



*Celebrating Forty Years*  
of Creating Pathways to Prosperity  
for Underserved Communities in Africa

# Fiscal Year 2020 Annual Report







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## A Message from USADF Leadership

### *Celebrating 40 Years of Creating Pathways to Prosperity for Underserved Communities in Africa*

Over our 40-year history, we have partnered with local communities to achieve transformative results through our distinctive participatory development model that supports African-designed, -managed, and -led solutions to some of Africa’s most pressing challenges, including food insecurity, energy poverty, and unemployment among youth and women.

USADF’s results-based development model and gift-acceptance authority maximize taxpayer dollars by linking African host country government funds, corporate social investments, and U.S. government interagency funding sources to achieve sustainable economic growth opportunities for grassroots, small, and growing enterprises in the Great Lakes, Horn, and Sahel regions of Africa. This approach expanded USADF’s FY 2021 appropriations of \$33 million to a \$46 million operating budget. We currently have more than 25 co-funding, blended finance, and thought leadership partnerships, and we welcome additional ones as we look to expand our resources, relevancy, and results.

As we look to the future, we see many opportunities to transform lives and livelihoods and help lift marginalized African communities out of poverty by putting local voices, realities, and priorities first. USADF is more dedicated than ever to catalyzing community-led solutions to ensure more Africans, particularly those in underserved and hard to reach places, gain access to a sustainable pathway to prosperity.

Join us as we embark on our next 40 years of creating pathways to prosperity.

“ We continue to make direct grants to grassroots groups while harnessing innovative ideas and partnerships that deepen grantee impact, resilience, and enterprise growth.

— Chairman Jack Leslie

**Jack Leslie**  
*Chairman, Board of Directors*

**C.D. Glin**  
*President and CEO*

**\$208M**

Dollars  
Invested

**5,065**

Entrepreneurs  
Served\*



**2,260**

Community-  
based  
Organizations\*

**1.7M**

People  
Reached

\*Includes SMEs

# USADF through the Years

1980s



**1984:** USADF began to develop its funding program in earnest. By September 1984, the Board awarded over \$835K in grants to 11 grassroots organizations.



**1985:** USADF signed its first bilateral agreement with the Government of Botswana. By 1987, USADF had country accords with 9 African governments.



**1996:** USADF re-activated its program in Rwanda following the 1994 genocide. One of the early post-genocide grants was to Gahaya Links, formed by two Rwandan refugees who returned from Tanzania to start a women's weaving enterprise.



**1998:** USADF entered its first host-country co-funding partnership (Botswana) to jointly fund community-led economic development projects.



**1980:** Congress established USADF to strengthen the bonds of friendship between Africa and the United States and assist in the development of Africa.

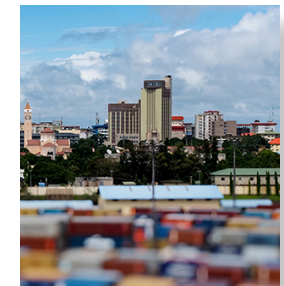
**1987:** Between 1985-1987, USADF awarded grants for ~115 development projects in 19 African countries totaling ~\$10M.

1990s



**1994:** In line with USADF's focus on advancing disability-inclusive development, the Foundation brought together more than 60 persons with disabilities from 15 African countries to promote a transition of a charity model to one of empowerment.

**1999:** USADF collaborated with the World Bank in Guinea on community-led problem identification, intervention and design, raising the Foundation's profile among multi-lateral organizations.





**2000:** Congress enacted into law the African Growth and Opportunity Act (AGOA), prompting USADF to focus on preparing African enterprises to become export-ready trading partners for the United States.



**2004:** President George W. Bush appointed USADF's current Chairman to the USADF Board of Directors as the Foundation increased focus on trade and investment and support to HIV-affected communities.



**2013:** Under the USG's Power Africa initiative, USADF began funding African renewable energy SMEs. Investments total ~\$12M invested in 130+ SMEs.



**2016:** C.D. Glin was sworn in as USADF's 9th President and CEO on September 6 by USADF Board Chairman Jack Leslie and continues to lead the Foundation.

