

AFRICAN DEVELOPMENT FOUNDATION

*Assisting the Most Marginalized Populations in
Sub-Saharan Africa*



CONGRESSIONAL BUDGET JUSTIFICATION

Fiscal Year 2013

May 1, 2012
Washington, D.C.

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 present to the Congress the Administration's FY 2013 budget justification for the U.S. African Development Foundation (USADF). The following summary highlights budget impacts in FY 2013 and USADF's unique role as a vehicle of U.S. foreign assistance.

20% Reduction in FY 2013 Appropriated Funding

The FY 2013 budget request is \$24 million. This amount is \$6 million less than the FY 2012 appropriation and represents a 20 percent reduction in funding that will require significant adjustments to USADF operations and programs in FY 2013. Consequently, USADF expects to lower overhead expenses by staff reductions through attrition, additional consolidation of administration expenses through outsourcing arrangements, and significant reductions in program areas.

Six Fewer Countries in FY 2013

The program focus in FY 2013 will continue to be entirely on economic development among marginalized populations; however, funds will be directed towards those countries and populations where economic development will serve both the local communities and U.S. stabilization interests. This includes a series of active and innovative economic programs across the Sahel corridor from Mauritania to Somalia, specialized food security programs in Liberia and among the Turkana in northern Kenya, and targeted economic development grants with the disabled and vulnerable groups in Zimbabwe. However, the 20 percent reduction will result in USADF having full program funding in six fewer countries than in 2012.

USADF as a Unique and Cost Effective Foreign Assistance Tool

USADF is a unique foreign assistance tool. As a small agency, USADF can be innovative and fast in responding to needs in conflict and post conflict areas in Africa without compromising values of full accountability and internal controls. Here are several examples of where USADF is being used to address unique foreign assistance challenges. Note: All of these serve the national strategic interests of the U.S.

- USADF is the only Federal agency approved by both the National Security Council and the Department of State to conduct people to people grassroots economic development work in Zimbabwe.
- USADF is providing economic development assistance to the vulnerable populations in the failed state of Somalia.
- USADF is the only Federal agency working on economic development issues with the Tuaregs in the desert of Niger.
- USADF is providing economic development assistance to the former slave populations in southern Mauritania.
- USADF is providing economic development assistance to women and youth groups in Northern Uganda where the "night children" lived a life of terror associated with Joseph Kony and the Lord's Resistance Army (LRA).
- USADF is providing economic development assistance to create jobs and incomes in Turkana, a northern region of Kenya, where 70% of the population receives food aid.

USADF is a unique national security tool. When marginalization and poverty are combined among populations, they are more susceptible to the "trigger finger" pressure of extremists to

participate in anti-American activities. USADF's model provides a means to provide development assistance in many of these volatile areas in Africa that have been shut out from other peaceful approaches to U.S. economic development efforts.

USADF is an efficient foreign assistance program. USADF has increased overall productivity and efficiencies by 38% in the past five years – lowering operational costs, while increasing the value and number of new grants awarded each year.

The Impact of USADF – Programs with Positive Results

USADF is an effective and efficient foreign assistance model that produces real results. USADF programs currently benefit more than **1,000,000 people** in Africa. Performance data indicates that **every USADF grant dollar produces \$3.5 in new economic activities** in Africa's most marginalized communities. In over **77% of the cases USADF projects continue to generate these economic benefits long after the grants expire, freeing people from dependency on foreign aid.**

USADF's approach makes a difference in the lives of real people by focusing on ownership in the development process. For example, 4,000 Rwandan women and family members now experience better access to food, housing, education, and healthcare due the growth of a small business called Gahaya Links. A USADF grant helped Gahaya achieve new levels of growth and profitability. Janet and Joy Nkubana started Gahaya Links after the genocide years ended with ten women from the Hutu and Tutsi ethnic groups. They used the USADF grant to put systems in place to expand into international markets. Recently, Gahaya sold over 100,000 'peace' baskets through a large U.S. retailer. The founders attribute much of Gahaya's success to the USADF grant. They have said, "USADF was the first development group to ask us 'what we needed to grow our business', rather than telling us what we needed to do." Janet Nkubana has made that statement about USADF on network television programs in the U.S., in meetings with the U.S. Congress, and in many international forums.

Stakeholders' Views of USADF

The Prime Minister of Kenya recently commented that USADF should be a model for all foreign assistance programs. Because 100% of USADF program funding goes directly to the community and produces results, the President of Rwanda has called USADF "the most effective foreign assistance program in existence". That sentiment has been echoed by the Prime Minister of Zimbabwe.

In March 2012, the President/CEO of USADF held two press conferences in the former slave population area of Mauritania. During each conference, the journalists commented that he was one of the few high ranking officials to actually answer journalists' questions. Recently a USADF senior staff person reported how USADF grants were impacting areas of Agadez typically only accessible to military personnel. Such presence communicates a soft but powerful message to the people of these regions that the United States supports their desire for economic growth and freedom.

USADF has broad U.S. government and non-governmental support for its mission. USADF advocates include the current Assistant Secretary of State for Africa, and both of his immediate predecessors; the previous Administrator for Africa at USAID; the former Chairman of the U.N. High Commission on Refugees; senior Members of Congress; senior staff members on both the authorizing and appropriations committees; and, multiple Africans in positions of leadership.

USADF Leverages Programs with External Funding

While the Foundation serves a valuable national security and economic development purpose, it also leverages American taxpayer funds with external funding. Over the past five years USADF's record of successes have gained recognition from African country leaders that has resulted in **16 countries contributing more than \$20 million in matching funds** to support USADF programs in their countries. USADF is also actively seeking funds from private sector companies and foundations based both in the U.S. and Africa.

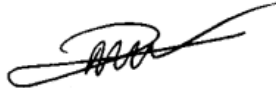
Conclusion

In the next five years another million people in Africa are counting on the continued support and opportunity to build a better life that comes from USADF's unique and effective participatory development model. Our vision is to help end the poverty of millions of people in Africa every year. Full funding of USADF ensures that Congress's own vision of a different way to provide foreign assistance in Africa continues. Our mission is as applicable today, if not more so, than when Congress created USADF in 1980. We look forward to your support and guidance as we seek to expand the impact of this unique and cost effective program.

Sincerely,



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



Dr. John O. Agwunobi,
Vice Chairman
Board of Directors



Lloyd O. Pierson,
President and CEO

United States African Development Foundation

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Executive Summary	9
FY 2013 Budget Request and Details	13
Program Summary	17
A Successful Model for U.S. Foreign Assistance	17
Background	18
USADF Programs Support National Security and Foreign Assistance Priorities	18
Benefits of the USADF Approach	19
Program Locations and Funding Levels	20
Supporting Feed the Future Efforts in Marginalized Areas	21
The Sahel Initiative – a FY 2013 Strategic Priority	21
USADF Strategic Operating Priorities	22
USADF Program Results	23
\$230 Million of New Economic Growth in Marginalized Communities	23
1,000,000 Beneficiaries Across Africa	23
USADF Operational Trends	24
Major Achievements in 2011	24
Program Grants	29
Grants Purposes	29
The Grant Life Cycle	30
Grant Selection	30
Grant Design and Implementation	31
Grant Monitoring and Program Assessments	32
Grant Profiles	33
Microloans for Herders in Drought Prone Kenya	33
Women Grantees Take Center Stage	34
Weaving for Peace and Profit: Gahaya Links Limited, Rwanda	35
Appendix 1 The ADF Act of 1980	37
Appendix 2 Budget Table Definitions	41
Appendix 3 Country Profiles	43
Table 1 - FY 2013 \$24 Million Budget Request	13
Table 2 - FY 2011 - 2013 Funding of Country Allocations	14
Table 3 - Strategic Partner Funds	15
Table 4 - Operating Expense Ratios	16
Table 5 - Active Grants by Country in FY 2012	20
Table 6 - Portfolio Performance Status for Period: Through 09/30/11	27
Table 7 - Eligible Groups Types	30
Table 8 - Project Selection Criteria	31
Figure 1 - Historical Grant Program Obligations vs. Annual Congressional Appropriations	10
Figure 2 - Past, Present, and Planned Program Areas	20
Figure 3 - Lower Costs to Deliver Programs in Africa	26
Figure 4 - Three Year Workplace Survey Trends	28
Figure 5 - Grant Life Cycle	30
Figure 6 - USADF Project Information is available on Google Maps and Google Earth	43

United States African Development Foundation

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CONGRESSIONAL BUDGET JUSTIFICATION FISCAL YEAR 2013

Executive Summary

The African Development Foundation Act was passed in 1980¹ to fund projects of up to \$250,000 each for indigenous African organizations, enterprises and other activities that benefit underserved and marginalized² communities. The Foundation has a unique mission among U.S. foreign assistance programs, working directly with the most vulnerable households and communities in Africa. The Foundation’s unique participatory approach actively engaging marginalized community groups in the design and implementation of development projects, and its African-led and -managed on the ground presence results in sustainable outcomes that best address the needs of local communities. This gives Africans greater participation in and ownership of the development process and it helps to ensure that the majority of grants result in creating and sustaining jobs, increasing income levels, and improving social conditions.

Serving United States National Interests

USADF serves the national interests of the United States through its unique mission and its capability to achieve economic development in isolated, marginalized, and post-conflict areas of Africa. These results achieve goodwill toward the United States and help to alleviate the underlying conditions that drive these communities, particularly the youth, to participate in anti - American activities. Three examples of the positive impact USADF programs have on local communities are shown below:

(1) Feed the Future – 75% of USADF grants assist local communities increase food production as a means of generating greater incomes and helping increase the availability of nutritious food for local consumption. These projects create greater levels of food security and stability in areas particularly vulnerable to severe food shortages. USADF grants provide funds for irrigation schemes, training and tools to improve farming methods, and access to better seeds and fertilizers to increase production levels.



Grants helped sesame farmers in Niger double sales



USADF grants help herders in Turkana find peaceful ways to earn higher incomes

(2) USADF grants are providing a peaceful and productive alternative to the violence that often accompanies conflict and post-conflict regions across Africa. USADF grants help local communities create new sources of income through expanded farming, fishing, and food processing enterprises. Grants help groups increase production, improve access to new markets, and move local producers up the value chain to get beyond subsistence living. Currently, USADF grants are active in several conflict and post-conflict zones across Africa.

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 programs improve bilateral relations with African governments. In many international forums, African Heads of State, Ministers, and senior government leaders speak in support of USADF’s model for foreign assistance. They value the lasting results that come from development assistance that is provided directly to local communities, and appreciate the fact that all USADF-sponsored grants target development among marginalized populations and are managed in country by Africans.



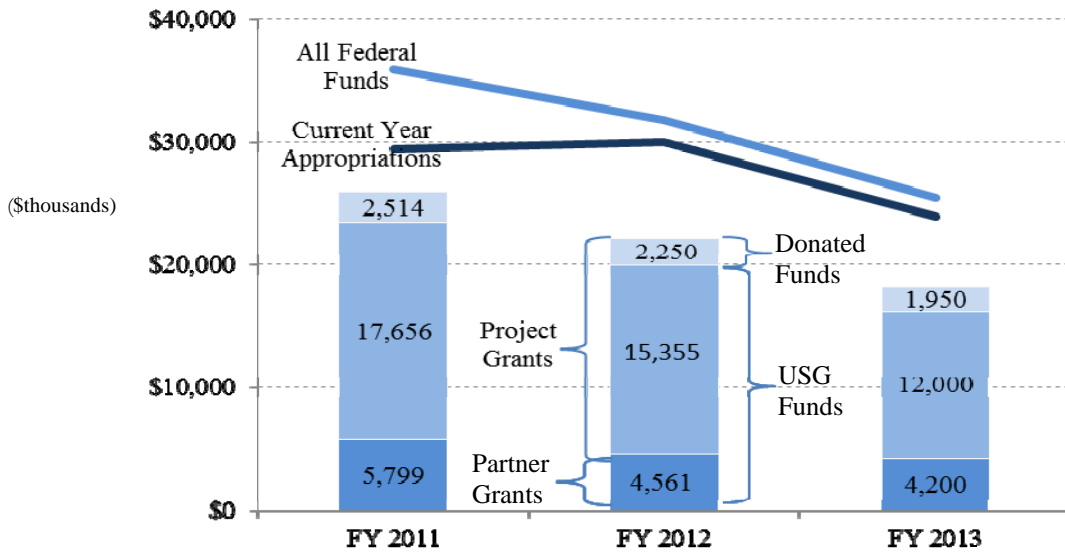
USADF Chairman Jack Leslie confers with Kenya Prime Minister Raila Odinga

FY 2013 Budget Request

The FY 2013 budget request of \$24 million provides program support for over 120 new projects for marginalized communities across 21 countries (16 grant program countries and 5 additional self-help program countries). The budget request is \$6 million less than the prior year and will therefore require reductions to both operating expenses and program budgets by \$0.9 million and \$5.1 million respectively from FY 2012 levels.

The FY 2013 **program budget** for new project grants is \$12 million and \$4.2 million for African Partner Organizations, resulting in a total of \$16.2 million of appropriated funds allocated for direct local community development assistance. This amount compares to \$19.9 million in FY 2012, and \$23.5 million FY 2011. In FY 2013, USADF expects to leverage an additional \$1.95 million in host government donations³ for project development grant programs. The donations are used to match USADF funding levels in particular countries resulting in \$18.1 million of total grant funding available for FY 2013. This is \$7.8 million less than FY 2011 and \$3.8 million less than FY 2012. This information is summarized on the chart below:

Figure 1 – Historical Grant Program Obligations vs. Annual Congressional Appropriations



³ Also called “Strategic Partner Funds”

The planned FY 2013 operating **administration expense budget** will be reduced to \$8.4 million, down \$2.8 million (25%) from FY 2009 and down \$0.9 million from FY 2012. FY 2013 savings will come from a combination of prior year personnel reductions, additional outsourcing of core business functions, lower facilities expenses, and a further consolidation of Country Program Coordinator operating budgets. Over the prior five year period, management actions have resulted in overall productivity gains of more than 38 percent⁴. These actions will lessen the program consequences of the overall funding reductions.

USADF Program Results – 1 Million People, \$230 million in Economic Growth

The impact of USADF grants is best understood through the life stories of the men, women, and children who have better access to nutritional food supplies, improved shelter, increased access to education and healthcare, and have gained a greater sense of empowerment to face the challenges of living in many of the world's poorest economies. USADF's active portfolio of 420 grants⁵ is making a difference for more than **1,000,000 people** across Africa. These people benefit in practical ways from the more than **\$230 million of new economic activities** generated in their local communities as a result of the USADF project grants.

USADF focuses its grant programs on marginalized populations in Africa. Marginalized populations may receive some humanitarian assistance, but typically, they are not integrated into mainstream development initiatives and government programs. USADF's unique mission focuses on identifying these groups, and providing direct development assistance for projects that help create sustainable jobs, improve income levels, and achieve social benefits.

The majority of USADF grants focus on economic development activities in the agriculture sector and other areas related to food security. USADF grants are particularly well suited to achieve Feed the Future agricultural growth sectors' objectives at the community levels. USADF projects help the most vulnerable rural farmers grow more food to feed their families and grow more produce to sell in commercial markets. Increased revenues generate higher income levels which enable the purchase of other goods and services such as food, education, healthcare, and housing. USADF has active programs in ten of the twelve Feed the Future countries in Africa.

USADF's participatory development approach, where grant funds are applied to solve locally identified problems and local partners organizations support project implementation, creates greater ownership in the development process; and in turn generates better, more sustainable outcomes. Grantees routinely confirm that USADF's development assistance has improved the quality of life for themselves and their community. USADF, as a foreign assistance implementing agency, does not rely on expatriate offices, expensive consultants, or U.S. government employees overseas. Using local development organizations also provides greater flexibility in advancing U.S. strategic interests by gaining access to areas where other U.S. agencies may not effectively operate.

Conclusion

Mounting budget pressures in Western nations and increasing turmoil in Africa increase the challenge for development organizations to find more cost effective ways to reach vulnerable populations with sustainable economic development and food security solutions. USADF is well structured to address these challenges. USADF has led the way in delivering an effective grant program directly to under-served communities where help is needed the most. To

⁴ In 2007 46 cents of every appropriated dollar went into operating and administrative costs, in 2011 that was reduced to 28 cents, resulting in a 38% productivity gain.

⁵ As of January 31, 2012

continue to meet these demands in the FY 2013 budget environment, USADF will further restructure its operations to strategically focus limited program resources in Feed the Future countries, in the Sahel region of northern Africa, and in other critical conflict and post conflict regions in Africa. The Board of Directors and Management remain committed to the continued implementation of the following seven strategic objectives to advance the mission of USADF.

USADF STRATEGIC 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.
- Develop an equal opportunity, results-oriented work environment.

For more details about USADF projects, please view information in the Grant Profiles and the Country Profiles sections that follow.

FY 2013 Budget Request and Details

The FY 2013 budget request of \$24 million (Table 1 below) provides for approximately 120 new project grants in 21 countries. Operating expenses are decreased by 10 percent and program budgets are reduced by 23 percent from planned FY 2012 levels. Operational savings will come from personnel reductions, outsourcing of central administrative functions (accounting, contracting, and human resources), additional facilities savings, and decreased field office budgets. Program reductions will require lower project development budgets in 14 countries and reductions in international travel. Country program resource allocations will be based on strategic interests in the Sahel region and other marginalized populations that fit with Feed the Future priorities. Based on prior year performance data, USADF expects that the FY 2013 project grant allocations of \$12 million in appropriated funds and \$1.95 million in strategic partner funds will generate over \$49 million of new economic activities that in turn benefits more than 250,000 workers, farmers, and family members.

Table 1 - FY 2013 \$24 Million Budget Request

(Thousands of Dollars)

Description		FY 2011 (Actual)	FY 2012 Budget	FY 2013 Request	Change
FEDERAL FUNDS	ADF Operating Expense Obligations	8,314	9,410	8,450	-960
	Country Coordinator Offices	1,445	1,443	1,300	-143
	Africa Field Office (AFO) Admin	162	105	0	-105
	ADF /W	6,707	7,862	7,150	-712
	ADF Program Obligations	26,082	22,400	17,050	-5,126
	Project Grants	17,656	15,355	12,000	-3,131
	Research Grants	0	245	0	-245
	FC Adjustments & Project Amendments	698	560	200	-360
	Partner Organization Development	5,799	4,561	4,200	-361
	HQ Program Support	1,348	1,003	500	-503
	Field Program Support	575	456	100	-356
	Evaluation	6	220	50	-170
	Total Op and Program Obligations	34,396	31,810	25,500	-6,086
	Available Federal Funds				
	Current FY Appropriations	29,441	30,000	24,000	-6,000
	Recoveries and funds carried forward	6,406	1,811	1,500	-311
	Total Federal Funds	35,847	31,811	25,500	-6,311
	(Note: Unallocated Funds)	1,451			

United States African Development Foundation

The table below shows the planned allocation of \$12 million of appropriated dollars and \$1.95 million in strategic partner funds⁶ across 21 countries for FY 2013. For comparison purposes Table 2 also includes actual FY 2011 expenditures and planned FY 2012 program levels by country.

Table 2 - FY 2011 - 2013 Funding of Country Allocations

(Thousands of Dollars)

Country	FY 2011 Actual			FY 2012 Budget			FY 2013 Request		
	Federal Funds	Donated Funds	Total	Federal Funds	Donated Funds	Total	Federal Funds	Donated Funds	Total
Benin	540	540	1,080	500	500	1,000	500	500	1,000
Botswana *	36		36	50		50	50		50
Burkina Faso *	1,072	-	1,072	1,050		1,050	1,000		1,000
Burundi *	638	-	638	550		550	500		500
Cape Verde *	551		551	50		50			
Chad *	51		51	50		50	50		50
Djibouti				50		50			
Ethiopia *	50		50	50		50	50		50
Guinea*	45		45	250	200	450			
Kenya *	2,132		2,132	1,550		1,550	2,000		2,000
Liberia *	1,351	-	1,351	950		950	1,050		1,050
Malawi	907	-	907	550		550	500		500
Mali [†]	322	322	644	500	350	850	500	350	850
Mauritania *	798	-	798	700		700	750		750
Namibia *	44	-	44						
Niger	1,235	-	1,235	1,000		1,000			
Nigeria	1,009		1,009	750		750	500		500
Rwanda	650	500	1,150	500	500	1,000	500	500	1,000
Senegal	500	350	850	600		600	500		500
Sierra Leone *	50		50	50		50			
South Africa *	74		74	50		50	50		50
Somalia *	1214		1,214	750		750	500		500
South Sudan*				50		50			
Swaziland *	51		51	50		50	50		50
Tanzania	992		992	500		500	500		500
Uganda	816	816	1,632	700	700	1,400	600	600	1,200
Zambia	1,087	-	1,087	550		550	500		500
Zimbabwe *	1,659	-	1,659	1,200		1,200	1,350		1,350
Other (FC Adj)	-218	-14	-232						-
New Food Security				1,531		1,531			-
Total Funding	17,656	2,514	20,170	15,131	2,250	17,381	12,000	1,950	13,950

* includes Small Grant program funds

Bold Fonts indicate "Feed the Future" Countries

Donated Funds are from Host Country Governments used to match Federal Funds used for development project grants

[†]Due to recent events (April 2012) funding for Mali in FY 2013 will be subject to ongoing consultation with U.S. Department of State.

⁶ 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.

Other Funding Sources

The FY 2013 budget request of \$24 million is augmented by using donated Strategic Partner funds from various host country governments to expand total funds available for project grants (see Table 2, “Donated Funds” Column). The Strategic Partner program is an innovative approach pioneered by USADF to encourage host country governments to take greater ownership in the development process.

In FY 2013, USADF anticipates that at least \$1.95 million of matching grant funds will be applied to project grants in select strategic partner program countries. As shown below, the anticipated use of Strategic Partner donations for FY 2013 grants is down by \$0.3 million from FY 2012 (\$2.25 million to \$1.95 million). This is due to a shifting program emphasis to areas of greater marginalization and strategic high need food security zones in the Sahel region. Note, however, that USADF has improved overall utilization of strategic partner funds. This improved utilization has the natural effect of shrinking funds available to be carried forward from the prior year.

Table 3 – Strategic Partner Funds

(Thousands of Dollars)

Description		FY 2011	FY 2012	FY 2013	Change
		Actual	Budget	Budget	
SP FUNDS	Annual Collections	750	1,395	1,950	555
	Recoveries and funds carried forward	3,415	1,651	646	-1,005
	Total SP Funds Available	4,165	3,046	2,596	-450
	SP Funds Used	2,514	2,400	1,950	-450
	Project Grants	2,514	2,250	1,950	-300
	FC Adjustments & Project Amendments				0
	Partner Organization development		150	0	-150
Carry forward to Next Fiscal Year	1,651	646	646	0	

Reductions in FY 2013 Operating Expenses

Achieving the required 10 percent reduction in operating costs will involve implementing another round of operational improvements in FY 2013. These actions may require additional re-structuring actions associated with Washington, D.C. staff, downsizing facilities space, reducing Country Program Coordinators office locations, and consolidating internal audit functions. Note that staff reductions were taken in FY 2011, with approvals from the Office of Management and Budget, and the Office of Personnel Management, to better position USADF cost structures for FY 2012 and FY 2013.

For the past five years, management controls have lowered overall administrative costs. This achievement has enabled USADF to dedicate a greater percent of its budget to grant-making activities. At the same time, USADF also has improved its operational capacity to respond quickly with new programming opportunities in emergency situations. These year to year productivity gains result from streamlining administrative processes, reducing staff by outsourcing HR, accounting and contracting functions, and using a development model where 100% of programming in Africa is managed and led by Africans. This avoids reliance on of more

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expensive Federal personnel, U.S.-based consultants and contractors, in our African field operations.

Although management has continued to lower overall operating expenses for the past five consecutive years, Table 4 below shows a slight setback in an elevated operating expense ratio for FY 2012 and 2013. This is due to the fact that USADF will have a greatly reduced level of total funds available for use due to lower appropriations, lower carry forward funds, and lower strategic partner funds.

Table 4 - Operating Expense Ratios

Description	FY 2011 (Actual)	FY 2012 Budget	FY 2013 Request
Operating Expenses as a % of Appropriations	28%	31%	35%
Operating Expenses as a % of All Federal and Non-Federal Funds Available	21%	27%	30%
Countries with Program Activities	26	27	21

Program Summary

A Successful Model for U.S. Foreign Assistance

Over the past 30 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 U.S. goodwill to the people of Africa. Support from USADF programs provides the opportunity for economic growth and social development in places where little other hope and assistance exist. All USADF grant dollars are invested consistently with key U.S. development priorities, such as supporting national security efforts, enhancing food security, sustaining private sector economic growth, and promoting women’s empowerment.

USADF achieves and maintains greater efficiencies by managing direct-to-people grant programs, rather than transferring funds and administration to third parties or to African governments. In fact, 16 African countries believe so strongly in the USADF model that they have invested over \$20 million of their own scarce resources directly in USADF programs over the past five years. These African governments recognize that USADF grants are achieving sustainable results for their people. The donated African funds are used directly in USADF’s grant programs, and not for administrative expenses.

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

“ADF is the most effective foreign assistance program in existence.” Paul Kagame, President of Rwanda

“ADF should be a model for all foreign assistance programs.” Raila Odinga Prime Minister of Kenya

“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.” Ellen Johnson Sirleaf, President of Liberia

“USADF 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 underserved, marginalized communities in Africa with resources that help create better economic opportunities and an improved quality of life.

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 President of the United States and are confirmed by the U.S. Senate. Currently all Board positions are filled. Board members serve staggered fixed terms of six years. The Board of Directors selects and names the President and CEO of USADF. Members of the current Board of Directors may be found at www.usadf.gov.

USADF grant programs work differently from other types of U.S. foreign assistance in Africa. USADF provides assistance to Africa through several different types of project grants⁷ and cooperative agreements. By statute, project grants cannot exceed \$250,000. 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. Project grants are awarded directly to rural cooperatives, small scale food processors, and to other small and medium sized businesses. The grant budget is used by the organization to improve management capabilities, acquire better production equipment, set up revolving credit funds to help farmers gain inputs needed to improve production capabilities, develop and expand marketing channels, and in some cases, develop shared community resources (e.g. water wells). Cooperative agreement grants are used to fund local technical service providers, and African based research programs. These grants vary in size and scope according to need and specific project objectives. Full details and photographs on more than 420 active USADF grants can be viewed online at www.usadf.gov.

USADF Programs Support National Security and Foreign Assistance Priorities

Diplomacy

The success of USADF programs in Africa has engendered strong and vocal African support in communities and countries where we operate. African leaders – Presidents, Ministers, Ambassadors in the United States - frequently express their gratitude and support for the effectiveness and value these programs. USADF has country accords or protocol agreements with 21 African countries.

Food Security

Over 75 percent of USADF's programming is focused on agricultural development and food security, which has been established as a priority for U.S. development assistance by the Administration and reinforced in the U.S. State Department's Quadrennial Diplomacy and Development Review. USADF programs are directly involved in ten of twelve Feed the Future priority countries in Africa, delivering sustainable food security solutions to those in the greatest need at the individual farmer and community level. These programs put substance behind the United States commitments to address global food security made at the L'Aquila G-8 Summit, and to the Global Agriculture and Food Security Program being implemented by the World Bank.

⁷ See page 29 for additional information on different grant types.

National Interests

USADF plays a central role in supporting important U.S. national interests in Africa. USADF programs reach into difficult geographic areas where other U.S. foreign assistance programs do not or cannot operate. For example, in FY 2011 and 2012, USADF expanded programs in Zimbabwe, where it delivered needed assistance directly to people and communities, bypassing that country's government. In the Sahel region, USADF delivered assistance where other U.S. agencies did not dedicate resources to operate and respond to emergency situations. In FY 2012, USADF continued a five year \$10 million economic development program in the isolated Turkana area of Kenya. Additionally, USADF was also successful in launching a focused jobs development program in several key strategic areas of Somalia. Together, these programs work toward building trust and goodwill towards the United States among the most vulnerable segments of society.

Benefits of the USADF Approach

USADF was established to provide the efficient administration of small grants to marginalized communities across Africa. The USADF development model works because it provides funds directly to people, is participatory in nature by relying on grant ideas to come from the grant recipient themselves, and its funding process by-passes layers of government inefficiencies in both the host country and the United States. This approach gets economic development funds directly into the hands of those who need it the most with minimal delays and administrative costs. Other positive characteristics of USADF's unique development model include:

SPEED – USADF's streamlined procedures and model provide U.S. policy makers with a rapid response unit for Africa. USADF began operations in Liberia and Mauritania in less than 100 days. The USADF model enabled it to establish funded and operational programs in Burkina Faso, Malawi, Burundi, Zimbabwe, and Kenya in less than 12 months.

COVERAGE – USADF's field model, managed on the ground by Africans, allows U.S. foreign assistance dollars to go where other programs cannot send them. This was most recently illustrated by new 2011 and 2012 program activities in remote areas of Zimbabwe, Sahel regions of West Africa, Somalia, and the Turkana region of Kenya.

INNOVATION – USADF's smaller size provides flexibility for greater innovation and experimentation with new approaches to development. In the early 2000s, USADF pioneered a market oriented small and medium sized enterprise development approach now adopted by many larger private and public sector groups. Since 2010, USADF programs have been providing on the ground results for Feed the Future objectives. USADF's model focuses on responsiveness, local ownership, and greater African participation in the development process at both the design stage and the implementation phase. These lessons are instructive to the broader development sector as it works through reforming its current approaches.

LOWER COST – USADF's model of providing grants directly to marginalized groups in Africa using African partners and country coordinators lowers the cost to deliver program oversight and technical support.

RESPONSIVENESS – USADF's programs rapidly respond to direct requests from community groups and small businesses to meet locally identified needs and opportunities. The approach is not burdened with requirements to work through inefficient centrally planned government initiatives or through large government bureaucracies. USADF's simplified grant application and

disbursement processes ensure that the grantee’s voice and urgency are not lost in overly prescriptive top-down “solutions”.

Program Locations and Funding Levels

As of January 31, 2012, USADF had over 420 active project grants in 23 countries, representing nearly \$63 million invested in small enterprises, farmer associations, cooperatives, and community groups that improve food production, increase income levels, and improve social benefits in poor communities. Table 5 shows the number and value of active grants by country. Active projects are all USADF funded grants that have not expired. Figure 2 below shows areas of past, present, and planned USADF program activities. The map also shows Feed the Future priority countries, and USADF’s new strategic initiative that targets marginalized groups in the Sahel region of Africa.

