Indego Africa is a 501(c)(3) non-profit social enterprise that lifts woman-owned cooperatives of African artisans toward sustainable, economic independence through market access and education. Indego Africa markets and sells its partner cooperatives’ handmade fashion accessories and home décor products on its e-commerce site (shop.indegafrica.org) and to U.S. brands and retail chains, including Nicole Miller, Anthropologie, J.Crew, and Madewell. Indego Africa then pools 100% of its profits from sales with donations to fund training programs for its partners in financial management, entrepreneurship, literacy and computers – taught by Rwanda's top university students.

Through their partnership with Indego Africa, artisan women entrepreneurs generate income through product sales to meet their families’ critical needs while also acquiring the necessary skills to run their own profitable businesses over the long-term. Indego Africa is the subject of a Harvard Business School case study and a recipient of the Fair Trade Federation’s Most Positive Change in a Producer Community Award and the Templeton Freedom Award in Social Entrepreneurship. Indego Africa is transforming the lives of its artisan partners by re-defining an outdated handicraft model of economic development and mapping out a replicable blueprint for unleashing the power of women entrepreneurs in Africa.
Dear Indego Africa Enthusiast,

On behalf of the entire Indego Africa community, we are proud to present you with our 2011 Annual Report.

The success so vibrantly on display here is no accident. Driving forward such palpable impact took focus, grit, sacrifice, patience, and your generous support. In 2006, for instance, we shaped a social change model around an innovative idea and a commitment to transparency and ethics. In 2007, we partnered with our first artisan group and ordered our first products. In 2008, we launched our training programs and assembled a transnational team. In 2009, a tenacious grassroots movement buoyed us through a global economic crisis. And, in 2010, breakthrough! Indego Africa matured into a global example of a social enterprise in action and design-driven women’s empowerment.

Which brings us to 2011, a milestone year where—powered by escalating market demand, infrastructural strength, financial confidence, programmatic achievement, a renowned brand, and a global grassroots movement—we dramatically scaled our operations and reach. Indeed, read in conjunction with our 2011 Social Impact Report, this Annual Report tells a story of an organization that has not only transformed the lives of hundreds of women entrepreneurs in Rwanda, but is also on the cusp of unlocking the potential of thousands more.

We cannot reflect for very long on past success, however, without renewing our resolve toward the future. In 2012, Indego Africa will not rest; we will keep pushing onward. We will further improve and expand our core programs of market access and educational opportunity. We will continue optimizing our systems, operations, and partnerships so that we remain a company built to last. We will measure our performance and impact, and will not waver from our belief that better and more efficient outcomes are always possible.

We invite you to join a movement where African women artisans are reclaiming control over their own lives and an organization that built its reputation on doing things right.

Join us at indegoafrica.org/donate.

Thank you for your continued trust and support.

Sincerely,
The Indego Africa Team

indegoafrica.org/team
Cocoki had quite a year! With surging economic growth and increased market demand, Cocoki created local job opportunities for 10 new seamstresses in Kicukiro. Cocoki also relocated to a larger production facility and hosted a number of high-profile visitors, including Nicole Miller (p. 14) and Ambassador Susan Rice, the U.S. Permanent Representative to the United Nations.

Two of Cocoki’s members graduated from the Goldman Sachs 10,000 Women initiative (p. 22) and visited the U.S. (p. 28). As Cocoki’s success has become more widely known, members have begun mentoring other women entrepreneurs across Rwanda.

“In every way, mentally and physically, my life has changed since Indego Africa. At work, I am happy because I feel good to be around other women for company, and I do not have to beg to survive. I can take care of my family and I have opened a bank account. There is a future for me.”

- Fabiola, 28
**Cocoki’s Gross Revenue**

Cocoki’s **product sales soared again in 2011** as it continued to build a global brand.

All members of Cocoki have a dream. Their dream is to become rich from their hands.

Covanya

Weaving co-op of 40 members located in Nyamata. Indego Africa partner since 2007.

Covanya faced a challenging 2011 that resulted in a reconstitution of its membership. Nevertheless, Indego Africa stuck by its longtime partner co-op and Covanya responded by completing several year-end orders, continuing to excel in their training programs, and participating in a district wide literacy project. Covanya’s world-class plateau baskets also remained Indego Africa’s top-selling retail offering.
Frequently greeting visitors to the Kayonza Artisans Center with song and dance, Twiyubake continued to impress with its creativity and initiative.

During 2011, Twiyubake built on its momentum from 2010 – which included completing an order for Polo Ralph Lauren – to dramatically expand its product line, adding banana boxes, woven banana bangles, table runners, and banana necklaces. At the same time, members of Twiyubake remained engaged in Indego Africa’s training programs, showing a particular enthusiasm for English literacy.

