



USAID Impact Report 2015–2019

Creating Pathways to
Prosperity for Underserved
Communities in Africa



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Creating Pathways to Prosperity for Underserved Communities in Africa

The United States African Development Foundation (USADF) is a model for doing development differently. Our foreign assistance in Africa is an investment in local economic development for peace and security today and prosperous U.S. trading partners tomorrow.

USADF invests directly in African grassroots enterprises and entrepreneurs, providing seed capital and local technical assistance. We create pathways to prosperity by promoting community-driven economic development that improves lives and livelihoods of people across Africa.

Who Do We Reach

Poor and Vulnerable Populations

- Smallholder farmers
- Women
- Youth
- Refugees and internally displaced persons
- Conflict-affected communities

How Do We Invest

Growth Grants and Capacity Building

- Invest directly in local enterprises, providing seed capital and technical support
- Award grants of a maximum of \$250,000 to African-owned, African-led enterprises
- Fund 100% African, local implementing partners providing oversight and expertise in 20 countries
- Create partnerships with African host governments, private foundations, and other U.S. government agencies to extend the reach and impact of USADF programs across Africa

Where Do We Invest

Fragile States and Frontier Markets

- USADF's agile development model allows us to quickly award grants in conflict and post-conflict areas
- USADF extends the reach of traditional foreign assistance by working with underserved communities
- USADF invests in projects and programs throughout the **Greater Horn of Africa, Sahel, and Great Lakes** regions



A Message from USADF Leadership

Though Africa has made great strides in recent years, challenges still abound. At the United States African Development Foundation (USADF), we embrace challenges and leverage our extensive development expertise to create pathways to prosperity. We also know that unlocking the potential of smallholder farmers, women, youth, pastoralists, refugees, and those in conflict-affected environments takes time and strategic excellence. That is why we focus on three key pillars: **Achieving Transformative Impact, Strengthening African Implementing Partners, and Expanding Innovative Partnerships.**

Achieving Transformative Impact: Over the last five years (2015-2019), throughout Africa but with a focus on the conflict-affected Sahel, Horn, and Great Lakes regions, USADF directly invested more than \$115 million in over 1,000 African-owned and -operated entities and impacted over four million lives. Additionally, our investment generated \$220 million in new economic activity through Agriculture Enterprise Growth and Development, Off-Grid Energy Solutions, and Entrepreneurship and Job Training.

Strengthening African Implementing Partners: Over the last five years, USADF invested \$35 million in African-owned and run institutions in Africa to support our grantees. With these investments we build African institutions that serve the underserved. We want our grantees to succeed, achieve maximum returns on investment, and share in Africa's prosperity story. This is achieved by investing in our pan-African network of more than 20 African-owned and operated local implementing partners. This network of partners uses a community-led development approach to support African-designed and African-delivered solutions that provide grantees with project management, monitoring, and impact measurement support.

Expanding Innovative Partnerships: There is an African Proverb that says, "If you want to go fast, go alone. If you want to go far, go together." USADF believes greater and broader development success in Africa requires innovative partnerships and synergistic approaches. At USADF, we extend our development impact by partnering with African governments, other U.S. government agencies, and private corporations and foundations. Over the past five years, USADF received over \$12 million in matching funds from African national and sub-national governments. Currently, USADF has active co-funding partnerships with eight African governments that have pledged \$40 million in funds for the next five years, which USADF will match.

USADF's distinctive, results-oriented and impactful programs achieve transformative results. We hope you appreciate learning about our impact over the past five years, and we look forward to engaging you and sharing results in years to come as we continue to create pathways to prosperity for underserved communities throughout Africa. Enjoy!



Jack Leslie
Board Chairman

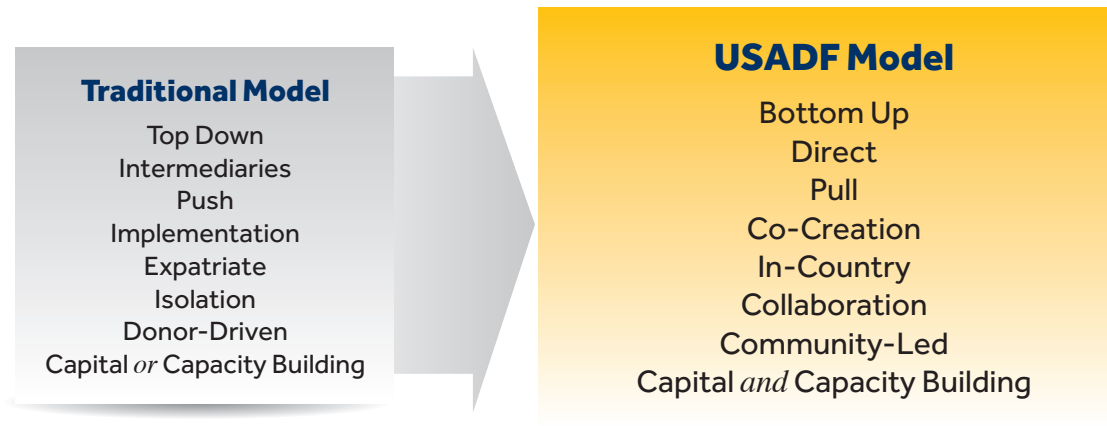


C.D. Glin
President and CEO



Development Model

The USADF Approach: Development Done Differently



Enterprise-Based Development

USADF provides seed capital and local technical assistance to develop grassroots enterprises, such as cooperatives, and entrepreneurial ventures from start-up to scale-up.

The USADF Approach to Enterprise Development, Growth and Scale

1. **Operational Assistance Grants (OAGs):** Begin with enterprise development grants that build capacity and strong management and governance capabilities (\$100K max)
2. **Enterprise Expansion Grants (EEGs):** Then add growth capital through enterprise expansion grants to link enterprises to new markets (\$250K max)
3. **Enterprise Linkage Grants (ELGs):** Finally, provide enterprise linkage grants so enterprises can access new and existing capital to support sustainable growth (\$50K max)

USADF Support: What We Do for Grassroots African Enterprises and Social Entrepreneurs





Last Five Years

\$115M
Investments Made

1,000
Number of Enterprises

\$220M
New Economic Activity Generated

4.3M
People Impacted

High Impact Programs

Strategic Priority 1: Achieving Transformative Impact

USADF programs build pathways to self-reliance and prosperity by providing seed capital and technical assistance to develop, grow, and scale African enterprises and entrepreneurs. In turn, these enterprises generate new revenues that improve livelihoods and are addressing Africa's biggest challenges around food insecurity, insufficient energy access, and unemployment, particularly among women and youth.