Table 5 - Active Grants by Country in FY 2012

Country	Grants	Grant Value	Disbursed
Uganda*	29	\$5,381,464	\$3,573,375
Tanzania*	23	\$4,305,093	\$3,225,954
Nigeria	41	\$4,190,148	\$2,800,369
Benin	28	\$3,899,069	\$1,864,593
Cape Verde	22	\$3,616,487	\$2,190,213
Malawi*	21	\$3,527,489	\$2,591,056
Liberia*	29	\$3,510,584	\$1,672,043
Rwanda*	18	\$3,480,393	\$1,980,501
Zambia*	25	\$3,460,306	\$2,466,440
Zimbabwe	19	\$3,218,572	\$2,136,500
Mauritania	23	\$3,200,732	\$1,027,848
Burkina	29	\$3,182,615	\$1,268,794
Niger	14	\$2,951,705	\$2,126,243
Mali*	16	\$2,726,793	\$1,942,935
Senegal*	20	\$2,583,485	\$1,740,492
Burundi	17	\$2,215,195	\$1,018,985
Kenya*	19	\$2,002,708	\$461,847
Ghana*	8	\$1,980,101	\$1,804,809
Botswana	6	\$1,168,372	\$805,765
Somalia	4	\$959,667	\$199,051
Guinea	7	\$819,502	\$611,412
Namibia	1	\$240,292	\$219,401
Swaziland	1	\$237,534	\$219,116
Total	420	\$62,858,306	\$37,947,744

* Feed the Future Countries

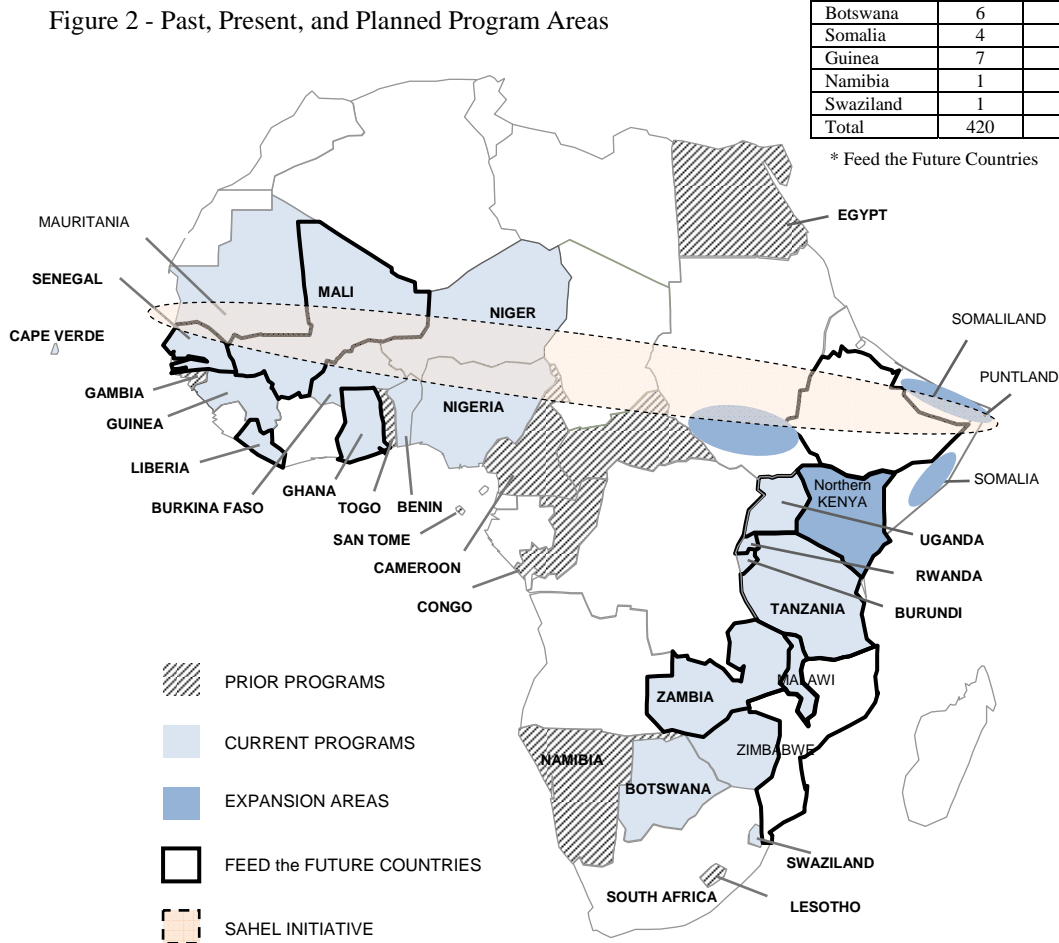


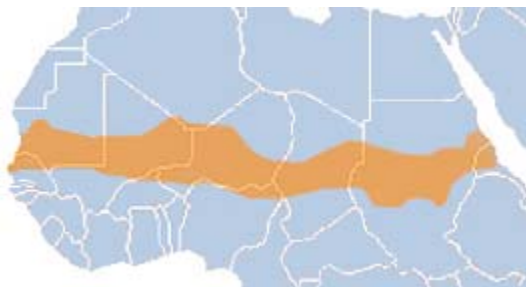
Figure 2 - Past, Present, and Planned Program Areas

Supporting Feed the Future Efforts in Marginalized Areas

With more than one billion people in the world suffering from chronic hunger, the international development community has made improving “food security” a priority item. The global community often defines the term food security as people having a *reliable* source of food and *sufficient* resources to purchase food. From its beginnings, USADF grants have focused on improving agricultural production and improving the income levels of marginalized groups across Africa. USADF’s participatory development approach supports effective food security solutions coming from those closest to the problem. In FY 2013, USADF has budgeted \$8.2 million (58% of its total project grant budget) for project grants that support food security objectives in 10 Feed the Future countries in Africa.

The majority of USADF grants support improved agricultural productivity by providing access to better inputs such as seeds, feed, fertilizer, machinery, and irrigation systems. These grants also provide access to improved farming knowledge, training in financial and resource management, support for improved transportation systems, enhanced product storage techniques, better approaches for distribution and marketing systems, and improved access to commercial markets and market information. These activities and investments result in people having better access to reliable food sources and a greater ability to purchase food through higher incomes and sustainable jobs.

The Sahel Initiative – a FY 2013 Strategic Priority



Current world events emphasize the importance of utilizing various types of development and diplomacy to mitigate the spread of ideologies hostile to the United States. The Sahel zone (see left) is a geographic barrier between the Sahara desert to the north and the tropical savannah to its south. It also serves as a political buffer between Sub-Saharan Africa and groups with extremist political views to the north. The Sahel is populated by a diverse group of marginalized and under-served populations that is vulnerable to influence either favorable or unfavorable to United States interests. In 2011 and 2012, USADF has directed a significant portion of its program budget toward grants located in the Sahel belt in several countries across West Africa (Senegal, Mauritania, Mali, Burkina Faso, and Niger) and expanded programs to three regions in Somalia and in the Turkana region of Kenya. USADF programs provide the United States with a soft diplomacy tool in these regions by focusing on community level economic development and food security related projects. Projects typically include water and irrigation, small scale farming initiatives, and improved livestock care and management programs. In 2011, USADF successfully launched a jobs placement program in three parts of Somalia for under-employed youth most susceptible to violent extremists. In addition to the economic and social benefits that result from the projects, each grant also helps to establish a better image of and more positive goodwill toward the United States for the thousands of people involved. In FY 2013, USADF will continue programs in five Sahel countries, in Turkana, and regions in Somalia. USADF is seeking additional funds to expand programs into other Sahel countries.

USADF Strategic Operating Priorities

The following seven 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. While accomplishing tangible results is important, it is essential that USADF be accountable to use public monies in the most cost effective manner. Maintaining this priority moves USADF toward achieving much lower overhead rates.
2. Focus on marginalized communities: USADF has a specific and focused 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 processes.
4. Addressing social development needs and ensuring lasting economic results: The majority of USADF's grant 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, access to formal education for girls, and basic vocational education.
5. Encouraging and expanding African management: All USADF programs in Africa are managed by Africans. There is no western expatriate staff and there is minimal use of outside consultants. When consultants are required, most often African experts are selected. USADF values and policies 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.
7. Developing an equal opportunity, results driven staff: USADF provides opportunities for all, and rewards hard work and dedication to the mission to foster a results-oriented team environment.

USADF Program Results

Even though foreign assistance to Sub-Saharan Africa is extensive, there remains large numbers of marginalized communities untouched by development assistance. USADF grant funds specifically target these underserved areas in Africa by providing direct development assistance to help ensure these highly vulnerable populations create sustainable jobs, improve income levels, and achieve social benefits. The majority of USADF grants focus on economic development activities in agricultural production and other food security related areas. The results of these projects help rural farmers grow more food to feed their families and sell more of their products in commercial markets. Increased revenues generate greater income that enables people to purchase other goods and services such as food, education, healthcare, and housing. These basic outcomes significantly improve the quality of life for individuals and communities. The following measures, based on USADF's most recent⁸ annual assessment of program performance indicators, provide an overview of the positive impact USADF grants are having in marginalized communities across Africa.

\$230 Million of New Economic Growth in Marginalized Communities

Jobs and better incomes require both viable and long-term economic activities in communities where marginalized people live. Based on USADF's most recent performance assessment, USADF grants generate an additional 3.5 dollars of new revenues for each one dollar disbursed. If this rate is applied to 83%⁹ of USADF's current grant portfolio (\$63 million), then one may infer that USADF investments help spur more than \$183¹⁰ million of new economic activity over the grant period (3-5 years) in many of Africa's most underserved populations. An additional \$9 million of new economic activities occurs from the social and capacity building grants. USADF performance measures confirm that at least 77% or more of USADF grantees continue to operate for a three year period after grant funding ends. This creates an additional \$40¹¹ million of long-term economic growth potential in marginalized communities. This results in a combined benefit of more than \$230 million of new economic growth. On average, that equates to more than \$0.56 million¹² of new economic activity circulating in each community where USADF funds a development project over the effective life of the grant.

1,000,000 Beneficiaries Across Africa

Measuring actual job growth and direct economic impact is very difficult and expensive for development organizations. It is particularly difficult for an agency the size of USADF which operates in very challenging environments. However, based on USADF's most recent performance analysis of quarterly and annual reporting data, a typical USADF grant provides a direct positive economic benefit for an average of 620 workers and/or farmers. If this rate is applied to 83% of USADF's current grant population (420 projects), then USADF can estimate that its current portfolio positively impacts at least 216,000 people in areas of severe economic hardship. While this is a modest number, it reasonably can be extended by accounting for the number of family members who also benefit from the increased income of the workers and

⁸ Annual Performance Report for FY 2010

⁹ 83% of the active grant population focuses on economic growth, 15% focuses on social, not for profit projects, and 2% accounts for grants that may be terminated prematurely.

¹⁰ New Economic Activity = (activity from income generating development projects) + (activity from social development projects); i.e. $(3.5 \times \$63M \times 83\%) + (\$63M \times 15\%) = \$192 \text{ Million}$; accounting for 2% early terminations

¹¹ 83% of population are growth grants x 77% sustainability rate x additional revenue growth estimated to at least equal the value of the original grant \$63 Million $(83\% \times 77\% \times \$63M = \$40M)$

¹² Total Economic growth / active projects $[\$192M + \$40M] / (420 \times 98\%) = \$0.56M]$

farmers. Public demographic data¹³ suggests that a mean household family size in Sub-Saharan Africa is, at least, five people. Using this value raises the impact level of USADF's current portfolio of projects to over 1,000,000 beneficiaries. The social benefits from this increased economic activity often translates into better diets, better access to education, access to clean water, and better health care for those living on the edge of poverty in Africa's most marginalized and underserved communities.

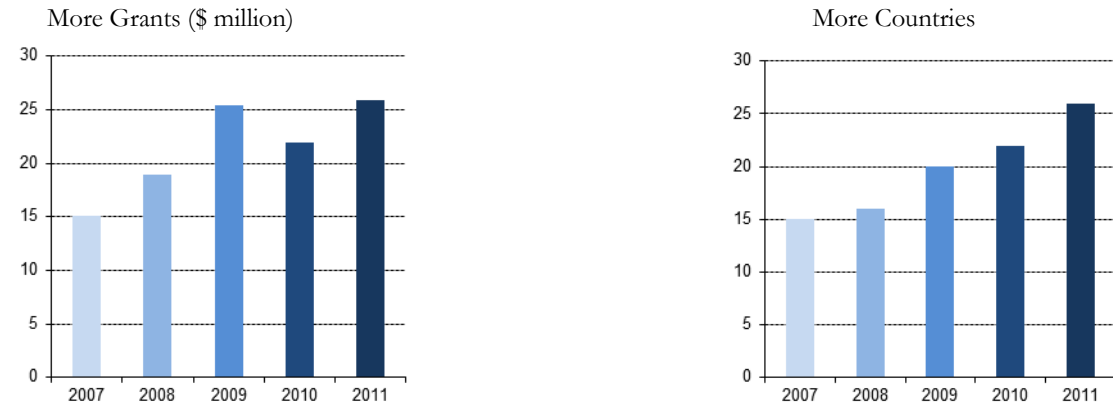
USADF Operational Trends

USADF operational performance trends continued to make progress in FY 2011 as a result of the on-going implementation of strategic reforms that began in FY 2008. The following section highlights several of these key performance indicator trend lines.

Major Achievements in 2011

1. A Record Year of Grants

- \$25M in New Project and Partner Grants Funding, up 66% from 2007.
- Funding in 26 Countries Up 46% from 2007.

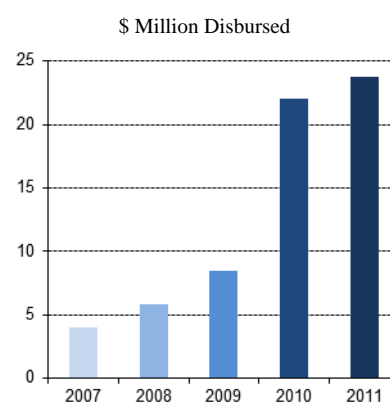
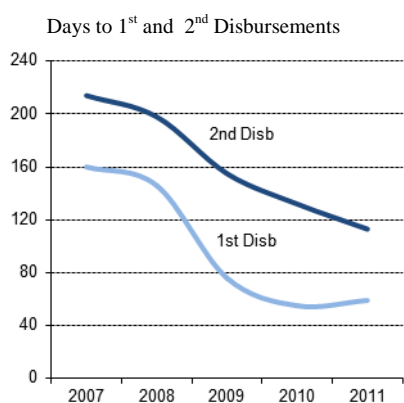


2. More Dollars Disbursed per Year and Faster Grant Disbursement Times

Foreign assistance funds can only achieve results if they are disbursed and put to productive use. In 2011, USADF continued to improve the speed and volume of its grant disbursement performance.

- 1st and 2nd disbursement turnaround improved from 160 days in 2007 to 59 days in 2011
- amount of project funds disbursed in 12 month period improved by 500% from 2007

¹³ See USAID supported www.StatComplier.com application for additional details.



3. Better Strategic Partner Funds Utilization

In 2011, USADF received \$0.8 million in Strategic Partner (SP) funds and applied \$2.5 million toward FY 2011 projects. There is a balance of \$1.7 million in SP funds available for use in Benin, Botswana, Guinea, Mali, Nigeria, Rwanda, and Uganda in FY 2012. USADF plans to use \$2.25M in SP funds in 2012, and an additional \$1.95 million of SP funds in 2013.

<u>Strategic Partner Funds</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
New SP Funds Collected	\$3.4M	\$4.7M	\$3.3M	\$4.8M	\$0.8M
SP Funds Applied to Projects	\$2.3M	\$1.0M	\$4.0M	\$2.9M	\$2.5M

4. Improved Internal Controls

In 2011, the USADF Internal Audit Unit continued implementing its systematic approach to providing an independent review of the financial management and accounting practices associated with U.S. government funds provided to project grants, partner grants, and country coordinator offices.

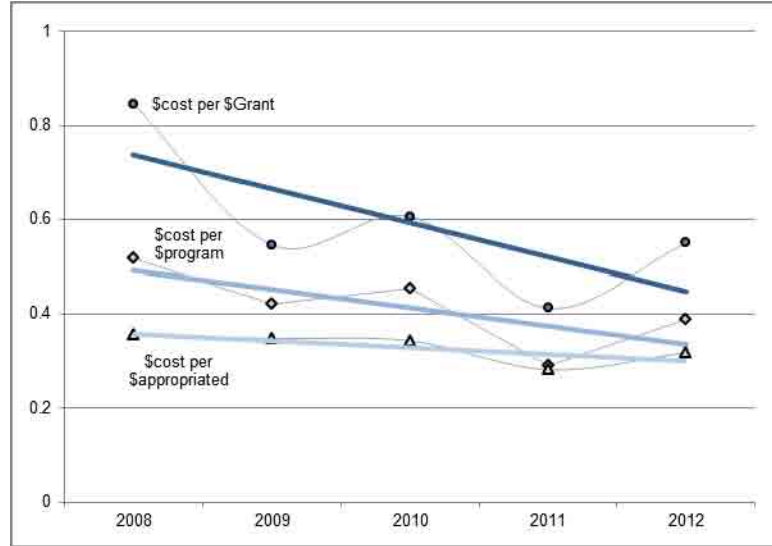
<u>Financial Audits Types</u>	<u>FY11 Scheduled</u>	<u>FY11 Conducted</u>	<u>FY12 Scheduled</u>	<u>FY12 In Process*</u>
Projects Grants	54	54	61	61
Partner Grants	19	19	19	19
Coordinator Offices	6	6	7	0

* planned to be conducted no later than 9/30/12

5. Lower Cost of Operations

USADF continues to lower the cost of delivering a dollar of foreign assistance to marginalized communities in Africa. From 2007 to 2012, the cost of providing a grant dollar to Africa has been reduced by more than 38 percent. The chart below shows the progress USADF has made in improving productivity and lowering unit costs since 2008. USADF is planning to lower its operating expenses by 10 percent (from \$9.4 million to \$8.5 million) through additional restructuring actions that may include staff reduction and other gains realized from outsourcing core administrative functions in prior years.

Figure 3 - Lower Costs to Deliver Programs in Africa



6. Program Quality Assurance through Monitoring and Evaluation

Achieving positive program results is more than a matter of program efficiencies. It also requires accountability, effective monitoring of grant activities, and the regular evaluation of programs. These management actions provide the feedback information necessary to assess program effectiveness, to learn from mistakes, and to make corrections to future program plans and resource allocations.

Monitoring

Closely tracking the progress of grant implementation plans and budgets is an important grant management task that can help increase the likelihood that a grant will result in a successful outcome. Monitoring can identify early problems and ensure that additional support is applied. In 2009, USADF updated the monitoring roles of the Country Program Coordinator and Regional Director to better ensure Partners were providing the technical support to Grantees consistent with the terms of their cooperative agreements. Monitoring includes regular reviews of Grantees' quarterly reports, and regular site visits to Grantees by Partner Organizations and by USADF staff. Each project grant with a value greater than \$100,000 also receives an independent financial audit on its use of USADF grant funds. At the end of a grant, a Grant Close-Out procedure is completed for each grant. The close out process includes a final accounting of grant funds, an assessment of the grant's outcomes, and a determination on the sustainability of the project. Every six months, Regional Directors conduct biannual portfolio performance reviews with their country teams to monitor and assess project performance within their respective regions. USADF management also conducts biannual program reviews with Regional Directors to ensure there is a clear line of accountability for the overall effectiveness of grant programs.

The table below is a copy of a recent biannual program performance review. It contains summary performance assessment information about individual grants within a particular country. Based on the review, grants are given a performance grade using a standard grading and assessment process. Grants with lower grades (C – F) are given special attention from

Partner Organizations to help remediate the project difficulties. As a last resort grants with failing grades may be terminated.

Table 6 - Portfolio Performance Status for Period: Through 09/30/11

	*Active Projects	Active Value (USD)	% Value Disb TD	FY11 Days 2 nd Disb	Date of Last Project Review	GPA	Project GRADES				
							A	B	C	D	F
Benin	25	3,476,479	52%	81	April 2011	3.3	10	10	0	0	1
Burkina Faso	28	3,202,999	33%	202	April 2011	2.3	2	10	2	7	0
Burundi	17	2,133,454	51%	103	April 2011	2.5	0	7	6	0	0
Guinea	5	819,502	77%	N/A	April 2011	2.6	0	3	2	0	0
Liberia	31	3,906,432	50%	146	Oct 2011	2.2	3	3	12	3	1
Mali	13	2,400,184	65%	150	Oct 2011	2.4	3	2	1	2	1
Mauritania	23	3,254,148	22%	174	April 2011	1.9	0	8	1	5	2
Niger	16	3,501,728	59%	130	April 2011	3.4	4	6	0	0	0
Rwanda	17	3,400,426	46%	124	April 2011	3.3	7	2	3	0	0
Senegal	19	2,098,364	77%	113	April 2011	3.1	4	7	1	1	0
Kenya	17	2,099,706	13%	77	N/A	N/A	-	-	-	-	-
Malawi	19	3,395,265	64%	95	May 2011	3.0	4	11	4	0	0
Tanzania	26	4,734,827	72%	118	June 2011	3.1	5	11	1	1	0
Uganda	30	5,361,782	59%	114	June 2011	3.1	11	3	4	1	1
Zimbabwe	18	3,218,572	57%	113	N/A	3.0	3	2	1	1	
Somalia	4	959,667	0%	-	-	-	-	-	-	-	-
Botswana	16	2,360,225	70%	N/A	Oct 2011	2.6	1	10	2	3	0
Cape Verde	22	3,616,487	54%	150	Oct 2011	3.1	5	11	3	0	0
Ghana	8	1,949,671	89%	N/A	Oct 2011	3.5	4	4	0	0	0
Nigeria	38	5,130,434	65%	138	Oct 2011	3.5	21	12	2	1	0
Swaziland	1	237,534	89%	N/A	Sept 2011	4.0	1	0	0	0	0
Zambia	29	4,091,335	75%	123	Oct 2011	2.9	5	14	8	0	0
Total	422	65,349,221	55%	126†		2.9	93	136	53	25	6
Small Grants	121	959,534	44%								

*Active Projects = all projects grants that are obligated through 9/30/11 and not expired (excludes Cooperative Agreements)

Note: Counties grouped by USADF defined regions.

Evaluation

To fully understand and assess the actual outcomes and impacts of a grant, a program evaluation activity is necessary. To maintain the integrity of the evaluation it is desirable for an evaluation to be conducted by an independent source. An evaluation budget is set aside each year to fund support for an independent assessments of program effectiveness. In FY 2009, the Evaluation Unit commissioned POSDEV, an African NGO based in Ghana to conduct an extensive program and grant evaluation across 10 countries in Africa (Benin, Botswana, Cape Verde, Ghana, Guinea, Liberia, Niger, Swaziland, Uganda, and Zambia). Highlights from POSDEV's report follow. The results reflect client experiences with USADF policies, procedures, and support systems that were in place between 2001 and 2008. Thus, the responses do not necessarily reflect current experiences with USADF.

Some Key Findings of the Client Surveys:

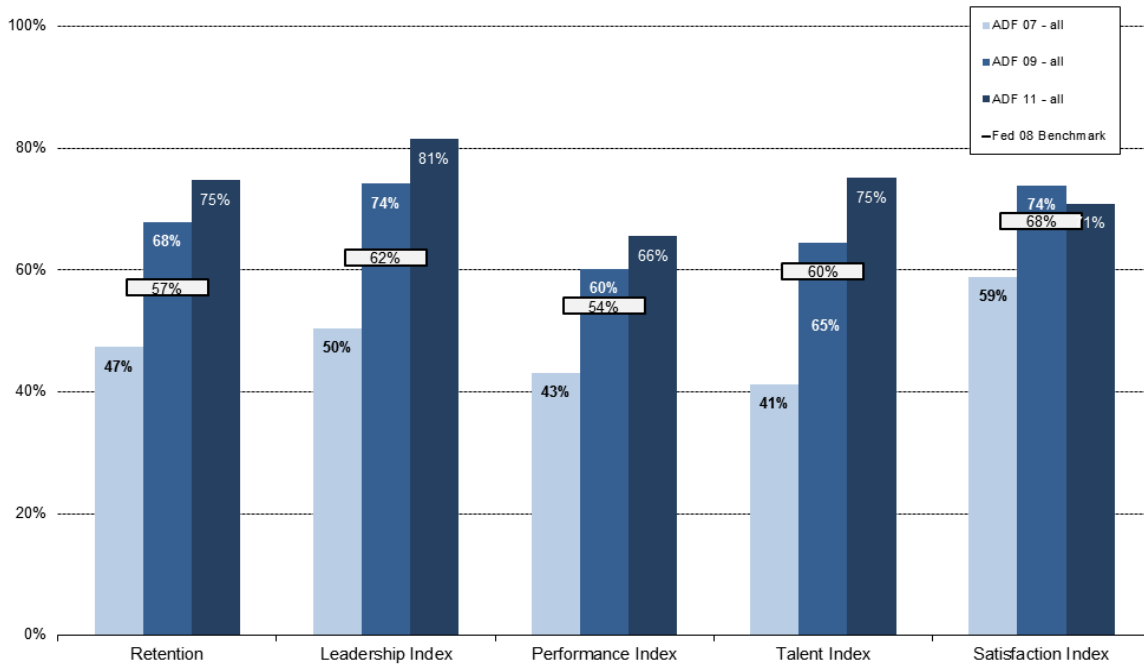
Item	Median Score
Project idea originated from the Grantee?	96%
Country representative office rated professional or better?	96%
Other tech assistance & training in implementation very useful ?	94%

USADF-required training on financial management and reporting very useful or better	93%
Project development and review process good or better	90%

7. Positive Work Environment

USADF’s seventh core operating priority is to “develop an equal opportunity, results oriented work environment”. This objective is achieved by making these workplace values a key part of daily operations through leadership, communications, and accountability. Since 2007 USADF has achieved greater levels of job satisfaction and has consistently outperformed the Federal workplace averages in OPM’s annual all employee survey categories. The chart below shows the percent of USADF survey participants responding positively about the ADF workplace compared to the 2008 Federal benchmark.

Figure 4 – Three Year Workplace Survey Trends



8. Increased Transparency for Open Government

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 information about its operations and programs. The USADF website contains a wide range of information about current and historical programs, budgets, performance information, and various USAID Inspector General Audit reports. In FY 2010, USADF improved access to grant information, locations, and grant photographs through an interactive linkage to



“Google Maps” and “Google Earth”. These tools help people better understand how funds are being used to support marginalized communities in Africa. The grant information provided includes budget details and specific project goals and objectives. In FY 2010, USADF added new Open Government features to its website to make even more information easily available to the public. See www.usadf.gov for more details.

Program Grants

Grant Purposes

The majority of USADF’s program budget is used to fund project grants that directly benefit underserved and marginalized groups in Africa. In FY 2013, \$12 million is planned for projects grants. USADF also expects to utilize an additional \$1.95 million dollars of Strategic Partner funds for direct project grant activities.

Grant funding is provided to an approved project applicant through one of the following grant mechanisms:

- **OAG** – Operational Assistance Grants are capacity building grants, and are typically two years in duration. The intent of an OAG is to move the Grantee to a greater state of readiness to effectively utilize a larger infusion of development capital. OAGs are typically higher risk grants because of the limited capacity of the group. Risk is reduced by limiting the size of an OAG to \$100,000, or less, and more strictly focusing grant activities on capacity development in the areas of financial management and business planning.
- **EEG** – Enterprise Expansion Grants are larger (up to \$250,000) development grants aimed at improving production capabilities and organizational revenues. EEGs typically span three to five years in duration with the majority of grant funds fully disbursed by the end of year three. The purpose of an EEG is to increase job opportunities and improve income levels for the group members.
- **SHG** – Self Help Grants are small development grants (up to \$20,000) that provide grassroots groups with an opportunity to improve a critical community need. USADF is partnering with the U.S. Ambassadors’ Special Self Help Programs in various African countries to provide the means for more marginalized community groups to take an active role their own development.
- **Other** – On a limited basis, other grants are awarded that support projects such as small special travel grants, funding for intermediary organizations that fund marginalized groups that meet USADF selection criteria, and research efforts. Research grants may provide funds up to \$250,000 for short-term and up to five year periods for African-based and African-conducted research activities that advance the identification of marginalized populations, improve small scale agricultural production techniques, and lead to benefits for marginalized populations in Africa.

USADF also uses its program budget to fund other types of programming activities provided for in the ADF Act. In FY 2013, \$4.2 million is budgeted for Partner Organization support.

- **Cooperative Agreements (CA)** – Provide funds over a one to five year period to African non-governmental organizations and companies that provide technical assistance and development support to USADF project Grantees, and improve the organization’s capacity as an in-country leader in economic development. USADF refers to these Grantees as “Partner Organizations”.

The Grant Life Cycle

In practice, USADF responds to applications from African cooperatives, small scale producer groups, and enterprises in eligible countries. USADF staff screen the applications 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 ideas into a more detailed grant application and project proposal. The Partner Organization also takes part in representing the applicant during the USADF funding review process, and provides ongoing implementation and project management support during the grant period. The USADF staff and in country coordinators provide for independent monitoring of the project expenditures and of the implementation support from partners. Close-out reports, third party financial audits, and independent African evaluation specialists help USADF capture and share lessons learned for program improvements.

Figure 5 - Grant Life Cycle



Grant Selection

Project applications that have cleared the initial in-country screening and site visits step 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 7) and on selection criteria (see Table 8).

Table 7 - 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 the Foundation 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 8 – Project 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 agree 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 measurable benefits to the community. Benefits include jobs created, increased income levels, and quality of life improvements.

The final project application and supporting documentation 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 is 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 project has sufficient funding from self and other sources (local, foreign, donors) to be successful.

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 technical services needed by USADF Grantees. USADF uses a cooperative agreement to fund Partner Organization activities. The Partner Organizations help ensure the success of USADF grants to community groups and enterprises. Partner Organizations also gain the capabilities needed to provide ongoing economic development support within each country. In FY 2013 USADF will invest approximately \$4.2 million to develop local Partner Organizations in 18 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 and Washington based Program Analysts. The planned amount is \$1.4 million dollars for FY 2013. This covers the cost of in-country African staff needed to support the program management and grant support functions to ensure 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 appropriate decisions about project selection and final grant funding. As a part of the planned FY 2013 restructuring, it is anticipated that these some of these costs will be reallocated to the headquarters program support budget lines.

Program assessments, also known as program evaluations, are an independent review of 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 2013, USADF will continue to utilize the results and recommendations from the extensive POSDEV program evaluation conducted in FY 2009 to improve its programs and practices (see Monitoring and Evaluation Section, pages 24 - 26 for additional information).

