

AFRICAN DEVELOPMENT FOUNDATION

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



CONGRESSIONAL BUDGET JUSTIFICATION

Fiscal Year 2011

March 15, 2010
Washington, DC

United States African Development Foundation

(this page was intentionally left blank)

THE BOARD OF DIRECTORS AND THE PRESIDENT OF
THE UNITED STATES AFRICAN DEVELOPMENT FOUNDATION
WASHINGTON, DC

We are pleased to transmit to the Congress the Administration's FY 2011 budget justification for the U.S. African Development Foundation (USADF).

The FY 2011 budget request of \$30 million, the same level as in FY 2010, will provide resources for economic development programs that will help address problems and challenges faced by hundreds of marginalized and underserved communities across Africa. U.S. taxpayer funds are making a positive difference with one of the most effective development models in the United States Government. USADF's participatory development approach ensures that those closest to the problem help create the solution. This has given the USADF program a strong record of development success.

Board of Directors and Management priorities ensure that the maximum amount of appropriated funds possible are channeled to marginalized communities in Africa. USADF grants for small to medium sized enterprises, agricultural cooperatives, and other community groups help create jobs and provide better income levels for people trapped at the bottom billion of the global economy.

In FY 2009, program grants reached an all time high of \$25 million. At the same time, USADF reforms cut the cost of delivering a grant dollar by 40 percent from 2007 levels. USADF reforms also shaved 100 days off the time required to begin disbursing funds to new Grantees in Africa. The 2009 All Employee Survey marked a remarkable positive change in a broad range of employee attitudes about USADF. Management remains committed to taking additional actions to improve USADF's mission effectiveness and to lower the cost of operations.

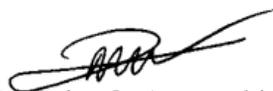
More important are the incredible stories of those we serve. USADF grants provide over \$265 million of new economic activities to over 720,000 people across Africa ranging from rural farmers and their family members to displaced people returning home after the years of armed conflict, and to the physically disadvantaged. USADF supports many of the most marginalized populations in Africa, such as the San in Botswana, youth with autism in Nigeria, farmers on Pemba Island, Tanzania, and nomadic pastoralists in Niger. These people are now able to have better diets, send their children to school, hire more people, access better health care, and even live in a house for the first time in their lives. Time and time again USADF is at the front line providing people with an opportunity to create a better quality of life.

Our vision is to help end the poverty of thousands of marginalized groups across Africa. Our success is measured in lives improved, new economic opportunities created, and goodwill established. Our mission is as applicable today, if not more so, than when USADF was founded in 1980. We look forward to your support and guidance as we seek to enlarge the impact of this unique and effective program.

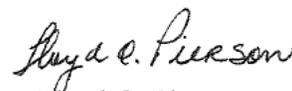
Sincerely,



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



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



Lloyd O. Pierson,
President and CEO

United States African Development Foundation

(this page was intentionally left blank)

United States African Development Foundation

Executive Summary	7
FY 2011 Budget Request and Details	11
Program Summary.....	15
A Successful Model for U.S. Foreign Assistance	15
Background	15
Benefits of the USADF Approach	16
Program Locations and Funding Levels.....	17
Supporting Food Security Efforts in Marginalized Areas.....	18
USADF Strategic Priorities	18
USADF Program Results	19
\$265 Million of New Economic Growth in Marginalized Communities.....	20
720,000 Beneficiaries Across Africa	20
USADF Operational Improvements.....	21
Major Achievements in 2009.....	21
Program Grants	27
Grants Types.....	27
The Grant Lifecycle	28
Grant Selection	28
Grant Design and Implementation	29
Grant Monitoring and Program Assessments	30
Grant Profiles.....	31
Gando Farmers Association – Pemba Island, Tanzania	31
Collaborative Efforts to Alleviate Social Problems – Northern Uganda.....	32
Children’s Development Center, Tea Breakers – Lagos, Nigeria.....	33
Appendix 1 The ADF Act of 1980	35
Appendix 2 Budget Table Definitions	41
Appendix 3 Country Profiles.....	43
Table 1 - FY 2011 \$30 Million Budget Request	11
Table 2 - FY 2009 – 2011 Funding of Country Allocations.....	12
Table 3 – Strategic Partner Funds	13
Table 4 - Operating Expense Ratios	13
Table 5 - Grants by Country in FY 2010	17
Table 6 - Portfolio Performance Status for Period	24
Table 7 - Eligible Groups Types	28
Table 8 – Project Selection Criteria	29
Figure 1 - Past, Present, and Planned Program Areas.....	17
Figure 2 - % Positive Responses of Employees to the Federal Human Capital Survey.....	22
Figure 3 - Lower Costs to Deliver Programs in Africa.....	23
Figure 4 - View USADF Projects in Google Earth.....	26
Figure 5 - Grant Life Cycle	28
Figure 6 - USADF Project Information is available on Google Maps	43

United States African Development Foundation

(this page was intentionally left blank)

CONGRESSIONAL BUDGET JUSTIFICATION FISCAL YEAR 2011

Executive Summary

The African Development Foundation (USADF), created in 1980¹, provides grants of up to \$250,000 to indigenous African organizations and enterprises that benefit underserved and marginalized² communities. The Foundation has a unique mission among U.S. foreign assistance programs, working directly with the neediest communities in Africa. The Foundation uses a participatory approach to actively engage marginalized community groups or enterprises in the design and implementation of development projects. This approach ensures these programs are distinctively African initiated and led, resulting in outcomes that best address the real needs of the community. Together, the focus on both underserved populations and participatory development ensures greater equity and ownership in the development process. Project success and long term impact is further enhanced through USADF efforts to establish a network of local non-governmental Partner Organizations, that provide project design, implementation, and management support to USADF grant recipients. Project grants are designed to help create and sustain jobs, increase income levels, and improve social conditions.

FY 2011 Request

The FY 2011 budget request of \$30 million provides program support for over 125 projects for marginalized communities across 14 countries. Although the budget request is at the same level as in the prior year, USADF in FY 2011 will reduce both operating expenses and programs budgets due to fewer carry forward funds. The FY 2011 program budget for project grants is \$15 million and \$4.7 million for African Partner Organizations resulting in a total of \$19.7 million of appropriated funds being spent for direct in country development assistance. This amount compares to \$21.4 million and \$21.8 million in FY 2010 and FY 2009 respectively. In FY 2011, USADF expects to leverage an additional \$4.1 million in host government donations³ for project development grant programs. The donations are used to match USADF funding levels in particular countries. Host government donations used in FY 2009 were \$3.6 million. The FY 2011 operating expense budget is \$10 million, reduced further from \$11.3 million in FY 2009 and \$10.5 million in FY 2010. USADF management remains committed to achieving additional improvements in internal operating practices and organizational structures in order to continue to increase the share of funds that go directly to the neediest communities and groups.

FY 2010 Plans

In FY 2010, Congressional appropriations of \$30 million, larger than expected carry forward funds, and improved operational efficiencies resulting in lower operating expenses, allows USADF to continue funding project grants at FY 2009 levels. An additional \$4.3 million of host government donations also will be used to fund project grants in FY 2010. Maintaining project grant programming at this level, while absorbing budget cuts, underscores USADF's priority to keep operating costs low and maximize the amount of development assistance directly available for marginalized communities. In FY 2010, USADF has resumed operations in Zimbabwe and is

¹ For more information about 1980 ADF Act please refer to Appendix 1.

² Marginalized groups are people who have been disenfranchised from the political, economic and social fabric of the broader society and who have significant needs that currently are not being addressed.

³ Also called "Strategic Partner Funds"

funding a ground breaking research project conducted by the Africa Forum to help identify the most marginalized populations in Sub-Saharan Africa

FY 2009 Results

In FY 2009, Congressional appropriations of \$32.5 million enabled USADF to direct over \$21.5 million of appropriated funds and \$3.7 million of donated funds to 158 new project grants and local Partner Organization grants across 19 countries in Africa. The combined amounts of \$25.2 million of appropriated and donated dollars obligated for marginalized community projects was the highest level in USADF's 29 year history. Over the next 5-8 years, these projects will help generate over \$100 million in additional revenues for Grantees that in turn provide benefits to over 300,000 workers, farmers, and family members.

In addition to record programming levels in FY 2009, USADF continued the reform and performance improvement initiative that began in FY 2008 with the appointment of a new USADF President. Major productivity gains achieved include increased speed of core operations, a lower cost of operations, and major improvements in employees' outlook as measured by responses to the Annual Employee Survey.

USADF Program Results Based on Current Portfolio of 347 Active Grants

The impact of USADF grants is best understood through the life stories of the men, women, and children that have better access to nutritional food supplies, improved shelter, increased access to education and healthcare, and have gained a greater sense of empowerment to address the challenges of living in the many of the world's poorest economies. USADF grants are making a difference, right now, for more than 720,000 people across Africa. These people benefit in tangible ways because USADF grants are helping to spur more than \$265 million of new economic activities in some of the most remote and marginalized communities in Africa.

Generally, marginalized populations may receive some humanitarian assistance, but generally, they are not adequately integrated into mainstream development initiatives and government programs. USADF's unique foreign assistance mission focuses on identifying the most marginalized groups, and providing direct development assistance to help ensure these highly vulnerable populations create sustainable jobs, improve income levels, and achieve social benefits.

The majority of USADF grants focus on economic development activities primarily in the agriculture sector and food security. The remainder addresses broader community infrastructure needs such as water well projects with the Tuaregs in the Niger desert. The vast majority of projects help rural farmers grow more food to feed their families and sell more produce in commercial markets. Increased revenues generate greater income which enables the purchase of other goods and services such as food, education, healthcare, and housing. Grantee after Grantee affirms that development assistance provided by USADF has significantly changed their individual and community quality of life. Many say that for the first time they have been able to move from a grass hut to a house or pay school fees for their children to be educated.

Ownership is a powerful force for change. The foundation of USADF's participatory development approach is that the best development project ideas come from those closest to the problem. Additionally, as a part of the USADF development focus, all of USADF management and partner staff in Africa are Africans. These principles help create real ownership in the

development process, and therefore generate better outcomes. USADF is the only Federal agency that does not rely on expatriate offices and highly paid consultants or U.S. Federal employees in country. This approach not only serves as a means to achieve better results, but also assists in advancing U.S. strategic interests by focusing on areas where other U.S. agencies cannot effectively operate.

The continuing global economic recession puts ongoing pressure on the rural poor, and increases the urgency for the development community to respond to improve local food production, increase income levels, and address growing social needs. New marginalized areas of focus for USADF in FY 2011 are on migrant workers in the Central Africa Republic, pastoral populations in the Lake Turkana region of Kenya, and areas of severe economic impact in Somaliland and Puntland. The Board of Directors and Management remains committed to the continued implementation of the following seven strategic objectives to further the mission of the United States African Development Foundation. More details about USADF projects are provided in the Grant Profiles and in the Country Profiles sections that follow.

USADF STRATEGIC PRIORITIES

- Model of high effectiveness and low overhead operations.
- Focus program activities on marginalized communities in Africa.
- Invest in Africans and their ideas through participatory development.
- Ensure projects produce long term social and economic results.
- Promote African led and managed field project support.
- Achieve the highest levels of openness and transparency in the U.S. Government.
- Develop an equal opportunity, results oriented work environment.

(this page was intentionally left blank)

FY 2011 Budget Request and Details

The FY 2011 budget request of \$30 million (see Table 1) provides for new project grants in 14 countries⁴ and resources for potential new program areas. It provides operating funds and program resources to fund over 125 economic development projects in the most marginalized regions and populations in Africa. Due to the budget situation, USADF will curtail new project development in a number of countries in which the Foundation is currently located. Resource allocation will be based on a determination as to the most marginalized populations. Based on prior years performance, USADF expects these projects will help generate over \$95 million of additional Grantee revenues and economic activities that in turn provide benefits to over 250,000 workers, farmers, and family members.

Table 1 - FY 2011 \$30 Million Budget Request

(Thousands of Dollars)

Description		FY 2009 (Actual)	FY 2010 Budget	FY 2011 Request	Change
FEDERAL FUNDS	ADF Operating Expense Obligations	11,333	10,500	10,000	-500
	Country Coordinator Offices	2,760	2,373	2,000	-373
	Africa Field Office (AFO) Admin	184	133	150	17
	ADF /W	8,389	7,994	7,850	-144
	ADF Program Obligations	23,129	25,453	21,000	-4,453
	Project Grants	17,050	17,000	15,000	-2,000
	Research Grants	0	514	0	-514
	FC Adjustments & Project Amendments	0	750	0	-750
	Partner Organization development	4,425	4,805	4,700	-105
	HQ Program Support	1,397	1,372	1,000	-372
	Field program support	243	700	150	-550
	Evaluation	14	312	150	-162
	Total Op and Prgm Obligations	34,462	35,953	31,000	-4,953
	Available Federal Funds				
	Current FY appropriations	32,500	30,000	30,000	0
	Recoveries and funds carried forward	7,166	5,953	1,000	-4,953
	Total Federal Funds	39,666	35,953	31,000	-4,953
(Note: Unallocated Funds)	5,204				

In FY 2011, USADF expects to deploy the \$15 million grant budget for new projects across 14 countries as shown in Table 2 below. New project areas may include regions in high hunger zones in the Lake Turkana area of Kenya, in Somaliland, and in Puntland. New project funding will be augmented by an additional \$4.1 million of Strategic Partner⁵ donations to raise the total

⁴ These countries receive full program funding for new projects in FY 2011, five additional countries receive limited funds for self help projects.

⁵ Strategic Partners are countries where USADF has a memorandum of understanding with the national government to receive periodic donations to be used to match USADF program spending in that country.

United States African Development Foundation

project funding level to \$19.1 million. For comparison purposes Table 2 also includes corresponding FY 2009 actual expenditures, and planned FY 2010 budget levels by country.

Table 2 - FY 2009 – 2011 Funding of Country Allocations

(Thousands of Dollars)

Country	FY 2009 (Actual)			FY 2010 (Budget)			FY 2011 (Request)		
	Federal Funds	Donated Fund	Total	Federal Funds	Donated Fund	Total	Federal Funds	Donated Fund	Total
Benin	639	639	1,278	500	500	1,000	500	500	1,000
Botswana	1,406	515	1,921	50*		50	50*		50
Burundi	619		619	800		800	800		800
Burkina Faso	1,457		1,457	1,050*		1,050	1,050*		1,050
Cape Verde	1,314	100	1,414	550*	500	1,050	550*	500	1,050
Central Africa Republic				50*		50	50*		50
Ghana	1,024	103	1,127	50*		50	50*		50
Liberia	790	0	790	1,050*		1,050	1,050*		1,050
Mali	307	307	614	250	250	500		500	500
Malawi	938	691	1,629	750	500	1,250	750	500	1,250
Mauritania	840		840	800*		800	750*		750
Namibia	300 ²		300	50*		50	50*		50
Niger	941		941	1,000		1,000			
Nigeria	1,117	433	1,550	1,000	1,000	2,000	1,000	500	1,500
Rwanda	429	172	601	500	500	1,000	500	500	1,000
Senegal	500	140	640	750	500	1,250	750	500	1,250
South Africa				50*		50			
Swaziland	255		255	50*		50	50*		50
Tanzania	1,581		1,581	800		800	800		800
Uganda	633	633	1,266	600	600	1,200	600	600	1,200
Zambia	1,960		1,960	1,000		1,000	1,000	0	1,000
Zimbabwe				1,600 ³		1,600 ³	1,050*	0	1,050
Other				600		600	1,000	0	1,000
New Food Security ¹				3,100		3,100	2,600	0	2,600
Total Funding	17,050	3,733	20,783	17,000	4,350	21,350	15,000	4,100	19,100

¹ Food security initiatives in potential areas such as the Lake Turkana region of Kenya, Central African Republic, and Somaliland / Puntland.

² Includes \$54,000 for Ambassador's Self Help Grants

³ Includes \$100,000 for Ambassador's Self Help Grants

* Includes \$50,000 for Ambassador's Self Help Grants

Other Funding Sources

The FY 2011 budget request of \$30 million is augmented by using donated Strategic Partner funds from various host country governments to expand total funds available for project grants (see Table 2, "Donated Funds" Column).

In FY 2011, USADF anticipates that at least \$4.1 million of matching program funds will be applied to project grants in select strategic partner program countries. As shown below, the anticipated use of strategic partner donations for FY 2011 grants is down by \$0.28 million from FY 2010. This is due to a shifting program emphasis to areas of greater marginalization and high need food security zones. Note, however, that USADF has improved the annual utilization of strategic partner funds. This improved utilization however has the natural effect of shrinking funds able to be carried forward from the prior year.

Table 3 – Strategic Partner Funds

(Thousands of Dollars)

Description		FY 2009 (Actual)	FY 2010 Budget	FY 2011 Plan	Change
DONATED FUNDS	Annual Collections	3,810	3,380	4,100	720
	Recoveries and funds carried forward	3,736	2,628	1,429	-1,199
	Total SP Funds Available	7,546	6,008	5,529	-479
	SP Funds Used	5,182	4,879	4,600	-279
	Project Grants	3,733	4,350	4,100	-250
	FC Adjustments & Project Amendments	1190	300	300	0
	Partner Organization development	259	229	200	-29
Carry forward to Next Fiscal Year	2,364	1,129	929	-200	

Continued Productivity Improvements in FY 2011

Improvements to USADF operating efficiencies are planned to continue in FY 2011 with a 5% reduction in operating expenses from FY 2010 (i.e. the change from \$10.5 million in FY 2010 to \$10 million in FY 2011), and nearly 12% lower than FY 2009 overhead levels of \$11.3 million. Several other significant operational improvements were achieved in 2009. These resulted in major improvements in employee outlooks on USADF mission, operations and management, significant improvements in the speed of delivering funds to Grantees, and much lower costs to deliver program dollars to Grantees in Africa. There are additional productivity gains to be accomplished through the ongoing re-structuring initiatives and other administrative cost saving measures. Table 4 below shows management's commitment to lowering overhead expense levels, while increasing the reach of USADF programs to more marginalized areas in Africa.

Table 4 - Operating Expense Ratios

Description	FY 2009 (Actual)	FY 2010 Budget	FY 2011 Plan
Operating Expenses as a % of Appropriations	35%	35%	33%
Operating Expenses as a % of All Federal and Non-Federal Funds Available	25%	25%	27%
Countries with Programs Activities	20	23	26

United States African Development Foundation

(this page was intentionally left blank)

Program Summary

A Successful Model for U.S. Foreign Assistance

Over the past 29 years, The United States African Development Foundation has established a foreign assistance model that works. During this period, USADF has worked in more than 25 countries and has invested more than \$200 million in African initiated and led development projects. USADF projects are designed to improve economic and social conditions for some of the poorest, most neglected communities in the world. Congressional appropriations, administered by USADF, are tangible expressions of good will from people of the United States to the people of Africa. Support from USADF programs provides the opportunity for economic growth and social development in places where little other hope and assistance exist. The following quotations represent a broad range of perspectives, from members of Congress, African leaders, and USADF management, about USADF effectiveness as a foreign assistance program.

“ADF is the only United States Government agency working directly at the grassroots, supporting African-designed and African-driven solutions to economic and social problems.” U.S. Representative Barbara Lee

“We know that the African Development Foundation can make a major contribution to helping us meet our commitment to our people to deliver tangible development investments. Equally important, USADF programs will help lay the foundation for Liberia’s economic recovery and growth.” Ellen Johnson Sirleaf, President of Liberia.

“The United States African Development Foundation is an American foreign assistance success story. USADF’s model maximizes the amount of taxpayer funds that go directly to assist the most underserved and marginalized populations.” Lloyd O. Pierson, USADF President and CEO

Purpose	Fostering hope, growth and goodwill in Africa.
Vision	To end the poverty of a million Africans by investing in their ideas.
Mission	To support underserved, marginalized communities in Africa with resources that help create better economic opportunities and an improved quality of life.

Background

The United States African Development Foundation is an independent Federal agency established to support African-designed and African-driven solutions that address grassroots economic and social problems. The Foundation is a public corporation with a seven member Board of Directors who are nominated by the President of the United States and are confirmed by the Senate. Currently four Board members are appointed. Three vacancies are expected to be filled in FY 2010. Members serve staggered fixed terms of six years. The Board of Directors selects and names the President and CEO of USADF.

USADF provides needed resources to Africa through several⁶ different types of grants. The majority of the annual budget is allocated for project grants to help African organizations create

⁶ See page 26 for additional information about different grant types.

tangible benefits such as increasing or sustaining the number of jobs in a community, improving income levels, and addressing social development needs. By statute, project grants cannot exceed \$250,000. Project grants are primarily awarded to rural cooperatives, small scale food processors, and to other small and medium sized businesses. The grant budget is used to develop improved management capabilities, acquire better production equipment, set up revolving credit funds to help poor farmers gain inputs needed to improve production capabilities, develop and expanding marketing channels, and in some cases, to develop shared community resources. Other grants types are used to fund local technical service providers, and African based research programs. These grants vary in size and scope according to need and specific project objectives. Full details about all active USADF grants can be viewed online at www.usadf.gov.

Benefits of the USADF Approach

As a small independent development agency, USADF has several positive characteristics in the way it delivers development assistance to Africa.

SPEED – USADF’s unique size provides U.S. policy makers with a rapid response unit for Africa. USADF began operations in Liberia and Mauritania in less than 100 days. The USADF model enabled it to establish fully funded and functional programs in Burkina Faso, Malawi, and Burundi in less than 12 months. USADF resumed operations in Zimbabwe in FY 2010 and expects to begin funding news grants in less than 90 days.

COVERAGE – USADF’s unique field model, managed on the ground by Africans, allows U.S. foreign assistance dollars go where other programs cannot send them. This was most recently illustrated by the 2009 new program activities in remote areas of Botswana and Namibia, desert regions of Niger, and the Casamance region of Senegal. In FY 2010 USADF resumed its development programs to marginalized peoples groups in Zimbabwe.

INNOVATION – USADF’s smaller size allows for greater innovation and experimentation with new approaches to development. In the early 2000s, USADF pioneered a market oriented small and medium sized enterprise development approach now adopted by many larger private and public sector groups. In 2007- 2008, USADF entered into a small partnership with the General Mills Foundation to fund a food processing project in Tanzania. Now, General Mills is expanding the concept and has entered into a much larger public-private partnership between USAID and PEPFAR that will provide key capabilities and resources to accelerate the work of assisting small and medium sized food producers across Africa. USADF’s model focuses on responsiveness, local ownership, and greater African participation in the development process at both the design stage and the implementation phase. These lessons are instructive to the broader development sector as it works through reforming its current approaches.

LOWER COST – USADF’s model of providing direct grants to marginalized groups in Africa uses African partners and coordinators at a much lower cost to deliver program oversight and technical support services without utilizing expensive USAID and State Department Foreign Service employees in country.

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

needs of particular marginalized groups in Africa. Examples in 2008 and 2009 include development grants for autistic children and youth in Nigeria, the hearing and sight impaired in Uganda and Senegal, and for difficult post conflict zones located in Burundi, Rwanda, and Uganda. USADF has identified marginalized populations in the Lake Turkana region of Kenya, the Central Africa Republic, and Puntland for development work in 2010 and 2011 pending the availability of funds.

