



Sharing Responsibility for
Our Shared Future

AFRICA DEVELOPMENT PROMISE
2017 ANNUAL REPORT

AFRICA
DEVELOPMENT PROMISE
Building Pathways to Economic Independence



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OUR MISSION AND VISION

Mission:

Africa Development Promise drives the collective action of rural entrepreneurial women to advance sustainable business and economic independence in East African communities.

Vision:

We envision flourishing rural communities across East Africa where women's creativity, innovation and hard work contribute to prosperity and economic independence.

Our Values:

Partnership: We welcome local citizen and stakeholder participation and build on local knowledge.

Equality and Inclusion: We address and promote gender, ethnic, and other forms of equality and inclusion.

Sustainability: We measure our impact according to long-term economic gains.

Integrity: We interact with each other, our donors and the communities we serve in an honest, ethical and fair manner, and maintain accountability for our actions.





LETTER FROM ADP'S BOARD CHAIR

Dear Friends,

The year 2018 marks Africa Development Promise's (ADP) fifth year of operations! Over the past few years, I have had the pleasure of watching ADP grow and adapt while maintaining laser sharp focus on women's entrepreneurship through capacity building and infrastructure support. With ADP's assistance women farmers in Rwanda and Uganda can efficiently manage their agricultural cooperatives, and successfully compete in the evolving agricultural sector, which is increasingly important as East Africa shifts to a market-based approach to agriculture.

In their five years of practice, ADP has found that supporting effective cooperatives and addressing the multiple priorities of rural women requires an integrated approach that goes beyond agriculture. Therefore, ADP has expanded programming beyond agricultural production to include water and energy resource management.

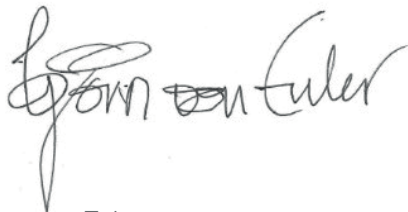
In 2017, ADP saw two new cooperatives more than double their profits. In Rwanda, Ingabo Inkigira Ubukene (aka Shield That Protects from Poverty), the first cooperative ADP supported, has developed into a demonstration project that serves as a powerful resource for educating other cooperatives about new management practices and technologies. To support this project, ADP built a greenhouse, water irrigation system and training center, conducted knowledge exchange visits, and held capacity building and technical trainings.

ADP also successfully hosted its first development conference - Unleashing the Economic Potential of Rural Women - in Kigali, Rwanda in 2017. The keynote speaker was Ms. Aisha Karanja, then Executive Director of the Green Belt Movement founded by Nobel Peace Prize Winning Professor Wangari Maathai. Ms. Karanja delivered an inspiring message about the connection between gender inequality and low economic productivity, and the importance of working with local communities to explore sustainable solutions to problems that affect their livelihoods. ADP's conference attracted some 100 participants from government, academia and international and local non-governmental organizations, and its success led to a second conference in 2018.

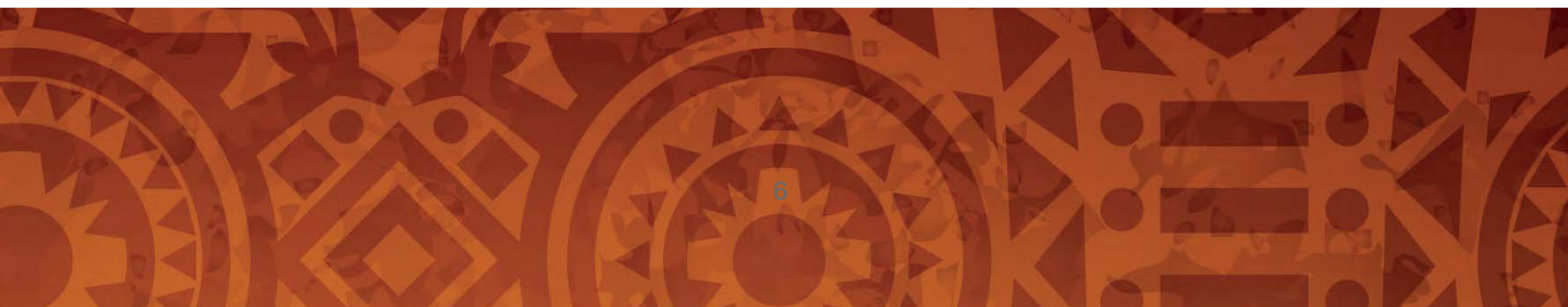
Further plans for 2018 are equally promising, with ADP supporting two additional agricultural cooperatives. And, in March, ADP launched its solar energy kiosk project, which represents a core component of their programming expansion. Once fully implemented, five women owned, and operated kiosks will offer solar energy products for home lighting and agricultural productive use, such as irrigation, cultivation and storage and processing of crops.

