herders -- 400 of whom are women. APLVB's members produce cow and camel milk and sell it to Tiviski, the largest dairy factory in Mauritania. Tiviski dairy had been unable to meet local demand for processed milk because its suppliers could only provide enough raw milk for the dairy to operate at 30% capacity. By establishing a revolving fund for animal feed and a veterinary pharmacy and vaccination center, USADF is increasing the incomes of Boghe herders and improving food security in the region.

Active Projects

Client	Duration	Value	Description
Rosso Herders Milk Production and Sale	June 2008- June 2013	\$250,000	This association of 447 herders is using USADF funds to establish a revolving fund for animal feed, receive training and technical assistance for veterinary care and animal husbandry, and improve management capacity.
Boghé Herders Milk Production and Sale	June 2008- June 2013	\$250,000	This association of 700 herders is using USADF funds to establish a revolving fund for animal feed, receive training and technical assistance for veterinary care and animal husbandry, and improve management capacity.

Namibia

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1993-Present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2009 \$0	FY 2010 \$0
Capital	Windhoek	GDP Per Capita	\$3,360
Population	2.1 million	Adult Literacy	85%
GDP Growth	5.9%	Infant mortality	4.5%

DEVELOPMENT OVERVIEW

The United Nations ranks Namibia 125 out of 177 countries on its Human Development Index. Though it has a relatively strong commercial sector, Namibia also has one of the world's largest gaps between rich and poor. Most of the population engages in subsistence agriculture or herding, though the economy supports about 200,000 skilled jobs.

PROGRAM FOCUS

USADF began its Namibia program in 1993. The current projects focus on small business development, with an emphasis on export potential. USADF is phasing out its Namibia program, and is accepting no new projects.

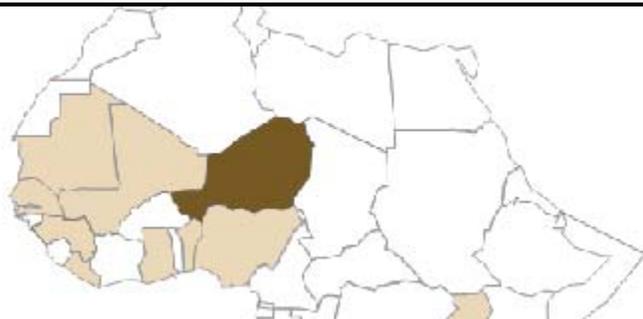
PROGRAM HIGHLIGHTS

Shoremillkol, a lobster-fishing consortium owned by 18 indigenous Namibians, received a provisional license from the Namibia government in 2004 to catch 10 metric tons of lobster per year. Shoremillkol had been leasing its vessel from other lobster fishing enterprises, but needed to obtain its own boat in order to receive its permanent license. USADF funds have enabled Shoremillkol to purchase its own vessel, allowing it to secure a 15 year license from the government. Moreover, by eliminating its leasing fees, Shoremillkol has increased total wages to fishermen to over \$22,000.

Active Projects

Client	Duration	Value	Description
Rudro Clothing Pty Ltd	Sept 2003- Sept 2008	\$239,274	This clothing manufacturing business is using USADF funds to improve management skills and upgrade equipment.
Shoremllkol (Pty) Ltd	Sept 2004- Sept 2008	\$246,804	Funds are used to purchase fishing equipment and a vessel to reduce operating costs and secure a rock-lobster fishing quota.
Martin's Den Fisheries (Pty) Limited	Sept 2004- Sept 2008	\$249,363	Funds are used to purchase fishing equipment and a vessel to reduce operating costs and secure a rock-lobster fishing quota.

Niger

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1984-Present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2009 \$500,000	FY2010 \$650,000
Capital	Niamey	GDP Per Capita	\$273
Population	14.9 million	Adult Literacy	28%
GDP Growth	4.8%	Infant mortality	15%

DEVELOPMENT OVERVIEW

The United Nations ranks Niger 174 out of 177 on its Human Development Index. This landlocked, desert nation relies on agriculture for most economic activity, so it is especially hard-hit by drought and commodity price swings. A majority of the population lacks food security, and the government relies on significant international food aid.

PROGRAM FOCUS

USADF began operations in Niger in 1984. The program supports community-based groups that serve marginalized populations.

PROGRAM HIGHLIGHTS

Samou Naka Cooperative is an association of 201 low-income women who roast and press peanuts to produce cooking oil and peanut cake in southern Niger's Matameye region. With USADF funds, the cooperative has built a warehouse and established a revolving fund for its members. Revenues have increased dramatically, and the cooperative now reports over \$46,000 in annual revenue. The revolving loan fund provides members \$58,600 each year for members to procure inputs, and members have maintained a 100% repayment rate.

Active Projects

Client	Duration	Value	Description
Groupe d'Appui A L'Auto Promotion Enterprise	Feb 2004-Feb 2009	\$144,275	Rural nonprofit is using grant to establish eight cereal banks that allow villagers to store grain, improving food security.
Eco-Developpement Participatif	July 2004-July 2009	\$187,489	Rural nonprofit is using investment to combine microfinance loans with cereal storage services in sixteen villages.
SICR/KOKARI Rural Credit Intermediation Service	Sept 2004-Sept 2009	\$238,278	Local microfinance provider is using investment to extend credit to community-based organizations and train staff.
Cooperative des Producteurs d' Oignon de GAYA	March 2005-March 2010	\$184,455	Onion growers' cooperative is using funds to expand production capacity and construct ventilated storehouse.
Cooperative de Samou-Naka	March 2005-March 2010	\$143,157	Women's peanut oil producers' cooperative is investing funds in improved storage facilities and bulk purchase of peanut stocks.