Looking ahead, Twiyubake continues to work on strategic initiatives to diversify production capabilities, solve issues related to raw material seasonality and storage, and improve the lives of its members by ensuring each has a bank account and a minimum level of food security.
When 25 women from Kayonza banded together (with the help of NGOs Foundation Rwanda and Survivor Fund) to form Abasangiye, they had no bank accounts, no place to work, no equipment, and no specialized training. Each member is a mother to a child born of rape during the 1994 genocide, and most struggled daily with severe physical and psychological consequences from those experiences.

In 2011, the women of Abasangiye overcame the death of their revered vice president to make giant strides as an early-stage business. By completing orders for J.Crew (p. 17), Nicole Miller (p. 14), Anthropologie, ShopBop, and Steven Alan, Abasangiye began to match workplace success with their already-strong classroom learning ethic. Absangiye showcases its commitment to education with near perfect training program attendance rates.

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Indego Africa reinvigorated my confidence and gave me a new path for the future by introducing me to the world of business and allowing me to learn new skills that can help me succeed on my new path. I have direction and hope for the first time in a long time.

- Eugenie, 36
Imirasire Coovamaya
(Imirasire)

Weaving co-op with 150 members located in Mayange. Indego Africa partner since 2011.

I am very happy because I no longer have to ask my husband for anything.

- Speciose, 39

Drawing together artisans from nearby Bugesera District communities in Mbyo, Kagende, Gakamba, Kibenga, and Kibirizi, Imirasire (which means “sunshine” in Kinyarwanda) is situated near a grove of eucalyptus trees just off the road in Mayange. An idyllic and laidback setting, however, stands in stark contrast to the rapid pace of production at Imirasire. For instance, in one two-week period during 2011, Imirasire completed six prototype requests to make samples for four different U.S. designers, resulting in 326 total prototypes in 23 different styles and 142 different color-ways.

As Indego Africa’s newest partner co-op, Imirasire quickly earned their stripes by swiftly and ably completing orders for Madewell (p. 16) and Nicole Miller (p. 14) while continuing to produce hundreds of their renowned plateau and agaseke baskets. Indego Africa will commence its training programs at Imirasire in 2012.
For several months during summer 2011, IKU converted a room at the Police Hospital in Kacyiro into an unlikely production central for 4,490 knitwear pieces for Anthropologie (p. 12). Day after day, the room reverberated with laughter, chatter, and the sounds of over a hundred women hard at work. For IKU, 2011 also saw two of its artisans – one from Hoziana and one from Mpore Mama – admitted into the Goldman Sachs 10,000 Women initiative (p. 22).

Looking toward the future, IKU, which was founded with the assistance of long-time NGO partner Rwanda Knits, continues to invest proceeds from 2011 back into their business and increase participation in the local market. In addition, Indego Africa plans to roll out its training programs, beginning with English literacy, at each of IKU’s four constituent co-ops in 2012.
New Cooperative Partners

To meet rising market demand for Indego Africa products, Indego Africa continues to search for potential new co-op partners across Rwanda, experimenting with various production capacities, raw materials, co-op compositions, and locations!
Indego Africa added a wide variety of new products in 2011, including:

Imfuzo Bangles (Hukuga) - woven palmleaf, dyed in bright colors and featuring a traditional Rwandan pattern.

iPad Case (Cocoki and Twiyubake) - feature intricate banana leaf weaving patterns and lined with traditional Dutch wax cloth.

Pillow Ornaments (Cocoki) - animal and holiday-themed tree ornaments to brighten a room.

Pillow Sham (Cocoki) - vibrant, decorative shams are perfect for your favorite pillow.

Quilted Duffel Weekender (Cocoki) - soft, extra-roomy, and hand-crafted from our favorite Dutch wax cloth.

Textile Bookmark (Cocoki) - lightweight, covered in vibrant cloth and with a traditional African pattern.

Woven Banana Bangles (Twiyubake) - hand-dyed and woven together around repurposed plastic.

Indego Africa’s products were also featured on flash sale sites Fab.com, Africa.com, and Roozt; at trunk shows in DC, LA, and NY; and pop up sales in partnership with Global Goods Partners and the NYC Fair Trade Coalition.
Indego Africa and major retail chain Antropologie continued their partnership in 2011 by launching the “Sarapo Loop,” a scarf hand-crafted by the industrious knitters at IKU. The collection of 4,490 scarves, which were available in saffron and winter white, broke new ground in the cold-weather accessories industry as the largest knitwear order ever produced in Rwanda and exported to a major U.S. retailer!