Measuring Impact

Does the African enterprise have the market potential to:

- ✓ Grow **Revenues**
- ✓ Increase **Incomes**
- ✓ Multiply Impact of **Grant Value**
- ✓ Create **Jobs**
- ✓ Build **Organizational Capacity** and Resilience
- ✓ Ensure **Scale** to Hundreds/Thousands of People

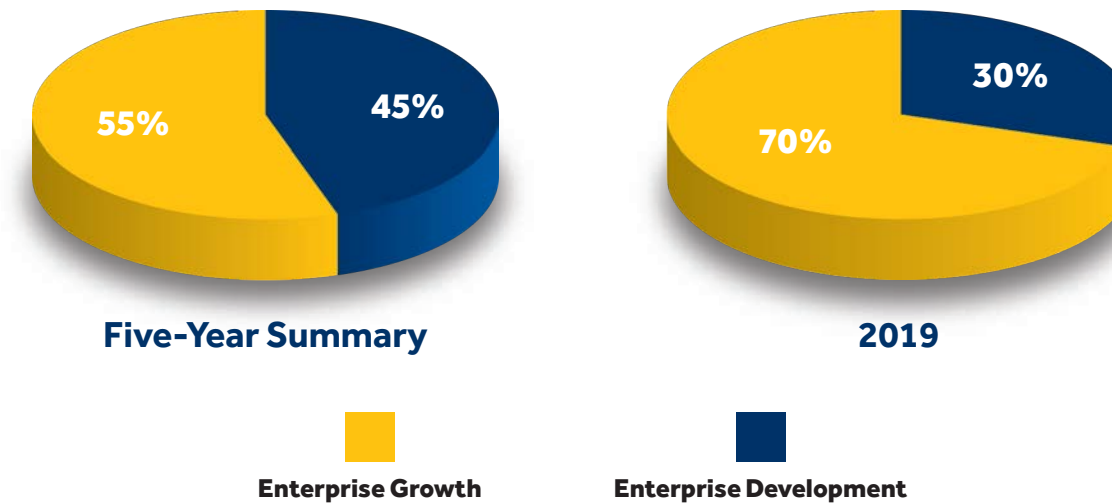
Engines of Impact

Enterprise Growth and Development

From the Sahel to the Horn of Africa, USADF invests in underserved communities in frontier markets and post-conflict areas often overlooked by "traditional" investors and donors. USADF sees the potential of enterprises and entrepreneurs to transform communities through economic growth.

Unlocking the potential of enterprises in challenging environments takes time. This is why USADF invests nearly half of its of program dollars to help early-stage community and social enterprises become self-sufficient and better positioned to take advantage of new growth opportunities. The remaining portion of USADF program dollars is invested in enterprises that are ready to take advantage of new markets but are limited by access to growth capital.

Percentage of Grant Funds Invested in Enterprise Growth and Development Projects



\$25M
Investments Made

177
Number of Enterprises

\$72M
New Economic Activity Generated

832k
People Impacted



2019



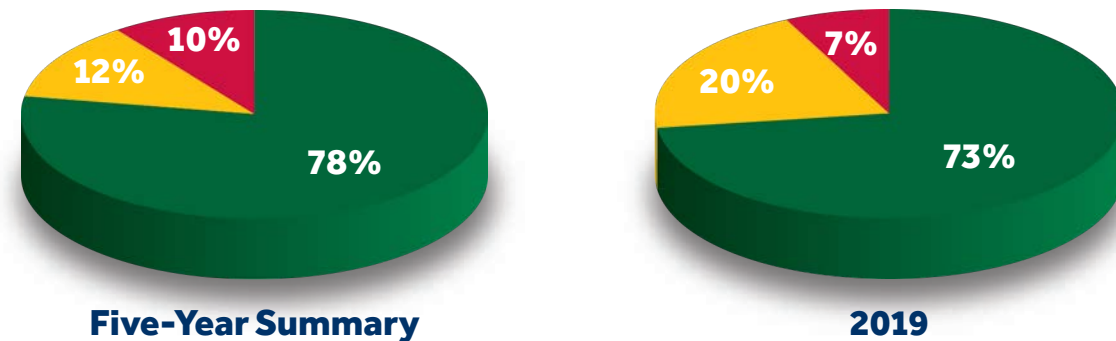
Sector Summary: Investing in Sectors for Lasting Impact

Key Challenges in Africa

USADF seeks to address some of Africa's greatest barriers to growth and prosperity by focusing its enterprise growth and development resources on innovative, community-led solutions across three key market sectors:

- ✓ Improving **Food Security** through **Agricultural-led** Enterprise Growth and Development
- ✓ Increasing **Energy Access** through **Off-Grid Energy** Solutions
- ✓ Reducing **Youth and Women Unemployment** and **Underemployment** through **Entrepreneurship** and Job Training and Placement

Percentage of Enterprise Growth and Development Resources By Sector



Agriculture



Off-Grid Energy



Entrepreneurship

Agriculture

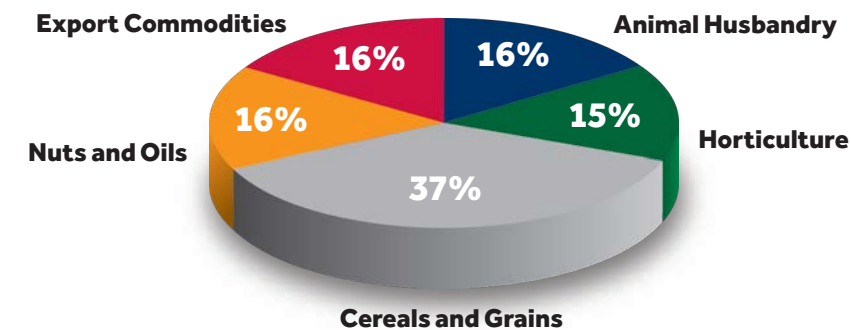
Agriculture is the most important sector of the African economy. It accounts for 65% of the continent's employment and 75% of its domestic trade. USADF invests in agricultural enterprises to develop better management, production, and marketing skills that increase revenues that in turn increase incomes for smallholder farmers.

The 2016 Global Food Security Act, which codified the Feed the Future initiative into law, affirmed the United States' commitment to ending global hunger, food insecurity, poverty, and child malnutrition. USADF's efforts promoting agricultural-led enterprise growth and development help achieve these objectives in hard-to-reach areas.

Fishing for Revenues in the Kenyan Desert

Fishing in Lake Turkana is both a significant source of food and the primary means of employment in Turkana County, Kenya. Determined to improve their livelihoods through fishing, Kenyan youth in the area formed the **Naremiet Beach Management Unit**. The cooperative used a grant investment from USADF to improve its organizational and management skills and acquire better fishing equipment. With USADF's investment and support, the cooperative expanded its operations and grew its membership from 200 to more than 3,000 members and more than doubled its sales revenues to over \$170,000 per year.