United States African Development Foundation

Client	Duration	Value	Description
Amintchi Coop of Onion Producers Tsernaoua	Sept 2005-Sept 2010	\$157,470	Onion growers' cooperative is using funds to construct trading post for onion exports.
Federation of Tiger Nut Producers Unions	Sept 2006-Dec 2008	\$97,613	Tiger nut growers' federation is using grant to strengthen financial management and develop a business plan.
Aguié Sesame Producers Cooperative (COOPSE)	Sept 2006-Dec 2008	\$99,999	Sesame growers' cooperative is investing grant in business training and market research.
Union des Coopératives et Groupements de Tabalack	Aug 2007-Jan 2009	\$79,565	Rural onion producers' cooperative is using grant to construct storage warehouse, acquire technical training, and transport its onions to market.
ONG Tidene	June 2008-Sept 2009	\$235,960	The USADF grant will be used to construct wells in the desert region of Agadez.
Guessé Manga Agropastoral Farm	July 2008-Sept 2010	\$90,500	Guesse Manga, a village association of cattle herders and farmers, will use the USADF investment to acquire training in governance and pasture management, and to expand its cattle raising and export activities.
ONG Tidene	June 2008-Dec 2009	\$220,743	The USADF grant will be used to construct wells in the desert region of Agadez.
Fédération des Unions de Coopératives d'Oignon de Madaoua	Sept 2008-Sept 2013	\$225,624	The USADF grant will finance construction of an onion trading center to increase the incomes of low-income onion and cereal farmers in the Madaoua area.
Fédération des Unions de Coopératives Maraîchères de Tamaské	Sept 2008-Sept 2013	\$214,995	The Federation will use USADF funds to construct an onion trading center to increase the revenues its members earn from onion sales.
AINOMA	Sept 2008-Sept 2013	\$234,911	A small family-owned seed farm will use the USADF grant to expand its production and distribution of improved cereal, vegetable and fruit seeds.
Yelou Cooperative	Sept 2008-Sept 2013	\$236,847	This village cooperative will use the USADF investment to diversify their agricultural production to high-value horticultural and tree crops.
Support for Rural Women's Socio-Economic Activities (ASEFER)	Sept 2008-Sept 2013	\$241,347	A village women's association will use the USADF grant to construct a drip irrigation system and obtain improved seeds, allowing them to produce fruits and vegetables for added income and food security.

Nigeria

**COUNTRY PROGRAM OVERVIEW**

Program Dates	2001-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2009 \$1,000,000	FY2010 \$1,000,000
Capital	Lagos	GDP Per Capita	1,149\$
Population	148 million	Adult Literacy	69%
GDP Growth	5.9%	Infant mortality	9.9%

DEVELOPMENT OVERVIEW

The United Nations ranks Nigeria 158 out of 178 countries on its Human Development Index. The oil industry dominates the Nigerian economy, accounting for 90% of exports. Other sectors of the economy such as manufacturing and agriculture have suffered because of the predominance of oil, as the government pursued policies geared toward oil production. Per capita GDP has plunged to below a quarter of what it was in the 1970s, and rural areas have been especially hard hit.

PROGRAM FOCUS

USADF began operations in Nigeria in 2001. Nigeria has a federal government structure, and USADF currently operates in two northern states, Kaduna and Kano, where it works in partnership with the state governments. The program seeks to support community-based agriculture projects, especially those with value-adding activities. In Kano state, USADF has partnered with the state government to develop low-cost housing.

PROGRAM HIGHLIGHTS

NIYYA Food and Drink Company produces juice made from locally-supplied fruit. With USADF funds, NIYYA has improved its juicing equipment, conducted a market study, and provided consulting services and technical assistance to its suppliers. Since the beginning of the project, its juice sales have increased from about \$1.4 million to over \$1.6 million. Thanks to its higher revenue, NIYYA has increased its purchases from local fruit suppliers by 182%, resulting in higher incomes for small-scale fruit producers.

Active Projects

Client	Duration	Value	Description
Kubacha Ginger Farmers Co-operative Society photos	Sept 2006- Sept 2008	\$86,000	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.
NIYYA Food and Drink Company Limited	Sept 2007- Sept 2012	\$242,983	Funds will be used of production improvements and expansion, conducting market research as well as to enhance their internal systems.

United States African Development Foundation

Client	Duration	Value	Description
Universal Turnkey Projects Limited	Sept 2007- Sept 2009	\$248,257	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.
Spectarch Nigeria Limited	Sept 2007- Sept 2009	\$248,257	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.
Land-Waves Constructions Limited	Sept 2007- Sept 2009	\$248,257	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.
El Noor Ventures Limited	Sept 2007- Sept 2009	\$248,257	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.
Building Projects Consultants Limited	Sept 2007- Sept 2009	\$248,257	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.
Al Kassim Construction Company Limited	Sept 2007- Sept 2009	\$248,257	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.
Garcons Nigeria, Limited	Sept 2007- Sept 2009	\$130,368	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.
IAM Oil Mills Press Limited (IOMP)	Sept 2007- Sept 2008	\$54,072	Funds will be used to build capacity, improve internal systems, certification and for sales and marketing.
KD Foods Processing Company Ltd.	Sept 2007- Sept 2012	\$250,000	Funds will be used to improve production, market development, improvement of management practices and for training and technical assistance.
Tally International (Nigeria) Limited	Sept 2007- Sept 2009	\$84,534	Rice flour producer in Kaduna is using funds to acquire new processing facilities and technical assistance in quality control and marketing.
Aiya Pure Groundnut Oil Mills	Sept 2007- Sept 2012	\$135,869	Local groundnut processing company is using funds to construct a new production facility, refurbish its equipment, and acquire technical training.
Sabon Sarki Boda Market Ginger Farmers Cooperative Society	Aug 2008- Sept 2010	\$73,638	This capacity building grant helps SSGFCS build managerial capacity in the area of ginger agronomy and processing, finance, marketing and organizational development training.
Macedonia Ginger Farmers Cooperative Society	Aug 2008- Sept 2010	\$75,378	The activities of the project build the technical, managerial and business skills of the cooperative members and prepare the cooperative for expansion.
Arewa Multipurpose Cooperative Society	Sept 2008- Sept 2013	\$176,358	This USADF project provides funds for AMCS to improve its production quantity and quality by setting up a modern cassava processing line.