# 2000s



**2000s:** Throughout the 2000s, USADF supported agriculture commodities, including paprika in Zimbabwe, red onions in Niger, vanilla in Uganda, sesame in Burkina Faso, shea in West Africa, and coffee across East Africa. USADF support to coffee cooperatives has facilitated several of them exporting premium coffee to the United States and Europe.



# 2010s



**2011:** USADF launched a \$10M Turkana Food Security Program to improve incomes and reduce dependence on food aid in Turkana County, Kenya.



**2014:** USADF launched its entrepreneurship portfolio under the U.S. government's Young African Leaders Initiative (YALI), providing ~\$6M in funding to ~300 African youth.



**2020:** USADF ended the decade and entered its 40th year with 9 co-funding agreements with African host-country governments.

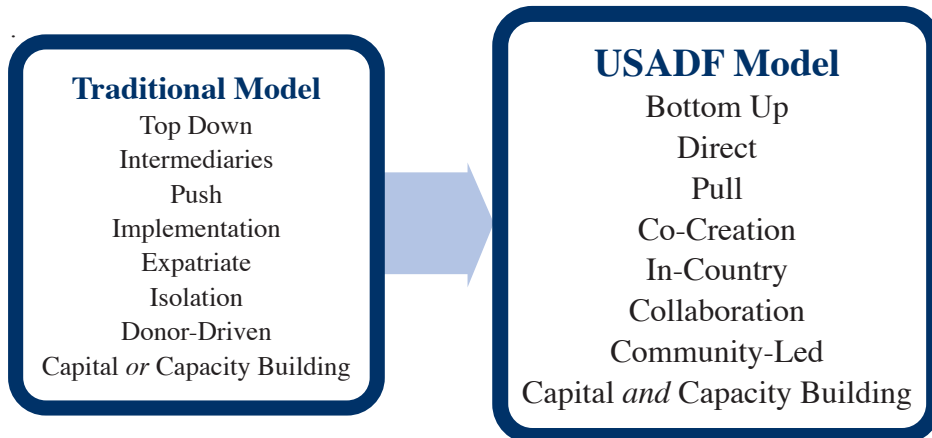






## USADF's Unique Development Model

USADF does development differently by utilizing a community-led development approach and a pan-African network of local partners to support African-designed and African-delivered solutions. USADF provides grant capital, capacity building assistance, and convening opportunities to develop, grow, and scale African enterprises and entrepreneurs who improve lives and livelihoods.



## Enterprise-Based Development

USADF provides seed capital and full technical assistance to develop grassroots enterprises, such as cooperatives, and early-stage entrepreneurs from start-up to scale.

The USADF Approach to Enterprise Development, Growth, and Scale:

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



## USADF: What We Offer Grassroots African Enterprises and Social Entrepreneurs

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



## Measuring Impact

*Does the African enterprise have the market potential to:*

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





## USADF's COVID-19 Response: *Responding in Real Time*

Response: Responding in Real Time As the COVID-19 pandemic threatened the progress USADF had made with African enterprises across Africa, the Foundation developed a COVID-19 Response strategy. Overall, the response provided more than \$5 million to 455 enterprises in 27 African countries. The interventions have sought to:

- **respond** by providing grantees immediate relief and capital assistance,
- support grantees in **repurposing** and **reconfiguring** business models, and
- build grantees' **resilience**.

A key component of USADF's COVID-19 response was the Capital for African Resilience-building and Enterprises Support (C.A.R.E.S) initiative, through which the Foundation by June 30, 2020 had provided approximately \$3 million for over 330 grantees in 21 African countries. Grantees used these funds to, among other things, manage increased transport costs, decreased production capacity, and insufficient storage for inputs and inventory.

In addition to the \$3 million disbursed under C.A.R.E.S, USADF committed another \$2 million to other sectors suitable to fight the pandemic's effects. The Foundation focused its attention on healthcare sector needs and supported grantees in providing offgrid energy solutions for rural health clinics and isolation and treatment centers in their communities and provided grants to support the development of a Personal Protective Equipment (PPE) in Africa coalition to meet communities' PPE needs. USADF also facilitated job skills training for youth in Lagos State, Nigeria in health sector jobs, as part of a partnership with the Lagos State Employment Trust Fund (LSETF), and encouraged digitization and e-commerce, particularly for women entrepreneurs, alongside Google Africa and Facebook.

