

2021 ANNUAL REPORT

RECOGNIZING
RESILIENCE



AFRICA
DEVELOPMENT PROMISE



Dear Friends of Africa Development Promise,

As the world continues to navigate through this global pandemic, the mission of Africa Development Promise (ADP)—to improve the lives and livelihoods of rural women in Rwanda and Uganda—is more critical than ever. We have always known that a successful development strategy must focus on women farmers, the backbone of rural communities. As the pandemic threatens their fragile rural communities, women need our support more than ever. And amid the pandemic, we are proud of the work we accomplished in Rwanda and Uganda when the support was needed the most. We could not have achieved any of this without the help of our partners, board, committed staff, and most of all, our donors.

Thank you!

In 2021, we continued to deliver programs that strengthen governance and business management, build technical skills, and provide farm inputs, equipment, infrastructure support, and network building. We are proud to share these highlights of the past year:

- ADP became a Street Business School Global Catalyst Partner, delivering the award-winning Street Business School curriculum to women to start, run, and grow micro-businesses. In Rwanda and Uganda, the first cohort of 30 women graduated from the five-month training program and received start-up capital to launch their businesses.
- In Uganda, ADP partnered with Tiner International School of Beauty and Fashion Design, a business, technical, vocational education and training (BTVET) certified school, to deliver a six-month tailoring program. In August 2021, ten participants graduated from the program and are now registered to take the National Education BTVET examinations.
- ADP joined the Participatory Ecological Land Use Management Association (PELUM) in Uganda, unlocking new partnership opportunities and giving us greater access to agroecology learning tools that we can share with farmers.
- Our staff continued educating women on drought and climate change adaptation and supported the KOTINGOZA cooperative with an additional greenhouse and rainwater harvesting facility.
- We established 125 additional household kitchen gardens across our Rwandan cooperative communities and planted complementary fruit trees to grow a wide range of nutritious crops. The goal is to ensure household food security, nutrition, and general well-being, especially during shocks.

In 2021, ADP launched an ambitious five-year strategic plan, building on lessons learned from the previous plan. While agriculture is our primary entry point, we have added a vocational sewing and computer literacy program to give women more livelihood options. The result will be a greater impact: between 2021 and 2025, ADP will strengthen livelihood opportunities for approximately 3,000 additional women and improve the well-being of their 12,000 family members. We have also strengthened the space for young women to imagine and train for better careers. Our goal is to reach 950 girls and women under 20 years of age with vocational programs and our empowerment program for teenagers – Girls with Dreams.

We invite you to learn more about what your support of ADP has accomplished and the lives that have changed as we recommit to flourishing rural communities across Rwanda and Uganda. Let's keep powering women's creativity, innovation, and hard work to build prosperity and economic self-sufficiency!

Thank you for standing with us and believing in a more equitable future for rural African women.

Nina A. Miller, Ph.D.
Board Chair

Monica LaBiche Brown
Executive Director

RECOMMIT

Our journey to establish an integrated and sustainable program model positions women and other local stakeholders as the key drivers of their own economic and social growth. This process entails meaningful participation from women at all stages, from capacity assessment to action planning, program development, and evaluation.

As we work to understand a cooperative's challenges, we also recognize their strengths and successes in order to build on them. Since no two cooperatives are alike, how ADP works with a cooperative depends on their unique situation, and together we develop interventions tailored to their needs.

SERVICES

Governance & Business Management Training
Technical Assistance, Vocational Training & Mentoring
Network-Building for Access to Markets & Financial
Services Vocational Training & Girls' Empowerment
Program Farm Infrastructure, Equipment & Inputs

WOMEN AND GIRLS

OUTCOMES

Profitable Cooperative Enterprises
Supportive Networks for Knowledge-Sharing
& Market Advantage Individual & Cooperative
Savings Groups Household Wellbeing (Improved
Health, Education & Food Security)
Farm Infrastructure, Equipment & Inputs

RECOMMIT

ADP'S 5-YEAR STRATEGIC PLAN GOALS

The 2021–2025 Strategic Plan recommits Africa Development Promise to improving the lives and livelihoods of rural women in Rwanda and Uganda. Guided by our four-part organizational strategy and evidence-based programs, we will reach an additional 3,000 rural women over the next four years.