Rwanda



COUNTRY PROGRAM OVERVIEW

Program Dates	1989-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2009 \$1,000,000	FY 2010 \$1,000,000
Capital	Kigali	GDP Per Capita	\$260
Population	10.16 million	Adult Literacy	70%
GDP Growth	6.3%	Infant mortality	8.3%

DEVELOPMENT OVERVIEW

The United Nations ranks Rwanda 161 out of 177 countries on its Human Development Index. Civil war and genocide in the early 1990s devastated Rwanda’s social and economic conditions. Since the end of the conflict, Rwanda’s economy has depended largely on foreign aid and the production of tea, coffee, and minerals. A landlocked nation, Rwanda imports far more than it exports, and its infrastructure requires significant improvements. By completing the Multilateral Debt Relief Initiative and the Heavily Indebted Poor Countries (HIPC) debt initiative, the Rwandan government has reduced its debt burden and improved the country’s business environment.

PROGRAM FOCUS

USADF re-started its Rwanda program in 2005, after shutting down operations in 1994. The 17 active projects range from small, grass-roots community groups to limited liability companies. The program seeks to increase the access of marginalized groups to the benefits of international trade.

PROGRAM HIGHLIGHTS

Gahaya Links connects woman artisans from across Rwanda to domestic and international markets, providing a livelihood to over 4,000 women. Through an intermediary marketing company, American stores such as Macy’s purchase high-end sisal baskets from Gahaya Links, fueling robust wages for its workers. A wide range of national and international organizations have recognized Gahaya’s success. The Rwandan Ministry of Labor presented Gahaya Links with a Certificate of Appreciation for its innovative approach to job creation, and Gahaya was named “Best Tax Payer among small and medium-sized enterprises” in Rwanda. The company’s Managing Director, Janet Nkubana, won the 2008 Africa Prize for Leadership for the Sustainable End of Hunger, and was runner up for the 2008 Legatum Pioneer of Prosperity Africa Award (plus \$50,000).

Active Projects

Client	Duration	Value	Description
Bankukore Cooperative	2007-2009	\$100,000	This group of local farmers promotes passion fruit as a cash crop alternative to coffee. It is using USADF funds to develop management, technical, and financial capabilities and undertake the organic product certification process.

United States African Development Foundation

Client	Duration	Value	Description
Coop de Production Rizicole de Bugarama (CPRB)	June 2007- Dec 2008	\$99,109	A federation of rice cultivating groups, CPRB is using USADF funds to facilitate technical assistance in agronomy, irrigation, marketing and financial management and business plan preparation.
Gahaya Links	2007-2008	\$86,852	Gahaya Links, based in Kigali, has organized more than 3,300 women into twenty-one cooperatives and associations throughout Rwanda. These artisans produce a variety of high-end sisal baskets for export and domestic sale. USADF's assistance will strengthen Gahaya Links' organizational structure, training services, financial management, business planning and marketing activities.
Coop pour la Promotion des Activités	June 2007- Dec 2008	\$93,769	Funds are used to strengthen management structure and financial policies and improve quality testing and production procedures of this association of coffee farmers.
Rwanda Small Holder Specialty Coffee Company	Sept 2007- Sept 2013	\$392,216	Eleven coffee cooperatives formed this company in 2004 to represent the interests of over 20,000 small-scale coffee producers. With USADF funding, it is expanding into dry processing and roasting, and strengthening overall management, production and marketing capacities.
Turwanyubukene Farmers Cooperative	Sept 2007- Sept 2010	\$145,246	This cooperative of 32 farmers is using USADF funds to procure agricultural inputs, tools, labor, and construction. The project is helping the cooperative achieve organic certification.
Rwanda Women Network (RWN)	Sept 2007- Sept 2009	\$250,000	In partnership with the Willie Grace Campbell Fund, RWN is using USADF funds to provide investments and material and technical resources to women's investment initiatives.
Rubilizi Dairy SARL	Sept 2007- March 2009	\$92,736	This limited liability company buys raw milk from small-holder dairy farmers for pasteurization and sale. With USADF funds, it is repairing equipment, training workers, improving governance, and developing a business plan.
The Cooperative des Agriculteurs des Mais Danz la Zone de Volcans	May 2009- April 2011	\$11,700	This farmers cooperative is using USADF funds to procure basic office furniture and computers, purchase spare parts for existing milling and hulling machines and improve financial systems, managerial capacity and food safety standards.
Cooperative theicole de Ramba Gaseke et Giciye (CORTRAGAGI)	June 2008- Dec 2009	\$80,004	CORTRAGAGI members produce tea leaves for processing at the Rubiyu Tea Factory. To improve output, CORTRAGAGI is using USADF funds to provide technical assistance for tea farming, fund some production activities, and assist in acquiring office and agricultural equipment.
Umutara Dairy Marketing Cooperative Union	June 2008- Dec 2010	\$98,833	Small-scale dairy farmers created this union of 23 cooperatives to coordinate essential services (e.g. marketing, veterinary care). With USADF funding, it will develop a business plan for dairy products, purchase equipment, automate its accounting system and acquire technical assistance and training.
Tea Cooperative of Mulindi	Aug 2008- Sept 2013	\$248,247	This cooperative of tea farmers is using USADF funds to rehabilitate 100 acres of tea destroyed during the civil war, cover some operation costs and establish a tea nursery.
Kooperative Impuzamashirahamwe Kijyamere (IMPUYAKI)	Sept 2008- Sept 2013	\$246,205	This farmers' cooperative is using USADF funds to purchase agricultural equipment and inputs for potato seed production, acquire technical assistance and training, and construct a storage facility.
Ikirezi Natural Products	Sept 2005- Dec 2008	100,000	Ikirezi has mobilized over 500 farmers in Gahara and Gasabo to cultivate geranium, a non traditional export crop. Ikirezi is using USADF funds to train farmers, strengthen management and financial structures, and plan for future expansion.