The following Grant Profiles section (page 33) provides three examples of typical project grants. The Country Profiles section (page 44) provides a summary of active project grants in each USADF program country.

Grant Profiles

Currently, USADF has approximately 420 project grants and 120 small grants in 28 African countries. The Foundation's innovative approach to development assistance bypasses layers of government inefficiency by providing grant funds directly to farmer cooperatives, small enterprises, and community groups. USADF has a unique development model that reaches out to the most marginalized populations in locations in Africa that are often over looked and underserved by other government and development organizations. USADF's development approach ensures that grant applicants fully participate in the identification, design, and implementation of the grant. This helps to create greater levels of ownership in the process and to ensure that the grant actually match's the group's economic and social needs with a sustainable solution. Examples of USADF program grants can be seen in the following profiles.

Microloans for Herders in Drought Prone Kenya



USADF Country Staff at an official grant signing with community members in Turkana, Kenya

Herders in northern Kenya will be using microfinance loans to build up their stocks and increase their incomes due to an economic development grant from USADF. A Kenyan NGO, Lokichoggio Peace Organization (LOPEO), will administer the grant to improve how microfinance loans are provided and managed in Turkana. Using the grant, LOPEO will jump start a new lending program to help herders increase their earnings potential.

“LOPEO provides small loans of \$150 each to help herders buy about 10 goats,” said Timothy Nzioka, USADF’s

Regional Representative and Senior Advisor to the President. Goats provide families with food and act as a first step towards building a source of long term income. “LOPEO will improve its capacity to manage loans with a USADF capacity building grant, and then expand their lending program to enable herders to buy more camels and cattle,” said Mr. Nzioka. A family with a herd of goats, cattle and camels is no longer dependent on aid.

Turkana is Kenya’s largest district where 75 percent of the population depends on food aid for survival. Drought and climate change in recent years have forced more and more herders to rely on aid to survive.

A sustainable microcredit enterprise like LOPEO should become a source of economic growth for herders in this remote area for generations to come, and bring a new sense of economic stability and peace to this troubled region.

USADF has committed \$5.7 million towards the Turkana Food Security Initiative in 2011, 2012 and 2013. This ground breaking initiative creates jobs and improves food security in a region known for its dependency on international humanitarian relief. The grants in this region focus

on fisheries, irrigation, and animal husbandry projects. The grants will also fund the construction of two livestock marketing centers to provide infrastructure for long term economic growth.

The USADF Difference: USADF worked closely with LOPEO to develop a microcredit system to increase herders' productivity in ways that meet the social needs of the community in Kenya's poorest district. Further, USADF will be able to work with other communities in the area to expand or replicate the project, providing credit to other local herder populations.

Women Grantees Take Center Stage



Women gardeners in Niger improve local food security and bring extra income home to their families

USADF projects empower marginalized women through economic development grants. For more than 25 years, USADF has been supporting African women generate higher incomes and gain greater control over their livelihoods by providing access to training, farm inputs, credit, processing equipment, and new markets. In 2010 and 2011, USADF grants improved earnings for 300,000 women and family members in more than 20 African countries.

“Some USADF grantees have gone on to export their products regionally or overseas and have developed as entrepreneurial role models for other women in their community and beyond,” said Christine Fowles, Regional Program Director. “While some of these results are visible, there are many other intangible benefits of USADF’s participatory approach.” USADF economic development grants encourage women, often for the first time, to engage in dialogue and decision making related to issues that affect their daily lives, noted Christine Fowles.

Boosting Fish Marketing in Rwanda

One USADF grant in Rwanda is empowering women to gain greater economic independence in the Rubavu District along Lake Kivu. USADF grant funds have helped COOPPAVI, a cooperative of 32 women, acquire new fishing boats and processing equipment. Thanks to improved equipment and training in financial management, fishing and processing techniques, COOPPAVI has established itself as a key player in the local fishing economy. This year the Government of Rwanda chose COOPPAVI to partake in the One Village One Product campaign, where they are now collectively selling and negotiating market prices.

Better Food Security and Incomes in Niger

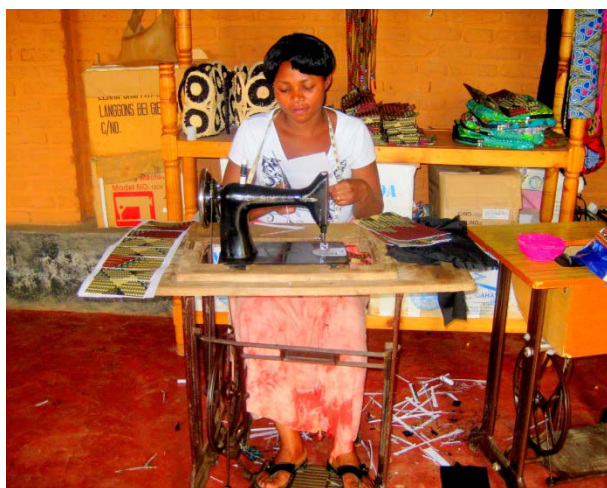
Small scale farmers in Niger are earning higher incomes through modernized vegetable and fruit gardening. A local nongovernmental organization, ASEFER, is working with the Tanka II women’s group to boost incomes by growing vegetables and fruits year round. In the past, local women struggled with irregular food supplies due to the unpredictable traditional system of rain-fed irrigation. An innovative, solar powered drip irrigation system now conserves the scarce local water supply and ensures that 50 women can produce and sell vegetables and fruit in every season. Incomes are up as is access to healthy and nutritious food for their children and community.

Strengthening shea butter production in Burkina Faso

Because of a USADF grant there is a big boost to locally sourced shea butter in the Pô district of southern Burkina Faso. The grant is helping the Wemoukiga Association of Rural Burkinabé Women become an innovator in shea butter and soap production. Demand for quality shea butter is up because it is an essential ingredient in the global cosmetics market. The group now coordinates large purchases of shea nuts and uses better technical skills to collect and process the butter. More than 260 group members are earning higher incomes thanks to better organization and improved business practices.

The USADF Difference: USADF grants empower women to take charge their own lives and take greater leadership roles in the local economy. Some USADF grantees have gone on to export their products regionally or overseas and have developed as entrepreneurial role models for other women in their community and beyond. Further, USADF economic development grants encourage women to engage in dialogue and decision making related to issues that affect their daily lives.

Weaving for Peace and Profit: Gahaya Links Limited, Rwanda



A cooperative member sews fabric bags, part of Gahaya Links' business expansion plan

Gahaya Links Limited, a for-profit Rwandan company, proves that economic empowerment can change rural Rwandan women's lives. Two USADF grants with Gahaya Links transitioned the company from a small time purveyor of woven baskets to a large scale exporter of internationally renowned artisanal jewelry and home décor products. This growth has helped thousands of women who are members of participating cooperatives achieve financial independence throughout Rwanda.

A dynamic and entrepreneurial set of sisters, Joy and Janet Nkubana, founded Gahaya Links to work with rural women after the 1994 Rwanda Genocide. Today, Gahaya Links is a thriving global export business that relies on over 4,000 members from 52 independent savings cooperatives across Rwanda.

USADF helped Gahaya Links move beyond what co-founder Janet Nkubana describes as a “handbag accounting” system and has taught the company's owners and members about accounting and other business management practices. The co-founders believe that the skills gained in their USADF grants have made them much more competitive in the global market place.

“USADF said, ‘What can we do for you?’ ” Ms. Nkubana recalls. “No one had ever asked us this before. We knew an organized accounting system and business disciplines could take us to the next level.”

USADF's grants also pushed Gahaya Links to measure impact, evaluate pricing, and diversify their products. In addition to traditional baskets, Gahaya Links now designs, produces and sells jewelry and handbags. "USADF is really how we became connected to the rest of the world," said Ms. Nkubana. Major customers now include several major U.S. based retailers.

The USADF Difference: These days 80 percent of cooperative members use cellphones for communication, use bank accounts and ATMs for better cash management. For many women this has provided a new level of independence and control over their personal finances often resulting in better health and education options for their children. According to Ms. Nkubana, the company-wide organizational infrastructure improvements have increased product quality and reduced operational costs. This means greater profits for the women who do the work. Gahaya Links takes pride in providing job skills and employment opportunities to thousands of women, "one basket at a time".

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

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

Table 1

Country Coordinator Offices - Monitor and review USADF Partner and Grantee activities.

Africa Field Office (AFO) -The coordination role 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.

Research Grants - Direct development assistance to African community groups, organizations, cooperatives, associations and enterprises conducting research related to participatory development issues and topics.

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.

HQ Program Support - Headquarters monitoring and support assistance for project grants and Partner Organization development.

Field Program Support - Interim assistance for project development and Grantee assistance when USADF does not have a Partner Organization in a given country.

Evaluation - Cooperative Agreements with Evaluation NGOs to assess program outcomes.

Current FY appropriations - Funding that has been signed into law by the U. S. 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, plus funds carried forward from the past year, and recovered funds.

Table 3

Annual Collections – Donated funds to be collected from donor countries in current year

Recoveries and Funds carried forward - Unused and covered forward from prior year donations

Total SP Funds Available - 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 partner cooperative agreement grants in the current fiscal year.

Table 4

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

Operating expenses as % of total federal and non-federal funds - The proportion of current fiscal 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

USADF has more than 420 active economic development grants in Africa. Country profile information and a listing of recent project grants can be viewed on the following pages. Additional information about USADF grants in Africa can also be at USADF’s website www.usadf.gov. The Country Program pages also provide access to project budgets, goals and objectives, photographs, and links to project locations via Google Maps.

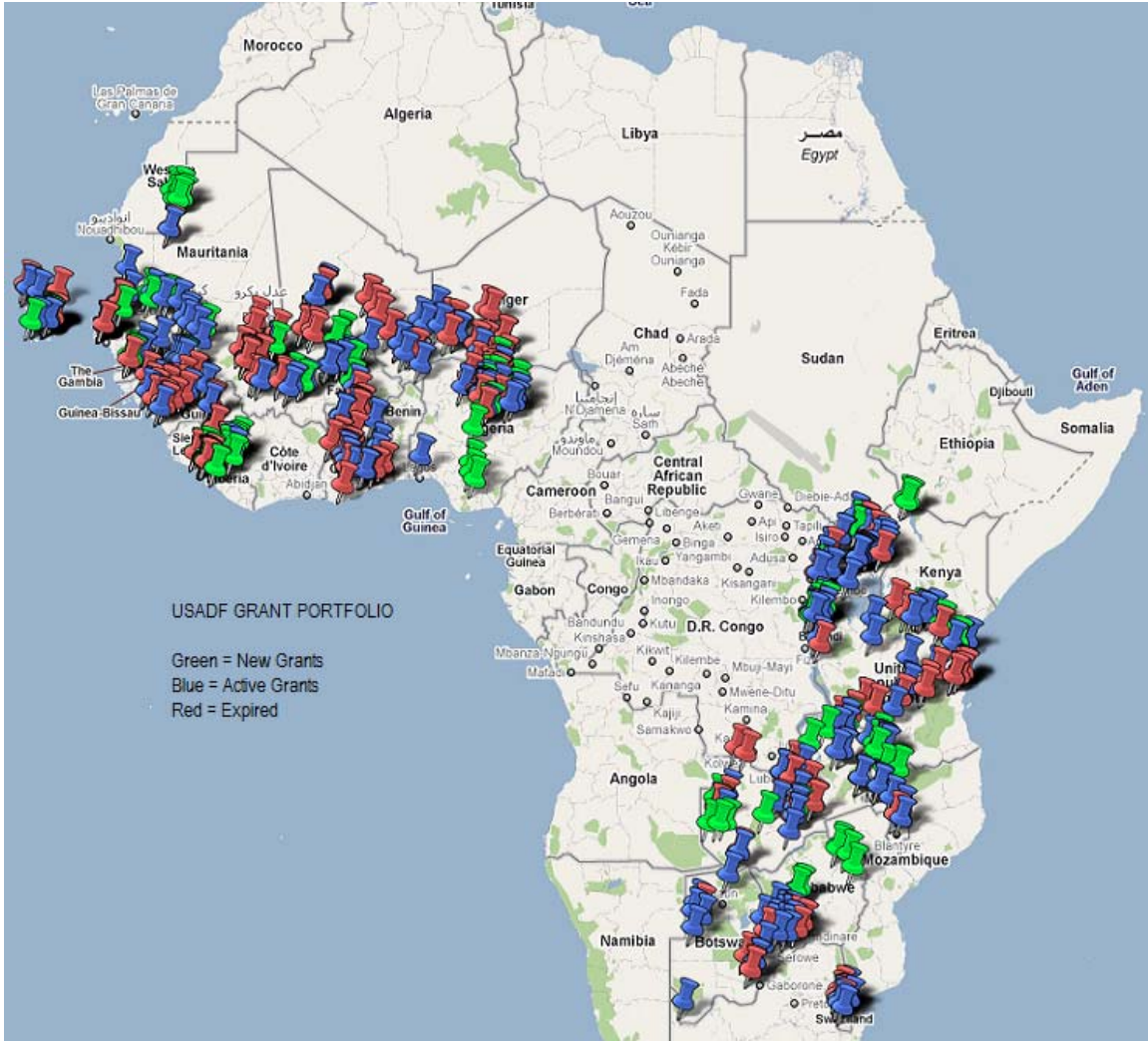


Figure 6 - USADF Project Information is available on Google Maps and Google Earth

BENIN



U.S. African Development Foundation
Carre 116, Zone Residentiell, Rue PNUD
Cotonou, Benin

Partner: **Action pour la Promotion des Initiatives Communautaires (APIC)**
Quartier Kpébié, villa “Chabi Kao”
B.P 1174
Parakou, Benin

Overview: Country program established in 1986. Focus is on agricultural sector, providing support to food producers and processors in the local and export markets. USADF currently manages a portfolio of 26 projects. Total commitment is of \$ 3.5 million.



Grantee	Duration	Value	Summary
Association pour la Promotion et l'Appui au Développement de Micro Entreprises (PADME) 1814-BEN	2008-2013	\$249,591	Microfinance: 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. By the end of the project, PADME expects to provide services to over 8,600 very poor women in four localities in the Plateau and Collines regions.
ADJIDO Economic Interest Group 1877-BEN	2008-2013	\$153,927	Livestock (Rabbits): 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, infrastructure, and to scale up its provision of rabbit breeding extension services to local youth.
La Perle d'Atacora 1998-BEN	2009-2012	\$219,017	Services (Ecotourism): La Perle d'Atacora is an association of tourism service providers in a village known for its unique traditional “Tata Somba” architecture. The USADF grant will finance the construction of an ecotourism lodge in a Tata Somba building, and the provision of technical assistance and training in hospitality and tourism service management to the association so they can meet the demand for tourist lodging and increase the village's tourism revenues.
L'Union Communale des Producteurs d'Ouidah (UCP Ouidah) 1999-BEN	2009-2012	\$99,520	Agriculture (Vegetables): UCP Ouidah is a union of 226 smallholder vegetable farmers that promotes profitable horticulture farming. With USADF funds, the union will pilot a loan program with a local bank to acquire irrigation equipment, and to complete a technical and business training program designed to improve the professionalism of vegetable production and marketing.
Association Locale de Gestion du Marché à Bétail Auto-Géré de Gogounou (ALGMB) 2020-BEN	2009-2012	\$178,145	Livestock (Cattle Market): ALGMB is a registered cooperative group formed in 1998 to manage one of the largest livestock markets in Benin. This association of livestock herders will use the USADF investment to upgrade the facilities of their cattle market, construct a guest house at the market and acquire technical assistance and training in business and hospitality service management, and provide secure sales intermediation services to buyers and sellers.
Union Communale des Organisations Professionnelles des Eleveurs de Ruminants d'Abomey (UCOPER Abomey) 2019-BEN	2009-2012	\$186,010	Livestock (Cattle Market): UCOPER Abomey is a cooperative association of low-income village livestock herding groups that manage the Abomey livestock market. The association will use the USADF grant to upgrade the market facilities, increasing revenue generated by attracting greater numbers of livestock traders to the market, and provide training to women to improve hygiene and marketing of milk and milk products.

Grantee	Duration	Value	Summary
Union Communale des Organisations Professionnelles des Eleveurs de Ruminants de Bassila (UCOPER Bassila) 2027-BEN	2009-2012	\$188,803	Livestock (Cattle Market): UCOPER Bassila is a cooperative association of village livestock herding groups in Bassila Commune. UCOPER Bassila will use the USADF grant to equip its livestock market with the basic facilities needed to attract traders from outside the commune, foster additional growth of the livestock market, and increase its members' incomes.
Union Communale des Producteurs de Zogbodomey (UCP Zogbodomey) 2059-BEN	2009-2012	\$168,609	Agriculture (Corn and Soybeans): UCP Zogbodomey's purpose is to promote agricultural production through provision of production inputs, marketing services and technical assistance. With USADF funds, this union will establish a warrantage credit facility in partnership with a local bank. The warrantage facility helps UCP Zogbodomey members store their products to take advantage of the market opportunity to get higher prices later in the season.
Groupement Villageois d'éleveurs de Lapin Houénoussou 2193-BEN	2010-2013	\$104,250	Livestock (Rabbits): Houénoussou was established to improve members' incomes by promoting rabbit production. USADF funds will improve their production facilities with the construction of sheds, a well, a warehouse, a small slaughterhouse, and provide training in rabbit production, veterinary care, and small business management. This will allow Houénoussou to be more responsive to members' needs, improve services, and position it for further growth.
Groupement Maraîcher PAHA-PATI de Kaki-Koka 2056-BEN	2009-2012	\$60,783	Agriculture (Vegetables): PAHA-PATI promotes profitable market gardening for its members. The group will use USADF funds to upgrade its irrigation system and acquire business training needed to expand production to meet the market demand.
Association Communale des Producteurs de Pomme de Terre de Pehunco (ACPPT) 2142-BEN	2010-2012	\$80,734	Agriculture (Potatoes): ACPPT develops the potato production sector in the commune of Pehunco. USADF funds will provide training in accounting, internal controls, monitoring and evaluation, irrigation management, potato production and storage. This will allow ACPPT to be more responsive to members' needs, improve services, and position it for further growth.
Groupement de Femmes Transformatrices de Produits Agricoles de Kybéfanni (GFTPAK) 2143-BEN	2010-2012	\$63,521	Food Processing (Peanuts): GFTPAK is composed of 21 women who engage in small-scale peanut processing. USADF funds will increase GFTPAK's production of peanuts for oil extraction, increase its production capacity through mechanization of the operations of shelling and pressing, establish a working capital fund to purchase a larger quantity of raw material, and build the capacity of its members in financial management, literacy, and cooperative association management.
Association Union Fait la Force des Personnes Handicapées de Bohicon 2221-BEN	2010-2012	\$91,144	Agriculture (Vegetables): This association advances the interests of persons with physical disabilities in Bohicon. USADF funds will build a well and an irrigation system to irrigate a new vegetable garden, construct an office on the new site, and provide training in vegetable production, water management, fertilization and advocacy. This will allow members with disabilities to combat poverty by engaging in revenue generating activities.
Groupement Féminin Kpondéhou de Zakpota 2222-BEN	2010-2012	\$72,989	Storage (Maize and Peanuts): Kpondéhou provides savings and credit services, and coordinates group production of palm and peanut oil. USADF funds will enable them to purchase and store reserves of peanuts at harvest time and provide improved processing facilities and equipment. This will enable the group to improve their productivity and the overall quality of their products.

Grantee	Duration	Value	Summary
Union Communale des Producteurs d'Agbangnizoun 2215-BEN	2010-2015	\$179,241	Agriculture (Maize): UCP Agbangnizoun advances the interests of agricultural producers in Agbangnizoun Commune. USADF funds will develop a network of model farmers using improved cultural techniques, facilitate members' access to lower cost production inputs, and guarantee loans that will help members reduce their production costs and enable them to hold their produce until prices improve after the harvest season.
Association pour le Developpement Economique Social Culturel et l'Autopromotion (ADESCA) 2263-BEN	2010-2013	\$237,650	Agriculture (Vegetables): ADESCA provides extension and training services to women's groups in Kalalé Commune. USADF funds will install solar-powered drip irrigation systems on the groups' vegetable plots, purchase high-yielding seeds and fertilizer, and provide technical assistance in vegetable cultivation. This will substantially increase the groups' vegetable production capacity, improve family nutrition, and generate higher incomes for the members' households.
Association Régionale des femmes Agricultrices de l'Atlantique-Littoral (ARFA- AL) 2300-BEN	2010-2013	\$196,367	Food Processing (Fish and Cassava): ARFA promotes the interests of women who produce, process and market fish and agricultural products in the Atlantique-Littoral department of Benin. USADF funds will construct and equip facilities for the production and storage of smoked fish and cassava flour, purchase a boat for the collection of fish for smoking and transport of passengers and cargo, and establish working capital funds for the purchase of cassava, fish, and other production inputs.
Breadbasket of Benin (Grenier du Benin) 2308-BEN	2010-2012	\$68,531	Agriculture (Corn and Soy beans): The cooperative organizes group sales of corn and soybeans and works to facilitate provision of credit and technical assistance in Bouca village. USADF funds will construct a drying facility; purchase packaging and storage equipment; and establish a credit facility in partnership with a local bank that will allow members store their production to take advantage of the market opportunity to get higher prices later in the season.
Conseil Régional des Maraîchers du Mono et du Couffo (CRM-MC) 2336-BEN	2011-2014	\$194,000	Agriculture (Vegetables): CRM-MC works to advance the interests of vegetable farmers in Mono-Couffo by providing services including group purchases of farming inputs and technical support in association management. USADF funds will be used to install irrigation systems on four demonstration plots, provide a working capital fund for fertilizers and other inputs and acquire technical assistance in vegetable farming best practices. This will enable members to improve their incomes through improved yields from their vegetable production activities.
Tikonna 2349-BEN	2011-2014	\$119,610	Food Processing (Fonio): Tikonna Women's Association promotes women's literacy, income generating opportunities, and participation in decision-making structures in Boukoubé Commune. USADF funds will construct and equip a fonio processing, storage, and sales facility as well as provide training in accounting, marketing, fonio processing, packaging, and storage and facilitate access to production credit. This will increase members' incomes and generate greater revenues for the association.
Cercle de Recherche et d'Appui pour un Développement Durable (CRADD) 2181-BEN	2010-2012	\$88,112	Food Processing (Locust Beans): CRADD supports local groups by providing training in processing and marketing of local agricultural products. USADF funds will provide labor-saving processing equipment, fuel-efficient stoves, working capital and a warehouse. These inputs will allow five women's groups to increase the profitability of their <i>aftin</i> production activities by reducing the costs of raw material, fuel and labor.
Union Communale des Organisations Professionnelles des Éleveurs de Ruminants (UCOPER Nikki) 2436-BEN	2011-2013	\$246,346	Livestock (Cattle Market): UCOPER Nikki will use the USADF grant to equip its livestock market with the basic facilities needed to attract traders from outside the commune, foster additional growth of the livestock market, and increase members' incomes.

Grantee	Duration	Value	Summary
Groupement Aïdote des Personnes Handicapées de Cove 2390-BEN	2011-2013	\$75,700	Livestock (Rabbits): Aïdote advances the interests of persons with physical disabilities in the Cove Commune of the Zou Department. USADF funds will improve members' production facilities with the construction of production sheds, a well, and a warehouse. It will increase Aïdote members' incomes by producing quality rabbits to be marketed at more profitable prices. This will support the diversification of agriculture, the promotion of the small animal breeding, and other actions to fight against household food insecurity.
Groupement des Transformatrices d'Anacarde de Soubroukou (GTAS) 2464-BEN	2011-2013	\$78,450	Food Processing (Cashew Nuts): GTAS is located in the village of Soubroukou of the Donga Department. GTAS engages in processing and marketing of cashew nuts. USADF funds will purchase processing equipment, the construction of a sheltered production site and a storage facility, training in accounting, adult literacy, cashew processing, packaging, and storage. This will enable GTAS members to increase the volume of cashews sold and the profit earned by the group.
Unions de Riziculteurs du Centre (UNIRIZ-C) 2520-BEN	2011-2014	\$179,326	Agriculture (Rice): UNIRIZ-C coordinates the production and processing activities of rice farmers in the Zou/ Collines region. USADF funds will equip a rice paddy processing plant, construct a warehouse, provide working capital to purchase raw materials, and train and equip women who parboil rice for processing and sale. This will improve the women's production capacity and quality of the rice that they process, thereby increasing both the incomes of the women processors and the rice producers.
Mialebouni Association 2586-BEN	2012/2013	\$155,446	Agriculture (Cassava, Maize, Beans): Mialébouni Association was founded in 1995 to improve the socioeconomic status of rural women of Adja Couffo. USADF funds will enable Mialébouni to work with four women's groups to improve and expand their cassava processing and storage capabilities. Another women's group will set up a warrantage program that will enable its members to store their maize and beans until prices rise, while using the stored crops as collateral for loans to address their immediate cash needs.

BOTSWANA



U.S. African Development Foundation
 Partner: **Action for Economic Empowerment Trust (AEEET)**
 PO Box 3039
 Plot 131 Independence Avenue
 Kohinoor Office Park Unit 6
 Gaborone, Botswana

Overview: Current portfolio comprises 6 investment projects, including one cooperative agreement. Total commitment is \$1.17 million. The average investment is \$195,000.



Grantee	Duration	Value	Summary
Sankuyo Tshwaragano Management Trust (STMT) 1782-BOT	2007-2012	\$246,838	Services (Eco-tourism): STMT manages the Santawani Eco-tourism Lodge, one of the oldest camps in Botswana. After receiving an EDI, STMT has been selected for an EEI grant to help secure a joint venture partner, Lodges of Botswana. USADF funds will support the trust in reconstructing and expanding the lodge facilities; this investment will be complimented by training and management assistance provided by Lodges of Botswana.
Mmadinare Multipurpose Cooperative Society (MMCS) 1839-BOT	2008-2013	\$249,986	Livestock (Dairy Products): Located in the town of Selebi-Phikwe, Mmadinare Multipurpose Cooperative Society, Limited (MMCSL) is a unique dairy processing facility which not only purchases milk from its farmer members, but also has its own herd and dairy ranch which provides a steady supply of milk. As a follow-up to the successful completion of an EDI grant, this EEI grant will enable the Cooperative to enhance and fully utilize existing productive assets and meet the expanding market demand.
Kgagodi Development Association (KDA) 1850-BOT	2008-2013	\$92,603	PDM Program - Agriculture (Vegetable Farming): KDA was formed with the objective to involve Kgagodi village community members in the discussion of issues affecting their well being and to mobilize the community in mapping the way forward. Members will undertake income generation farming that will not only create income but also improve community access to fresh vegetables.
Chobe Enclave Conservation Trust 1940-BOT	2009-2014	\$242,129	Services (Eco-tourism): After completing an EDI grant for organizational development and planning, Chobe Enclave Conservation Trust (CECT) was awarded an EEI grant to establish the upmarket Ngoma Lodge through a joint venture arrangement. Through the joint venture, the community will benefit from direct job creation, as jobs will go directly to community members from a range of projects related to the lodge, including airport transport, freelance guides, and village tours.
Kgagodi Remmogo Basadi Association (KRBA) 1978-BOT	2009-2014	\$99,369	PDM Program - Manufacturing (Honey) KRBA is a women's group in eastern Botswana, where drought, unemployment, and illiteracy cause severe marginalization of the population. KRBA intends to commence beekeeping operations in order to tap into growing demand for honey. The project improves KRBA's management capacity by equipping an office and providing training and financial management, funding community-wide workshops, and providing materials and training in beekeeping operations.

Grantee	Duration	Value	Summary
<p align="center">Botswelelo Centre (trading as Thamaga Pottery) 2035-BOT</p>	<p align="center">2009-2014</p>	<p align="center">\$237,447</p>	<p>Manufacturing (Handmade Pottery): Thamaga Pottery is known for producing high-quality ceramic tableware that is dishwasher and microwave-safe. However, Thamaga Pottery does not currently have the capacity to meet market demand. This expansion grant will help Thamaga Pottery increase its production capacity to meet market demand in Botswana and the regional export market.</p>

BURKINA FASO



U.S. African Development Foundation
 USADF Burkina Faso Field Office
 Rue 13-41 Baor-Ganga, Porte 356, Zone du Bois
 01 BP 370
 Ouagadougou, Burkina Faso

Partner: **ICDE**
 01 BP 370 Ouagadougou 01, Zone du Bois
 Rue 13-41 Baor-Ganga, Porte 356
 Ouagadougou, Burkina Faso

Overview: Current country program was established in **2008**. Focus is on agricultural production and processing with the poorest of the poor. USADF currently manages a portfolio of **28 projects**. Total commitment is **\$3.17 million**.



Grantee	Duration	Value	Summary
Federation of Onion Producers in the Tenado District 1976-BUF	2009-2012	\$97,689	Services (Marketing): This Federation works with four unions of 5,430 onion farmers and helps members gain better profits from their activities through training and technical assistance in quality control, improved yields, marketing strategies, and mobilization of shared resources. USADF funds are being used to build financial, administrative, organizational capacity, and also construct a warehouse for storage of agricultural inputs.
Tenado Onion Producers Union 1980-BUF	2009-2012	\$94,048	Food Production (Onions): The Tenado Onion Producers Union, composed of 1,430 farmers, is one of the four member unions of the Federation of Onion Producers in the Tenado District. The Union contributes to the economic and social development of rural people. USADF funding is used to build financial, administrative, and organizational capacity, to set up a shop for agricultural inputs, and build the technical skills to enable members to produce better quality onions and have access to larger markets.
Batondo Onion Producers Union 1981-BUF	2009-2012	\$94,048	Food Production (Onions): The Batondo Onion Producers Union, composed of 1,000 farmers, is one of the four member unions of the Federation of Onion Producers in the Tenado District. The Union contributes to the economic and social development of rural people. USADF funding is used to build financial, administrative, and organizational capacity, to set up a shop for agricultural inputs, and build the technical skills to enable members to produce better quality onions and have access to larger markets.
Bavila Onion Producers Union 1982-BUF	2009-2012	\$94,048	Food Production (Onions): The Bavila Onion Producers Union, composed of 1,200 farmers, is one of the four member unions of the Federation of Onion Producers in the Tenado District. The Union contributes to the economic and social development of rural people. USADF funding is used to build financial, administrative, and organizational capacity, to set up a shop for agricultural inputs, and build the technical skills to enable members to produce better quality onions and have access to larger markets.
Koukouldi Onion Producers Union 1985-BUF	2009-2012	\$94,048	Food Production (Onions): The Koukouldi Onion Producers Union, composed of 1,800 farmers, is one of the four member unions of the Federation of Onion Producers in the Tenado District. The Union contributes to the economic and social development of rural people. USADF funding is used to build financial, administrative, and organizational capacity, to set up a shop for agricultural inputs, and build the technical skills to enable members to produce better quality onions and have access to larger markets.
Wili Ka Taama 1986-BUF	2009-2012	\$93,516	Agro-Processing (Local Products): The Wili Ka Taama women's association with 27 members seeks to offer employment and financial stability to impoverished residents of Orodara. USADF assistance is used to build financial, administrative, and organizational capacity, and improve production quality of Attiéké, Gari, Soumbala, and Kabakourou and build marketing capacities to reach urban markets.