“ COVID-19 is a health crisis. This is about saving lives, but it's also about saving livelihoods. There is a role for USADF.

— C.D. Glin, President and CEO





Photograph: Anwar Sadat/SHOFKO (The Gaurdian)

## COVID-19 Impact Stories

- USADF grantee **Gahaya Links**, a handicraft cooperative of female artisans in Rwanda, produces various high-quality handicrafts through a network of over 5,000 weavers in 52 cooperatives. Gahaya Links received two USADF grants totaling \$320K to develop new product lines and sell its crafts in new markets, including in the United States through Macy's department stores. Gahaya Links exports two shipping containers of product a year globally. In April 2020, the Government of Rwanda approved Gahaya Links to be an official manufacturer of Personal Protective Equipment (PPE) to fight the spread of COVID-19. USADF provided Gahaya Links an additional \$10K to secure the necessary material to produce the needed PPE.
- USADF grantee **Shining Hope for Communities (SHOFKO)**, a grassroots community NGO in Kenya, installed nearly 200 hand washing stations at major entry points into 11 informal settlements to distribute health information, soap, and hand sanitizers so residents can help stop the spread of COVID-19. As of December 2020, SHOFKO had nearly 13 million uses of its hand washing stations and screened over 351,000 community residents for COVID-19 symptoms. With an additional investment of \$148K from USADF in 2020, SHOFKO distributed 1.8 million liters of water to vulnerable community residents and provided 30 serviced hand washing stations in Kibera, Mathare, and Kawangware.

- USADF's support to African agribusinesses and agripreneuers has prepared them to take advantage of opportunities brought by COVID-19. In Burkina Faso, for example, USADF grantee **Cooperative Mitiri des Jeunes Producteurs de Riz de Bagre** signed multiple new commercial contracts and sold over 250 tons of rice in a two-week period in June 2020 at the height of COVID-19 lock down restrictions and reduced food imports from Asia; this is usually the amount the cooperative sells in one year. In Liberia, USADF's technical assistance to improve agriculture cooperatives' efficiency and management controls, coupled with supplemental USADF C.A.R.E.S funding, assisted three cooperatives in securing over \$4 million in purchase orders collectively from the Government of Liberia for rice, cowpeas, and cassava.
- To mitigate the severity of COVID-19's impact on the **Women Farmers Advancement Network (WOFAN)** in Nigeria, USADF, through the C.A.R.E.S program, awarded the cooperative a \$15K grant to procure farm inputs and boost working capital for WOFAN members during the rice planting season. With USADF support, WOFAN farmers increased their production from 60 bags per hectare pre-pandemic to between 80 and 100 bags per hectare, resulting in a total yield of about 2,000 metric tons of paddy. WOFAN also increased its rice processing from 60 bags of rice per week to between 180 and 200 bags per week.





## Unleashing Africa's Agricultural Potential

According to McKinsey's Winning in Africa's Agricultural Market report, "more than 60 percent of sub-Saharan Africa's population is comprised of smallholder farmers, and about 23 percent of sub-Saharan Africa's GDP comes from agriculture." Agriculture accounts for 65 percent of the continent's employment and 75 percent of its domestic trade. Yet, Africa's full agricultural potential remains untapped. In FY 2020, USADF expended more than 85 percent of its enterprise growth and development resources to unleash Africa's agricultural potential and improve food security. The Foundation does this by assisting agricultural cooperatives and agripreneurs in developing better enterprise management skills; improving production, storage, and distribution capabilities; and accessing new and larger markets.

“USADF is at the front line in equipping African farmer cooperatives, producer associations, and agripreneurs with the knowledge and tools they need to feed themselves and their communities.

