Creating Pathways to Prosperity for Underserved Communities in Africa

The United States Africa 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. The United States African Development Foundation (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

Where Do We Invest
Fragile States and Frontier Markets
- Sahel and Horn of Africa
- Greater Horn of Africa
- Greater Lakes
- Sahel
- Great Lakes

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

Impact Through Africa Country Partnerships
Strategic Priority 3
Institutions
A Mandate to Grow African Development
Strengthening African Implementing Partners
Strategic Priority 2
Achieving Transformative Impact
Entrepreneurship and Job Training
USADF Five-Year Program Highlights
Focusing on the Future
Citi Program Focus
Private Sector Partnerships for Greater Impact
Niger
Interagency Partnerships for Greater Impact
Nigeria
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Country Partnerships for Greater Impact
Interagency Partnerships
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Regional Focus
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Interagency Partnerships for Greater Impact
Niger
Private Sector Partnerships for Greater Impact
Regional Focus

A Message from USADF Leadership

Through 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 $131 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 $15 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. The 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 $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. The 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.

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!
Development Model
The USADF Approach: Development Done Differently

Traditional Model
Top Down
Intermediaries
Push
Implementation
Expat
Isolation
Donor-Driven
Capital or Capacity Building

USADF Model
Bottom Up
Direct
Pull
Co-Creation
In-Country
Collaboration
Community-Led
Capital and Capacity Building

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

We Find
To Develop

We Fund
To Grow

We Support
To Scale
Engines of Impact
Enterprise Growth and Development
From the Sahel to the Horn of Africa, USAID invests in underserved communities in frontier markets and post-conflict areas often overlooked by "traditional" investors and donors. USAID 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 USAID invests nearly half of its 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 USAID program dollars is invested in enterprises that are ready to take advantage of new markets but are limited by access to growth capital.

High Impact Programs
Strategic Priority 1: Achieving Transformative Impact
USAID 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

Last Five Years

<table>
<thead>
<tr>
<th>2019</th>
<th>Enterprise Development</th>
<th>Enterprise Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>$115M Investments Made</td>
<td>$72M New Economic Activity Generated</td>
<td>$72M Number of Enterprises</td>
</tr>
<tr>
<td>1,000 New Enterprises</td>
<td>832k People Impacted</td>
<td>177 New Enterprises</td>
</tr>
<tr>
<td>$220M New Economic Activity Generated</td>
<td>55% Percentage of Grant Funds Invested</td>
<td>70% Percentage of Grant Funds Invested</td>
</tr>
<tr>
<td>4.3M People Impacted</td>
<td>45% Percentage of Grant Funds Invested</td>
<td>30% Percentage of Grant Funds Invested</td>
</tr>
</tbody>
</table>

Percentage of Grant Funds Invested in Enterprise Growth and Development Projects

Does the African enterprise have the market potential to:

4 Grow Revenues
4 Increase Incomes
4 Multiply Impact of Grant Value
4 Create Jobs
4 Build Organizational Capacity and Resilience
4 Ensure Scale to Hundreds/Thousands of People
United States African Development Foundation

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. USAID 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. USAID’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 USAID to improve its organizational and management skills and acquire better fishing equipment. With USAID’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 revenue to over $170,000 per year.

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

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Types of Agriculture Enterprise Grants (Five-Year Summary)

- Export Commodities: 16%
- Animal Husbandry: 16%
- Horticulture: 15%
- Nuts and Oils: 37%
- Cereals and Grains: 20%
- Off-Grid Energy: 7%

Percentage of Enterprise Growth and Development Resources By Sector

Five-Year Summary

- Agriculture: 78%
- Off-Grid Energy: 12%
- Entrepreneurship: 10%

2019

- Agriculture: 73%
- Off-Grid Energy: 20%
- Entrepreneurship: 7%

Five-Year Summary

- Investments Made: $61M
- Number of Enterprises: 573
- New Economic Activity Generated: $167M
- People Impacted: 3M

- Investments Made: $11.5M
- Number of Enterprises: 79
- New Economic Activity Generated: $58M
- People Impacted: 508K

Last Five Years

2019

Impact Report 2015–2019
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.

Entrepreneurship and Job Training

Two out of three — 260 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.

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.
Agriculture and Food Security

• Heather Chimhoga Orphan Care (HCOC) 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, HCOC constructed three 5,000-bird capacity poultry houses to increase its production capacity to more than 20,000 birds at any given time. Now, HCOC 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 30 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.
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 Katwebezi from Uganda to expand her Weave 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 (right), founder of J. Mokoto, who employs disadvantaged youth in Kinshasa, Democratic Republic of 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’s 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 dying 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** 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.

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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.