Types of Agriculture Enterprise Grants (Five-Year Summary)



\$61M
Investments Made

573
Number of Enterprises

\$167M
New Economic Activity Generated

3M
People Impacted

\$11.5M

79

\$58M

508K

Last Five Years

2019





⚡ Off-Grid Energy Solutions

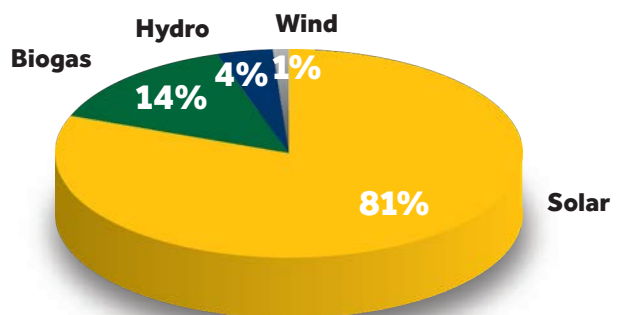
Two out of three — 600 million — people in sub-Saharan Africa lack access to electricity. USADF works with United States Agency for International Development (USAID) and the private sector to extend the reach of the Power Africa initiative to rural areas by investing in energy entrepreneurs who focus on delivering affordable solutions that use renewable sources such as solar, wind, hydro, and biogas.

The 2015 Electrify Africa Act, which made the Power Africa initiative law, affirmed the United States' commitment to reducing energy poverty and lack of access in Africa. USADF's efforts promoting Off-Grid Energy solutions help achieve these objectives in hard-to-reach areas.

Empowering Women Through Solar in Zambia

Through our **Women in Energy Challenge**, USADF funded women-owned and -managed soy farming enterprise Kalomo Grain Marketing Limited (KGML) in central Zambia. Through USADF's support, KGML installed a solar-powered oil processing plant, the first of its kind in Zambia. KGML purchases soy directly from a women-owned cooperative comprised of over 500 smallholder farmers who can earn additional income from the soy they grow. To date, the plant has sold over \$13,000 in processed soy oil and soy cake. KGML also trained four women as operators of the oil processing plant.

Types of Off-Grid Energy Grants
(Five-Year Summary)



\$9.5M Investments Made	90 Number of Enterprises	\$9.8M New Economic Activity Generated	368K People Impacted
\$3.2M	30	\$3.2M	166K

💡 Entrepreneurship and Job Training

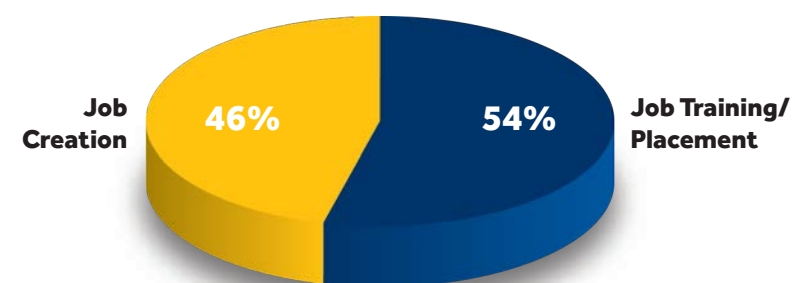
Two out of three — 280 million — African youth (ages 15-35) are unemployed or underemployed and lack an opportunity to achieve a sustainable livelihood. USADF provides seed capital, technical assistance, and skills training for young Africans and youth and women entrepreneurs to gain employment or create businesses that generate new jobs and incomes for thousands of young Africans.

The Young African Leaders Initiative (YALI) is a signature U.S. government effort to invest in the next generation of African leaders. USADF's efforts promoting Youth Entrepreneurship solutions help achieve YALI business development objectives in tangible ways that address youth unemployment and provide needed social services.

Providing Job Skills for Somali Youth

In Somalia, where nearly 70% of youth are unemployed, USADF is filling the skills gap by providing vocational training to over 5,000 Somali youth. USADF provides funding to local Somalia NGOs to train unemployed youth and assist them in obtaining employment and earning income. The NGOs work with local businesses to set up five-month training and apprenticeship programs for the youth. Many of the youth participating in the program reported their income jumped from \$50 a month to \$300 a month.

Types of Youth Entrepreneurship Grants
(Five-Year Summary)



\$8.3M Investments Made	244 Number of Entrepreneurs	\$8.3M New Economic Activity Generated	960K People Impacted
\$1.1M	35	\$1.1M	157K



Last Five Years

2019



Last Five Years

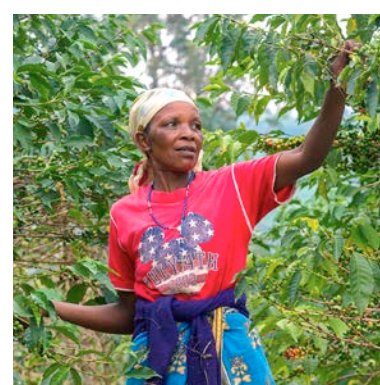
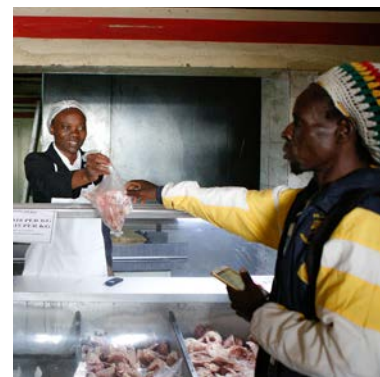
2019



USADF Five-Year Program Highlights

Agriculture and Food Security

- **Heather Chimhoga Orphan Care (HCOG)** uses revenue from its poultry production to support marginalized children in Murehwa, Zimbabwe. However, a lack of sustained incomes from low-margin poultry production made its work difficult. With USADF's investment, HCOG constructed three 5,000-bird capacity poultry houses to increase its production capacity to more than 20,000 birds at any given time. Now, HCOG supports approximately 3,600 children with its increased revenue and has reduced the school dropout rate in the area by 100%.
- USADF awarded two grants to **Rwandan Small Holder Specialty Coffee Company (RWASHOSCCO)**, a coffee cooperative made up of 50,000 farmers — 72 percent of whom are women — to expand market growth opportunities stemming from increased demand for Fair Trade and organic specialty coffee in domestic and international markets. Today, RWASHOSCCO is the maker of the internationally-recognized Maraba Coffee brand that exports roasted coffee under the name "Angelique's Finest," which is 100% sourced from RWASHOSCCO's women members as part of the International Women's Coffee Alliance.
- USADF invested in the **Regional Cashews Producers Union**, an 8,200-member cooperative in Benin, for it to build a storage facility, provide training and improve agricultural practices. In 2019, the cooperative increased its sales by over 50 percent and used its new storage facility to hold produce for collateral to obtain working capital to expand its purchases, increase revenues, and put more money in the hands of cashew farmers.