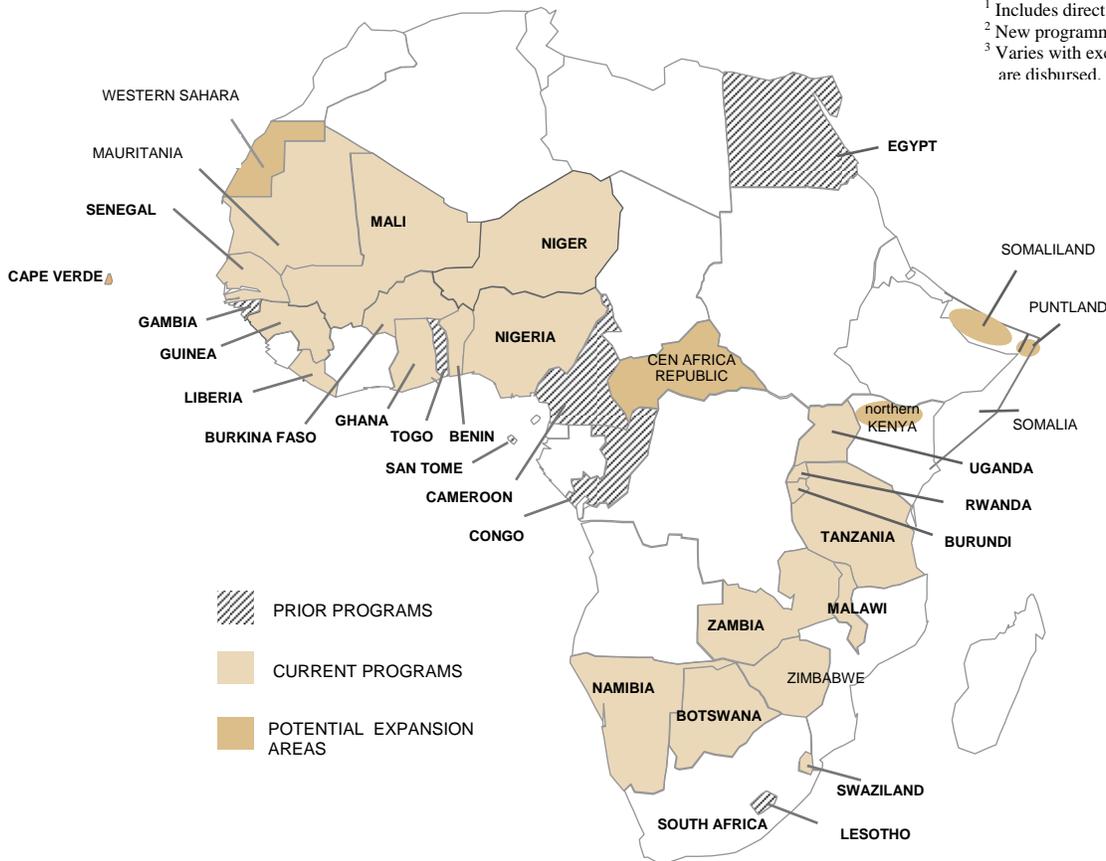
Program Locations and Funding Levels

On December 31, 2009, USADF had almost 350 active project grants in 20 countries, representing just under \$56 million invested in small enterprises, farmer associations, cooperatives, and community groups that improve food production, increase income levels, and improve social benefits in poor communities. Table 5 shows the number and value of active grants by country. Active projects are all USADF funded grants that have not expired. Figure 1 below shows areas of past, present, and planned USADF program activities.

Table 5 Grants by Country in FY 2010

Country	Projects	Grant Value (USD)
Mali	26	4,708,195
Uganda	25	4,598,375
Zambia	26	4,478,771
Nigeria	31	4,074,487
Cape Verde	20	3,977,947
Tanzania	22	3,800,904
Ghana	20	3,796,414
Botswana	27	3,526,655
Niger	16	3,086,107
Guinea	19	3,076,686
Benin	15	2,342,212
Rwanda	16	2,260,914
Liberia	12	2,002,411
Senegal	14	1,960,287
Malawi	10	1,818,290
Burundi	11	1,505,351
Burkina Faso	11	1,471,072
Swaziland	8	1,380,762
Mauritania	10	1,314,468
Namibia ²	7	290,756
Other	1	250,000
Total	347	55,721,064

Figure 1 - Past, Present, and Planned Program Areas



¹ Includes direct project grants.
² New programming may resume in FY 2010
³ Varies with exchange rates at the time funds are disbursed.

Supporting Food Security Efforts in Marginalized Areas

With more than one billion people in the world suffering from chronic hunger, the international development community has made improving ‘food security’ a priority item. The global community often defines the term food security as people having a *reliable* source of food and *sufficient* resources to purchase food. From its inception, USADF has focused the majority of its grants on improving agricultural production and improving the income levels of marginalized groups across Africa. USADF’s participatory development approach supports the most effective food security solutions coming from those closest to the problem.

The majority of USADF grants directly support improved agricultural productivity by providing access to better inputs such as seeds, feed, fertilizer, machinery, and irrigation systems. These grants also provide access to improved farm knowledge, and training in financial management and resource management.

In addition to improving the means of production, USADF grants also focus on helping marginalized groups expand their market access. Higher incomes are achieved when groups gain the ability to take greater advantage of local, regional, and international markets. To achieve this result, USADF grants support improved means of transportation, better product storage, distribution and marketing, and improved access to market information.

In FY 2010, USADF has budgeted \$4.8 million for special food security programs (includes new program funds in Zimbabwe). It is anticipated that two other marginalized populations will be selected and targeted for this assistance to include the Lake Turkana area of Kenya, and the Central African Republic. The ability of USADF to move rapidly, yet maintain appropriate levels of due diligence to assure program quality and effectiveness, is a major comparative advantage for the Foundation and for the United States. In FY 2011, approximately \$2.6 million of foreign assistance is designated for special food security needs. Given the responsive nature of these funds, it is premature at this time to identify if it will be allocated to new countries, or if it will be devoted to expanding operations in countries with existing programs.

USADF Strategic Priorities

The following seven core principles serve as guidelines for all USADF management planning, budgeting, and evaluation activities. These priorities help ensure that USADF stays true to its authorizing legislation and mandate.

Core Operating Guidelines:

1. **High effectiveness, low overhead:** The efficient use of taxpayer funds is paramount in every decision. While accomplishing tangible results are important, it is essential that USADF be accountable to use public monies in the most cost effective manner. Maintaining this priority moves USADF toward achieving the lowest overhead rate in the Federal Government.
2. **Focus on marginalized communities:** USADF is the only United States Government agency with a specific mission to provide direct development assistance to the most marginalized,

under-privileged populations in Africa. These populations can be identified by geography, ethnicity, gender, age, or disability, and are often disenfranchised from the political, economic, and social fabric of the broader society. Typically, USADF provides development grants to communities and groups living in the most difficult, challenging areas of Sub-Saharan Africa and lacking access to traditional domestic or foreign development assistance.

3. Investing in Africans and their ideas: USADF takes participatory development principles seriously. The Foundation trusts Africans to understand the challenges they face and to know the best approaches to resolving them. USADF also ensures that Grantees have access to assistance from African experts in the design and implementation of projects. This approach ensures that outcomes will best address real community needs. USADF's development model empowers Africans in decision-making and implementation processes.
4. Addressing social development needs and ensuring lasting economic results: The majority of the USADF program portfolio is devoted to income generating projects that produce jobs, better income levels, and tangible social benefits. Social benefits include skills training, nutritional and hygiene training, and basic vocational education. In cases where the right opportunities exist, USADF helps marginalized populations develop their capacity to join the global economy.
5. Encouraging and expanding African management: All USADF programs in Africa are managed by Africans. There is no western expatriate staff and there is minimal use of outside consultants. When consultants are required most often African experts are selected. This approach helps make USADF fundamentally different from other development organizations. USADF values and policies ensure that Africans take leadership roles in developing, implementing, and managing foreign assistance.
6. Maintaining the highest level of openness and transparency in the U.S. Government: As an organization primarily dependent on U.S. taxpayer funds, management believes that an open and transparent organization is the best approach. The USADF website and other communication vehicles are continually updated to make it simple for people to know more about Africa, what USADF is doing, and exactly how program funds are being used.
7. Developing an equal opportunity, results driven staff team: USADF provides opportunities for all, and rewards hard work and dedication to the mission to foster a results oriented team environment.

USADF Program Results

Although foreign assistance to Sub-Sahara Africa is extensive, too often large numbers of Africa's most marginalized communities remain untouched by development aid. USADF grant funds specifically target these underserved areas in Africa providing direct development assistance to help ensure these highly vulnerable populations create sustainable jobs, improve income levels, and achieve social benefits. The majority of USADF grants focus on economic development activities in agricultural production and other food security related areas. The results of these projects help rural farmers grow more food to feed their families and sell more of their products in commercial markets. Increased revenues generate greater income that enables people to purchase other goods and services such as food, education, healthcare, and

housing. These basic outcomes significantly improve the quality of life for individuals and communities. The following measures, based on USADF's most recent⁷ annual assessment of program performance indicators, provide an overview of the positive impact USADF grants are having in marginalized communities across Africa.

\$265 Million of New Economic Growth in Marginalized Communities

Jobs and better incomes require both viable and long term economic activities in communities where marginalized people live. Based on USADF's most recent performance assessment, USADF grants generate an additional four dollars of new revenues for each one dollar disbursed. If this rate is applied to 83%⁸ of USADF's current grant portfolio (\$55.7 million), then one may infer that USADF investments help spur more than \$191⁹ million of new economic activity over the grant period (3-5 years) in many of Africa's most underserved populations. USADF performance data indicates that nearly 80% of USADF grants continue to operate for at least a three year period after grant funding ends. This creates an additional \$74 million of long-term economic growth potential in marginalized communities. This results in a combined benefit of \$265 million of new economic growth. On average, that equates more than under \$0.8 million¹⁰ of new revenues circulating in each community where USADF funds a development project over the effective life of the grant.

720,000 Beneficiaries Across Africa

Measuring actual job growth and direct economic impact is very difficult and expensive for development organizations. It is particularly difficult for an agency the size of USADF which operates in a very challenging environment. However, based on USADF's most recent performance analysis, a typical USADF grant has positive economic benefit for an average of 500 workers and / or farmers per grant. If this rate is applied to 83% of USADF's current grant population (347 projects), then USADF can estimate that its current portfolio positively impacts at least 144,000 people in areas of severe economic hardship. While this is a modest number, it reasonably can be extended by accounting for the number of family members that also benefit from the increased income of the workers and farmers. Public demographic data¹¹ suggests that a mean household family size in Sub-Sahara Africa is five. Using this value raises the impact level of USADF's current portfolio of projects to over 720,000 beneficiaries. The benefits of this increased economic activities often translates into better diets, better access to education, access to clean water, and better health care for those living on the edge of poverty in Africa's most marginalized and underserved communities.

⁷ Annual Performance Report for FY 2008

⁸ 83% of the active grant population focus on economic growth, 12% focus on social, not for profit projects, and 5% accounts for grants that may need to be terminated prematurely.

⁹ New Economic Activity = (activity from income generating development projects) + (activity from social development projects); i.e. $(4 \times \$55.7M \times 83\%) + (\$55.7M \times 12\%) = \$191 \text{ Million}$; accounting for 5% early terminations

¹⁰ Total Economic growth / active projects $[\$191M + \$74M] / (347 \times 95\%) = \$0.804M$

¹¹ See USAID supported www.StatComplier.com application for additional details.

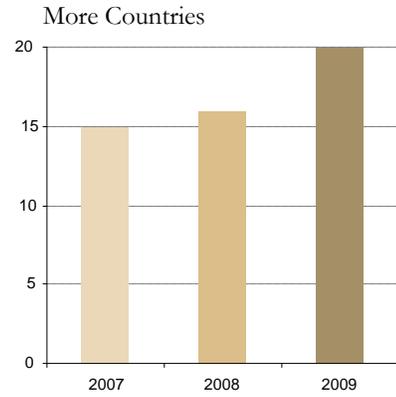
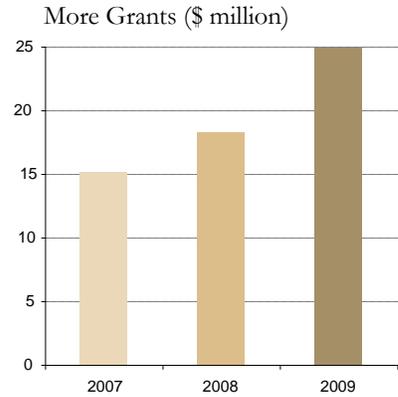
USADF Operational Improvements

FY 2009 marked a year of significant achievements in USADF operations and programs as it continued to implement the strategic reform initiatives that began in FY 2008 under new management. The following section highlights several of these accomplishments.

Major Achievements in 2009

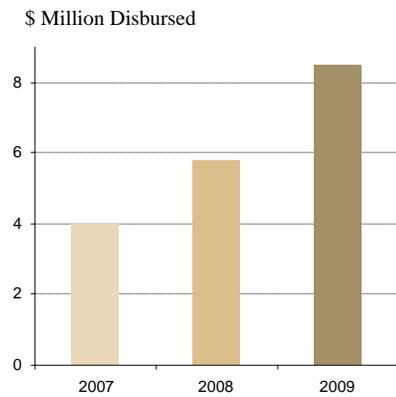
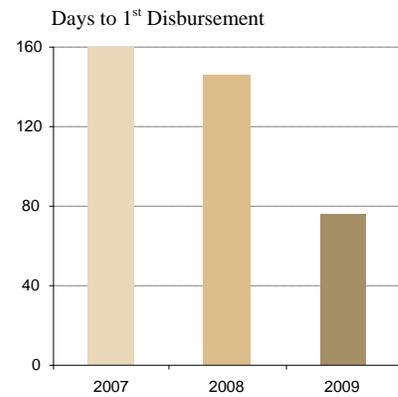
1. Highest Grant Funding Levels in 29 Years

- \$25M in New Project and Partner Grants Funding Increased 34% from 2008.
- Funding in 20 Countries Up 25% from 2008.



2. Faster Grant Disbursement Times

- 1st Disbursement Turnaround Improved from 140 Days in 2008 to 76 Days in 2009.
- Amount Of Project Funds Disbursed in 12 Month Period Improved by 32%.



3. Better Strategic Partner Funds Utilization

In 2009, USADF achieved increased application of Strategic Partner (SP) funds in the current year of receipt of funds. Additional progress was made in drawing down SP funds levels from past years. There is a balance of two million dollars in SP funds available for use in Benin, Botswana, Mali, Nigeria, and Uganda in FY 2010.

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

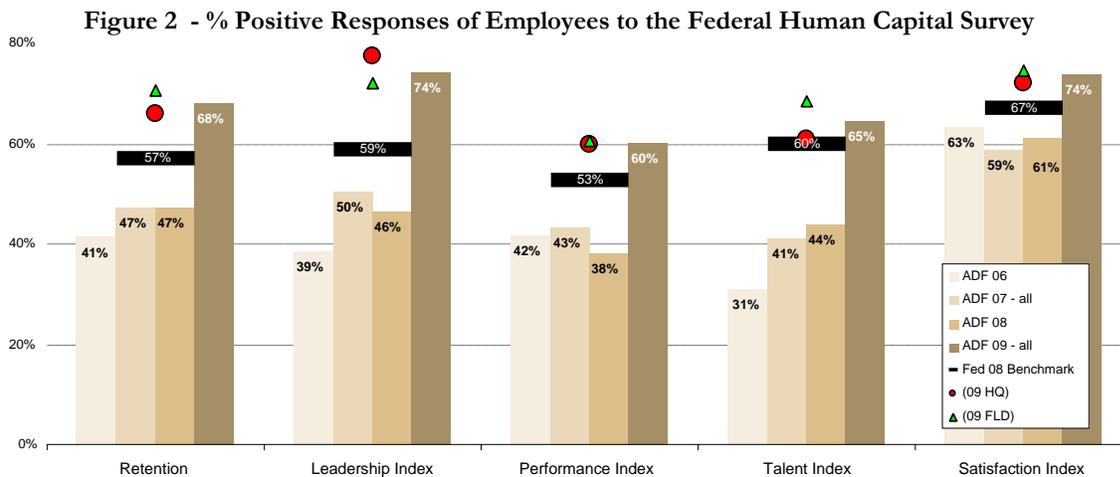
4. Improved Internal Controls

In 2009, the USADF Internal Audit Unit made significant progress implementing a systematic plan and approach to review the financial management of, and accounting for USADF funds provided to project grants, partner grants, and country coordinator offices.

<u>Financial Audits in 2009</u>	<u>Scheduled</u>	<u>Completed</u>
Projects Grants	35	35
Partner Grants	12	8
Coordinator Offices	8	8

5. Improved Employee Satisfaction

The 2009 All Employee Survey¹² revealed a remarkable improvement in USADF employee attitudes about the management, operations, and mission of USADF. The chart below highlights five different categories of the improved employee attitudes compared to earlier surveys and with the overall Federal employee population. USADF also scored higher than private sector¹³ responses in the areas of job satisfaction and personal work experiences.



¹² The standard Federal Human Capital Survey administered by USADF in even calendar years.

¹³ As reported by OPM 2008 Survey Results Data

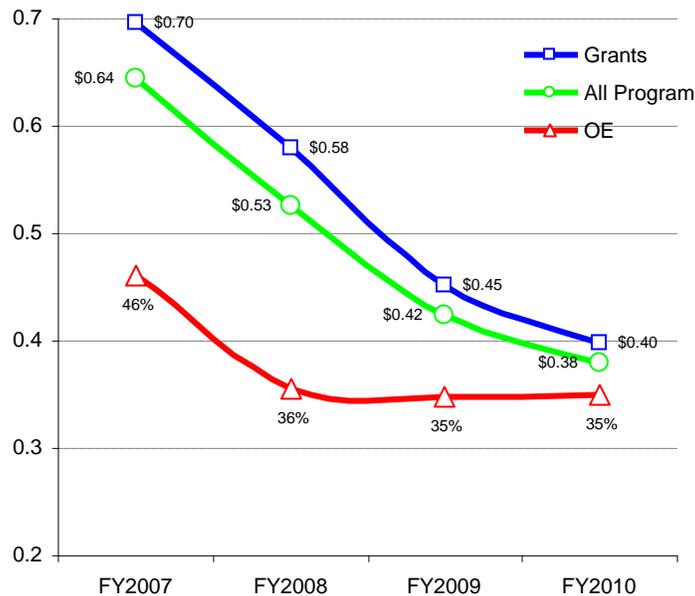
Survey Highlights:

- Greater Participation in Survey from Washington and Field Staff.
- USADF Surpassed all Federal Benchmarks.
- Significant Improvement in all Performance Categories from 2007 to 2009.

6. Lower Cost of Operations

USADF continues to make significant improvements in lowering the cost to deliver a dollar of foreign assistance to marginalized communities in Africa. From 2007 to 2010, the cost of delivery has been reduced by more than 40 percent. The chart below shows the progress USADF has made in improving productivity and lowering unit costs since 2007. Additional opportunities exist in FY 2011, which is why USADF is again planning to lower its operating expenses by 5 percent (from \$10.5 million to \$10 million).

Figure 3 - Lower Costs to Deliver Programs in Africa



7. Program Quality Assurance through Monitoring and Evaluation

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

Monitoring

Closely tracking the progress of grant implementation plans and budgets is an important aspect that can help increase the likelihood that a grant will result in a successful outcome. Monitoring can identify early problems and ensure that additional support is applied. In 2009 USADF updated the monitoring roles of the Country Coordinator and Regional Director to better ensure Partners were providing the technical support to Grantees consistent with the terms of their

cooperative agreement. Monitoring includes regular reviews of Grantees' quarterly reports, and periodic sites visits to Grantees by Partner Organizations, and by USADF staff. Each project grant with a value greater than \$100,000 receives an independent financial audit on the use of USADF grant funds. At the end of a grant period, a Grant Close-Out procedure is completed for each grant. The close out process includes a final accounting of grant funds, an assessment of the grant's outcomes, and a determination about the sustainability of the project. Regional Directors conduct bi-annual portfolio performance reviews with their country teams to monitor and assess project performance within their respective regions. USADF management also conducts bi-annual program reviews with Regional Directors to ensure there is a clear line of accountability for the overall effectiveness of grant programs.

The table below is a copy of the most recent program performance review. It contains summary performance assessment information about individual grants within a particular country. At least twice a year Regional Directors conduct comprehensive portfolio reviews with their field teams on all active projects. Based on the review, grants are given a performance grade using a common grading and assessment process. Grants with lower grades (C – F) are given special attention from Partner Organizations to help remediate the project difficulties. As a last resort grants with failing grades may be terminated.

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

	*Active Projects	Active Value (USD)	% Value Disb TD	FY08 Days 2 nd Disb	Historic Days 2 nd Disb	Date of Last Project Review	Project Grades				
							A	B	C	D	F
Botswana	29	4,012,426	35%	190	205	Oct 2009	2	15	11	1	0
Nigeria	29	4,204,992	54%	145	203	Sept 2009	13	14	1	1	0
Swaziland	8	1,384,087	71%	170	137	Nov 2009	1	5	2	0	0
Zambia	27	4,989,031	62%	113	132	Oct 2009	3	15	7	2	0
Burkina Faso	11	1,456,759	2%	-	-	Nov 2009	0	0	0	0	0
Cape Verde	15	3,079,646	43%	200	334	Oct 2009	0	6	3	0	0
Mali	28	4,680,693	65%	157	211	Oct 2009	4	12	7	0	0
Mauritania	10	1,339,665	4%	338	331	Nov 2009	0	0	1	1	0
Senegal	15	2,182,774	53%	172	256	Oct 2009	0	2	7	0	0
Ghana	22	4,571,547	67%	n/a	279	Aug 2009	6	6	6	0	0
Malawi	9	1,629,840	42%	n/a	96	N/A	5	0	0	0	0
Tanzania	31	5,713,217	66%	136	226	April 2009	8	14	6	0	0
Benin	14	2,261,363	31%	169	199	Sept 2009	1	1	1	0	2
Guinea	19	2,897,825	87%	95	251	Sept 2009	1	7	6	1	4
Liberia	12	1,204,202	38%	120	109	Sept 2009	1	1	5	1	0
Niger	17	3,498,275	70%	167	202	Sept 2009	4	3	2	1	3
Burundi	10	1,475,523	33%	128	151	June 2009	0	6	2	1	0
Rwanda	21	2,790,187	62%	154	147	June 2009	9	4	8	0	0
Uganda	27	4,998,118	68%	105	110	June 2009	13	6	4	4	0
Total	354	58,370,170	56%				71	117	79	13	9
Small Grants	8	53,954									

*Active Projects = all projects in country that are obligated through 9/30/09 and not expired.

Evaluation

To fully understand and assess the actual outcomes and impacts of a grant, a program evaluation activity is necessary. To maintain the integrity of the evaluation it is desirable for an evaluation to be conducted by an independent source. USADF's Evaluation Unit is tasked to ensure

independent assessments of program effectiveness occur on a regular basis. In FY 2008, the Evaluation Unit commissioned POSDEV, an African NGO based in Ghana to conduct an extensive program and grant evaluation across 10 countries in Africa (Benin, Botswana, Cape Verde, Ghana, Guinea, Liberia, Niger, Swaziland, Uganda, and Zambia). Highlights from POSDEV preliminary report follow. The results reflect client experiences with USADF policies, procedures, and support systems that were in place between 2001 and 2008. Thus, the responses do not necessarily reflect current experiences with USADF.

Some Key Findings of the Client Surveys:

Item	Median Score
Project idea originated from the Grantee	96%
Country representative office rated professional or better	96%
Other technical assistance and training in implementation very useful or better	94%
USADF-required training on financial management and reporting very useful or better	93%
Project development and review process good or better	90%

Most Frequently Mentioned Grantee Recommendations:

Project Design and Review

- The quality of USADF support for technology selection and procurement needs to be improved.
- Partner Organization staff and consultants should work more closely with the clients in a more genuinely participatory manner.
- The quality of market assessment and marketing support needs to be improved.

Project Implementation

- Reduce disbursement delays and roadblocks.
- Training and technical assistance need to be more closely tailored to the actual needs of the clients instead of providing the same standardized training to all Grantees when that may be unnecessary or inappropriate.
- Partner Organizations should visit Grantees more frequently for monitoring, troubleshooting, and support.

In 2009 and 2010 USADF took and is taking active steps to ensure evaluation findings are incorporated into improved field operations practices, procedures and support documents. The disbursement delays and roadblocks were significantly improved in 2009 (see Faster Disbursement Times, page 20).

8. Ground Breaking Research on Marginalized Populations

USADF entered into a research agreement with the Africa Forum to conduct a major research study for the purpose of:

- defining ‘marginalization’ within the current African context today and to identify where such populations are concentrated;
- capturing the perspectives of marginalized groups on their economic and social development problems and needs, as well as the lessons they have learned in addressing these problems; and
- increasing the efficiency and effectiveness of development assistance programs for marginalized populations.

Providing funds for this research grant enables USADF to educate the broader development community about marginalized populations. It also provides USADF Washington and Field staff with a better methodology for identifying marginalized populations, and with detailed information about the better ways USADF can provide and focus assistance. The scope of the study covers a total of twenty-four countries in Africa.

The Africa Forum is an organization co-chaired by Nelson Mandela and based in Johannesburg. Its membership includes former Heads of State in Africa and its mission is to help prevent conflicts, promote democracy in Africa, and serve as mediators in those areas where conflict exists. USADF expects to use this comprehensive study as an important component of its strategic planning process and establishing priorities for future resource allocation decisions.

