

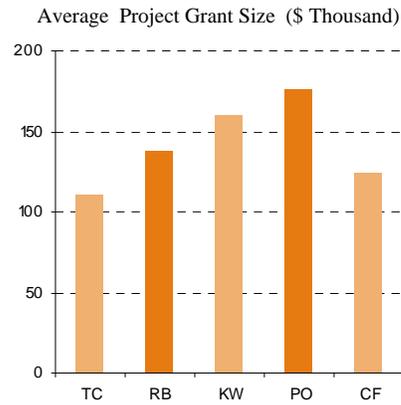
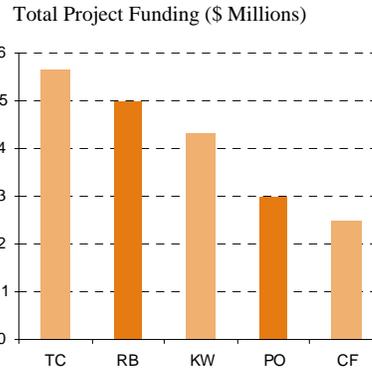
## 2009 Year End Performance Summary

### 2009 Project Funding Summary

By Country –

Country	Goal	Obligated	Projects	% Achv'd
BUR	800,000	619,281	6	77%
RWA*	1,000,000	601,245	6	60%
UGA	1,200,000	1,266,523	7	106%
GHA	1,000,000	1,121,109	8	112%
MWI*	1,500,000	1,629,840	9	109%
TAN	1,500,000	1,582,722	10	106%
BEN*	1,000,000	1,277,097	9	128%
GUI	1,500,000	-	0	0%
LIB	1,000,000	790,107	4	79%
NIG*	1,000,000	941,318	4	94%
BUK	1,000,000	1,456,759	11	146%
CDE	1,000,000	1,414,147	6	141%
MAU	500,000	839,665	8	168%
MLI*	1,000,000	629,842	4	63%
SEN	1,000,000	639,886	7	64%
BOT*	1,000,000	1,920,400	16	192%
NIA	1,500,000	1,549,858	15	103%
SWA	250,000	254,633	3	102%
ZAM	2,000,000	1,926,610	17	96%
OTHER	4,100,000	299,999	7	7%
<b>Total</b>	<b>24,850,000</b>	<b>20,761,041</b>	<b>157</b>	<b>84%</b>

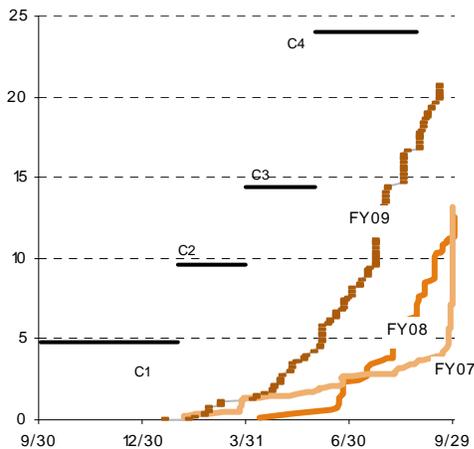
By Region --



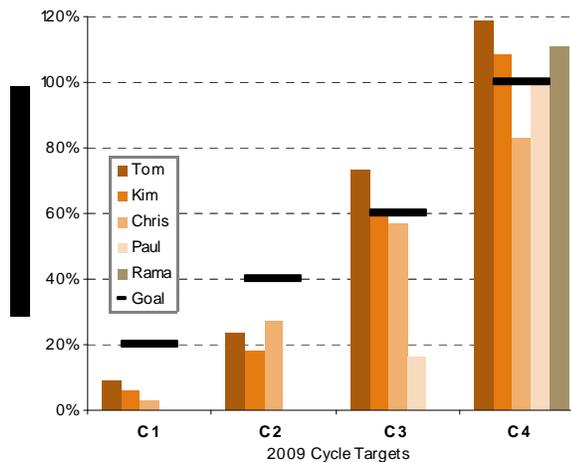
\* Countries with completed projects in 2009 deferred to 2010 as follows: Total of 9 grants valued at \$1.4 million (Benin 1@ \$60K, Botswana -1@ \$97K, Mali -3@ \$530K, Malawi - 1@ \$247K, Niger- 1@ \$99K, and Rwanda – 2@ \$335K).