Off-Grid Energy Solutions

- In Rwanda, USADF invested \$150,000 in **DASSY Enterprise**, a solar company that sells solar lanterns and home systems to reduce dependency on diesel energy systems. With USADF's support, DASSY now offers solar irrigation and refrigeration to farmers in Rwanda at more affordable prices and has expanded its operations to Malawi.
- **Havenhill Synergy Limited**, a winner of USADF's Off-Grid Energy Challenge, is a renewable energy service company in Nigeria that uses solar energy to generate clean, cost-effective and sustainable electricity in urban and rural areas. With USADF's support, Havenhill Synergy successfully deployed a 20-kilowatt solar mini-grid system to provide electricity and clean water to the village of Kigbe, in the Federal Capital Territory. The electricity generated by the plant is distributed to customers via a three-kilometer distribution network, allowing customers to have light without the negative health implications associated with fossil fuels.
- USADF invested \$100,000 in **Sosai Renewable Energies** for it to improve the lives of rural women in several communities in Kaduna State, Nigeria, by deploying mini-grids and clean cookers. The new energy sources help women avoid inhaling toxic smoke produced during typical cooking methods and kerosene lamps used in homes at night. Habiba Ali's (bottom right), the founder of Sosai Renewable Energies, proof of concept trial was a big success, and she has now secured additional funding to expand her vision for more healthy homes across three northern states in Nigeria.





Brenda Katwesigye

Photo: Adam Kealing

Entrepreneurship and Job Training

- USADF invested \$75,000 in youth entrepreneur Hellen Dausen Munnis from Tanzania to expand her **Nuya's Essence** company and train women to produce natural skin care products, all made from local and regional ingredients grown by over 50 farmers who now have a ready market for their crops. She is now operating two retail outlets in Dar es Salaam and Stone Town, Zanzibar, and reaching clients via online sales and trade shows.
- USADF invested \$75,000 in youth entrepreneur Brenda Katwesigye from Uganda to expand her **Wazi Vision** venture, which sells low-cost eyeglasses made from recycled plastics to low-income children and adults in Uganda and Rwanda. She used USADF's funds to upskill her employees — the majority of whom are women — who manufacture the eyeglass frames, manage delivery logistics, and perform eye tests in their communities.
- USADF invested \$75,000 in youth entrepreneur Steve Zita (right), founder of **J. Mokoto**, who employs disadvantaged youth in Kinshasa, Democratic Republic of the Congo, to manufacture shoes using recycled leather. With USADF's investment, Steve was able to purchase additional manufacturing equipment, leather supplies, and a showroom to increase brand awareness. He has grown his company from 8 full-time employees to 40, and plans to hire additional labor to meet demand and establish an e-commerce platform.
- Seeing a lack of African representation in animation and children cartoons in Côte d'Ivoire and Burkina Faso, youth entrepreneur Honoré Essoh (bottom right), founder and CEO of **Studio 6**, is applying his animation skills and business acumen to broaden representation. He received a \$25,000 start-up grant from USADF to pilot an animation training program. He did so by hiring and developing a workforce of local illustrators. Through Honoré's efforts and USADF's seed capital, Studio 6 produced and sold animated films and cartoon series that have aired in West Africa and premiered at local film festivals.



Women's Economic Empowerment

- **Association Karite Benin (AKB)**, a cooperative made up of approximately 1,000 rural women, faced challenges in collecting large amounts of shea nuts because the women manually carried large containers of nuts from the parklands on their heads, limiting the supply for processing. Inadequate storage facilities and a lack of equipment to ensure proper drying of the nuts further affected the women's ability to meet international quality standards. With USADF funds, AKB provided training, equipment, and infrastructure to improve shea nut quality and the market value of raw shea nuts sold by the women to processors and exporters.
- The women of **AFEPO Women's Weavers Association** used a USADF grant to construct a weaving center, purchase additional weaving equipment, and provide training in financial management and marketing techniques. Using the seed capital, members of AFEPO transformed the weaving center into a commercial enterprise. AFEPO can now take orders from foreign customers who request custom designs. Its new weaving center includes a showroom, expanded area for weaving and dyeing activities, a water pump, a meeting hall, and office space. Sales revenue for the group increased threefold, and the total salary for members increased over 400 percent.
- Adjo Asare (bottom right) of **Alfie Designs** uses manufacturing and ethical fashion as a way to create jobs and improve the livelihoods of women and girls in her community. With USADF's investment, her company identified and trained, for free, 250 underprivileged girls in tailoring and now directly employs 80 of them; other trainees have secured employment in other factories and fashion houses throughout Ghana. Alfie Designs can now be found in the Whole Foods grocery chain across the United States.





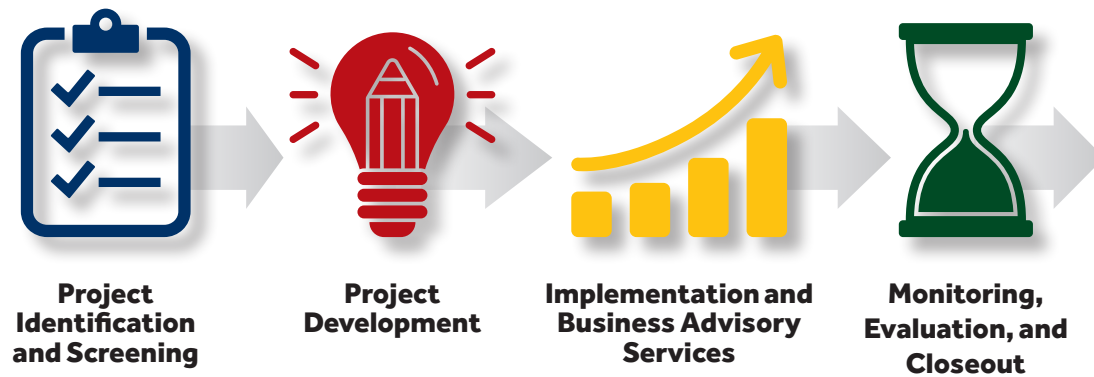
Impact Through African Institutions

Strategic Priority 2: Strengthening African Local Implementing Partners and Building Development Capacity

Long-term development success in Africa requires a lasting and influential presence of local development expertise and capabilities.

