



The U.S. African Development Foundation

Fiscal Year 2022

Operating Plan

Introduction

The U.S. African Development Foundation (USADF) is an independent U.S. government agency established by Congress to invest in African grassroots organizations, entrepreneurs, and small- and medium-sized enterprises (SMEs). USADF's investments promote African-designed and African-delivered local economic development by increasing incomes, revenues, and jobs and by creating pathways to prosperity for marginalized populations and underserved communities.

Working through a community-led development model, USADF provides grant capital of up to \$250K, capacity-building assistance, and convening opportunities to develop, grow, and scale African enterprises and entrepreneurs. These investments improve lives and livelihoods while addressing some of Africa's biggest challenges around food insecurity, insufficient energy access, and unemployment, particularly among women and youth. USADF utilizes 100 percent African staff and local technical partners on the ground across Africa, making it an agile, impactful, and innovative foreign assistance provider that can operate in areas that often are too remote or fragile to be reached by other U.S. government development agencies.

Over the last five years (FY 2017-FY 2021) throughout Africa, with an emphasis on the Great Lakes, Horn, and Sahel regions, USADF has invested more than \$120 million directly into over 1,000 African-owned and African-operated entities and impacted more than seven million lives. USADF is aligned with U.S. national security and economic priorities for Africa and creates new markets and shared prosperity for Africans and Americans alike by reaching communities that are often left behind in Africa's growth story.

USADF has proven small-scale grants and localized development can provide sizable direct return on investment. According to research conducted by Foreign Policy Analytics, on average, for every \$10K in USADF grant funding in Africa, 25 workers are hired in the agriculture sector and 19 by youth-led enterprises, while 79 people are connected to electricity.¹

FY 2022 Strategic Priorities

Thanks to Congress, USADF has \$40 million for FY 2022, which is a \$7 million increase over FY 2021. The FY 2022 appropriation, combined with leveraged funding, brings USADF's operating budget to \$48.57 million, which is the largest in the agency's 41-year history.²

¹ Foreign Policy Analytics 2020 Report: "[Investing in Resilience from the Ground Up.](#)"

² \$.31 million from a MCC-Niger Inter-Agency Agreement for a Climate Resilient Agriculture Facility; \$.20 million from USAID; \$.35 million from Helmsley Trust Malawi; \$.40 million from Citi Foundation for Youth and Women Entrepreneurship and Job Training / Placement; \$.15 million from National Basketball Association Foundation; \$.10 million from YouthBuild USA; \$.027 million from Stanbic Foundation (Kenya); and \$5.60 million in pledges from seven African national and sub-national governments.

Table 1: USADF FY 2022 Operating Budget

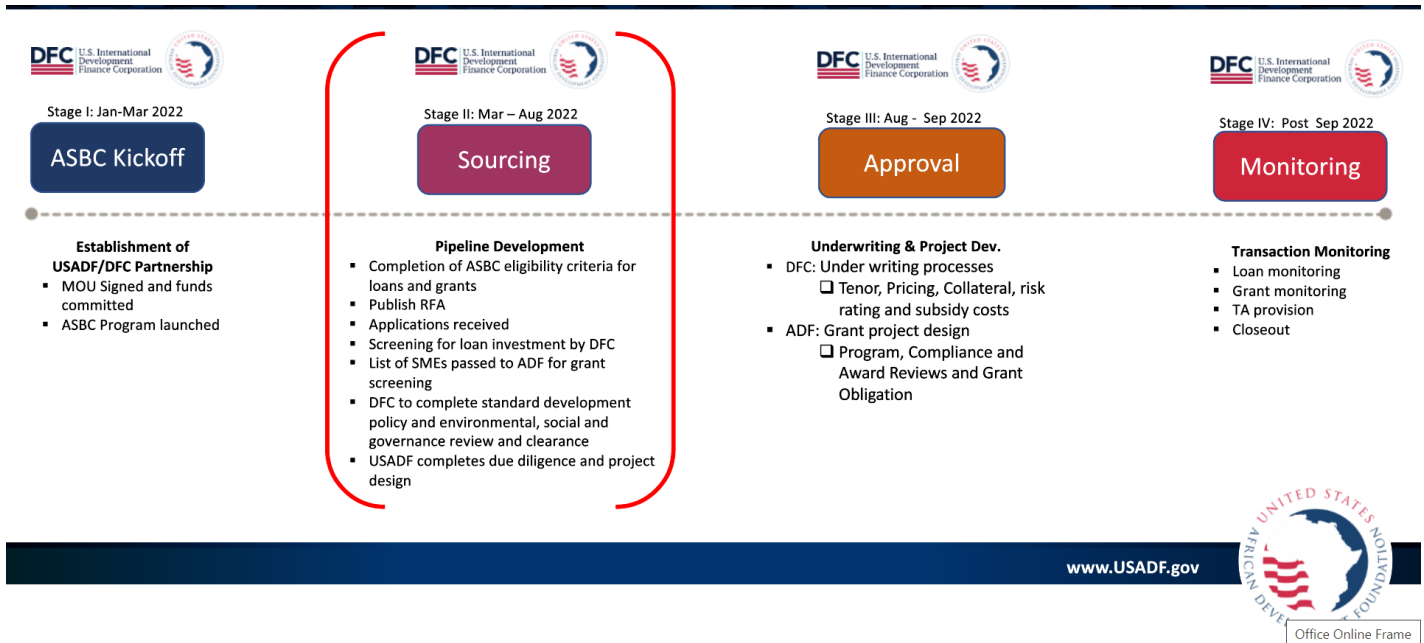
FY 2022 Operating Budget Resources (\$million)		
	FY21	FY22
USADF Appropriation	33.00	40.00
USADF CarryForward & Recoveries	1.73	1.19
Leveraged Funds	10.62	7.38
IAA MCC	3.49	0.31
IAA USAID	0.60	0.20
African Governments	4.36	5.60
Corporations/Trust	2.17	1.27
	45.35	48.57

USADF’s FY 2022 programs continue to invest directly in early-stage African enterprises and community-based organizations and are centered around **five strategic priorities**.

1. securing additional innovative and impactful co-funding strategic partnerships,
2. accelerating African SMEs’ impact across African communities,
3. fostering food security by investing in and developing agribusinesses and climate-smart solutions,
4. demarcating funding for the off-grid energy portfolio, and
5. partnering with the African diaspora to spur entrepreneurship, knowledge transfer, and investment.

USADF plans to **secure additional innovative and impactful co-funding strategic partnerships** with African governments. USADF has new or renewed partnership agreements with nine African country and subnational level governments valued at \$50.5 million over the next five years (FY 2022-FY 2026). Over FY 2022, USADF will continue advancing negotiations with the Government of Tanzania and sub-national governments in Kenya for strategic partnership agreements.

African SMEs also play a critical role in Africa’s economic development, and the \$40 million FY 2022 appropriation enables USADF to deploy capital that **accelerates SMEs’ impact across African communities**. In FY 2022, USADF and the U.S. International Development Finance Corporation (DFC) [launched the African Small Business Catalyst \(ASBC\)](#) to bolster early growth-stage SMEs in sub-Saharan Africa. USADF and DFC anticipate announcing the inaugural three to five ASBC award recipients prior to the close of FY 2022.