Four cycle targets were established to spread the work load across the year. Work distribution improved in 2009 over 2008 and 2007.

Year to Year Improvements in Timing  
(Cumulative \$ million Obligated by Calendar Year)



Cycle Achievement by Region  
(Percent cycle target achieved by Region)



**Strategic Partner Funds**

New Collections in 2009

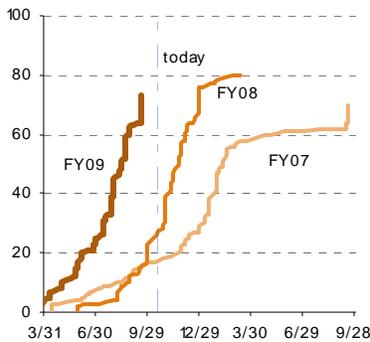
Country	Goal	New Collection	% Achv'd
BEN	-	507,994	NA
BOT	500,000	595,414	119%
CDE	500,000	-	0%
MLI	-	268,134	NA
MWI	750,000	717,311	96%
NIA	500,000	310,661	62%
RWA	500,000	179,312	36%
UGA	600,000	929,181	155%
		<b>3,508,007</b>	

USADF collected \$3.5 million in SP funds and used \$3.7 million for new project grants in 2009. A balance of \$2 million will be carried forward for use in 2010.

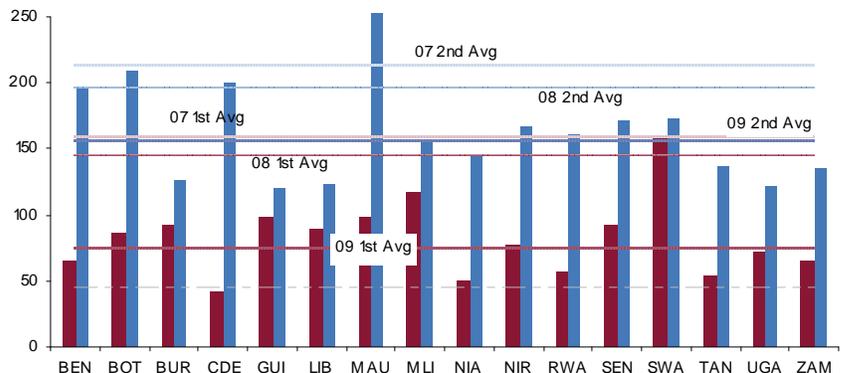
**Disbursement Timing**

USADF improved the time required to process 1<sup>st</sup> and 2<sup>nd</sup> disbursements to grantees in 2009. The average 1<sup>st</sup> and 2<sup>nd</sup> disbursement time (days) in 2009 was 76 and 156 days respectively. This improved from 2008 averages of 160 and 214 days. Nigeria, Tanzania, Uganda, and Zambia were top performers beating ADF average times in both categories.

Big Improvements in Year to Year Timing (number of grants with first disbursement)



Disbursement Timing Varies by Country



Goal 1<sup>st</sup> Disbursement Days = 45 days from obligation  
 Goal 2<sup>nd</sup> Disbursement Days = 135 days from obligation

## Grant Review Timing

The table below shows the average number of days projects were in Compliance and Grant Authorization reviews by county and review function. The 2009 Review Guidelines established a 10 day target to complete<sup>1</sup> the compliance review, and a 3 day target to complete<sup>2</sup> the grant authorization review. Countries shaded in green completed both reviews in 21 days or less, indicating grant packages were complete and without significant issue. (Twenty one days accounts for weekends and miscellaneous slack.) Countries shaded in yellow required more than 21 days to complete the two grant reviews steps.