I am proud of what ADP has accomplished, and excited about the future. We are fortunate to have a generous community of supporters, and together we can achieve our mission of driving collective action of entrepreneurial women to advance sustainable business and economic independence in East Africa.

Let us continue this journey, to raise an army of empowered women trained and equipped with entrepreneurial skills that go beyond running an agricultural cooperative enterprise.



Bjorn von Euler
Board Chair



LETTER FROM THE EXECUTIVE DIRECTOR

Dear Friends,

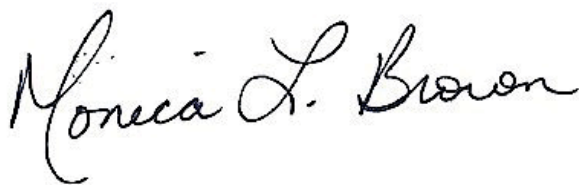
I echo Bjorn's sentiments that 2017 has been a year of continued progress. Along the way we have had to refine our program approach, but always with the aim of moving forward. Africa Development Promise's dream is to see rural women in Rwanda and Uganda, who are mostly farmers, become economically self-sufficient and thrive through their efforts and successes as entrepreneurs and business owners.

In fragile rural economies, enterprises with a single ownership model tend to fail because individuals cannot bear to take the risk of starting a business alone. Cooperative business models have proven effective because ownership and responsibilities are shared amongst members, reducing the burden of individual risk and increasing the potential for economic growth. ADP works with women's cooperatives because we believe in the unique value of the model, and that women's empowerment within it has the potential to both enhance the economic mobility of its members and have a positive ripple effect on the broader community.

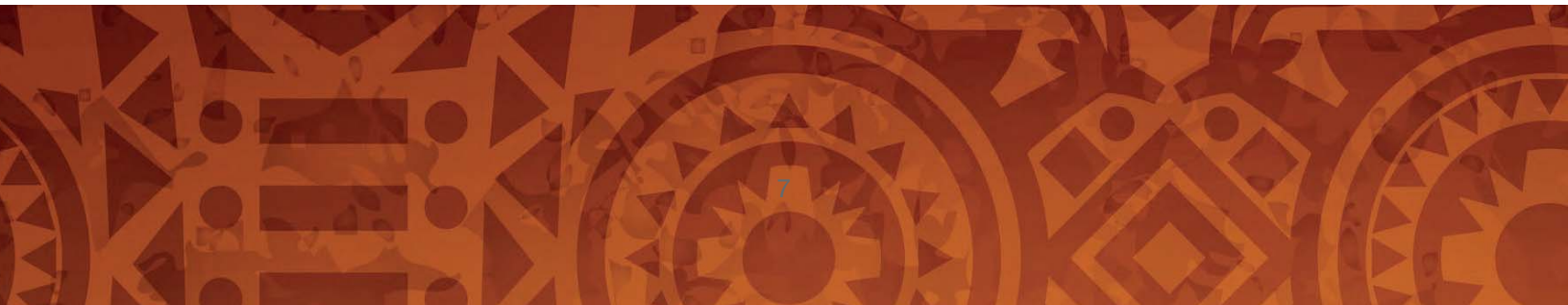
Because no two cooperatives are alike, how ADP works with women's cooperatives depends on their unique situation. ADP assesses the cooperative's stage of development and works collaboratively with its members to develop a strategic approach for support that addresses their goals. We also invest in cooperative members' personal development, because we know the most effective way to build strong businesses and communities is to build human capacity.