Every year, USADF invests a significant portion of its program resources into developing a pan-African network of local implementing partners who use a community-led development approach to support African-designed and African-delivered solutions. This model for development supports greater levels of local ownership in solutions that achieve lasting impacts.

Services Provided by USADF's Local Implementing Partners



Last Five Years

2019

\$35M
Investments Made

\$9.4

140
Number of African Institutions

33

A Mandate to Grow African Development Institutions

"The purposes of the Foundation shall be... 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."

— African Development Foundation Act

Benin

Action pour la Promotion des Initiatives Communautaires (APIC)

Burkina Faso

Cabinet d'Ingenierie et de Conseil en Développement d'Enterprises (ICDE)

Burundi

Association pour le Développement Transformationnel des Communautés (DTC)

Democratic Republic of the Congo (DRC)

Action Sociale et d'Organisation Paysanne

Power Africa Ethiopia*

BCaD Consulting Management PLC

Power Africa Ghana*

Mensah JB & Associates

Republic of Guinea

Centre d'Appui au Développement (CAD)

Kenya

CEZAM and Associates

* Energy programs only.

Liberia

EDUCARE

Malawi

UMODZI Consulting Unit

Mali

Audit Expertise Comptable and Conseil (AE2C)

Mauritania

Initiatives pour le Développement Socio- Economique et de la Protection de l'Environnement (IDSEPE)

Niger

Action Pour le Développement des Initiatives Locales (ONG ADLI)

Nigeria

Diamond Development Initiatives (DDI)

Rwanda

Africa Development Consultants SARL (ADC)

Senegal

Association Conseil pour l'Action (ACA)

Somalia

Somali Consultants Association (SOCA)

South Sudan

Foundation for Youth Initiative (FYI)

Tanzania

Diligent Consulting Limited

Power Africa Tanzania*

Centre for Sustainable Development Initiatives

Uganda

Uganda Development Trust (UDET)

Zambia

Rural Development Innovations Ltd.

Zimbabwe

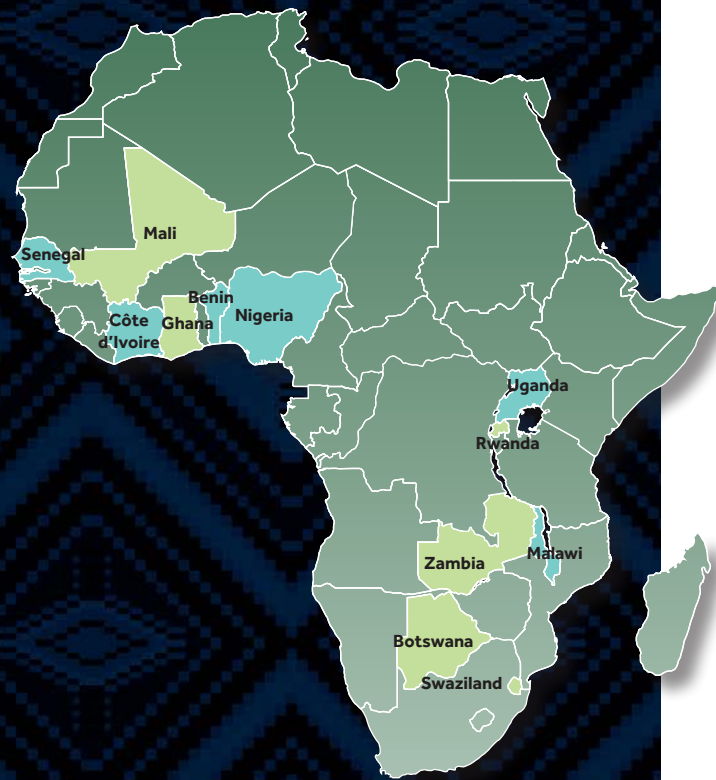
Linkages for Economic Advancement of the Disadvantaged (LEAD) Trust

List as of December 2019

USADF Local Implementing Partners



African Government Matching Partnerships with USADF



Former Current

Impact Through Partnerships

Strategic Priority 3: Expanding Innovative Partnerships

Greater and broader development success in Africa requires innovative partnerships and synergistic approaches to solving Africa's food security, energy access, and youth employment challenges.

USADF expands and extends development impact in Africa by working with **African governments, other U.S. government agencies, and private sector corporations and foundations** to cultivate shared-value partnerships that create greater levels of change. Partnerships are effective ways to extend the reach of U.S. tax dollars.

The USADF Partnership Advantage

- **Matching Funds** — African host governments match USADF, U.S. interagency, and private sector and foundation contributions to extend the impact of programs across Africa.
- **Speed** — USADF's on the ground network of local implementing partners provides local project management capabilities to quickly ramp up new program initiatives.
- **Trust** — USADF systems provide strong performance tracking and reliable funds accountability reporting that ensures partners' funds are used as intended and consistent with the program goals and objectives. USADF has an established grant auditing process, which is an integral part of the Foundation's grant monitoring program, and audited 307 grants between 2015 and 2019.

I. African Country Partnerships

USADF country partnerships combine African host government funds with USADF funds to double program impacts in a country. Over the past two decades, USADF has partnered with over 10 African governments (see map on left). Over the past five years, USADF received more than \$12 million in matching funds from African national and state governments. Currently, USADF has an active partnership program with eight African governments that have pledged \$40 million in matching funds over the next five years. The pledges include:

- **Nigeria** (Lagos State Employment Trust Fund) — Five-year, \$5 million partnership match to increase youth employment through financial investments, job training and placements, and entrepreneurship opportunities.
- **Benin, Malawi, Nigeria** (Kebbi State and Niger State), and **Uganda** — over \$20 million of one-to-one matching of investments pledged for agriculture-led enterprise development and growth grants for smallholder farmers.
- **Senegal** — A five-year, \$10 million matching pledge to invest in women and youth entrepreneurs, farmer cooperatives, producer associations, and small- and medium-sized enterprises that create jobs and improve food security.
- **Côte d'Ivoire** — A five-year, \$5 million matching pledge to invest in entrepreneurs and agriculture enterprises that create jobs and improve food security.

II. Interagency Partnerships

USADF extends the reach of critical U.S. development initiatives such as the Global Food Security Act, the Electrify Africa Act, and the African Growth and Opportunity Act (AGOA) to thousands of Africa's most vulnerable communities. USADF coordinates with other U.S. government agencies, such as the Department of State, Millennium Challenge Corporation (MCC), and U.S. Agency for International Development (USAID) to achieve greater impact across Africa.



- **Department of State** — USADF partners with the Department of State and USAID in supporting Young African Leaders Initiative (YALI) fellows with seed capital and technical support. Over the next five years, USADF will provide up to \$10 million to support African women graduates of the Department of State's Academy for Women Entrepreneurs (AWE), under the Women's Global Development and Prosperity (W-GDP) Initiative, to advance global women's economic empowerment in Africa.