DIVERSIFY

Diversify and Increase Funding Streams to Support Strategic Growth

- Expand and diversify individual donor base.
- Secure medium and high-capacity corporate and foundation funding partnerships.
- Identify and develop at least one partnership with women's groups.
- Provide training and support for Board to help achieve fundraising goals.
- Hire a professional grant writer.
- Host special events in Denver and other major cities to engage current donors and prospects.

INCREASE

Increase our Investment in Women-led Agricultural Cooperatives

- Leverage the economic power of collectives to help them become more competitive in the marketplace.
- Promote and support multiple livelihood options to build resilience.
- Develop regular monitoring & evaluation (M&E) schedules to increase knowledge and build a body of evidence.

INVEST

Invest in Organizational Growth and Stability

- Strengthen internal systems to manage core organizational functions.
- Develop staff knowledge and skills to deliver on strategic goals.
- Maintain the highest level of financial accountability.
- Build a healthy operating reserve to cover at least six months of operating costs.
- Grow and diversify the Board to continue providing strong legal and financial oversight.
- Develop a succession plan.

SOLIDIFY

Solidify ADP's Image, Recognition, and Reach

- Build ADP's brand image and reputation through strategic marketing and communications assets that appeal to a broader audience.
- Continue to grow our social media presence across various platforms.
- Raise awareness of the role of women in rural communities.
- Measure the effectiveness of marketing and communication goals.

REALIGN

Through the experience of the pandemic, ADP has learned that to build resiliency and reduce risk for rural households, we must promote multiple livelihood options. Many cooperative members had shown an interest in starting off-farm micro-businesses. We have responded with strategic partnerships, for example, partnering with the award-winning nonprofit Street Business School (SBS). In 2021, SBS trained two APD staff members to become Certified Lead Coaches in the SBS curriculum. They subsequently began working with empowering women from the cooperatives with the skills to start, run, and grow small businesses.

Eight months in, the Street Business School program has produced excellent results for participants through a five-month entrepreneurial training program that builds confidence and provides practical business skills. The first cohort of ten participants were all members of Epaphroditus Women's Cooperative in Uganda. Offering members alternative income-generating options alongside their cooperative business increased their ability to withstand external shocks, supplementing their mushroom growing with tailoring.



SAFINA'S STORY

"Due to the COVID-19 lockdown, I lost my job, and my husband was forced to shut down his business. Our situation was difficult, and we started to think of alternative ways to earn an income to support our family of six. Unfortunately, there were few opportunities in Ndazzabazadde, a small village in the Kifumbiro sub-county where we live.

However, I had heard about a mushroom-growing cooperative called Epaphroditus Women's Cooperative and decided to join after meeting with them. In early 2021, the cooperative Chairperson informed us that our development partner ADP would offer sewing, computer literacy, and Street Business School.

Although I had no business experience, I decided to take a chance on myself and joined the five-month sewing program. It was a big commitment because we had to be there every day. On the weekends, I did odd jobs and saved small amounts. After the sewing, I decided to join SBS.

With the money I had saved and the seed funding from ADP, I purchased a sewing machine and opened a small produce shop. What I was learning in SBS, I was able to apply to my business right away. Both my sewing business and produce shop are doing well. Becoming a member of Epaphroditus Women's Cooperative was one of the best decisions I have made because I can make a significant financial contribution to our family."

REALIGN

As we considered our path to 2025 and the growth of ADP, we restructured our programs in Rwanda and Uganda with greater specialization in staff roles.

We hired experienced people and promoted them internally. In addition, we reviewed policies and streamlined our processes and procedures to improve efficiency and consistency across both country programs.