— C.D. Glin, President and CEO

## FY 2020



**\$16M**  
Investments  
Made



**94**  
Number  
of  
Enterprises



**\$39M**  
New Economic  
Activity  
Generated



**43K**  
People  
Impacted





## Creating Pathways to Prosperity Through Coffee Exports

In the early 1900s, German missionaries brought the first coffee plants to Rwanda, but it wasn't until the 1930s that Rwandan coffee production began to take off. Today, there are nearly 400,000 smallholder coffee producers in Rwanda, with most farms sitting at 4,000 to 6,500 feet above sea level. In 2018, coffee accounted for almost \$70 million worth of exports, up 7.2 percent from the previous year, with major markets being the United States and Europe. Though USADF grantee **Koperativey'Abahinzi ba Kawa ba Mabanza (KOPAKAMA)** had been growing organic coffee since 2011, the cooperative has not benefited from the coffee boom in the country or tapped into export markets. With a nearly \$217K grant investment from USADF, KOPAKAMA constructed a coffee washing station, a storage facility, and 50 drying tables.

The cooperative also installed a water supply system and established a working capital fund to purchase coffee cherries at the coffee growing season. After two years of receiving capital and capacity building support from USADF, KOPAKAMA increased its organic coffee production from 157,360 tons to 486,040 tons of cherries and created 130 jobs. Even more exciting is KOPAKAMA's establishment of relationships with coffee buyers, such as Joint Market Initiative, that are linking them to international markets.

Since 2015, USADF has invested approximately \$5 million in 30 cooperatives located throughout Burundi, the Democratic Republic of the Congo, Kenya, Rwanda, Tanzania, and Uganda — directly impacting more than one million smallholder coffee growers. Most investments include working capital support, equipment for production, storage and transport, financial management, and governance training, as well as other sector-specific activities.

“USADF is excited to launch a coffee value chain strategic initiative focused on sustainability and increasing accountability, innovation, and entrepreneurship in the coffee sector.

— Elisabeth Feleke, Chief Program Officer



## Investing in Africa's Social Entrepreneurs

According to the United Nations, three of every four Africans is below the age of 35, and 12 million of these young people enter the workforce every year. To meet this employment need, the International Monetary Fund concluded Africa needs to create 20 million jobs every year through 2030. This number is twice as large as what the region produced annually from 2017 to 2019. USADF is doing its part to create pathways to prosperity for Africa's youth, through entrepreneurship that leads to job creation and local solutions to community needs.

### Harnessing Our Convening Power Through FUND Africa

In FY 2020, USADF held its inaugural Financing, Utilization, and Networking in Development (FUND) Africa Summit. More than 200 current and budding social entrepreneurs participated in FUND Africa, held from August 10-13, 2020 as a virtual event due to COVID-19 related travel and gathering restrictions. (USADF held FUND Africa's predecessor entrepreneurship summit in Senegal in 2019 and Kenya in 2018.) FUND Africa provided a platform for a number of notable speakers and subject matter experts to hold discussions with USADF grantees and others on topics such as navigating a COVID-19 world, augmenting business models, and utilizing technology to find efficiency.

## FY 2020



**\$4.6M**  
Investments  
Made



**139**  
Number  
of  
Enterprises



**\$4.6M**  
New Economic  
Activity  
Generated



**36K**  
People  
Impacted





## A Beacon of Hope in Ghana

Approximately 57 percent of Ghana’s population is under 25, with an estimated youth unemployment rate of 9.5 percent.

Against this backdrop, USADF youth entrepreneur Adjo Asare of **Alfie Designs** uses manufacturing and ethical fashion to create jobs and improve women and girls’ livelihoods in her community. Her company has identified and trained 250 underprivileged girls for free in tailoring since 2015 and currently employs 80 of them directly. The other trainees have secured employment in factories and fashion houses throughout Ghana.

To address the shortage of personal protective equipment in Ghana, Adjo and Alfie Designs helped manufacture 720,000 cotton face masks, 10,000 medical scrubs, 18,000 hospital gowns, and 18,000 head covers to support Ghana’s COVID-19 fight. She has had to hire additional staff to keep up with demand for PPE in her community.

“ We continue to make direct grants to social entrepreneurs while harnessing new ideas and partnerships that deepen our grant capital’s impact to strengthen grantee resilience and enterprise growth.