In 2016, ADP's Board and staff implemented a 4-year strategic plan outlining a specific strategy to fulfill our mission and increase the number of cooperatives we help develop. We established strong relationships with other nonprofit organizations, foundations and in-country partners that allowed us to broaden our network and accelerate progress. As a result, we are on target to reach most of our goals by the end of 2018. We are also generating strategies that focus on identifying and establishing new cooperatives, as well as building our own operational capacity. Like the cooperatives we support, ADP aspires to flourish and continue to have a positive, lasting impact in the communities we serve. Maintaining our success requires increased fiscal strength and internal productivity, to ensure organizational readiness, technological expansion and strategic partnership development that can leverage resources and generally support our mission.

For ADP to reach its full potential, we need a collective of committed people — board, staff, in-country partners, funders, advisors — to join us in sharing the responsibility of creating a shared future together. Thank you for being a member of this collective, and we look forward to partnering with you in the coming years.



Monica LaBiche Brown
Founder and Executive Director



COUNTRY PROGRAMS

Rwanda

Capacity Building and Economic Empowerment at Work

Economic empowerment is the process of enabling individuals or groups to develop skills for self-sufficiency, and with a focus on creating an environment where they can transform their aspirations into reality.

Take, for example, the story of Turwanye Inzara Mu Ngo Zuca Cooperative (aka Let Us Fight Hunger in Our Household). This cooperative, made up of 42 women and 22 men and based in the Bugesera District, has in one year experienced tremendous success with greenhouse-grown tomatoes. Their new, ADP sponsored greenhouse enabled them to grow and provide a consistent supply of tomatoes to the markets, even in the dry season. This, in turn, enabled the cooperative to pay off the loan on their land. Settling the debt increased their sense of pride and ownership, and gave them the motivation and financial stability to diversify their productive activities to include a drought-resistant source of food and income: goats.



Goats have the advantage of being anything but picky when it comes to what they eat, making them a much more cost-effective animal to rear than cattle. They breed quickly, provide milk, meat and fertilizer, and are excellent at adapting to low-water conditions. For these reasons and more, Turwanye Inzara Mu Ngo Zuca Cooperative decided against immediate construction of a second greenhouse and, instead, proposed the purchase 70 goats that will increase tomato yields with



manure, improve family nutrition, and diversify profit streams. ADP further supported their goat procurement effort by providing trainings on how to choose appropriate goat breeds, health and disease management, proper grazing practices, husbandry and more.

In 2018, the Turwanye Inzara Mu Ngo Zuca Cooperative plans to purchase their second greenhouse with partial support from ADP.

“We are in a position where we are feeling confident about our efforts,” says Speciose Nyirabazungu, the Cooperative President.

We, at ADP, could not agree more because we share responsibility for their future success, and are delighted in watching them collectively transform their aspirations into reality.



Uganda

Incorporating Solar Energy for Lighting and Productive Use

Like in most rural communities, Ugandan women perform more tasks and work longer hours than men, primarily due to additional household responsibilities such as preparing food and collecting fuelwood and water. These time and energy deficits are a barrier to women's education and other productive endeavors. Therefore, access to modern technologies and equipment go a long way in improving women's efficiency, productivity and income generating potential.

As ADP has grown, we have learned that to promote women's economic sustainability we must look beyond the single-entry point of agriculture to adopt a multifaceted approach that addresses the many needs of rural women. Chief among these needs is access to water and affordable electricity for lighting and powering tools that reduce laborious workloads, which will increase their overall productivity.

Uganda has some of the lowest electricity access rates in Africa — 14 percent at the national level and about seven percent in rural areas. As a result, households and small businesses rely on generators, kerosene, batteries, candles, firewood and other dangerous and inefficient sources of energy. Because this problem so intimately affects women, ADP used seed funding from the International Electrical and Electronic Engineers Smart Village (ISV) program to launch a micro-franchise solar kiosk pilot project that will bring electricity and other resources to rural communities.