Grantee	Duration	Value	Summary
Ragussi Association Shea Butter Processing and Export 2005-BUF	2009-2014	\$246,749	Agro-Processing (Shea Butter): The Ragussi Association employs 1,259 members for organic production of shea butter, which is certified for export and meets the demands of important overseas partners, such as l'Occitane. USADF funds will be used to update worn out equipment and enhance the production line for organic shea nut processing. It will build managerial and individual members' capacity to expand and meet demands of large-scale orders.
ECLA Cashew Nut Processing and Export 2023-BUF	2009-2012	\$230,494	Food Processing (Cashew Nuts): ECLA employs 182 processors from the rural community of Toussiana in cashew nut processing. USADF funds will provide equipment, training and assistance in technical and management skills, and allow ECLA to expand to meet market demands. Funding will also help create several micro businesses for rural women.
Association for the Promotion of Agriculture, Animal Husbandry, and Water Supply (APAEH) 2065-BUF	2009-2014	\$248,294	Food Production (Organic Sesame): APAEH represents 4,116 sesame farmers and pastoralists in the Sebba township. USADF funds will be used to help sesame producers organize levels of the production process (harvest, post-harvest, collection, and distribution), construct a centralized storage space, provide high quality seeds, and packaging materials, engage trainers to provide technical assistance, and implement marketing strategies to secure a wider client base.
Titao Association for the Promotion of Potato Production in Burkina Faso (APMB) 2130-BUF	2010-2012	\$97,788	Food Production (Potatoes): APMB is an organization of 48 member unions representing 2,305 farmers (1,414 women, 59%) devoted to improving livelihoods of poor farmers, while contributing to the economic and social development of the Titao district. USADF funds will improve administrative, financial, and organization capacity, increase water availability, and procure quality seeds and agricultural inputs. The reinforced capacity will allow for farmers to acquire training to improve technical skills in potato production, conservation techniques, and marketing strategies.
Titao Federation of Agricultural Professionals of Lorum Province (FEPPAL) 2132-BUF	2010-2012	\$89,611	Food Production (Potatoes): FEPPAL oversees 19 member unions of fruit, vegetable and cereal producers, comprised of 308 farmers (125 women, 41%) in the Titao District. USADF funds will build administrative and financial capacity to better assist its members with the production and marketing of potatoes through improved water infrastructure, better technical training modules. Grant funds will also facilitate the supply of quality inputs to the unions, and developing and implementing policies and operational rules for the organization.
Wemoukiga Association for Shea Butter Processing 2156-BUF	2010-2012	\$90,567	Agro-Processing (Shea Butter): Wemoukiga is comprised of 30 women members who collaborate with 235 women in four village groups. The Association works to improve livelihoods and contribute to the socio-economic development of women producing shea butter in the Nahouri Province. USADF funding will provide for capacity building in organizational, administrative and financial management, coordinating large purchases of raw materials, improving technical skills to meet high international quality standards, and help Wemoukiga raise public awareness for the environmental protection of the shea tree.
Wend La Manegda Association 2157-BUF	2010-2012	\$88,452	Agro-Processing (Shea Butter): The Wend La Manegda Association works with 13 women's groups in the Kadiogo, Oubritenga, and Kourwégo Provinces (total 955 women) to improve the livelihoods of women producing shea butter. ADF funds will help Wend La Manegda focus efforts to build capacity in organizational, administrative and financial management, coordinate large purchases of raw materials, improve technical skills to meet high international quality standards, and create marketing strategies to expand access to markets.
Union of Rice Processors of the Banzon Department (UDTER) 2183-BUF	2010-2012	\$84,468	Food Processing (Rice): UDTER is a group of 364 women representing 14 member groups working to improve the livelihoods and contribute to the socio-economic development of women rice producers and processors in the KénéDougou Province. USADF funds will develop sustainable strategies for community life and management tools and methods to increase the effectiveness of UDTER. The Union seeks to increase productivity, expand market opportunities, build administrative and financial capacity, and create a stronger group structure.

Grantee	Duration	Value	Summary
Union of Parboiled Rice Processors of Bama (UGER) 2190-BUF	2010-2012	\$83,893	Food Processing (Rice): UGER is comprised of 474 women members from eight member groups working to improve the livelihoods and contribute to the socio-economic development of women rice processors in the Houet Province. USADF funds will build administrative, financial, and organization capacity, as well as technical skills and marketing of final rice products. UGER will strengthen group dynamics and help define its future vision to establish a genuine sustainable development policy and conquer a larger competitive advantage in the market for its members.
Rural Service of Agricultural Products Procurement and Marketing (SERACOM) 2212-BUF	2010-2012	\$70,620	Services (Marketing): SERACOM is an association of 90 small farmers' groups and 1,734 producers (888 women, 51%) working to contribute to the improvement of livelihoods in the Soum province. USADF funding will help SERACOM build administrative and financial capacity to improve management and the organization of producers at departmental and provincial levels in order to facilitate the collection and marketing of sesame and diversify the customer base, increasing sales in organic sesame markets especially in export markets.
Tin Ba Association for the Well Being and Development of Rural Communities 2262-BUF	2010-2012	\$84,989	Food Production (Sesame): Tin Ba is an association of 1,896 sesame producers in the Eastern Region. The Association has grown considerably since its founding in 1999. The demand for sesame has increased interest and membership to the point where the organizational structure of the organization is no longer appropriate for the needs of its members. USADF funds will strengthen managerial and technical capacity, improve infrastructure and production management systems, purchase inputs to distribute to its members, and better ensure its prospects for sustainability.
Departmental Union of Vegetable Producers' Groups in Korsimoro (UDPGM) 2303-BUF	2010-2012	\$84,641	Food Production (Onions): UDGPM is a union of 43 associations representing 1,879 producers established to help organize member activities and improve marketing strategies. Producers grow onions during the dry season using a dam, which supplies water to 355 hectares. USADF funding will provide working capital and training, help expand market opportunities, build administrative and financial capacity, and create a stronger organizational structure for the group.
Agricultural Seeds Producers Groups of Koro (Lanaya) 2334-BUF	2011-2013	\$77,218	Seed Production (Sesame): Lanaya is an agricultural association of certified seed producers. The environment allows for a wide range of crops. Lanaya and three partner associations, representing 76 producers, will create a union to share resources. USADF funds will strengthen administrative and financial management capacities, procure equipment, provide working capital and develop long term strategies to help the union and its members.
Agro-Pastoral Cooperative Society of Fara (SOCAF) 2383-BUF	2011-2014	\$219,141	Food Production (Bananas): SOCAF is an association 66 banana farmers (36 women). SOCAF production has been constrained by poor equipment, black leaf streak disease, nematodes, and a lack of market access due to the condition of the road. USADF funds will increase production from 911 tons to 1280 tons with improvements to the road at critical points and access to inputs and technical monitoring to support producers.
Seed Producers' Cooperative of Loromi (COPROSEL) 2431-BUF	2011-2014	\$208,595	Food Production (Millet, Sorghum, Cowpeas): COPROSEL is a cooperative of 405 seed producers, established to increase the availability of quality certified seed adapted to the Sahel and improve incomes for members. The USADF grant will provide a tractor, a storage unit, a working capital fund, and training in improved production techniques. COPROSEL will sell to major buyers and local producers. The increased volume and affordability of certified seed will help farmers across Burkina Faso access quality seeds, improve yields for millet, sorghum, and cowpea production, and also promote food security in the region.
Walde Seno Women's Group of Dori 2434-BUF	2011-2013	\$89,224	Agro-Pastoral (Soap, Small Animal Husbandry): Walde Seno is forming a union of 919 women to share resources and expand traditional soap production and animal husbandry activities. USADF funding will help build organizational, administrative, and financial management capacities, improve technical skills to meet higher quality standards, and create marketing strategies to expand access for women in the Sahel to larger markets.

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BURUNDI



U.S. African Development Foundation (USADF)
 PO Box 7210, CCOAIB Building, 3rd Floor
 Remera 1, Plot 2280, Umuganda Bld,
 Kigali, Rwanda

Partner: **Kilimanjaro International Burundi (KIB)**
 3679 Bubanza Avenue
 Rohero I, P.O. Box 780
 Bujumbura, Burundi

Overview: Country program reestablished in 2008. Focus is on Small Enterprise Development, Microcredit, and Capacity Building in local organizations in a post-conflict environment. USADF currently manages a portfolio of **17 projects**, plus a Partner Cooperative agreement. Total commitment is **\$2.4 million**.



Grantee	Duration	Value	Summary
FRUITO, LLC 1842-BUR	2008-2013	\$249,600	Agro-Processing (Fruit Juice Production): FRUITO is the largest fruit juice producer in Burundi and buys large volumes of passion fruit and pineapples from local farmers. Project funds are enabling FRUITO to purchase cold line and packaging equipment, provide tools to farmers, improve worker facilities and acquire technical assistance for management improvement.
Caisse Coopérative d'Epargne et de Crédit Mutuel (CECM) 1871-BUR	2008-2013	\$238,300	Microfinance: CECM, one of the few recognized microfinance operations in Burundi, provides affordable savings and credit services to thousands of Burundians. CECM is expanding out of the capital city into Bubanza province. Project funds will supplement their existing loan fund, provide technical training, equipment and construction of the new branch office.
Solidarité Burundaise pour Sécourir les Vulnérables en Afrique (SOBUSEVA) 1921-BUR	2009-2012	\$188,000	Agro-Processing (Rice and Flour): SOBUSEVA is a national community-based service association that works with vulnerable populations, particularly returning refugees and internally displaced persons. Nearly 4,000 marginalized people benefit from the group's activities. Project funds are enabling SOBUSEVA to install milling and hulling machines in five communities, acquire training, and pay for administrative costs.
Oeuvre Humanitaire pour la Protection et le Développement de l'Enfant en Difficulté (OPDE) 1969-BUR	2009-2012	\$99,700	Social Enterprise (Services): OPDE seeks to assist children in vulnerable circumstances, defend their rights and prevent them from becoming 'street children' through various counseling, medical and educational programs. Project funds will improve OPDE's financial and management structures and develop a strategic plan to better provide services to vulnerable populations. In particular, this project will provide new economic opportunities for 74 widows in the areas of dress making, catering and rice milling, thereby directly support their 126 children.
Intergroupement Ishaka de Buhiga (Ishaka) 2085-BUR	2009-2011	\$70,000	Agricultural Production (Potatoes, Rice, Maize): Ishaka is a nonprofit based in Karusi Province that provides access to technical support to 12 farmer associations and serves as a better channel through which members can access quality seeds, improved farming techniques and a better market for their products. Project funds will be used to purchase a hulling machine and a solar power system, build a storage shed, strengthen its financial and administrative management and develop a strategic plan that will make Ishaka a more viable, independent and sustainable institution.
Cooperative Komezibikorwa 2192-BUR	2010-2012	\$78,000	Agricultural Production (Rice): Komezibikorwa is a cooperative based in the Ngozi Province in northern Burundi with 653 members. The cooperative produces rice on 42 hectares of farmland. Project funds are used to provide a storage facility and office equipped with a water catchment system, a rice huller and scales, agricultural inputs, training in business skills, leadership and cooperative operations, and to develop an administrative and financial procedures manual and a business plan.

Grantee	Duration	Value	Summary
Association Kerebuka 2141-BUR	2010-2012	\$82,000	Agricultural Production (Pineapples): Kerebuka is a 65-member community organization operating in the Rugari Zone of Muyinga Province, Northern Burundi, that uses pineapple production to assist members and their families create financially autonomous households. Project funds will provide infrastructure improvements including the installation of a juicing and pasteurizing system and training to cover agricultural techniques, food production safety, business skills, and cooperative operations. This will enable Kerebuka to increase pineapple production and begin the development of value-added juicing operations, create jobs and increase the incomes of farmers.
Association des Femmes pour la Paix et le Développement de Kinama (ABANIKI) 2145-BUR	2010-2012	\$80,000	Agricultural Production (Rice and Vegetables): ABANIKI is composed of 82 women who are widows, rape victims from the war, victims of domestic violence, the elderly and teen mothers. Currently, the women grow rice and vegetables on the outskirts of Bujumbura and also operate a community center housing a tailoring unit producing school uniforms. The grant will provided funds to purchase or rent farm land and access farming inputs, rebuild and renovate the office facility, and provide training in association leadership and program management.
Agro and Biotechnologies SURL (Agrobiotec) 2264-BUR	2010-2013	\$210,700	Agricultural Production (Banana Tissue Culture): Agrobiotec is a privately owned laboratory that produces and supplies quality in-vitro plants, primarily bananas. Project funds will provide nurseries and nursery equipment for banana plant production, training in banana plant cultivation and expand Agrobiotec's laboratory capacity to mass produce high-yielding and disease-free banana plantlets for rural farmers in Burundi. Particularly, thirteen farmer associations located in the Kayanza and Ngozi provinces will learn technical skills to manage secondary nurseries and sell plantlets to the surrounding community.
Gwizumwimbu ASBL 2211-BUR	2010-2012	\$86,400	Agricultural Production (Potatoes, Peas, Maize): Gwizumwimbu is a 209-member farmer cooperative operating in Northern Burundi. Many of the members are war widows and orphan-headed households. Project funds will improve Gwizumwimbu's agricultural production, group cohesion and management, and capacity to market their produce. This will enable them to work together to achieve food security, improve nutrition and increase income from sales of food products.
ABAVUDUKANAKIVI 2244-BUR	2010-2012	\$62,000	Agricultural Production (Potatoes and Milk): ABAVUDUKANAKIVI is a 33-member farmer association located in the Mwaro Province. Project funds will provide a storage facility and office equipped with a water catchment system; a cow shed with an initial stock of five Friesian cows and one Friesian bull; basic equipment for collecting, cooling and storing milk; access to quality seed potatoes; and training in business skills, leadership and cooperative operations, agricultural techniques, food safety, and animal husbandry. This will enable the group to contribute to the reduction of food insecurity in the region.
Tuwurime Association 2406-BUR	2011-2013	\$84,000	Agricultural Production (Rice): Tuwurime is an association of farmers who produce rice on newly rehabilitated marshland. The project will provide agricultural extension services, training and working capital needed to acquire improved seeds and inputs for the association's members. These investments will improve yields and overall rice output of the association, reinforcing members' incomes and local food security.

Grantee	Duration	Value	Summary
Association Umuryango 2341-BUR	2011-2014	\$ 106,600	Agricultural Production (Rice): Umuryango organizes and trains members in the management of income generating activities, particularly rice production. Project funds will provide additional land for cultivation, a huller for increased income generation, and technical training to increase the overall capacity of the group. By the end of the project, Umuryango Association will register as a cooperative comprising all current staff and members.
Association Dutezimbere Igiterwa c’Inanasi (ADI) 2363-BUR	2011-2012	\$96,000	Agro Processing (Pineapple): ADI aims to improve the lives of its members through expanded market opportunities and incomes generated through the sales of pineapple products such as juice and jam. Project funds will be used to provide working capital, equipment and training to develop the Association’s capacity to manage this project as a small enterprise.
Rimumuceri Federation 2404-BUR	2011-2013	\$85,000	Agricultural Production (Rice): Rimumuceri is a federation of rice producers located in an area heavily affected by the war. The grant will provide working capital, facilities and training needed for the Association members to market its rice independently of intermediary traders, thereby improving the profitability of their rice production activities.
Fruitropic S.A. 2551-BUR	2011-2015	\$230,200	Agro Processing (Fruit Juice & Jam): Fruitropic is a small fruit and jam producer that operates using manual production. This project will expand their capacity by providing modern equipment. This will ensure a buyer for the local passion fruit, pineapple, and strawberry farmers as Fruitropic is expected to increase its raw material requirements.
ASSOPRO Maramvya 2593-BUR	2012-2015	\$153,900	Agricultural Production (Rice): ASSOPRO is a rice growers’ association in Mutimbuzi commune. They have been supported by a government agency that will no longer provide services. The focus of this grant will be to build their capacity to function on their own by providing vital infrastructure including a storage facility and huller as well as technical training and working capital.



Sobuseva

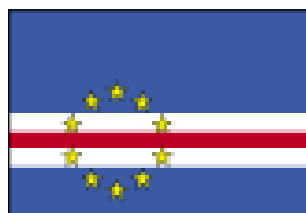


Abavudukanakivi



Abaniki

CAPE VERDE



U.S. African Development Foundation
PO Box 392,
Praia, Cape Verde

USADF Cape Verde Partner Organization
Estrategos Consultores Associados, Lda
Av. Da Liberdade e Democracia, 9
1º Esq. CP 453A Achada Sto Antonio
Praia, Cape Verde

Overview: Country program established in 1986. Focus is on water access, micro-finance, animal husbandry, and micro-enterprise development in Cape Verde. USADF currently manages a portfolio of **23 projects**. Total commitment is **\$3.8 million**.



Grantee	Duration	Value	Summary
Diallo & Macedo-Companhia de Navegação, Lda. 1677-CDE	2006-2011	\$249,931	Services (Cargo & Passenger Ferry Services): This project uses USADF funding to improve the flow of people and goods between Cape Verde's islands. D&M is repairing its ferry boats with USADF support, resulting in safer and more frequent trips for cargo and individuals in Cape Verde and in the sub-region.
Veigalves, Lda.- Construção Civil 1791-CDE	2007-2012	\$243,820	Manufacturing (Marble): This Praia-based enterprise is Cape Verde's only domestic marble processor. USADF funds technical equipment, working capital and skills training to provide a higher value product for local construction. By increasing production and lowering costs in the construction industry, Veiga Alves is creating jobs and increasing incomes across the Cape Verdean economy.
Descartaveis Producoes, Lda 1805-CDE	2007-2012	\$248,585	Manufacturing (Diapers and Toilet Paper): The high cost of imported diapers creates financial strains for poor young mothers in Cape Verde. With USADF support, Descartaveis is procuring equipment and raw materials to become Cape Verde's first domestic diaper and toilet paper producer. This project will create jobs for producers and lower costs for consumers.
Associação para o Desenvolvimento Integral de Rui Vaz (ADIRV) 1836-CDE	2008-2013	\$231,517	Agricultural Processing (Dairy): ADIRV is a community association of 170 farmers engaged in traditional goat cheese production. USADF funding helps ADIRV procure dairy processing equipment and train members in hygienic practices. ADIRV is also beginning an advertising campaign to promote traditional goat cheese to tourists and local residents. As a result, the incomes ADIRV members is expected to triple.
União das Cooperativas do Fogo (UNICOOP) 1860-CDE	2008-2013	\$249,703	Manufacturing (Animal Feed): UNICOOP is a cooperative that seeks to reduce animal feed costs for the 2,300 Fogo islanders who earn their livelihood through animal husbandry. USADF funds enable UNICOOP to improve its management skills, train members in production techniques, and install manufacturing equipment. By producing animal feed on the island, UNICOOP will improve the incomes of livestock owners across the island, thus improving the local economy and reducing poverty in rural areas.
Associação Caboverdiana de Deficientes (ACD)1992-CDE	2009-2012	\$200,838	Manufacturing (Candles): ACD has 278 active members and operates a candle production unit to make employment opportunities available to people living with disabilities. USADF assistance provides the equipment and working capital necessary to expand the candle-making business and create more jobs for physically challenged people.
Associação Para o Desenvolvimento Comunitário de Matinho (APDM) 2006-CDE	2009-2012	\$248,390	Agriculture (Water): Matinho is a rural village whose residents struggle to earn a living through agriculture and livestock production. Water is so scarce that residents have to trek miles to water their crops and animals. APDM is building a modern water supply system, which will help the entire community by improving employment opportunities in agriculture and saving time in collecting water.

Grantee	Duration	Value	Summary
Associação dos Agricultores e Moradores de Bom Pau (AMOBOM) 2009-CDE	2009-2012	\$248,722	Agriculture (Water): The 83 members of AMOBOM are focused on increasing availability and storage of water. AMOBOM is using USADF assistance to construct water storage facilities, equip boreholes to increase alternate source of waters, and train and assist residents to adopt more sustainable practices in improved farming techniques, sustainable water use, and creation of employment opportunities.
Associação dos Agricultores, Avicultores e Pecuários de Colonato de Chão Bom (Agro-Colonato) 2017-CDE	2009-2012	\$235,486	Agriculture (Water): AGROCOLONATO was created to improve living standards for the local populations, who are mostly dependent on agriculture and animal husbandry for income generation. With USADF support, AGROCOLONATO is drilling alternative water sources, promoting better water management, instituting a system of sales regulation for agricultural products, introducing better breeding practices to improve livestock, constructing rural infrastructures, and improving the organization's management structure.
Associação de Apoio as Iniciativas de Autopromoção Familiar (Fami-Picos) 2024-CDE	2009-2012	\$231,810	Services (Micro-finance): Fami-Picos is a credit union that contributes to the development of entrepreneurship and socio-economic activities in the rural poor communities for its 2,050 members. USADF funds facilitate the expansion of sustainable microfinance services to poor populations, low-income households, and underserved communities.
Associação de Apoio a Autopromoção da Mulher no Desenvolvimento (MORABI) 2042-CDE	2009-2012	\$248,901	Services (Micro-finance): MORABI, a 220 member organization, provides financial services to individual women and women's groups. The USADF project helps MORABI grow from a niche institution to a full-fledged microfinance service provider, fully compliant with new government laws, and able to offer a diverse array of products, including micro-insurance and savings.
Associação dos Agricultores para o Desenvolvimento Agrícola e Comunitária da Zona de Hortelao (AGRO-Hortelao) 2123-CDE	2010-2013	\$177,811	Agriculture (Water): Associação dos Agricultores para o Desenvolvimento Agrícola e Comunitária da Zona de Hortelao ("AGRO-Hortelao") is a non-profit community-based organization in Sao Miguel. The project improves water access by improving physical infrastructure and training the community in water management techniques, with the goal of improving local farmers' irrigation systems.
Associação Juvenil Comunitária Para O Apoio E Agricultura Pecuaria de Relvas (ACD-Relvas) 2124-CDE	2010-2012	\$98,688	Animal Husbandry: Associação Juvenil Comunitária Para o Apoio e Agricultura Pecuaria de Relvas ("ACD-Relvas") is a nonprofit located in the remote town of Relva on the island of Fogo. The USADF project will improve animal husbandry infrastructure and provide training on animal care and small business development for 80 of the poorest households, with the goals of improving nutrition and increasing incomes amongst members.
Associação Unidas da Maos Dadas para Desenvolvimento de Capela e Portal (ACD Capela and Portal) 2127-CDE	2010-2013	\$106,945	Animal Husbandry: Associação Unidas da Maos Dadas para Desenvolvimento de Capela e Portal (ACD Capela and Portal) is a nonprofit community-based organization located in the poor district of Santa Domingos on Santiago island. The USADF project will improve animal husbandry infrastructure, increase access to water, and provide training on animal care and small business development for 60 of the poorest households in the communities of Capela and Portal, with the goals of improving nutrition and increasing incomes.
Associação dos Trabalhadores para Defesa e Conservação da Biodiversidade (Flamengos) 2153-CDE	2010-2012	\$93,117	Animal Husbandry: Associação dos Trabalhadores para Defesa e Conservação da Biodiversidade ("Biodiversidade") is a community-based organization located in the underserved and poor community of Flamengos in the Santiago interior. The USADF project will improve animal husbandry infrastructure and provide training on animal care and small business development for 60 of the poorest households, with the goals of improving nutrition and increasing incomes amongst community members.

Grantee	Duration	Value	Summary
Associação das Mulheres Batucadeiras de Alto Gouveia (“Porto Mosquito”) 2158-CDE	2010-2012	\$93,343	Animal Husbandry: Associação das Mulheres Batucadeiras de Alto Gouveia (“AMBAG”) is a nonprofit community-based organization located in poor district of Santa Domingos on Santiago island. The USADF project will improve animal husbandry infrastructure and provide training on animal care and small business development for 60 of the poorest households, with the goals of improving nutrition and increasing incomes amongst community members.
Associação Comunitária para o Desenvolvimento de Campo Baixo (“ACD-Campo Baixo”) 2185-CDE	2010-2012	\$72,171	Animal Husbandry: Associação Comunitária para o Desenvolvimento de Campo Baixo (“ACD-Campo Baixo”) is a community-based organization located in the underserved and poor community of Campo Baixo on Brava island. The USADF project will improve animal husbandry infrastructure and provide training on animal care and small business development for 60 of the poorest households, with the goals of improving nutrition and increasing incomes amongst community members.
Associação Comunitária para o Desenvolvimento de Baleia (“ACD-Baleia”) 2186-CDE	2010-2012	\$72,171	Animal Husbandry: Associação Comunitária para o Desenvolvimento de Baleia (“ACD-Baleia”) is a community-based organization located in the underserved and poor community of Baleia on Brava island. The USADF project will improve animal husbandry infrastructure and provide training on animal care and small business development for 60 of the poorest households, with the goals of improving nutrition and increasing incomes amongst community members.
Associação Comunitária para o Desenvolvimento de Jovens Criadores de Janela (AJCJ) 2313-CDE	2011-2013	\$123,452	Animal Husbandry: Associação Comunitária para o Desenvolvimento de Jovens Criadores de Janela (AJCJ) is a community-based organization located in the remote town of Janela on the island of Santo Antão. The USADF project will improve animal husbandry infrastructure and provide training on animal care and small business development for 60 of the poorest households, with the goals of improving nutrition and increasing incomes amongst community members.
Associação de Desenvolvimento e Formação de Pessoas com Condições Especiais (ADEF) 2366-CDE	2011-2013	\$98,210	Services (Food Service): The Associação de Desenvolvimento e Formação de Pessoas com Condições Especiais (ADEF) is a community-based organization working to raise awareness and provide support to people with disabilities and their families on the northern islands of Cape Verde. The USADF project will provide ADEF with the supplies, technical assistance, and training it needs in order to operate a successful snack cart business, which will create employment opportunities for people with disabilities and allow ADEF to more sustainably provide social services.
Associação de Desenvolvimento Comunitário de Fonte Aleixo-Sul, Avançar Para Frente 2400-CDE	2011-2013	\$79,068	Food Processing (Bakery): The Associação de Desenvolvimento Comunitário de Fonte Aleixo-Sul, Avançar Para Frente is a community-based development organization owned by residents of Fonte Aleixo and Achada Poio on the island of Fogo. The USADF project will make operational a bakery social enterprise which will generate employment for community members, especially female heads of households and youth.
Associação Agro-Silvo-Pastoril – Promoção Desenvolvimento Cutelo Capado 2437-CDE	2011-2014	\$130,801	Agricultural Processing (Dairy): The Associação Agro-Silvo-Pastoril – Promoção Desenvolvimento Cutelo Capado is a community-based organization owned by members of the poor and remote town of Cutelo Capado on Fogo Island, Cape Verde. The Association’s current focus is on expanding production and sales from its goat cheese factory to generate income for poor and marginalized members of the community. The USADF project will provide the Association with the production capacity and technical skills needed to meet a growing demand for artisanal goat cheese in Cape Verde and to run an increasingly profitable social enterprise.
Associação dos Trabalhadores Agro-Pecuária de Monte Genebra 2473-CDE	2011-2013	\$70,035	Agricultural Processing (Dairy): The Associação dos Trabalhadores Agro-Pecuária de Monte Genebra is a community-based organization serving the rural villages of Patim, Luzia Nunes, and Monte Genebra on the island of Fogo in Cape Verde. The Association will use the USADF project to make operational and profitable a goat cheese factory, which will generate employment and income for poor and marginalized members of the community.

GHANA



U.S. African Development Foundation
 Plot No. 90 Freetown Avenue
 East Legon,
 Accra, Ghana

Overview: Current country program established in 1984. Focus is on export-oriented enterprise development and cooperatives. USADF currently manages a portfolio of **13 projects**. Total commitment is **\$3.25 million**. The average investment is **\$215,000**.



Partner: **Mensah Duah and Co. (MDC)**
 106 Newtown Road, (Near City Light)
 P.O. Box AN 19524
 Kokomlemle, Accra, Ghana

Grantee	Duration	Value	Summary
Integrated Tamale Fruit Company (ITFC) Nanton-ZENG Organic Mango Production 1648-GHA	2005-2011	\$248,950	Agriculture (Mangoes): USADF funds are being used to teach organic mango farming and export to farmers in northern Ghana in conjunction with the well-established Integrated Tamale Fruit Company.
Integrated Tamale Fruit Company (ITFC) Kumbungu Organic Mango Production 1649-GHA	2005-2011	\$248,950	Agriculture (Mangoes): USADF funds used to teach organic mango farming and export to farmers in northern Ghana in conjunction with the well established Integrated Tamale Fruit Company.
Bolgatanga Basket Weavers Cooperative Club (BBWCC) 1660-GHA	2006-2011	\$219,788	Manufacturing (Handmade Decorative Home Accessories): Part of the USADF Buyer Linkages Program, this project links a cooperative of 700 women weavers in northern Ghana with major U.S. corporations, ensuring equitable trade relationships and a market for their hand-woven baskets.
Kikam Cold Storage 1722-GHA	2006-2011	\$239,821	Services (Cold Storage): Kikam provides cold storage services for the fishing industry in the West and East Nzema districts in western Ghana. USADF funding is being used to upgrade refrigeration equipment, develop marketing activities and to improve systems management and training.
Elyssykess Ethnic Foods 1728-GHA	2006-2011	\$249,297	Food Processing (Ethnic Foods): ADF funding will allow Elyssykess to meet demand for ethnic foods in Europe and the U.S. by expanding its processing capability, improving product packaging and by enhancing distribution networks. Elyssykess takes advantage of preferential trade conditions such as AGOA.
Yehans International Limited 1743-GHA	2007-2012	\$250,000	Manufacturing (Construction): 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 for 350 artisans.
Yenok Wood Products Limited 1777-GHA	2007-2012	\$249,051	Manufacturing (Furniture): Yenok is a high end wood furniture producer for the domestic market. USADF funds will improve the client's management capacity, financial systems, production, and marketing.