— C.D. Glin, *President and CEO*



## Accelerating Energy Penetration in Africa

In 2019, the International Energy Agency estimated that 580 million lacked reliable and consistent power in Sub-Saharan Africa. USADF’s off-grid energy grants promote market-based solutions that connect people to electricity. Since 2014, USADF has invested \$12 million in more than 131 off-grid energy enterprises to help combat this insufficient access to energy.

Under the U.S. government-led Power Africa initiative, USADF partnered with the private sector to launch various off-grid energy challenges, including a Women in Energy Challenge and Kenya- and Nigeria-specific Challenges. USADF’s various off-grid energy Challenges award grants of up to \$250K each to African enterprises providing off-grid solutions that deploy renewable resources, power local economic activities, and demonstrate a sustainable, scalable business model. Challenge winners have near-term solutions to power the needs of productive and commercial activities, including agriculture production and processing, off-farm businesses, and commercial enterprises. In FY 2020, USADF obligated over \$630K in grants under the SahelHorn Off-Grid Energy Challenge to African energy enterprises in Burkina Faso, Mali, Mauritania, Somalia, and South Sudan.

## FY 2020



**\$1.4M**  
Investments  
Made



**8**  
Number  
of  
Enterprises

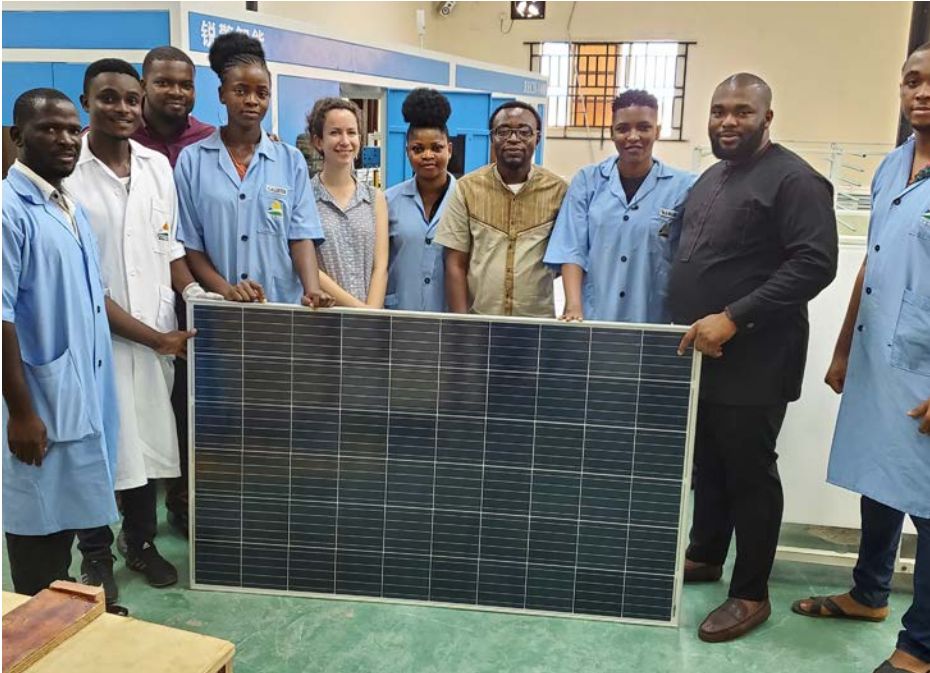


**\$1.4M**  
New Economic  
Activity  
Generated



**14K**  
People  
Impacted





## At The Forefront of Nigeria’s Solar Sector

With 200 million people, Nigeria is Africa’s most populous country. Currently, only half of Nigeria’s population has access to electricity. USADF energy grantee **Auxano Solar** is working to change this reality. Auxano Solar successfully established the first private solar panel manufacturing and assembly plant in Nigeria. Through the blended finance USADF provided alongside impact investor All On, the enterprise has increased its production capacity over five-fold in one year. Additionally, Auxano Solar has trained 800 youths on solar installation and maintenance, creating opportunities for them to find employment and create a sustainable income. At the height of the COVID-19 pandemic, Auxano Solar set up a solar hybrid system to help power COVID-19 isolation centers in Nigeria.