Nearly 57 percent of people in sub-Saharan Africa face food insecurity,³ and Russia’s invasion of Ukraine is exacerbating food shortages in Africa. The African Development Bank has earmarked a \$1.5 billion Africa Emergency Food Plan to cushion the effects of the conflict, while noting that the price of wheat by late-April 2022 had risen by 60 percent and will impact approximately 20 percent of Africa’s food production. USADF helps **foster food security by investing in and developing agribusinesses**. Accordingly, the majority of USADF grant investments (approximately 60 percent) are focused on supporting agricultural-led economic growth for smallholder farmers who are the backbone of African economies.

USADF will use the FY 2022 appropriation to **ensure dedicated funding is available and demarcated for the energy portfolio** so that the Foundation’s transformational off-grid portfolio is not dependent on funding derived from transfers from other agencies’ appropriated resources. The unpredictable nature of interagency transfers adversely impacts USADF programming timelines. For example, USADF does not expect to receive the FY 2022 Power Africa/USAID transfer before the start of the 4th quarter of FY 2022.

The FY 2022 operating budget also allows USADF to **partner meaningfully with the African diaspora**, as part of Prosper Africa’s toolkit to increase two-way trade and investments between the United States and Africa. This diaspora population plays a critical role in the economic development of the African continent by promoting trade and foreign direct investment, creating businesses, spurring entrepreneurship, and transferring new knowledge and skills. USADF will enhance a partnership with the National Basketball Players Association (NBPA) Foundation and members of the NBPA to increase investment and development in African communities. For FY 2022, the partnership’s activities focus on youth and entrepreneurship in the Democratic Republic of the Congo and Senegal.

Additionally, USADF is partnering with the African Diaspora Network (ADN) – alongside the Conrad N. Hilton Foundation and the African Management Institute of Kenya – to support the growth of African entrepreneurs by providing them catalytic funding, access to strategic partnerships, mentorship, and

³ United Nations: “[The Sustainable Goals Report 2020](#).”

frontline access to investment opportunities in Silicon Valley. Under the 5th year of its Builders of Africa's Future (BAF) program, ADN has identified 11 African enterprises for USADF to consider funding in FY 2022. In FY 2021, USADF awarded five BAF grants to innovative and growth-driven African startups.

FY 2022 Key Pillars

In FY 2022, USADF plans to award approximately 250 new grants to develop and scale agricultural enterprises, expand off-grid energy access for hundreds of communities, and empower women and youth through entrepreneurship and job training and placement opportunities. The Foundation will manage an active grant portfolio of over 531 grants valued at approximately \$57.1 million. To continue its distinctive, results-oriented, and impactful programs, USADF's FY 2022 strategic priorities focus on three key pillars:

1. achieving transformative programs,
2. strengthening African local partner organizations, and
3. establishing innovative partnerships.

Transformative Programs

USADF builds pathways to self-reliance and prosperity by taking the lead from African social entrepreneurs and enterprises on their development needs and solutions. The Foundation also aligns its program efforts in Africa with U.S. Congressional and Administration priorities in development, trade, and investment; women and youth economic empowerment; and enhanced stabilization of conflict-affected areas and fragile states. As a result, USADF's transformative programs focus on three key programmatic areas: 1) agriculture and food security, 2) off-grid renewable energy access, and 3) employment through job training and placement and entrepreneurship grants for women and youth.

In the past five-year period (FY 2017-FY 2021), USADF:

- Catalyzed agricultural-led economic growth through \$62 million in grant capital to support more than 465 agriculture cooperatives and agribusinesses in becoming self-sufficient, improving productivity, increasing incomes for smallholder farmers, and enhancing food security for over 3.4 million people;
- Provided over \$11 million in grant funding to more than 100 enterprises to bring renewable energy solutions to communities with limited or no connections to the national power grid and improve energy access for over 472,000 people; and
- Awarded close to \$12 million in grants to more than 365 enterprises for job training and placement programs so youth and women have better chances to secure employment, as well as to social entrepreneurs to start and scale their enterprises and create employment opportunities for others.

USADF implemented a new grant outreach, identification, and selection process from FY 2018 to FY 2020 to solicit, screen, score, select, and design more impactful, innovative, and transformational projects.

These changes better align all USADF program activities with strategic priorities and expand the Foundation's evidence-based approach. Continuous improvement efforts such as these enable USADF to fulfill its mission and deliver impactful programs.

USADF continues to upgrade its monitoring and evaluation (M&E) systems to drive additional efficiencies and effectiveness. In FY 2022, USADF is creating and recruiting for an M&E Specialist position. Aligned with the African Development Foundation Act⁴ mandate to invest in and increase the capacity of local African project management and business advisory partner institutions, USADF is broadening the strategies used to strengthen the capabilities and skills of its local partner organizations.

In FY 2019, two new program assessment and evaluation tools⁵ were deployed to USADF staff and local partners to improve project design and standardize the evaluation of the performance and outcomes of USADF enterprise grant activities. In FY 2021, USADF improved its impact reporting and updating systems and processes to simplify, consolidate, and unify impact measures across its three program sectors of agriculture, off-grid energy, and youth and women entrepreneurship and job training and placement. USADF country teams (Country Program Coordinators and local partners) were trained on a digital data collection tool for household survey data and in FY 2022 are implementing it for project baseline data collection.

These changes better inform USADF program priorities, efforts, and initiatives and further ensure continuous improvement of the M&E infrastructure and that lasting outcomes are achieved in creating pathways to prosperity for underserved communities.

Strengthened Local Partner Organizations

USADF's distinctive, high-impact, and localized approach to development is predicated on its in-country network of 100 percent African project management and business advisory local partners. All USADF funding in Africa is designed to increase the capacity of African institutions and leaders, in line with the ADF Act mandate 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."

USADF's operating model utilizes 100 percent local African staff (Country Program Coordinators) and local partner organizations across Africa to screen, score, and select projects for recommendation to USADF-Washington; design new grants; and implement, manage, and monitor USADF's portfolio of active and planned project grants across 21 countries of operation. Working through host country staff and African partners increases local ownership in the development process, builds the capacity of local community development institutions, and creates strong linkages that help community enterprise grant organizations achieve results-driven growth. USADF's pan-African network of local partner organizations offer strong knowledge of market linkages, connections to government and other in-country actors and stakeholders, and enterprise development background. They are also uniquely positioned to help USADF operate successfully

⁴ The ADF Act is the legislation which created USADF in 1980 (PL96-533, 22 USC 7-290h).

⁵ The two assessment and evaluation tools deployed in 2019 included OCAT (Organizational Capacity Assessment Tool) and PPI (Progress out of Poverty Index). OCAT was developed by McKinsey and Company's Social Sector Practice. It enables mission-driven organizations to evaluate their strengths and prioritize areas for improvement. PPI is a widely accepted tool that measures household-level income indicators to identify the probability that a surveyed population is living at or below recognized poverty lines.

in challenging environments and post-conflict communities.