Grantee	Duration	Value	Summary
Yenok Wood Products Limited 1777-GHA	2007-2012	\$249,051	Manufacturing (Furniture): Yenok is a high-end wood furniture producer for the domestic market. USADF funds will improve the client's management capacity, financial systems, production, and marketing.
Yedent Agro-Processing Ventures Limited 1795-GHA	2007-2012	\$250,000	Food Processing (Ethnic Foods): Yedent Agro Processing Ventures Limited is a privately owned cereal processing company located in Sunyani in the Brong Ahafo region. The maize processing facility does wholesales to major industries and is expanding into the retail market. USADF funding will supply working capital and improve storage.
Tekura Enterprises Limited 1792-GHA	2007-2012	\$249,854	Manufacturing (Handmade Decorative Accessories): Tekura is a high-end producer of handcrafted gifts, home accessories and decorative pieces mainly for the international market. Tekura contracts with local artisans and produces a wide variety of handcrafted products, including stools, tables, mirrors, children's furniture, and traditional items such as masks and figurines.
Organic Mango Outgrowers Association (OMOA) 1941-GHA	2009-2014	\$202,417	Agriculture (Organic Mangoes): Organic Mango Outgrower Association (OMOA) is an association based in the Northern Region of Ghana. The association is made up of 1,240 farmers growing organic/fair trade mangoes for export to the EU and maintains a partnership with a local organic mango nucleus farm, Integrated Tamale Fruits Company, Ltd (ITFC).
Ejisu Juaben Pig Farmers and Processors Association 1975-GHA	2009-2013	\$227, 096	Agriculture (Livestock): Ejisu Juaben Pig Farmers and Processors Association (PFA) is an association based in the Ashanti Region of Ghana that rears pigs, processes and markets pork, and assists its members to procure inputs at a reasonable price. Funding will be used to improve organizational, financial and management systems. Members will participate in piggery operations, management and electricity installation trainings.
Eden Tree Limited 2031-GHA	2009-2013	\$222, 926	Agro-Processing (Vegetables, Fruit & Herbs): Eden Tree LTD (Eden Tree) is a vegetable, fruit, and herb processing company based in Accra, Ghana. Eden Tree would like to take advantage of increased market demand from the local supermarkets and hotels however outdated and obsolete technology, lack of working capital, and inadequate skills prevent the company from capitalizing on the market demand. Funds will be used to establish a revolving loan fund, train farmers in best agronomic practices, and purchase processing equipment.

GUINEA



U.S. African Development Foundation

Partner: **Centre d'Appui au Développement**
 Immeuble CAD sur la Transversale T3
 Quartier Petit Symbaya, Commune de Ratoma
 B.P. 1264
 Conakry, Guinea

Overview: Current country program established in **1986**. Focus is on social enterprises that provide primary services (water, education, health care), and agricultural enterprises that improve food security. USADF currently manages **5 projects**. Total portfolio commitment of **\$800,000**. USADF has entered into a strategic partnership with bauxite mining company Global Alumina Corporation to fund community development initiatives in areas affected by mining operations.



Grantee	Duration	Value	Summary
Keba Poultry Farm 1784-GUI	2007-2012	\$232,032	Agriculture (Eggs): The USADF investment will expand the farm's egg production capacity through construction of new poultry houses and equipment rehabilitation.
Guinée Confection 1790-GUI	2007-2013	\$147,643	Manufacturing (Uniforms): This investment will finance renovation and equipment improvements to increase production capacity and allow the company to meet more complicated requests such as logo embroidery.
Diallo and Sons 1802-GUI	2007-2012	\$194,806	Food Processing (Bakery): The USADF investment will allow Diallo and Sons company to build and equip a new bakery to provide fortified bread in Global Alumina's new concession area.
Auto Ecole AMSY 1831-GUI	2008-2012	\$98,992	Services (Driving Instruction): 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.
Union Boora Male 1878-GUI	2008-2013	\$131,679	Agriculture (Rice): 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.

KENYA



U.S. African Development Foundation
Timothy Nzioka, Regional Representative and
 Senior Advisor to the USADF President

Partner: **CEZAM**
 Bumpy Lane, Mama Mzungu Street off
 Nawoitorong Road
 P O Box 508 – 30500
 Lodwar, Kenya

Overview: Current country program initiated in 2011. Focus is on food security and agriculture initiatives in remote Turkana county. USADF currently manages a portfolio of **18 projects**, plus one Partner Cooperative Agreement. Total commitment for FY '12 is **\$1.5 million**. The average investment is **\$118,000**.



Grantee	Duration	Value	Summary
Lokori Micro Enterprise Development Scheme (LOMEDS) 2337-KEN	2011-2012	\$92,255	Microcredit: LOMEDS is a Community Based Organization (CBO) that seeks to increase access to credit for its 188 members living in Turkana. This project will help the group grow its microcredit enterprise and strengthen its institutional, management and operational capacity. USADF funding will be used to develop an operational plan, purchase credit management software, hire qualified staff, and increase the size of the LOMEDS loan fund.
KARMA - Naoyatiira Irrigation Scheme 2342-KEN	2011	\$53,892	Planning grant (Irrigation): Kaputir Resource Management Association (KARMA) is a CBO that works to reduce poverty through sustainable agriculture. The focus of this projects is to help KARMA rehabilitate existing irrigation infrastructure at Naoyatiira that was damaged in recent flooding while improving agricultural practices of project participants. USADF will fund a consultant to assess the scheme and devise plans for its rehabilitation while recommending ways to improve the selection, cultivation, and marketing of crops.
KARMA - Naoyaregae Irrigation Scheme 2343-KEN	2011	\$73,488	Planning grant (Irrigation): Kaputir Resource Management Association (KARMA) is a CBO that works to reduce poverty through sustainable agriculture. The focus of this projects is to help KARMA rehabilitate existing irrigation infrastructure at Naoyaregae that was damaged in recent flooding while improving local agricultural practices. USADF will fund a consultant to assess the scheme and devise plans for its rehabilitation while recommending ways to improve the selection, cultivation, and marketing of crops at the site.
APAD - Napak Irrigation Scheme 2362-KEN	2011-2012	\$67,420	Planning grant (Irrigation): Agency for Pastoralist Development (APAD) is a CBO that focuses on improving the lives of pastoralists. The focus of this project is to help APAD rehabilitate existing irrigation infrastructure at Napak that was damaged in recent flooding while improving agricultural practices of project participants. USADF will fund a consultant to assess the scheme and devise plans for its rehabilitation while recommending ways to improve the selection, cultivation, and marketing of crops at the site.
APAD - Napeikar Irrigation Scheme 2364-KEN	2011-2012	\$41,116	Planning grant (Irrigation): Agency for Pastoralist Development (APAD) is a CBO that focuses on improving the lives of pastoralists. The focus of this project is to help APAD rehabilitate existing irrigation infrastructure at Napeikar that was damaged in recent flooding while improving agricultural practices of project participants. USADF will fund a consultant to assess the scheme and devise plans for its rehabilitation while recommending ways to improve the selection, cultivation, and marketing of crops at the site.

Grantee	Duration	Value	Summary
Turkana Pastoralist Development Organization 2398-KEN	2011-2014	\$237,333	Cooperative Agreement (Livestock): Through this cooperative agreement, the Turkana Pastoralist Development Organization (TUPADO) will provide grants to four smaller, lower capacity livestock marketing associations to build their capacity to manage business activities. Grant funds will be used to help groups improve marketing infrastructure, and acquire training and technical assistance to improve business management, financial management, and animal husbandry skills.
Turkana Pastoralist Development Organization 2391-KEN	2011-2014	\$206,030	Cooperative Agreement (Livestock): USADF is providing additional funding to TUPADO to provide technical support and monitoring to the four Livestock Marketing Associations (LMA) receiving grants from the organization.
District Livestock Marketing Council 2405-KEN	2011-2014	\$235,904	Food Marketing (Livestock): DMLC is a CBO that seeks to increase the incomes of its more than 700 members through the implementation of sustainable development projects. This grant will build the capacity of two LMAs in Lodwar and Lokichar to produce and market livestock. Grant funds will be used to improve marketing infrastructure, provide for a revolving loan fund, and conduct training activities for group members in marketing and management.
Lokwaliwa Youth Group 2435-KEN	2011-2012	\$53,282	Planning grant (Irrigation): Lokwaliwa is a 200 member CBO that maintains an irrigation scheme on the River Turkwel. The focus of this projects is to help the group rehabilitate existing irrigation infrastructure that was damaged in recent flooding while improving agricultural practices of project participants. USADF will fund a consultant to assess the scheme and devise plans for its rehabilitation while recommending ways to improve the selection, cultivation, and marketing of crops at the site.
Lokubae Water Users Association 2439-KEN	2011-2012	\$96,651	Planning grant (Irrigation): Lokubae is an association made up of approximately 3,000 smallholder farmers, primarily women. The focus of this projects is to help the group rehabilitate existing irrigation infrastructure that was damaged in recent flooding while improving agricultural practices of project participants. USADF will fund a consultant to assess the scheme and devise plans for its rehabilitation while recommending ways to improve the selection, cultivation, and marketing of crops at the site.
Morulem Water Users Association 2440-KEN	2011-2012	\$96,450	Planning grant (Irrigation): Morulem is an association made up of approximately 3,000 smallholder farmers, primarily women. The focus of this projects is to help the group rehabilitate existing irrigation infrastructure that was damaged in recent flooding while improving agricultural practices of project participants. USADF will fund a consultant to assess the scheme and devise plans for its rehabilitation while recommending ways to improve the selection, cultivation, and marketing of crops at the site.
KARMA - Kapelbok Irrigation Scheme 2447-KEN	2011-2012	\$75,369	Planning grant (Irrigation): Kaputir Resource Management Association (KARMA) is a CBO that works to reduce poverty through sustainable agriculture. The focus of this projects is to help KARMA rehabilitate existing irrigation infrastructure at Kapelbok that was damaged in recent flooding while improving agricultural practices of project participants. USADF will fund a consultant to assess the scheme and devise plans for its rehabilitation while recommending ways to improve the selection, cultivation, and marketing of crops at the site.
Alemun Pastoralists Empowerment Initiative 2476-KEN	2011-2013	\$86,227	Food production (Poultry and Gardening): APEI is a 100 member CBO that focuses on increasing the incomes of its members through sustainable livelihoods projects. The USADF grant will build the capacity of the group to support members engaged in poultry production and vegetable gardening. Grant funds will be used to develop detailed business plans to improve two irrigation schemes and a poultry operation while building the management capacity of the group itself.

Grantee	Duration	Value	Summary
Napucho 2480-KEN	2011-2014	\$104,158	Food production (Poultry): Napucho is a CBO that fights poverty among its fifty members by undertaking livelihood projects. The USADF project will focus on building the capacity of the group to manage an expansion of its poultry operation while helping the group to scale up production. Funding will be used to construct improved production facilities, purchase equipment, and undertake training and capacity building activities in the areas of financial management, governance, and environmental awareness.
Impressa Beach Management Unit 2554-KEN	2011-2014	\$172,737	Food production (Fish): Impressa is a beach management unit (BMU) that organizes fish markets, works to improve sanitation practices along the beachfront, and provides boats and fishing gear for its 230 members. The USADF grant will focus on building the capacity of Impressa to manage an expansion of its fishing enterprise while providing funds to help the group increase production and revenue. Grant funding will be used to purchase office equipment, improved fishing boats and gear, and professionalize the group's financial management practices.
Eliye Springs Beach Management Unit 2558-KEN	2011-2014	\$165,567	Food production (Fish): Eliye Springs is a beach management unit (BMU) that organizes fish markets, works to improve sanitation practices along the beachfront, and provides boats and fishing gear for 150 members. The USADF grant will focus on building the capacity of Eliye Springs to manage an expansion of its fishing enterprise while providing funds to help the group increase production and revenue. Grant funding will be used to purchase office equipment, improved fishing boats and gear, and professionalize the group's financial management practices.
Longech Beach Management Unit 2559-KEN	2011-2014	\$173,760	Food production (Fish): Longech is a beach management unit (BMU) that organizes fish markets, works to improve sanitation practices along the beachfront, and provides boats and fishing gear for 218 members. The USADF grant will focus on building the capacity of Longech to manage an expansion of its fishing enterprise while providing funds to help the group increase production and revenue. Grant funding will be used to purchase office equipment, improved fishing boats and gear, and professionalize the group's financial management practices.
Lokichoggio Peace Organization (LOPEO) 2589-KEN	2012-2013	\$98,311	Microcredit: LOPEO provides small-enterprise development training and microfinance services to former cattle rustlers, allowing them to engage in alternative, more peaceful lifestyles. The USADF grant will enable LOPEO to expand its credit facility and strengthen its capacity in managing human resources and credit activities. Grant funding will be used to purchase office equipment, pay for technical assistance, and serve as capital for a revolving loan fund.



Women celebrate USADF

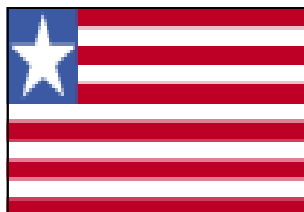


Turkana Food Security Program Launch



Local Turkana men celebrate launch

LIBERIA



U.S. African Development Foundation
21st Street & Russell Ave, Sinkor
Monrovia, Liberia

Partner: **Development Education Network-Liberia (DEN-L)**
Dementa Road, Gbarnga City,
Bong County, Liberia

Overview: Country program established in 1984. Responding to a presidential request, USADF returned in 2006 to rehabilitate and expand Liberian businesses and community organizations, particularly agricultural cooperatives. Focus is on agricultural initiatives among marginalized populations in Liberia. USADF currently manages a portfolio of 28 projects. Total commitment is \$3.5 million.



Grantee	Duration	Value	Summary
LIBRA Sanitation 1773-LIB	2007-2012	\$233,630	Services (Sanitation): LIBRA Sanitation is a waste management company established by two Liberians that provides service in Monrovia. USADF funding allows LIBRA to expand its operations in Monrovia as well as to other parts of the country with investments in additional trucks and sewerage equipment.
Ro-Zi's Catering 1769-LIB	2007-2012	\$248,955	Services (Catering): Ro-Zi's Catering is a Liberian-owned food service and catering company based in Monrovia. The USADF investment provides working capital as well as management and market development training to enable Ro-Zi's to add a new restaurant with meeting facilities and expand into long-term catering contracts.
Panta Farmers Multi-Purpose Cooperative Society 1840-LIB	2008-2011	\$163,936	Agriculture (Palm Oil): The 172 member cooperative in Bong county is using USADF funding to finance rehabilitation of its members' 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 1843-LIB	2008-2012	\$183,200	Agriculture (Palm Oil): The 305 member cooperative in Bong county will use the USADF grant to acquire oil processing equipment and transport vehicles, recruit professional management staff, and establish a revolving credit fund for production inputs.
Intofawor Farmers Multipurpose Cooperative Society 1954-LIB	2009-2012	\$243,736	Agriculture (Rice): This 300 member farmers' cooperative in Foya District, Lofa County will use the USADF grant to rehabilitate 192 acres of swampland rice paddies, acquire a transport truck, and establish a working capital fund to purchase and market members' rice.
Liberia Entrepreneurial and Asset Development, Inc. (LEAD) 2073-LIB	2009-2012	\$246,229	Services (Microfinance): LEAD is using the USADF grant to strengthen its loan management systems, expand its lending capital and establish rural branch offices in four additional counties to extend microfinance services to hundreds of borrowers outside its base in the Monrovia area.
Gbalin Women Multipurpose Development Cooperative Society, Ltd (GBMDCS) 2152-LIB	2010-2012	\$50,400	Agriculture (Vegetables): GBMDCS consists of 22 low-income women in lower Margibi County who produce vegetables for sale in Monrovia markets. Project funds are used to provide training in accounting, irrigation management, vegetable production and post harvest treatment which will allow GBMDCS to improve their horticultural practices; diversify and expand their production; and market at more profitable prices.

Grantee	Duration	Value	Summary
Gbalin Women Multipurpose Development Cooperative Society, Ltd (GBMDCS) 2152-LIB	2010-2011	\$54,700	Agro-processing and Marketing (Cassava): GMCS consists of 75 low income farmers in Bomi County who produce cassava for sale in markets in Monrovia. Project funds are used to construct a hand pump; procure cassava processing equipment; and obtain training in financial management, marketing and cassava processing. This will allow GMCS to expand its production, processing activities, marketing outlets, and improve support services to its members.
Standard Metal Workshop/Garage (SMWG) 2188-LIB	2010-2012	\$54,925	Services (Metalwork): SMWG located in Ganta, Nimba County, provides metal-working services and products as well as apprenticeships to youth in technical training programs. USADF funds enable SMWG to obtain an electric generator and basic power tools and equipment, strengthen its technical and managerial capabilities, expand its work force, and obtain working capital to expand its activities and improve their members' standards of living.
Agriculture Relief Services, Inc. (ARS) 2207-LIB	2010-2013	\$218,922	Agriculture (Vegetables): ARS provides technical assistance in agricultural production and cooperative organization to over 350 farmers in rural communities in Liberia. USADF funds enable ARS to assist farmers in Lower Tappita, Nimba County, to organize as a registered group with effective, structured leadership, identify markets for their produce, and provide collection, processing, storage, and transport facilities to reach the markets identified.
Mamadee Konneh United Blacksmith Shop (MKUBS) 2210-LIB	2010-2012	\$64,200	Services (Metalwork): MKUBS provides blacksmith training to local youth in Gbarnga, Bong County. USADF funds enable MKUBS to construct a larger workshop and procure welding equipment and a stock of raw materials for increased production of farming tools and simple farming machinery. USADF assistance will enable MKUBS to be a reliable supplier of metal tools and equipment for agricultural production and value-added processing by Bong County farmers.
Kokoyah Multipurpose Cooperative Society (KMCDS)2220-LIB	2010-2012	\$57,900	Agriculture (Rice): KMCDS is a 403 member community-based organization in Kokoyah District, Bong County with the purpose of improving members' standard of living by promoting lowland rice cultivation and providing production inputs, milling, and marketing services to its members. USADF funds increase KMCDS management and governance capabilities and members' incomes from value-added activities, such as processing rice from area farms and transporting it to central markets.
Dokodan Farmers Cooperative Society (DFCS) 2223-LIB	2010-2012	\$58,400	Agriculture (Rice): DFCS is a 97 member cooperative in Gbedin, Nimba County created to promote the production and marketing of members' produce from the Gbedin Wetland area that was developed for lowland rice production. USADF funds increase DFCS' management and governance capabilities and members' incomes from value-added activities, processing rice from area farms and transporting it to central markets.
SAMJAC Agro-Industry 2232-LIB	2010-2012	\$82,700	Agriculture (Peanuts, Cassava and Peppers): SAMJAC works with 20 low income farmers in Margibi County providing agricultural production assistance and training to improve food security and create job opportunities. USADF funds enable SAMJAC to assist farmer groups to create a marketing cooperative; promote improved farming methods; facilitate the introduction of improved crop varieties, post-harvest techniques, processing, and packaging; and facilitate the creation of a forum to develop equitable terms of exchange between farmers and buyers.
Virtuous Women Multipurpose Cooperative (VWMC) 2246-LIB	2010-2012	\$48,800	Services (Sewing): VWMC is a 106 member cooperative created to continue school uniform and tailoring activities initiated by female tailors from various garment factory sites on Bushrod Island, Montserrado County. USADF funds are used to provide business development, governance, financial management, machine maintenance training and technical assistance; cover the cost of leasing the group's production site for one year; and provide operating capital to enable the group to expand its production and procure specialized production machines.

Grantee	Duration	Value	Summary
Committee for Peace and Development Advocacy(COPDA) 2224-LIB	2010-2012	\$82,700	Agriculture (Cassava): COPDA was established to alleviate poverty in rural communities in Liberia by providing technical assistance in human rights, peace, and economic development. USADF funds allow COPDA to assist two existing farmers' associations, create two additional associations (80 farmers) and establish effective, structured leadership and formally register the organizations. This project will provide processing equipment and training to add value to cassava grown in the four communities, as well as help local farmers identify markets for their produce.
Farmers Associated to Conserve the Environment (FACE) 2259-LIB	2010-2012	\$57,450	Agriculture (Cassava): FACE works with local communities to promote local food production through sustainable agricultural practices and conserve the biodiversity resources of Liberia. USADF funds enable 166 women from the Tewor District in Cape Mount County to increase their production and reduce the labor requirements for production of cassava products, especially <i>farina</i> and <i>gari</i> , by constructing three cassava mills.
Monrovia Emergency Relief Program, Inc. (MERP) 2260-LIB	2010-2012	\$55,500	Agriculture (Cassava): MERP provides technical and financial support to farmers to increase their productivity and promote sustainable land use practices. USADF funds enable 60 women from Dassalamu and William Farm communities in Bomi County to increase their production and reduce the labor requirements for production of cassava products, especially <i>farina</i> and <i>gari</i> , by constructing two cassava mills. The project also promotes the reforestation of savannah land through establishment of acacia and Moringa trees for firewood and medicinal uses.
Community of Hope Agriculture Project (CHAP) 2261-LIB	2010-2012	\$54,820	Agriculture (Rice): CHAP empowers 74 local farmers to increase food production and promote lowland rice and vegetable production. CHAP provides adult literacy training for farmers, as well as health and hygiene awareness in the community. USADF funds allow CHAP to register two farmers' associations in Bomi County with whom they work to enhance farmers' horticultural production, processing, preservation, and marketing knowledge and skills, as well as establish a rice mill.
Development Education Network -Liberia (DEN-L PDM) 2329-LIB	2011	\$175,115	Fisheries (Artisanal): DEN-L provides technical assistance to facilitate group organization and empowerment among selected artisanal fishing communities in the Southeast Region of Liberia. This enables community members to identify and rank priorities for developing the sector based on physical (equipment/infrastructure) and strategic needs (capacity/skill gaps). The community groups supported will develop five year community action plans and submit proposals to USADF for funding of economic development projects in their respective communities.
Voinjama District Farmers Cooperative Society (VDFCS) 2408-LIB	2011-2013	\$136,620	Agriculture (Rice): The 326 member cooperative in Lofa County seeks to renovate its multipurpose warehouse which houses its offices, a large storage facility, and a drying facility. USADF assistance will enable VDFCS to improve their financial and organizational management capacity and renovate the warehouse facilities from which it will process and market rice and generate income from space rental.
Greenville Community Artisan Fishery Association (GCAFA) 2424-LIB	2011-2014	\$150,100	Fisheries (Artisanal): The 50 member cooperative was organized in October 2010 in Sinoe County to help artisan fishermen and fishmongers to increase their catch and income through improved fishing techniques, processing skills, and marketing opportunities. USADF assistance provides organizational and business management capacity building support as well as enable GCAFA to upgrade fishing equipment, and improve fish processing and safety practices.
Harper Community Artisan Fishery Association (HCAFA) 2442-LIB	2011-2014	\$159,600	Fisheries (Artisanal): The 45 member cooperative was organized in October 2010 in Maryland County to help artisan fishermen and fishmongers to increase their catch and income through improved fishing techniques, processing skills, and marketing opportunities. USADF assistance provides organizational and business management capacity building support as well as enable HCAFA to upgrade fishing equipment, and improve fish processing and safety practices.

Grantee	Duration	Value	Summary
Bapoplebo Community Artisan Fishery Association (BCAFA) 2459-LIB	2011-2014	\$152,565	Fisheries (Artisanal): The 35 member cooperative was organized in October 2010 in Maryland County to help artisan fishermen and fishmongers to increase their catch and income through improved fishing techniques, processing skills, and marketing opportunities. USADF assistance provides organizational and business management capacity building support as well as enable BCAFA to upgrade fishing equipment, and improve fish processing and safety practices.
Tren District Artisan Fishery Association (TDAFA) 2471-LIB	2011-2014	\$150,325	Fisheries (Artisanal): The 56 member cooperative was organized in May 2011 in Grand Kru County to help artisan fishermen and fishmongers to increase their catch and income through improved fishing techniques, processing skills, and marketing opportunities. USADF assistance provides organizational and business management capacity building support as well as enable TDAFA to upgrade fishing equipment, and improve fish processing and safety practices.
Butaw District Artisan Fishery Association (BDAFA) 2475-LIB	2011-2014	\$150,323	Fisheries (Artisanal): The 48 member cooperative was organized in October 2010 in Sinoe County to help artisan fishermen and fishmongers to increase their catch and income through improved fishing techniques, processing skills, and marketing opportunities. USADF assistance provides organizational and business management capacity building support as well as enable BDAFA to upgrade fishing equipment, and improve fish processing and safety practices.
Moonlight Metal Works and Garage (MMWG) 2486-LIB	2011-2013	\$62,955	Services (Metalwork): MMWG is a metal working workshop in Gbargna that produces simple motorized agro-machinery like cassava graters and pressers, and mills for extracting palm and kernel oil. USADF support will enable MMWG to strengthen its institutional and human resource capacity and provide a solid workshop structure to increase its capacity to produce durable agro-tools and machines.
Kpodo Farmers Development Cooperative (KFDC) 2536-LIB	2011-2013	\$57,918	Agriculture (Rice): The 79 member cooperative was established in May 1981 in Nimba County to engage in the production of swamp rice. During the war, farmers from the area were displaced, and the rice farms fell into disuse. USADF support will enable KFDC to strengthen its financial and technical management capacity and rehabilitate 80 hectares of swampland, resulting in an increase swamp rice production and sales.

MALAWI



U.S. African Development Foundation

Partner: **National Association of Business Women (NABW)**

Private Bag 56, Chichiri Trade Fair Grounds
Chipembere Highway
Blantyre, Malawi

Overview: Country program established in 2008. Focus is on export-oriented enterprise development with an emphasis on agriculture and agro-processing. USADF currently manages a portfolio of **20 projects**. Total commitment is **\$3.3 million**. The average investment is **\$163 thousand**.



Grantee	Duration	Value	Summary
Zikometso Smallholder Farmers Association 1987-MWI	2009 -2013	\$245,280	Agriculture (Chilies): A 4,600 member farmers' association based in the Mulanje District that helps small farmers grow and market chilies. USADF funds will enable the organization to construct a factory and office building, acquire processing equipment, and strengthen its financial and management capacity.
Pkoka Coffee Growers Cooperative Society Ltd 2008-MWI	2009 -2012	\$249,944	Agro-processing (Coffee): A 590 member coffee producers cooperative in Ntchenachena, Rumphi District, that grows and processes coffee beans. USADF will assist with the acquisition of coffee processing units, training of farmers, and the establishment of a loan fund to help farmers purchase agricultural inputs.
Nkhata-Bay Highlands Coffee Growers Cooperative Society Ltd. 2022-MWI	2009 -2012	\$247,882	Agro-processing (Coffee): A 336 member coffee producers cooperative in the Nkhata-Bay District that grows and does basic processing of coffee beans. USADF will assist with the acquisition of coffee processing units, the training of farmers, and the establishment of a loan fund to help farmers purchase agricultural inputs.
Misuku Coffee Growers Cooperative Society Ltd. 2029-MWI	2009 -2012	\$248,214	Agro-processing (Coffee): A 727 member coffee producers cooperative in Chitipa that grows and does basic processing of coffee beans. USADF will assist with the acquisition of coffee processing units, training of farmers, and the establishment of a loan fund to help farmers purchase agricultural inputs.
Lilongwe South Smallholder Farmers Association (LLSSFA) 2038-MWI	2009 -2012	\$247,646	Food Processing (Animal Feed): A 2,855 member farmers association in Mpenu, Lilongwe District, that purchases inputs from local farmers to process into animal feed. USADF funds will enable the organization to develop a business plan, improve production facilities, and establish a loan fund to help farmers purchase agricultural inputs.
National Association of Business Women 2058-MWI	2009 -2012	\$247,094	Microfinance: A 15,000 member association that was established to contribute towards the socio-economic empowerment of women through the provision of skills training and microfinance to women-owned enterprises.
Viphya Coffee Growers Co-operative Society Limited 2112-MWI	2010 -2013	\$226,516	Agro-processing (Coffee): A 153 member coffee producers cooperative in the Mzimba district that grows and does basic processing of coffee beans. USADF will assist with the acquisition of coffee processing units, training of farmers, and establish a loan fund to help farmers purchase agricultural inputs.
South East Mzimba Coffee Growers Cooperative Society Limited 2122-MWI	2010 -2013	\$219,869	Agro-processing (Coffee): A 168 member coffee producers cooperative in the Rumphi district that grows and processes coffee beans. USADF will assist with the acquisition of coffee processing units, training of farmers, and the establishment of a loan fund to help farmers purchase agricultural inputs.

Grantee	Duration	Value	Summary
Dwangwa Sugar Farmers Association (DSFA) 2147-MWI	2010-2012	\$93,936	Agro-processing (Sugar): A 400 member association that grows and markets sugarcane, provides extension services to farmers and market access to Illovo Sugar through the Dwangwa Cane Growers Company. The focus of this project is to help DSFA to strengthen its institutional, management and operational capacity.
Mbawemi Woman Orphanage, Human Rights and Civic Educators 2217-MWI	2010-2012	\$99,011	Agriculture (Honey): This 200 member local trust produces and markets honey and beeswax products. The focus of this project is to help the organization strengthen its institutional, management and operational capacity.
Bvumbwe Dairy Farmers Cooperative Society (Bvumbwe) 2218-MWI	2010-2012	\$95,982	Agriculture (Dairy): A registered cooperative located in Thyolo District, Malawi that provides animal feed, extension services, and marketing assistance to local dairy farmers. The focus of this project is to help Bvumbwe to strengthen their institutional, management and operational capacity.
Zakudimba Producers and Marketing Cooperative Society (ZAPCO) 2234-MWI	2010-2012	\$97,147	Agriculture (Vegetables): A registered cooperative society located in Bvumbwe, Malawi that promotes smallholder vegetable production as a means to enhance economic sustainability and food security in rural communities in Bvumbwe and Thyolo districts. The focus of this project is to help ZAPCO to strengthen their institutional, management and operational capacity.
Nkhotakota Smallholder Farmers Joint Association Limited (NKKSFA) 2231-MWI	2010-2013	\$199,906	Agriculture (Rice): A registered cooperative society located in Nkhotakota, Malawi that provides technical support to smallholder farmers for the growing and marketing of rice. USADF funds will assist NKKSFA to improve the quality and quantity of rice that is grown.
Mzuzu Coffee Union Environmental Mitigation 2331-MWI	2011-2013	\$87,938	Agriculture (Coffee): An umbrella body of five cooperative societies, located in Luwingu, Malawi, responsible for the secondary processing of Arabica coffee beans. USADF funds will support worker skills training in the proper treatment and disposal of waste water and in the processing of coffee husks into briquettes.
Chitsanzo Milk Bulking Group 2338-MWI	2011-2012	\$94,355	Agriculture (Dairy): A registered cooperative society located in Dedza, Malawi, that provides training in cattle management and also strengthens market linkages for small dairy farmers. The focus of this project is to help the organization to strengthen its institutional, management and operational capacity.
Ndatani 2368-MWI	2011-2014	\$236,194	Food Processing (Animal Feed): A company that produces and sells livestock feed and dairy mash in Lilongwe, Malawi. USADF funds will assist Ndatani to increase its storage capacity, acquire processing machinery, and procure raw materials.
Muona Rice Producers and Marketing Cooperative 2401-MWI	2011-2013	\$97,714	Agriculture (Rice): A registered cooperative society located in Muona, Nsanje District that is made up of 500 farmer members who grow three varieties of rice. The focus of this project is to help the organization to strengthen its institutional, management and operational capacity.
Magomelo Milking Bulking Group Capacity Building Project 2396-MWI	2011-2012	\$99,425	Agro-processing (Dairy): Magomelo Milking Bulking Group is a registered cooperative society in Dedza District that provides training in cattle management and strengthens market linkages for 270 smallholder dairy farmers. The focus of this project is to help the organization to strengthen its institutional, management and operational capacity.
Federation of Disability Organization in Malawi 2494-MWI	2011-2012	\$43,355	Planning grant (DPOs): FEDOMA is an umbrella organization for disabled persons organizations located in Blantyre. ADF funding will be used to conduct a needs assessment and baseline survey of the organization's members, develop a revolving loan fund manual and conduct a project development workshop to build upon the members' current capacity and potential to make a difference for themselves, their families, and communities by engaging in income generating activities.
Nandolo Food Production Group 2569-MWI	2011-2013	\$89,447	Food Processing (Animal Feed): A registered community-based enterprise in Mazale village, Blantyre district that provides extension services and marketing assistance to its members. Nandolo will help its members take advantage of an increased demand for animal feed by increasing the number of active, paying members; increasing the volume of feed that is produced; and strengthening its management and administrative core.