- **MCC** — A three-year, \$9 million partnership building climate resilience in Niger through the Niger-MCC Small Grant Facility is providing grants to address food insecurity and strengthen local development capacity across 90 rural communities and is expected to benefit over 90,000 smallholder farmers and their family members.



- **USAID** — A multi-year partnership with USAID has provided over \$8 million to extend Power Africa initiatives to rural locations through USADF's Off-Grid Energy Challenge and Women in Energy Challenge programs.

III. Private Sector Corporation and Foundation Partnerships

USADF forms partnerships with the private corporate sector and foundations to leverage money, technology, and innovation to bring jobs, energy solutions, and economic growth opportunities to underserved communities in Africa. In some cases, donations are received, managed, and deployed directly by USADF. In other cases, funding is applied alongside USADF-initiated development efforts or as follow-on funding after the USADF investment period has ended. Examples Include:

Citi Foundation



- **Citi Foundation** — Partnership to promote greater youth employment by supporting young entrepreneurs' business ventures.



- **GE Africa** — Partnership expanded energy connectivity to rural communities in nine African countries.



- **Mastercard Farmer Network** — Partnership to leverage technology to improve the supply chain for smallholder farmers.





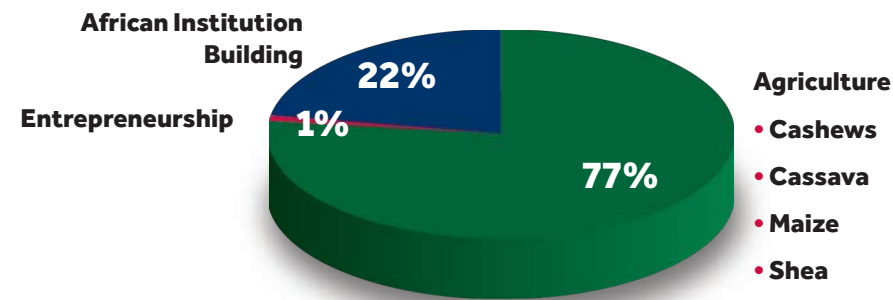
I. Country Partnerships for Greater Impact: Benin

Benin is a West African country with a population of 11 million people. Benin's economy is primarily based on subsistence agriculture.

Country Strategy: The USADF country team in Benin uses an agriculture-led enterprise growth and development strategy to stimulate economic growth in rural communities, improve incomes for smallholder farmers, and address long-term food security needs. Key value chains in Benin include cashews, cassava, maize, and shea.

Matching Funds Partnership: Over the past five years, the Government of Benin contributed nearly \$5 million in matching program funds to expand the impact of USADF programs.

Benin Program Focus*
(Five-Year Profile)



*USADF did not program Off-Grid Energy funds in Benin during this five-year period.



Last Five Years

2019

\$7.2M Investments Made	43 Number of Enterprises	\$19.4M New Economic Activity Generated	233K People Impacted
\$1.35M	6	\$5M	16.4K

I. Country Partnerships for Greater Impact: Nigeria

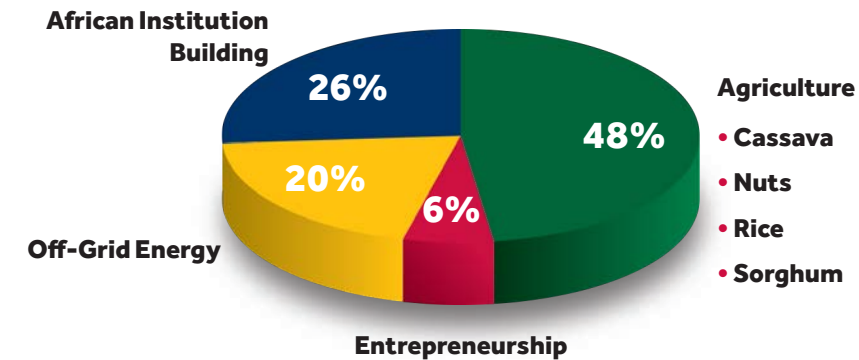
With a population of 200 million, Nigeria is Africa's most populous country. Nigeria has a growing, mixed market economy based on natural resources, services, and agriculture.

Country Strategy: The USADF country team in Nigeria uses a mix of off-grid energy, entrepreneurship, and agriculture-led growth and development strategies to stimulate economic growth in rural communities. Key value chains in Nigeria include cassava, nuts, rice, and sorghum.

Matching Funds Partnerships: As of 2019, USADF partnered with three Nigerian state governments (Kebbi, Lagos, and Niger States) to address specific economic growth challenges in agriculture and youth employment. These state governments have pledged \$5 million each in matching funds over the next five years.

In 2018 and 2019, USADF and All On, an independent impact investing company seeded with funding from Shell, partnered to increase access to power in underserved places in Nigeria by providing seed capital and technical support to off-grid energy entrepreneurs.

Nigeria Program Focus
(Five-Year Profile)



Last Five Years

2019

\$8.7M Investments Made	92 Number of Enterprises	\$8.9M New Economic Activity Generated	518K People Impacted
\$2M	23	\$2M	17K

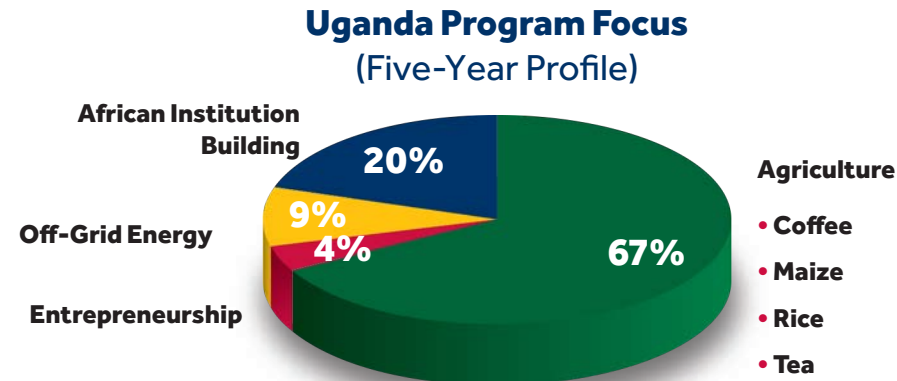


I. Country Partnerships for Greater Impact: Uganda

Uganda is an East African country with a population of 43 million. Uganda's economy is primarily based on agricultural exports and the services sector. Uganda has a well-developed network of agricultural cooperatives across many commodity sectors.

