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Dear Indego Africa Enthusiast,

While Indego Africa’s 2009 Annual Report celebrated the profound perseverance of our partner cooperatives and supporters in the face of an economic downturn, in 2010 we proudly recognize another achievement: growth.

The overarching strategy for 2010 was to not only drive U.S. market demand for Indego Africa products (and thus further drive income generation in Rwanda), but also to explore opportunities for our artisan partners to flourish as independent businesswomen. This strategy succeeded.

Indego Africa partnered with major retailer Anthropologie in 2010 to deliver the first large-scale commercial order of knitwear to the U.S. from Rwanda, a stylish loop that was featured in the New York Times Style Magazine. Indego Africa also launched a unique partnership with fashion icon Nicole Miller, who co-designed a set of trendy bangles and bracelets with Cocoki and Covanya, two of our longest co-op partners. This unprecedented collaboration subsequently earned the Fair Trade Federation’s 2010 award for Best Product Design.

As market demand rose in 2010, Indego Africa’s artisan partners consequently enjoyed significant improvements in their daily lives. In just one year, we saw a five-fold increase in the number of families eating at least 3 meals per day, an eight-fold increase in the number of women reporting that most of the children they care for attend school on a regular basis, and a three-fold increase in the number of households with running water.

And with more stability in their day-to-day lives, our artisan partners dug deeper into Indego Africa’s training programs – a commitment that resulted in new levels of confidence and independence. Take Emelienne Nyiramana, the Founder & Treasurer at Cocoki, as an example. She was accepted into the prestigious Goldman Sachs 10,000 Women Entrepreneurship Certificate Program at Rwanda’s School of Finance & Banking. Emboldened by Emelienne’s success, five more Indego Africa partner artisans have applied for the 2012 class of 10,000 Women and Emelienne will visit the U.S. in October 2011.

This is what growth is all about, and it wouldn’t have been possible without your unwavering financial and moral commitment. We urge you to continue – and increase – your support to help us achieve the next stepping stone: scale.

As we have claimed every year since our founding in 2007: no other fair trade organization has Indego Africa’s record of performance, efficiency and transparency – all the key ingredients to making a verifiable social impact. Now is the time to apply this proven market-driven, business-minded approach to hundreds of new artisan partners throughout Rwanda. To invest, visit indegoafrica.org/donate.

Thank you!
Sincerely,

Matt Mitro (Founder & Chairman)  Ben Stone (President & CEO)
2010 was a transformational year for Cocoki. In addition to their partnership with Nicole Miller (see page 23), Cocoki’s Yoga Bags were awarded the “Highest Honor of Sustainability” at the 2011 New York International Gift Fair, and their Wine Bottle Bags and Wine Coasters were featured in Food & Wine Magazine and Dwell. In Dec. 2010, Cocoki also started production on tote and shopping bag orders for high-end retailers Anthropologie, ShopBop, and Steven Alan. This increased productivity and export market penetration engendered considerable financial growth at Cocoki, with annual gross revenues jumping from RWF 700,000 ($1,166) in 2008 to RWF 4.2 million ($7,000) in 2009 to RWF 10.4 million ($17,333) in 2010.

Cocoki’s commitment to operating a transparent, equitable, and profitable enterprise managed by empowered businesswomen has made it a shining example of what is possible in Rwanda. Indeed, Cocoki’s Founder and Treasurer, Emeline Nyiramana, graduated from the Goldman Sachs 10,000 Women Entrepreneurship Certificate Program at Rwanda’s School of Finance & Banking (see page 17). In addition, Jacqueline Muteri and G L oriosc Umatesi, seamstresses at Cocoki, travel three hours twice a week to mentor a new Indego Africa partner co-op, Abasangiye (see page 13), in sewing skills and business practices.
Covanya continued to produce their stunning hand-crafted woven products in 2010, including their best selling Plateau Basket. But Covanya hasn’t stopped there. In addition to their partnership with Nicole Miller (see page 23), Covanya launched a new line of products in 2010, including Woven Coaster Sets and Large Woven Platters that were featured in Gifts & Accessories Magazine and Organic Gardening. With a number of large orders for corporate events and weddings on their plate, a brand new production facility on a heavily trafficked main road, and blossoming skills on the internet, Covanya is poised for a banner year in 2011.
Twiyubake took 2010 by storm, launching their trendy Banana Leaf Bracelets in June at Polo Ralph Lauren’s boutiques in NYC, the Hamptons, and Aspen. After rave reviews by international media outlets like InStyle.com, Twiyubake’s line of Steel Button Banana Bracelets have met with similarly great success. Twiyubake continues to excel in their training programs, with high levels of performance on recent assessments and record-breaking attendance. Raban Hayugima, a fourth-year accounting student at Rwanda’s School of Finance & Banking and Indego Africa trainer, beamed with pride: “They are much older women, but I see a lot of potential in Twiyubake.”
Indego Africa, Foundation Rwanda, and Survivors Fund joined forces in 2010 to support 25 mothers in Kayonza, Rwanda who suffered through unimaginable atrocities in the 1994 Genocide. This new co-op, known as Abasangiye, began a series of intense training programs with Indego Africa starting in July and, after months of hard work, is now delivering a wide variety of textile products to the international export market and excelling in their training programs. At the onset of their organization, the women of Abasangiye had no formal association or co-op membership, no bank accounts, no places to work, no equipment, and no specialized training. But the resilience and tenacity of these extraordinary women runs deeper than anyone could have ever imagined. In the words of their English literacy trainer, Generation Rwanda scholar Eugene Nteziyaremye, "the women are motivated . . . they don’t want to stop asking questions . . . they want to learn more!"
On October 28, 2010, the Ingenzi Knit Union (IKU) received its National Registration as the first and only Cooperative Union of its kind in Rwanda. The formation of IKU, comprised of four knitting co-ops – Hope (26 women), Hosiana (25 women), Mpare Mama (49 women), and Susuruka (27 women) – was facilitated by Rwanda Knits, long-time NGO partner of Indego Africa.