The kiosks are a simple and unique way for rural communities to access electricity. Each kiosk serves as a general store that sells basic goods, snacks and cold drinks. The kiosk simultaneously offers printer, copier and internet access. The kiosk is also a place where community members can charge and/or rent battery operated agricultural tools such as pumps, dryers, and sprayers, all of which add value to crops and decrease waste. Most importantly, the kiosks offer a range of solar lighting kits with variable pricing that matches customers' needs and capacity to pay, respectively. With this kit, families can light their homes and run small appliances like radios and fans. And kits can be rented on a pay-as-you-go basis using software that allows people to submit installments until the equipment is paid for in full.

The pilot includes two kiosks in larger villages of the Gayaza Parish of Nangabo Sub-County in Wakiso District. ADP has identified 16 women who, for starters, have received training in business development and marketing and kiosk operations and management. These topics are the first in a series of trainings intended to establish best practices in kiosk entrepreneurship. After the pilot phase, the women will have the option to purchase a franchise business license to operate the kiosks. ADP will continue to work with them to ensure the businesses are profitable and sustainable. Solar kiosks will be an additional revenue generating mechanism for women's cooperative members and, if managed well, have the potential for growth within an environment that supports innovative energy solutions.



SPOTLIGHT ON PARTNERSHIPS AND COLLABORATION

Environmental Resources Management (ERM) Foundation

From Founding Funder to Strong Partner

One of the most difficult challenges an early-stage nonprofit organization faces is raising funds to assure they can build a track record by taking steps to achieve their mission. Funding is difficult to come by because there are so many organizations competing for their slice of the pie. Four years ago, ADP was fighting for their share of funding, too. Fortunately, one foundation-ERM-had recently increased their focus on empowering women and girls to align with the United Nations Sustainable Development Goals (SDGs). With an understanding that women's empowerment is key to advancing sustainable development, ERM Foundation believed in our mission, and wanted to help us succeed.

In this report, we highlight our growing partnership with ERM Foundation because, since our inception, they have supported us in crucial ways. In addition to ever-important funding, this unique, employee-led charitable foundation enabled us to tap into a wider range of professional and technical expertise offered by their pro-bono employee engagement program. ERM supports organizations with whom they share common values. So, it is no wonder that what started as simply a request for funding has flourished into a positive partnership dedicated to building the capacity of both ADP and the rural women farmers we serve in Rwanda and Uganda.



2017 Highlights of ERM Foundation's Support

- Disbursed the second tranche of a 4-year multi-year grant
- Provided staff support to assist ADP in establishing a manageable set of indicators to monitor the effectiveness of our program work
- Funded hiring of a consultant firm to configure and set up the monitoring system
- Supported our first conference in Rwanda – *RISE: Unleashing the Economic Potential of Rural Women* – with a staff person who served as a panelist to discuss the potential negative environmental impacts on agriculture, and ways to implement solutions to minimize those impacts to achieve sustainability
- Appointed a staff person to ADP's Advisory Board to represent ERM Foundation
- Provided staff support through their Denver-based office to help ADP develop key messages and proof points so our staff, board members and volunteers would have a go-to resource for consistent communications

ERM Foundation's technical support, along with their financial generosity, has placed ADP in a more sustainable position from an operations standpoint, and helped us develop programming that benefits so many Ugandan and Rwandan women. With yet much work to do to achieve our aims, we look forward to continuing the partnership with ERM, Foundation and fostering our shared understanding of what success looks like.

International Electrical and Electronic Engineers – Smart Village (ISV) Program

A Burgeoning Partnership

ISV, a major initiative of IEEE, the world's largest technical professional organization, is on a mission is to empower rural communities through education and the creation of sustainable, affordable, locally-owned solar energy businesses. ISV achieves this aim by providing seed funding and technical support to a select group of like-minded organizations who share their entrepreneurial vision. In 2017, after a lengthy and rigorous process, ADP was selected as such a partner and awarded \$200,000 - to develop and test a solar energy kiosk micro-franchise business model in Uganda.

One of the many advantages of a partnership with ISV is their sector knowledge, and a deep and wide network that offers grantees access to reliable information and resources. Because implementation of our micro-franchise demands we provide adequate training, standardized equipment and processes, financing, and supply chain management to our women leaders, ISV's rich resources are critical to its success.