9. Increased Transparency for Open Government

In order to make USADF a model of openness and transparency in the Federal government, USADF has simplified the steps needed for the public to access and view information about its operations and programs. The USADF website now contains a wide range of information about current and historical programs, budgets, performance information, and various USAID Inspector General Audit reports. In FY 2009, USADF made access to grant information, locations, and photographs more interactive through linkages to “Google Maps” and “Google Earth”. These tools help people better understand how funds are being used to support marginalized communities in Africa. The grant information also includes specific budget and project goals and objectives. In FY 2010, USADF will add several new Open Government features to its website to continue to make more information easily accessible to the public. See www.usadf.gov for more details.



Figure 4 View USADF Projects in Google Earth

Program Grants

Grants Types

The majority of USADF's program budget is used to fund project grants that directly benefit underserved and marginalized groups in Africa. In FY 2011, \$15 million is planned for projects grants. USADF also expects to utilize an additional \$4.1 million dollars of Strategic Partner funds for direct project grant activities.

Project funding is provided to approved project applicants in one of the following grant mechanisms:

- **OAG** – Operational Assistance Grants are capacity building grants, and are typically two years in duration. The intent of an OAG is to move the Grantee to a greater state of readiness to effectively utilize a larger infusion of development capital. OAGs are typically higher risk grants because of the limited capacity of the group. Risk is reduced by limiting the size of an OAG to \$100,000, or less, and more strictly focusing grant activities on capacity development in the areas of financial management and business growth planning.
- **EEG** – Enterprise Expansion Grants are larger (up to \$250,000) development grants aimed at improving production capabilities and improving overall organizational revenues. EEGs typically span three to five years in duration with the majority of grant funds fully disbursed by the end of year three. The purpose of an EEG is to increase job opportunities and improve income levels for the group members.
- **SHG** – Self Help Grants are development grants (up to \$20,000) that provide grassroots groups which do not have the experience to carry out larger development projects with an opportunity to gain those capabilities. USADF is partnering with the Ambassadors' Special Self Help Programs in various African countries to better reach the shared goal of providing small grants for projects which marginalized community groups undertake to foster their own development.
- **Other** – On a limited basis other grants are awarded that support projects such as small special travel grants, funding for intermediary organizations that fund marginalized groups that meet USADF selection criteria, and research efforts. Research grants may provide funds up to \$250,000 for short-term and up to five year periods for African based and African conducted research activity that advances the identification of marginalized populations, improve small scale agricultural production techniques, and lead to benefits for marginalized populations in Africa.

USADF also uses its program budget to fund other types of programming activities provided for in the ADF Act. In FY 2011, \$4.7 million is budgeted for Partner Organization support.

- **Cooperative Agreements (CA)** – Provide funds over a one to five year period to African non-governmental organizations that provide technical assistance and development support to USADF project Grantees. USADF refers to these Grantees as “Partner Organizations”.

The Grant Lifecycle

In practice, USADF responds to applications from African cooperatives, small scale producer groups, and enterprises in eligible countries. USADF staff (or in country African contractors) screen the applications and make site visits to verify and ensure the application fits with country strategies and with broader USADF objectives. If a fit is determined by the USADF Regional Director, a local Partner Organization in each country is assigned to help the applicant turn their idea into a detailed grant application and project proposal. The Partner Organization also takes part in representing the applicant during the USADF funding review processes, and provides ongoing implementation and project management support during grant period. The USADF staff and in country coordinators provide for independent monitoring of the project expenditures and the quality of implementation support from partners to help ensure successful outcomes. Close-out reports, third party financial audits, and independent African evaluation specialists help USADF capture and share lessons learned for program improvements.

Figure 5 - Grant Life Cycle



Grant Selection

Project applications that have cleared the initial in country screening and site visits are passed forward by the country team to the Regional Director for final design eligibility and development approval. Each screened application will be assessed on the group eligibility profile (see Table 9) and with selection criteria (see Table 10).

Table 7 - Eligible Groups Types

AGRICULTURAL COOPERATIVES and SMALL-SCALE PRODUCER GROUPS	An organization formed by a group of small-scale farmers, artisans, or producers to achieve some or all of the advantages of large-scale marketing and production.
COMMUNITY-BASED ORGANIZATIONS (CBOs)	An organization made up of a group of people who come together to accomplish a common goal or a set of goals tailored to meet the development needs of their community.
AFRICAN INTERMEDIARY ORGANIZATIONS (AIOs)	An organization that works directly with very low-income people and marginalized groups.
SMALL AND MEDIUM-SIZED ENTERPRISES (SMEs)	A registered privately held enterprise that has annual sales revenues not to exceed \$0.5 million, and has a business plan that has positive social impacts on a community either directly within their enterprise, or indirectly through supply-chain linkages.

Selection Criteria

The USADF Act directs USADF to give priority *“to projects which community groups undertake to foster their own development and in the initiation, design, implementation and evaluation in which there is the maximum feasible participation of the poor.”* The selection criteria below helps the applicant understand the standards USADF reviewers apply when screening and selecting potential candidates for funding support.

Table 8 – Project Selection Criteria

Organization Eligibility Requirements:

1. The organization must be 100 percent African-owned and managed.
2. The organization must be a legally recognized African entity (or in the process of becoming legally registered. Registration must be completed before any funding may be provided).
3. The organization must demonstrate that it has successfully worked together and has the potential to productively utilize development funds.
4. The ownership and management must be in agreement on the problem to be addressed and have a commitment to benefit their community.
5. The organization must have basic functional management and controls to use and account for USADF funds.

Benefit Requirements:

1. The proposed project should represent both the applicant’s and targeted beneficiaries identified needs.
2. The outcome of the project must provide real (measurable) benefits to the community. Benefits include job creation, increased income levels, improved market access, and quality of life improvements.

The final project proposal and associated USADF funding assistance should result in the organization’s ability to satisfy the following criteria:

Other Considerations:

1. The project is consistent with USADF’s host country strategies and partnerships.
2. The goals of the project can be implemented realistically with USADF funds.
3. There is sufficient management, technical and financial resources available for project success.
4. The organization can demonstrate long-term viability after USADF funding ends.
5. The organization can meet all licensing/regulatory and environmental requirements.
6. The project has potential for broader replication.
7. The level of funding from self and other sources (local, foreign, donors) committed to or available to the organization.

Grant Design and Implementation

A critical component of the ADF Act recognized the need to help establish and promote in-country development capabilities to better serve long-term African centered development and growth initiatives. Therefore, a significant part of USADF program funding is directed toward local Partner Organizations that deliver local technical services needed by USADF Grantees. USADF uses a cooperative agreement grant to fund Partner Organization activities. The Partner Organizations help ensure the success of USADF grants in local community groups and enterprises. Partner Organizations also gain the local capabilities needed to provide ongoing economic development support within each country. In FY 2011 USADF will invest approximately \$4.7 million to develop local Partner Organizations in 19 African countries.

Grant Monitoring and Program Assessments

Grant monitoring and program assessments are two important program management responsibilities that span the lifecycle of the grant. The grant monitoring function is resourced from the administrative operating budget through the Country Coordinators offices. The planned amount is two million dollars for FY 2011. This covers the cost of in-country African staff needed to support the oversight function to ensure that Partner Organizations are providing quality technical and management support to Grantees. The Country Coordinator office also carries out initial grant application screening and due diligence processes needed for authorized USADF staff personnel to make a project selection and funding decision.

Program assessments, also known as program evaluations, are an independent review of completed project grants to determine whether or not the project achieved the intended outcomes, and to determine what other types of impacts (positive or negative) may have resulted from the project. This function closes the critical feedback loop and provides information for future program planning. The assessment information can also be used for public dissemination purposes to inform the broader development community about the effectiveness of direct, community level, participatory development in Africa. In FY 2010 and 2011, USADF will utilize the results and recommendations from the extensive POSDEV program evaluation conducted in FY 2009 to improve its programs and practices (see Monitoring and Evaluation Section, pages 23 - 25 for additional information).

The following Grant Profiles section provides three examples of typical project grants. The Country Profiles section provides as summary of active project grants in each USADF program country.

Grant Profiles

Currently, USADF has approximately 350 active projects in 20 African countries. The Foundation's innovative approach to development assistance bypasses layers of government inefficiency by directly providing grant funds to Grantees. USADF has a unique niche, reaching out to the most marginalized populations in Africa, or those in the bottom billion, and working in areas where no other government agency is able to work. Projects maximize community participation in the identification, design, implementation, and evaluation and address the most pressing social and economic needs of the community.

The distinct attributes of the USADF program can be seen in the following case studies.

Gando Farmers Association – Pemba Island, Tanzania



Farmers at Grant Signing

Gando Farmers Association (GAFA) is an association of 3,000 farmers based on Pemba Island, Tanzania, one of the poorest and most under-developed areas in Tanzania. GAFA works with farmers to produce organic spices such as cinnamon, cardamom, turmeric, and black pepper for domestic and export markets. The Association plans to expand membership to an additional 2,000 members.

USADF assistance will enable GAFA to improve systems that will provide access to more current market information and better share best practices and production resources in order to achieve higher production volumes and increased incomes. Higher incomes in turn help farmers and their families improve the quality of life by providing cash for school fees, better healthcare and improved living conditions.

Specifically, the USADF grant will be used to train farmers in organic farming methods; improve the association's internal management capability and financial management systems; develop a business plan and a comprehensive market study; conduct an internal and external inspection; reinstitute a crop purchase fund to expand direct purchases from farmers for organic essential oil inputs; and purchase two motorcycles for organic inspections, organic training, and agricultural extension support. The greater emphasis on organic practices will also help prevent environmental degradation to the surrounding villages.

The USADF Difference: The Foundation is one of the few, if not the only, provider of foreign assistance active on the island. The Island's infrastructure is nearly non-existent and employment opportunities are rare, making residents some of the most marginalized people in Tanzania. The project works with an initial 3,000 farmers to help them produce more spices for exports which will raise members' incomes. With increased productivity, the Association will be able to expand, creating more jobs on the Island.

Collaborative Efforts to Alleviate Social Problems – Northern Uganda



Former IDP Camp Member

CEASOP operates in northern Uganda and serves the districts of Lira, Apach, and Oyam through activities originally focused on those living in internally displaced persons (IDP) camps. After the IDP camps closed, CEASOP began helping vulnerable families resettle and start new lives. Over the past decade or more of armed conflict, the majority of the people from these camps lost everything. Farming activities which were already at a subsistence level were largely abandoned. In spite of initial efforts to address the situation, production levels remained low and placed the former IDP camp members at great risk.

CEASOP's has formed 167 self help groups comprised of 20 people each. The USADF grant will help CEASOP work directly with 53 of the self help groups by providing them with initial livestock, veterinary assistance, agricultural inputs and extension services. CEASOP will

also use the grant to build its own management capacity in order to improve the services it delivers to these self help groups. Each self help group who receives support will be required to make an in-kind payment by 'twinning' with another self help group to pass on livestock offspring and seeds so they can begin to improve their situation as well.

The USADF Difference: USADF is able to work in the post-conflict area to create jobs and pull people out of poverty. In time, the initial self-help groups will become self-sufficient and able to work with other community members so that they may have access to the same economic benefits. This is a grassroots, participatory approach to development in which community members invest back into their communities, improving the lives of others.

Children's Development Center, Tea Breakers – Lagos, Nigeria



Members of Tea Breakers

The Children's Development Center (CDC) is a not-for-profit NGO established in 1996 by Nigerians who were concerned by how persons with autism were treated. Support for programs serving people with disabilities and special needs is hard to come by in Nigeria and the Children's Development Center has only had limited, intermittent support from other organizations.

With some of their client's becoming young adults, CDC realized many could not find work after graduation because they were discriminated against due to their disabilities. In response, in 2007, CDC established Tea Breakers as an income generating enterprise. USADF funding was provided in 2009.

The USADF grant will help the group develop and improve their catering business with skills training, management and marketing support, additional equipment and supplies, and business plan development. Through this project the CDC clients will learn practical skills, put them to use and earn income as part of a sustainable business.

The USADF Difference: With autistic youth stigmatized in their communities, this project takes a unique approach to creating jobs for persons who would not be employed elsewhere. Tea Breakers has successfully provided catering services to organizations and individuals in Lagos and is planning to expand its operations. As Tea Breakers continue to provide their services to various sectors, the group is leading the way for other persons with handicaps to be able to enter the workforce.

United States African Development Foundation

(this page was intentionally left blank)

Appendix 1 The ADF Act of 1980

THE AFRICAN DEVELOPMENT FOUNDATION ACT

US Code Title 22, Chapter 7, Section 290h

Section 290h. - Congressional findings

The Congress finds that -

- (1) social and economic development ultimately depends on the active participation of individuals within a society and on the enhancement of opportunities for those individuals;
- (2) the development of individuals and institutions in African countries can benefit by the provision of support for community-based self-help activities;
- (3) by enacting title IX of chapter 2 of part I of the Foreign Assistance Act of 1961 (22 U.S.C. 2218), and recent amendments to that Act, the Congress has sought to enable the poor to participate in the process of development;
- (4) the Inter-American Foundation, established by Congress in the Foreign Assistance Act of 1969 (22 U.S.C. 290f), to support the efforts of the people of Latin America and the Caribbean to solve their development problems, has demonstrated a successful approach to development; and
- (5) an African Development Foundation similar in structure to the Inter-American Foundation, but adapted to the specific needs of Africa, can complement current United States development programs in Africa

Section 290h-1. - African Development Foundation

(a) Establishment of Foundation

There is established a body corporate to be known as the "African Development Foundation" (hereafter in this subchapter referred to as the "Foundation")

(b) Principal and branch offices

The Foundation shall establish a principal office in the United States and may establish such branch offices in Africa as may be necessary to carry out its functions

Section 290h-2 - Congressional declaration of purposes

(a) Purposes of Foundation

In order to enable the people of African countries to develop their potential, fulfill their aspirations, and enjoy better, more productive lives, the purposes of the Foundation shall be -

- (1) to strengthen the bonds of friendship and understanding between the people of Africa and the United States;
- (2) to support self-help activities at the local level designed to enlarge opportunities for community development;
- (3) to stimulate and assist effective and expanding participation of Africans in their development process; and
- (4) to encourage the establishment and growth of development institutions which are indigenous to particular countries in Africa and which can respond to the requirements of the poor in those countries.

(b) Implementation

The Foundation shall carry out the purposes specified in subsection (a) of this section in cooperation with, and in response to, organizations indigenous to Africa which are representative of the needs and aspirations of the poor in Africa and, in carrying out such purposes, the Foundation shall, to the extent possible, coordinate its development assistance activities with the activities of the United States Government and private, regional, and international organizations

Sec. 290h-3 - Functions of Foundation

(a) Types of programs; project limitations; dissemination of project insights

(1) In order to carry out the purposes set forth in section 290h-2 of this title, the Foundation may make grants, loans, and loan guarantees to any African private or public group (including public international organizations), association, or other entity engaged in peaceful activities for -

(A) the fostering of local development institutions and the support of development efforts initiated by communities themselves;

(B) the development of self-evaluation techniques by participants in projects supported under this section, for the purpose of transferring experience gained in such projects to similar development activities;

(C) development research by Africans and the transfer of development resources, expertise, and knowledge within Africa;

(D) the procurement of such technical or other assistance as is deemed appropriate by the recipient of such grant, loan, or guarantee, to carry out the purposes of this subchapter; and

(E) other projects that would carry out the purposes set forth in section 290h-2 of this title.

(2) The total amount of grants, loans, and loan guarantees that may be made under this section for a project may not exceed \$250,000.

(3) The Foundation may disseminate to the American public and to United States and multilateral development institutions insights gained from African development projects assisted under this subchapter.

(b) Community project priorities; disbursement of funds by recipients to other African entities

In making grants, loans, and loan guarantees under subsection (a) of this section, the Foundation shall give priority to projects which community groups undertake to foster their own development and in the initiation, design, implementation, and evaluation of which there is the maximum feasible participation of the poor. Where appropriate and in keeping with the purposes of this subchapter, the Foundation may make such grants, loans, and loan guarantees to African entities which are representative and knowledgeable of, and sensitive to, the needs and aspirations of the poor and which would disburse funds acquired under such grants, loans, and loan guarantees to other African entities to carry out the purposes of this subchapter

Section 290h-4 - Powers of Foundation

(a) General provisions

The Foundation, as a corporation -

- (1) shall have perpetual succession unless dissolved by an Act of Congress;
- (2) may sue and be sued, complain, and defend, in its corporate name in any court of competent jurisdiction;
- (3) may adopt, alter, and use a seal, which shall be judicially noticed;
- (4) may prescribe, amend, and repeal such rules and regulations as may be necessary for carrying out the functions of the Foundation;
- (5) may make and perform such contracts and other agreements with any individual, corporation, or other private or public entity however designated and wherever situated, as may be necessary for carrying out the functions of the Foundation;
- (6) may determine and prescribe the manner in which its obligations shall be incurred and its expenses allowed and paid, including expenses for representation not exceeding \$10,000 in any fiscal year;
- (7) may, as necessary for carrying out the functions of the Foundation, employ and fix the compensation of not to exceed the following number of persons at any one time: 25 during the fiscal year 1981, 50 during the fiscal year 1982, and 75 thereafter;
- (8) may lease, purchase, or otherwise acquire, own, hold, improve, use, or otherwise deal in and with such property (real, personal, or mixed) or any interest therein, wherever situated, as may be necessary for carrying out the functions of the Foundation;
- (9) may accept gifts or donations of services or of property (real, personal, or mixed), tangible or intangible, in furtherance of the purposes of this subchapter;

(10) may use the United States mails in the same manner and on the same conditions as the executive departments of the Government;

(11) may, with the consent of any agency of the United States, use the information, services, facilities, and personnel of that agency in carrying out the purposes of this subchapter; and

(12) shall have such other powers as may be necessary and incident to carrying out this subchapter.

(b) Nonprofit entity; restriction on use of moneys; conflict of interests

The Foundation shall be a nonprofit corporation and shall have no capital stock. No part of its revenue, earnings, or other income or property shall inure to the benefit of any of its directors, officers, or employees, and such revenue, earnings, or other income or property shall only be used for carrying out the purposes of this subchapter. No director, officer, or employee of the corporation shall in any manner directly or indirectly participate in the deliberation upon or the determination of any question affecting his or her personal interests or the interests of any corporation, partnership, or organization in which he or she is directly or indirectly interested.

(c) Tax exemption

The Foundation, including its franchise and income, shall be exempt from taxation now or hereafter imposed by the United States, by any territory or possession of the United States, or by any State, county, municipality, or local taxing authority.

(d) Termination of Foundation and liquidation of assets

Upon termination of the corporate life of the Foundation its assets shall be liquidated and, unless otherwise provided by Congress, shall be transferred to the United States Treasury as the property of the United States

Section 290h-5 - Management of Foundation

(a) Board of directors; membership; designation of Chairperson and Vice Chairperson; appointment considerations; term; vacancies

(1) The management of the Foundation shall be vested in a board of directors (hereafter in this subchapter referred to as the "Board") composed of seven members appointed by the President, by and with the advice and consent of the Senate. The President shall designate one member of the Board to serve as Chairperson of the Board and one member to serve as Vice Chairperson of the Board. Five members of the Board shall be appointed from private life. Two members of the Board shall be appointed from among officers and employees of agencies of the United States concerned with African affairs. All members of the Board shall be appointed on the basis of their understanding of and sensitivity to community level development processes. Members of the Board shall be appointed so that no more than four members of the Board are members of any one political party.

(2) Members of the Board shall be appointed for terms of six years, except that of the members first appointed, as designated by the President at the time of their appointment, two shall be

appointed for terms of two years and two shall be appointed for terms of four years. A member of the Board appointed to fill a vacancy occurring before the expiration of the term for which that member's predecessor was appointed shall be appointed only for the remainder of that term. Upon the expiration of his or her term a member shall continue to serve until a successor is appointed and shall have qualified.

(b) Compensation, actual, necessary, and transportation expenses

Members of the Board shall serve without additional compensation, but may be reimbursed for actual and necessary expenses not exceeding \$100 per day, and for transportation expenses, while engaged in their duties on behalf of the Foundation.

(c) Quorum

A majority of the Board shall constitute a quorum.

(d) President of Foundation; appointment and compensation; employment of experts and consultants

(1) The Board of Directors shall appoint a president of the Foundation on such terms as the Board may determine. The president of the Foundation shall receive compensation at a rate not to exceed that provided for level IV of the Executive Schedule under section 5315 of title 5.

(2) Experts and consultants may be employed by the Board as authorized by section 3109 of title 5.

(e) Advisory council; membership; appointment considerations; consultations with council; compensation, travel, and other expenses

(1) The Board shall establish an advisory council to be composed of such number of individuals as may be selected by the Board from among individuals knowledgeable about development activities in Africa. The advisory council may include African recipients of grants, loans, or loan guarantees under this subchapter.

(2) The Board shall, at least once each year, consult the advisory council concerning the objectives and activities of the Foundation.

(3) Members of the advisory council shall receive no compensation for their services but may be allowed travel and other expenses in accordance with section 5703 of title 5, which are incurred by them in the performance of the functions under this subsection

Section 290h-6 - Government corporation control provisions applicable

The Foundation shall be subject to the provisions of chapter 91 of title 31 applicable to wholly owned Government corporations

Section 290h-7 - Limitation on spending authority

United States African Development Foundation

Any authority provided by this subchapter involving the expenditure of funds (other than the funds made available pursuant to section 290h-8 of this title) shall be effective for a fiscal year only to such extent or in such amounts as are provided in advance in appropriation Acts.

Appendix 2 Budget Table Definitions

Country Coordinator Offices - Monitors and reviews USADF Partner and Grantee activities.

Africa Field Office (AFO) -The focal point for USADF audits in the field.

ADF /W -Agency headquarters; houses program and administrative staff.

Project grants - Direct development assistance to African community groups, organizations, cooperatives, associations and enterprises that impact marginalized communities.

FC Adjustments & Project Amendments -Funds set aside to allow for fluctuations in exchange rates; additional grant funds for projects with duly approved budget increases.

Partner Organization development -Cooperative agreements between USADF and African non-governmental organizations which support project development and Grantee assistance.

HQ program support – Headquarters monitoring and support assistance for project and Partner Organization development.

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

Evaluation - Travel expenses for USADF site visits and reporting activities; cooperative agreements with Evaluation NGOs to visit and assess project sites.

Available federal funds - Appropriated dollars for the current year, plus funds carried forward from the past year and recovered funds that have not been obligated.

Current FY appropriations - Funding that has been signed in to law by the President.

Recoveries and funds carried forward - Funds that were obligated, but have since been de-obligated, within a fiscal year (i.e., the money is unexpired); and funds from a previous year that were never obligated.

Total Federal Funds - Appropriated dollars for the current year, funds carried forward from the past year and recovered funds.

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

Operating expenses as a % of available fed funds- The proportion of current year appropriations, recoveries, and funds carried forward dedicated to country coordinator offices, the Africa Field Office, and USADF-Washington Headquarters.

Total Donations Available for Program Obligations - Any leveraged funds that have not been obligated.

Project Grants - Donated funds used directly for project grants in the current fiscal year.

Partner Organization development - Donated funds used directly for project grants in the current fiscal year.

Reobligations and FC Adjustments - Funds that result when leveraged funds replace allocated funds; that is, the allocated funds are de-obligated when the leveraged funds are delivered, and may be considered re-obligated if the funding has not expired.

Donations Unallocated - Leveraged funds and/or donations that have no expiration date.

Total Federal and Nonfederal Funds - The sum of appropriated dollars for the current year, funds carried forward from the past year, recovered funds, and donations/leveraged funds.

Operating expenses as % of total federal and non-federal funds - The proportion of current year appropriations, recoveries, and funds carried forward that is dedicated to country coordinator offices, the Africa Field Office, and USADF-Washington Headquarters.

Appendix 3 Country Profiles

Country profile information and a listing of recent USADF projects can be viewed on the following pages. Additional information about USADF grants in Africa can also be viewed online from the Quick Source Information Directory page at USADF’s website (www.usadf.gov). The Country Program pages also provide access to project budgets, project goals and objectives, project photographs, and links to project locations via Google Maps.