“Compared to other people, even those with a university education, I make enough money to take care of my family. I am so happy for what I can get out of my work, because I can pay for all expenses I need to take care of my family and myself.”

- Rose, 33 (President of IKU)
In the summer of 2011, Indego Africa forged a creative partnership with jewelry and accessories label, DANNIJO. Each time a customer orders a product from DANNIJO’s website, his or her purchase arrives in a jewelry pouch handmade by a member of Cocoki. The partnership combined the artisanal prowess of two teams of entrepreneurial women: sisterly design-duo Danielle and Jodie from New York and the sewing co-op Cocoki from Rwanda. The success of this first collaboration encouraged Indego Africa and DANNIJO to develop additional products together, to be released in 2012.

The collaboration didn’t stop there. Nicole Miller herself spent two eventful weeks in Rwanda in Oct. 2011 where she met Indego Africa’s artisan partners, taught courses on advanced sewing, draping, and tailoring techniques, and lectured at the Goldman Sachs 10,000 Women initiative in Kigali. Nicole Miller also executed a purchase order directly with Cocoki for paper bead necklaces, marking the first time a major U.S. label has ever made an order directly with a Rwandan artisan co-op without the assistance of an external intermediary.

“I was really impressed with Indego Africa’s unique take on helping women in need — it’s a modern take on helping women.”

The pieces are eye-poppingly gorgeous: The prints are brighter than a summer day, and the woven bracelets are just begging to be piled on. Great clothes for a great cause? We’re in!

- “Fair Trade Fashion: Nicole Miller Teams Up With Indego Africa,” Lexi Nisita, Refinery29 (July 6, 2011)
In early 2012, Madewell and Indego Africa launched a line of woven sweetgrass bracelets at Madewell stores and Madewell.com. In bright spring colors and intricate detailing, these bangles showcase the master dying and weaving techniques of the women at Imirasire, Indego Africa’s newest partner cooperative.

High five to Indego Africa! This creative nonprofit partners with women artisans across Rwanda (on a fair-trade basis) to help bring their brilliant crafts to our shores—and invests 100 percent of the profits back into the communities. So really, what better reason to pile these handwoven bangles on by the dozen?

- Madewell.com
In early 2012, Indego Africa and clothing and accessory brand J.Crew launched a line of fair trade bracelets produced by Indego Africa partner co-ops, Cocoki and Abasangiye. The twisted wrap bracelets come in three colors and are available for sale on J.Crew’s website and in-store purchase at J.Crew locations. With all the excitement buzzing around this large-scale launch, Indego Africa is already working with this iconic brand and retailer to both develop new products and find innovative ways to collaborate for future seasons.

“Indego went above and beyond in the name of empowerment, creating a business training program to encourage entrepreneurship and independence among the artisans. Woven from locally sourced Dutch wax cloth—and individually signed by the artists—these brightly hued pieces might just be the ultimate friendship bracelets.”

- J Crew.com
Training Programs

Indego Africa pools its profits from sales with your generous donations to fund skills training programs for its partner co-ops in business management, entrepreneurship, English and Kinyarwanda literacy, and computers. This education is what gives Indego Africa’s artisan partners the tools to run their own self-sufficient and prosperous enterprises. It is their pathway toward financial independence.

In certain cases, the effects of education, particularly business management and entrepreneurship, can be almost immediate. Partner co-ops become, in the shorter-term, better led and managed economic communities and, in the longer-term, sustainable business models for entrepreneurial women.
In addition to courses in Literacy (English and Kinyarwanda) and Computers, Indego Africa offers core Business Management and Entrepreneurship training for its artisan partners in:

- Financial Management, including recordkeeping, transparent payments, banking, governance, government licensing, and effective communication;
- Local Markets, including competitor analysis, customer preferences, local pricing, budgeting, and product presentation;
- International Markets, including international pricing, international competitor analysis, profit margins, shipping, negotiation, contracts, marketing trends, product innovation, and quality control; and
- Outside Economic Activities, including unit/fixed/variable costs, pricing, budgeting, logistics, SWOT analysis, market entry, problem solving, and logistics strategies.

Indego Africa continued to build new training program modules in 2011, including microfinance preparedness, strategic sourcing, supply chain management, customs logistics, regulatory compliance, advanced market research and analysis, and IP rights.
Partner profile:

Generation Rwanda is a non-profit organization dedicated to helping orphans and other socially vulnerable young people in Rwanda pursue a university education and become leaders in their communities.