For example, USADF's local partner in the Democratic Republic of the Congo (DRC), Action Sociale et d'Organisation Paysanne (ASOP), has assisted USADF grantee Cooperative des Planteurs et Negociants de Café au Kivu (CPNCK) in offering a gainful start for former child soldiers on Idjwi island, Lake Kivu, on the border between the DRC and Rwanda. The island has been a coffee-growing community for decades, but until recently, because of unrest and lack of in-country formal markets, coffee growers on the island could sell their produce only by smuggling it across the lake into Rwanda, a dangerous enterprise that resulted in deaths and an inability to negotiate prices.

With USADF funding and ASOP's technical support, CPNCK has taken over more of the value chain by expanding from growing coffee beans to now washing, drying, and packaging coffee. CPNCK has sold more than 96,000 kilos of coffee internationally and supplied brands in Europe and the United States, including Starbucks. CPNCK employs more than 250 ex-combatants, former rebels, and child soldiers who fought with insurgent groups. After many years of violence and instability, Idjwi island is now working to become an ecotourist destination, and CPNCK has begun offering tours of its farms and processing sites to visitors.



U.S. Ambassador to the Democratic Republic of the Congo Michael Hammer visiting USADF grantee CPNCK's coffee project site in FY 2022

Innovative Partnerships

USADF's results-based development model maximizes taxpayer dollars by securing African host country funds, corporate social investments, and interagency funding transfers to achieve sustainable economic growth opportunities for grassroots, small, and growing enterprises in underserved regions across Africa.

USADF is doing more to reimagine how to deploy grant capital. The Foundation continues to make direct grants to social entrepreneurs while harnessing new ideas and partnerships that deepen the impact of grant capital to strengthen grantee resilience and enterprise growth. USADF's innovative partnerships help further the agency's development goals, provide new ways for investees to build credit worthiness and business sustainability, and allow the Foundation to expand its work at a lower cost to the U.S. taxpayer.

By FY 2023, USADF intends to have collected more than \$83 million of leveraged funds to expand the agency's grant programs and impact. Leveraged funds totaling \$7.38 million represent approximately 15 percent of USADF's FY 2022 operating budget and fall within three partnership categories:

African Government Co-funding Strategic Partnerships

USADF matches appropriated funds with those from host African national and subnational governments that invest their own funds directly into USADF programs. In FY 2022, the Foundation is leveraging matching funds from Benin, Côte d'Ivoire, Malawi, Mauritania, Senegal, and Uganda and one subnational government in Nigeria (Lagos State). USADF is in advanced negotiations with the Government of Tanzania and sub-national governments in Kenya to establish additional co-funding partnerships.

In FY 2022, USADF awarded nine grants totaling more than \$1.6 million to SMEs in the renewable energy and agriculture sectors that are led by youth or women in Côte d'Ivoire. These are the first in a series of grants under the five-year, \$10 million co-funding partnership through which USADF and the Government of Côte d'Ivoire will provide up to \$5 million each. Also in FY 2022, USADF expects to receive the first set of funds from the [Government of Mauritania under a five-year, \\$10 million partnership](#) to carry out projects for the development of agriculture, livestock production, and non-timber forestry products and to increase access to renewable energy for the development of other sectors throughout Mauritania.

Private Sector and Foundation Partnerships

USADF extends the reach of U.S. foreign assistance funds and its impact by leveraging money from private sector corporate and foundation partners. For example, in FY 2021, USADF funded 19 projects totaling \$475K for fund matching by the Rockefeller Foundation and equity and loan funding from All On (a Shell Oil-seeded impact investing company) that resulted in approximately \$1.4 million being provided to enterprises in addition to the funding provided by USADF. In February 2022, USADF and All On launched the [2022 edition of the Nigeria Off-Grid Energy Challenge](#), which to date has awarded funds to 37 companies, totaling \$3.7 million in blended finance and impacting more than 16,000 people, including 4,000 smallholder farmers, through clean energy.

In the agriculture and food security sector, through a partnership with Mastercard Inc.'s Lab for Financial Inclusion, USADF established a pilot initiative for digitizing smallholder farmers and assisting food and cash crop purchasers in buying from them more efficiently. USADF and Mastercard Inc. co-created a follow-on phase to refine the model and scale its impact by reaching 300,000 farmers via 60 food processing groups, onboarding 40 agri-buyers, and identifying a commercial bank as a key anchor of the program during FY 2022. Discussions are underway to expand the partnership to Kenya, Rwanda, and Tanzania with the goal being for this model to underpin USADF's approach to smallholder farmer digitization across its programming footprint in FY 2023 and beyond.

The Citi Foundation has a shared vision to support youth- and women-led African enterprises and, since 2016, has provided more than \$2 million to USADF for grants to entrepreneurs from the U.S. government's Young African Leaders Initiative (YALI). In FY 2022 and through this partnership, USADF will fund nearly 20 entrepreneurship grants across Kenya, Senegal, and Uganda and separately develop 20 entrepreneurship grants for select graduates of the Citi Foundation-funded [Youlima Youth Incubator in the Democratic Republic of the Congo](#).

Interagency Partnerships

USADF is a unique tool in the U.S. government's foreign assistance toolkit. It contributes to critical U.S. development initiatives enacted by Congress, such as the Global Food Security Act, the Electrify Africa Act, and the African Growth and Opportunity Act (AGOA), including by coordinating with other U.S. government agencies like the Department of State, DFC, and Millennium Challenge Corporation (MCC).

Through interagency partnership agreements, USADF in FY 2022 will:

- *Implement the African Small Business Catalyst (ASBC), in partnership with the DFC.* The ASBC will bolster early-growth stage enterprises through loans in amounts ranging from \$100K to \$1 million from the DFC and technical assistance and grants up to \$100K from USADF. Over 37,000 African SMEs applied to the ASBC by the April 15, 2022 deadline, following a much publicized ASBC launch in March 2022. USADF and DFC anticipate announcing the inaugural three to five ASBC award recipients prior to the close of FY 2022.
- *Manage and award grants in Niger to address food insecurity, strengthen local development capacity in 20 rural communities, and benefit over 25,000 smallholder farmers and their family members.* In FY 2019, USADF entered a three-year \$9 million partnership with MCC and the Government of Niger Millennium Challenge Account (MCA) through the Niger-MCC Small Grant Facility. In FY 2022, USADF is obligating the remaining \$311K of project funding under this climate-smart agriculture grant facility and overseeing the implementation of 85 grants that are to be completed by the end of FY 2023.
- *Award grants to African women entrepreneurs to support women's economic empowerment.* Through [USADF's partnership with the Department of State](#), the Foundation will provide up to \$10 million in catalytic seed funding to African graduates of State's Academy for Women Entrepreneurs (AWE) between 2020 and 2025. Alongside State, USADF is helping African women break down barriers they disproportionately face in accessing capital, markets, networks, and mentorship so they can succeed as entrepreneurs. In FY 2022, USADF is funding 40 AWE graduates in 12 countries: Benin, Côte d'Ivoire, Ghana, Kenya, Malawi, Nigeria, Rwanda, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe.
- *Promote youth entrepreneurship and job creation.* [USAID provided USADF \\$200K to fund eight YALI grants during FY 2022.](#) Each of the grant recipients, all of whom are 2021 Mandela Washington Fellows, will receive \$25K to develop and grow their business enterprises and create positive change in six sub-Saharan African countries.