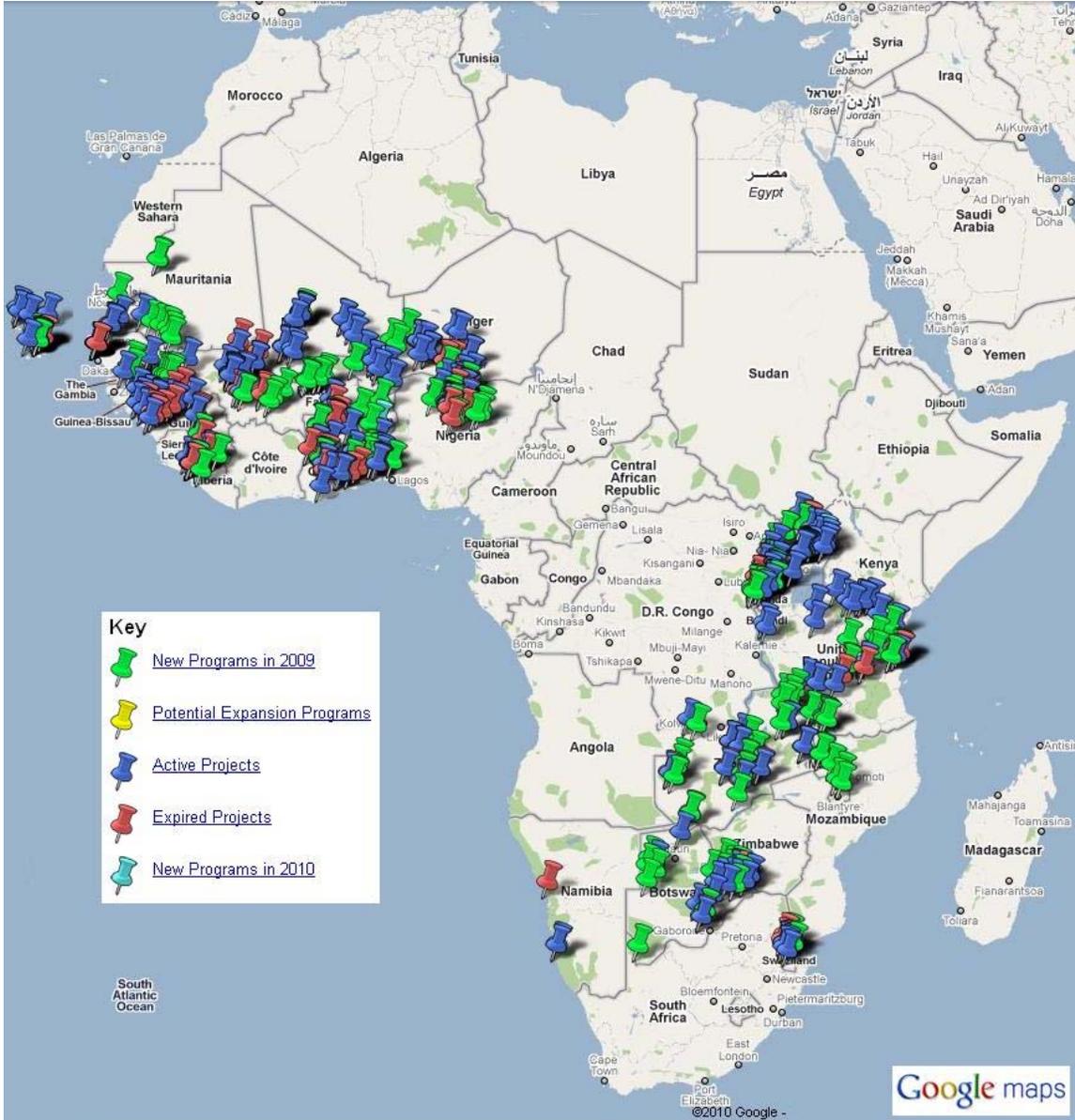


Figure 6 USADF Project Information is available on Google Maps

Each ‘pin’ provides you with a project description, location, budget, goals, start and end dates, and photographs. Go to the Quick Sources pages at www.usadf.gov for direct access to these online maps.

Benin



COUNTRY PROGRAM OVERVIEW

Program Dates	1989-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2010 \$500,000	FY 2011 \$500,000
Capital	Porto-Novo	GDP Per Capita	\$738
Population	8.4 million	Adult Literacy	44%
GDP Growth	5.3%	Infant Mortality Rate	61/1,000
HDI	161		

DEVELOPMENT OVERVIEW

The United Nations ranks Benin 161 out of 182 countries on its Human Development Index. Cotton production dominates Benin’s mostly agricultural economy, accounting for 40% of Gross Domestic Product. Benin participates in the Highly Indebted Poor Countries Initiative, which is expected to reduce its debt by \$460 million. Benin imports most of its electricity, but is striving to increase domestic production.

PROGRAM FOCUS

USADF established its Benin program in 1986. The current portfolio of 17 active projects focuses on the agricultural sector, providing support to food producers and processors.

PROGRAM HIGHLIGHTS

Based in Kissame, AGBENYIGAN is composed of 45 affiliated groups with 625 members that promote income generating projects by local women’s groups and grassroots organizations to fight against hunger and poverty. The rural women in the Couffo Department are unable to generate significant income from their main crops, maize, cowpeas and cassava due to high post harvest losses and poor processing techniques. The two year grant will be used to purchase tools such as carts, presses, and stoves, provide training, and implement improved storage strategies.

Recent Projects

Client	Duration	Value	Description
ARTISAVON Cooperative	Sept 2005-Sept 2010	\$239,393	This 14-member cooperative produces export-quality, natural soap products. USADF funds are being used to expand and improve production, which will enable ARTISAVON to compete in regional and international markets, resulting in higher sales revenues.
Coopérative des Vulgarisateurs du Soja et des Foyers	Sept 2005-Sept-2010	\$247,898	A producer of export-quality natural soaps, CVSFEF is using funds to procure new

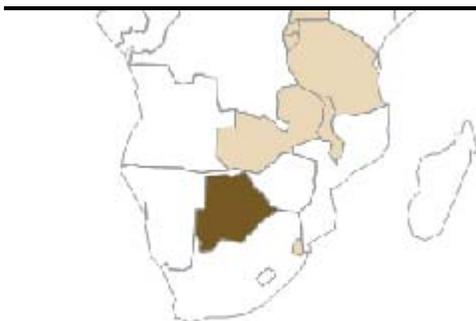
United States African Development Foundation

Client	Duration	Value	Description
Améliorés (CVSFEF)			manufacturing equipment and scale up production.
Union Communale des Associations des Femmes de Pobé (UCAF)	Sept 2005- Dec 2010	\$78,000	An association of women's palm oil producer groups in the Pobé commune, UCAF is using USADF funds to strengthen its business management capabilities, conduct a regional market study, and to acquire improved palm oil processing equipment.
Union Communale Assn Femme d'Adja-Ouere (UCAFA)	Sept 2005- Dec 2010	\$99,537	This rural women's cassava flour cooperative is using USADF assistance to improve production & management processes.
Association pour la Promotion et l'Appui au Développement de Micro Entreprises (PADME)	June 2008- June 2013	\$249,591	PADME provides accessible services to low-income individuals and microenterprises in urban and rural Benin. The USADF grant will be used to expand a successful pilot program which combines microfinance services with health education for rural clients.
ADJIDO Economic Interest Group	Sept 2008- Sept 2013	\$153,927	The members of ADJIDO raise rabbits to meet local demand for meat following the outbreak of avian flu in Benin. The USADF investment will allow ADJIDO to increase its breeding stock and infrastructure, and to scale up its provision of rabbit breeding extension services to local youth.
Société Pleine Vie Bénin (SPVB)	Sept 2008- Sept 2010	\$92,957	SPVB operates a small out grower business which works with village farmer cooperatives to produce and market rice and fresh produce. The company will use the USADF investment to construct an irrigation system for its new production site, and to provide agricultural inputs and training to its partner cooperatives.
The Pearl of Atacora (La Perle d'Atacora)	Jul 2009- Sept 2012	\$212,861	La Perle d'Atacora is an association of tourism service providers in a village known for its unique traditional "Tata Somba" architecture. The USADF grant will finance the construction of an ecotourism lodge in a Tata Somba building, and the provision of technical assistance and training in hospitality and tourism service management to the association.
Communal Producers Union of Ouidah (Union Communale des Producteurs d'Ouidah (UCP))	Jul 2009- Sept 2011	\$99,520	UCP Ouidah is a union of 226 smallholder vegetable farmers. The grant will enable the union to acquire irrigation equipment for its members, and to complete a technical and business training program designed to improve the professionalism of vegetable production and marketing.
Union Communale des Organisations Professionnelles des Eleveurs de Ruminants (UCOPER) d'Abomey	Jul 2009- Sep 2012	\$186,010	UCOPER Abomey is a cooperative association of low-income village livestock herding groups that manages the Abomey livestock market. The association will use the USADF grant to upgrade the market facilities, increasing revenue generated by attracting greater numbers of livestock traders to the market.
Association Locale de Gestion du Marché à Bétail auto-géré (ALGMB) de Gogounou	Jul 2009- Sept 2012	\$178,145	This association of livestock herders will use the USADF investment to upgrade the facilities of their cattle market, construct a guest house at the market and acquire technical assistance and training in business and hospitality service management.
Dogue Communal Union of Professional Organizations of Livestock Raisers (UCOPER Dogue)	Jul 2009- Sep 2012	\$188,803	UCOPER Bassila will use the USADF grant to equip its livestock market with the basic facilities needed to attract traders from outside the commune, foster additional growth of the livestock market, and increase its members' incomes.
Union Communale des Producteurs de Coton (UCPC) de Djidja	Aug 2009- Sept 2012	\$100,722	UCPC Djidja is an association of cotton producers working to address the environmental problems associated with cotton cultivation and the steady decline of world cotton prices. The association will use USADF funds to procure extension services to its members to facilitate a transition to diversified corn and soybean cultivation.
Groupement Maraîcher PAHA-	Oct 2009-	\$59,128	USADF funds will be used to upgrade its irrigation

United States African Development Foundation

Client	Duration	Value	Description
PATI de Kaki-Koka	Dec 2011		system and acquire business training needed to expand production and sales.
Union Communale des Producteurs de Zogbodome (UCP-Z)	Aug 2009-Sept 2012	\$168,609	UCP Zogbodomey, a large association of smallholder corn and soybean farmers, will use the USADF grant to establish a warrantage credit facility in partnership with a local bank. The facility will help UCP Zogbodomey members store their production to take advantage of the market opportunity to get higher prices later in the season.
Conseil Regional des Riziculteurs du Mono-Couffo	Sep 2009-Sept 2011	\$73,181	This union of rice farmers will use the USADF investment to purchase a set of rice hulling machines and train its members on rice processing techniques, facilitating production of higher-value hulled white rice.
ONG Agbenyigan	Sep 2009-Sept 2012	\$101,704	This rural nonprofit association will use USADF funds to provide extension services and equipment needed to upgrade members' post-harvest processing and storage capabilities, increasing incomes by making their products more competitive.

Botswana

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1989-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2010 \$50,000	FY 2011 \$50,000
Capital	Gaborone	GDP Per Capita	\$7,343
Population	1.84 million	Adult Literacy	81%
GDP Growth	3.5%	Infant Mortality Rate	44/1,000
HDI	125		

DEVELOPMENT OVERVIEW

The United Nations ranks Botswana 125 out of 182 countries on its Human Development Index. The world's largest producer of gem-quality diamonds, Botswana's economy consists of mining, tourism, and agriculture. Botswana has experienced stable long-term economic growth since 1967, but currently faces critical challenges. Half the population is involved in subsistence agriculture, but current production levels do not meet the country's food needs. Botswana also has one of the highest incidence rates of HIV/AIDS in the world, which threatens to negatively affect future economic growth.

PROGRAM FOCUS

USADF began operations in Botswana in 1989. The USADF program focuses on support to rural, marginalized communities, with primarily agricultural, community-based tourism and small enterprise projects.

PROGRAM HIGHLIGHTS

In FY09 USADF funded nine grants to support the San, a historically marginalized population that suffers from high levels of unemployment, illiteracy, and poverty. Four participatory development grants were made to community groups who identify their community's problems and design projects they will carry out to solve them. Five enterprise development grants will provide funding to small enterprises that need skills to expand. By building the internal capacity of the participants, these community enterprises will be able to become self-sustaining and profitable.

Recent Projects

Client	Duration	Value	Description
Khama Rhino Sanctuary Trust	Nov 2004-Oct 2010	\$285,911	This ecotourism business linked with a rhino sanctuary is using USADF funds to improve the facilities at its lodge and increase local management capacity.

United States African Development Foundation

Client	Duration	Value	Description
Pitsane Dairy Marketing Cop Society Ltd	Sept 2005-Sept 2009	\$206,129	Funds are used to upgrade dairy processing equipment, improving milk quality and increasing returns to dairy farmers in Barlong district.
San Arts and Crafts (SAAC)	Sept 2005-Sept 2010	\$218,208	By acquiring equipment, storage space, and marketing services, USADF funds are expanding the operational capacity and services to the artisans in this group.
Boasa Boapele Horticultural Marketing Coop	Sept 2005-Sept 2010	\$204,781	Funds are used to install cold storage facilities, purchase refrigerated trucks to reducing spoilage loss and increase returns to farmers in Bobirwa.
Mothware Community Development Trust	Sept 2007-Sept 2009	\$94,456	Funds are used to reduce market information gaps and transaction costs for rural livestock farmers selling meat in urban areas.
Sankuyo Tshwaragano Management Trust (STMT)	Sept 2007-Sept 2012	\$246,838	Funds are used to expand the community trust's ecotourism lodge and secure a joint venture partner to provide training and management assistance.
Mmadinare Multipurpose Cooperative Society	Aug 2008-Sept 2013	\$243,087	As a follow-up to the successful completion of an EDI grant, this EEI grant enables the Cooperative to enhance and fully utilize existing productive assets and meet the expanding market demand by increasing millet production.
Kgagodi Horticulture	August 2008-Sept 2013	\$86,609	The project provides KDA members access to land, technical assistance, product distribution planning skills and access to transport for crop distribution to local and regional markets.
Moiyabana Leatherworks and Handicrafts Project	Aug 2008-Sep 2010	\$74,167	This project provides financial and technical support to Moiyabana village members through the production and sale of leather and handicraft goods.
Diloro Milling	Aug 2008-Sept 2011	\$84,365	This project establishes a milling plant in the Diloro village to offer subsistence farmers in the area a market for grain produced, employment opportunities to its members and access to milling facilities and milled products in the village.
Mogapinyanya Youth Metal Work	Aug 2008-Sept 2011	\$97,791	With USADF funds, the Association will address the core problem of youth unemployment by producing various metal products for sale, and further expanding production once technical skills are improved.
Tamasane Small Stock and Poultry	Sept 2008-Sept 2011	\$122,534	This association is using USADF funds to establish a community farm to raise sheep, goats and poultry in sufficient quantities to sell live animals and eggs at the local market.
Molema Community Trust Enterprise Development	Sept 2008-March 2010	\$91,056	This Trust organizes three villages in western Botswana. It is using USADF funds to receive training and technical assistance in identifying and planning income generating activities for its members.
Babina Tshipa Development Association (BDA)	Apr 2009-Jun 2011	\$99,872	With USADF funds, BDA will be able to establish a farm with sheep, goats, and pigs by procuring animals, obtaining training and covering operating and construction expenses.
Gantsi Craft Trust	Apr 2009-Jun 2011	\$99,536	USADF funds will be used for administrative support, operating expenses, and training and capacity building costs to help develop the design, manufacturing, and marketing of San arts and crafts.
Thobaaxha Community Trust	Apr 2009-Jun 2011	\$99,702	USADF funding will be used to purchase livestock, cover operational and construction expenses, and help the community acquire training to establish and support a horticulture and piggy farm.
Ngoma Lodge Tourism Project	Jun 2009-Jun 2014	\$242,129	USADF funding will be used to finance a portion of the construction cost for the lodge.
Gojwane Youth Poultry	Jun 2009-Jun 2011	\$99,564	USADF funding will help to expand the business, build and equip a new housing shed for 1,000 chicks, install slaughtering machines, finance training, and diversify its product yield to include

United States African Development Foundation

Client	Duration	Value	Description
			eggs.
Mowana Trust	Jun 2009-Jun 2011	\$99,564	USADF funding will finance capacity building and training in horticulture and poultry production.
Robelela Youth Poultry Farm	Jun 2009-Jun 2011	\$101,730	USADF grant will fund improvements to facilities, financial systems improvements, and marketing planning.
Serule Community Resources Development Trust	Jun 2009-Jun 2011	\$101,286	USADF grant will fund improvements to the financial systems, create a business plan and make improvements to facilities.
Huiku Community-Based Natural Resources Conservation Trust	Jun 2009-Dec 2010	\$99,448	USADF funds will provide training, an environmental impact assessment, preparation of a campsite, and the creation of a marketing and business plan.
Komku Trust (KT)	Jun 2009-Jun 2011	\$96,127	USADF funds will help make improvements to financial systems, training, a farm development and livestock management plan, and a five year business plan.
Kgagodi Remmogo Basadi Association (KRBA)	Jun 2009-Sept 2014	\$99,369	USADF funding will help improve KRBA's management capacity by equipping an office and providing training and financial management, funding community-wide workshops, and providing materials and training in beekeeping operations.
BORAVAST Community Resource Management Trust	Jun 2009-Sep 2011	\$99,530	USADF funds will help provide improvements to financial systems, business and marketing training, animal husbandry supplies, and ewes and rams.
Modise Development Society (MDS)	Jul 2009-Sept 2011	\$97,690	USADF funds will help provide improvements to financial systems, training, a pig shelter, and day old chicks and a chicken house.
Fate Hood Association (FHA)	Jul 2009-Sept 2011	\$98,304	USADF funds will help provide improvements to financial systems, training and equipment.
Thamaga Pottery Expansion Project	Aug 2009-Sept 2014	\$237,447	USADF funds will help provide for new machinery, training, and certification from the Botswana Bureau of Standards.
Kuru Development Trust	Aug 2009-Sept 2011	\$149,092	This project will fund community governance and capacity building, financial management training, horticultural inputs, and leatherworks inputs.

Burkina Faso

**COUNTRY PROGRAM OVERVIEW**

Program Dates	2008-present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2010 \$1,050,000	FY2011 \$1,050,000
Capital	Ouagadougou	GDP Per Capita	\$440
Population	15.26 million	Adult Literacy	26%
GDP Growth	4.5%	Infant Mortality Rate	86/1,000
HDI	173		

DEVELOPMENT OVERVIEW

The United Nations ranks Burkina Faso 173 out of 182 on its Human Development Index. Subsistence agriculture sustains over 80% of the population, but frequent drought and poor soil conditions leave the population vulnerable to food insecurity. Burkina Faso's inadequate infrastructure and low literacy rate are obstacles to development, but there are opportunities for emerging entrepreneurs, especially those involved in value-added agricultural processing.

PROGRAM FOCUS

USADF began its program in Burkina Faso in 2008. USADF and the government of Burkina Faso signed a country accord to work jointly on the alleviation of poverty and the promotion of emerging entrepreneurs.

PROGRAM HIGHLIGHTS

After signing a bilateral agreement with the Government of Burkina Faso in 2008, USADF quickly began seeking out applicants and funding projects in the West African country. Eleven projects, totaling more than \$1.45 million, were funded in FY09, providing support to over 30,000 people to create jobs and increase incomes. The portfolio focuses mainly on women groups who produce Shea butter, cashews, onions, mangos, and sesame seeds and provide micro-financing for other women's groups.

Recent Projects

Client	Duration	Value	Description
Tenado Federation	Jul 2009- Sept 2011	\$97,689	Funds used for a warehouse, working capital to provide improved seeds, a motorcycle for the marketing expert, and training in basic business management, organization, and marketing skills.
Tenado Union	Jul 2009- Sept 2011	\$94,048	Funds used for a small store and well walls, working capital to provide improved seeds, equipment for farmland improvements, and training.
Batondo Union	Jul 2009- Sept 11	\$94,048	Funds used for a small store and well walls, working capital to provide improved seeds,

United States African Development Foundation

Client	Duration	Value	Description
			equipment for farmland improvements, and training.
Bavila Union	Jul 2009-Sept 2011	\$94,048	Funds used for a small store and well walls, working capital to provide improved seeds, equipment for farmland improvements, and training.
Koukouldi Union	Jul 2009-Sept 2011	\$94,048	Funds used for a small store and well walls, working capital to provide improved seeds, equipment for farmland improvements, and training.
Wili Ka Taama	Jul 2009-Sept 2011	\$93,516	Funds used for partitioning existing production area, working capital for production supplies, equipment, improved simple processing tools and training.
Ragussi	Jul 2009-Sept 2014	\$246,749	Funds used for equipment, to replace and enhance processing machinery to meet international organic shea butter standards, training in improved managerial capacity, equipment safety and maintenance, and improved organic production techniques, and technical assistance.
AFEPO	Jul 2009-Mar 2011	\$65,463	Funds used for infrastructure, equipment, working capital to improve activities with more raw materials, weaving kits, and protective gear, and training in, thread dyeing, pattern designing, Sahelian carpets, finances and accounting.
Toussiana Cashew Nuts Processing and Export (ECLA)	Jul 2009-Sept 2012	\$230,494	Funds used for equipment, enhancing production machinery and materials to meet international standards, training and technical assistance.
Sebba Sesame Production and Export	Sept 2009-Sept 2014	\$248,294	Funds used to construct a central warehouse, working capital for procurement of certified sesame seed and packaging materials, purchasing equipment and training in sesame production techniques.
Ziniaré	Sept 2009-Sept 2011	\$98,362	Funds used for equipment, training, technical assistance, and extension services to borrowers.

Burundi



COUNTRY PROGRAM OVERVIEW

Program Dates	2008-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2010 \$800,000	FY 2011 \$800,000
Capital	Bujumbura	GDP Per Capita	\$138
Population	8.69 million	Adult Literacy	59.3%
GDP Growth	4.5%	Infant Mortality Rate	60.7/1,000
HDI	172		

DEVELOPMENT OVERVIEW

The United Nations ranks Burundi 172 out of 182 countries on the Human Development Index. Internal conflict in the 1990s damaged much of the country’s infrastructure and farmland. Over 81% of the Burundians live in poverty. Coffee production is Burundi’s main economic activity, accounting for 80% of exports, rendering the economy vulnerable to price and climate fluctuations.

PROGRAM FOCUS

USADF re-started operations in Burundi in 2008, after suspending the program in 1994. The program focuses on capacity building of local NGOs and rural communities to manage income generating activities, assists small-scale farmer associations with value-added production, and promotes development of small-scale and medium enterprises, particularly in the agriculture sector.

PROGRAM HIGHLIGHTS

Œuvre Humanitaire pour la Protection et le Développement de l’Enfant en Difficulté (OPDE) assists people in vulnerable circumstances by working to create income generation activities. With a severe lack of economic opportunities for widows with children in Bujumbura, the capital city is facing severe social problems: low education levels, expanding health issues, and unrelenting poverty. Funding for OPDE projects will benefit 74 widows and their 126 children in three income generation areas: a dressmaking shop in the Kinama zone, running a restaurant in Kinama market, and rice production in Mubone.

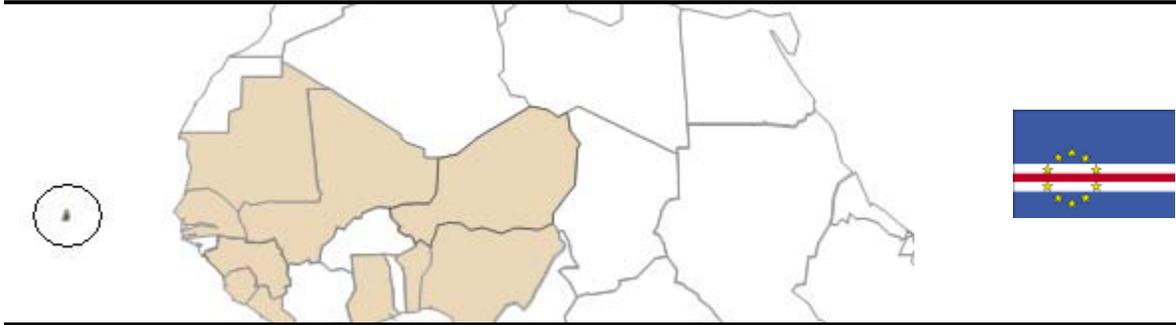
Recent Projects

Client	Duration	Value	Description
Agro-Trade Business (ATB Roses)	June 2008-June 2013	\$250,000	Funds are used to purchase new rootstock and construct four modern steel greenhouses, expanding flower production by two hectares.
Fruito, LLC	Aug 2008-Aug 2013	\$249,600	Fruito produces passion fruit juice. It is purchasing cold line and packaging equipment for juice processing, providing tools to farmers, improving workers’ condition, and receiving managerial training with USADF funds.