MALI



U.S. African Development Foundation
 Badalabougou SEMA, Rue 109 Porte 35
 Immeuble ancien Ministère de la Promotion de la Femme de
 l'Enfant et de la Famille
 Bamako, Mali

Partner: Audit Expertise Comptable and Conseil (AE2C)
 Badalabougou SEMA, Rue 109 Porte 35
 Bamako, Mali

Overview: Current country program established in **1984**. Focus is on enterprise development, as well as agricultural production and processing to improve food security. USADF currently manages a portfolio of **12 projects**. Total commitment is **\$2.5 million**.



Grantee	Duration	Value	Summary
Multichem SARL Mango Processing 1674-MLI	2006-2012	\$236,034	Food Processing (Mango): Multichem SARL is a small mango exporting enterprise in Bamako that targets the European market. The purpose of USADF financing is to create processing jobs and provide mango producers with market linkages, while strengthening Multichem's management capacity and providing the company with its own processing facility to increase exports.
Adiara Couture 1768-MLI	2007-2012	\$249,550	Manufacturing (Clothing): Adiara Couture is a clothing manufacturing company in Bamako. The project provides funding to acquire new lace-making and embroidery equipment and improve its management skills. This project increases market coverage, creates new manufacturing jobs, and supplies production inputs to other small clothing producers in the country.
Sounoumba SARL 1772-MLI	2007-2012	\$163,845	Manufacturing (Pallets): SOUNOUMBA produces wooden pallets used to transport fruits and vegetables. The USADF grant provides funding to acquire industrial ovens that enable SOUNOUMBA to produce export-quality pallets that meet EEC requirements for local exporters. This will increase the company's revenue and its capacity for job creation in the Bamako area.
Société de Fabrication de Coton Hydrophile, S.A. (SOFACOH) 1787-MLI	2007-2012	\$248,441	Manufacturing (Cotton): SOFACOH produces and markets absorbent cotton for export. SOFACOH is improving its infrastructure, procuring equipment, and training employees in the Bamako area with USADF funding. SOFACOH adds value to Malian produced cotton, creating a new market for farmers in the cotton supply chain.
Cooperative for the Producers of Ginger and Peanuts in Koulilalibougou (CPGAK) 2034-MLI	2009-2014	\$235,990	Food Processing (Mango): CPGAK, a 38 member cooperative located in the mango-rich region of Sikasso, produces, dries and markets mangoes, ginger and other commodities. USADF provided funding to expand its dyeing facility, purchase raw materials, and provide technical and managerial training. This will enable CPGAK to strengthen its organizational, administrative, and financial capacity. This grant will increase the volume of mangoes it processes and markets, resulting in increased incomes for both employees and farmers.
The Cooperative Group of Dangha Wheat Producers 2032-MLI	2009-2014	\$215,384	Agriculture (Wheat, Rice): Dangha's 174 cooperative members work to ensure food security for the local population in the Timbuktu area of northern Mali through the production of irrigated wheat and rice. The project provides funds to procure irrigation and rice processing equipment, establish a revolving fund, and provide technical and managerial training to members that will enable the cooperative to increase production, improve crop yields, improve incomes, and food security in the community.
N'Domo Cultural Center 2064-MLI	2009-2012	\$200,628	Small Enterprise (Artisan): The N'Domo Cultural Center is a business located in Segou composed of 20 artists who use traditional "Bogolan" cloth dyeing techniques. This center promotes traditional Malian culture, trains young artists in traditional crafts, and raises awareness on Malian art in the international community. USADF assistance enables N'Domo's artisans to improve their production processes, accounting and marketing practices, and secure a reliable supply chain.

Grantee	Duration	Value	Summary
Center for Microfinance Support and Local Development (CAMIDE) 2067-MLI	2009-2014	\$229,933	Services (Micro-finance): CAMIDE is a microfinance association in Kayes that oversees 57 village credit unions offering over 11,000 loans to more than 8,000 borrowers in the Kayes Region. USADF funding enables CAMIDE to extend microfinance products to a wider population, especially to poor women in the city of Kayes and surrounding villages.
Bankass Milk Marketing Cooperative Society 2340-MLI	2011-2014	\$133,757	Agriculture (Dairy): Bankass Cooperative is an organization of 65 women in the Mopti Region who produce and sell pasteurized milk, cheese, yoghurt, and other dairy products. The women are using USADF funds to expand their operation through the construction of a new processing center, procurement of processing and distribution equipment, and provision of additional working capital and training.
Tchiri Agricultural Cooperative (TAC) 2423-MLI	2011-2014	\$210,430	Agriculture (Rice, Wheat): TAC promotes economic opportunities for 260 rice and wheat farmers in the village of Bourem Sidi Amar in the Diré district of Timbuktu. USADF funding enables TAC to procure irrigation pumps, production inputs, processing equipment, and technical and managerial training to increase the area of land under rice, wheat, and anise production. The grant will also improve crop yields and marketing practices.
Milala Multifunctional Agricultural Cooperative (MMAC) 2465-MLI	2011-2013	\$86,517	Agriculture (Rice, Wheat): MMAC promotes economic opportunities for 340 members in the village of Milala, located in Bourem Inaly Commune in the Timbuktu Region. USADF support enables MMAC to address its lack of management capacity and financial controls and create conditions for increased rice and wheat production through technical and management training, production inputs, and improved processing equipment.
Regional Network of Horticulturalists of Kayes (RHK) 2488-MLI	2011-2014	\$212,502	Agriculture (Marketing): RHK provides extension services, marketing assistance, input sourcing, and administrative support to its 89 member associations in the Kayes Region. USADF assistance enables RHK to establish a marketing center for the local distribution of bananas produced by members and the storage of onions and shallots purchased from members for sale when prices rise.



Regional Network of Horticulture Producers



N'Domo Cultural Space



Dangha Cooperative of Wheat and Rice Producers

MAURITANIA



U.S. African Development Foundation
 USADF Mauritania Field Office
 BMCI/AFARCO building, 6th floor
 Avenue Gamal Abder Nassar
 P.O Box 1980,
 Nouakchott, Mauritania

Overview: Current country program established in 2008. Focus is working with agricultural groups and women's collectives. USADF currently manages a portfolio of **21 investment projects**. Total commitment is **\$3 million**



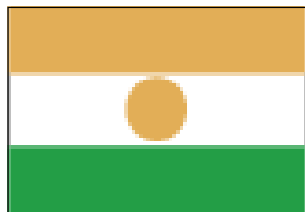
USADF Partner OKT-Consult
 BMCI/AFARCO building, 5th floor
 Avenue Gamal Abder Nassar
 Nouakchott, Mauritania

Grantee	Duration	Value	Summary
Boghé Herders Milk Production and Sale 1823-MAU	2008 -2013	\$250,000	Cooperative (Milk Products): Boghé Herders Milk Production and Sale is comprised of 700 herders (400 women) who produce cow milk for processing. The milk is sold to the largest dairy factory in Mauritania. USADF funds will purchase feed for milking cows, encourage animal fattening activities, procure veterinary care, and provide technical assistance to the APLVT to build financial and management capacity.
Rosso Herders Milk Production and Sale 1824-MAU	2008 -2013	\$250,000	Cooperative (Milk Products): Rosso Herders Milk Production and Sale is a group of 447 herders (106 women) who produce cow milk for processing. The milk is sold to the largest milk factory in Mauritania, to fill an increasing demand for processed milk products. USADF assistance will purchase animal feed, procure veterinary care, and provide for technical assistance to build the Association's financial and management capacity.
Cooperative of Women Weavers in the Guidimakha Region (CFTG) 2060-MAU	2009-2012	\$96,315	Cooperative (Artisan): CFTG helps 30 women carpet weavers procure supplies, improve their skills, and market their carpets. USADF funds will improve their accounting skills, managerial capacity, and technical knowledge. The project empowers women to employ traditional skills to earn incomes.
Union of Women's Cooperatives in the Guidimakha Region (UCFG) 2061-MAU	2009-2012	\$97,242	Services (Market Gardening): UCFG is an umbrella organization of 76 cooperatives, representing 5,000 women. It provides extension services, marketing assistance, input sourcing, and administrative support. USADF funds will improve the organizational, administrative, financial, and marketing capabilities of the Union and its member organizations, strengthen the Union's ability to organize training sessions, negotiate prices, and provide services to its members.
El Vowz El Kébir Women Carpet Weavers 2136-MAU	2010-2012	\$90,533	Cooperative (Artisan): El Vowz El Kébir is a women's weaving and sewing cooperative with 21 members with the objective to empower its members in Zouerate, where the mining city offers little opportunity for women. ADF funds will be used to renovate the women's workshop, purchase production equipment, and build financial and administrative capacity.
Tewvigh Women Carpet Weavers 2137-MAU	2010-2012	\$84,895	Cooperative (Artisan): Tewvigh promotes the marketing and production of carpet weaving, sewing, and other income generating activities for the benefit of its 15 women members in Zouerate to improve the standard of living for its members. USADF funds will provide training and technical assistance to improve production methods and build financial and administrative capacities to allow the women a better opportunity to earn incomes and provide for their families.
Pindi Pinal Women's Agricultural Cooperative 2139-MAU	2010-2012	\$97,915	Cooperative (Agriculture): Pindi Pinal is a women's gardening cooperative of 134 women members with the objective to promote organic vegetables produced by its members to contribute to income sources and create nutritional resources to improve the health of local populations. USADF funds will be used to build capacity in financial and administrative management, provide business training, improve technical knowledge, and develop resources to help members meet market demands.

Grantee	Duration	Value	Summary
Tessamouh Women's Wool Processing Cooperative 2150-MAU	2010-2012	\$93,125	Cooperative (Artisan): Tessa Mouh is a women's artisan cooperative representing 52 women with the objective to contribute to the improvement of members' living conditions and livelihoods by enhancing their capacity in organization, management, production techniques, and marketing. USADF funding will strengthen production and organizational capacities for members through implementation of training programs focusing on financial management, work distribution and organization, improved procurement and acquisition methods, marketing, and manufacturing techniques for wool yarn.
Action for Disabled People of Tiris Zemour (APHTZ) 2171-MAU	2010-2012	\$97,120	Cooperative (Artisan): APHTZ is a handicap association representing 500 disabled individuals that work to defend disabled people's interests, spread awareness regarding disabilities, integrate disabled persons into working life through education and research activities to generate income and provide opportunities in Zouerate. USADF funds will strengthen financial and management capacities, enabling them to improve members' income from production activities to maintain their dignity and take full advantage of market opportunities.
Boinguel Thillé Agropastoral Cooperative 2194-MAU	2010-2013	\$247,635	Services (Drinking Water): Boinguel Thillé is a cooperative with 252 members, organized to support recently returned refugees in the Brakna region of Mauritania. USADF funds will create more available water resources, which in turn will enable the cooperative to provide more support and improve living conditions for the refugees.
Agropastorale Cooperative of Houdallaye 2196-MAU	2010-2013	\$244,210	Services (Drinking Water): Houdallaye is a cooperative with 450 members, organized to support recently returned refugees in the Brakna region of Mauritania. USADF funds will create more available water resources, which in turn will enable the cooperative to provide more support and improve living conditions for the refugees.
El Wifagh Cooperative for Agriculture and Animal Husbandry 2197-MAU	2010-2013	\$249,781	Services (Drinking Water): El Wifagh is a cooperative with 78 members that works with the Mauritanian mining organization, Société Nationale des Industries Minières de la Mauritanie (SNIM), to support pensioners and widows to improve livelihoods in the remote areas outside of Zouerate. The dam currently used by the Cooperative does not provide enough water to the community. USADF funds will be used to drill boreholes, construct a water tower, and install an irrigation system to improve its production system and living conditions.
Community Development Association (ADC) of Oudeycharack 2213-MAU	2010-2013	\$226,762	Services (Drinking Water): ADC is an association composed of seven villages that share use of a common basin with a dam in disrepair in the Gorgol Region of Mauritania. With USADF funds, the 226 members will create more available water resources by repairing the dam system, as well as build organizational, financial, and production capacities and improve technical capabilities for agricultural production.
Women's Cooperative of N'Doukougne 2369-MAU	2011-2013	\$97,147	Cooperative (Market Gardening): Ndoukougne is a gardening cooperative of 289 women members that aims to create income generating activities and promote nutrition among local populations. USADF funds will be used to build capacity in financial and administrative management, provide business training, improve technical knowledge, and develop resources to help members produce fruit and vegetables.
Gounasse Noforé Bamtare Agricultural Cooperative 2430-MAU	2011-2013	\$93,367	Cooperative (Market Gardening): Gounasse Noforé Bamtare is a gardening cooperative of 38 members who were repatriated to Mauritania after the events of 1989. USADF funding will be used to build capacity in financial and administrative management, improve technical skills, and develop water resources to help members meet market demands and improve income.
Saada Agricultural Cooperative 2441-MAU	2011-2013	\$95,644	Cooperative (Market Gardening): Saada is a women's gardening cooperative of 141 members promoting vegetables production and animal husbandry activities to create income and resources for its members. USADF funds will be used to build capacity in financial and administrative management, provide business training, improve technical knowledge, and develop resources to help members meet market demands.
Ganki Toro Women's Agricultural Cooperative 2472-MAU	2011-2013	\$95,163	Cooperative (Market Gardening): Ganki Toro is an agro-pastoral cooperative of 115 members with the objective to promote farming and animal husbandry activities. Members garden an area of seven hectares, but are limited by failing equipment and poor fences. USADF funds will be used to procure motor pumps, improve technical skills, and build organizational capacity in financial and administrative management.

Grantee	Duration	Value	Summary
<p align="center">Nejah Agropastoral Cooperative 2519-MAU</p>	2011-2013	\$89,725	<p>Cooperative (Market Gardening): Nejah is an agro-pastoral gardening cooperative of 21 women members who share resources to create economic opportunities in gardening and small income generating activities. USADF funds will be used to provide a well, a motor pump, and training and technical assistance, while also building organizational capacity in financial and administrative management.</p>
<p align="center">El Jid Wel Mouthabara Agropastoral Cooperative 2528-MAU</p>	2011-2013	\$81,830	<p>Cooperative (Market Gardening): El Jid Wel Mouthabara is an agro-pastoral gardening cooperative of 50 members interested in promoting women's incomes and improving community nutrition. USADF funds will be used to purchase a motor pump and fencing for the garden, provide business training, improve technical knowledge, and develop resources to build capacity in financial and administrative management systems.</p>
<p align="center">Zazou Economic Interest Group 2556-MAU</p>	2011-2015	\$192,631	<p>Manufacturing (Plastic Recycling): Zazou is a network of 105 cooperatives, representing more than 1,500 women. GIE Zazou members collect and recycle plastic waste into crushed plastics that can be aggregated and sold to companies that manufacture finished products. USADF funding will replace old machines and identify regional markets as well as investigate the potential for diversification into other handcrafted items.</p>
<p align="center">Union of Participatory Management Associations of the Oases in the Assaba (UAGPO-A) 2606-MAU</p>	2012-2014	\$89,142	<p>Services (Marketing): UAGPO-Assaba represents 4,500 members operating in 25 associations in the Assaba region. USADF funds help the Union in mobilizing resources due to improve quality control in production, management and control of collection and distribution logistics, and marketing strategies.</p>

NIGER



U.S. African Development Foundation
 Partner: **MapTech Firm**
 B.P. 1365/11 886
 Niamey, Niger

Overview: Current country program initiated in 1984. Focus is on agriculture and community water supply sectors. USADF currently manages a portfolio of 15 projects. Total commitment is \$3.1 million.



Grantee	Duration	Value	Summary
Fédération des Unions de Coopératives d'Oignon de Madaoua 1864-NIR	2008-2013	\$225,624	Agriculture (Onions): The USADF grant is financing the 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 1865-NIR	2008-2013	\$214,995	Agriculture (Onions): The Federation is using USADF funds to construct and manage an onion trading center to increase the revenues its members earn from onion sales.
AINOMA 1897-NIR	2008-2013	\$234,911	Agriculture (Seed Production): AINOMA is a commercial seed farm that produces improved varieties of cereal, vegetable, and fruit crops. AINOMA is using USADF funding to expand its production and distribution of improved cereal, vegetable and fruit seeds that will foster increased productivity, food security, and improved livelihoods of small farmers who use the seeds.
Yelou Cooperative 1900-NIR	2008-2013	\$236,847	Agriculture (Fruits and Vegetables): Yelou will use USADF funding to participate in piloting the African Market Garden concept to install 5.0 hectares of low pressure drip irrigation system to produce vegetable and fruit crops on year round basis. This will allow Yelou to expand and diversify their agricultural production to high-value horticultural and tree crops.
Support for Rural Women's Socio-Economic Activities (ASEFER) 1903-NIR	2008-2013	\$241,347	Agriculture (Fruits and Vegetables): A village women's association is using the USADF grant to purchase improved seeds and establish a two hectare African Market Garden to produce vegetable and fruit crops year-round for home consumption and sale of surplus products. This will increase the wealth rural women while reducing labor and increasing rural food security.
Aguié Sesame Producers Cooperative (COOPSE) 2011-NIR	2009-2012	\$250,000	Agriculture (Sesame): COOPSE facilitates members' access to information, inputs, and equipment which improves members' sale prices by organizing marketing activities. USADF funding is financing working capital investments and technical assistance designed to strengthen the cooperative's ability to access the lucrative domestic and international markets for sesame.
ONG Aharog 2010-NIR	2009-2012	\$250,000	Community Development (Water): ONG Aharog provides focused assistance to pastoralist communities in Tillia Commune. The USADF grant is rehabilitating four wells and providing training to local well management associations. These watering points serve a population of approximately 21,500 low-income pastoralists.

Grantee	Duration	Value	Summary
ONG Timawalte Namadar 2068-NIR	2009-2011	\$217,519	Community Development (Water): ONG Timawalte Namadar will use the USADF grant to construct or rehabilitate four wells in Abala Commune and provide management and conflict resolution training to the local well management associations.
ONG Timawalte Namadar 2070-NIR	2009-2011	\$239,711	Community Development (Water): The USADF grant is being used to rehabilitate five wells for five pastoral communities in Abala Commune, and provide technical assistance to facilitate effective well management.
ONG Tidene Toumbalaga Zeïdari 2398-NIR	2011-2014	\$237,100	Community Development (Water): The USADF grant is being used to rehabilitate seven wells in grazing areas in the northwestern sector of Aderbissinat Rural Commune in the Agadez Region. By providing access to adequate supplies of clean water to these areas, USADF funding will contribute to reducing poverty, improving hygiene and health conditions, and facilitating access to education in seven communities.
ONG-GAGE 2432-NIR	2011-2013	\$230,892	Community Development (Water): The USADF grant is being used to construct dikes and stone gabions to rehabilitate and protect the market gardening site of Takonichite in the Tabelot Commune. This will address the loss of cultivation areas and increase the farmers' revenues.
ONG Tidene Gadafawa 2438-NIR	2011-2014	\$243,000	Community Development (Water): The USADF grant is being used to rehabilitate seven wells in the grazing areas south of Agadez in the central western sector of Aderbissinat Commune. By providing access to adequate supplies of clean water in these areas, USADF funding will contribute to reducing poverty, improving hygiene and health conditions, and facilitating access to education for members of the seven communities.
Banizoumbou Women's Association 2477-NIR	2011-2014	\$196,189	Agriculture (Fruits and Vegetables): A village women's association is using the USADF grant to construct a drip irrigation system on an 1.5 hector plot of land and obtain improved seeds, which will allow members to produce fruits and vegetables year-round for added income and food security.
ONG Tidene Tagdofat 2448-NIR	2011-2014	\$237,229	Community Development (Water): The USADF grant will be used to rehabilitate seven wells in the grazing areas southeast of Agadez in the northeastern sector of Aderbissinat Commune. By providing access to adequate supplies of clean water, USADF funding will contribute to reducing poverty, improving hygiene and health conditions, and facilitating access to education for members of the seven communities.
Groupement Feminin de Wadata Mata 2485-NIR	2011-2013	\$80,700	Food processing (Vegetables): Wadata Mata promotes the interests of women who process and market agricultural products. USADF funds will increase the association's capacity to store vegetable produce; offer value added products by drying, processing, and packaging fresh produce; and increase their working capital fund which will expand their production capacity.
Groupement Yobbi 2588-NIR	2012-2015	\$137,843	Agriculture (Fruits and Vegetables): Yobbi is a village-level women's cooperative association engaged in horticulture. Yobbi is using USADF funds to purchase improved seeds. The African Market Garden that will produce year round vegetable and fruit crops for home consumption and sale of surplus products.

NIGERIA



U.S. African Development Foundation
 2nd Floor Zadina Plaza
 20 Ali Akilu Way
 Kaduna, Nigeria

Partner: **Diamond Development Initiatives (DDI)**

Overview: Current country program established in 2001. Currently active in three northern states (Kano, Kaduna, and Bauchi), two Niger Delta states (Delta and Rivers), and Lagos. Focus is on small-scale agriculture and services. USADF currently manages a portfolio of **42 projects**, plus a cooperative agreement. Total commitment is **\$5.9 million**.



Grantee	Duration	Value	Summary
NIYYA Food and Drink Company Ltd. 1757-NIA	2007-2012	\$242,983	Agro-Processing: USADF funds are used for production improvement and expansion, conducting market research, and enhancing the grantee's internal systems.
Universal Turnkey Projects Ltd. 1761-NIA	2007-2011	\$248,257	Construction (Housing): Co-funded with the Kano State Government, funds are used to improve the grantee's financial accounting and reporting systems, and inspect and complete the construction of low income housing.
Land-Waves Constructions Ltd. 1763-NIA	2007-2011	\$248,257	Construction (Housing): Co-funded with the Kano State Government, funds are used to improve the grantee's financial accounting and reporting systems, and inspect and complete the construction of low income housing.
Building Projects Consultants Ltd. 1765-NIA	2007-2011	\$248,257	Construction (Housing): Co-funded with the Kano State Government, funds are used to improve the grantee's financial accounting and reporting systems, and inspect and complete the construction of low income housing.
KD Foods Processing Company Ltd. 1778-NIA	2007-2012	\$250,000	Agro-Processing: USADF funds are used to improve production, marketing, and management practices and to provide training and technical assistance.
Arewa Multipurpose Cooperative Society 1874-NIA	2008-2013	\$201,527	Agro-processing (Cassava): This grant helps AMCS to improve the quality and quantity of cassava it produces by establishing a modern cassava processing line. With USADF's support, the Cooperative processes cassava into high-demand products such as <i>garri</i> and animal feed.
Mando Almumamud Oil Mill Multipurpose Cooperative Society 1914-NIA	2009-2014	\$188,553	Agro-processing (Groundnuts): This grant supports the expansion of MAOMMCS's operations, providing machinery and equipment that increase the total production capacity of the cooperative's groundnut processing facility.
Duguri Women Multipurpose Cooperative Society 1951-NIA	2009-2011	\$94,977	Agriculture (Rice): This capacity building grant helps the women farmers of DWMCS improve their managerial skills by engaging in business and financial management training, and improve their production and processing capabilities by engaging in agricultural training, and providing capital for the purchase of improved processing equipment.

Grantee	Duration	Value	Summary
Mwari Women Multipurpose Cooperative Society 1952-NIA	2009-2011	\$94,827	Agriculture (Rice): This grant helps address MWMCS 's impediments to expansion by providing funding for technical assistance, constructing a rice processing facility, and developing formal governance and accounting practices.
Da All Green Seeds Limited 1983-NIA	2009-2014	\$245,947	Agro-processing (Sorghum): This grant helps increase the quality of the sorghum seeds that DAGS supplies to farmers in Kaduna State by improving the seed production techniques of the cooperative.
Kagarko Dairy Producers Cooperative Society 2002-NIA	2009-2011	\$87,156	Agriculture (Dairy): This grant helps improve the business and financial management skills of the cooperative, and provides funding for the cooperative to purchase more livestock.
Savannah Conservation Nigeria 2003-NIA	2009-2011	\$98,112	Agriculture (vegetables and grains): This grant benefits the communities residing around Kamuku National Park, whose existence is threatened by unemployment, land scarcity problems, and dwindling farm yields. The grant provides funding for the farmers of these communities to improve their production techniques.
Kushe Milk Producers Cooperative Association 2013-NIA	2009-2011	\$87,156	Agriculture (Dairy): This grant provides funding for Fulani herders to improve the management of their cooperative, and to improve the quality and quantity of milk produced by their cattle.
Children's Developmental Centre 2026-NIA	2009-2011	\$100,750	Services (Catering): This grant helps improve the capacity of CDC to provide high quality catering services in Lagos by procuring equipment, and accessing training in food preparation business management. The beneficiaries of CDC are children and young adults with autism spectrum disorder who are unable to find unemployment in traditional catering businesses.
Anguwar Akawu Multipurpose Cooperative Society 2088-NIA	2009-2011	\$92,872	Agriculture (Sorghum): This capacity building grant helps KBMCS improve its management capacity and sorghum production and processing techniques so that KBMCS can take advantage of the large demand for sorghum in Nigeria.
Yeyock Sab-Zuro Ginger Farmers Cooperative Society 2090-NIA	2009-2011	\$96,726	Agriculture (Ginger): This grant provides SGFCS with information on modern production and processing techniques, improved equipment, and increased business and financial management skills to help SGFCS take advantage of the high demand for ginger in Nigeria.
Sab-Zuro Women Ginger Farmers Cooperative Society 2091-NIA	2009-2011	\$96,726	Agriculture (Ginger): This grant provides SGFCS with information on modern production and processing techniques, improved equipment, and increased business and financial management skills to help SGFCS take advantage of the high demand for ginger in Nigeria.
Jidda Fadama Cooperative Union 2104-NIA	2010-2012	\$93,117	Agriculture (Sorghum): This grant provides funding to help JFCS produce industrial-grade sorghum to major end-users and to produce sorghum seeds for sale to other sorghum farmers. Members of JFCU are low-income, small-scale sorghum farmers in Kaduna State.

Grantee	Duration	Value	Summary
Anguwar Makama Danlawal Farmers Cooperative Society 2105-NIA	2010-2012	\$93,465	Agriculture (Sorghum): This grant provides funding to help JFCS produce industrial-grade sorghum to major end-users and to produce sorghum seeds for sale to other sorghum farmers. Members of JFCU are low-income, small-scale sorghum farmers in Kaduna State.
Ikara Noma Da Kiwo Lowcost Farmers Cooperative Society 2106-NIA	2010-2012	\$93,164	Agriculture (Sorghum): This grant provides funding to help JFCS produce industrial-grade sorghum and to produce sorghum seeds for sale to other sorghum farmers. Members of JFCU are low-income, small-scale sorghum farmers in Kaduna State.
Kaban Milk Producers Cooperative Society 2108-NIA	2010-2012	\$95,165	Agriculture (Dairy): This grant provides funding for Fulani herders to increase the quantity and quality of milk they sell to major milk purchasers in Kaduna State.
Maje Milk Producers Cooperative Society 2109-NIA	2010-2012	\$96,306	Agriculture (Dairy): This grant provides funding for Fulani herders to increase the quantity and quality of milk they sell to major milk purchasers in Kaduna State.
Kukula Women Multipurpose Cooperative Society 2110-NIA	2010-2012	\$97,303	Agriculture (Rice): This grant provides funding for the women of KWMCS to improve their business management skills and rice production and processing methods, and to sell greater quantities of rice in Bauchi State.
Anguwar Sarki Dorayi Multipurpose Farmers Cooperative Society 2146-NIA	2010-2012	\$96,688	Agriculture (Sorghum): This grant provides funding to help JFCS produce industrial-grade sorghum to major end-users and to produce sorghum seeds for sale to other sorghum farmers. Members of JFCU are low-income, small-scale sorghum farmers in Kaduna State.
OLG Health Foundation and Autism Centre 2154-NIA	2010-2012	\$97,896	Services (Tailoring): This grant gives funding to help the center provide economic and social development services to children and young adults in the Niger Delta Region who have autism spectrum disorders. The project also promotes awareness of autism in the region.
Kachia All Farmers Cooperative Union 2164-NIA	2010-2012	\$93,035	Agriculture (Rice): This grant provides funding for the women of KWMCS to improve their business management skills, rice production and processing methods and to sell greater quantities of rice in Bauchi State.
Kaduna State Association of Hearing Impaired Persons 2168-NIA	2010-2012	\$98,834	Services (Tailoring and Carpentry): This grant gives funding to help KASAHIP provide economic and social development services to 3,500 hearing impaired persons in Kaduna State.
Zikpak Fantsuam Shitabin Multipurpose Cooperative Society Ltd. 2180-NIA	2010-2012	\$96,687	Agriculture (Cassava): This grant helps the small-scale, low-income cassava producers of ZFSMCS in Kaduna State cultivate and process cassava into <i>garri</i> .