In Fall 2010, IKU launched their “Thousand Hills Cowl” knitwear piece (also known as a “Snood”) at Anthropologie with great success (see page 27). As Indego Africa expands its knitwear offerings, IKU will be a key player as they work to build a profitable and sustainable export knitting industry in Rwanda.
“With her name called, the 10,000 Women Program graduate sprang from her seat. Waves of applause cascaded over the auditorium floor. Radiant and almost regal in a stunning African print dress, Emelienne cut a dashing and purposeful figure as she strode onstage to collect her well-deserved Certificate of Entrepreneurship.”

– Conor French, Social Enterprising

Born in February 1975 in the southern province of Rwanda, Emelienne Nyiramana was a secondary school student when genocide erupted in 1994. Separated from her family, Emelienne endured the next two months alone, eluding genocidaires in fields, jungles, and homes.

After struggling for many years to make a livable income in a wide variety of jobs and entrepreneurial endeavors, Emelienne founded Cocoki and spearheaded a partnership with Indego Africa. As Cocoki flourished and Emelienne grew into a confident leader, she decided to apply to the Goldman Sachs 10,000 Women Entrepreneurship Program at Rwanda’s School of Finance & Banking. “I love learning, and I always wanted to return to school, so when Indego told me about the program, I was excited and wanted to apply,” she stated.
Emelienne was, to no one’s surprise, one of 24 women selected out of more than 500 applicants to attend the six-month program, which is part of Goldman’s $100 million, five-year campaign to provide 10,000 underserved women around the world with a business and management education. During her training, Emelienne excelled in classes as varied as marketing, management, bookkeeping, accounting, strategies for accessing capital and Rwandan law code. “My favorite subject was accounting and bookkeeping,” Emelienne explained. “Cocoki now does a better job at recording our inventory and materials.”

On January 19, 2011, Emelienne, along with the other women entrepreneurs in her cohort, graduated from the program. “Emelienne won this certificate because of her bravery,” gushed Cocoki’s President, Jacqueline Muteteri. “Despite the challenges in her family and her life, Emelienne thought not of the present, but of the future.” Look for more Indego Africa partner artisans to participate in the 10,000 Women program in 2011!
Twiyubake’s novel banana leaf creations included organic Banana Table Runners, Woven Banana Box Sets, and Banana Steel Bracelets.

Cocoki’s Double-Braid Bracelet was created out of assorted African motif textiles and pairs perfectly with their best-selling Market Tote Bags and Cosmetic Cases.

IKU’s varied knitwear product lines kept hundreds of supporters in the U.S. warm during cold winter months.

Covanya waded deeper into the home décor market, rolling out Woven Coasters and Woven Platters made from imigwegwe plant threads.

Abasangiye launched a unique line Textile Ball Ornaments, which proved an ideal holiday gift.