	No. of Projects	Compliance Review (days)					Ttl time in Compl	Grant Authorization (days)				Ttl time in GA
		Prep and Distrb	Audit Clr	Fin Mgr Clr	Legal Clr	Env Clr		Prep and Distrb	RPD Rvw	GC Final Rvw	Pres Rvw and Sign	
NAM	8	0**	0	1	0	1	1	0	0	1	1	2
SWA	3	1	1	4	3	2	8	1	0	2	0	5
BUR	6	1	1	2	5	2	9	1	3	1	1	5
GHA	8	2	2	3	3	2	8	3	0	2	0	8
MWI	9	1	2	2	4	2	8	3	0	2	0	8
UGA	7	2	2	4	6	2	11	2	1	2	0	6
RWA	6	2	2	3	4	2	9	1	1	6	0	10
TAN	10	1	4	3	3	2	11	2	1	2	1	8
LIB	4	2	0	8	4	4	11	2	0	2	0	10
NIA	15	2	6	3	7	3	11	3	0	3	0	10
MAU	8	0	4	2	4	2	8	2	2	4	0	13
ZAM	17	1	4	2	5	3	8	2	1	8	0	15
BUF	11	1	2	4	5	1	8	4	0	5	7	18
BOT	16	2	3	4	8	3	15	2	1	2	1	11
NIR	4	2	1	3	14	2	16	2	2	3	0	11
CDE	6	2	4	5	14	1	16	5	0	3	0	15
BEN	9	1	8	2	16	2	20	2	1	6	2	15
SEN	7	1	1	0	4	5	6	3	0	6	11	32
MLI	4	2	1	3	2	1	5	3	5	7	14	37
Summary	Wt Average (days)	1	3	3	6	2	10	2	1	4	2	12
	No. of Exceptions*	1	8	11	3	8	1	0	0	0	0	1
	% Exceptions	1%	5%	7%	2%	5%	1%	0%	0%	0%	0%	1%

Source data – dates in recorded in OBLG 2009.xls, Business Operations

\* No compliance reviewer approval date available for calculations.

\*\* zero indicates same day turn around.

<sup>1</sup> Completed compliance means final grant package turned into Business Ops to begin Grant Authorization.

<sup>2</sup> Completed Authorization to grant package is obligated and ready to be sent to the field for signatures.

## Survey Results:

USADF conducted a 2009 Funding Process Review Survey with Washington, Field Staff and Partners. Of the 38 people who responded to the survey, 27 were field and partner staff from Africa. Over 90% of respondents rated the 2009 funding process and associated documents as effective (see question 7). A debrief session was held with Washington staff on October 21, 2009 to discuss ways to improve the process and documents for 2010.

The survey questions and responses may be viewed online at:

<http://www.zoomerang.com/Shared/SharedResultsPasswordPage.aspx?ID=L23ZUEF89GBD>

## Recommended Improvement Areas for 2010:

### Documentation:

1. Application – improved cover sheet, further consolidation, improved impact question.
2. Supporting Analysis (market, technical, financial) – provide better examples and instructions.
3. Compliance Documents (ESR, Financial Assessment, Due Diligence Documents) – general requests for further simplifications and elimination of duplications of information.
4. Clarify what documents require translation.

### Compliance and Grant Authorization Reviews:

1. Compliance Review – ensure only complete packages circulate for review, ensure pre-compliance (ESR) reviews take place.
2. Grant Authorization Review – no change.

### General Process and Quality Improvements:

1. Ensure selection step identifies quality opportunities.
2. Spot check packages for quality, completeness, and accuracy.
3. Provide field teams with additional training on process and documents.
4. Clarify \$25,000 working capital definition and limits for EDI grants.
5. Review grant types (EEI and EDI) and sector classification (MSE, T&I, etc) scheme.
6. Improve and simplify performance indicators.
7. Increase emphasis on project monitoring.