United States African Development Foundation

Client	Duration	Value	Description
Savings and Mutual Credit Cooperative Bank (CECM)	Sept 2008-Sept 2013	\$238,278	Funds will be used to supplement CECM's existing microfinance loan fund, provide technical training, equipment, and renovation of the new branch office in Bubanza.
Solidarite Burundaise pour Secourir les Volnerables en Afrique (SOBUSEVA)	Mar 2009-Mar 2011	\$186,000	Funds will construct milling and hulling machines, acquire training, and pay for administrative costs. Nealy 4,000 marginalized people, such as IDP's, widows, orphans, single mothers, and repatriates from Tanzania, the Democratic Republic of Congo, and Rwanda will benefit from the group's community focused activities.
FRUITOPIC s.a.	May 2009-Dec 2010	\$72,747	Funds will be used to strengthen and formalize the company's food safety, marketing, human resources, and financial management systems.
Association Villageoise pour le Developpement Local (AVIDEL)	May 2009-Jun 2011	\$77,542	Funds are used to provide inputs to farmers to improve soil productivity, supply vegetable seedlings and seed potatoes to 17 associations, and provide key agricultural and management trainings and technical assistance.
Oeuvre Humanitaire pour la Protection et le Développement de l'Enfant en Difficulté (O.P.D.E)	Jun 2009-Jun 2012	\$99,674	OPDE seeks to assist children in vulnerable circumstances, defend their rights and prevent them from becoming 'street children' through various counseling, medical and educational programs. ADF is assisting to improve OPDE's financial and management structures and develop a strategic plan to better provide services to youth and other vulnerable populations. This project will provide new economic opportunities in tailoring, catering and rice milling for 74 widows, enabling them to support their 126 children with the income earned.
Association Cooperative Pour la Fabrication et la Commercialisation des Briques (BRICOOP)	Jun 2009-Dec 2010	\$99,148	BRICOOP is a cooperative enterprise that produces bio-charcoal from agricultural waste to reduce deforestation and firewood use. ADF funds are used to improve BRICOOP's management and operational systems so it can increase production levels, develop the product for household in addition to industrial use, and develop an effective marketing strategy.
Conseil pour le Développement Intégré (CONSEDI)	Sept 2009-Sept 2011	\$82,124	CONSEDI intends to promote food security in the Rural Bujumbura Province which has experienced severe food shortage caused by the armed civil conflict. This project's main objective is to build the capacity of vulnerable women to achieve food security by assisting them with the necessary agricultural inputs, storage facilities, training and technical assistance that will increase their production of potatoes, cabbage and onions. This project will also build CONSEDI's institutional capacity for financial management and establish a system for their own sustainability.
Intergroupment Ishaka de Buhiga (Ishaka)	Oct 2009-Dec 2011	\$72,153	Funds will be used to purchase a hulling machine and a solar power system, build a storage shed, strengthen its financial and administrative management and develop a strategic plan that will make Ishaka a more viable, independent and sustainable institution.

Cape Verde



COUNTRY PROGRAM OVERVIEW

Program Dates	1989-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2010 \$550,000	FY 2011 \$550,000
Capital	Praia	GDP Per Capita	\$3,200
Population	499,796	Adult Literacy	77%
GDP Growth	6.5%	Infant Mortality Rate	24.8/1,000
HDI	121		

DEVELOPMENT OVERVIEW

The United Nations ranks Cape Verde 121 out of 182 on the Human Development Index. An archipelago of 10 small islands, Cape Verde lacks significant natural resources, and it imports over 90% of its food supply. Tourism and commerce account for most economic activity, but over 70% of the population lives in rural areas away from commercial centers.

PROGRAM FOCUS

USADF began operations in Cape Verde in 1986. The program focuses on boosting domestic production of foodstuffs to reduce the reliance on imports and build export potential and microfinance to individuals who do not have access to credit.

PROGRAM HIGHLIGHTS

MORABI is a non-profit microfinance institution with headquarters in Praia and smaller branches in rural locations across Cape Verde. Access to microfinance for credit and savings is extremely limited for the poor in Cape Verde; this organization fits the needs of this particular niche of people. MORABI offers financial services to poor households so that they may save for their health, education, large purchases, and times of hardships. By empowering women and women’s groups, the organization allows women to integrate into the economic market, generate incomes and create more jobs.

Recent Projects

Client	Duration	Value	Description
Tipografia Santos Printing Company	Mar 2005- Mar 2010	\$250,000	This company is using USADF funds to update equipment and expand working capital, allowing it to improve the quality and variety of printed products it sells.
Milot Hydroponics, Lda. (MHL)	Sept 2005- Sept 2010	\$229,630	Funds are used to increase production of hydroponic vegetables, expand distribution networks and improve storage facilities.

United States African Development Foundation

Client	Duration	Value	Description
Businesswomen's Agro-Industrial Assn	Sept 2005-Sept 2010	\$124,999	Members of this association are using USADF funds to complete and equip a jam processing facility and a retail center for the sale of jams and other foods produced by its members.
Cooperative for Exporters of Refined Salt	Sept2005-Sept 2010	\$87,812	This village level salt cooperative is using USADF funds to construct saline bunks and dams and to procure equipment to increase annual production.
Overseas Society of Conserves, Ltd. (SUCLA)	Sept 2006-Sept 2011	\$249,672	Funds are used to strengthen technical, management and marketing capacity, allowing the fish cannery to better service international markets.
Diallo and Macedo-Navigation Company	Sept 2006-Sept 2011	\$249,931	This company is using USADF funds to repair and maintain its cargo and passenger ferry service between the islands of Cape Verde.
Industria de Refrigerantes Vinho (FIZALIS, SA)	Sept 2006-Sept 2011	\$241,916	This fruit juice company is using USADF funds to improve operational capacity, provide technical assistance, and improve access to local markets.
Veiga Alves, Construção Civil Lda.	Sept 2007-March 2012	\$257,600	Funds are used to acquire technical equipment, working capital, and skills training for staff of this marble processing company.
Descartaveis Producoes, Lda.	Sept 2007-Sept 2012	\$251,496	This local diaper producer will expand its product range by using USADF funds to secure technical equipment and working capital.
Traditional Goat Cheese Production and Marketing	Sept 2008-Sept 2013	\$118,364	This cooperative is using USADF funds to improve its equipment and develop marketing techniques for its traditional goat cheese.
UNICOOP Animal Feed and Marketing	Sept 2008-Sept 2013	\$236,497	By providing working capital and technical assistance to produce animal feed, this reduces reliance on imported supplies for Cape Verde's animal producers.
ACD	Jul 2009-Sept 2012	\$200,838	Funds will be used for working capital to provide a supply of raw materials in bulk, equipment (candle maker, packaging machine, moulds, and other accessories), training , and technical assistance to develop marketing and business plans.
APDM	Jul 2009-Sept 2012	\$248,390	Funds will be used for infrastructure to provide a construction system to develop a water supply system, equipment (power generator, borehole, water pumps, computer, and printer), training and technical assistance.
AMOBOM	Jul 2009-Sept 2012	\$248,722	Funds will be used for infrastructure to develop a water supply system, equipment (power generator, borehole, water pumps, computer, and printer), training and technical assistance.
AGROCOLONATO	Jul 2009-Sept 2012	\$235,486	Funds will be used to develop a water supply system, equipment (power generator, borehole, water pumps, sprinklers, computer, and printer), working capital to meet monthly needs for farmers (seeds, fertilizers, fuel, and water taxes), and training.
Fami-Picos	Jul 2009-Sept 2012	\$231,810	Funds will be used for equipment, training, and technical assistance to improve their current manual of procedures, to develop an outreach strategy, conduct a market study, and design a model credit and savings unit.
Association of Support and Self-Promotion of Women in Development	Jul 2009-Sept 2012	\$248,901	UNICOOP is a network of cooperative societies with 400 members. UNICOOP wishes to meet new market demands by processing animal feed locally.

Central African Republic



COUNTRY PROGRAM OVERVIEW

Program Dates	Proposed 2009-2010	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2010 \$50,000	FY 2011 \$50,000
Capital	Bangui	GDP Per Capita	\$377
Population	4.37 million	Adult Literacy	50%
GDP Growth	3%	Infant mortality	11.5
HDI	179		

DEVELOPMENT OVERVIEW

The United Nations ranks Central African Republic 179 out of 182 countries on its Human Development Index. Central African Republic has minimal infrastructure. A landlocked nation, it imports most of its energy supply, but has just 650 kilometers of paved roads and very limited air traffic. Most of the population relies on subsistence agriculture. Seasonal weather makes commercial traffic on the Ubangui River impossible for half the year, and the significant agricultural sector also varies by season. Migrant workers provide labor in the cotton, coffee, and tobacco industry, and are among Africa's most under-served groups.

PROGRAM FOCUS

Initial program activities will begin with funding the U.S. Ambassador's Self Help fund. The USADF program will focus on Central African Republic's migrant seasonal workers.

PROGRAM HIGHLIGHTS

Potential new program area, no active grants.

Ghana

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1984-Present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2010 \$50,000	FY 2011 \$50,000
Capital	Accra	GDP Per Capita	\$716
Population	23 million	Adult Literacy	54%
GDP Growth	7.2%	Infant Mortality Rate	64/1,000
HDI	142		

DEVELOPMENT OVERVIEW

The United Nations ranks Ghana 142 out of 182 countries on the Human Development Index. Ghana has diverse natural resources and gold and cocoa are its top exports. Nonetheless, significant poverty remains throughout the country, especially among woman and the young.

PROGRAM FOCUS

USADF began operations in Ghana in 1984. The program focuses on supporting enterprises with export potential.

PROGRAM HIGHLIGHTS

Located in Keta Municipality, Volta Region, Forward Ever Youth Cooperative Farming Marketing Society Ltd aims to create jobs for the youth in the community. Its primary activities are producing and marketing fresh vegetables such as chilies, okra, shallots, onions, and eggplant, among others. The community group currently had 58 members. Increased production will enable Forward Ever to create more jobs for the youth of Keta.

Recent Projects

Client	Duration	Value	Description
Vester Oil Mills Limited	Sept 2005- Sept 2010	\$250,000	Funds will improve operations and upgrade production facilities while standardizing quality and containers of this cooking oil factory.
SLID Industries Limited	Sept 2005- Sept 2010	\$250,000	Funds are being used to improve management and factory capacity of this local shampoo and soap manufacturer.
Ernimich Company Limited	Sept 2005- Sept 2010	\$250,000	Funds are being used to increase production and improve marketing of this ethnic foods producer and exporter.
Ghana Nuts Company Ltd.	Sept 2005- Sept 2010	\$245,843	Funds are being used to modernize factory equipment, construct sanitary facilities and to provide marketing expertise to this nut and seed factory.

United States African Development Foundation

Client	Duration	Value	Description
Integrated Tamale Fruit Company Limited	Sept 2005-Sept 2011	\$248,950	Funds are being used to teach organic mango farming & export to farmers in Northern Ghana in conjunction with the Integrated Tamale Fruit Company.
Integrated Tamale Fruit Company, Limited	Sept 2005-Sept 2011	\$248,950	Funds are being used to teach organic mango farming & export to farmers in Northern Ghana in conjunction with the Integrated Tamale Fruit Company.
Bolgatanga Basket Weavers Cooperative Club	June 2006-Sept 2011	\$219,788	Funds are used to provide raw materials to about 700 women in order to help them in the production and sale of baskets using buyer linkages program.
Santinos Fine Meats and Sausages Limited	Sept 2006-Sept 2011	\$249,969	Funds are being used for a factory, new equipment, increased management capacity, & enhanced raw materials supply of this meat processing facility.
Kikam Coldstores Limited	Sept 2006-Sept 2011	\$239,821	Funds are being used to upgrade refrigeration equipment, develop marketing activities and to improve systems management of this cold storage.
Elssykess Company Limited	Sept 2006-Sept 2011	\$249,297	Funding will allow this ethnic food processor to meet demand for ethnic foods in Europe and the U.S. by expanding its processing capability.
Tekura Enterprises Limited	Sept 2007-Sept 2012	\$249,854	This producer of mid- to high-end home accessories and furniture is using ADF funds to expand its production capacity.
Yehans International	March 2007-March 2012	\$250,000	Yehans produces and installs aluminum doors, windows and gates in residential and commercial areas of Accra. USADF funding will provide skills training and working capital.
Yenok Woods Products	Sept 2007-Sept 2012	\$249,051	This high end wood furniture producer is using USADF funds to improve its management capacity and financial systems, increase production, and develop a marketing plan.
Yedent Agro-Processing Ventures	Sept 2007-Sept 2012	\$250,000	This maize processing facility sells wholesale to major industries and institutions. USADF funds enable Yedent to purchase inputs and improve its production facilities.
Juaben Oil Palm Outgrowers Cooperative Society (JOPOCOS)	Apr 2009-Jun 2011	\$99,770	Funds are used to improving organizational financial & management systems, hire additional staff, train members in improved agronomic practices.
Organic Mango Outgrowers (OMOA)	May 2009-Jun 2014	\$202,417	Funds are used to improving organizational financial & management systems, train members in improved agronomic practices, and establish a farmers' land title.
Naasakle Limited	Jun 2009-Dec 2010	\$91,829	USADF funds will be used to rent a warehouse, develop a business plan, purchase equipment, training staff in quality control and environmental management, and hire an accountant.
Ejisu Juaben Pig Farmers and Processors Association	Jun 2009-Jun 2013	\$227,096	Funds used to install electricity, improve organizational, financial & management systems and train members in piggery operations and management.
Forward Ever Youth Co-operative Vegetable Marketing Society Ltd	Jun 2009-Mar 2011	\$89,310	Funds used to prepare business plan; train farmers in organic vegetable farming; obtain organic certification; & refurbish office.
Eden Tree Limited	Jul 2009-Sept 2013	\$222,926	Funds used to establish revolving loan fund, train farmers in best agronomic practices, and purchase processing equipment.
Christian Mothers Association – Damongo	Aug 2009-Sept 2011	\$98,028	Funds used to prepare business plan, financial manual, and operations manual, purchase a motorcycle and drill a borehole, and train staff in health & safety.
Ghana Organic Agriculture Network (GOAN)	Aug 2009-Sept 2011	\$89,733	Funds used to prepare business plan, develop a financial manual, purchase vehicle, mobilize & register & train farmers in Tepa.

Guinea

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1986-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2010 \$	FY 2011 \$
Capital	Conakry	GDP Per Capita	\$410
Population	10.1 million	Adult Literacy	29.5%
GDP Growth	2.9%	Infant Mortality Rate	65.2/1,000
HDI	170		

DEVELOPMENT OVERVIEW

The United Nations ranks Guinea 170 out of 182 countries on its Human Development Index. Natural resources like iron ore and bauxite are plentiful in Guinea and account for much of its economy. Unfortunately, inadequate infrastructure and government corruption limit large-scale investments. Poor roads and unreliable water and electricity supplies are also obstacles for development.

PROGRAM FOCUS

USADF began its Guinea program in 1986. The program focuses on social enterprises that address the provision of primary needs such as water, education, and health care. USADF also seeks to improve food security by supporting agricultural enterprises.

PROGRAM HIGHLIGHTS

At this time, USADF has suspended programming in Guinea due to its current political state and at the recommendation of the United States Department of State. Current projects will however continue to be funded until their completion. Due to political conditions in Guinea, USADF suspended new program activities in 2009 and 2010.

Recent Projects

Client	Duration	Value	Description
Mouna Cajou Cashew Producers Cooperative	Sept 2002- Sept 2010	\$105,567	Cashew growers' association is using funding to expand area under cultivation, improve farming techniques and establish a loan fund.
Guinean Assn Tech Dev and Process of Ag Prod	Sept 2004- Sept 2009	\$60,270	Local peanut butter cooperative is using funds to rehabilitate their processing facilities and expand production.
Union of Sweet Potato Producers (UPPAD)	Sept 2006- Sept 2011	\$131,853	Rural sweet potato farmers' association is investing funds in vehicles, storage facilities, and marketing assistance.

United States African Development Foundation

Client	Duration	Value	Description
Association for Development of Bowé Cent	Sept 2006-Sept 2009	\$243,377	Rural development association is using grant to improve infrastructure and implement a reforestation program in nine villages.
Association for Development of Bowé South	Sept 2006-Sept 2009	\$175,037	Rural development association is using grant to improve infrastructure and implement a reforestation program in seven villages.
Association for Development of Bowé North	Sept 2006-Sept 2009	\$207,770	Rural development association is using grant to improve infrastructure and implement a reforestation program in five villages.
Enterprise SAF Prestations (SAF)	Sept 2007-Sept 2012	\$50,680	Local air condition and refrigeration services company is using grant to invest in workshop renovation and business training.
Ferme Avicole Keba (Keba)	Sept 2007-Sept 2012	\$232,032	Egg and poultry producer is using grant to renovate and equip its hen houses.
Kyok Soul Security SARL	Sept 2007-Sept 2011	\$196,360	Local security service provider is using grant to build five sub-base stations and invest in computerized guarding equipment and training.
Guinée Confection	Sept 2007-Sept 2013	\$147,643	Uniform manufacturing business is using funds to renovate its workshop and acquire sewing and embroidery machines, a computer, and business training.
Diallo et Fils	Sept 2007-Sept 2012	\$194,805	Bakery company in Conakry is using grant to acquire industrial baking equipment and build a new bakery in the Global Alumina mining zone.
Entreprise Construct Civile d'Ouvrages Divers	Sept 2007-Sept 2011	\$177,445	Small construction company is using grant to acquire training and specialized equipment needed for rural school and health clinic construction.
Auto Ecole AMSY	Sept 2008-Sept 2011	\$98,992	This auto school will use the USADF investment to extend its training program to Guinean villagers, giving them the opportunity to compete for driving jobs with international mining companies.
Association for the Development of Bowé Center	Sept 2008-Dec 2009	\$95,365	USADF will finance a community center, reforestation activities and literacy and conflict resolution training for a locally managed village development association.
Association for the Development of Bowé South	Sept 2008-Dec 2009	\$49,044	The USADF grant will finance a community center, wells and literacy training for a locally managed village development association.
Association for the Development of Bowé North	Sept 2008-Sept 2011	\$75,881	The USADF grant will finance a community center, reforestation and literacy training for a locally managed village development association.
Union Boora Male	Sept 2008-Sept 2013	\$131,679	This union of 3,600 small rice farmers will use funds to upgrade water management and obtain training in negotiation and financial management.
Union for Development of Mafou West	Sept 2005-Dec 2009	\$252,874	Local development association is using grant to construct bridges, primary schools, health centers and wells in rural Guinea.
Union for Development of Mafou East	Sept 2005-Dec 2009	\$271,149	Local development association is using grant to construct bridges, primary schools, health centers and wells in rural Guinea.
Beekeepers Union of Sankaran	Sept 2005-Dec 2008	\$96,649	Beekeepers' union is using funds to purchase and train members in the use of new honey-processing equipment.

Kenya



COUNTRY PROGRAM OVERVIEW

Program Dates	Proposed 2009- 2010	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2010 \$	FY 2011 \$
Capital	Nairobi	GDP Per Capita	\$770
Population	39 million	Adult Literacy	74%
GDP Growth	1.7%	Infant Mortality Rate	57.4/1,000
HDI	144		

DEVELOPMENT OVERVIEW

The United Nations ranks Kenya 144 out of 182 on its Human Development Index. About 75% of Kenyans engage in subsistence agriculture, and the northern region is especially impoverished. An arid region populated mostly by pastoral herders, northern Kenya is particularly sensitive to drought. Without adequate rain, the number of cattle shrinks and people starve. Aid programs struggle to reach many of the traditional pastoralist groups, who are among Africa's most under-served populations.

PROGRAM FOCUS

The USADF program will focus on northern Kenya's pastoral populations in the Lake Kivu region.

PROGRAM HIGHLIGHTS

Potential new program area, no active grants.

Liberia

**COUNTRY PROGRAM OVERVIEW**

Program Dates	2006-Present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2010 \$1,050,000	FY 2011 \$1,050,000
Capital	Monrovia	GDP Per Capita	\$204
Population	3.49 million	Adult Literacy	50%
GDP Growth	1.2%	Infant Mortality Rate	15/1,000
HDI	176		

DEVELOPMENT OVERVIEW

The United Nations ranks Liberia 176 out of 182 on its Human Development Index. Liberia fought a civil war from 1989-2003, which devastated its economy. All economic activity virtually ceased for 14 years, and the country is slowly rebuilding. The post-war transitional government established the Governance and Economic Management Assistance Program to oversee the economic recovery.

PROGRAM FOCUS

USADF returned to Liberia in 2006 at the request of President Sirleaf. The program initially supported small and medium sized enterprises (SME), especially in the infrastructure and natural resources sectors. The program now focuses on marginalized communities, particularly on agricultural production and marketing cooperatives for rural areas.

PROGRAM HIGHLIGHTS

Intofawor Farmers Multi-purpose Cooperative Society is a community based organization that adds value to some 300 farmers' produce such as rice, cocoa, palm oil, and other cash crops in Foya District, Lofa County. The Cooperative seeks to improve members' standard of living through higher food prices for their products and contribute to community development, such as construction and schools. The Cooperative seeks to take advantage of several market opportunities to increase farmers' incomes.

Recent Projects

Client	Duration	Value	Description
Ro-Zi's Inc.	Sept 2007- Sept 2012	\$248,955	Local catering enterprise will invest funds in the establishment of a commercial kitchen to grow the business and increase employment.
Libra Sanitation, Inc.	Sept 2007- Sept 2012	\$233,630	Local waste management company will use grant to procure additional trucks and expand its operations outside Monrovia.
Robertsport Fishmongers Association (RFMA)	Sept 2007- March 2009	\$99,650	Local fish suppliers' cooperative will use grant to modernize its distribution and expand its membership.

United States African Development Foundation

Client	Duration	Value	Description
T.R. Enterprises, Inc	Sept 2007- Sept 2009	\$99,895	Farming equipment supplier is using funding to engage in value-added importing and assembly of agricultural processing machines.
Panta Farmers Multi-Purpose Cooperative Society	Aug 2008- Sept 2011	\$163,936	The USADF investment will finance rehabilitation of the Society's oil palm plantation, working capital for new seedlings, warehouse construction, transport vehicle procurement, quality control training for members, and reconstruction of the plantation access road.
Pulukpeh Multi-Purpose Cooperative Society	Aug 2008- Sept 2012	\$183,200	The Society will use the USADF grant to acquire milling equipment and transport vehicles, recruit professional management staff, and establish a revolving credit fund for production inputs.
Kpatawee Community Development Association	Sept 2008- Dec 2009	\$75,236	The Community Development Association assists communities in the Kpatawee clan of Bong County with the planning and implementation of high priority local development initiatives. The Association will use the USADF grant to acquire training in management and governance, and to develop income-generating activities around the local waterfalls.
Sharpe Home Care Services (SHOCAS)	Sept 2008- Sept 2011	\$99,700	The USADF grant will finance a revolving loan fund and financial management training for a local nonprofit that provides services to women affected by the war.
Intofawor Farmers Multipurpose Cooperative Society	Jun 2009- Sept 2012	\$243,736	USADF funds will be used to improve financial management, develop a business plan, supply working capital, funds to renovate formerly developed swamp areas and offices, and enable the cooperative to purchase more products to sell.
Zoekarkiah Cooperative Society Limited	Jun 2009- Jun 2012	\$248,362	Grant will fund a business plan, improvement to financial systems, working capital, rehabilitation of swampland and an office and training.
Cole Joe Wood Workshop	Aug 2009- Mar 2011	\$51,710	CJWW produces high quality, affordable furniture for middle-income customers in Buchanan and surrounding areas. The company will use the USADF investment to procure equipment and technical assistance needed to expand production and serve corporate customers.
Liberia Entrepreneurial and Asset Development, Inc. (LEAD)	Sept 2009- Dec 2012	\$246,229	LEAD will use the USADF grant to expand its supply of lending capital and establish rural branch offices to extend microfinance services beyond the Monrovia area.