United States African Development Foundation

Client	Duration	Value	Description
La Reine Cooperative	March 2007- March 2009	\$87,000	Over 300 local farmers supply this dairy with milk, which produces and markets gouda cheese and fresh cream. USADF funds enable it to expand its product line, receive technical assistance on food safety procedures, and strengthen its management capacity.
Kigali Cement Company	March 2007- Dec 2008	\$100,000	Construction is Rwanda's fastest growing sector, and this enterprise is using USADF assistance to meet growing demand for cement. Funds are used to provide training on industry standards, develop a strategic growth plan, and improve management techniques.
Cooperative de Production Agricole Au Rwanda (COPAR-IMENA)	June 2008- June 2010	\$95,000	This cooperative is implementing a pilot project of greenhouse tomato production to meet the demand from restaurants and hotels. COPAR-IMENA is using USADF funds to build its financial and business management capabilities and construct greenhouses.

Senegal

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1986-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2009 \$750,000	FY 2010 \$750,000
Capital	Dakar	GDP Per Capita	\$700
Population	12.5 million	Adult Literacy	59%
GDP Growth	4.6%	Infant mortality	6.0%

DEVELOPMENT OVERVIEW

The United Nations ranks Senegal 156th out of 177 countries on its Human Development Index, and several development challenges face the country. About 75% of the population lives in rural areas, where the agricultural sector suffers from poor access to agricultural inputs and an unreliable water supply. In urban areas, many businesses struggle to access credit, and few entrepreneurs have sound financial management systems.

PROGRAM FOCUS

USADF began operations in Senegal in 1986. The eight active projects emphasize business and marketing capacity building for small and medium sized enterprises. The program also seeks to build Senegal's export potential by improving production techniques in the agricultural sector.

PROGRAM HIGHLIGHTS

Senegal's Casamance region, nestled between Gambia and Guinea-Bissau, is emerging from years of civil unrest that made its population among Africa's most marginalized. USADF is helping farmers in Casamance through a project with the Association de Lutte Contre l'Exode Rural (ASSOLUCER), an umbrella organization of 138 villages in Casamance. With USADF support, ASSOLUCER is receiving training and technical assistance in organizational management and business skills. Additionally, USADF funding has enabled a core group of farmers to test new seed and production techniques, yielding improved harvests for the entire association.

Active Projects

Client	Duration	Value	Description
La Vivriere	2003-2009	\$250,000	This private millet processing company purchases millet from area farmers. La Vivriere is using USADF funds to construct a new processing facility, procure equipment, and provide technical assistance in marketing.

United States African Development Foundation

Client	Duration	Value	Description
Top Aviservice du Dakar (TASDAK)	2004-2009	\$245,222	TASDAK is a poultry processor, specializing in the sale and marketing of ready-to-cook poultry. With USADF funds, TASKAK has doubled its production capacity by constructing a new production facility, warehouse and offices, procuring equipment, and receiving technical and marketing assistance.
Ndiakere Economic Interest Group	2005-2010	\$162,921	USADF assistance is strengthening the managerial and production capacity, expanding production, and increasing the sales of this cereal and grains processor.
MARIA Distribution Economic Interest Group	2005-2010	\$229,091	MARIA produces fruit juice drinks, syrups, and marmalades for the local market. With USADF funds, it has built a modern processing plant, enabling it to pasteurize, sterilize, and package its products.
Association des Producteurs de la Vallée du Fleuve Gambie (APROVAG)	2008-2013	\$244,750	APROVAG is using USADF funding to improve its irrigation system and learn organic banana production techniques, leading to higher incomes for members.
Bok Doole Economic Interest Group	2008-2010	\$225,021	USADF assistance is helping Bok Doole install electronic irrigation pumps and better coordinate its cassava, onion, and groundnut farming practices, yielding higher incomes for its members.
Alione NGOM Craft Company (S2AN)	2008-2010	\$95,067	This group of graduates of Senegal's National Institute of Blind Youth produces high quality brooms and home cleaning supplies. With USADF funding, they are receiving training in accounting and marketing skills, creating income security for this at-risk population.
The Association de Lutte Contre l'Exode Rural (ASSOLUCER)	2008-2010	\$90,816	USADF funding is assisting this association of farmers implement financial management systems and improve its production techniques, improving the incomes of its members.

Somalia and Somaliland



COUNTRY PROGRAM OVERVIEW

Program Dates	Proposed 2009	Strategic Partnership	
Anticipated Level of New Project Spending		FY 2009 \$	FY2010 \$
Capital	Mogadishu	GDP Per Capita	\$600
Population	8.8 million	Adult Literacy	38%
GDP Growth	2.4%	Infant mortality	11.4%

DEVELOPMENT OVERVIEW

The United Nations does not rank Somalia on its Human Development Index because of a paucity of reliable information, but it is undoubtedly one of the world's least developed countries. There has been no central government since 1991, though a transitional government formed in 2004. Somalia's political instability has exacerbated the economic challenges facing this pastoral economy. Herding forms the basis of the Somali economy, but inconsistent rainfall makes raising livestock a tenuous living. A small, mostly informal fishing industry also exists.

Somaliland, an autonomous area in the Puntland region of northern Somalia, faces similar challenges as Somalia proper. A self-declared Republic, Somaliland issues its own currency, though it is not internationally recognized and has no formal exchange rate. Livestock and fishing constitute Somaliland's economy, and its population is mostly nomadic.

PROGRAM FOCUS

USADF intends to begin operations in Somalia in 2009, with a focus on marginalized populations.