USADF Program Sectors

USADF's transformative programs focus on three key programmatic areas: 1) agriculture and food security, 2) off-grid energy access, and 3) employment through job training and placement and entrepreneurship grants for women and youth. The investments USADF makes directly into African enterprises and social entrepreneurs generate sustainable economic growth opportunities to increase

incomes and revenues, create jobs, expand intra-African trade, and promote two-way trade between the United States and Africa. USADF's activities help local communities, associations, and enterprises become self-sufficient and better integrated into local economies. This in turn provides a peaceful and productive alternative to the violence that is often found in conflict and post-conflict regions across Africa.

Agriculture and Food Security

USADF helps foster food security by investing in and developing agribusinesses. Accordingly, the majority of USADF grant investments (approximately 60 percent) are focused on supporting agricultural-led economic growth for smallholder farmers. USADF grants assist agricultural cooperatives to develop better enterprise management skills, improve production and distribution capabilities, access larger markets, improve marketing capabilities, and increase revenues and incomes for smallholder farmers.

USADF is a component agency of the U.S. government's Feed the Future (FtF) global hunger and food security initiative and has active programs in six of the 12 FtF target countries: Kenya, Mali, Niger, Nigeria, Senegal, and Uganda. Additionally, several of USADF's other country programs in Africa are aligned with Global Food Security Strategy goals.

As examples of how USADF is strengthening agribusinesses and improving food security in FY 2022:

- USADF is a member of the Coalition for Farmer-Allied Intermediaries (CFAI) – along with Bain& Company, Partners in Food Solutions, Root Capital, and TechnoServe – to catalyze a movement around farmer-allied intermediaries to transform and build more resilient African food systems. The aim is to help scale profitable, competitive African food companies that enhance smallholder farmers' livelihoods, nutrition, food security, socio-economic development, and environmental sustainability through more effective collaborative action. USADF is equipping coalition-identified companies with required capital and strategic financial and operational capabilities to ensure business continuity and adaptation for post-COVID-19 recovery. USADF has provided \$752K to 17 intermediaries in Ethiopia, Ghana, Kenya, Tanzania, and Zambia facing business continuity challenges as part of a resiliency grant pilot. Preliminary results from the recipients have shown improved performance by the businesses to adapt their products and better manage their cash flows, enabling them to make timely payments to farmers and other suppliers as well as maintain their staff and weather supply chain disruptions caused by the pandemic.
- [USADF in FY 2021 received grant funding from the Helmsley Charitable Trust](#) to implement a Livelihood Improvement Program (LIP) in Malawi. A total of \$4.5 million will be invested over three years, 100 percent of which will go to African entities. The goal of the LIP is to address food security and the income needs of chronically ill patients and their communities by training them on integrated farming systems while increasing their daily nutrition for a healthier and balanced diet. The three primary impact areas are better patient outcomes resulting from improved nutrition, improved livelihoods from income-generating agricultural activities, and increased resilience to shocks such as COVID-19. For FY 2022, USADF plans to award six LIP grants in Malawi.
- In Kenya, USADF is providing grant funding to Agrimech to launch the Agricultural

Mechanization Service Hub (AMSH) business model that is built on a suite of technology products designed to address tractor owners' (supply) and farmers' (demand) needs. This project utilizes tested and proven GPS technology supplied by U.S. small business Hello Tractor, affectionally known as the "Uber" for tractors. Hello Tractor supports equipment deployed to de-risk investments, adequately schedule and monitor tractor deployments, ensure quality and reliable service provision, and provide a sustainable employment model. Additional technology partners include American agriculture machinery company AGCO, Holman Brothers, IBM, and John Deere. Through the project, farmers and agricultural cooperatives are expected to increase their productivity by up to four times and have access to premium markets.

- Since 2015, USADF has invested approximately \$5 million in 30 coffee-focused cooperatives, directly impacting more than 1 million smallholder coffee growers. Most investments include working capital support, equipment for production, storage and transport, financial management and governance training, and other sector-specific activities. USADF's new coffee approach is designed and implemented in six countries: Burundi, DRC, Malawi, Rwanda, Tanzania, and Uganda. Within these countries, coffee is one of the key cash and export crops and important to addressing challenges related to inclusiveness, encouraging a systematic approach towards making coordinated investments, and improving the impact of grants. For FY 2022, USADF has partnered with Ethos Agriculture to train USADF's local technical partners in the six countries to better serve USADF-funded coffee enterprises and engage on public and private development initiatives and coffee sustainability programs that build the required local infrastructure to contribute to sustainable economic growth in rural Africa.

Off-Grid Renewable Energy

Sub-Saharan Africa has the lowest energy access rates in the world, with electricity reaching only about half its people; approximately 600 million people lack electricity, and 890 million cook with traditional fuels.⁶ USADF's off-grid energy grants promote market-based solutions that connect people and businesses to electricity and are particularly impactful for marginalized communities. Since 2014, USADF has awarded over \$16 million to more than 140 off-grid energy enterprises to help combat insufficient access to energy.

In the last 12 months, USADF funded 13 energy enterprises – eight of which are women-led or have women in leadership roles. These enterprises support solar-powered mini-grids, solar- and gas-powered agriculture processing, food preservation and transportation solutions, solar home systems distribution, cold storage, and the combination of cold storage with mini-grids to serve the agricultural and economic needs within communities.

In FY 2022, USADF plans to fund up to 20 energy enterprises and support catalytic business models and social enterprises that have an innovative angle while solving intractable developmental energy challenges.

Women and Youth-Led Entrepreneurship and Employment

⁶ OECD Case Study, Achieving clean energy access in sub-Saharan Africa 2018 <https://www.oecd.org/environment/cc/climate-futures/Achieving-clean-energy-access-Sub-Saharan-Africa.pdf>

USADF prioritizes the creation of sustainable jobs by investing in enterprises that are creating employment opportunities. Africa is the youngest continent when considering the age of its population; 60 percent of Africa's 1.25 billion people are under 25,⁷ and 12 million young Africans are expected to enter the work force every year.⁸

USADF has had a focus on women since its founding and believes Africa's growth and prosperity will be driven by her women. The Biden Administration at the Gender Equality Forum in late FY 2021 made a specific commitment to promote women's entrepreneurship around the world, "including through grants to grassroots and community-led organizations to include gender-inclusive digital services for women-owned businesses through the U.S. African Development Foundation, to complement the Foundation's traditional focus on women in development in Africa." USADF is ensuring that this component of the U.S. government's commitment is met. For FY 2021, nearly 52 percent of USADF investments (by number of grants) were awarded to women-owned enterprises, and the Foundation will have a similar percentage for FY 2022.

The Foundation creates solutions for Africa's future now by investing in women and young entrepreneurs through the provision of seed capital and technical assistance to help them grow their social enterprises. USADF provides youth and women entrepreneurs with the tools needed to invest in their own communities, employ marginalized people, train other youth and women, impact their communities, and create or expand markets by providing goods and services.