Malawi



COUNTRY PROGRAM OVERVIEW

Program Dates	2008-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2010 \$750,000	FY 2011 \$750,000
Capital	Lilongwe	GDP Per Capita	\$289
Population	13 million	Adult Literacy	69%
GDP Growth	7.1%	Infant Mortality Rate	72/1,000
HDI	162		

DEVELOPMENT OVERVIEW

The United Nations ranks Malawi 162 out of 182 countries on its Human Development Index. A landlocked country, Malawi has few mineral resources, but produces high levels of foodstuffs and tobacco. Small-scale farming dominates the economy, and agriculture accounts for almost 90% of employment. Malawi is highly vulnerable to droughts and commodity price swings, and poor infrastructure and low levels of skilled labor pose development challenges.

PROGRAM FOCUS

USADF began operations in Malawi in 2008. The Program focuses on grassroots, community-based economic and social development. USADF is targeting small and medium-sized enterprises, agro-producers, and food processing companies for investment.

PROGRAM HIGHLIGHTS

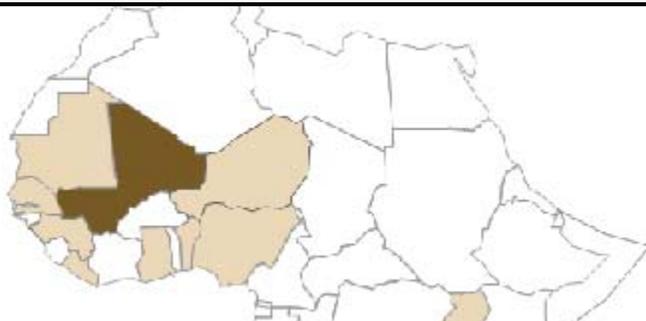
USADF programming in Malawi focuses on marginalized populations and under-served communities to fund economic development activities that will help reduce poverty, create jobs, generate income, and increase social benefits. Funding such activities at the grassroots level will contribute to Malawi's focus on economic stability and growth. The first USADF grantee in Malawi, Chinangwa, Mbatata, Roots and tubers Enterprises Farmers Group (CMRTE), has a membership of 2,000 members, 80% of whom are women. The Group grows and processes cassava to income generation, reduce poverty and increase the standard of living for members.

Recent Projects

Client	Duration	Value	Description
Chinangwa, Mbatata, Roots and tubers Enterprises Farmers Group (CMRTE)	Apr 2008- June 2010	\$99,913	Funds are used for improvements to organizational, financial & management systems, training farmers in cassava agronomy, and purchasing cassava processing equipment.
Naturals.m	Apr 2009- Jun 2010	\$95,687	Funds are used for improvements in organizational, financial & management systems, training farmers in health and safety, and purchasing automatic packing machine.

United States African Development Foundation

Client	Duration	Value	Description
Biriwiri Farmers and Marketing	Jun 2009- Dec 2010	\$94,269	Funds will help to develop a business and marketing plan, procure trainings in food production, safety, leadership skills, and good governance, and hire a general manager and accountant.
Ndatani Investments	Jun 2009- Jun 2011	\$98,323	Funds will help to develop manuals, procure trainings in financial systems, purchase processing equipment and working capital inputs, and hire a manager.
Zikomestso Birds-Eye Chili Assoc.	Jun 2009- June 2013	\$245,280	Funds will help to construct a factory and office building, acquire processing equipment, purchase a vehicle, and train association staff.
Phoka Coffee Growers Co-Operative Society Limited	Jul 2009- Sept 2012	\$249,944	Funds used to acquire CPUs, construct pulper houses, train farmers in best agronomic practices & supply revolving loan fund inputs.
Nkhata-Bay Highlands Coffee Growers Co-operative Society Limited	Jul 2009- Sept 2012	\$247,882	Funds used to acquire CPUs, construct pulper houses, train farmers in best agronomic practices; & supply revolving loan fund inputs.
Misuku Coffee Growers Co-Operative Society	Jul 2009- Sep 2012	\$248,214	Funds used to acquire CPUs, construct pulper houses, train farmers in best agronomic practices; & supply revolving loan fund inputs.
Lilongwe South Smallholder Farmers Association	Aug 2009- Sept 2012	\$247,646	Funds used to develop a business plan, establish a borehole & revolving loan fund, and train farmers in best agronomical practices.
National Business Women's Association (NABW)	Oct 2009- Sec 2012	\$247,094	USADF funds are being used to train officers in micro-finance best practices and business management, purchase two motorcycles and office equipment, and establish a credit revolving fund.

Mali**COUNTRY PROGRAM OVERVIEW**

Program Dates	1984-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2010 \$250,000	FY 2011 \$
Capital	Bamako	GDP Per Capita	\$470
Population	12.5 million	Adult Literacy	31%
GDP Growth	5.1%	Infant Mortality Rate	121/1,000
HDI	168		

DEVELOPMENT OVERVIEW

The United Nations ranks Mali 168 out of 182 countries on its Human Development Index. Agriculture, fishing, and mining dominate Mali's economic activity, which is concentrated along the Niger River between Bamako and Mopti. Droughts have occasionally decimated the agricultural sector, particularly among traditional herders. A landlocked nation, Mali depends on access to ports in neighboring countries to sell its products. Though Mali is home to several ancient cities and geographic wonders, the tourism industry is underdeveloped.

PROGRAM FOCUS

USADF started its Mali program in 1984. The program focuses on grassroots, community-level economic development, with a particular emphasis on small and medium sized enterprises, agro-producers and processors in remote areas in the Timbuctu.

PROGRAM HIGHLIGHTS

Association Réseau Régional des Horticulture de Kayes (RHK) is a federation of horticulture cooperatives in the Kayes region of Mali, an area that has a high incidence of poverty and food insecurity. They provide extension services, marketing assistance, input services, and administrative support to members. The members currently face challenges in terms of low productivity, limited access to vegetable inputs, and inadequate storage facilities. USADF funds will finance new machinery and raw materials, helping to increase production and ultimately members' incomes.

Recent Projects

Client	Duration	Value	Description
Coordinating Agency for Groups Working in Sanitation and Environmental Protection (COTPAE)	Aug 2002-Aug 2009	\$249,246	Funds are used to procure new sanitation equipment, enabling COTAPE to extend sanitation services in the city of Sikasso.
Bougouni Artisans Union (UAB)	Sept 2007-Nov 2009	\$153,340	Funds are used to construct administrative and training facilities, and supplement working capital to increase incomes of local artisans.

United States African Development Foundation

Client	Duration	Value	Description
Groupement Ployformatique "YAYE" (GPY)	Sept 2002-Nov 2009	\$227,619	Funds are used to acquire up-to-date IT equipment for continued market growth in Sikasso.
Ami Guindo Limited Company	Feb 2004-Feb 2009	\$189,318	Funds are used to build technical and managerial capacity for the Bamako-based dyed textile producers.
Association for the Fight Against Desertification (ALCD)	May 2004-May 2009	\$234,248	Funds are used to rehabilitate ALCD's factory and to expand marketing activities for the production of charcoal briquettes.
Dugu Ka Jeya	June 2004-June 2009	\$250,000	Funds are used to expand solid waste and sanitation services.
Miellerie Moderne du Mali	Sept 2004-Sept 2009	\$182,880	Funds are used to provide technical assistance to enhance the marketing and management capacity of this Bamako-based honey distributor.
AGVF Bandiagara	Sept 2004-Sept 2009	\$178,415	Funds are used to create a revolving loan fund for 1800 members to increase the marketing and production of onions in Bandiagara.
TAMAK Sarl	Sept 2004-Sept 2009	\$250,000	Funds are used to purchase equipment and technical assistance for local production of exportable leather.
Benkadi Assn: Support Malian Fistulous Women	Sept 2004-Sept 2009	\$250,000	Funds are used to build management and production capacity at a laundromat for women stigmatized with fistulas.
Multichem Sarl	Sept 2006-Sept 2011	\$238,034	Funds are used to improve management and production capacity, upgrade equipment and purchase a packaging station all for mango exporting.
Multi-functional Coop of Hondobomokoina	Sept 2006-Sept 2011	\$175,513	Funds are used to improve rice farming capacity and livestock husbandry and increase working capital.
Diré Agricultural Cooperative	Sept 2006-Sept 2011	\$195,900	Funds are used to strengthen technical and managerial capacity to increase farmer yields.
Multi-Purpose Cooperative of Bourem Inaly	Sept 2006-Sept 2011	\$139,009	Funds are used to increase production through the acquisition of water pumps, agricultural inputs and equipment, and the establishment of a revolving loan fund.
Adiara Couture	Sept 2007-Sept 2012	\$249,500	Funds are used to purchase an industrial loom, a cutting machine, and a diesel generator allowing Adiara to produce lace for the domestic market.
Sounoumba SARL	Sept 2007-Sept 2012	\$163,845	Funds are used to purchase an industrial oven, improve infrastructure and management capacity for the production of wooden pallets.
Societe de Promotion Artisanale Tomboctou	Sept 2007-March 2009	\$71,334	Funds are used to acquire equipment, technical assistance, and the development of a business plan for future expansion for traditional artisans.
Federation des Guireyaawes	Sept 2007-March 2009	\$69,111	Funds are used to develop a market survey, a business plan and label for local sesame grown by members.
Société de Fabrication de Coton Hydrophile SA	Sept 2007-Sept 2012	\$248,441	Funds are used to build and purchase equipment that enables profitable growth in the cotton production industry.
Coop Product de Beurre Karité de Zantiébougou	Sept 2007-March 2009	\$70,070	Funds are used to develop and implement an export market study and a business plan for the continued production of Shea butter.
OLEA SARL	Sept 2007-Sept 2012	\$208,202	Funds are used to facilitate the expansion into value added processing by funding equipment and raw material for sesame oil production.
Bankass Women's Cooperative Dairy	Sept 2008-Sept 2010	\$84,565	The woman at this dairy are using USADF funds receive training in business, accounting, and marketing practices.
Ouattagouna Karou Fishers	Aug 2008-Aug 2010	\$98,909	With USADF funds, this union of fishing cooperatives will improve their nets and learn accounting and marketing skills.
Bourra Tessit Fishers	Aug 2008-Aug 2010	\$98,181	With USADF funds, this union of fishing cooperatives will improve their nets and learn accounting and marketing skills.
Ansongo Bara Fishers	Aug 2008-Aug 2010	\$98,984	With USADF funds, this union of fishing cooperatives will improve their nets and learn accounting and marketing skills.

United States African Development Foundation

Client	Duration	Value	Description
Bankass Livestock Cooperative Capacity Building	Sept 2008-Sept 2010	\$91,462	This cooperative of stock herders is using USADF funds to hire a veterinarian and improve their business and accounting skills.
Dangha Rice Production and Marketing	Aug 2009-Aug 2010\4	\$215,384	USADF funds will help members build financial and marketing capacity and purchase needed equipment for irrigation and rice processing.
Mango Processing and Marketing	Aug 2009-Aug 2014	\$235,990	Funds are used to help CPGAK members build organizational, administrative, and financial capacity and process and market dried mangos through the construction of a processing facility, procurement of equipment, and purchase of raw materials.
Niélénin Sheep Wool Carpet Processing and Marketing	Aug 2009-Aug 2011	\$97,261	Funding will improve production and marketing capabilities, increase income generating activities, and encourage equitable and sustainable distribution of profits.
Mora Ecotourism Capacity Building Project	Aug 2009-Aug 2011	\$81,207	USADF funds will help the association improve facilities, implement a marketing strategy and advertising campaign, and help build organizational capacity.

Mauritania



COUNTRY PROGRAM OVERVIEW

Program Dates	2008-Present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2010 \$800,000	FY 2011 \$750,000
Capital	Nouakchott	GDP Per Capita	\$952
Population	2.9 million	Adult Literacy	59%
GDP Growth	1.9%	Infant Mortality Rate	67/1,000
HDI	140		

DEVELOPMENT OVERVIEW

The United Nations ranks Mauritania 154 out of 182 countries on its Human Development Index. A desert nation, its economy relies on coastal fishing and agriculture. Drought and poor irrigation infrastructure has hurt the pastoralists who constitute some of the country's poorest populations. Slavery was outlawed in 1981, and groups of former slaves are among USADF's grantees.

PROGRAM FOCUS

USADF began operations in Mauritania in 2008. The program seeks to support small and medium sized enterprises and social groups that serve the interests of marginalized populations.

PROGRAM HIGHLIGHTS

Union des Associations Oasiennes en Adrar (UNASOAD) is a union of agricultural producers that organizes farmer associations (AGPOs) in oasis communities around Atar, the regional capital. More than 6,500 farmers are represented. Farmers in the region are currently facing a surplus of vegetable production. The region produces 8,000 tons of vegetables each year; carrots make up 3,500 tons of the total annual production. The market is flooded during the peak production times and farmers earn very little for their hard work. By coordinating and working with the farmers, the union hopes to organize workers to better market their crops, bringing in larger profits for farmers. Thirty percent of the producers in the union are female heads of households.

Recent Projects

Client	Duration	Value	Description
Rosso Herders Milk Production and Sale	Jun 2008- Jun 2013	\$250,000	This association of 447 herders is using USADF funds to establish a revolving fund for animal feed, receive training and technical assistance for veterinary care and animal husbandry, and improve management capacity.
Boghé Herders Milk Production and Sale	Jun 2008- Jun 2013	\$250,000	This association of 700 herders is using USADF funds to establish a revolving fund for animal feed, receive training and technical assistance for

United States African Development Foundation

Client	Duration	Value	Description
			veterinary care and animal husbandry, and improve management capacity.
Khollé Mukke	Jul 2009- Sept 2011	\$96,265	Funds will be used for equipment, to enhance production machinery and materials to meet international standards, training and technical assistance.
ETACOP	Jul 2009- Sept 2012	\$196,301	Funds will be used for equipment, to enhance production machinery and materials to meet international standards, training, and technical assistance.
Your Chengroun Neighborhood Cooperative (N'Tah Chengroun)	Aug 2009- Sept 2010	\$81,384	USADF funding will strengthen financial management and accounting skills of the women. The Project will improve the current water supply system in order to scale-up production levels, and help the women expand their current income generating activities.
Union des Associations Oasiennes en Adrar (UNASOAD)	Jul 2009- Sept 2011	\$95,019	Funds will be used to install a water pump and water basins, training and technical assistance.
EFTK	Sept 2009- Sept 2011	\$83,633	Funds will be used for remodeling the carpet weaving workshop, equipment to enhance production machinery, raw materials, and training.
Guidimakha Women Carpet Weavers	Sept 2009- Sept 2011	\$96,315	USADF funds will help improve CFTG's accounting skills, managerial capacity, technical knowledge, and provide access to resources to produce enough high quality carpets to meet market demand.
UCFG	Sept 2009- Sept 2011	\$97,242	Funds will be used training in financial management business skills, marketing strategies, water conservation and vegetable production and technical assistance.
EL VOWZ-M'BOU	Sept 2009- Sept 2011	\$93,506	Funds will be used for remodeling the carpet weaving workshop, equipment to enhance production machinery, raw materials, and training.

Namibia

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1993-Present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2010 \$50,000	FY 2011 \$50,000
Capital	Windhoek	GDP Per Capita	\$4,200
Population	2.1 million	Adult Literacy	85%
GDP Growth	2.9%	Infant Mortality Rate	45/1,000
HDI	128		

DEVELOPMENT OVERVIEW

The United Nations ranks Namibia 128 out of 182 countries on its Human Development Index. Though it has a relatively strong commercial sector, Namibia also has one of the world's largest gaps between rich and poor. Most of the population engages in subsistence agriculture or herding, though the economy supports about 200,000 skilled jobs.

PROGRAM FOCUS

USADF began its Namibia program in 1993. The current projects focus on small business development, with an emphasis on export potential. USADF is phasing out its Namibia program, and is accepting no new projects.

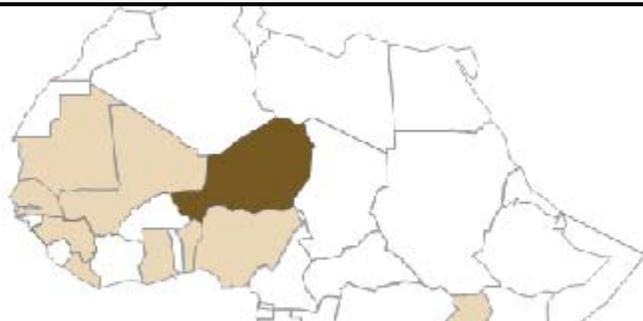
PROGRAM HIGHLIGHTS

In FY2009 USADF launched the Ambassador's Self Help Program, which works with US Ambassadors to help them identify projects to fund. The project was piloted in Namibia and the model is currently being replicated in eight other sub-Saharan African countries.

Recent Projects

Client	Duration	Value	Description
Shoremllkol (Pty) Ltd	Sept 2004- Sept 2008	\$246,804	Funds are used to purchase fishing equipment and a vessel to reduce operating costs and secure a rock-lobster fishing quota.
Martin's Den Fisheries (Pty) Limited	Sept 2004- Sept 2008	\$249,363	Funds are used to purchase fishing equipment and a vessel to reduce operating costs and secure a rock-lobster fishing quota.

Niger

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1984-Present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2010 \$1,00,000	FY2011 \$
Capital	Niamey	GDP Per Capita	\$273
Population	14.9 million	Adult Literacy	28%
GDP Growth	4.8%	Infant Mortality Rate	150/1,000
HDI	182		

DEVELOPMENT OVERVIEW

The United Nations ranks Niger 182 out of 182 on its Human Development Index. This landlocked, desert nation relies on agriculture for most economic activity, so it is especially hard-hit by drought and commodity price swings. A majority of the population lacks food security, and the government relies on significant international food aid.

PROGRAM FOCUS

USADF began operations in Niger in 1984. The program supports community-based groups that serve marginalized populations. USADF is currently not funding additional development projects in Niger at this time for to political reasons.

PROGRAM HIGHLIGHTS

Building on the fourteen water well projects funded in 2008 by USADF in the Agadez Region of Niger, USADF continued funding economic development projects for nomadic pastoralists in Abala, a pastoral area near the Mali border northeast of Niamey. In an area known for violence, the water wells are a symbol of peace and prosperity, offering access to clean water for pastoralists and their animals. Without potable water, residents have little to no hope of participating in income generating activities, threatening their traditional ways of life. Due to political conditions in Niger, USADF suspended new program activities in 2010.

Recent Projects

Client	Duration	Value	Description
Groupe d'Appui A L'Auto Promotion Enterprise	Feb 2004- Feb 2009	\$144,275	Rural nonprofit is using grant to establish eight cereal banks that allow villagers to store grain, improving food security.
Eco-Developpement Participatif	July 2004- Jul 2009	\$187,489	Rural nonprofit is using investment to combine microfinance loans with cereal storage services in sixteen villages.
SICR/KOKARI Rural Credit Intermediation Service	Sept 2004- Sept 2009	\$238,278	Local microfinance provider is using investment to extend credit to community-based organizations and train staff.

United States African Development Foundation

Client	Duration	Value	Description
Cooperative des Producteurs d' Oignon de GAYA	Mar 2005-Mar 2010	\$184,455	Onion growers' cooperative is using funds to expand production capacity and construct ventilated storehouse.
Cooperative de Samou-Naka	Mar 2005-Mar 2010	\$143,157	Women's peanut oil producers' cooperative is investing funds in improved storage facilities and bulk purchase of peanut stocks.
Amintchi Coop of Onion Producers Tsernaoua	Sept 2005-Sept 2010	\$157,470	Onion growers' cooperative is using funds to construct trading post for onion exports.
Union des Coopératives et Groupements de Tabalack	Aug 2007-Jan 2009	\$79,565	Rural onion producers' cooperative is using grant to construct storage warehouse, acquire technical training, and transport its onions to market.
ONG Tidene	Jun 2008-Sept 2009	\$235,960	The USADF grant will be used to construct wells in the desert region of Agadez.
Guessé Manga Agropastoral Farm	Jul 2008-Sept 2010	\$90,500	Guesse Manga, a village association of cattle herders and farmers, will use the USADF investment to acquire training in governance and pasture management, and to expand its cattle raising and export activities.
ONG Tidene	Jun 2008-Dec 2009	\$220,743	The USADF grant will be used to construct wells in the desert region of Agadez.
Fédération des Unions de Coopératives d'Oignon de Madaoua	Sept 2008-Sept 2013	\$225,624	The USADF grant will finance construction of an onion trading center to increase the incomes of low-income onion and cereal farmers in the Madaoua area.
Fédération des Unions de Coopératives Maraîchères de Tamaské	Sept 2008-Sept 2013	\$214,995	The Federation will use USADF funds to construct an onion trading center to increase the revenues its members earn from onion sales.
AINOMA	Sept 2008-Sept 2013	\$234,911	A small family-owned seed farm will use the USADF grant to expand its production and distribution of improved cereal, vegetable and fruit seeds.
Yelou Cooperative	Sept 2008-Sept 2013	\$236,847	This village cooperative will use the USADF investment to diversify their agricultural production to high-value horticultural and tree crops.
Support for Rural Women's Socio-Economic Activities (ASEFER)	Sept 2008-Sept 2013	\$241,347	A village women's association will use the USADF grant to construct a drip irrigation system and obtain improved seeds, allowing them to produce fruits and vegetables for added income and food security.
ONG Aharog	Aug 2009-Aug 2012	\$247,961	The USADF grant will be used to rehabilitate four wells in Tillia Commune, and provide training to the local well management associations.
Coopérative des Producteurs de Sésame Aguié	Aug 2009-Aug 2012	\$250,000	USADF funding will finance working capital investments and technical assistance designed to strengthen the cooperative's ability to help its members access the lucrative domestic and international markets for sesame products.
ONG Timawalte Namadar I	Sept 2009-2012	\$217,519	The USADF grant will be used to construct or rehabilitate four wells in Abala Commune, and provide management and conflict resolution training to the local well management associations.
ONG Timawalte Namadar II	Sept 2009-Mar 2011	\$236,483	The USADF grant will be used to construct or rehabilitate four wells in Abala Commune, and provide management and conflict resolution training to the local well management associations.
Groupement Yobbi	Oct 2009-Dec 2011	\$101,456	This women's market gardening cooperative will use the USADF grant to acquire extension services and install irrigation equipment designed to improve the profitability of its production activities.

Nigeria

**COUNTRY PROGRAM OVERVIEW**

Program Dates	2001-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2010 \$1,000,000	FY2011 \$1,000,000
Capital	Lagos	GDP Per Capita	\$1,418
Population	148 million	Adult Literacy	51%
GDP Growth	4.4%	Infant Mortality Rate	100/1,000
HDI	158		

DEVELOPMENT OVERVIEW

The United Nations ranks Nigeria 158 out of 182 countries on its Human Development Index. The oil industry dominates the Nigerian economy, accounting for 90% of exports. Other sectors of the economy such as manufacturing and agriculture have suffered because of the predominance of oil, as the government pursued policies geared toward oil production. Per capita GDP has plunged to below a quarter of what it was in the 1970s, and rural areas have been especially hard hit.

PROGRAM FOCUS

USADF began operations in Nigeria in 2001. Nigeria has a federal government structure, and USADF currently operates in two northern states, Kaduna and Kano, where it works in partnership with the state governments. The program seeks to support community-based agriculture projects, especially those with value-adding activities. In Kano state, USADF has partnered with the state government to develop low-cost housing.

PROGRAM HIGHLIGHTS

The physically disabled are one of the most marginalized populations in northern Nigeria. In FY2009 USADF funded PHAN-Kano and PHAN-Kaduna, two handicap association that provide support to the physically disabled of Kano and Kaduna States to help them develop skills to participate in the local economy and become self-sufficient. With demand for tailored goods, especially around the holidays, and metal works, like doors and gates for new construction, the two associations sees these two areas as income generation opportunities for the more than 3,500 members.

Recent Projects

Client	Duration	Value	Description
NIYYA Food and Drink Company Limited	Sept 2007- Sept 2012	\$242,983	Funds will be used of production improvements and expansion, conducting market research as well as to enhance their internal systems.