Grantee	Duration	Value	Summary
Oganihu Ndi Olu-Ugbo Multipurpose Cooperative Society 2187-NIA	2010-2012	\$95,677	Agriculture (Cassava): This grant helps ONOMCS's members cultivate cassava on individual plots and collectively on the Cooperative's farm in Delta State, Nigeria.
Umu-Oma Idu-Obosiukwu Young Farmers Cooperative Society 2189-NIA	2010-2012	\$95,787	Agriculture (Cassava): This grant helps ONOMCS's members cultivate cassava on individual plots and collectively on the Cooperative's farm in Rivers State, Nigeria.
Kiru II Fadama Farmers Cooperative Society 2191-NIA	2010-2012	\$98,688	Agriculture (Sorghum): This grant helps the members of KFFCS cultivate sorghum on individually-owned farms and on the Cooperative's demonstration farm in Kano State, Nigeria.
Badawa Kutashi Kunema Farmers Multipurpose Cooperative Society 2199-NIA	2010-2012	\$98,648	Services (Soap): This grant helps BKKFMCS to provide economic and social development services to 50 women, most of whom are widows, in the city of Kano in northern Nigeria.
Kachia Bright Future Multipurpose Cooperative Society 2216-NIA	2010-2012	\$96,197	Agriculture (Maize): This grant helps KBFMCS's members cultivate maize on individually-owned farms and on the Cooperative's demonstration farm in Kaduna State, Nigeria.
Kubacha Ginger Farmers Cooperative Society Limited 2257-NIA	2010-2015	\$204,896	Agriculture (Ginger): This enterprise expansion grant helps KGFCs increase the amount of ginger it produces and processes so that the cooperative can take full advantage of Nigeria's ginger market.
Vibrant Beckwarra Youth Multipurpose Cooperative Society 2292-NIA	2010-2012	\$94,389	Agriculture (Cassava): This grant helps VBYMCS train its members in cassava production, establish a factory, and process the members' cassava into <i>garri</i> for sale locally and regionally.
Oru Ugbo Wu-Eze Farmers Multipurpose Cooperative Society 2293-NIA	2010-2012	\$94,389	Agriculture (Cassava): This grant helps OUWEFMCS train its members in cassava production, establish a factory, and process the members' cassava into <i>garri</i> for sale locally and regionally.
Ugwu Atabuchi Development Association 2309-NIA	2011-2013	\$97,854	Agriculture (Groundnut): This grant helps UADA establish a groundnut oil factory, train its members in groundnut production, and purchase their produce for processing in the factory.
Farmers Feed (Akaibiri) Cooperative Society 2347-NIA	2011-2013	\$91,876	Fishing: This grant helps FFACS construct concrete-fish ponds and train its members in catfish farming techniques, combating the effects of oil exploration on the local fish supply.
Sabon Sarki Boda Market Ginger Farmers' Cooperative Society 2371-NIA	2011-2016	\$212,460	Agriculture (Ginger): This enterprise expansion grant helps SSGFCS increase the amount of ginger produced by its members, and expand the Society's marketing capacity to increase sales.

Grantee	Duration	Value	Summary
Creative Hands Multipurpose Cooperative Society 2382-NIA	2011-2013	\$96,667	Services (Braille, Bags, and Soap): This grant helps CHMCS establish a workshop and showroom and train its members, who are visually impaired, in product design and development.
Zaria Leather Workers' Cooperative Society 2395-NIA	2011-2016	\$138,749	Manufacturing (Leatherworks): This grant helps ZLWCS increase its leather worker members' output, open new retail outlets, and hire sales experts to increase revenue.
Kwanar Bauda Multipurpose Cooperative Society 2399-NIA	2011-2016	\$175,592	Agriculture (Sorghum): This grant helps KBMCS improve its members farming equipment and methods, increasing output, and establish business connections with suppliers in the region.

RWANDA



U.S. African Development Foundation
 PO Box 7210, CCOAIB Building, 3rd Floor
 Remera 1, Plot 2280, Umuganda Bld
 Kigali, Rwanda

Partner: **Africa Development Consultants**

Overview: Current country program established in 2005. Focus is on grassroots organizations, cooperatives, and limited liability companies with strong backwards linkages. USADF currently manages a portfolio of **18 projects**, plus one Partner Cooperative Agreement. Total commitment is **\$3.6 million**.



Grantee	Duration	Value	Summary
Rwanda Smallholder Specialty Coffee Company (RWASHOSCCO) 1779-RWA	2007-2013	\$392,200	Agro-Processing (Specialty Coffee): RWASHOSCCO, a specialty coffee export company created in 2005 through the efforts of USADF and USAID/PEARL, serves as a “Company of Cooperatives”. Working with over 20,000 small-holder coffee farmers, RWASHOSCCO processes coffee cherries and exports coffee to the U.S. and Europe. Project funds will facilitate RWASHOSCCO’s expansion into dry processing and roasting, and strengthen RWASHOSCCO’s overall management, production and marketing capacities.
Coopérative Theicole de Mulindi (COOPTHE MULINDI) 1849-RWA	2008-2013	\$248,200	Agricultural Production (Tea): COOPTHE MULINDI, a registered tea farmers’ cooperative in the Northern Province of Rwanda grows and sells tea to a local tea factory. After a significant portion of its fields were destroyed during the civil war, COOPTHE MULINDI is in the process of renovating the affected fields by installing an irrigation and drainage system to boost and assure year round production. Funds will be used to rehabilitate 100 acres, cover some operational costs, and establish a tea nursery.
Kooperative Impuzamashyirahamwe ya Kijyamere (IMPUYAKI) 1876-RWA	2008-2013	\$246,600	Agricultural Production (Potatoes): IMPUYAKI, a cooperative with 780 members in Gicumbi District, specializes in growing and selling potatoes, wheat and an improved variety of seed potatoes. IMPUYAKI is rapidly expanding its seed multiplication activities. Funds will be used to purchase agricultural equipment and inputs, acquire technical assistance and training, and construct a storage facility.
Coopérative d’Agriculteurs du Riz de Mirenge (CORIMI) 1928-RWA	2009-2012	\$146,800	Agricultural Production (Rice): CORIMI, a rice cooperative with 1,345 members, is located in Ngoma District. Currently CORIMI sells paddy on behalf of its members, however in 2010 CORIMI will begin to process and sell members’ rice. Funds are being used to build a drying slab and storage area; purchase a rice mill, agricultural inputs, protective gear, rice threshers and acquire technical assistance to strengthen their financial management capacity.
Coopérative de Développement et du Bien-etre Familiale (CDEF) 2071-RWA	2009-2012	\$90,000	Agricultural Production (Mushrooms): CDEF Cooperative, a registered mushroom producer cooperative works to improve the welfare of HIV-positive individuals through income-generating activities. CDEF grows and sells mushrooms, as well as prepares mushroom growing substrate for other farmers. Project funds will provide the cooperative with improved management and financial capacity along with basic equipment and inputs, and the development of a five-year business plan.

Grantee	Duration	Value	Summary
Gahaya Links Sarl 2182-RWA	2010-2015	\$245,600	Manufacturing (Decorative Home Accessories): Gahaya Links works with more than 4,000 predominantly women artisans in 50 cooperatives and associations throughout Rwanda. Gahaya Links helps these artisans develop a variety of new products and build relationships with international corporations. USADF assistance will provide working capital, construct a facility for the home textile production line, and acquire better equipment, such as new sewing machines and a van.
Coopérative Theicole de Ramba Gaseke et Giciye (COTRAGAGI) 2195-RWA	2010-2015	\$242,272	Agricultural Production (Tea): COTRAGAGI is a tea growers' cooperative located in western Rwanda. Cooperative members are able to produce high quality green leaf tea and also have the potential to increase the acreage under tea production. USADF assistance will be used to address production constraints included poor infrastructure, inadequate working capital, and inadequate transport to move the green leaf tea from the collection centers to the factory.
Ituze Cooperative 2120-RWA	2010-2015	\$164,000	Agro-Processing (Cassava): Ituze, a cassava farming cooperative with 205 members, is located in the Kamanyi District, Southern Province of Rwanda. Project funding will be used to improvement of drying facilities, install a water harvesting system, and construct a waste disposal system, as well as provide training on improved agricultural practices, financial management, monitoring and evaluation, and food safety.
Banzukore Cooperative 2076-RWA	2010-2014	\$245,000	Agricultural Production (Passion Fruit): Banzukore, located in Kibuye, is one of the largest passion fruit cooperatives in Rwanda. Project funding will enable Banzukore to expand its business by purchasing agricultural inputs and a generator, acquiring more growing land, establishing a waste disposal facility. USADF's grant will help increase the group's total revenue by venturing into juice production and fresh fruit sales, as well.
Coopérative des Theiculteurs de Nyaruguru (COOTHENYA) 2219-RWA	2010-2015	\$233,800	Agricultural Production (Tea): COOTHENYA is a tea growers' cooperative located southern Rwanda. The cooperative helps members grow tea, maintain their tea plantations, and collectively market green leaf tea. USADF assistance will help the group rehabilitate unused plantations, improve its infrastructure, establish a modern tea nursery, transport tea to market, improve its financial management capacity, as well as improve on the technical capacity of its members.
Coopérative pour la Promotion de Pêche et des Activités de Vente d'Isambaza (COOPPAVI) 2295-RWA	2010-2012	\$81,600	Marketing (Fish): COOPPAVI is a cooperative of 32 members located in Rubavu District along Lake Kivu. The cooperative helps members harvest, market and sell the Isambaza fish, both wholesale and retail. Project funding will be used to purchase new fishing boats and nets, acquire post-catch handling equipment purchase an outboard boat motor for rapid delivery of fish to market; as well as provide training in cooperative management, financial management, fishing techniques, fish handling and hygiene, fisheries law and monitoring and evaluation.
COPRORIZ-Ntende Society, Ltd. 2403-RWA	2011-2014	\$236,300	Agricultural Production (Rice): CORPRORIZ-Ntende is a rice cooperative with 1,514 members in Gastsibo District. The group allows farmers to benefit from collectively selling rice in an area where few other economic opportunities exist. Funds will be used to expand their operations by providing working capital for seeds and fertilizer, a truck, as well as covering key staff members salaries and basic administrative costs.
Agasaro Cooperative 2555-RWA	2011-2015	\$228,000	Agro Processing (Pineapple Juice): Agasaro is a pineapple growing cooperative that is increasing profits by producing juice. The cooperative has over 700 active members. The group will increase production through improved machinery, better transportation and laboratory equipment.

Grantee	Duration	Value	Summary
Union des Coopératives des Apiculteurs de Gishwati (UNICOAPIGI) 2316-RWA	2011-2012	\$83,300	Agricultural Production (Honey): UNICOAPIGI, a registered union of six beekeeping cooperatives with 709 members, is located in the area surrounding the Gishwati forest of Rwanda. This union helps improve honey production infrastructure and techniques. Funds will be used to install modern beehives for member cooperatives, purchase improved honey processing equipment and packaging materials, develop a five-year business plan as well as provide training in modern beekeeping techniques, financial management, monitoring and evaluation, and safety.
Coopérative Abanyamurava 2365-RWA	2011-2014	\$138,300	Agricultural Production (Mushrooms): Abanyamurava is a mushroom growers' cooperative in northern Rwanda composed of many members with HIV/AIDS. The cooperative produces inoculated substrate tubes that are sold to mushroom farmers. The cooperative purchases and sells fresh mushrooms from them to be sold, and will embark on a new product line of dried mushrooms. Funds will be used to expand their business by providing processing and drying equipment, computers, training in modern drying techniques, and food safety, as well as hiring a marketing consultant and creating a marketing plan.
Coopérative Dufashabacu 2413-RWA	2011-2014	\$138,500	Manufacturing (Cement Construction Materials): Dufashabacu is a cooperative that produces cement construction materials. The group's 63 members are living with AIDS and 58 members are women. Grant funds will be used to buy a cement block-making machine, a computer and software, and furnish an office space. The grant funds will also be used to improve the organization's financial management and marketing, as well as hire a consultant to create a business plan.
Koperative Y'Abahinzi B'Icyayi Ba Mudasomwa (KOBACYAMU) 2479-RWA	2011-2016	\$241,300	Agricultural Production (Tea): Kobacyamu is a tea cooperative with almost 5,000 members. Sixty percent of the members own less than .05 hectares of land. This project will provide a nursery and seedlings to farmers so they can have enough land to be profitable. Improved transportation will also help the factory have more efficient operations and produce higher quality product.
Coopérative des Agriculteurs de la Pomme de Terre (COAPOM) 2584-RWA	2012-2014	\$81,400	Agricultural Production (Potatoes): COAPOM is a potato grower's cooperative located in the northern part of Rwanda. They have 65 members, of whom 35 are women and 27 are of Batwa ethnicity, a marginalized group in Rwanda. This project will help build the capacity of the group by providing agricultural training and technical staff to be recruited as well as increase production with needed inputs and a storage facility for seed multiplication.



Dufashabacu Block Machine



Ituze Workers



COOPTHE-Mulindi's Tea Nursery

SENEGAL



U.S. African Development Foundation
 Partner: ACA (Association Conseil pour
 l'Action)
 Villa No. 8333 Sacre Coeur 1
 Dakar, Senegal

Overview: Country program established in 1986. The program focuses on marginalized community groups, particularly projects with value-adding processing in Senegal. USADF currently manages a portfolio of **19 projects**. Total commitment is **\$2.5 million**. The average commitment is **\$130,000**.



Grantee	Duration	Value	Summary
MARIA Distribution Economic Interest Group 1647-SEN	2005-2012	\$229,091	Food Processing (Fruit Drinks, Syrups, Jams): MARIA produces fruit juice drinks, syrups and jams for the local market. USADF funds are used to establish a modern processing plant with international standards for pasteurization, sterilization and packaging in order to produce better quality products.
Gambia Valley Producers Association (APROVAG) 1841-SEN	2008-2013	\$244,750	Agriculture (Fruit): This project helps an association of 1,250 banana farmers improve their irrigation system, learn organic composting techniques, strengthen their financial management skills, and implement a marketing campaign.
Senegalese Association of Research, Survey, and Development Support (ASREAD)/ Bokk Doole Economic Interest Group 1883-SEN	2008-2013	\$225,021	Agriculture (Cassava, groundnut, onion): This project helps Bokke Dolle, a horticulture cooperative, improve its production and marketing capacity. Specifically, Bokke Doole is using USADF funds to purchase agricultural inputs, provide extension services to members, and improve its management skills.
The Regional Directory of Women Livestock Breeders (DIRFEL) 2041-SEN	2009-2012	\$93,248	Livestock (Chickens): DIRFEL is an association of 2,000 women engaged in poultry production. USADF funding assists in building administrative, organizational, and financial capacity for women in chicken raising through trainings to manage financial transactions, designing a business plan, and the implementation of a marketing campaign.
GIE Pampy de Oudoucar 2129-SEN	2010-2012	\$89,774	Agro-Processing (Vegetables, Baobab Fruit): GIE Pampy of Oudoucar (Pampy) is a nonprofit economic interest group that provides extension officers and marketing support for small scale rice farmers and vegetable horticulturalists. USADF funding provides training in management and marketing, horticultural skills building, and improvements to the irrigation system.
GIE Kawral de Kenewal 2135-SEN	2010-2012	\$90,809	Agro-Processing (Baobab Fruit): The members of Kawral primarily earn their income by processing baobab fruit into powder, which they sell to a marketing intermediary. The project provides management and accounting training, assistance in market identification, and a borehole.

Grantee	Duration	Value	Summary
GIE AFIA Dalaba 2149-SEN	2010-2012	\$86,675	Agro-Processing (Fonio): The members of Hafia Dalaba primarily earn their income by growing and processing fonio, which it sells in the village and surrounding areas. ADF funds are used to train members in agricultural cultivation, conservation, and processing techniques, and to improve the management, marketing, and accounting skills of the organization's staff
GIE Kambeng Kafo 2155-SEN	2010-2012	\$87,290	Agro-Processing (Fonio): The members of Kambeng Kafo engage in small scale agriculture, but struggle to rise above subsistence level incomes. With ADF funding, members are trained in high yield agricultural techniques and composting skills, and a consultant is teaching the cooperative how to label, package, and sell their products. Further, members will be trained in management techniques and basic literacy.
Association for Training, Development, Education and Culture (AFDEC) 2161-SEN	2010-2012	\$63,841	Technical Assistance: AFDEC is a non-profit organization that provides technical assistance to horticulture projects, small value-added processing cooperatives, community health clinics, and other grassroots development initiatives. The project will improve AFDEC's capacity to manage development projects by updating its financial systems, training staff in project administration, and improving communications and transportation infrastructure.
GIE Ku Mu Ta 2162-SEN	2010-2012	\$83,012	Agro-Processing (Fonio): GIE Ku Mu Ta is a network of fonio producers living in Quartier Mosquée Kédougou. The project will improve the capacity of GIE Ku Mu Ta, which will result in higher incomes for its members and more food security for the community.
GIE Experimentation and Modernization in Agriculture 2209-SEN	2010-2013	\$219,620	Water Infrastructure: EMAG is an organization 97 small farmers who live near Boraya village in Sedhiou. Nearly all residents of the village depend on agriculture for their livelihoods. The project enables EMAG to establish an irrigation system, build a fence around its field, and procure additional seeds and fertilizers.
MEC MPAL Credit Project 2138-SEN	2010-2013	\$152,871	Microfinance: The purpose of the project is to improve MPAL's ability to provide financial services to marginalized residents near St. Louis. Major activities are to provide management training and microfinance software, as well as a line of credit.
The Association de Lutte Contre l'Exode Rural (ASSOLUCER) 2350-SEN	2011-2015	\$208,589	Agriculture (Sesame) : ASSOLUCER is a federation of over 100 village level Economic Interest Groups, representing over 3,000 sesame farmers. ADF provided a capacity building grant in 2008, and the current project builds on ASSOLUCER's improved management systems. ASSOLUCER uses project funds to provide improved seeds and extension services to farmers, generating greater yields. ASSOLUCER will also initiate a marketing campaign to improve revenues and incomes for farmers.
Etablissements Ibrahima Diallo 2410-SEN	2011-2013	\$99,754	Seafood Export: The grant will provide technical assistance and working capital needed to grow a dried mollusk export business that provides employment to a community of recovering victims of leprosy in Mbour.

Grantee	Duration	Value	Summary
GIE Tekki 2411-SEN	2011-2013	\$99,094	Cereal Processing: The grant will support the growth of a local cereal processing business in Richard Toll commune, benefiting 65 women members and local suppliers of millet, corn and rice.
GIE Lao Développement 2419-SEN	2011-2013	\$77,436	Cereal Bank: The grant will establish a cereal bank to improve food security in Ile a Morphil, an isolated area in northern Senegal which is home to 90,000 people and suffers from chronic food shortages between harvests.
GIE Koba Club 1 2478-SEN	2011-2014	\$193,442	Agro-Processing (Fonio): Koba Club 1 consists of a group of 24 women and is specialized in the processing of agricultural and forest products. USADF funds will be used to increase Koba Club's production capacity by providing additional working capital, production equipment, and an HACCP-compliant production facility.
GIE Femmes de Tamakh 2526-SEN	2011-2013	\$84,904	Agriculture (Rice): The grant will provide training, technical assistance, irrigation equipment and rice milling equipment to improve the incomes and food security of residents of Tamakh village in northern Senegal.
GIE ADESA 2527-SEN	2011-2013	\$91,676	Agriculture (Rice): The grant will provide training, technical assistance, irrigation equipment and rice milling equipment to improve the incomes and food security of residents of Mboubene village in northern Senegal.

SWAZILAND



U.S. African Development Foundation
 PO Box 4921
 Mbabane, Swaziland

Partner: **REDI Consulting**
 PO Box 4921
 Mbabane, Swaziland

Overview: Country program established **2004**. Program focus is on the development of social enterprises and small businesses, particularly those that improve food security and contribute to import substitution. Current portfolio comprises **1 investment project** and one cooperative agreement. Total commitment is **\$238K**.



Grantee	Duration	Value	Summary
<p>Luyengo Dairy Farmers Association 1863-SWA</p>	<p>2008-2013</p>	<p>\$237,534</p>	<p>Livestock (Dairy Products): The Luyengo Dairy Farmers Association, established in 1973 is located in the Manzini region of Swaziland. This USADF funded project is a follow-up to the successfully implemented EDI grant and will support the expansion of Luyengo Dairy. This Enterprise Expansion Investment (EEI) grant will enable the Association to increase production and sales, increase the incomes of Luyengo members and meet the local market demand for fresh milk.</p>

TANZANIA



U.S. African Development Foundation
 Mikochehi B
 Ngorongoro Street, Plot no.37
 P. O. Box 8864
 Dar es Salaam, Tanzania

Partner: Centre for Sustainable Development Initiatives (CSDI)
 Ngorongoro Street Plot No. 37
 Mikochehi B
 PO Box 8864
 Dar es Salaam, Tanzania

Overview: Current country program established in 1986. Focus is on export-oriented enterprise development, with an emphasis on agriculture and agro-processing activities. USADF currently manages a portfolio of 21 projects. Total commitment is \$3.7 million. The average investment is \$176K



Grantee	Duration	Value	Summary
Getting Old Is to Grow Society (GOIG) 1798-TAN	2007 -2012	\$221,451	Manufacturing (Home Décor Products): Getting Old Is to Grow Society was established to provide a platform for retired people to empower and employ themselves through the production and sale of quality handicrafts. GOIG is now facing a new stage as they move from a nonprofit to a for-profit business. In this transition, USADF will include them in the buyer linkages program and will help them develop revised business tools for their growth as a for-profit entity.
Busangwa Organic Farmers Association (BOFA) 1816-TAN	2008 -2013	\$181,964	Agriculture (Cotton): Busanga Organic Farmers Association (BOFA) farmers have been working together for more than 40 years and were formally registered as an association on September 30, 2005. The 120 member association headquartered at Shinyanga, Tanzania, grows and sells high quality organic lint cotton, chick peas and sunflower products using IPM techniques that are environmentally friendly.
Kanyovu Coffee Curing Cooperative Joint Enterprise, Ltd. 1829-TAN	2008 -2013	\$247,575	Agriculture (Coffee): Kanyovu Coffee Curing Cooperative Joint Enterprise (KCCCJE) is located near Gombe Stream National Park in western Tanzania. This cooperative has more than 5,500 farmer members who produce green coffee. The Cooperative possesses the only community-owned dry mill coffee curing plant in Tanzania, which allows the members to benefit from the production of higher quality specialty grade coffee and the higher market price it commands. In addition, Kanyovu is exporting coffee to US roasters associated with the Vermont label Green Mountain Coffee.
Natureripe Kilimanjaro Limited (NKL) 1873-TAN	2008 -2013	\$242,892	Agro-Processing (Mango and Cashew): Natureripe Kilimanjaro Limited (NKL) is a privately owned mango and cashew marketing and production company that produces high quality, locally grown mangos and cashews for a strong domestic and expanding export market. NKL works closely with local growers in the primarily Muslim, low-income coastal regions of Tanzania.
Marvelous Flotea Company 1920-TAN	2009 -2012	\$229,891	Manufacturing (Home Decor Products): Marvelous Flotea Company is a small scale producer of home decor textiles in Dar es Salaam. The founder of Marvelous Flotea is a role model in Tanzania. She began by manufacturing tie dye and batik home textile products and eventually grew her business to add staff, increase her product range, and receive orders from export buyers. Following product design training and support provided by the USADF grant, Marvelous won best product design at the IFAT World Fair Trade Organization conference in Nepal.
Uncle Milo General Traders Limited (UMGT) 1933-TAN	2009 -2013	\$241,576	Agro-Processing (Sunflower Seed): Uncle Milo General Traders Limited purchases sunflower seeds from smallholder farmers in remote parts of Mpwapwa District and processes the sunflower oil and seed cake for domestic and regional markets. UMGH will use USADF funds to bring greater value to the farmers through access to credit for purchase of farm inputs, provision of training on agricultural best practices, and the improvement of facilities to build processing capacity.

Grantee	Duration	Value	Summary
Tanzania Organic Certification Association (TanCert) 1955-TAN	2009 -2013	\$234,962	Crop Production and Support (Organic Certification): Tanzania Organic Certification Association provides organic certification and inspection for more than 7,500 farmers across Tanzania. To help them provide more cost-effective and comprehensive services to farmers, USADF will be helping TanCert expand its operations, provide improved extension services to farmers, and offer more sophisticated organic testing analysis.
Lupembe Farmers Cooperative Joint Enterprise Ltd. 1984-TAN	2009 -2013	\$247,606	Agriculture (Tea): Lupembe Farmers Cooperative is a cooperative located in the Iringa Region that grows, processes, and markets green leaf tea for export. The USADF grant will support the cooperative to organize inputs, supply to its more than 900 members, provide extension services, collect and deliver tea to the processing facilities and manage a centralized cooperative farm.
International TanFeeds Limited (TanFeeds) 2045-TAN	2009-2012	\$246,146	Agro-Processing (Animal Feed): TanFeeds is an animal feeds production company that produces high quality animal feed from crops and crop by-products purchased from smallholder farmers in Morogoro, Dar es Salaam, and the coastal regions of Tanzania. USADF funds will be used for training, the construction of a new factory and the purchase of new processing equipment.
Golden Food Products Limited (GFP) 2128-TAN	2010-2013	\$226,729	Agro-Processing (Spices): GFP is a Tanzanian-owned enterprise that processes, packages and sells retail branded organic products. The northeastern Muheza District of the Tanga Region, where GFP is located, has a climate that is well suited to producing high yielding, top quality organic herbs and spices. GFP has helped over 500 herb and spice farmers in the impoverished, primarily Muslim area of the Muheza District to become certified organic farmers. USADF funds will be used to conduct an intensive marketing campaign, implement an HACCP system, purchase and install processing equipment, and procure a vehicle.
HomeVeg Tanzania Ltd. 2169-TAN	2010 -2011	\$94,598	Agriculture (Vegetables): HomeVeg is a Tanzanian-owned enterprise based in northern Tanzania that exports fresh vegetables to Europe. USADF funds will be used to train smallholder vegetable growers in GLOBALGAP requirements and practices, obtain global gap certification, rent a pack house that will serve as location to process vegetables, procure a refrigerated container to store fresh vegetables, and develop a business plan.
Manyara Ranch Livestock Producers Association (MRALIPA) 2225-TAN	2010 -2013	\$193,399	Agriculture (Livestock Production): (MRALIPA) is an apex association that was formed to supply high quality cattle, sheep, and goats to the Manyara Ranch in Monduli District of the Arusha Region. USADF funds will be used to provide members with advanced training in marketing, financial management, and institutional development; provide farmers with trainings to improve livestock quality; provide farmers access to micro loans; link local livestock keepers with available market opportunities and provide livestock keepers with veterinary and extension services.
Mbingu Organic Cocoa Outgrowers Association (MOCOA) 2335-TAN	2011-2014	\$141,018	Agriculture (Cocoa): (MOCOA) is a farmers' association located in the Morogoro region of Tanzania that provides support to smallholder farmers in the growing and marketing of organic and conventional cocoa. The USADF grant will be used to train association members, and improve production, marketing and export of certified organic cocoa.
Mkipi Miliki Company Limited (MMCL) 2361-TAN	2011-2012	\$86,854	Soap Capacity Building: Mkipi Miliki Company Limited (MMCL) is a registered limited liability company that produces quality herbal soap products, using locally available resources for sale to local markets on Pemba Island. USADF funds will be used to improve management and production systems.
Pemba Clove Honey Cooperative (PCHC) 2367-TAN	2011-2013	\$86,643	Agriculture (Honey): Pemba Clove Honey Cooperative is a beekeepers association with 30 members (12 women) in Pemba North Region of Tanzania. USADF funds will be used to organize and train bee farmers and develop modern beehives for honey production

Grantee	Duration	Value	Summary
Association of Mango Growers (AMAGRO) 2370-TAN	2011 -2014	\$152,152	Agriculture (Mango): AMAGRO is a farmers' association located in Dar es Salaam, Tanzania that aims to promote, develop, and safeguard the interests of mango farmers so that mango farming can be a leading and sustainable economic activity. USADF funds will be used to improve the production and marketing of mango products.
PRADO Rice Commercialization and Capacity Building 2387-TAN	2011 -2013	\$92,339	Agriculture (Rice and Banana): PRADO currently works with 100 smallholder farmers on Pemba Island to improve rice and banana cultivation and farmer knowledge of irrigation system maintenance and application. USADF funds will be used for improved management systems, training materials, and refurbishment of demonstration farm plots.
FUFO Fishing Capacity Building Project 2402-TAN	2011 -2013	\$61,516	Fishing: FUFO is a cooperative of 120 members and provides training in improved fishing techniques and fishery management. USADF funds will be used for developing personnel and accounting systems, modern fishing gear, and a
Jumuiya ya Wakulima wa kilimo hai usambara mashariki (JUWAKIHUMA) 2462-TAN	2011 -2014	\$211,167	Agro-Processing (Spices): JUWAKIHUMA is a registered society with 720 members based in the Tanga Region that processes and sells organic spices. USADF funding will help JUWAKIHUMA improve members' production by managing revolving funds to purchase fertilizers and seedlings.
Gando Farmers Association (GAFA) 2487-TAN	2011 -2014	\$158,820	Agriculture (Spices): Gando Farmers Association (GAFA) is an association of more than 3,000 farmers based in Pemba, Tanzania that produces and sells organic spices. This isolated, remote island is an underserved and underdeveloped area. USADF funds will help GAFA to process and package their spices for increased sales in diversified markets.
UWAMWIMA Fresh Vegetables and Fruits Production and Marketing 2585-TAN	2012-2014	\$94,975	Agriculture (Vegetables): The Association of High Quality Vegetables and Fruits Farmers in the West District of Zanzibar (UWAMWIMA) with 787 members (275 women) aims to take advantage of unmet demand for high quality organically-produced vegetables and fruits in the local, regional, and export markets

UGANDA



U.S. African Development Foundation
 Babwanye House (Fourth Floor), Wampewo Ave.
 Kampala, Uganda

Partner: **Uganda Development Trust (UDET)**
 Ground Floor
 Plot 73, Kiira Road
 (Opposite Kamwokya Market), P.O. Box 7731
 Kampala, Uganda

Overview: Current country program established in **1992**. Focus is on agricultural grower and producer cooperatives in marginalized areas, as well as Feed the Future sector alignment. USADF currently manages a portfolio of **30 projects**. Total commitment is **\$5.9 million**. The average investment is **\$195K**.