Country Strategy: The USADF country team in Uganda uses a mix of off-grid energy, youth entrepreneurship, and agriculture-led growth and development strategies to stimulate economic growth in rural communities. Due to Uganda's export-oriented agriculture economy, key value chains include commodities such as coffee and tea, as well as food security commodities such as rice and maize.

Matching Funds Partnership: Over the past five years, USADF has partnered with the Government of Uganda to address specific economic growth challenges in agriculture. The Government of Uganda provided over \$5 million in matching grant funds to support USADF programs in the country. Additionally, USADF and Mastercard have a public-private partnership to bring services and technology to Ugandan refugee camps and Ugandan farmers.



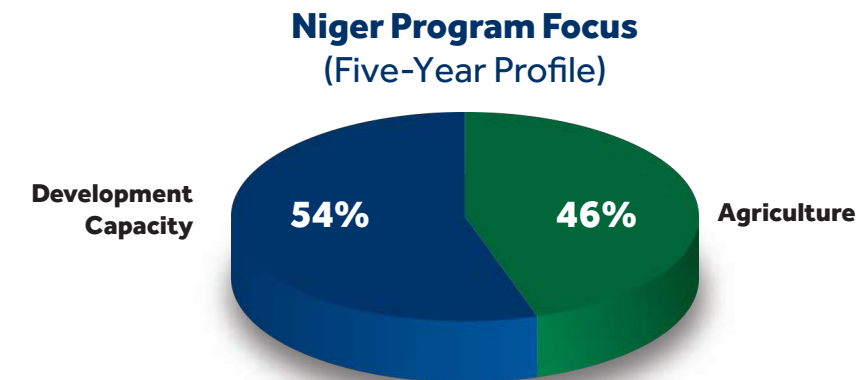
	Investments Made	Number of Enterprises	New Economic Activity Generated	People Impacted
Last Five Years	\$12.9M	91	\$27M	655K
2019	\$3.2M	20	\$7.1	61K

II. U.S. Government Interagency Partnerships for Greater Impact: Niger – MCC – USADF

Niger is a landlocked nation in West Africa with more than 80% of its land covered by the Sahara Desert. The economy is based on subsistence agriculture and the export of raw commodities.

Country Strategy: The USADF Niger program focuses on irrigated agriculture and enterprise development capacity building.

Matching Funds Partnership: In 2019, USADF signed a partnership agreement with the Millennium Challenge Corporation (MCC) and the Government of Niger to invest \$9 million over three years in small grants through an USADF-managed Climate Resilient Agriculture Grants Facility. The Facility will increase incomes for small-scale agricultural- and livestock-dependent families in eligible communes and livestock corridors in rural Niger by improving crop and livestock productivity, sustaining natural resources critical to production, supporting the growth of agricultural enterprises, and increasing market sales of targeted commodities. The Grants Facility targets producer/processor groups; women and youth groups; and micro-, small- and medium-sized enterprises focused on five categories: irrigation and irrigated production, rain-fed production, livestock integration, agro-processing and sale, and input supply.



	Investments Made	Number of Enterprises	New Economic Activity Generated	People Impacted
Last Five Years	\$4.5M	27	\$5.6	95K
2019	\$0.9M	2	\$0.9M	60K



	Investments Made	Number of Enterprises	New Economic Activity Generated	People Impacted
Last Five Years	\$4.5M	27	\$5.6	95K
2019	\$0.9M	2	\$0.9M	60K



Last Five Years

2019



Last Five Years

2019



III. Private Sector Corporate and Foundation Partnerships for Greater Impact: Citi Program Focus

USADF and the Citi Foundation have partnered on Citi's "Pathways to Progress" initiative to fund and mentor Africa's next generation of business leaders who can help solve some of the continent's biggest and longest-standing challenges.



Shared Impact

Over the past five years, USADF has provided wide-ranging support totaling over \$8 million in job training programs and support for hundreds of youth-led entrepreneurial ventures across 35 African countries. USADF and Citi Foundation have jointly invested \$4.7 million in seed capital and technical assistance to improve YALI entrepreneurs' business skills and expand their enterprises so they can provide new services, create jobs, and have a larger impact in their communities.



USADF's Convening Power

USADF and the Citi Foundation are investing in and mentoring Africa's next generation of business leaders. USADF's annual youth entrepreneurship summit has taken place in Nairobi, Kenya (2018) and Dakar, Senegal (2019) thus far, bringing together young entrepreneurs from across the African continent for peer-to-peer learning, skill-building, and networking. Citi Foundation has been an inaugural partner for this convening, providing both funding and local technical experts for 1-on-1 coaching sessions.

Last Five Years

2019

\$4.7M Investments Made	225 Number of Enterprises	\$4.7M New Economic Activity Generated	936 People Impacted
\$1.1M	35	\$1.1	157

Focusing on the Future

Looking forward, USADF sees many opportunities to expand impact in Africa by following its core strategic priorities of implementing transformative programs, investing in African development institutions, and creating a greater set of innovative partnerships across a diverse group of public and private sector players committed to African-led development. USADF is committed to improving how it operates, accesses, and deploys funding, and how the Foundation manages itself for results and impact to ensure all Africans, particularly those in underserved and hard to reach places, gain access to a sustainable "pathway to prosperity." Over the next several years, USADF will channel these improvement goals across three major areas:

Managing for Results

To improve impact reporting and assessments, USADF plans to update systems and processes to simplify, consolidate, and unify impact measures across its three primary grant program categories of Agriculture, Off-Grid and Energy Solutions, and Entrepreneurship and Job Creation/Training. These changes will better inform USADF program priorities, efforts and initiatives.

Improving Operating Efficiencies

To improve cost efficiencies and program effectiveness, USADF will explore alternatives to its "one local implementing partner—one country" model. This will open the door for greater levels of impact through expanded partnership opportunities and ensure greater focus on linkages between implementing partner agreements, and portfolio performance, and impact results.