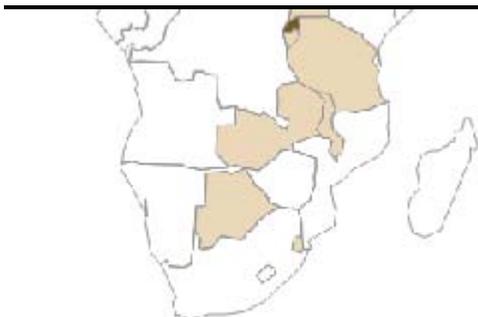
United States African Development Foundation

Client	Duration	Value	Description
Universal Turnkey Projects Limited	Sept 2007-Sept 2009	\$248,257	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.
Spectarch Nigeria Limited	Sept 2007-Sept 2009	\$248,257	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.
Land-Waves Constructions Limited	Sept 2007-Sept 2009	\$248,257	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.
El Noor Ventures Limited	Sept 2007-Sept 2009	\$248,257	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.
Building Projects Consultants Limited	Sept 2007-Sept 2009	\$248,257	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.
Al Kassim Construction Company Limited	Sept 2007-Sept 2009	\$248,257	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.
Garcons Nigeria, Limited	Sept 2007-Sept 2009	\$130,368	Funds will be used to improve the financial accounting systems, reporting systems and inspect and complete the construction of low income housing.
IAM Oil Mills Press Limited (IOMP)	Sept 2007-Sept 2008	\$54,072	Funds will be used to build capacity, improve internal systems, certification and for sales and marketing.
KD Foods Processing Company Ltd.	Sept 2007-Sept 2012	\$250,000	Funds will be used to improve production, market development, improvement of management practices and for training and technical assistance.
Tally International (Nigeria) Limited	Sept 2007-Sept 2009	\$84,534	Rice flour producer in Kaduna is using funds to acquire new processing facilities and technical assistance in quality control and marketing.
Aiya Pure Groundnut Oil Mills	Sept 2007-Sept 2012	\$135,869	Local groundnut processing company is using funds to construct a new production facility, refurbish its equipment, and acquire technical training.
Sabon Sarki Boda Market Ginger Farmers Cooperative Society	Aug 2008-Sept 2010	\$73,638	This capacity building grant helps SSGFCS build managerial capacity in the area of ginger agronomy and processing, finance, marketing and organizational development training.
Macedonia Ginger Farmers Cooperative Society	Aug 2008-Sept 2010	\$75,378	The activities of the project build the technical, managerial and business skills of the cooperative members and prepare the cooperative for expansion.
Arewa Multipurpose Cooperative Society	Sept 2008-Sept 2013	\$176,358	This USADF project provides funds for AMCS to improve its production quantity and quality by setting up a modern cassava processing line.
Zaria Leather Works	Feb 2009-Feb 2011	\$53,763	The USADF project will provide a two year grant to bring about further expansion and development of the leather production activities engaged in by the poor and economically active members of the Cooperative.
Mando Almumamud Oil Mill Multipurpose Cooperative Society (MAOMCS)	Mar 2009-March 2014	\$180,197	Funds will fund working capital, additional processing equipment to increase production, and access to technical assistance. The cooperative has 35 members from the Kaduna region.
Headway Multipurpose Cooperative Society (HMCS)	Mar 2009-Mar 2011	\$44,893	Funds will be used to purchase and install a rice processing and milling facility and to provide access to technical assistance. The cooperative seeks to increase the production of rice to improve food security and demand.

United States African Development Foundation

Client	Duration	Value	Description
Gamji Gate Fish Vendors Development Project (GGKFCS)	Mar 2009-Mar 2011	\$53,661	Funds will provide support and technical assistance for the development of small-scale fish industry, helping to bridge the supply gap of product and improving the dietary intake of residents.
Duguri Women Multipurpose Cooperative Society	Jun 2009-Jun 2011	\$95,396	USADF funds will finance the purchase of rice processing facilities, working capital for seeds and herbicides, technical assistance, including learning modern techniques.
Mwari Women Multipurpose Cooperative Society	Jun 2001-Jun 2011	\$95,396	USADF funds will provide the resources to increase the Cooperative's ability to compete on local markets, increasing the livelihoods of members and their families.
Danhassan (B) Fadama Farmers Cooperative Society	Jun 2009-Sept 2011	\$95,836	USADF funds will help provide training and technical assistance in order to increase farm yields, improve the quality of processed rice, and enhance the group's management capacity.
Physically Handicapped Association of Nigeria-Kano State	Jun 2009-Jun 2011	\$92,150	Funding will be used to establish metal work and tailoring workshops, purchase and install equipment, and provide technical assistance and capacity building.
Physically Handicapped Association of Nigeria-Kaduna State	Jun 2009-Jun 2011	\$91,979	Funding will be used to establish metal work and tailoring workshops, purchase equipment, and provide technical assistance and capacity building.
Da All Green Seeds Limited	Jul 2009-Sept 2014	\$245,947	The USADF project will provide a five-year grant to prepare DAGS for expansion and enable them to increase production and improve productivity through their services to farmers.
Kagarko Dairy Producers Cooperative Society	Jul 2009-Sept 2011	\$87,156	The project helps KDPCS improve its capacity to manage a larger-scale milk production enterprise.
Savannah Conservation Nigeria (SCN)	Jul 2009-Sept 2011	\$98,112	The USADF grant will help provide technical and economic support for sustained community development.
Kushe Milk Producers Cooperative Association	Jul 2009-Sept 2011	\$87,156	The USADF grant will help KDPCS improve its capacity to manage a larger-scale milk production enterprise.
Kwanan Bauda Multipurpose Cooperative Society	Jul 2009-Sept 2011	\$92,148	The USADF grant will help KBMCS improve its management capacity and sorghum growing and processing techniques.
Children's Developmental Centre	Jul 2009-Sept 2011	\$96,847	USADF funds will help support and improve their catering business as an income generating enterprise with skills training, management, and marketing support, equipment, materials and business plan development.

Rwanda

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1989-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2010 \$500,000	FY 2011 \$500,000
Capital	Kigali	GDP Per Capita	\$370
Population	10.18 million	Adult Literacy	70%
GDP Growth	11.2%	Infant Mortality Rate	83.4/1,000
HDI	165		

DEVELOPMENT OVERVIEW

The United Nations ranks Rwanda 165 out of 182 countries on its Human Development Index. Civil war and genocide in the early 1990s devastated Rwanda's social and economic conditions. Since the end of the conflict, Rwanda's economy has depended largely on foreign aid and the production of tea, coffee, and minerals. A landlocked nation, Rwanda imports far more than it exports, and its infrastructure requires significant improvements. By completing the Multilateral Debt Relief Initiative and the Heavily Indebted Poor Countries (HIPC) debt initiative, the Rwandan government has reduced its debt burden and improved the country's business environment.

PROGRAM FOCUS

USADF re-started its Rwanda program in 2005, after shutting down operations in 1994. The 20 active projects range from small, grass-roots community groups to limited liability companies. The program seeks to increase the access of marginalized groups to the benefits of international trade.

PROGRAM HIGHLIGHTS

After the genocide, many women were left to support their families and rebuild their country. Coopérative des Agriculteurs de la Culture de Pomme de Terre de Karago is a cooperative located in Mukamira, Nyabibu District, Western Province of Rwanda that is doing that. With a membership of 363 persons, 71% women who are widows of the genocide, the Cooperative will work to increase potato production, which is projected to increase from 806 metric tons to 1,210 metric tons by the end of the project.

Recent Projects

Client	Duration	Value	Description
Bankukore Cooperative	2007-2009	\$100,000	This group of local farmers promotes passion fruit as a cash crop alternative to coffee. It is using USADF funds to develop management, technical, and financial capabilities and undertake the organic product certification process.

United States African Development Foundation

Client	Duration	Value	Description
Rwanda Small Holder Specialty Coffee Company	Sept 2007-Sept 2013	\$392,216	Eleven coffee cooperatives formed this company in 2004 to represent the interests of over 20,000 small-scale coffee producers. With USADF funding, it is expanding into dry processing and roasting, and strengthening overall management, production and marketing capacities.
Turwanyubukene Farmers Cooperative	Sept 2007-Sept 2010	\$145,246	This cooperative of 32 farmers is using USADF funds to procure agricultural inputs, tools, labor, and construction. The project is helping the cooperative achieve organic certification.
Rwanda Women Network (RWN)	Sept 2007-Sept 2009	\$250,000	In partnership with the Willie Grace Campbell Fund, RWN is using USADF funds to provide investments and material and technical resources to women's investment initiatives.
Rubilizi Dairy SARL	Sept 2007-March 2009	\$92,736	This limited liability company buys raw milk from small-holder dairy farmers for pasteurization and sale. With USADF funds, it is repairing equipment, training workers, improving governance, and developing a business plan.
The Cooperative des Agriculteurs des Mais Danz la Zone de Volcans	May 2009-April 2011	\$88,700	This farmers cooperative is using USADF funds to procure basic office furniture and computers, purchase spare parts for existing milling and hulling machines and improve financial systems, managerial capacity and food safety standards.
Cooperative theicole de Ramba Gaseke et Giciye (CORTRAGAGI)	June 2008-Dec 2009	\$80,004	CORTRAGAGI members produce tea leaves for processing at the Rubiyu Tea Factory. To improve output, CORTRAGAGI is using USADF funds to provide technical assistance for tea farming, fund some production activities, and assist in acquiring office and agricultural equipment.
Umutara Dairy Marketing Cooperative Union	June 2008-Dec 2010	\$98,833	Small-scale dairy farmers created this union of 23 cooperatives to coordinate essential services (e.g. marketing, veterinary care). With USADF funding, it will develop a business plan for dairy products, purchase equipment, automate its accounting system and acquire technical assistance and training.
Tea Cooperative of Mulindi	Aug 2008-Sept 2013	\$248,247	This cooperative of tea farmers is using USADF funds to rehabilitate 100 acres of tea destroyed during the civil war, cover some operation costs and establish a tea nursery.
Kooperative Impuzamashirahamwe Kijyamere (IMPUYAKI)	Sept 2008-Sept 2013	\$246,205	This farmers' cooperative is using USADF funds to purchase agricultural equipment and inputs for potato seed production, acquire technical assistance and training, and construct a storage facility.
La Reine Cooperative	March 2007-March 2009	\$87,000	Over 300 local farmers supply this dairy with milk, which produces and markets gouda cheese and fresh cream. USADF funds enable it to expand its product line, receive technical assistance on food safety procedures, and strengthen its management capacity.
Cooperative de Production Agricole Au Rwanda (COPAR-IMENA)	June 2008-June 2010	\$95,000	This cooperative is implementing a pilot project of greenhouse tomato production to meet the demand from restaurants and hotels. COPAR-IMENA is using USADF funds to build its financial and business management capabilities and construct greenhouses.
Coopérative des Agriculteurs de la Culture de Pomme de Terre de Karago (COAPTKA)	Apr 2009-June 2012	\$92,000	Funds will be used to increase potato production by purchasing equipment and supporting technical assistance. The grantee is made up of 363 members, 71% of whom are widows of the genocide.
Cooperative d'Agriculteurs du Riz de Mirenge (CORIMI)	Apr 2009-June 2012	\$146,839	Funds are used to increase the capacity of Rwandan rice farmers to grow, process, and sell rice.
Cooperative de Promotion des Ritziclteurs de Ntende (COPRORIZ)	Apr 2009-Sept 2010	\$93,968	Funds are used for the development of a five year business plan to increase production for Rwandan rice farmers.

United States African Development Foundation

Client	Duration	Value	Description
AGASARO Cooperative	Jul 2009- Mar 2011	\$88,138	Agasaro is a pineapple growing cooperative in the Western Province of Rwanda. Funds are used to provide Agasaro with improved management, financial, and agricultural capacity, organic certification training and the development of a five-year business plan.
Cooperative "KAMARA" des Agriculteurs de Bananeraies (KAMARA)	Jul 2009- Mar 2011	\$85,912	KAMARA is a banana growers cooperative in the Eastern Province of Rwanda. Funds are used to provide Kamara with improved management, financial, and agricultural capacity and the development of a five-year business plan.
Koperative Tuzamurane	Aug 2008- Mar 2009	\$94,771	Tuzamurane a pineapple growing cooperative in the Eastern Province of Rwanda. Funds will be used to provide improved financial, management and marketing skills and develop a five-year business plan.
Cooperative de Development et u Bienetre Familiale (CDEF)	Oct 2009- June 2011	\$86,405	USADF funds will provide the cooperative with improved management and financial capacity along with basic equipment and inputs, and the development of a five-year business plan.
Banzukore Cooperative	Oct 2009- Dec 2014	\$248,948	USADF funding will enable Banzukore to expand its business by purchasing agricultural inputs, extending the land area for passion fruit production, purchasing a generator, establishing a waste disposal facility and increasing its total revenue by venturing into juice production in addition to fresh fruit sales.

Senegal



COUNTRY PROGRAM OVERVIEW

Program Dates	1986-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2010 \$750,000	FY 2011 \$750,000
Capital	Dakar	GDP Per Capita	\$1,800
Population	12.8 million	Adult Literacy	59%
GDP Growth	1.25%	Infant Mortality Rate	60/1,000
HDI	153		

DEVELOPMENT OVERVIEW

The United Nations ranks Senegal 153 out of 182 countries on its Human Development Index, and several development challenges face the country. About 75% of the population lives in rural areas, where the agricultural sector suffers from poor access to agricultural inputs and an unreliable water supply. In urban areas, many businesses struggle to access credit, and few entrepreneurs have sound financial management systems.

PROGRAM FOCUS

USADF began operations in Senegal in 1986. The eight active projects emphasize business and marketing capacity building for small and medium sized enterprises. The program also seeks to build Senegal’s export potential by improving production techniques in the agricultural sector.

PROGRAM HIGHLIGHTS

Much of USADF’s program focuses on women’s economic empowerment in the Cassamance region, an area with high unemployment levels. Two projects in particular are bringing jobs to this area. GIE Mere Theresa’s members are Bassari, a minority ethnic group that is extremely marginalized. Most are illiterate and do not have access to land. Members will process and sell fonio as a means to make higher revenue and gain respect in their communities. DIRFEL is an association of 2,000 women engaged in poultry production in an area that has extremely high levels unemployment and illiteracy. The group intends to take advantage of the growing urban demand for chicken products to increase their incomes.

Recent Projects

Client	Duration	Value	Description
Top Aviservice du Dakar (TASDAK)	2004-2009	\$245,222	TASDAK is a poultry processor, specializing in the sale and marketing of ready-to-cook poultry. With USADF funds, TASKAK has doubled its production capacity by constructing a new production facility, warehouse and offices, procuring equipment, and receiving technical and marketing assistance.

United States African Development Foundation

Client	Duration	Value	Description
Ndiakere Economic Interest Group	2005-2010	\$162,921	USADF assistance is strengthening the managerial and production capacity, expanding production, and increasing the sales of this cereal and grains processor.
MARIA Distribution Economic Interest Group	2005-2010	\$229,091	MARIA produces fruit juice drinks, syrups, and marmalades for the local market. With USADF funds, it has built a modern processing plant, enabling it to pasteurize, sterilize, and package its products.
Association des Producteurs de la Vallée du Fleuve Gambie (APROVAG)	2008-2013	\$244,750	APROVAG is using USADF funding to improve its irrigation system and learn organic banana production techniques, leading to higher incomes for members.
Bok Doole Economic Interest Group	2008-2010	\$225,021	USADF assistance is helping Bok Doole install electronic irrigation pumps and better coordinate its cassava, onion, and groundnut farming practices, yielding higher incomes for its members.
Alione NGOM Craft Company (S2AN)	2008-2010	\$95,067	This group of graduates of Senegal's National Institute of Blind Youth produces high quality brooms and home cleaning supplies. With USADF funding, they are receiving training in accounting and marketing skills, creating income security for this at-risk population.
Koba Club 1Kédougou	Jul 2009-Sept 2011	\$78,094	Funds will be used for a hulling machine and solar dryer, working capital and training.
GIE Fouta Dindéfelo	Jul 2009-Sept 2011	\$95,802	Funds will be used for modern equipment, working capital and training.
GIE Mere Theresa Kédougou	Jul 2009-Sept 2011	\$90,449	Funds will be used for modern equipment, working capital for the purchase of fonio and training.
GIE Wakilaré Bandafassi	Jul 2009-Jun 2011	\$93,923	Funds will be used for modern equipment, working capital for the purchase of raw materials, and training .
GIE Dado Ligo Salemata	Jul 2009-Sep 2011	\$90,859	Funds will be used for a hulling machine and solar dryer, working capital and training.
GIE Baracuda Foundiougne, Kaolack	Aug 2009-Sept 2011	\$97,511	Funds will be used for: 1) equipment, to enhance production machinery and materials to meet international standards; 2) training in improved managerial and financial capacity, improved production techniques and quality control; 3) technical assistance to develop a manual of procedures, conduct a market study, develop a business plan, and conduct exchange visits; and 4) provide administrative costs to cover salaries and office supplies.
DIRFEL	Aug 2009-Sept 2011	\$93,248	Funds will be used for equipment, training , and technical assistance .

Swaziland



COUNTRY PROGRAM OVERVIEW

Program Dates	2003-Present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2010 \$50,000	FY2011 \$50,000
Capital	Mbabane	GDP Per Capita	\$2,430
Population	1.13 million	Adult Literacy	82%
GDP Growth	3.5%	Infant Mortality Rate	7 0/1,000
HDI	141		

DEVELOPMENT OVERVIEW

Swaziland is ranked 141 out of 182 on the United Nations Human Development Index. Though the country hosts high skilled jobs in the manufacturing sector, most of the population depends on subsistence farming. An estimated 69% of the population lives in poverty, mostly in rural areas, where the threats of drought, soil erosion, and overgrazing constantly loom.

PROGRAM FOCUS

USADF began its program in Swaziland in 2003. Program focus is on the development of social enterprises and small businesses, particularly agricultural enterprises and those that improve food security.

PROGRAM HIGHLIGHTS

Many across Africa have identified solutions to poverty, but just need additional resources to jump start their businesses. Mtiya Threads is a social enterprise selling high quality hand embroidered products created by Swazi women in Litsembe, Simunye region, Swaziland. The grantee provides income generating activities for women employees and re-invests all profits back into the business and the women it represents. The grant will provide resources to support the expansion of the enterprise which will empower more women who will be hired.

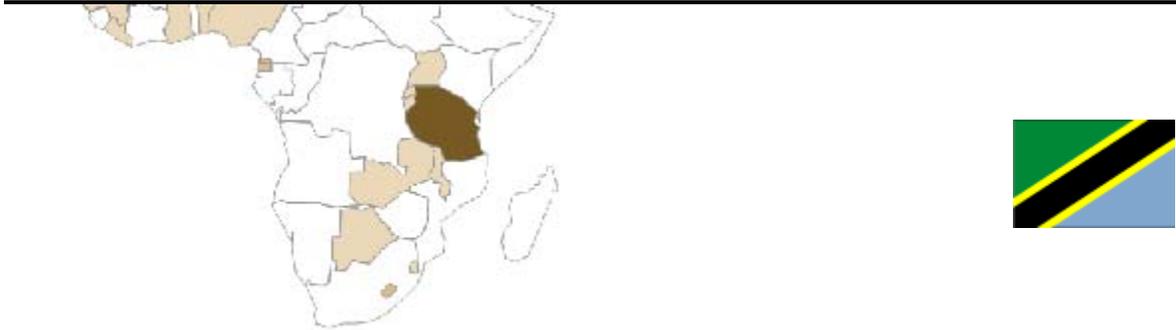
Recent Projects

Client	Duration	Value	Description
Swaziland Farmer Development Foundation	Sept 2004- Sept 2010	\$257,115	Funds are used to strengthen support for agricultural associations and increase food security by providing training, rehabilitating and developing infrastructure in areas under cultivation, acquiring equipment and developing a marketing organization.
Africa Cooperative Action Trust	June 2005- June 2010	\$260,419	Funds are used to support the development of backyard gardens for home consumption and commercial sale of produce; funds are used to acquire equipment and improve storage facilities

United States African Development Foundation

Client	Duration	Value	Description
			and agricultural inputs, support HIV/AIDS infected/affected people and develop a marketing organization.
Basolile Investments (Pty) Ltd.	Sept 2006- Sept 2011	\$144,162	Funds are used for the expansion of the irrigable portion of the farm, acquisition of farm implements, development of an export crop, training, establishment of a farm office and formalization of support to neighboring care points for HIV/AIDS affected orphans and vulnerable children.
Manzini Youth Care (MYC)	Sept 2006- Sept 2008	\$230,224	Funds are used to establish a honey processing plant, support existing beekeepers/beekeeping Associations, train new farmers in beekeeping and hive management, and contribute toward the income generating activities of the parent non-profit, MYC, which supports vulnerable peri-urban youth.
Luyengo Dairy Association	Sept 2008- Sept 2013	\$237,534	This USADF funded project is a follow-up to the successfully implemented EDI grant and will support the expansion of dairy production and sales among the association members.
Mtiya Threads	Apr 2009- Jun 2011	\$91,993	USADF funds will provide working capital, office improvement, procure training, and help with the marketing and branding of products.
Shibanai Multipurpose Cooperative	Apr 2009- Jun 2011	\$74,193	USADF funds will finance working capital, office improvement, maintenance of the chicken house, and development of manuals and a business plan.
Egebeni Multipurpose	Jul 2009- Jul 2011	\$88,447	USADF funds will finance the rehabilitation of a water pump, storage facilities, and a tractor, purchase seeds, fertilizer, and insecticide, and train members in business management, governance, and horticulture.

Tanzania



COUNTRY PROGRAM OVERVIEW

Program Dates	1986-Present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2010 \$800,000	FY 2011 \$800,000
Capital	Dar-es-Salaam	GDP Per Capita	\$442
Population	41 million	Adult Literacy	77%
GDP Growth	7.1%	Infant Mortality Rate	68/1,000
HDI	152		

DEVELOPMENT OVERVIEW

The United Nations ranks Tanzania 152 out of 182 countries on its Human Development Index. The economy largely depends on agriculture, but sales have not kept pace with production because of poor access to markets. Tanzania’s industrial sector is centered in Dar-es-Salaam, and mainly serves the domestic market.

PROGRAM FOCUS

USADF began its Tanzania program in 1986. The program seeks to develop export-oriented enterprises, especially in the agricultural and food-processing sectors. Also, through the USADF Buyer-Linkages program, Tanzanian handicraft enterprises connect with potential customers on the international market.

PROGRAM HIGHLIGHTS

USADF realizes the potential for higher incomes that organic certification offers. Two examples of this are TanCert and MOCOA. Tanzania Organic Certification Association (TanCert), based in Dar es Salaam, is a registered civil society organization that provides organic certification and inspection services for organic producers in Tanzania. TanCert will be able to met local demand for such services. Mbingu Organic Cocoa Outgrowers Association (MOCOA) is owned by 652 farmers from Mbingu Village who seek to enhance the well being of the people in their village by producing and exporting certified organic cocoa. The Association aims to practice responsible farming methods to protect the area around Udzungwa National Park. The grant will help increase the production and exportation of certified organic cocoa to the EU, USA, and other specialized markets.