Highlights

- Hired a curriculum developer to standardize the cooperative financial management and business development curriculum and manuals. A standardized curriculum provides the structure and consistency necessary for us to monitor and evaluate progress confidently. ADP Rwanda and Uganda staff came together in Kampala for a week-long train-the-trainer workshop covering all aspects of the curriculum.
- Adopted a new comprehensive, participatory and self-reflective capacity assessment tool to identify the cooperatives' current capacity and plan for their growth. The Capacity Assessment Tool (CAT) measures seven key dimensions:
 - Governance
 - Human Resource Management
 - Financial Management
 - Member Services/Business Activities
 - Community Engagement
 - Cultural Values
 - Competence

The cooperative leadership team and ADP staff worked through several indicators under each dimension and together ranked the cooperative on a scale of four levels of organizational development: *Seed, Sapling, Growing and Fruit-bearing*.

At the end of the multi-day survey, the scores of the seven dimensions were averaged for a total score for the cooperative. Staff and cooperative leadership then reviewed each indicator and proposed actions that, when executed, are expected to move the cooperative to the next level.



- Continued refining ADP's monitoring and evaluation tools to measure our performance against our priorities and strategic plan. We want to understand what has changed in the cooperatives and the members' lives and how those changes might be linked to our efforts.
- Asked cooperative members to provide feedback on the social and economic value of engaging with our programs and how we can improve or strengthen our services. We know that social measures - such as better health, education, and overall well-being - are useful indicators of our performance, especially when seen through the eyes of the women themselves.

REALIZE

ADP knows that women's leadership training combined with collective action and enterprise are proven pathways for empowering rural women to achieve their livelihood goals.

100%
of Cooperatives
are Women-Led

100%
of Cooperative
Leaders Received
Governance &
Management
Training

67%
of Cooperative
Members are
Women

Our core services include training that strengthens cooperative governance, leadership, operations, management, monitoring and evaluation, and human resources skills.

25%
of Cooperative
Women Received
Micro-Business
Training

100%
of Women Trained
Received
Seed Funding for
Micro-Businesses

Leadership and entrepreneurial drive must always be guided by expertise, so we provide hands-on technical training that addresses subjects such as soil fertility, water resource management, climate adaptation, and weed and pest management, and we support cooperatives with modern farming tools and equipment.

REALIZE

\$1,001,000

In 2021, we hit the million-dollar mark of program support.

2021 by the Numbers:

- Street Business School
 - 30 Graduates
 - 30 Women Receive Start-Up Capital for Micro Enterprises
- Computer Literacy
 - 40 Certified Participants
- Agricultural Cooperatives
 - 610 Participants
 - 400 Women
- Sewing Program
 - 10 Graduates
- Girls with Dreams
 - 22 Participants Receive Paid Tuition for Online Classes
 - Program Provided Facility for Online Classes
- 3,250 Indirect Beneficiaries, Family Members, Buyers, Suppliers, etc.

Within Two Harvesting Seasons, Cooperatives get as much as:

67% Increase in Crop Yields

+

85% Increase in Profit



REALIZE

HIGHLIGHTS OF 2021

Promoted and supported multiple livelihood options to build resilience

In Uganda, ADP partnered with Tiner International School of Beauty and Fashion Design to deliver a six-month sewing program. The first cohort of ten participants graduated in August 2021 and are eligible to take the National Education BTVET examinations to become certified tailors. As they wait to take the exam in 2022, they have decided to pool their seed funding to start a community sewing center where they can sew and give community members the facility to sew and mend clothes for profit.

We overhauled the computer literacy program to make it more accessible and engaging to community members, equipping them with knowledge of computers and basic Microsoft office skills. The five-week course was offered to four cohorts of ten students each, for a total of forty students.

ADP Rwanda established 125 additional household kitchen gardens and 805 complementary fruit trees (mangos and avocados). The primary objective of the kitchen garden is to improve household food security, but well-maintained kitchen gardens can also be a source of additional income for families.