Indego Africa’s traditional Yoga Bags, Laptop Sleeves, Plateau Baskets, and Agaseke Basket Ornaments also remained top sellers throughout 2010.
When iconic fashion designer Nicole Miller first learned about Indego Africa in August 2010, she was immediately hooked and couldn’t wait to collaborate with the women artisans in Rwanda. Just two months later, to great fanfare, Nicole launched an exclusive line of vibrant fair trade textile bangles and woven bracelets co-designed with Cocoki and Covanya. After special fall launch parties at Nicole Miller’s stores in NYC, Chicago, and Los Angeles, this collaboration could not be stopped. It was an instant fair trade classic – showcasing the explosive potential of fully-integrated retail partnerships to not only awaken and enlist altruism in the fashion industry, but also to meaningfully enhance the livelihood and long-term economic prospects of African artisan women.
The Indego Africa / Nicole Miller partnership created quite a splash in the international fashion media. Stylecaster declared them the “globally friendly wrist candy” of the season, and in an Elle.com article, entitled “Indego Africa’s Color-Popping Bracelets,” Nicole Miller raved about the collaboration:

**ELLE:** What has been most inspiring about partnering with the women in Rwanda?

**NM:** It’s a modern, non-traditional re-thinking of the way non-profit work is done. The idea is to teach the women to be in business rather than just charity. We encourage the same kind of mindset in our business. I love creativity and entrepreneurship.

**ELLE:** What inspired your design aesthetic for the pieces you created with Indego Africa?

**NM:** I was drawn to some of the weaving techniques and bold colors they use. To me, it’s about the product and using a unique perspective to tell a story. The bracelets are a combination of both.

“When I learned that Anthropologie and Indego Africa had teamed up to sell loop scarves made by the 40 female artisans of the Ingenzi Knit Union in Rwanda, and that 100 percent of the proceeds are being used for further training in long-term skills, I knew that bundling up had just got sweeter.”

In 2010 Indego Africa facilitated the first large-volume knitwear order ever produced in Rwanda and commercially exported to the U.S. for sale at a major retailer. The “Snood” or “Thousand Hills Cowl” – which can be worn loosely as a cowl, closer to the neck as a scarf, or can be pulled over the head as a hood – was a resounding success, completely selling out and garnering extensive press, including in The New York Times Style Magazine and Vogue Knitting. Look for more collaborations with Anthropologie in 2011!
Launched in July 2008, Indego Africa’s award-winning internship program – run in partnership with Generation Rwanda (formerly known as Orphans of Rwanda, Inc.), an international NGO funding a university education for orphans and socially-vulnerable youth in Rwanda – more than doubled in size in 2010, from 4 interns in 2009 to 14 in 2010. These university students provide literacy, computer and business management skills training to our artisan partners. With an intense series of formal and informal mentoring, training, and evaluation initiatives, including weekly discussion groups and monthly in-depth training sessions, Indego Africa’s Generation Rwanda internship program prepares Rwandan university students to enter the local workforce with a high level of communication and organizational skills.

Notably, Valens Rutazihana, a third-year student at Rwanda’s School of Finance & Banking, originally interned for Indego Africa and — after excelling in his role over nearly two years — was one of two students recruited to join Indego Africa’s full-time staff.

“My work at Indego is my contribution to build my country because I am not able to help the citizens financially but I have knowledge needed by most people who did not attend school.” - Valens
Indego Africa’s 2010 Social Impact Report marked the third occasion for measuring our social impact in Rwanda. While the two previous years measured data from the Cocoki and Covanya co-ops exclusively, in 2010 IndegoAfrica expanded its assessment to include a third partner co-op, Twiyubake. The 2010 Survey now includes response data from a total of 65 women and measures impact in the areas of income, housing & amenities, access to food, education, and quality of life.

**VERIFIABLE SOCIAL IMPACT**

88% increase in the number of women earning 100% of their income at the cooperative

111% increase in the number of women earning $1 a day or more

158% increase in the number of women setting and following a household budget

330% increase in the number of households with running water

517% increase in the number of families eating 3 or more meals per day

760% increase in the number of women who described their income as adequate with respect to their basic needs

800% increase in the number of women reporting that most of the children they care for attend school on a regular basis

For more info: indegoafrica.org/socialimpact.
Indego Africa proudly accepted a wide variety of awards and recognition in 2010 for its innovative programs and ground-breaking impact. Their innovative business and education model creates a broad, deep, and sustainable impact on the artisans’ lives.

**AWARDS & RECOGNITION**

Fair Trade Federation Award for “Most Positive Change in a Producer Community”

On Sept. 19, 2010, Indego Africa received the Fair Trade Federation’s (FTF) award for “Most Positive Change in a Producer Community,” which was presented at the 2010 Fair Trade Futures Conference. “Indego Africa stood out among the six nominees for this particular award,” remarked Carmen K. lezil, FTF executive director. “Their innovative business and education model creates a broad, deep, and sustainable impact on the artisans’ lives.”

New York International Gift Fair Sustainability Award

Out of 200 exhibitors, the New York International Gift Fair (NYIGF) acknowledged Indego Africa as achieving the highest level of sustainability for its products, production processes and business practices. Dorothy Bettan, NYIGF director and GLM senior vice president, stated that “while the majority of companies within SustainAbility use renewable resources, and manufacture with alternative energy sources, these products and producers show an exemplary dedication to and adoption of ‘green’ practices.”