Grantee	Duration	Value	Summary
Solar Energy Uganda Limited 1753-UGA	2007 -2012	\$250,000	Manufacturing (Solar Lighting): SEU promotes the use of renewable energy to increase the supply of energy power in Uganda, especially to those in areas not reached by the national power grid. It specializes in designing and selling home and institutional solar power systems. SEU is based in Kampala, with branches in Lira, Mbarara and Kabale that focus on the rural market. Funds will be used to enhance production and sales capacity, and strengthen accounting and human resource management structures.
Uganda National Association of the Deaf 1817-UGA	2008 -2013	\$250,000	Social Enterprise (Vocational Education): UNAD was established by deaf persons in 1973, and registered in 1989 as a national organization representing deaf associations in 45 out of the current 81 districts in Uganda. USADF funds will be used to construct the resource center that will provide sign language, business and IT training for the deaf, as well as cover some operational costs of the facility. As a result of its programs, 820 graduates of UNAD training programs will be placed better paying jobs.
Kihihi Farmers Cooperative Society 1832-UGA	2008 -2013	\$245,244	Agro-Processing (Rice): KFCS is a 661-member cooperative located in Kihihi, Kanungu District and is expanding into the production of upland rice for domestic consumption. Funds will assist KFCS in purchasing production equipment, raw materials, and procurement of technical assistance to improve its marketing and distribution plan and financial management.
Gumutindo Coffee Cooperative Enterprise Limited 1844-UGA	2008 -2013	\$244,529	Agricultural Production (Coffee): Gumutindo, located near Mbale and consisting of ten cooperatives, exports both fair trade and organic coffee. USADF funds are being used to provide training, supplement working capital and purchase more coffee with a cash on delivery system. In addition, USADF funds will support the initial purchase of hand pulpers that will constitute a revolving fund for farmers.
Igara Growers Tea Factory Limited 1862-UGA	2008 -2013	\$250,000	Agro-Processing (Tea): IGTF, a farmer-owned tea factory in Bushenyi, is creating a new brand of tea for sachet and tea bag packaging. The scope of the project is to increase farmers incomes through increased sales on the domestic market. Funds will be used to purchase automated packing equipment, packaging materials and assure product quality compliance.
Kibinge Coffee Farmers Cooperative Society Limited 1932-UGA	2009-2013	\$149,908	Agricultural Production (Coffee): KCFCS is an 812-member cooperative in Masaka District. The cooperative supports its members by providing extension services in good agricultural practices, agricultural inputs and seedlings on credit, as well as the milling and marketing of Robusta coffee. USADF funds will provide the cooperative with an agro-input supplies system and crop finance fund to improve the milling factory.

Grantee	Duration	Value	Summary
Mpanga Growers Tea Factory Limited 1948-UGA	2009 -2014	\$245,910	Agro-Processing (Tea): MGFTL, a public limited liability company located in Kabarole District, is one of the oldest tea factories in Uganda. After privatisation, 518 local farmers bought shares in the company, and the company now markets tea and provides extension services to farmer members. Currently, MGFTL is unable to buy all the green leaf produced by its members. Funds will improve MGFTL's capacity to increase the quality and the quantity of its product.
Agro Genetic Technologies Limited 1959-UGA	2009 -2014	\$215,505	Agricultural Production (Tissue Culture): AGT, located on the outskirts of Kampala, is a private laboratory that creates new types of tissue cultures that produce higher yielding banana, tea and coffee plants that are resistant to common pests and diseases. The grant will improve the grantee's production capacity of pest and disease-resistant crops that are used by smallholder farmers.
Collaborative Efforts to Alleviate Social Problems 1991-UGA	2009-2012	\$206,130	Agricultural Production (Livestock, Ginger, and Sunflower): CEASOP is a registered non-governmental organization located in the Lira District of northern Uganda. CEASOP works with individuals previously living in internally displaced persons (IDP) camps to provide them with economic opportunities. Project funds will be used to increase the incomes of 53 farmer groups through management training, improved technical capacity in small animal husbandry, ginger and sunflower cultivation and marketing activities.
Mairirwe Farmers Cooperative Society Limited 2001-UGA	2009 -2012	\$152,105	Agro-Processing (Rice): MAFACOS is a registered smallholder rice farmer cooperative with 106 members located in Mairirwe village, Hoima sub-district in west central Uganda. Currently, there is a large unmet demand for domestic rice in Uganda. Funds will assist MAFACOS to improve rice production, bulking, and storage, increase the group's marketing strategies and improve management and financial controls.
Wambabya Community Development Cooperative Society Limited 2007-UGA	2009 -2012	\$148,675	Agro-Processing (Rice): WACODA is a registered smallholder rice farmer cooperative with 301 members located in Kidoma village, western Uganda. Funds will assist WACODA with improved rice production, bulking, and storage, increased marketing, and improved management and financial controls.
Technology for Tomorrow Limited 2084-UGA	2009 -2012	\$184,487	Research and Product Development (Health Products): Technology for Tomorrow (T4T) is a registered private limited liability company located on the Makerere University Main Campus in Kampala, Uganda. Its principal objective is to link research to community and industry needs. Technology 4 Tomorrow's MakaPads project produces papyrus-based sanitary napkins for the domestic market, with an emphasis on reaching teenaged girls in schools within marginalized communities. USADF funds will assist T4T streamline its governance structure, product and market testing.
P'KWI Farmer to Farmer Cooperative Society Limited 2096-UGA	2009 -2013	\$191,348	Agro-processing (Sunflowers): P'KWI Inc. was founded in 1993 at the end of armed conflict in the Teso Region, by a small group of 12 women in response to the need of women from various circumstances to communicate ideas and create solidarity networks to overcome livelihoods challenges. PFFC supports sunflower grain producers in the Teso region of Uganda. PFFC purchases and presses the crop for oil which is sold within Uganda.
Ankole Coffee Producers Cooperative Union Limited 2121-UGA	2010 -2013	\$230,770	Agro-Processing (Coffee): Ankole is a registered secondary cooperative in the Ankole region of western Uganda. Ankole represents ten coffee societies. Ankole markets and exports bulked fair trade quality coffee on behalf of its members. USADF funds will help reduce initial input costs and allow farmers to achieve gains in productivity by improving processing and agricultural techniques.
Acwec Omio Cooperative Society Limited 2151-UGA	2010 -2013	\$85,902	Agricultural production (Oil seed crops-sunflower, maize, soy and sesame): Acwec Omio Cooperative Society is 777-member group comprised of poor and marginalized farmers in the Lango Region who rely on agriculture as their primary source of income. Acwec Omio empowers its farmer members to increase productivity of their oilseed crops through trainings and agricultural extension services. USADF funds will improve internal systems; provide transportation for extension workers and product bulking; and improve processing techniques.

Grantee	Duration	Value	Summary
St. Luke Farmers Cooperative Society 2184-UGA	2010 -2012	\$63,421	Agriculture (Vegetables): The St. Luke Farmers Cooperative Society is a group of 332 farmers from the Apac District of Lango Region, was established in October 2000 as a Community Based Organization. The region was under attack from the Lord's Resistance Army and other cattle rustling groups for more than 20 years. The USADF grant will allow St. Luke to complete its storage facility and develop a sustainable source of working capital.
NUMA Feeds Limited 2214-UGA	2010 -2015	\$194,252	Agro-Processing (Maize and Millet): NUMA, a cereal and animal feeds milling operation in Bushyeni District, provides local farmers with a steady market for their maize and millet. USADF assistance, will help NUMA focus on strengthening its management capacity, procuring packaging equipment, and organizing local farmer groups.
Busia Fishmongers Association 2248-UGA	2010 -2013	\$214,041	Marketing (Fish): BUFA, a grassroots association of individuals involved in the fish trade near Lake Victoria, is currently exploring options to streamline the fish supply chain in order to increase its revenues. USADF assistance will provide ice-making equipment that will enable members to obtain much better prices for fresher fish. Funds will also strengthen the financial and loan-making capacity of the cooperative.
Mabale Growers Tea Factory 2294-UGA	2010-2013	\$244,701	Agro-Processing (Tea): Mabale Growers Tea Factory Ltd. is a registered public company owned by 1,926 smallholder tea farmers located in Kyenjojo District in western Uganda. The factory was first established in the 1960's as a government owned enterprise, but was later privatized through farmer buy in. USADF funds will be used to expand operations; mechanize weighing systems to provide more accurate payments to farmers; and further support small farmers to increase productivity at farm level through an inputs revolving loan fund.
Gulu Community Dairy Farmers Cooperative Society Limited 2360-UGA	2011-2014	\$224,809	Agriculture (Dairy): Gulu Community Dairy Farmers Cooperative Society is a cooperative society with 94 members that provides extension services and marketing assistance to dairy farmers located in Gulu District in northern Uganda. USADF funds will be used to streamline production, storage and sale of dairy products.
West Acholi Cooperative Union [WACU] 2379-UGA	2011-2014	\$235,564	Agro-Processing (Rice and Beans): WACU is a union of cooperatives with 99 societies, with approximately 150 members in Gulu District, Uganda. It aims to take advantage of unmet demand for high quality agricultural products for local and national markets. Funds will be used to streamline production and storage of rice and beans, and the marketing and sale of farmer produce.
Community Empowerment for Rural Development 2385-UGA	2011-2014	\$238,270	Agriculture (Cassava and Corn): CEFORD works with 517 small scale famers in the West Nile Region of Uganda to produce and process cassava and maize. USADF funds will be used to upgrade the financial systems of the group, purchase a milling machine, and provide technical training to farmer members.
WASMPA Agro-Processing Capacity Building Project 2386-UGA	2011-2012	\$96,995	Agriculture (Rice, Cassava, Corn): WASMPA is a cooperative group with 126 members in West Nile Region of Uganda. WASMPA provides training in improved growing techniques for rice, cassava, and corn while also assisting members to process and market their produce. USADF funds will be used to upgrade the financial systems of the group, purchase a milling machine, and provide technical training to farmer members.
Mer Ber Rice Commercialization and Capacity Building Project 2388-UGA	2011-2012	\$91,557	Agriculture (Rice): Mer Ber is a group of 50 members in West Nile Region of Uganda who all have an equal share in the cooperative. Mer Ber provides training in improved rice growing techniques while also assisting members to process and market their produce. USADF funds will be used to upgrade the financial systems of the group, purchase a rice milling machine, and provide technical training to farmer members.

Grantee	Duration	Value	Summary
United Farmers Development Cooperative Society 2412-UGA	2011-2013	\$85,366	Agro-Processing (Rice): UFDCSL is a registered cooperative owned by 57 members in the Amuru District of northern Uganda. USADF funds will be used to improve UFDCSL's management and institutional capacity, financial and operating procedures, improve production capacity and introduce rice processing to the cooperative.
Simuntu Farmer's Group 2433-UGA	2011-2016	\$206,816	Agriculture (Maize): Simuntu Farmers Group is a smallholder farmer cooperative located in Kamuli District. USADF funds will be used to build a warehouse and help the cooperative bulk and collectively sell member-grown maize. By improving the group's capacity to manage and finance these larger operations, farmers will receive greater funds than selling on their own to local purchasers.
Bukonzo Joint Cooperative Society 2461-UGA	2011-2014	\$206,758	Agriculture (Coffee): Bukonzo Joint Cooperative Micro Finance Society Ltd. is a 3,887 member registered cooperative society located in Kasese District of Uganda. BJCMFS members grow high quality, hand-picked organic coffee. The central focus of BJCMFS's operations is offering sustainable financial and capacity building services to its coffee farmer members, and the community. USADF funds will improve marketing, transportation, facilities and training for the group.
Rukungiri Dairy Milk Processing Project 2579-UGA	2012-2015	\$245,877	Agriculture (Dairy): Rukungiri Dairy Farmers Cooperative Union Ltd is a registered union of six farmer cooperatives in the Rukungiri District of Western Uganda with a total of 385 smallholder dairy farmer members supplying milk. USADF funds will be used to streamline production, storage and sale of dairy products to wholesale purchasers in Uganda.
Muhorro Area Cooperative Enterprise Limited (MACE) Rice and Maize Expansion Project 2616-UGA	2012-2015	\$237,775	Agriculture (Rice and Maize): Muhorro Area Cooperative Enterprise Limited (MACE) is an organization that assists farmers to grow and market maize and rice in Kagadi, Uganda. USADF funds will be used to improve the quality of milled rice and maize by farmers thus allowing farmers to focus on new marketing strategies.
Nile Highland Arabica Coffee Farmers Association (NIHACOFA) 2615-UGA	2012-2015	\$240,939	Agriculture (Coffee): NIHACOFA is a registered association located in Zombo District, West Nile Region of Uganda. NIHACOFA is owned by 3,931 active, paid-up members (2,927 male and 1,004 female) who grow high quality, naturally grown, hand-picked coffee. The central focus of NIHACOFA's operations is offering sustainable financial and capacity building services to its coffee farmer members, and other community members.



A member of Bukonzo Joint Coffee Cooperative Society proudly shows her savings book. She uses pictures to record how much of the proceeds from her harvest she will put in group savings and how much will be used for her children's school fees.

ZAMBIA



U.S. African Development Foundation
 P.O. Box 320194 Woodlands, 35258 Kasalu Road
 Lusaka, Zambia

Partner: **Zambia Agribusiness Technical Assistance Center (ZATAC)**
 Private Bag 207
 35258 Kasalu Road, Kabulonga
 Lusaka, Zambia

Overview: Current country program established in **1984** and reopened in **2004**. Focus is on support to agricultural enterprises, including organic farming as Zambia has been identified as a **Feed the Future** country. USADF currently manages a portfolio of **24 projects** and one cooperative agreement. Total commitment is **\$3.65 million**. The **average investment** is **\$152K**.



Grantee	Duration	Value	Summary
Mpongwe Bulima Organics Cooperative Society (MBOC) 1820-ZAM	2008-2013	\$141,397	Agriculture (Groundnuts): MBOC is a small to medium-sized cooperative headquartered in the Mpongwe District in the Copperbelt Province of Zambia. USADF funds support the expansion of MBOC operations. The purpose of this grant is to expand and grow MBOC into a profitable, viable and sustainable groundnuts marketing business enterprise capable of increasing purchases and the incomes of its member farmers and other local small farmers.
Mpika Dairy Farmers Cooperative Society 1821-ZAM	2008-2013	\$341,385	Agriculture (Dairy): Mpika-based dairy cooperative. USADF funds are being used to support the expansion of the cooperative. This project will allow the cooperative to undertake greater value added processing by constructing and operating a milk pasteurization plant. The goal of the project is to establish Mpika Dairy as a profitable enterprise and significantly increase the income of the dairy farmers that sell milk to the cooperative.
Chinjara Livestock Cooperative Society (CLCS) 1825-ZAM	2008-2013	\$316,384	Agriculture (Dairy): USADF funds are being used to support the expansion of the cooperative's operations. The goal of the project is to increase milk production, improve the distribution system, improve marketing and establish the cooperative as a successful enterprise that can increase the income of member farmers.
Mumbwa District Farmers Association 1826-ZAM	2008-2013	\$308,587	Agriculture (Paprika): This USADF project will help Mumbwa DFA expand and grow as a profitable and viable business enterprise, capable of increasing income of members from the sale of paprika and other commodities.
Diocese of Mongu Development Center (DMDC) 1939-ZAM	2009-2014	\$240,191	Agriculture (Rice): DMDC markets rice, which it purchases from small scale farmers. USADF funds will support the expansion of operations. This project will provide funds for sufficient working capital, the purchase of a four wheel tractor, and the purchase a truck to facilitate market deliveries.
Kadande Farmers Group 1973-ZAM	2009-2011	\$97,493	Agriculture (Rice): Kadande member farmers primarily grow rice and secondary crops such as maize and groundnuts. KFG provides a market for the agricultural products and extension services to its member farmers. This project will enable KFG to formally produce, store, and market rice by training KFG members in accounting and financial management, organizational development, and marketing strategies. Member farmers will also learn techniques for growing and processing rice that meets quality standards, and develop a local milling capacity.
Mpima Dairy Producers Cooperative Society 2044-ZAM	2009-2014	\$249,209	Agriculture (Dairy): MDPCS coordinates the production and sale of milk to vendors in Kabwe District. This USADF grant will help MDPCS expand production and acquire additional livestock, pasteurization and packaging equipment to increase profits for group members.

Grantee	Duration	Value	Summary
Mweru-Luapula Fishing Association (MLFA) 2111-ZAM	2010-2011	\$80,175	Agriculture (Fisheries): Mweru-Luapula Fishing Association is located in Nchelenge District in Luapula Province in Zambia. The goal of this project is to strengthen the association's financial and business management. USADF funding will also provide training in fishing techniques.
Mwandi Multipurpose Cooperative Society Limited 2140-ZAM	2010-2011	\$88,395	Agriculture (Dairy): MMPCS is a cooperative made up of small scale milk producers in the Mwandi area of Sesheke District. The goal of the project is to build the capacity of the cooperative by improving its management and operational skills.
Itezhi Tehzi District Business Association 2131-ZAM	2010-2011	\$92,004	Agriculture (Fisheries): Itezhi Tehzi is a fishing association located in Luapula Province. The objective of this project is to strengthen the financial and business management capacity of the association and to enable the association take advantage of the large domestic demand for fish.
Lyambai Institute of Development 2148-ZAM	2010-2011	\$70,487	Agriculture (Rice): Lyambai Institute of Development is a company based in Mongu district, one of the main rice producing areas in Zambia. LID will provide technical assistance in production techniques and business management to three local rice groups.
Nanjucha Savings and Credit Cooperative Society Limited 2163-ZAM	2010-2011	\$93,491	Agriculture (Rice): Nanjucha Cooperative members farm rice. This project will address the cooperative's limited financial and business management capacity with a comprehensive five-year business plan. Participating farmers will also be trained in modern crop techniques.
Ushaa Area Farmers Association 2166-ZAM)	2010-2011	\$97,184	Agriculture (Rice): Ushaa Area Farmers Association members grow rice. This project will address the cooperative's limited financial and business management capacity with a comprehensive five-year business plan. Participating farmers will also be trained in modern crop techniques.
Mumwa Crafts Association 2245-ZAM	2010-2015	\$128,592	Manufacturing (Traditional Basketry and Crafts): USADF will support an expansion of business operations. This grant will enable Mumwa to meet the growing demand for Mekenge projects from the Western Province of Zambia.
Zambezi Organic Growers Association 2290-ZAM	2010-2015	\$156,707	Agriculture: The Zambezi Organic Growers Association (ZORGA) is an enterprise headquartered in the Mongu District. This grant will allow ZORGA to access the working capital and improved transportation it needs to meet local market demands and buy rice consistently from its farmers. It will also construct a warehouse and rice mill to expand rice storage and processing capabilities.
Lumwana Agricultural Cooperative Union 2291-ZAM	2010-2015	\$102,588	Aquaculture: This USADF grant will enable LACU to access the working capital needed to increase production and take advantage of local market opportunities, in particular the materials to construct and rehabilitate their fish ponds, and a refrigerated van to allow transport to more markets.
Chambeshi Rice Farmers' Association 2297-ZAM	2010-2015	\$108,082	Agriculture (Rice): This grant will enable CRFA to access the working capital and production equipment needed to help its member farmers improve their market access and increase returns to their products. In particular, the grant will secure a warehouse, a rice mill, and an enhanced purchase fund to allow CRFA and its members to more efficiently produce, store, process and market their rice.
Makumbi Farm Cooperative Society Limited (MCSL) 2378-ZAM	2011-2016	\$169,903	Agriculture (Dairy): Makumbi Farm Cooperative Society Limited (MAFCOS) markets agricultural products supplied by its members. The cooperative has identified the production of raw milk as having strong market potential given the large unmet demand for milk in Zambia. This USADF grant will expand operations. To support expansion, MAFCOS will purchase additional livestock, equipment to collect and store the milk, and a refrigerated truck to transport the milk to local retailers.

Grantee	Duration	Value	Summary
Chipepo Fisheries Company Limited 2381-ZAM	2011-2016	\$152,195	Fishing: Chipepo Fisheries Company Limited is a company involved in fish production and marketing near Lake Karida, in Gwembe. This grant will expand its operations. To support expansion, Chipepo will purchase fishing equipment and a refrigerated truck to transport the fish to more markets.
Yapya Youth Investment Trust of Zambia 2384-ZAM	2011-2013	\$ 250,000	Microfinance: Yapya is a large-scale youth investment strategy that will facilitate employment through small and medium-sized enterprise development opportunities for Zambian youth.
Chibote Multipurpose Cooperative Society Limited 2444-ZAM	2011-2016	\$97,769	Agriculture (Dairy): CMCS is engaged in dairy production and marketing in Kalulushi District of the Copperbelt Province of Zambia. This USADF grant will expand its operations. To support expansion, CMCS will purchase additional livestock, equipment to collect and store milk, and a motorcycle to transport the milk to local retailers.
Katete District Women's Development Association 2590-ZAM	2012-2014	\$89,823	Agriculture (Groundnuts): Katete DWDA is involved in the production and sales of groundnut butter and peanut oil in the Katete District of Eastern Province, Zambia. This USADF grant is designed to build capacity within the group by increasing groundnut yields through the purchase of improved seeds to be distributed to members. Production of groundnut butter and peanut oil will also be improved through the purchase of appropriate equipment.
Petauke District Farmers Association 2594-ZAM	2012-2014	\$89,724	Agriculture (Groundnuts): Petauke DFA is involved in the production and sales of groundnut butter and peanut oil in the Petauke District of Eastern Province, Zambia. This USADF grant is designed to build capacity within the group by increasing groundnut yields through the purchase of improved seeds to be distributed to members. Production of groundnut butter and peanut oil will also be improved through the purchase of appropriate equipment.
Chipata District Women Development Association 2596-ZAM	2012-2014	\$90,189	Agriculture (Groundnuts): Chipata DWDA is involved in the production and sales of groundnut butter and peanut oil in the Chipata District of Eastern Province, Zambia. This USADF grant is designed to build capacity within the group by increasing groundnut yields through the purchase of improved seeds to be distributed to members. Production of groundnut butter and peanut oil will also be improved through the purchase of appropriate equipment.

ZIMBABWE

U.S. African Development Foundation

Overview: Country Program focus is on food security initiatives. USADF currently manages a portfolio of **18 projects**. Total commitment is **\$3.4 million**. The average investment is **\$186,000**.



Grantee	Duration	Value	Summary
Kunzwana Women's Association (KWA) Kunzwana Communal Gardens 2126-ZIM	2010 -2012	\$249,078	Food Production (Vegetables): KWA is a nonprofit social welfare organization that aims to economically and socially empower farm workers, especially women and youth living and working on commercial farms and adjacent resettlement areas. USADF funds are being used to benefit 340 KWA members by establishing a garden and 17 communal organic gardens; providing working capital inputs; and training farmers in nutrition, organic gardening, sustainable farming, and business management.
Kunzwana Women's Association (KWA) Kunzwana Granny Gardens 2170-ZIM	2010 -2012	\$249,240	Food Production (Vegetables): KWA is a nonprofit social welfare organization that aims to economically, socially and culturally empower farm workers, especially women and youth living and working on commercial farms and adjacent resettlement areas. USADF funds are being used to establish individual backyard gardens and construct deep wells for 200 elderly women who lost their homes and livelihoods.
LEAD Trust CA 2134-ZIM	2010 -2013	\$134,800	Cooperative Agreement: LEAD is a nonprofit that aims to build the dignity of disadvantaged groups and communities in Zimbabwe through sustainable livelihood interventions and economic empowerment initiatives. LEAD will provide training, technical assistance, and implementation support to the LEAD Trust Hospital Gardens Nutrition project.
LEAD Trust Hospital Gardens Nutrition 2144-ZIM	2010-2013	\$238,430	Food Production (Vegetables): LEAD is a nonprofit that aims to build the dignity of disadvantaged groups and communities in Zimbabwe through sustainable livelihood interventions and economic empowerment initiatives. USADF funds are being used to establish, expand and refurbish vegetable gardens at six mission hospitals in Manicaland Province serving over 60,000 patients.
Organization of Rural Associations for Pro- gress (ORAP) Livestock 2233-ZIM	2010 -2013	\$239,363	Food Marketing (Livestock): ORAP is a member-owned rural development organization that was formed to improve incomes earned by members in Matabeleland North, Matabeleland South, and Midlands. USADF funds are being used to benefit 720 smallholder livestock producers by constructing sale pens and livestock dip tanks; distributing veterinary starter kits; providing training in animal husbandry, entrepreneurship, and small business management; facilitating market linkages and value chain development; and providing community-based extension services.
General Agriculture and Plantation Workers Union of Zimbabwe (GAPWUZ) 2258-ZIM	2010 -2013	\$250,000	Livelihood Projects: GAPWUZ is a trade union that provides displaced ex-farm workers and their families with trainings and materials to help them pursue income generating activities. USADF funds are being used to provide training and materials to 280 ex-farm workers to undertake income generating activities including small livestock farming, organic farming, fruit production, home gardening, beekeeping, fence making and carpentry.

Grantee	Duration	Value	Summary
Organization of Rural Associations for Progress (ORAP) Horticulture 2243-ZIM	2010 -2013	\$240,690	Food Production (Vegetables): ORAP is a member-owned rural development organization that was formed to improve incomes earned by members in Matabeleland North, Matabeleland South, and Midlands. USADF funds are being used to increase food security for 400 members living in arid areas by establishing ten integrated nutritional community gardens; rehabilitating 20 boreholes; installing ten sand abstraction points; providing training on entrepreneurship, small business management, and good horticultural practices; and providing extension services.
Southern Africa Federation of the Disabled (SAFOD) 2307-ZIM	2010 -2012	\$206,974	Cooperative Agreement: SAFOD is a Bulawayo-based nonprofit that provides support and services to persons with disabilities. SAFOD will provide training, technical assistance, and implementation support to eight disabled persons organizations.
Muscular Dystrophy Association of Zimbabwe (MDAZ) 2317-ZIM	2010-2012	\$99,166	Planning and Capacity Building Project: MDAZ is a welfare organization that advocates for the rights of those living with muscular dystrophy. This nonprofit provides assistive devices to its members, and implements livelihood programs. This project will build the capacity of MDAZ to manage livelihoods projects for 100 of its members. Funds are being used to conduct needs assessment workshops in five districts in Matabeleland; develop a business plan; provide training on governance, financial and program management; and purchase a vehicle.
Zimbabwe Parents of Handicapped Children Association - Bulawayo 2302-ZIM	2010-2013	\$249,927	Food Production (Vegetables): ZPHCA is a nonprofit that advocates for the rights of children living with disabilities and provides social and livelihood support to their parents. USADF funds are being used to provide training, inputs, and land to 100 parents of handicapped children to do nutritional gardening . Funds will be used to drill a borehole; install irrigation infrastructure; build a perimeter fence and storage building; and provide project participants with inputs, tools, and training.
Zimbabwe Down's Syndrome Association (ZDSA) 2296-ZIM	2011-2012	\$97,540	Food Processing (Peanut Butter): ZDSA is a nonprofit that seeks to improve the lives of people living with Down Syndrome. The group's peanut butter production and marketing operation collapsed during the Zimbabwe financial crisis and this grant will help revive it. Funds are being used develop a business plan; procure peanut butter processing machines; buy raw materials; and strengthen the organization's financial and business management systems. The project will benefit 20 members directly and others through the purchase of raw peanuts.
Zimbabwe Albino Association (ZIMAS) 2312-ZIM	2011-2012	\$84,996	Food Production (Poultry): ZIMAS is a welfare organization that provides social support for people living with albinism. This grant will help ZIMAS generate funds to sustain and expand the provision of life saving sunscreens and skin cancer screening for 10,000 members. USADF funds are being used to help the group operate a successful poultry enterprise by constructing a poultry run; purchasing chicks, feed, and other inputs; drilling a borehole; providing training in poultry production; and improving the organization's financial management capabilities.
Zimbabwe Association of the Visually Handicapped (ZAVH) 2319-ZIM	2011-2014	\$249,980	Food Processing (Maize): ZAVH is a nonprofit organization that works to improve the lives of the visually impaired through advocacy and livelihood programs. ZAVH operates a maize mill and uses the proceeds to fund individual livelihood projects for members. USADF funds are being used to expand this operation by acquiring larger capacity mills; devising a marketing strategy; funding the purchase of raw materials; purchasing a vehicle; and providing initial funding for livelihoods projects. 375 ZAVH members will benefit during the three year project period.
MilkZim Dairy Zone Trust 2372-ZIM	2011-2016	\$249,749	Food Production (Dairy): The MilkZim Dairy Zones Trust (MilkZim) is a trust that has been established by MilkZim (Pvt) Ltd. to establish and manage dairy zones in Zimbabwe. The project is a partnership between MilkZim (Pvt) Ltd., a for-profit company, and Domboshava Dairy Zone Association, a community association of 55 dairy farmers. Funds will be used to organize small-scale village-based dairy farmers into dairy zones for milk production.

Grantee	Duration	Value	Summary
Epilepsy Support Foundation (ESF) 2443-ZIM	2011-2012	\$68,583	Food Processing (Peanut Butter): ESF is a Harare-based national organization working to improve the lives of its 3,300 members living with epilepsy by providing medical treatment to help them live seizure-free lives. The group produces and sells peanut butter to fund its activities. The project will build the group's capacity to manage an expansion of this operation, increasing the amount of revenue available to ESF to support its large membership. Funds are being used develop a business plan; procure peanut butter processing machines; buy raw materials; and strengthen the organization's financial and business management systems.
National Council of Disabled Persons of Zimbabwe (NCDPZ) 2502-ZIM	2011-2014	\$249,865	Food Production (Vegetables): NCDPZ is a member-owned welfare organization made up of 10,000 members organized into 87 chapters across Zimbabwe. The group advocates on behalf of disabled persons and undertakes income generating projects to increase the livelihoods of its members. The USADF grant will directly benefit 200 households in a remote, semi-arid part of Matabeleland South by providing irrigated land, farming tools, and inputs for nutritional gardening. Funding will be used to rehabilitate existing irrigation infrastructure and structures on the land, install a sand abstraction pump, and provide training, tools, and inputs to project participants.
Nyamaropa Paprika Growers Association 2575-ZIM	2012	\$99,950	Food Production and Processing (Paprika): Nyamaropa is an umbrella organization of paprika cooperatives comprised of 1,000 farmer members. Nyamaropa provides a structure for the farmers to access inputs, receive training, and market their products. This project will build the financial capacity of Nyamaropa and help the group establish a loan fund for its members. Funding will be used to conduct training activities and begin making loans to Nyamaropa members.
Association of the Deaf — Zimbabwe (ASSOD) 2576-ZIM	2012-2013	\$97,198	Manufacturing (Welding): ASSOD is a Disabled Persons Organization (DPO) based in Bulawayo that provides social support and income generating opportunities to its 60 members. The USADF grant will provide capacity building to the group as it undertakes a welding operation to employ ASSOD members and provide operational revenue. Grant funds will be used to purchase equipment, raw materials, and secure a workspace while undertaking training focused on building the financial and business management skills of ASSOD leadership.