USADF selects Africa's top young entrepreneurs from the U.S. government's Young African Leaders Initiative (YALI) to receive catalytic seed funding through highly competitive business plan competitions. Since 2014 in nearly 40 countries, USADF has invested more than \$6.4 million in nearly 300 YALI entrepreneurs' social enterprises.

In Somalia where approximately 70 percent of youth are unemployed, USADF is filling a skills gap by providing vocational training and job placement for youth between the ages of 15 and 35. USADF provides funding to local Somali NGOs to train unemployed youth and work with local businesses to set up five-month training and apprenticeship programs. To date, USADF funding has facilitated placement for 6,000 youths. Youth trainees have reported their income jumping as much as from \$50/month to \$300/month. In FY 2020, USADF expanded this impactful model of youth training and apprenticeship in Somalia to the Democratic Republic of the Congo, Lagos State in Nigeria, South Sudan, and Uganda.

Following are priorities under the Foundation's youth and women entrepreneurship portfolio for FY 2022:

- During Global Entrepreneurship Week in FY 2022, [USADF and Stanbic Kenya Foundation announced the seven winners of an inaugural Entrepreneur Pitch Event](#), jointly hosted as part of USADF's and Stanbic Bank's \$10 million grant fund partnership to support SMEs in Kenya. The grants provide SMEs, cooperatives, and producer groups with an opportunity to gain access to affordable finance, markets, and digital technologies. In FY 2022, USADF announced a second request for applications, and over 300 SMEs applied, from which 25 were selected to pitch their

⁷ Brookings Institution Africa Growth Initiative, Foresight Africa 2019 https://www.brookings.edu/wp-content/uploads/2019/01/BLS18234_BRO_book_007_WEB.pdf

⁸ African Development Bank Group, Jobs for Youth in Africa, 2016 https://www.afdb.org/fileadmin/uploads/afdb/Images/high_5s/Job_youth_Africa_Job_youth_Africa.pdf

businesses and 13 finalists were selected to receive grant funding totaling \$550K. During the process, the program leveraged over \$600K in private investment for eight SMEs. A third pitch competition is scheduled for June 2022.

- Through a five-year \$10 million partnership with the Lagos State Employment Trust Fund (LSETF), USADF is facilitating globally competitive industry and trade relevant skills and apprenticeships for 15,000 youths in Lagos State (Nigeria), equipping them to take advantage of employment and entrepreneurship opportunities. Both parties are providing up to \$5 million each over the life of the Youth Employability Program partnership. To date, USADF and LSETF have provided funding totaling \$2.6 million to 34 youth training institutions that have trained more than 3,700 youths to qualify them for employment in a variety of sectors, including construction, fashion, IT, banking, and health. The program continues to expand in FY 2022, with over 7,500 additional youths expected to receive training.
- With grant funding from the Conrad Hilton Foundation, YouthBuild International (YBI) provided USADF a sub-grant of \$100K that USADF matched to support the training of 180 youths in the tourism and agricultural sectors. The program is implemented by CAP Youth Empowerment Institute (CAPYEI), a Kenyan NGO that has achieved great success in training and supporting youth to secure sustainable livelihood opportunities through its Basic Employability Skills Training that provides six months of intensive training and links graduates to private sector firms for employment. For FY 2022, YBI will issue a new \$250K grant to USADF that the agency will match for a total of \$500K in grants to support youth employment and entrepreneurship in Kenya through this partnership.
- Through the Peace Building through Entrepreneurship pilot partnership with the Whitaker Peace & Development Initiative (WPDI), an NGO founded by Academy Award winning actor Forest Whitaker, USADF has provided support in two post-conflict communities WPDI works in: South Sudan and Uganda. The program provides training, grant funding, and peace and reconciliation support services for small groups and enterprises, consisting of youth between 18-35 and women of any age. Targeted groups are working in agriculture, trade, marketing, and renewable energy. The program is designed to help communities generate income to rebuild their society, while providing youth an opportunity to learn new skills focused on creating trust and social cohesion. USADF funded 10 projects in South Sudan in FY 2021 where it is supporting 17 youth projects in FY 2022.
- Gender-inclusive digital services will be pivotal for rural and women-led businesses to recover from the impacts of COVID-19. USADF is poised to support nearly 1,000 African women-owned enterprises in developing websites, e-commerce platforms, and digital marketing content and strategy under this new digitization focus, alongside Google Africa and Facebook.

USADF's Alignment with Congressional Priorities

USADF's program efforts in Africa align closely with Congressional priorities in development, trade and investment, youth and women economic empowerment, and the promotion of stability in fragile states and post-conflict regions.

Global Fragility Act

Of USADF's 21-country portfolio, 17 countries are classified as fragile or extremely fragile states by the

Organization for Economic Corporation and Development (OECD).⁹ USADF’s focus on supporting grassroots community-led enterprises, emphasis on youth and women entrepreneurs, and development model dovetail well with the Global Fragility Act’s requirement that “participatory, locally-led programs that empower marginalized groups such as youth and women” be a component of the Act’s Global Fragility Strategy. Furthermore, USADF’s operating model of 100 percent African staff and partners on the ground means USADF can manage programs in areas that are difficult for other agencies to reach on a consistent basis.

In Niger, USADF is helping address the root causes of instability by funding projects designed to increase incomes of small-scale agriculture-dependent and livestock-dependent families in rural Niger by improving crop and livestock productivity, sustaining natural resources critical to long-term productivity, supporting growth of agricultural enterprises, and increasing market sales of targeted commodities. The projects directly benefit over 28,000 people, more than 16,000 of them women. In Somalia, USADF provides funding to local Somali NGOs to train unemployed youth and set up training and apprenticeship programs. To date, USADF funding has facilitated job placement for 6,000 youths in the conflict-affected country.

Global Food Security Act and Feed the Future

Over the past five years, USADF has provided over \$61 million to help approximately 3.4 million people overcome food insecurity. USADF is an interagency partner of the U.S. government’s Feed the Future (FtF) global hunger and food security initiative and improves food security in six of the 12 FtF target countries: Kenya, Mali, Niger, Nigeria, Senegal, and Uganda.

USADF’s direct relationship with grantees has proven useful throughout the COVID-19 pandemic. For example, a USADF-supported women’s rice cooperative in Nigeria was struggling with access to fertilizer, seeds, and pesticides due to the pandemic’s impact on global supply chains. USADF’s financial and technical assistance helped the cooperative procure and distribute these inputs to cooperative members, ensuring they were ready for planting season despite the pandemic. These measures proved to be transformational, as the cooperative increased production from 60 bags per hectare pre-pandemic to between 80 and 100 bags per hectare.

African Growth and Opportunity Act (AGOA) and Prosper Africa

USADF has invested \$78.5 million in enterprise development grant capital to grow community enterprises into future trading partners. Under Prosper Africa, USADF is helping African enterprises identify and be positioned to take advantage of U.S. markets. The Foundation has assisted them in strengthening management and financial systems and fulfilling supply orders for cashews, cosmetics and toiletries (shea- and palm oil-based products), and coffee, as examples, for big retailers such as Costco, Macy’s Department Store, Starbucks, Target, and Whole Foods.