PROGRAM HIGHLIGHTS

Potential new program area, no active projects.

Swaziland



COUNTRY PROGRAM OVERVIEW

Program Dates	2003-Present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2009 \$250,000	FY2010 \$250,000
Capital	Mbabane	GDP Per Capita	\$4,800
Population	1.13 million	Adult Literacy	82%
GDP Growth	2.4%	Infant mortality	7 %

DEVELOPMENT OVERVIEW

Swaziland is ranked 141 out of 177 on the United Nations Human Development Index. Though the country hosts high skilled jobs in the manufacturing sector, most of the population depends on subsistence farming. An estimated 69% of the population lives in poverty, mostly in rural areas, where the threats of drought, soil erosion, and overgrazing constantly loom.

PROGRAM FOCUS

USADF began its program in Swaziland in 2003. Program focus is on the development of social enterprises and small businesses, particularly agricultural enterprises and those that improve food security.

PROGRAM HIGHLIGHTS

Manzini Youth Care (MYC), a development organization that promotes income generation for under-served Swaziland communities, is partnering with small-holder beekeepers to process and sell honey. USADF funds have enabled MYC to build a honey processing plant and train new beekeepers, and since the start of the project, 85 new beekeepers sell their honey to MYC, resulting in higher incomes for their communities. Revenues from the honey plant have grown from \$0 at the start of the project to over \$16,000 in 2008, allowing MYC to expand its community development programs for under-served youth.

Active Projects

Client	Duration	Value	Description
Swaziland Farmer Development Foundation	Sept 2004- Sept 2010	\$257,115	Funds are used to strengthen support for agricultural associations and increase food security by providing training, rehabilitating and developing infrastructure in areas under cultivation, acquiring equipment and developing a marketing organization.
Africa Cooperative Action Trust	June 2005- June 2010	\$260,419	Funds are used to support the development of backyard gardens for home consumption and commercial sale of produce; funds are used to acquire equipment and improve storage facilities and agricultural inputs, support HIV/AIDS infected/affected people and develop a marketing organization.

United States African Development Foundation

Client	Duration	Value	Description
Basolile Investments (Pty) Ltd.	Sept 2006- Sept 2011	\$144,162	Funds are used for the expansion of the irrigable portion of the farm, acquisition of farm implements, development of an export crop, training, establishment of a farm office and formalization of support to neighboring care points for HIV/AIDS affected orphans and vulnerable children.
Manzini Youth Care (MYC)	Sept 2006- Sept 2008	\$230,224	Funds are used to establish a honey processing plant, support existing beekeepers/beekeeping Associations, train new farmers in beekeeping and hive management, and contribute toward the income generating activities of the parent non-profit, MYC, which supports vulnerable peri-urban youth.
Luyengo Dairy Association	Sept 2008- Sept 2013	\$237,534	This USADF funded project is a follow-up to the successfully implemented EDI grant and will support the expansion of dairy production and sales among the association members.

Tanzania



COUNTRY PROGRAM OVERVIEW

Program Dates	1986-Present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2009 \$1,500,000	FY 2010 \$1,500,000
Capital	Dar-es-Salaam	GDP Per Capita	\$319
Population	39.3 million	Adult Literacy	69%
GDP Growth	6.2%	Infant mortality	6.8%

DEVELOPMENT OVERVIEW

The United Nations ranks Tanzania 159 out of 177 countries on its Human Development Index. The economy largely depends on agriculture, but sales have not kept pace with production because of poor access to markets. Tanzania’s industrial sector is centered in Dar-es-Salaam, and mainly serves the domestic market.

PROGRAM FOCUS

USADF began its Tanzania program in 1986. The program seeks to develop export-oriented enterprises, especially in the agricultural and food-processing sectors. Also, through the USADF Buyer-Linkages program, Tanzanian handicraft enterprises connect with potential customers on the international market.

PROGRAM HIGHLIGHTS

Kilombero Cane Growers Association is a 1,600 member sugarcane out-growers association in the Kidatu District. USADF funding has enabled the introduction of mechanical loaders, helping increase annual yields by 57%. Gross sales have risen to over \$4.7 million and average farmer income from sugar cane production is over \$530, which is 43% above the project target.

Active Projects

Client	Duration	Value	Description
Ruembe Outgrowers Association (ROA)	Dec 2003-Dec 2008	\$228,740	This association of 1500 sugar farmers located in the Morogoro region is using USADF funds to expand production capacity and business and marketing skills.
Karatu Development Association	April 2004-Dec 2009	\$96,419	Funds are used to provide loans to more than 1,000 clients serviced by this micro-finance organization based in the Karatu District
Kilombero Cane Growers Association	Sept 2004-Sept 2009	\$221,972	Funds are used to purchase mechanical loaders, increase yield and improve business skills for farmers located in the Kidatu District.
Mshikamano Farmers Group	Sept 2004-Sept 2009	\$225,673	This group is using USADF funds to create a revolving loan fund, acquire processing equipment, and expand technical assistance to coffee farmers in the Mbozi District.