With a model grown from our own experience and bolstered by ISV affiliate expertise, we will pilot two solar kiosks to transform our ideas into action and learn whether our systems work and where adjustments are necessary. Broader support for our micro-franchise exists with the creation of a Uganda Advisory Council of solar energy professionals, who were sourced from the ISV network. The Council is led by two Ugandan IEEE members, Mark Mugisha and Herbert Lwanga, and is informed by a team of solar energy experts who collectively guide ADP's latest innovative endeavor.

Another key element of the ISV partnership is that each year, for one week, the organization gathers funding awardees at the *IEEE Power and Energy Society Power Africa Conference* where they build community,

learn from each other, celebrate successes, and offer opportunities for collaboration. In 2017, the *Power Africa Conference* was held in Accra, Ghana, where participants engaged in educational workshops and worked together to learn how to improve outcomes for all. As an awardee, ADP had the opportunity to be part of this event, which proved an invaluable experience yielding insights that continue to facilitate our growing success in East Africa.

Being part of the ISV network also provided ADP with a platform to shine at their *2017 Global Humanitarian Technical Conference* in San Jose, CA. There, Executive Director Monica LaBiche Brown and Uganda Country Director Sherina Munyana presented a paper entitled [Social and Economic Development of Rural Women in Uganda through Solar Energy for Productive Use](#). Their presentation highlighted the negative impact of time scarcity that rural women face, and how it leaves them without opportunity to invest in their own education or economic capacity building. Also discussed was ADP's shift from strictly agricultural development practices to a more holistic approach that recognizes the importance of access to clean water and solar energy as critical resources in the development of rural women's economic outcomes.

In less than one year, our partnership with ISV has delivered benefits that go well beyond funding. And it is with excitement that we continue to integrate ourselves into their network and weave our shared responsibilities to rural communities into a platform that solidly supports their futures.



2017 INDEPENDENT AUDITORS' REPORT

BOARD OF DIRECTORS

Bjorn von Euler
Board Chair

Jean Nicholson
Vice Chair

E. Dean Brown, Jr.
Treasurer

Monica L. Brown
Executive Director and
Board Secretary

Dennis Karamuzi
Alex Kennedy
Loren Labovitch
Nkechi Mbanu
Nina Miller, Ph.D.

ADVISORY COUNCIL

Claire Cummins
Perpetue Kamuyumbu
Barika Poole

STAFF

Uganda:

Sherina Munyana:
Country Director,
Tonny Muteesasira:
Program Officer

Rwanda:

Diane Bizabityo:
Country Manager

INTERNS

Liz Tillotson Hartsel
Allie Holmquist
Tanner Whited

April 2, 2018

Board of Directors, Africa Development Promise,
Denver, CO



We have audited the accompanying financial statements of Africa Development Promise, which comprise the statement of financial position as of December 31, 2017, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the organization's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Africa Development Promise as of December 31, 2017, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

A handwritten signature in black ink that reads "ICL, LLC".

ICL, LLC

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FINANCIALS

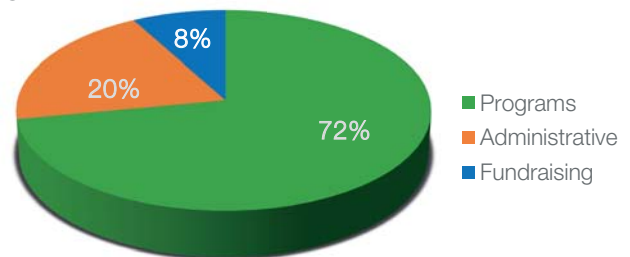
STATEMENT OF ACTIVITIES

Year Ended December 31, 2017

	Unrestricted	Temporarily Restricted	Total 2017
REVENUE AND SUPPORT:			
Individual contributions	\$15,909	-	\$15,909
Foundation and corporate grants	29,897	122,000	151,897
Program income and other	40,234	-	40,234
Special events	9,852	-	9,852
In-kind contributions	14,222	-	14,222
Net assets released from restrictions	137,751	(137,751)	-
Total Revenue and Support	247,865	(15,751)	232,114
EXPENSES:			
Program services	148,372	-	148,372
Supporting services:			
Management and general	40,887	-	40,887
Fundraising	16,491	-	16,491
Total Expenses	205,750	-	205,750
CHANGE IN NET ASSETS	42,115	(15,751)	26,364
NET ASSETS, BEGINNING OF YEAR	18,211	34,940	53,151
NET ASSETS, END OF YEAR	\$60,326	\$19,189	\$79,515