Increased our investment in women-led agricultural cooperatives

ADP provided KOTINGOZA cooperative in Rwanda with a second greenhouse and a thirty cubic meter water storage facility. As a result, their production of green peppers increased threefold from 154 kilograms in open field cultivation to 571 kilograms from the greenhouse.

Developed regular monitoring and evaluation (M&E) schedules to grow our programmatic knowledge and built a body of evidence for accountability and continuous improvement

Using the new capacity assessment tool surveys and a series of focus groups we went through the self-assessment process with every ADP-supported cooperative. We determined each cooperative's stage of development, their performance, and what has and has not worked to date. Most importantly, we looked for their aspirations as a group and their commitment and willingness to invest and grow. Together we developed their 2022 action plan and will conduct the assessment again in December to understand our collective progress.

Built ADP's brand image and reputation

In Uganda, we strengthened our presence and visibility in the Nangabo sub-county by renovating our office and training facility and adding a new signpost. In addition, we branded the new office vehicle.

Grew and diversified the Board to continue providing strong advisory oversight

The Board of Directors voted to increase the number of members from nine to eleven, with at least two junior members representing a younger demographic. We subsequently made good on this commitment, recruiting two replacement board members and two junior board members.

REALIZE

GIRLS WITH DREAMS

With the success of the Girls with Dreams (GwD) pilot, GwD became a permanent ADP program providing continuity for the first cohort of 12 girls. In 2021, with the COVID-19 school lockdown, ten additional girls joined the original 12, for a total of 22 girls. The program provides various after-school activities focused on academics, vocational training, career awareness, indoor and outdoor recreational play, and positive social networks.

GwD workshops focus on goal-setting, managing peer pressure, good communication, service to the community, and public speaking. A special feature is "Sister Circle," a relationship-building, group-sharing and problem-solving network that helps girls learn to share their problems in a safe and supportive space and explore ways to address them.

Highlights

- Partnered with the Women in Technology University (better known as WIT-U) to foster awareness and interest in coding.
- Hosted professional women who shared their career journeys and inspired the girls.
- Paid tuition for online computer literacy classes and provided participants with computer access at ADP's training facility.
- Offered fun and enriching activities to broaden the girls' awareness of photography, vlogging, music, boxing and yoga, to name a few of these enriching activities.
- Provided nutritional food and snacks during programming, thus combating hunger.



"In secondary school, there seemed to be few options for a girl like me, a persistent yet vulnerable young lady. Fortunately, I discovered Girls with Dreams, and even though they had recruited all the participants, I showed up every day until Ms. Nadia allowed me to participate. The program has not only invested in my success but genuinely cares about the direction of my future." Rose – GwD Member



Board of Directors
Africa Development Promise
Denver, CO

INDEPENDENT AUDITORS' REPORT

Opinion

We have audited the accompanying financial statements of Africa Development Promise, which comprise the statement of financial position as of December 31, 2021, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Africa Development Promise as of December 31, 2021, 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.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Africa Development Promise and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America and for 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.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit 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, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management and the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for a reasonable period.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

ICL, LLC

ICL, LLC
Chicago, IL
June 24, 2022

2021 FINANCIALS
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2021

ASSETS

Cash and cash equivalents	\$ 55,437
Pledges receivable	718
Prepaid expenses and other assets	3,007
Property and equipment, net	61,928
Total assets	<u>\$ 121,090</u>

LIABILITIES AND NET ASSETS

Accounts payable	\$ 4,753
Corporate credit card	4,840
Unsecured notes payable	9,813
Accrued expenses	4,438
Total liabilities	<u>\$ 23,844</u>

Net Assets:

Net assets without donor restrictions	47,252
Net assets with donor restrictions	49,994
Total net assets	<u>97,246</u>

Total liabilities and net assets	<u>\$ 121,090</u>
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STATEMENT OF ACTIVITIES
YEAR ENDED DECEMBER 31, 2021

REVENUE AND SUPPORT:

Foundation and corporate grants	\$ 266,643
Individual contributions	46,936
Program income and other	21,435
In-kind contributions	8,000
SBA PPP Loan Proceeds	11,250
Interest income	3
Net assets released from restrictions	-
Total Revenue and Support	<u>354,267</u>

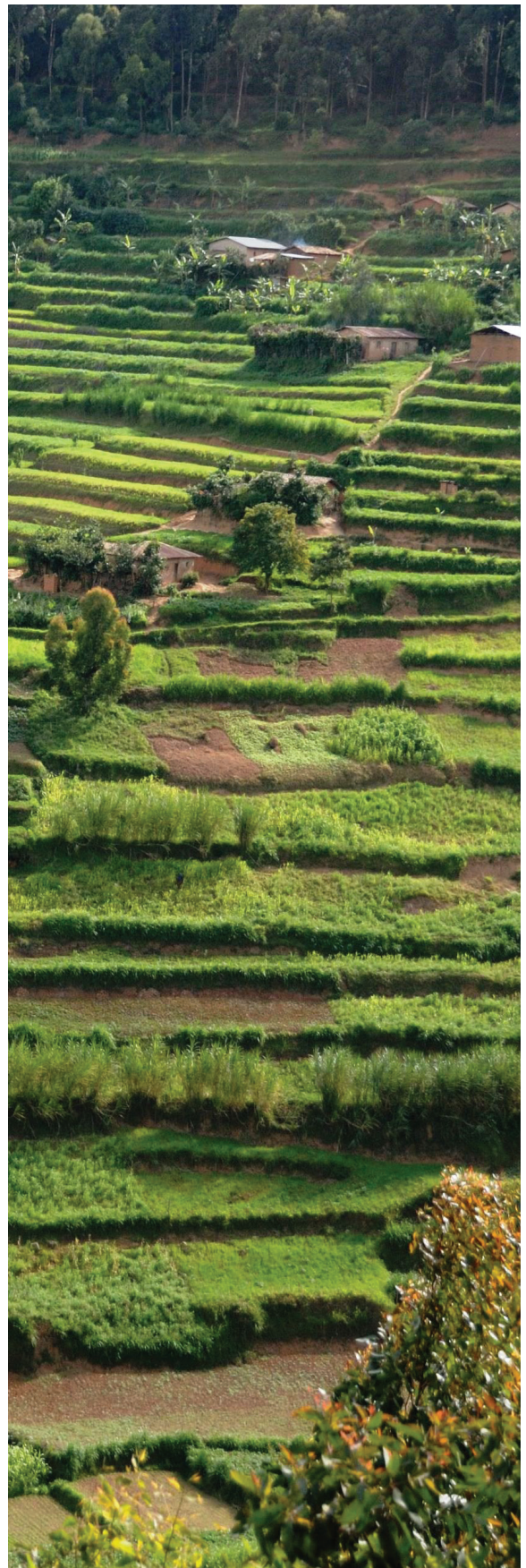
EXPENSES:

Program services	262,812
Supporting services:	
Management and general	26,063
Fundraising	8,207
Total Expenses	<u>297,082</u>

CHANGE IN NET ASSETS	57,185
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NET ASSETS, BEGINNING OF YEAR	<u>40,061</u>
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NET ASSETS, END OF YEAR	<u>\$ 97,246</u>
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OUR DONORS

We gratefully acknowledge our donors, whose generosity and partnership enable Africa Development Promise to improve the lives and livelihoods of rural women in Rwanda and Uganda.

HUMANITARIAN

William D. Betts, Jr.