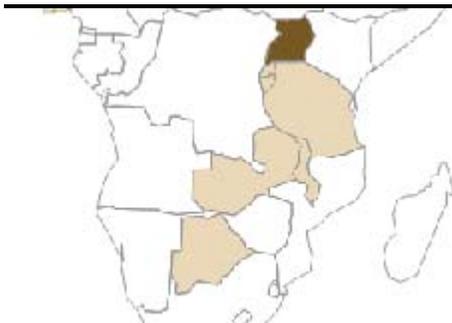
United States African Development Foundation

Rungwe Small Tea Growers Association	Nov 2004-Nov 2009	\$250,000	Funds are used to provide technical assistance, improve management, and create a loan fund for inputs to farmers in eight villages near Mbeya.
(MTBF) Mkonge Tea Block Farm Coop Society	Nov2004-Nov2009	\$142,163	Tea farmers in the Mufundi District are using USADF funds to increase the acreage under cultivation and improve agricultural and marketing techniques.
Lumuli Paprika Growers Association	Sept 2005-Sept 2010	\$87,372	Funds are used to increase the acreage under cultivation and improve agricultural and marketing techniques used by paprika farmers in Iringa District.
Chama cha Maendeleo ya Wakulima (MAYAWA)	Sept 2005-Sept 2010	\$218,209	This cooperative exports vanilla, and is using USADF funds to provide working capital, training and technical assistance to its members.
Foot Loose (T) Limited	Sept 2005-Sept 2010	\$202,662	Funds are used for capacity building, marketing and to finance a loan fund for regional producers of handmade mats, baskets, and carved wood products.
Kwanza Collection Company, Ltd	July 2006-Sept 2011	\$191,580	This small company produces handmade products, and is using USADF funds to create financial and business systems and to provide quality control training to increase the export of regionally produced handmade products.
Uwano-Ngarenanyuki Horticultural Coop Soc Ltd	Feb 2007-March 2011	\$121,956	Funds are used to increase yields, establish a revolving loan fund, construct a storage facility, and improve business systems for organic farmers.
Midawe - Mshikamano Horticultural Coop Soc	Feb 2007-March 2011	\$133,667	Funds are used to increase yields, establish a revolving loan fund, construct a storage facility, and improve business systems for organic farmers.
Assn of Kilimanjaro Specialty Coffee Growers	May 2007-June 2012	\$250,000	This association of coffee farmers near Moshi is using USADF funds to construct central pulping units, build a cupping laboratory and increase business skills of staff and coffee farmers.
Marvelous Flotea Company, Limited	Aug 2007-Nov 2008	\$85,080	Funds are used for financial and business systems, and quality control training to increase the export of regionally produced handmade products.
Classic Home Care Company Limited (CHC)	Aug 2007-Sept 2012	\$250,000	This company produces high quality furniture for the international market. With USADF funds, it will update production equipment, financial systems, and business plans to accommodate selling their quality furniture internationally.
Nyirefami Limited	Aug 2007-Sept 2012	\$246,833	This grain flour processing company in Arusha is using USADF funds to improve management skills distribution capacity, and to create marketing plans.
Tanzania Organic Certification Association	Sept 2007-March 2009	\$100,000	This association provides organic certification to farmers and will use USADF funds to improve financial systems and revise its business plan.
Getting Old Is to Grow (GOIG) Society	Sept 2007-March 2009	\$104,258	Funds are used for financial and business systems, and quality control training to increase the export of handmade products produced by local elders.
Maasai Women Development Organization	May 2008-June 2013	\$237,413	This organization is using USADF funds for capacity building, marketing and to finance a revolving loan fund for regional producers.
Busangwa Organic Farmers Association	June 2008-June 2013	\$180,934	Funds are used for the establishment of a revolving loan fund, the construction of a warehouse, the mobilization of farmers, the improvement of management capacity and to update production equipment.
RAMAT Pastoralists	July 2008-March 2010	\$104,380	Funds are used to expand membership, develop a market strategy and business plan, train members in improved cattle breeding and animal husbandry practices and improve organizational financial and management systems.
Kanyovu Coffee Curing Cooperative Joint Enterprise, Ltd	July 2008-July 2013	\$247,575	By improving management and accounting systems and expanding direct exports, this enterprise is enhancing the income potential for farmers who currently lack access to central processing units.

United States African Development Foundation

Moselmach Limited	Aug 2008- Sept 2013	\$245,881	This company is using USADF funds to improve information and technology systems, to update production equipment and to improve management capacity.
Bubango Agricultural Marketing Cooperative Society Limited	Sept 2008- March 2010	\$97,577	Funds are used to establish business and management systems, build capacity with financial management training, improve oil palm extraction technologies, undertake an oil palm market study, develop better communication and transport systems, and introduce pilot projects in the areas of tree varieties and new extraction technologies.
Golden Food Products Limited	Sept 2008- Sept 2009	\$99,353	Funds are used to improve organizational and production capacity, enhance management capability and improve processing and marketing capabilities.
Natureripe Kilimanjaro Limited	Sept 2008- Sept 2013	\$242,892	Funds are used to expand production and sales, strengthen management capability and improve distribution and marketing systems.

Uganda

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1992-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2009 \$1,200,000	FY 2010 \$1,200,000
Capital	Kampala	GDP Per Capita	\$300
Population	30.9 million	Adult Literacy	70%
GDP Growth	5.3%	Infant mortality	8.6%

DEVELOPMENT OVERVIEW

The United Nations ranks Uganda 154 out of 177 countries on its Human Development Index. Agriculture dominates the Ugandan economy, and coffee and fish are the countries two biggest exports. Poor infrastructure impedes development efforts, and the population depends mostly on subsistence agriculture, though exports of non-traditional items like apparel and cut flowers are rising.

PROGRAM FOCUS

USADF began its program in Uganda in 1992. Currently, the 23-project portfolio emphasizes export-oriented export development, particularly in the areas of agriculture, agro-processing, and small and medium-sized enterprises.

PROGRAM HIGHLIGHTS

Outspan Enterprises Limited buys, processes, and exports sesame and birds-eye chili from 4,500 small-holder farmers in northern Uganda. Since September 2006, Outspan has been using USADF funds to improve its relationship with its farmers, upgrade equipment at its storage facility, and investigate the organic market. Outspan's sales have more than tripled since the beginning of the project, and salaries and benefits to its staff have increased accordingly. Income has also increased for the thousands of farmers who supply Outspan. The gross annual income of Outspan-affiliated chili farmers has increased from \$712 in 2006 to over \$1,200 in 2008, exceeding the project's target by 144%.