Several U.S. energy firms have made sales of renewable energy products and inputs to USADF grantees. At least 24 African-owned energy companies USADF has funded have purchased solar components and products and services from close to 20 American companies, illustrating how USADF’s investments can spark two-way trade between the United States and Africa.

⁹ OECD’s 2020 [States of Fragility 2020](#) report.

The USADF-DFC African Small Business Catalyst (ASBC) also furthers Prosper Africa’s goals of readying African SMEs to become future trading partners for the United States.



PROSPER AFRICA

USADF is excited to see how ASBC will strengthen the impact and resilience of African SMEs while advancing Prosper Africa goals of supporting U.S. and African businesses in significantly enhancing two-way trade and investments.

– Travis Adkins, President and CEO,
U.S. African Development Foundation

The graphic features a blue background with the Prosper Africa logo at the top left. Below the logo is a portrait of Travis Adkins, a man with a beard and glasses, wearing a dark suit and tie, standing in front of an American flag. To the right of the portrait is a quote in white text. At the bottom right, there is a signature in white text. The graphic is decorated with vertical bars of color (blue, red, yellow) on the right side.

Electrify Africa Act and Power Africa

USADF, a component agency of Power Africa, since 2014 has invested \$16 million in more than 140 off-grid energy enterprises to help combat insufficient access to energy. Recent accomplishments of USADF grantee and woman-owned enterprise Salpha Energy Limited in Nigeria demonstrates how the Foundation promotes renewable energy solutions in underserved communities while empowering women.

Salpha Energy Limited is a Nigerian off-grid energy company founded to make quality solar energy accessible and affordable to vulnerable off-grid households in Nigeria. Salpha Energy Limited has sold over 1,800 solar products throughout 10 Nigerian states and implemented five rural electrification projects under the Light for All Nigerians (LIFAN) initiative. The company has an active distributor network of over 350 individuals, cooperatives, and traders nationwide with key partnerships with payment collection enablers such as InfiBranches, Paga, and Interswitch. Salpha was awarded a grant under the USADF-All On Nigeria Off-grid Challenge to increase access to affordable, reliable electricity for residents of Akwa Ibom State by piloting a ‘Pay As You Go’ solar home system model. Salpha successfully completed the requirements of its grant and deployed over 500 solar home systems in Akwa Ibom. Based on that success, the company received an [additional \\$1 million in follow-on funding from All On](#) to scale the company’s solar home systems distribution business, focused on bottom-of-the-pyramid customers in rural and peri-urban areas across Nigeria.

Women’s Economic Empowerment

USADF, which has had a focus on women entrepreneurs since its creation by Congress in 1980, will provide up to \$10 million in catalytic funding and technical support to select African graduates of the Department of State’s Academy for Women Entrepreneurs to help them succeed as entrepreneurs. Target

countries for FY 2022 are Benin, Côte d’Ivoire, Ghana, Kenya, Malawi, Nigeria, Rwanda, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe.

Zambia’s President Hakainde Hichilema in April visited USADF grantee Monze District Women Development Association. With strong participation of the women among its 2,000 members, the enterprise provides an important market for sunflower crop produced by members but faced challenges, including lack of management capacity, insufficient capital to purchase raw materials, limited processing capacity, and inadequate storage. With financial and technical assistance from USADF, Monze received training in business and financial management capacity and established functional systems. It successfully constructed a warehouse, increasing storage capacity to 297.5 tons from 28 tons. In addition, Monze’s processing capacity for sunflower oil doubled with the acquisition of two electric oil expellers. USADF’s assistance also enabled the grantee to increase farmers’ access to improved certified sunflower seeds and create five permanent and seven part-time jobs.



Cooperation with African Diaspora Communities in the United States

Per guidance from Congress in report language accompanying the House version of the FY 2022 State and Foreign Operations Appropriations bill,¹⁰ USADF has increased its outreach to African diaspora populations in the United States. While, according to the ADF Act, USADF’s grants can only be provided

¹⁰ “Within the increase provided, the Committee encourages the USADF to continue partnering with African diaspora entities and individuals in the United States and to allocate \$500,000 to support new, collaborative projects between USADF grantees and Africa diaspora communities in order to expand such mutually beneficial and meaningful relationships,” H. Rept. 117-84, page 66, <https://www.congress.gov/117/crpt/hrpt84/CRPT-117hrpt84.pdf>

to African-led, -owned, and -based enterprises, African diasporas are natural partners and markets for USADF-supported African businesses and represent a potential source of support for USADF programs.

For FY 2022, USADF is a lead sponsor of the African Diaspora Network’s Builders of Africa’s Future Awards and will fund up to 11 early-stage African enterprises innovating in technology and health care access and delivery.

USADF is also partnering with the National Basketball Players Association (NBPA) Foundation to jointly fund development projects supported by NBPA members interested in and committed to development in Africa and creating long-term, self-sustaining change, spearheaded by African leaders. As part of the collaboration, and at the direction of NBPA members, USADF and the NBPA Foundation provide capital for African enterprises and community-led initiatives using a 3x grant multiplier structure. Through this structure, selected awardees receive grants of up to \$25K from USADF, \$25K from a NBPA member, and \$25K from the NBPA Foundation, for a total combined possible investment of \$75K. These grants bridge engagement with various African diaspora communities and accelerate the collaborative, philanthropic work NBPA members do worldwide to build their communities and create meaningful change. Initial NBA player-identified projects are in the Democratic Republic of the Congo, Nigeria, and Senegal.

FY 2022 Budget Charts

The *Consolidated Appropriations Act, 2022* (PL 117-103) provides USADF with an appropriation of \$40 million to carry out the Foundation’s mission under the ADF Act. USADF’s FY 2022 \$48.57 million operating budget consists of a \$40 million appropriation, \$1.19 million of carry-over funds, and \$7.38 million in partnership funds from African governments, private sector corporations and foundations, and U.S. interagency partners Millennium Challenge Corporation (MCC) and U.S. Agency for International Development (USAID). The operating budget will translate into an estimated 250 new grants to African enterprises and entrepreneurs across the continent and enables the Foundation to monitor an active grant portfolio of over 531 grants valued at \$57.1 million.

Table 2: FY 2022 Operating Budget Source of Funds (in thousands of dollars)

DESCRIPTION	USADF APPROPRIATION		INTER-AGENCY AGREEMENT (IAA)		AFRICAN GOVERNMENT CO-FUNDING	CORPORATION/ TRUST	TOTAL FY22 OPERATING BUDGET
	FY 2022 APPROPRIATION	CARRYFORWARD & RECOVERIES	MCC	USAID YOUTH			
TOTAL	40,000	1,188	312	200	5,600	1,272	48,572

A strength of USADF’s program model is its ability to put a large percentage of its program funds to work directly in Africa. Of USADF’s overall FY 2022 budget, 81 percent is allocated towards program costs, of which approximately 80 percent is planned to be spent directly in Africa. Administrative support costs stand at approximately 19 percent of USADF’s FY 2022 budget.

Table 3 provides a summary of the FY 2022 planned allocation of resources to support USADF’s mission of providing seed capital and local project management support to early-stage agriculture, off-grid renewable energy, and women- and youth-led enterprises.