“Securing adequate electricity drives economic opportunities, increased health, and development across Africa. USADF and All On came together to co-create a new public-private partnership to increase access to power in Nigeria.

— Kwasi Donkor, Chief Strategy Officer





## A Year of Innovative Partnerships

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

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

- USADF and the U.S. Department of State implemented the **Academy for Women Entrepreneurs (AWE)** partnership to help break down barriers African women disproportionately face in accessing capital, markets, networks, and mentorship. USADF is committed to providing up to \$10 million in catalytic funding through 2025 for select African AWE graduates who have promising business ideas or are looking to scale. In FY20, USADF awarded 38 USADF AWE grants totaling ~\$810K to help African women succeed as entrepreneurs, in line with broader U.S. government efforts on women’s economic empowerment. The inaugural USADF



AWE cohort includes women from Ghana, Kenya, Rwanda, Senegal, Tanzania, Uganda, Zambia, and Zimbabwe.

- In December 2019, USADF partnered with the **General Delegation for Rapid Entrepreneurship of Women and Youth (DER)**, a government-sponsored fund launched to catalyze Senegal’s entrepreneurship. Over the next five years, USADF and DER will invest \$20 million (up to \$10 million from each party) to increase entrepreneurship opportunities for youth and women in Senegal. The collaboration employs a blended finance structure that funds microfinance institutions to provide both low-interest loans and grants to support Senegalese entrepreneurs. The focus is on inclusive growth and community-driven economic development through investments in micro, small, and medium-sized enterprises (MSMEs); farmer cooperatives; and producer associations to make them attractive for funding from other investment entities and programs.
- USADF and the **Lagos State Employment Trust Fund (LSETF)** signed a five-year strategic partnership agreement in May 2019 to invest \$10 million in youth training and employment in Lagos State. The program will increase the market competitiveness of 3,000 youth yearly. During FY20, USADF and LSETF issued two Requests for Applications, with the first focused on a wide range of sectors







and the second one specific to the health sector so youth can gain skills needed to respond to challenges posed by COVID-19.

- USADF and the **Niger State** government signed a strategic partnership MOU in September 2019 to provide \$10 million over five years to farmer cooperatives, producer associations, and SMEs to increase their market competitiveness and farmer incomes.
- **The National Basketball Players Association (NBPA) Foundation** and USADF in November 2020 announced a five-year strategic partnership to jointly fund development projects supported by NBPA members interested in and committed to development in Africa and creating long-term, self-sustaining change, spearheaded by African leaders. As part of the collaboration, and at the direction of NBPA members, USADF and the NBPA Foundation will provide capital for African enterprises and community-led initiatives using a 3x grant multiplier structure. Through this structure, selected awardees will receive grants of up to \$25,000 from USADF, \$25,000 from an NBPA member, and \$25K from the NBPA Foundation, for a total combined possible investment of \$75K.



- USADF partnered with **Herbalife Nutrition** to fund five (5) inaugural “Food and Nutrition Stars” (FANS) each receiving \$5K. As a Global Partner in the Nutrition for Zero Hunger Initiative, USADF will work with Herbalife Nutrition and the African FANS to leverage and incorporate nutritional expertise and education, advocacy support, product donations, and Herbalife Nutrition staff as global volunteers in their businesses.
- In Niger, USADF partnered with the **Millennium Challenge Corporation (MCC)** to co-fund a Climate-Resilient Communities Project focused on increasing incomes for small-scale, agriculture-dependent, and livestock-dependent families in rural Niger. This will be done by improving crop and livestock productivity, sustaining natural resources critical to long-term productivity, supporting agricultural enterprises’ growth, and increasing market sales of targeted commodities. This project includes irrigation and irrigated production (including post-harvest and storage), rain-fed production (including post-harvest and storage), livestock integration, agro-processing and sales, and input supply.