Active Projects

Client	Duration	Value	Description
Agro Genetic Technologies Limited (AGT)	Aug 2007-March 2009	\$84,104	Funds are used to develop a mother garden, improve accounting and IT, and enhance personnel management and corporate governance structures.
SESACO, Ltd.	Sept 2003-September 2010	\$208,512	Funds are used for factory renovation, automated processing equipment, working capital, and management and marketing technical assistance.
Jinja Leather Works (1986) Limited	Sept 2002-Nov 2009	\$192,413	Funds are used to expand existing plant, and provide managerial and marketing technical assistance for exporting.

United States African Development Foundation

Client	Duration	Value	Description
Mobile Agricultural and Technical Services Association	Dec 2002-Jan 2009	\$143,895	Funds are used to enable workshop expansion and provide working capital for raw materials, managerial advice and marketing.
Gomba Daals and Spices Limited	Dec 2003-Dec 2010	\$218,345	Funds are used to expand production, build a plant, increase marketing activities, create revolving fund for farmers, and provide technical assistance.
UGASA (Uganda-South Africa)	November 2003-Sept 2009	\$247,765	Funds are used to construct a blending facility, expand existing premises, and provide technical and managerial training for this wall coating business.
Rabong Multi Purpose Cooperative Society	Nov 2004-June 2009	\$243,010	Funds are used to equip the processing facility for lemongrass essential oils and to strengthen Rabong's financial and management structures.
Kelvin Shaun Investments, Limited	Nov 2004-Sept 2010	\$250,000	Funds are used to strengthen existing financial and management structures, and purchase production equipment.
Mukono Vanilla Spices Horticultural Coop Soc	Sept 2005-Sept 2010	\$174,521	Funds are used to obtain organic certification, strengthen management and marketing skills, explore export trade opportunities.
The Diocese of Northern Uganda	July 2006-Sept 2011	\$249,604	Funds are used to assist 30 primary schools improve the outreach and effectiveness of the night mentoring program and provide scholarships to secondary school.
Outspan Enterprises Limited	Sept 2006-Sept 2011	\$221,062	Funds are used to increase production capacity and facilitate organic certification.
Solar Energy Uganda Limited (SEU)	Aug 2007-Aug 2012	\$250,000	Funds are used to enhance production and sales capacity, and strengthen accounting and human resource management structures.
Kampala Jellitone Suppliers Limited (KJS)	Sept 2007-Sept 2009	\$79,423	Funds are used to enhance the accounting system, develop a business plan, and improve procurement, inventory and product distribution systems.
Mpanga Growers Tea Factory Limited	Sept 2007-Sept 2009	\$86,394	Funds are used to improve management structures and safety and environmental standards, and conduct cost-benefit analysis on production costs.
Envalert Uganda Limited (EUL)	Sept 2007-March 2009	\$73,724	Funds are used to expand organic certification, improve the financial and management structures, sink a bore-hole and improve security.
Numa Feeds Capacity Building	June 2008-Dec 2013	\$88,476	Funds are used to improve financial management, procure production equipment and strengthen Numa's supply chain.
UNAD Resource Training Center	June 2008-Dec 2013	\$234,504	Funds are used to build and equip a resource training center for the deaf, and cover some training and operational costs.
Kihihi Farmers Cooperative Society (KFCS)	Sept 2008-Sept 2013	\$229,883	Funds will be used to purchase rice production equipment, raw materials, and procure technical assistance to improve its marketing and distribution plan for rice and financial management.
Sodifa Commodities and Services Limited (SOCOSE Ltd.)	Sept 2008-Sept 2010	\$72,915	Funds will be used to streamline procurement practices and expand its storage space for agricultural commodities. Funds will also be used to equip its new office and acquire technical assistance for improving its management systems.
Gumutindo Coffee Cooperative Enterprise Ltd.	Sept 2008-Sept 2013	\$244,529	Funds will be used to provide technical assistance for managerial capacity building, improve sanitation of the local fish market, develop a marketing and business plan for fish products and provide some funds for working capital.
Busia Fishmongers Association Limited (BUFA)	Sept 2008-Sept 2010	\$72,269	Funds will be used to provide technical assistance for managerial capacity building, improve sanitation of the local fish market, develop a marketing and business plan for fish products and provide some funds for working capital.
Igara Growers Tea Factory Limited	Sept 2008-Sept 2013	\$243,751	Funds will be used to purchase automated packing equipment to produce tea bags for domestic consumption, packaging materials and assure product quality compliance.

United States African Development Foundation

Client	Duration	Value	Description
Kalecheru Rural Development Initiatives Cooperative Society	Sept 2008- Sept 2010	\$85,605	Funds will be used to build the capacity of the young fish farming cooperative through technical assistance as well as providing working capital to improve the quality of fish preservation.

Western Sahara



COUNTRY PROGRAM OVERVIEW

Program Dates	Proposed 2009-2010	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2009 \$	FY 2010 \$
Capital	El Aaiun	GDP Per Capita	NA
Population	256,177	Adult Literacy	NA
GDP Growth	NA	Infant mortality	NA

DEVELOPMENT OVERVIEW

Western Sahara is a disputed region north of Mauritania and southeast of Morocco, which claims it as a territory. A former Spanish colony, Western Sahara is administered by Morocco, but populated by the Sahrawi ethnic group, which claims independence. The conflict has created over 90,000 Sahrawi refugees. Most of the population is nomadic, and pastoral herding is the dominant way of life. Western Sahara relies on imported food, making food security a development concern.

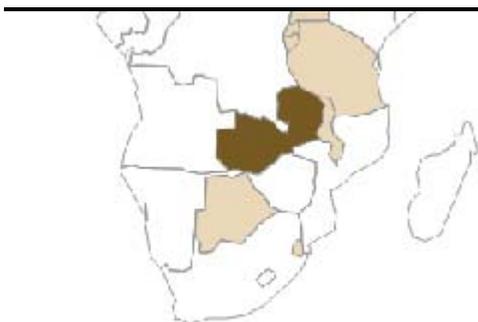
PROGRAM FOCUS

The USADF program will focus on marginalized and under-served populations.