Table 3: FY 2022 Operating Budget (in thousands of dollars)

	DESCRIPTION	FY 2021 ACTUAL (x1000)	FY 2022 OPERATING BUDGET (x1000)
All Funds	Administrative Support Cost		
	USADF/W	7,307	9,062
	<i>Administrative Support Cost Subtotal:</i>	<i>7,307</i>	<i>9,062</i>
	Program Cost		
	Grant Investments	21,834	20,026
	Grant Implementing Partners	8,224	8,175
	Grant Amendments & Forex	78	600
	Grant & CPC Audits	187	242
	Country Offices (CPC)	1,517	1,763
	Headquarters Program Support	3,796	4,789
	African Diaspora Engagement		500
	CarryForward & New Strategic Partnerships		3,415
	<i>Program Cost Subtotal:</i>	<i>35,636</i>	<i>39,510</i>
	<i>Total Administrative Support and Program Cost</i>	<i>42,943</i>	<i>48,572</i>
	Administrative support cost as a percentage of all costs	17.0%	18.7%

Table 3.a. Subtotal - USADF Appropriated Funds

	DESCRIPTION	FY 2021 ACTUAL (x1000)	FY 2022 OPERATING BUDGET (x1000)
USADF Appropriation	Administrative Support Cost		
	USADF/W	7,307	9,062
	<i>Administrative support cost Subtotal:</i>	<i>7,307</i>	<i>9,062</i>
	Program Cost		
	Grant Investments	13,900	14,240
	Grant Implementing Partners	6,610	7,950
	Grant Amendments & Forex	52	600
	Grant & CPC Audits	187	242
	Country Offices (CPC)	1,517	1,763
	Headquarters Program Support	3,796	4,789
	African Diaspora Engagement		500
	CarryForward & New Strategic Partnerships		2,042
	<i>Program cost Subtotal:</i>	<i>26,062</i>	<i>32,126</i>
	<i>Total Administrative Support and Program Cost</i>	<i>33,369</i>	<i>41,188</i>
	Administrative supportcost as a percentage of total cost (appropriation)	21.9%	22.0%

Table 3.b. Subtotal – Leveraged Funds
(Including Interagency Partnerships)

	DESCRIPTION	FY 2021 ACTUAL (x1000)	FY 2022 OPERATING BUDGET (x1000)
Leveraged Funds	Estimated leveraged funds		
	Grant Investments	7,934	5,786
	Grant Implementing Partners	1,614	225
	Grant Amendments & Forex	26	
	CarryForward & New Strategic Partnerships		1,373
	<i>Total leveraged funds</i>	<i>9,574</i>	<i>7,384</i>

USADF Grant Types

Pursuant to the ADF Act, the size of USADF’s grants may not exceed \$250K per project without approval from its Board of Directors. Through its market-driven enterprise development model, USADF helps low capacity, high potential community-based enterprises move along a continuum of development – first gaining core capabilities, then expanding market access and ultimately “graduating” to access other types of growth capital.

USADF implements its model utilizing six primary grant types, which include:

Operational Assistance Grants (OAG)

Many community enterprises in Africa require initial capacity building prior to pursuing expansion. OAGs are awarded to groups that have a potential for longer term growth and business success, but require business planning, technology assessment, management and financial systems development, market research, training, and technical assistance to position themselves for follow-on investment. Outputs from the OAG are a business plan, improved production and products, a defined market opportunity, an investment plan, improved management capacity, and a fully auditable set of business records. OAG grants are one to two years in length and range from \$50K to \$100K.

Enterprise Expansion Grants (EEG)

The Enterprise Expansion Grant is the principal financing mechanism USADF utilizes to assist grantees with an established market and defined business strategy to scale their activities. The purpose of the EEG is to assist grantees in generating increased revenues, increasing incomes, improving profitability, creating jobs, and positioning themselves for future investments. Applicants for an EEG must have a business track record that reflects a strong production capacity, market knowledge, quality products, and well-developed financial systems and records that will enable them to obtain a USADF financial certification. EEG grants are typically three to four years in length and range from \$100K to \$250K.

Enterprise Linkage Grant (ELG)

The Enterprise Linkage Grant was developed as a tool to position an enterprise to scale-up operations by securing outside financing from targeted investors, donors, and financial institutions. ELGs are awarded

to groups that have built a strong organizational foundation and achieved significant revenue growth but still are considered too high-risk to secure traditional financing. USADF assists these grantees in identifying the financing criteria for one or more targeted funders, further developing the enterprise's operations, and securing follow-on financing independent of USADF. ELG grants are six months to three years in length and average \$57K.

Community Reinvestment Grants (CRG)

Community Reinvestment Grants are reimbursable grants for which a portion of grant funds are repaid and reinvested in local community organizations selected by the grantee, with USADF coordination and assistance as needed. A project undertaken through the reinvested funds must be directed at improving the overall quality of community life through social and economic advancement and improvements to community facilities and services. Grantees enter into their own agreements with recipients of the reinvested funds. All CRGs are performed by recipients of an EEG.

Fixed Amount Awards (FAA)

The Fixed Amount Award is a grant type USADF provides for a specific level of financial support where grant risks are identified and mitigated up front and financial requirements are determined based on a defined set of milestones. The recipient's accountability is based primarily on performance and results as determined by the achievement of established milestones. Many of USADF's off-grid energy grants fall within this category. FAAs are generally for a term not to exceed 18 months and range from \$10K to \$100K.

Small Grants

Most of USADF's entrepreneurship grants, including grants awarded under USADF's partnerships on the Academy for Women Entrepreneurs (AWE) and Young African Leaders Initiative (YALI), fall into this category. Small grants funding helps provide feasibility studies, training and capacity building opportunities, small equipment, and other forms of support to grantees that do not have the experience or capacity to carry out larger development projects. This grant helps those grantees gain experience and acquire capacity to carry out larger projects. Small grants are typically six months to three years with funding up to \$50K.

Grant Selection, Monitoring, and Evaluation

USADF selection criteria are used to assess grant applicants and ensure they demonstrate the ability to create jobs, increase incomes, grow enterprise revenues, build organizational capacity and resilience, and ensure results scale to hundreds of community members. The selection process helps ensure a high return on grant investments and is central to the USADF enterprise development model that provides seed capital to potential high-impact enterprises that can grow revenues in a way that will increase income levels for smallholder farmers and other community members linked to that enterprise's operations.

All grants have a detailed project plan that includes measurable goals and objectives, project outcomes, and impact, and a detailed project budget. USADF monitors grant performance and funds accountability

through its local African partner organizations, quarterly progress reports, periodic site visits from Washington-based staff, and semi-annual Washington-based project performance assessments.

In FY 2021, USADF awarded 329 new grants, investing primarily in early-stage agriculture, off-grid energy, and youth- and women-led enterprises. Over the full grant lifecycle, the new grants awarded in FY 2021 are projected to benefit over 190,000 people directly and more than 760,000 household members.