AMBASSADOR

Circle of Sisterhood
Foundation, Inc.
ERM Foundation
Safestar
Together Women Rise
William Savage Brackett

PARTNER

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Bjorn & Sharon von Euler
Christopher Latham
E. Dean Brown, Jr.
The Denver Foundation
The Henry E. Niles
Foundation
Urban Leadership
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Marcella Weaver
Mary Griesedieck
Michael Dennis
Nina A. Miller &
Glenn Webb
Nkechi O. Mbanu
Robin & Stella Podmore
Stacey Cruise
Timothy A. Green

CHAMPION

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Patricia Greenstein
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Taofeek Lawal
Vipul & Evalyn Tandon
Wylia Sims
Yvette Hunt

FRIEND

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Ahmad Lowe
Amazonsmile Foundation
Amy Olsteen
Andrea Andrews
Andrew Rothman
Anna Miska
Anonymous
Anthony Young
Cherrelyn Napue
Cheryl Crayton
Chinelo Mbakogu
Christine Buckley
ColoradoGives Community
First Foundation

Constantine Hampers
Crystal Adams
Cynthia Hartley
Daisy Minter
Darrell Tanno
Deb Brink &
Ken Thompson
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Steven King
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Theresa Wallace
Tihtina Haile
Tony Tapia
United Way
Whitnee Pleasant
Whitney Muse
Yasmine Lonon
Yejide Olutosin

FACEBOOK FUNDRAISERS

Andrea Andrews
Sylvia Collins Blassengale
Morgan Farmer
Sarah Wooldridge

SPECIAL RECOGNITION

Audrey Jean Latham & Peter James Latham

BOARD OF DIRECTORS AND STAFF

ADP'S support for rural women's economic empowerment would not be possible without our board of directors and staff who are dedicated to fulfilling ADP's mission.



Nina A. Miller, Ph.D.

Director, Master of Development Practice
Regis University

Board Chair

Monica LaBiche Brown, MSM

Founder & Executive Director
Africa Development Promise

Board Secretary

Stacey L. Cruise

Founder & Executive Director
Legacy School Services, Inc.

Acting Vice Chair

E. Dean Brown, Jr.

Principal
Edgewater Capital Group, Inc.

Board Treasurer

William D. Betts, Jr.

Director
Chartered Capital Advisers, Inc.

Carolyn Diroll

Bureau of Reclamation
US Government

Ilke Erdogan, PE, ENV SP

Project Manager and Engineer
Hazen and Sawyer

Maureen Kesaano, Ph.D.

Water and Sanitation Engineer
Stantec

Alex Kennedy

Vice President
Goldman Sachs

Loren Labovitch

Vice President of Emerging Markets
Stantec

Sherina Munyana

CEO
Sanitation Solutions Group
Advisory Board Member - Uganda

Dennis Karamuzi

Chief of Party
Land O Lakes
Advisory Board Member - Rwanda

Denver Colorado Head Office

Monica LaBiche Brown, Executive Director
LaChance Nadia Pickett, Director, Girls with Dreams
Amanda Kawsolya Mucyo, Social Media &
Communication Coordinator
Sofia Arnold, Social Media Marketing, Intern
Emanuel Mouganis, Grant Writer, Intern

Uganda Office

Joseph Kayongo, Country Director
Brenda Kemigisha, Vocational Program Coordinator
Niyo Okeny, Community Facilitator

Rwanda Office

Janviere Niyigena, Country Manager
Nadine Kaneza, Country Manager
Eric Hagenimana, Agriculture Cooperative Officer

VISION

Africa Development Promise envisions a future where rural women have the knowledge, resources and opportunities to build sustained and resilient livelihoods that benefit themselves, their families and their communities.

MISSION

Africa Development Promise is an international non-profit organization whose mission is to improve the life and livelihoods of rural women in East Africa through training and resources that support their collective efforts to operate competitively in the market place.

CORE VALUES

Partnership:

We walk in solidarity with local citizen stakeholders.

Local Knowledge:

We respect the competence of the women we serve.

Equity and Inclusion:

We strive to create a welcoming space for all.

Sustainability:

We measure our impact in long-term economic resilience, enabled by environmental stewardship.

Integrity:

We treat each other, our donors and the communities we serve with honesty, fairness and accountability.





AFRICA

DEVELOPMENT PROMISE

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