PROGRAM HIGHLIGHTS

Potential new program area, no active grants.

Zambia

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1984-Present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2009 \$2,000,000	FY2010 \$2,000,000
Capital	Lusaka	GDP Per Capita	\$921
Population	11.9 million	Adult Literacy	71.1%
GDP Growth	6.2%	Infant mortality	10.2%

DEVELOPMENT OVERVIEW

The United Nations ranks Zambia 165 out of 177 countries on its Human Development Index. Heavily dependant on resource mining, Zambia's economy suffered from decreasing copper prices beginning in the 1970s. Currently, about two-thirds of the population lives in poverty, especially in the crowded urban areas. Life expectancy at birth is 37 years old, among the lowest in the world. Nonetheless, recent developments may cause optimism. The Heavily Indebted and Poor Countries Initiative from the World Bank and International Monetary Fund provided approximately \$6 billion in debt relief, and Zambia's economy grew for the ninth consecutive year in 2007.

PROGRAM FOCUS

The current USADF program in Zambia began in 2004. The portfolio focuses on providing support to small farmer associations and cooperatives, particularly value-added agricultural enterprises, organic farming, and projects with export potential.

PROGRAM HIGHLIGHTS

The Mpika Dairy Farmers Cooperative Society produces and sells milk for the benefit of its impoverished members. An USADF Enterprise Development Investment allowed the Cooperative to develop a comprehensive business plan, install an accounting system and procedures for financial management, conduct a study tour of similar businesses, and establish a pilot sales program for its region. The farmers successfully presented their business plan for further investment, with which they intend to construct a milk pasteurization facility, expand their production and increase their marketing.

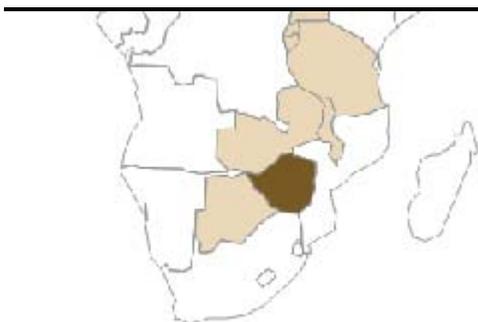
Active Projects

Client	Duration	Value	Description
Central Growers Association	Sept 2005- Sept 2010	\$250,000	Funds are being used for technical, managerial, and marketing assistance of this Kabwe-based paprika farmers' cooperative to help farmer members expand paprika production.

United States African Development Foundation

Client	Duration	Value	Description
Environment and Development in Zambia (EDZ)	Sept 2005-Sept 2010	\$235,447	Funds are being used to expand purchases from poor farmers, sales, support a honey purchasing fund and provide marketing and technical support for the honey farmers.
LKM Aquaculture Investments Limited	June 2006-June 2011	\$247,571	Funds are being used to improve technology, management capacity, and marketing of this fish farm to increase the production and sales of fingerlings and full size fish.
Zambian Youth Empowerment Fund	June 2007-Dec 2008	\$1,000,000	Large-scale youth investment strategy that will facilitate employment through agricultural projects and small and medium-sized enterprise development opportunities for Zambian youth.
Mpongwe Bulima Cooperative Society	June 2008-June 2013	\$104,918	As a follow-on to the successful completion of the EDI grant, USADF funds are being used to support the expansion of Mpungwe operations into a profitable, viable and sustainable groundnuts marketing business.
Mpika Dairy Farmers Cooperative Society	July 2008-Sept 2013	\$246,733	As a follow-on to the successful completion of the EDI grant, USADF funds are being used to support the expansion of the Cooperative to undertake greater value added processing by constructing and operating a milk pasteurization plant.
Chinjara Livestock Cooperative	July 2008-Sept 2013	\$235,153	USADF funds support the expansion of milk production operations, improve its distribution system, and improve the marketing capabilities.
Mumbwa DFA Paprika	July 2008-Sept 2013	\$228,886	This USADF funds support Mumbwa DFA to expand paprika production operations and grow as a profitable and viable business enterprise.
Kauchi Multipurpose Cooperative Society	Aug 2008-Sept 2010	\$93,942	The objective of this project is to establish the structures required to effectively manage investment capital and establish a competitive enterprise of fish farming in a rural and under-served county.
Mwinilunga Pineapples	Sept 2008-Mach 2010	\$97,147	USADF funding supports improvements in business and financial management, the development of market responsive production and a pilot pineapple packaging activity.
Mumwa Crafts	Sept 2008-Sept 2010	\$92,403	The project builds the management capacity of the Association, develops the craft skills of its members, and ensures that production is linked to market demand.

Zimbabwe

**COUNTRY PROGRAM OVERVIEW**

Program Dates	Proposed 2009-2010	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2009 \$	FY 2010 \$
Capital	Harare	GDP Per Capita	NA
Population	8.5 million	Adult Literacy	91%
GDP Growth	-6.1%	Infant mortality	5.1%

DEVELOPMENT OVERVIEW

The United Nations ranks Zimbabwe 151 out of 177 countries on its Human Development Index. Though rich in natural resources, Zimbabwe is one of Africa's most impoverished countries. Once one of Africa's largest producers of corn, cotton, and tobacco, Zimbabwe now suffers from severe shortages of basic commodities. Zimbabwe has experienced food shortages every year since 2001. The economy has contracted 40% since 1999, and annual inflation is estimated to be over 1,000,000%.

PROGRAM FOCUS

USADF intends to begin Zimbabwe in 2010 if a unity government or new democratic government enters office. The program will focus on populations that have been particularly devastated by Zimbabwe's economic decline.

PROGRAM HIGHLIGHTS

Potential new program area, no active grants.