Establishing Diverse and Sustainable Funding Sources

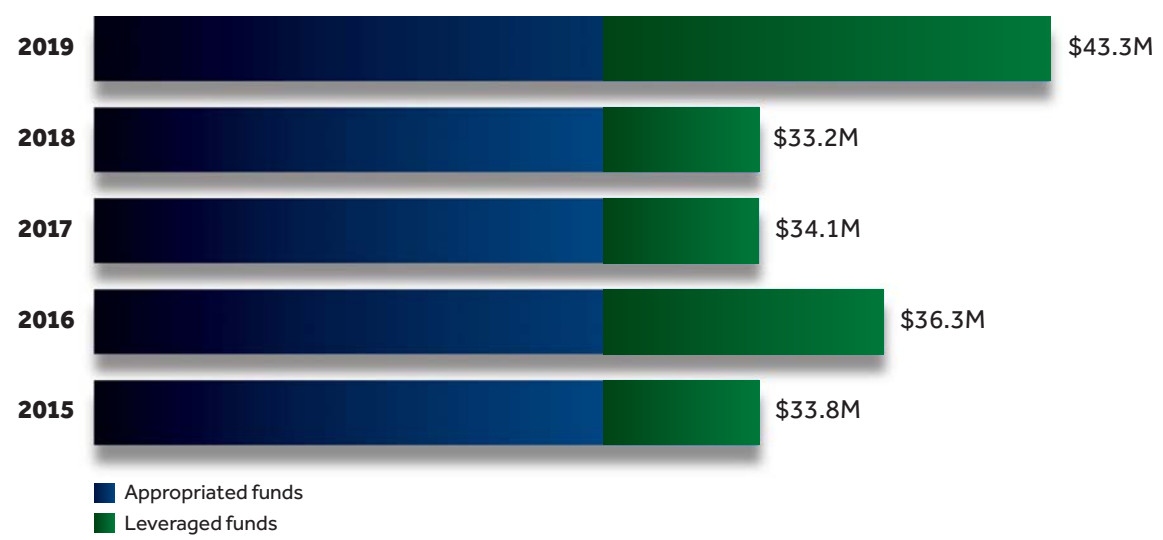
USADF will explore options and models to move beyond the limits of year-to-year funding by expanding financial intervention tools to include recoverable grants. The USADF Act provides for USADF to use other financial tools, besides grants, such as loans and loan guarantees. With the possibility of building sustainable funding pools, USADF can better plan for growth and better align with the priorities of the larger development community, the U.S. Administration and Congress, and African governments and communities.





USADF 2019 by the Numbers

Annual Revenues (Appropriations, Transfers, Donations)



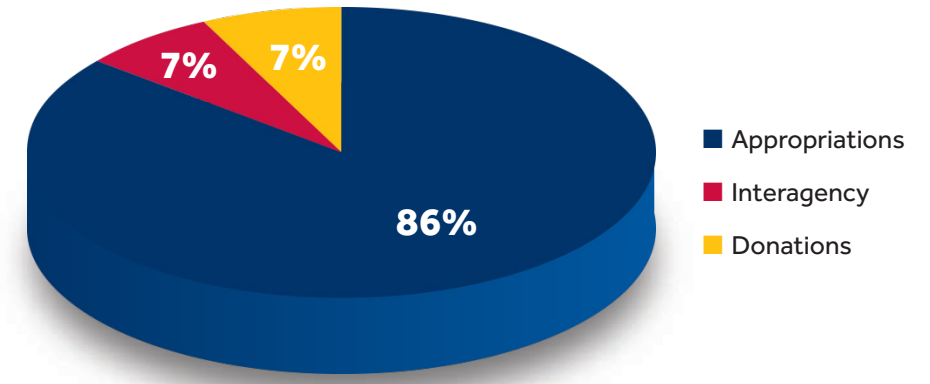
Expenditures (Administration and Program)



Five-Year Operating Efficiency Average (USADF Actual Administrative Expense/Total Available Revenue)

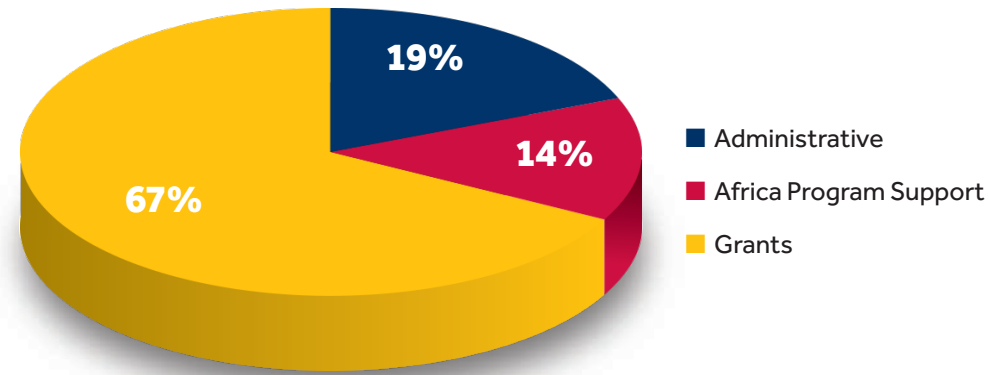


Five-Year Revenue Source Profile

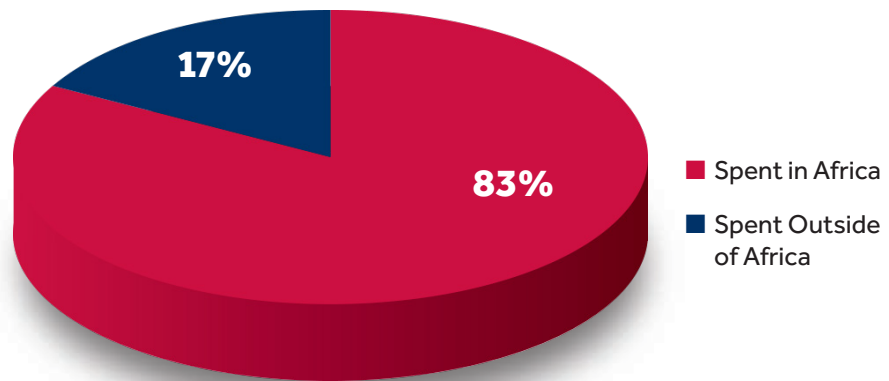




Five-Year Funds Expenditure Summary



Five-Year Percentage of Program Funds Spent in Africa



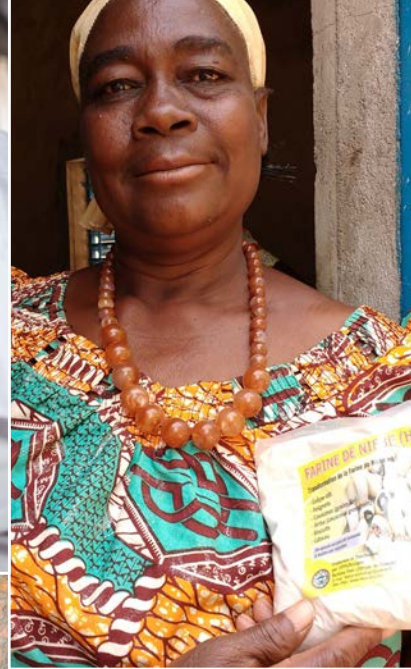
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United States African Development Foundation

1400 I Street, N.W., Suite 1000
Washington, D.C. 20005

USADF.gov