Funding Allocation by Country

USADF’s grant outreach, identification, and selection process standardizes USADF’s application solicitation and selection to ensure an efficient, effective, and transparent system to identify high-impact grants. USADF issues a series of public requests for proposals to promote awareness of USADF grant opportunities and ensure a robust pool of potential applicants. USADF staff then review and identify applications that meet country strategy objectives and specific USADF grant success factors. This selection process provides greater opportunities for potential applicants to apply for USADF funding, ensures selected grants meet standard criteria, and contributes to a consistent and scalable approach to identify, select, and award grants that can achieve significant results for community groups across Africa.

Table 4 shows the results of the FY 2021 selection process, as well as the FY 2022 planned country allocations. Table 5 shows a planned sectoral allocation with the in-country grant investment management cost.

Table 4: FY 2021 Funding Allocation and FY 2022 Planned Funding Allocation by Country

COUNT	COUNTRY	FY 2021 ACTUAL	FY 2022 OPERATING BUDGET		
			LEVERAGED FUNDS	APPROPRIATED FUNDS	TOTAL
<i>Countries with full USADF Program</i>					
1	Benin*	2,175,922	750,000	1,158,848	1,908,848
2	Burkina Faso	319,000	-	1,399,500	1,399,500
3	Burundi	1,028,092	-	782,636	782,636
4	Cote d'Ivoire*	2,524,135	1,000,000	1,956,822	2,956,822
5	Democratic Republic of the Congo***	310,000	150,000	429,091	579,091
6	Guinea	226,821	-	136,419	136,419
7	Kenya ***	2,136,157	350,000	1,368,515	1,718,515
8	Liberia	414,412	-	978,236	978,236
9	Malawi*	1,768,735	574,000	297,078	871,078
10	Mali	883,263	-	359,448	359,448
11	Mauritania*	449,496	700,000	975,387	1,675,387
12	Niger**	3,838,540	311,521	878,636	1,190,157
13	Nigeria*	3,945,147	824,913	1,938,120	2,763,033
14	Rwanda	1,005,383	-	911,350	911,350
15	Senegal*/***	1,878,936	75,000	951,943	1,026,943
16	Somalia	579,520	-	852,000	852,000
17	South Sudan	371,799	-	976,909	976,909
18	Tanzania	1,291,236	25,000	780,000	805,000
19	Uganda*/***	2,375,316	1,100,000	1,122,161	2,222,161
20	Zambia	884,181	-	1,109,000	1,109,000
21	Zimbabwe	360,900	25,000	374,709	399,709
<i>Other Allocations</i>					
	Grant Amendment ***	77,941		100,000	100,000
	CarryForward & New Strategic Partnerships ***		1,373,000	2,642,400	4,015,400
	Agriculture			418,000	418,000
	Entrepreneurship ***		125,087	500,087	625,174
	Off-Grid			1,200,000	1,200,000
	M&E / Communications			275,000	275,000
<i>Countries without full USADF Program</i>					
1	Ethiopia	164,700			-
2	Gambia	10,000			-
3	Ghana	481,500		30,000	30,000
4	Lesotho	-			-
5	Madagascar	-			-
6	Mauritius	499,593			-
7	Republic of Congo	50,000			-
8	Sierra Leone	-			-
9	South Africa	85,000		30,000	30,000
Total	Total	30,135,725	7,383,521	24,932,295	32,315,816

Note

* Country with co-funding agreement

** Interagency Agreement with MCC to implement MCA-Niger Climate Resilient Agriculture Facility

*** Corporate Funding - Citi Foundation

Table 5: FY 2022 Planned Funding Allocation by Sector and In-country Management

SECTOR AND IMPLEMENTATION	FY 2022 Planned Allocation
Agriculture (CO-OP/SME)	12,980,521
Entrepreneurship	4,175,000
Off-grid Energy	1,705,000
Implementing Partners	8,174,895
M&E / Communications	1,165,000
<i>Total Grant Target</i>	<i>28,200,416</i>

Administrative Support Costs

Table 6 below provides the summary detail of U.S. government appropriated dollars allocated to support the administration and oversight of USADF programs in Africa. USADF is focused on allocating resources efficiently and effectively in support of its mission. In FY 2022, administrative support costs are budgeted at \$9.06 million, which is approximately 19 percent of USADF’s operating budget. Achieving these results requires continuous attention to decisions concerning organizational structure, staffing, and field personnel. USADF will continue striving to find efficiencies in its operations throughout FY 2022.

Table 6: Administrative Support Costs

DEPARTMENT/UNIT	FY 2021 ACTUAL	FY 2022 OPERATING BUDGET
Staff Compensation & Benefits	2,504,130	2,119,090
Information Technology	411,747	1,664,551
Support Services	4,391,264	5,278,752
<i>Total</i>	<i>7,307,141</i>	<i>9,062,393</i>

Leveraged Funds

Section 506(a)(9) of the ADF Act provides USADF with gift acceptance authority. This authority enables the agency to extend the reach of taxpayer dollars by leveraging funding from African host governments, private sector corporations and foundation, and the U.S. interagency. Table 7 summarizes historical leveraged funds received between 2012 through 2021, as well as 2022 projected leveraged funds.

Table 7: Leveraged Funds – Historic and 2022 Projection

Table 7.a. African Governments Co-Funding

AFRICAN GOVERNMENT	CONTRIBUTIONS 2012-2021	PROJECTED FOR 2022
BENIN	5,685,601	750,000
CÔTE D'IVOIRE	1,725,860	1,000,000
MALAWI	1,701,101	200,000
MAURITANIA	-	900,000
NIGERIA	1,761,865	750,000
SENEGAL	869,595	1,000,000
UGANDA	9,032,753	1,000,000
Total	20,776,775	5,600,000

Table 7.b. Interagency Agreements

INTERAGENCY AGREEMENT	CONTRIBUTIONS 2012-2021	PROJECTED FOR 2022
USAID	9,650,000	200,000
MCC	9,000,000	-
Total	18,650,000	200,000

Table 7.b. Corporations and Foundations

CORPORATION / FOUNDATION	CONTRIBUTIONS 2012-2021	PROJECTED FOR 2022
NBA FOUNDATION	75,000	125,000
YOUTHBUILD USA		100,000
CARGILL/PARTNERS IN FOOD SOLUTIONS/TECHNOSERVE	535,000	
CITI FOUNDATION	2,550,000	
DAHABSHIL BANK	100,000	
GENERAL ELECTRIC AFRICA	1,150,000	
HELMSLEY TRUST	1,436,892	
HERBALIFE	25,000	
MORGAN DAVIS FAMILY	5,000	
STANBIC BANK - KENYA	272,851	
Total	6,149,743	225,000

Conclusion

USADF is a model for doing development effectively and efficiently by directly supporting small-grant enterprise development at the grassroots level in Africa. By investing directly in early-stage African

enterprises and utilizing in-country technical experts/local management partners, USADF improves lives and livelihoods, including those of smallholder farmers, women and girls, and unemployed youth. USADF aligns with U.S. economic and strategic priorities in Africa to create jobs, new markets, and shared prosperity for Americans and Africans.

Over the past five years, USADF reached over seven million people, leading to improved livelihoods and greater food security, energy access, employment opportunities. USADF in FY 2022 will continue implementing distinctive, high impact programs in Africa that support Congressional and Administration priorities and deliver results for underserved communities across Africa.