- Through a partnership with **Mastercard Lab for Financial Inclusion**, USADF will empower thousands of smallholder farmers in Uganda by extending the reach of the Mastercard Farmer Network (MFN) platform, giving farmers digital access to markets, valuable inputs, financial services, and real-time pricing information. In FY20, Mastercard and USADF completed Phase I of the agriculture digitization pilot in Uganda. Over that period, the program reached more than 13,000 farmers through two farmer producer organizations (FPO). In FY21, USADF is co-creating a follow-on Phase II, 18–41 month program with Mastercard in Uganda to refine the model and scale its impact by reaching 300,000 farmers via 60 FPOs, onboarding 40 agribuyers, and identifying a commercial bank as a key anchor of the program.



- The **USADF-All On Nigeria Off-Grid Energy Challenge** is a joint effort by USADF and Shell-funded Nigerian impact investor All On to provide angel stage funding for Nigerian businesses developing, scaling-up, or extending the use of proven technologies for off-grid energy to reach communities not served by existing power grids. Through the annual Challenge, each of the selected enterprises receives up to \$50K in convertible debt from All On and \$50K in grant capital from USADF. Apart from the funding,



companies also receive technical assistance from USADF and governance support from the All On Hub, an initiative supported by the Rockefeller Foundation.

- In FY 2020, USADF entered a private sector partnership with **Nithio**, a Washington, D.C. based energy finance platform that gathers consumer data (using geospatial information) to develop a credit scoring system and provide consumer financing for off-grid energy products to rural households. The 3+ year partnership, targeting 2–5 grants in Kenya per year, constitutes blended finance of \$500,000 in grants from USADF and up to \$1.5 million in loans from Nithio.



- USADF and the **Government of Côte d'Ivoire** signed a five-year \$10 million strategic partnership MOU in August 2019 to create pathways to prosperity, supporting entrepreneurs and small and medium sized enterprises and cooperative groups. Under this partnership, USADF will provide grant capital, capacity-building assistance, and convening opportunities to develop, grow and scale Ivorian enterprises and entrepreneurs.







## Local Partners

### Benin

Action pour la Promotion des Initiatives Communautaires (Association for the Promotion of Community Initiatives)

### Burkina Faso

Cabinet d'Ingenierie et de Conseil en Développement d'Enterprises (ICDE) (Engineering and Consulting in Business Development)

### Burundi

Association pour le Développement Transformationnel des Communautés (Transforming Community Development)

### Republic of Côte d'Ivoire

Entrepreneurial Solutions Partners (ESP)

### Democratic Republic of the Congo

Action Sociale et d'Organisation Paysanne (Social Action and Peasant Organization)

### Republic of Guinea

Centre d'Appui Développement (Support Center for Development)

### Kenya

CEZAM and Associates

### Liberia

EDUCARE

### Malawi

UMODZI

### Mali

Audit Expertise Comptable and Conseil (Accounting Expertise and Consulting Audit)

### Mauritania

Initiatives pour le Développement Socio- Economique et de la Protection del' Environnement (Initiatives for Socio-Economic Development and Environmental Protection)

### Niger

Action Pour Le Développement des Initiatives Locales (Action for the Development of Local Initiatives)

### Nigeria

Diamond Development Initiatives

### Rwanda

Africa Development Consultants SARL

### Senegal

Association Conseil pour l'Action (Association Council for Action)

### Somalia

Somali/Land Consultants

### South Sudan

Foundation for Youth Initiative

### Tanzania

Africa Development Consultants SARL Tanzania

### Uganda

Uganda Development Trust

### Zambia

Rural Development Innovations Ltd.

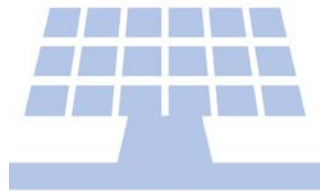
### Zimbabwe

Linkages for Economic Advancement of the Disadvantaged





## Beyond the Numbers



**77.2K**

Actual connections to date, generated by 100% renewable energy.



**34K**

Individual farmers benefited from USADF's off-grid energy investment.