Top-rated Women’s Empowerment Nonprofit by GREATNonprofits

On December 11, 2010, Indego Africa was named Charity of the Year Award by AfriPRO Houston, a non-profit organization building a new positive image of and appreciation for Africa and Africans by organizing business, charitable, and professional events that inform, educate, empower, and celebrate Africa and Africans. Indego Africa was honored alongside former NBA great Dikembe Mutombo and current NFL star Amobi Okoye.

AfriPRO Charity of the Year Award

Supporters from all over the U.S. voted to make Indego Africa a GREATNonprofits Top Rated Women’s Empowerment Nonprofit. GREATNonprofits is the leading developer of tools that allow people to find, review, and share information about great nonprofits.

**SPEAKING ENGAGEMENTS**

Because of the transformational nature of its model, mission, and strategy, Indego Africa’s leaders were invited to speak at the following academic institutions and conferences around the world.

EVENTS & REGIONAL BOARDS

2010 was jam-packed with amazing events planned by Indego Africa’s invaluable Regional Boards. Events included a sunset jam in Santa Monica, a summer bash in NYC, a gallery soirée in Chicago, a yoga gathering in LA, a wine tasting in San Francisco, two blow-out Ibirori Galas in NYC and DC, wildly successful Nicole Miller product launch parties in NYC, Chicago, and LA, and much more!
MAJOR DONORS

Founder level supporters ($10,000 and up)
- Segal Family Foundation
- All People Be Happy Foundation
- Noble Foundation

Indego Circle level supporters ($5000-9999)
- Foundation Rwanda
- Survivors Fund

Benefactor level supporters ($1000-4999)
- Nicole Miller
- Ting Tsung and Wei Fong Chao Foundation
- Douglas and Tanya Bolton Family Foundation
- Thomas M Mitro
- Bliss PR
- Ryan Lester
- Taylor, Duane, Barton, & Gilman, LLP

Patron level supporters ($500-$999)
- The Church at the Falls
- Vadim Brusser
- Jim Hodges

Artisan level supporters ($200-$499)
- Houston Hands & Hearts
- Network for Good
- Daniel Sacks
- Willard B Taylor
- Paul Fetch

Friend of Indego level supporters ($50-199)
- Emma B. Bloomberg
- Mark Pierson
- Kathleen VanDytenno
- Kelly Paulini
- Rajeev Darolia
- Friedel Family Foundation
- Kristen Farrell
- Mary E Schultz

Special thank you to Orrick, Herrington & Sutcliffe LLP for its continued unprecedented support!

- Chevron Humankind
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- United Health Care Employee Giving Campaign
- We Give to Get
- Janis Simon

- Michael Englet
- Naomi Sugar
- Erica D. Johnson
- NY Yoga Corp
- Kroger
- Church of the Pilgrims
- We Get to Give LLC
- Seana Ceplio
- Vanessa Harbin

- Anna Dimon
- Deborah Jacob
- Joel A. Casper
- Jonathan E. Bristerman
- Morgan Stanley

- Morgan Stanley
- Seana Ceplio
- Vanessa Harbin

- Morgan Stanley
- Seana Ceplio
- Vanessa Harbin
Indego Africa is excited to present our financial summary for the year ended December 31, 2010.

A quick list of our financial accomplishments in 2010:

- More than **doubled** our gross revenue from 2009
- **Increased our product sales revenue by more than 265%** from 2009
- **Increased our donations income by more than 183%** from 2009
- **79% of cash outflow** went toward the Hand Up Training and Handicraft Programs

In 2010, Indego Africa generated more than $255,000 in gross revenues, representing an increase of approximately 211% over 2009. Even with sky high expectations entering 2010, Indego Africa vastly exceeded its own growth projections for each of its primary revenue streams: product sales and donations.

As importantly, Indego Africa held steadfast to its model and budgetary strategy on the expense side of the ledger. Expenditures directly related to our Training Programs and our Handicraft Program – the two core programmatic components of our economic empowerment model – collectively accounted for approximately 79% of our total costs and expenses for 2010.

If you are looking for even more from Indego Africa, we wholeheartedly welcome the challenge. Not to tip our hand for 2011, but we have nearly doubled our product sales from 2010 this year already (as of June 2011) and are working around the clock to match that growth with contributions. Onward and upward.

Conor French, COO and CFO
LEADERSHIP TEAM

MANAGEMENT

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Conor B. French, COO and CFO
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Casey Cobell, Country Director
Jean de Dieu (Jadot) Niyomugabo, Rwanda Operations Manager
Sarah Manion, Rwanda Retail Director
Cissy Vicendese, Design and Production Manager
Dana Fetch, Design and Production Manager
Yves Ndashimye, Accounting and Operations Assistant
Valens Rutazhana, Senior Intern

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