Recent Projects

Client	Duration	Value	Description
Karatu Development Association	April 2004- Dec 2009	\$96,419	Funds are used to provide loans to more than 1,000 clients serviced by this micro-finance organization based in the Karatu District

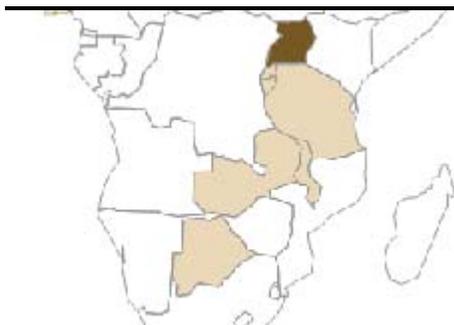
United States African Development Foundation

Kilombero Cane Growers Association	Sept 2004-Sept 2009	\$221,972	Funds are used to purchase mechanical loaders, increase yield and improve business skills for farmers located in the Kidatu District.
Mshikamano Farmers Group	Sept 2004-Sept 2009	\$225,673	This group is using USADF funds to create a revolving loan fund, acquire processing equipment, and expand technical assistance to coffee farmers in the Mbozi District.
Rungwe Small Tea Growers Association	Nov 2004-Nov 2009	\$250,000	Funds are used to provide technical assistance, improve management, and create a loan fund for inputs to farmers in eight villages near Mbeya.
(MTBF) Mkongwe Tea Block Farm Coop Society	Nov2004-Nov2009	\$142,163	Tea farmers in the Mufundi District are using USADF funds to increase the acreage under cultivation and improve agricultural and marketing techniques.
Lumuli Paprika Growers Association	Sept 2005-Sept 2010	\$87,372	Funds are used to increase the acreage under cultivation and improve agricultural and marketing techniques used by paprika farmers in Iringa District.
Chama cha Maendeleo ya Wakulima (MAYAWA)	Sept 2005-Sept 2010	\$218,209	This cooperative exports vanilla, and is using USADF funds to provide working capital, training and technical assistance to its members.
Foot Loose (T) Limited	Sept 2005-Sept 2010	\$202,662	Funds are used for capacity building, marketing and to finance a loan fund for regional producers of handmade mats, baskets, and carved wood products.
Kwanza Collection Company, Ltd	July 2006-Sept 2011	\$191,580	This small company produces handmade products, and is using USADF funds to create financial and business systems and to provide quality control training to increase the export of regionally produced handmade products.
Uwano-Ngarenanyuki Horticultural Coop Soc Ltd	Feb 2007-March 2011	\$121,956	Funds are used to increase yields, establish a revolving loan fund, construct a storage facility, and improve business systems for organic farmers.
Midawe - Mshikamano Horticultural Coop Soc	Feb 2007-March 2011	\$133,667	Funds are used to increase yields, establish a revolving loan fund, construct a storage facility, and improve business systems for organic farmers.
Assn of Kilimanjaro Specialty Coffee Growers	May 2007-June 2012	\$250,000	This association of coffee farmers near Moshi is using USADF funds to construct central pulping units, build a cupping laboratory and increase business skills of staff and coffee farmers.
Classic Home Care Company Limited (CHC)	Aug 2007-Sept 2012	\$250,000	This company produces high quality furniture for the international market. With USADF funds, it will update production equipment, financial systems, and business plans to accommodate selling their quality furniture internationally.
Nyirefami Limited	Aug 2007-Sept 2012	\$246,833	This grain flour processing company in Arusha is using USADF funds to improve management skills distribution capacity, and to create marketing plans.
Tanzania Organic Certification Association	Sept 2007-March 2009	\$100,000	This association provides organic certification to farmers and will use USADF funds to improve financial systems and revise its business plan.
Getting Old Is to Grow (GOIG) Society	Sept 2007-March 2009	\$104,258	Funds are used for financial and business systems, and quality control training to increase the export of handmade products produced by local elders.
Maasai Women Development Organization	May 2008-June 2013	\$237,413	This organization is using USADF funds for capacity building, marketing and to finance a revolving loan fund for regional producers.
Busangwa Organic Farmers Association	June 2008-June 2013	\$180,934	Funds are used for the establishment of a revolving loan fund, the construction of a warehouse, the mobilization of farmers, the improvement of management capacity and to update production equipment.
RAMAT Pastoralists	July 2008-March 2010	\$104,380	Funds are used to expand membership, develop a market strategy and business plan, train members in improved cattle breeding and animal husbandry practices and improve organizational financial and management systems.

United States African Development Foundation

Kanyovu Coffee Curing Cooperative Joint Enterprise, Ltd	July 2008-July 2013	\$247,575	By improving management and accounting systems and expanding direct exports, this enterprise is enhancing the income potential for farmers who currently lack access to central processing units.
Moselmach Limited	Aug 2008-Sept 2013	\$245,881	This company is using USADF funds to improve information and technology systems, to update production equipment and to improve management capacity.
Bubango Agricultural Marketing Cooperative Society Limited	Sept 2008-March 2010	\$97,577	Funds are used to establish business and management systems, build capacity with financial management training, improve oil palm extraction technologies, undertake an oil palm market study, develop better communication and transport systems, and introduce pilot projects in the areas of tree varieties and new extraction technologies.
Golden Food Products Limited	Sept 2008-Sept 2009	\$99,353	Funds are used to improve organizational and production capacity, enhance management capability and improve processing and marketing capabilities.
Natureripe Kilimanjaro Limited	Sept 2008-Sept 2013	\$242,892	Funds are used to expand production and sales, strengthen management capability and improve distribution and marketing systems.
Marvelous Flotea Company	Feb 2009-March 2012	\$229,891	Funds are used for financial and business systems, and quality control training to increase the export of handmade products produced by local elders.
Association of Mango Growers (AMAGRO)	Apr 2009-Dec 2010	\$88,026	Funds are used to improve organizational, financial & management systems; expand membership and establish an on-farm demonstration site.
Mibingu Farmers Association (MOCCOA)	Apr 2009-Sept 2010	\$91,020	Funds are used to improve organizational, financial & management systems; train farmers in organic cocoa production methods; hire additional staff.
Uncle Milo General Traders (UMGT)	May 2009-Jun 2013	\$241,576	Funds are used to improve organizational, financial & management systems; construct processing plant; establish revolving loan fund.
Tanzania Organic Certification Association	Jun 2009-Jun 2013	\$234,962	Funds will finance improvements to management and institutional capacities, renting laboratory space, acquiring lab and office equipment, and training.
Lupembe Farmers Cooperative Joint Enterprise, Ltd.	Jun 2009-Jun 2013	\$247,606	Funds used to improve organizational, financial & management systems; train members in improved agronomic practices & establish tea nurseries.
Gando Farmers Association (GAFA)	Jul 2009-Mar 2011	\$95,686	Funds used to prepare business plan; recruit & train bookkeeper; obtain organic certification; purchase 2 motorcycles & acquire office space.
Production and Marketing of Organic Spices (JUWAKIHUMA)	Aug 2009-Mar 2011	\$90,955	Funds used to prepare business plan, develop a financial manual, establish a farmer field school, and train farmers in organic farming practices.
International Tan Feeds Limited	Sept 2009-Set 2013	\$246,146	Funds used to construct processing factory, purchase truck, establish revolving loan fund and establish smallholder supply contracts.

Uganda

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1992-Present	Strategic Partnership	Yes
Anticipated Level of New Project Spending		FY 2010 \$600,000	FY 2011 \$600,000
Capital	Kampala	GDP Per Capita	\$300
Population	30.9 million	Adult Literacy	70%
GDP Growth	5.3%	Infant Mortality Rate	78/1,000
HDI	156		

DEVELOPMENT OVERVIEW

The United Nations ranks Uganda 156 out of 182 countries on its Human Development Index. Agriculture dominates the Ugandan economy, and coffee and fish are the countries two biggest exports. Poor infrastructure impedes development efforts, and the population depends mostly on subsistence agriculture, though exports of non-traditional items like apparel and cut flowers are rising.

PROGRAM FOCUS

USADF began its program in Uganda in 1992. Currently, the 32-project portfolio emphasizes export-oriented export development, particularly in the areas of agriculture, agro-processing, and small and medium-sized enterprises.

PROGRAM HIGHLIGHTS

Alito Joint Christian Farmers Group (AJOCFG) works with 1,918 smallholder members, 697 of whom are women, in Awili Village, Okwerodot Parish, Apac District. The area was severely affected by 20 years of armed conflict and is among one of the poorest regions in Uganda. All of the members are rural farmers involved in growing and marketing oil seeds and have no other alternative employment opportunities. The grant will help meet the growing demand for vegetable oil and increase member income while developing capabilities for sunflower seed processing and marketing.

Recent Projects

Client	Duration	Value	Description
Agro Genetic Technologies Limited (AGT)	Aug 2007-March 2009	\$84,104	Funds are used to develop a mother garden, improve accounting and IT, and enhance personnel management and corporate governance structures.
SESACO, Ltd.	Sept 2003-September 2010	\$208,512	Funds are used for factory renovation, automated processing equipment, working capital, and management and marketing technical assistance.

United States African Development Foundation

Client	Duration	Value	Description
Jinja Leather Works (1986) Limited	Sept 2002-Nov 2009	\$192,413	Funds are used to expand existing plant, and provide managerial and marketing technical assistance for exporting.
Mobile Agricultural and Technical Services Association	Dec 2002-Jan 2009	\$143,895	Funds are used to enable workshop expansion and provide working capital for raw materials, managerial advice and marketing.
Gomba Daals and Spices Limited	Dec 2003-Dec 2010	\$218,345	Funds are used to expand production, build a plant, increase marketing activities, create revolving fund for farmers, and provide technical assistance.
UGASA (Uganda-South Africa)	November 2003-Sept 2009	\$247,765	Funds are used to construct a blending facility, expand existing premises, and provide technical and managerial training for this wall coating business.
Rabong Multi Purpose Cooperative Society	Nov 2004-June 2009	\$243,010	Funds are used to equip the processing facility for lemongrass essential oils and to strengthen Rabong's financial and management structures.
Kelvin Shaun Investments, Limited	Nov 2004-Sept 2010	\$250,000	Funds are used to strengthen existing financial and management structures, and purchase production equipment.
Mukono Vanilla Spices Horticultural Coop Soc	Sept 2005-Sept 2010	\$174,521	Funds are used to obtain organic certification, strengthen management and marketing skills, explore export trade opportunities.
The Diocese of Northern Uganda	July 2006-Sept 2011	\$249,604	Funds are used to assist 30 primary schools improve the outreach and effectiveness of the night mentoring program and provide scholarships to secondary school.
Outspan Enterprises Limited	Sept 2006-Sept 2011	\$221,062	Funds are used to increase production capacity and facilitate organic certification.
Solar Energy Uganda Limited (SEU)	Aug 2007-Aug 2012	\$250,000	Funds are used to enhance production and sales capacity, and strengthen accounting and human resource management structures.
Kampala Jellitone Suppliers Limited (KJS)	Sept 2007-Sept 2009	\$79,423	Funds are used to enhance the accounting system, develop a business plan, and improve procurement, inventory and product distribution systems.
Mpanga Growers Tea Factory Limited	Sept 2007-Sept 2009	\$86,394	Funds are used to improve management structures and safety and environmental standards, and conduct cost-benefit analysis on production costs.
Envalert Uganda Limited (EUL)	Sept 2007-March 2009	\$73,724	Funds are used to expand organic certification, improve the financial and management structures, sink a bore-hole and improve security.
Numa Feeds Capacity Building	June 2008-Dec 2013	\$88,476	Funds are used to improve financial management, procure production equipment and strengthen Numa's supply chain.
UNAD Resource Training Center	June 2008-Dec 2013	\$234,504	Funds are used to build and equip a resource training center for the deaf, and cover some training and operational costs.
Kihihi Farmers Cooperative Society (KFCS)	Sept 2008-Sept 2013	\$229,883	Funds will be used to purchase rice production equipment, raw materials, and procure technical assistance to improve its marketing and distribution plan for rice and financial management.
Sodifa Commodities and Services Limited (SOCOSE Ltd.)	Sept 2008-Sept 2010	\$72,915	Funds will be used to streamline procurement practices and expand its storage space for agricultural commodities. Funds will also be used to equip its new office and acquire technical assistance for improving its management systems.
Gumutindo Coffee Cooperative Enterprise Ltd.	Sept 2008-Sept 2013	\$244,529	Funds will be used to provide technical assistance for managerial capacity building, improve sanitation of the local fish market, develop a marketing and business plan for fish products and provide some funds for working capital.
Busia Fishmongers Association Limited (BUFA)	Sept 2008-Sept 2010	\$72,269	Funds will be used to provide technical assistance for managerial capacity building, improve sanitation of the local fish market, develop a marketing and business plan for fish products and provide some funds for working capital.

United States African Development Foundation

Client	Duration	Value	Description
Igara Growers Tea Factory Limited	Sept 2008-Sept 2013	\$243,751	Funds will be used to purchase automated packing equipment to produce tea bags for domestic consumption, packaging materials and assure product quality compliance.
Kalecheru Rural Development Initiatives Cooperative Society	Sept 2008-Sept 2010	\$85,605	Funds will be used to build the capacity of the young fish farming cooperative through technical assistance as well as providing working capital to improve the quality of fish preservation.
Kibinge Coffee Farmers Cooperative Society, Ltd.	Apr 2009-Jun 2013	\$149,908	Funds are used to increase income for Ugandan smallholder coffee farmers through a crop finance system and improved milling factory.
Alito Joint Christian Farmers Group	Apr 2009-Jun 2013	\$148,290	Funds are used to expand oilseed (soya and sunflower) production and improve management operations for a Ugandan NGO supporting smallholder farmers.
Mpanga Growers Tea Factory Limited	May 2009-Jun 2014	\$245,910	USADF funding will procure 20 tea withering troughs, replace old fans and radiators on the 18 existing withering troughs, and secure ISO 2200 certification, an international standard for food safety management.
Agro Genetic Technologies Limited (AGT)	Jun 2009-Jun 2014	\$215,505	Funds will help to double AGT's production capabilities, purchase necessary scientific supplies, establish nurseries and demonstration gardens in rural areas, purchase a delivery truck, and provide critical training.
Collaborative Efforts to Alleviate Soical Problems (CEASOP)	Jul 2009-Sept 2009	\$206,130	CEASOP is a registered NGO located in the Lira District of Northern Uganda. Project funds will be used to increase the incomes of 53 farmer-groups through management training, improved technical capacity, and marketing activities.
Mairirwe Farmers Cooperative Society Ltd. (MAFACOS)	Jul 2009-Sept 2012	\$152,105	MAFACOS is a smallholder rice farmer cooperative located in Mairirwe village in Western Uganda. Project funds will be used for increased access to agriculture extension services, improved rice seeds, increased milling and storage capacity, and improved management and financial controls.
Wambabya Community Development Cooperative Society Ltd. (WACODA)	Jul 2009-Sept 2012	\$148,675	WACODA is a rice farmer cooperative from Kidoma village in Western Uganda. Project funds be used to increase farmer income through improved rice production, bulking, and storage, increased marketing, and improved management and financial controls.
Technology for Tomorrow Ltd.	Sept 2009-Sept 2012	\$184,487	USADF funds will be used to establish four production sites, procure papyrus locally, fabricate simple machinery for MakaPads production, carry out market research and branding, and provide jobs to community members as well as an affordable product.
P'KWI Farmer to Farmer Cooperative Society Ltd. (PFFC)	Sept 2009-Sept 2012	\$191,348	USADF funds will allow P'KWI to increase its production capacity by expanding and improving its warehouse facility, setting up a core finance fund, procuring sets of oxen and equipment for 66 farmer groups, improving both the quality and packaging / labeling of oil produced, and maintaining a steady supply for the market.

Western Sahara



COUNTRY PROGRAM OVERVIEW

Program Dates	Proposed 2009-2010	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2010 \$	FY 2011 \$
Capital	El Aaiun	GDP Per Capita	NA
Population	256,177	Adult Literacy	NA
GDP Growth	NA	Infant Mortality Rate	NA

DEVELOPMENT OVERVIEW

Western Sahara is a disputed region north of Mauritania and southeast of Morocco, which claims it as a territory. A former Spanish colony, Western Sahara is administered by Morocco, but populated by the Sahrawi ethnic group, which claims independence. The conflict has created over 90,000 Sahrawi refugees. Most of the population is nomadic, and pastoral herding is the dominant way of life. Western Sahara relies on imported food, making food security a development concern.

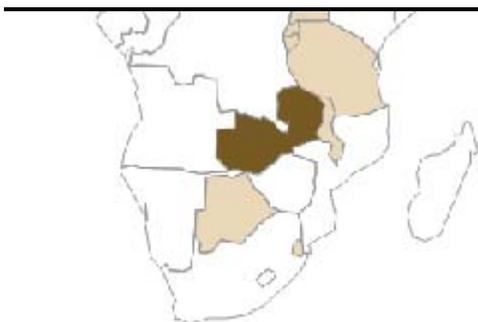
PROGRAM FOCUS

The USADF program will focus on marginalized and under-served populations.

PROGRAM HIGHLIGHTS

Potential new program area, no active grants.

Zambia

**COUNTRY PROGRAM OVERVIEW**

Program Dates	1984-Present	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2010 \$1,000,000	FY2011 \$1,000,000
Capital	Lusaka	GDP Per Capita	\$1,500
Population	12.9 million	Adult Literacy	71.1%
GDP Growth	4.3%	Infant Mortality Rate	70/1,000
HDI	163		

DEVELOPMENT OVERVIEW

The United Nations ranks Zambia 163 out of 182 countries on its Human Development Index. Heavily dependant on resource mining, Zambia's economy suffered from decreasing copper prices beginning in the 1970s. Currently, about two-thirds of the population lives in poverty, especially in the crowded urban areas. Life expectancy at birth is 37 years old, among the lowest in the world. Nonetheless, recent developments may cause optimism. The Heavily Indebted and Poor Countries Initiative from the World Bank and International Monetary Fund provided approximately \$6 billion in debt relief, and Zambia's economy grew for the ninth consecutive year in 2007.

PROGRAM FOCUS

The current USADF program in Zambia began in 2004. The portfolio focuses on providing support to small farmer associations and cooperatives, particularly value-added agricultural enterprises, organic farming, and projects with export potential.

PROGRAM HIGHLIGHTS

To date, USADF has funded six rice groups in the Northern, Eastern, Western, and North-Western provinces. Many of the rice cooperatives are located in remote and under-served areas of the country, making access to markets nearly impossible. USADF is providing support for the development of the rice sector in Zambia by addressing critical constraints facing smallholder rice producers by unlocking opportunities for expanded value adding processes. Combined, these allow smallholder producers to participate in value-added income generation activities.

Recent Projects

Client	Duration	Value	Description
Central Growers Association	Sept 2005- Sept 2010	\$250,000	Funds are being used for technical, managerial, and marketing assistance of this Kabwe-based paprika farmers' cooperative to help farmer members expand paprika production.

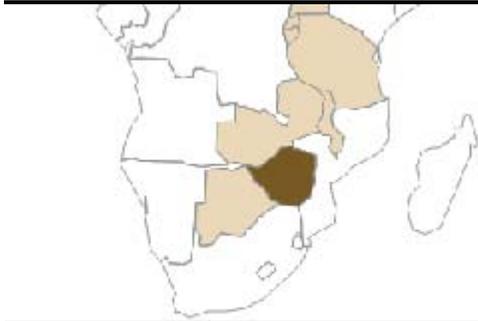
United States African Development Foundation

Client	Duration	Value	Description
Environment and Development in Zambia (EDZ)	Sept 2005-Sept 2010	\$235,447	Funds are being used to expand purchases from poor farmers, sales, support a honey purchasing fund and provide marketing and technical support for the honey farmers.
LKM Aquaculture Investments Limited	June 2006-June 2011	\$247,571	Funds are being used to improve technology, management capacity, and marketing of this fish farm to increase the production and sales of fingerlings and full size fish.
Mpongwe Bulima Cooperative Society	June 2008-June 2013	\$104,918	As a follow-on to the successful completion of the EDI grant, USADF funds are being used to support the expansion of Mpungwe operations into a profitable, viable and sustainable groundnuts marketing business.
Mpika Dairy Farmers Cooperative Society	July 2008-Sept 2013	\$246,733	As a follow-on to the successful completion of the EDI grant, USADF funds are being used to support the expansion of the Cooperative to undertake greater value added processing by constructing and operating a milk pasteurization plant.
Chinjara Livestock Cooperative	July 2008-Sept 2013	\$235,153	USADF funds support the expansion of milk production operations, improve its distribution system, and improve the marketing capabilities.
Mumbwa DFA Paprika	July 2008-Sept 2013	\$228,886	This USADF funds support Mumbwa DFA to expand paprika production operations and grow as a profitable and viable business enterprise.
Kauchi Multipurpose Cooperative Society	Aug 2008-Sept 2010	\$93,942	The objective of this project is to establish the structures required to effectively manage investment capital and establish a competitive enterprise of fish farming in a rural and under-served county.
Mwinilunga Pineapples	Sept 2008-Mach 2010	\$97,147	USADF funding supports improvements in business and financial management, the development of market responsive production and a pilot pineapple packaging activity.
Mumwa Crafts	Sept 2008-Sept 2010	\$92,403	The project builds the management capacity of the Association, develops the craft skills of its members, and ensures that production is linked to market demand.
Mpima Dairy Producers Cooperative Society (MDPCS)	Feb 2009-Sept 2010	\$51,819	USADF funds support necessary steps towards effective financial and business management and allow it to compete in the milk market in the Central Province and throughout Zambia.
Chibusa Home Based Care Association (CHBC)	March 2009-Sept 2010	\$75,268	USADF funds will aid in strategic management, hammer mill operations and maintenance, roasting and quality control and establishment of packaging materials.
Chambeshi Rice Farmers Association (CRFA)	Sept 2008-Sept 2010	\$81,904	USADF funding will aid in developing a business and marketing plan, improve rice output, and beginning to market rice.
Zambezi Organic Rice Growers Associations (ZORGA)	Mar 2009-Sept 2010	\$91,382	USADF funding will aid in developing a business and marketing plan, strengthening management, procuring office equipment, and piloting milling and marketing of rice.
Diocese of Mongu Development Center (DMDC)	May 2009-Jun 2014	\$240,191	USADF funding will aid in financing working capital, purchase of a tractor and ten transport trucks, and help increase processing and storage capacities.
Foundation for Wildlife and Habitat Conservation (FWHC)	May 2009-Dec 2010	\$96,895	USADF funds will be used to create a business and marketing plan, establish financial systems, procure training, support a crop purchasing fund and create packaging and labeling materials.
Chibote Multipurpose Cooperative Society Limited (CMCS)	May 2009-Jun 2011	\$84,040	USADF funds will help by assisting in the development of CMCS's financial, operational, and administrative systems and by training staff in business practices, animal husbandry, and milk handling. Also the funds will help purchase 10 cows, freezers, and milk handling equipment.
Mulondolwa Jatropha Industry (MJI)	May 2009-Dec 2010	\$ 87,864	USADF funds will support a managerial team, finance the creation of a business plan and support improved buying, processing, packing, and marketing of their products.

United States African Development Foundation

Client	Duration	Value	Description
Lua Lua Savings & Credit Union Cooperative (LSCCU)	May 2009- Dec 2010	\$87,044	USADF funds will aid in the improvements to production and marketing of honey, supporting management with staff and office space, developing a business plan, and creating a separate enterprise for bee keeping.
Zambia National Federation of the Blind (ZNFB)	May 2009- Dec 2010	\$98,749	USADF funds will finance training, working capital, and office equipment.
Makumbi Cooperative Society Limited	Jun 2009- Jun 2010	\$98,339	USADF funds will provide training for individual farmers, help develop a long term business plan, recruit a business manager/accountant, and establish financial and business systems.
Chavuma District Farmers' Association	Jun 2009- Dec 2010	\$86,161	USADF funds will provide training in financial management, organizational development, marketing strategies, and techniques for growing and processing rice that meets quality standards, and develop local milling capacity.
Buseko Timber and Grass Cooperative Limited	Jun 2009- Jun 2011	\$87,462	USADF funds will provide support to strengthen BTGC's management team and train selected members in wood processing and carpentry skills.
Kadande Farmers Group	Jun 2009- Jun 2011	\$97,493	USADF funds will enable KFG to formally produce, store, and market rice, provide training in accounting, financial management, organizational development, and marketing strategies.
Chipepo Fisheries Company Limited	Jul 2009- Dec 2010	\$82,671	USADF funds will provide training in financial management, and improve CFC's technical capacity by training members in sustainable fishing practices, purchasing fishing nets, hooks, and other accessories, and improving the cold chain between fish farmers and the market.
Mpima Dairy Producers Cooperative Society	Aug 2009- Sept 2014	\$249,209	USADF funds will help with the purchase of additional livestock, equipment to pasteurize and package the milk, and equipment to transport the milk to local retailers.

Zimbabwe



COUNTRY PROGRAM OVERVIEW

Program Dates	Proposed 2009-2010	Strategic Partnership	No
Anticipated Level of New Project Spending		FY 2010 \$1,600,000	FY 2011 \$1,050,000
Capital	Harare	GDP Per Capita	NA
Population	8.5 million	Adult Literacy	91%
GDP Growth	-14%	Infant Mortality Rate	59/1,000
HDI			

DEVELOPMENT OVERVIEW

The United Nations does not rank Zimbabwe on its Human Development Index because of a lack of reliable information, but it is undoubtedly one of the world’s most impoverished countries. Once one of Africa’s largest producers of corn, cotton, and tobacco, Zimbabwe now suffers from severe shortages of basic commodities. Zimbabwe has experienced food shortages every year since 2001. The economy has contracted 40% since 1999, and annual inflation is estimated to be over 1,000,000%.

PROGRAM FOCUS

USADF is in its initial stages to fund the first projects in Zimbabwe in 2010. The program will focus on populations that have been particularly devastated by Zimbabwe’s economic decline and special food security related initiatives.

PROGRAM HIGHLIGHTS

USADF has resumed program activities in 2010.