Project Identification and Screening
Project Development
Implementation and Business Advisory Services
Monitoring, Evaluation, and Closeout

$35M
Investments
Made

$9.4
140

Number of African
Institutions

Impact Through African Institutions

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

Last Five Years

Banin
Action pour la Promotion des Initiatives Communautaires (APIC)

Burkina Faso
Cabinet d’Ingenierie et de Conseil en Développement d’Entreprises (ICDE)

Burundi
Association pour le Développement Transformation des Communautés (DTC)

Democratic Republic of the Congo (DRC)
Action Sociale et d’Organisation Paysanne (ASOP)

Liberia
EDUCARE

Malawi
Audit Expertise Comptable et Conseil (AECC)

Mauritania
Initiatives pour le Développement Socio-Economique et de la Protection de l’Environnement (IDESPE)

Niger
Action pour le Développement des Initiatives Locales (CIDG ADL)

Nigeria
Diamond Development Initiatives (DDI)

Senegal
Assistance Conseil pour l’Action (ACA)

Somalia
Somali Consultants Association (SCOA)

South Sudan
Foundation for Youth Initiative (FYI)

Tanzania
Diligent Consulting Limited (DCL)

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

* Energy programs only.
Impact Through Partnerships

Strategic Priority 3: Expanding Innovative Partnerships

Greater and broader development success in Africa requires innovative partnerships and synergistic approaches to solving shared development 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 is on the ground network of local implementing partners provides local project management capabilities that coordinate programs and projects initiatives.
- Trust: USADF systems provide strong performance tracking and reliable fund accountability reporting that ensures partners’ funds are used as intended and consistent with the program goals and objectives. USADF has an established 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, $3 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 Africa’s food security challenges.

- 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 Initiative (W-GDP) Initiative, to advance global women’s economic empowerment in Africa.
- MCC — A three-year, $5 million partnership building climate resilience in Niger through the Niger-MCC Small Grant Facility is providing grants to address food insecurity and strengthen government capacity across 50 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 communities through USAID’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, export opportunities, and economic growth opportunities to underserved communities in Africa. In some cases, donations are received, managed, and deployed directly by USAID. In other cases, funding is applied alongside USAID-initiated development efforts or as follow-on funding after the USAID investment period has ended. Examples Include:

- Citi Foundation — Partnership to promote greater youth employment by supporting young African 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.

United States African Development Foundation
**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)**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>22%</td>
</tr>
<tr>
<td>Cashews</td>
<td>77%</td>
</tr>
<tr>
<td>Cassava</td>
<td>1%</td>
</tr>
<tr>
<td>Maize</td>
<td></td>
</tr>
<tr>
<td>Shea</td>
<td></td>
</tr>
</tbody>
</table>

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

**Last Five Years**

- **2019**
  - Investments Made: $7.2M
  - Number of Enterprises: 43
  - New Economic Activity Generated: $19.4M
  - People Impacted: 233K

**2019**

- **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.**

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**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 longhorn.

**Matching Funds Partnership:** 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.

**Nigeria Program Focus (Five-Year Profile)**

<table>
<thead>
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<th>Sector</th>
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<tr>
<td>Agriculture</td>
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<tr>
<td>Cassava</td>
<td>26%</td>
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<tr>
<td>Off-Grid</td>
<td>20%</td>
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<tr>
<td>Entrepreneurship</td>
<td>48%</td>
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**Last Five Years**

- **2019**
  - Investments Made: $8.7M
  - Number of Enterprises: 92
  - New Economic Activity Generated: $8.9M
  - People Impacted: 518K

**2019**

- **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.**

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**Last Five Years**

- **2019**
  - Investments Made: $2M
  - Number of Enterprises: 23
  - New Economic Activity Generated: $2M
  - People Impacted: 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.


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.
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.

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.

Looking back, over the last five years, USADF and the Citi Foundation have made a total of $1.1 million in investments, supporting 35 enterprises, generating $4.7 million in new economic activity, and impacting 157 people.

$4.7M Investments Made

225 Number of Enterprises

$4.7M New Economic Activity Generated

936 People Impacted

2019

United States African Development Foundation

Impact Report 2015–2019
**USADF 2019 by the Numbers**

**Annual Revenues**
(Appropriations, Transfers, Donations)

<table>
<thead>
<tr>
<th>Year</th>
<th>Appropriations</th>
<th>Transfers</th>
<th>Donations</th>
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<tr>
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<td></td>
</tr>
<tr>
<td>2018</td>
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<tr>
<td>2015</td>
<td>$37.6M</td>
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**Expenditures**
(Administration and Program)

<table>
<thead>
<tr>
<th>Year</th>
<th>Administration</th>
<th>Program</th>
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<td>2015</td>
<td>$32.0M</td>
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</table>

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

<table>
<thead>
<tr>
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<th>Efficiency</th>
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</thead>
<tbody>
<tr>
<td>2019</td>
<td>16%</td>
</tr>
<tr>
<td>2018</td>
<td>19%</td>
</tr>
<tr>
<td>2017</td>
<td>16%</td>
</tr>
<tr>
<td>2016</td>
<td>16%</td>
</tr>
<tr>
<td>2015</td>
<td>23%</td>
</tr>
</tbody>
</table>

**Five-Year Revenue Source Profile**

- Appropriations: 7%
- Interagency: 7%
- Donations: 86%