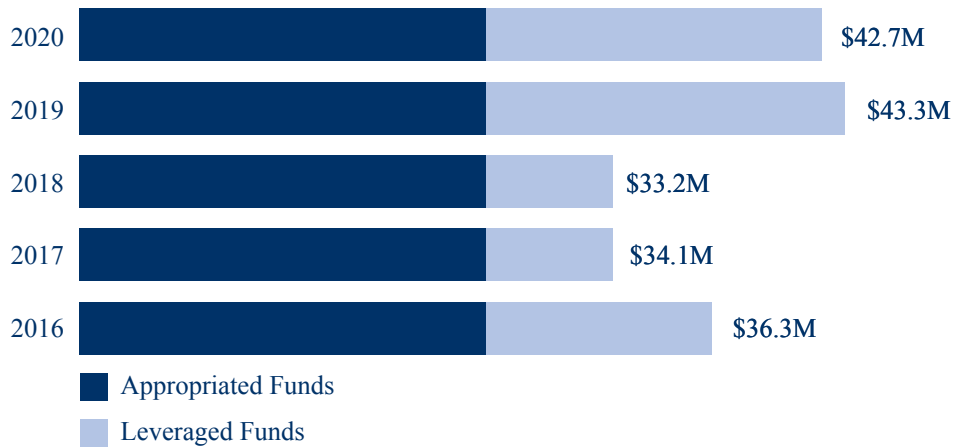
**\$4.6M**

In grants awarded to nearly 140 youth-led enterprises for job training and placement programs.



# USADF by the Numbers

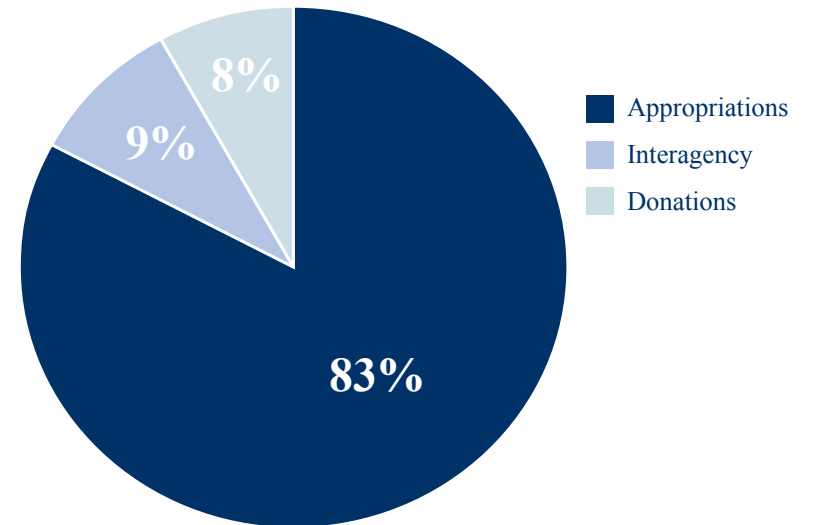
**Annual Revenues**  
(Appropriations, Transfers, and Donations)



**Expenditures**  
(Administration and Programs)



**Five-Year Revenue Source Profile**  
(2016–2020)





## Board of Directors

**Jack Leslie**  
Chairman

**Dr. John O. Agwunobi**  
Vice-Chairman

**Ward Brehm**  
Board Member

**Morgan Davis**  
Board Member

**Iqbal Paroo**  
Board Member

## USADF Leadership

**C.D. Glin**  
President and CEO

**Elisabeth Feleke**  
Chief Program Officer

**Brandi James**  
Chief of Staff and Director of External Affairs

**Mathieu Zahui**  
Managing Director, Finance and Administration

**Kwasi Donkor**  
Chief Strategy Officer

**Nina-Belle Mbayu**  
Acting General Counsel

**Paul Olson**  
Senior Advisor to Programs

**Jeffrey Gilleo**  
Regional Portfolio Manager for East Africa and Southern Africa

**Geroldine Sicot**  
Regional Portfolio Manager for West Africa and Central Africa

**Ellen Teel**  
Senior Auditor









*Celebrating Forty Years*

of Creating Pathways to Prosperity  
for Underserved Communities in Africa

**United States African Development Foundation**

1400 I Street, N.W., Suite 1000

Washington, D.C. 20005

**USAID.gov**