Expenditure by Function



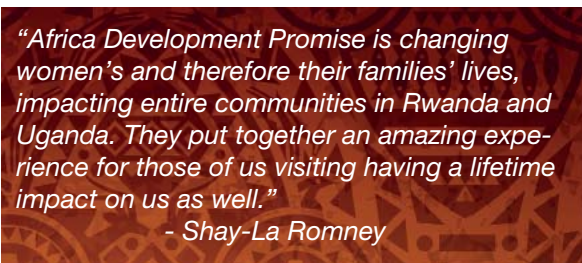
RECOGNITION

Africa Development Promise is fortunate to have a broad base of financial support to sustain its work in Rwanda and Uganda. We would like to extend our heartfelt gratitude to all of our supporters.

<p>Ambassadors ERM Foundation IEEE Smart Village Posner Center for International Development</p>	<p>Andrew Dupree Anna Madison Arthur Morrissey Avoki Omekanda Barika Poole Bregetta Pleasant Carol Devers Carrie Diroll Cherrellyn Napue Christine Buckley Colleen LaFontaine Cristin Bishop Curtis Hansen Cynthia B. Mick Cynthia Hartley Dana Lipfert Daniel Clark Daniel Gladden Dawn Merriott Djuana Harvell Douglas Spencer Eileen Lambert Elbert Dean & Lorethia Brown Elisa Speranza Elizabeth A. Holdeman & Daniel W. Wessner Elizabeth Austin Elizabeth Tillotson Evelyn B. Farmer Fatoumata Doumbia George Thomas Glenn Webb Gretchen Morrison Gwen Shifflet Gwendolyn Mami Heather Price Hossein Razavi Ilana Martin Jeffrey Kass Joette Bailey-Keown John Kayser Josephine Hehnke</p>	<p>Julie Pecaut Katherine Janis-Verlaan Katherine Wasberg Kathleen J. Pillay Kathryn L. White Kevin Holgate Kimberly S. Lemme Larc Pickett Lora Saeler M Dillard Newman Mark & Erin Brown Mark & Shelia Lewis Marvin & Melody Floyd Keith & Mary Matthews Matthew Harris Michael S. Davidson Michael Wright Mohamadou Cisse Nancy Stewart Nina A. Miller, PhD Nkechi O. Mbanu Pat Meier Patricia Greenstein Peggy Newman Peter Mason Regis University Robert Adamski Rochelle Smith Roosevelt Price S.I. Whitson-Truesdale Sharon Otto Sheila Buckley Simone B. LaBiche Stacey Cruise Stantec Consulting Services Stephanie Chu Tara Wood Terri Richardson, MD Anthony Tapia Valerie M. Johnson Whitnee Pleasant William James</p>
<p>Partners African Eyes Travel Arthur B. Shultz Foundation, Inc. ERM Group Inc.</p>		
<p>Advocate Anonymous Bjorn and Sharon von Euler Denver Christian Bible Church Edge of Seven, Inc. Jean Nicholson Kimberly Speer Nancy Nelson Raymond Roske S. Michael Archer MD PC Sally Froelich Stephen Rondielli Susan Glasspiegel The Denver Foundation (Bayless Family Fund) Wylia Sims</p>		
<p>Champions Bobby & Betty Dorris Daisy Minter Evalyn Tandon Isaac Hunsaker Rhonda Marshall Shay-La Romney Tyson Montgomery Yvette M. Hunt Dean Brown, Jr. & Monica LaBiche Brown</p>		
<p>Friends Alicia Boyd AmazonSmile Foundation Amy Mazeski</p>		

Africa Exchange Tour

In March, ADP hosted its first Africa Exchange Tour to Rwanda and Uganda, which provided participants an opportunity to personally see the impact of our programs. Supporters not only interacted with cooperative members, local staff and leaders, but also experienced East African culture through various arts and performances.







Africa Development Promise

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Africa Development Promise is a 501 (c) (3) nonprofit organization, EIN#38-3909756