How it works:

Generation Rwanda scholars obtain valuable professional experience by administering Indego Africa’s training programs at each partner co-op. Each trainer participates in Indego Africa’s Internship Professional Development program, which includes formal and informal mentoring, a “training of the trainers” program, and regular evaluation and certification.
Number of local university students who served as Indego Africa trainers in 2011

Number of Generation Rwanda scholars who Indego Africa has hired as full-time employees following their graduation

Local institutions represented among Indego Africa’s trainers

* Includes Adventist University of Central Africa, Kigali Institute of Education, Kigali Institute of Science and Technology, National University of Rwanda, and the School of Finance and Banking.

Working with entrepreneurs is a great experience for me as they have practical experience and I have theoretical experience. It helps me a lot and I can say that I made friends with them. It is a great opportunity for me as a student who needs practical examples.

- Christian Shema, 22, School of Finance and Banking, business trainer at Twiyubake and Abasangiyie

Indego Africa’s training programs provide women with the skills to rely on themselves in the future by knowing how to read and writing but also having critical thinking that helps them to do what is right. It teaches them how to fish.

- Innocent Bigiyobyenda, 28, Kigali Institute of Education, Kinyarwanda, literacy trainer at Twiyubake
Goldman Sachs 10,000 Women is a five-year initiative to provide business and management to 10,000 women entrepreneurs around the world. In Rwanda, Indego Africa and 10,000 Women are working together to connect Indego Africa’s cooperative partner leaders with more advanced business education opportunities.

How it works:

10,000 Women, in partnership with the William Davidson Institute at the University of Michigan, supports Indego Africa’s training programs, and Indego Africa prepares and nominates top performing artisan women entrepreneurs for 10,000 Women. Indego Africa also contributes in the 10,000 Women classroom and advises program participants on topics such as product design and export.
Encouraged and mentored by two prior superstar scholars, Emelienne Nyiramana and Therese Iribagiza, Josiane Niyitegaka and Immaculee Ilibagiza, both from IKU, were accepted into 10,000 Women and will graduate in Sept. 2012. Application submissions for the next cohort are in and our fingers are crossed that it will include representatives from Imirasire and Abasangiye!

As a businesswoman in 10,000 Women, I recognize that other young people will see me as an example of how to improve oneself. I will be a model for younger women.

- Josiane, 29 (Mpore Mama)
VisionSpring is an innovative social enterprise dedicated to reducing poverty and generating opportunity in the developing world through the sale of affordable eyeglasses.

Indego Africa purchased low-cost eyeglasses from VisionSpring. VisionSpring provided implementation and assessment tools to Indego Africa in exchange for data collected during the project.

Poor vision detracted from many of Indego Africa’s artisan partners’ ability to learn, work, and support themselves. Yet, low-income women in Rwanda generally lack access to affordable eyeglasses.
275 Number of women screened for poor vision

229 Number of women who received their first pair of eyeglasses

92% Percentage of women who reported better performance in production and learning within one week of receiving eyeglasses
Breast Cancer Initiative East Africa (BCIEA) is a non-profit organization dedicated to the advancement of breast cancer surveillance and improved survival rates targeted in low-income communities in East Africa.

How it works:

Indego Africa and BCIEA work together to provide breast cancer awareness trainings, which also focus on other health-related issues such as nutrition and exercise, at each of Indego Africa’s partner co-ops.
**Partner profile:**

International Justice Mission (IJM) is a non-profit human rights agency that works with victims of slavery, sexual exploitation, and other forms of violent oppression.

**How it works:**

Indego Africa enlisted IJM to conduct Gate of Hope workshops on domestic violence prevention and intervention at its partner co-ops.
On Oct. 12, 2011, two representatives of Cocoki, Emelienne Nyiramana and Therese Iribagiza, touched down at JFK Airport for a whirlwind 17-day tour of New York City and Washington, D.C. They were accompanied by Indego Africa staff member Yves Ndashimye, a Generation Rwanda scholar who recently graduated from Rwanda’s School of Finance and Banking.

While none of the three had previously ever left Rwanda, let alone flown on an airplane, each arrived brimming with enthusiasm and curiosity. Together with Indego Africa’s U.S. team, the travelers dove headfirst into a diverse slate of panel discussions, meetings, trainings, celebrations, and sightseeing adventures.

Speaking at the global law firm of Orrick, Herrington & Sutcliffe LLP and New York University’s Development Research Institute, for instance, the trio reflected thoughtfully on their lives, businesses, challenges, and visions for the future. “If you work hard,” Emelienne explained at Orrick, “you can know everything you want.”

At the global headquarters of Goldman Sachs, Emelienne and Therese shared their experiences both as Indego Africa artisan partners and as Goldman Sachs 10,000 Women program participants with an overflowing room of firm employees. Emelienne explained that her “secret to leadership is listening,” while Therese reasoned that one must “be an example for others and look at the future, not just the present.”

“Once you help a woman, it means you help the whole family. And once the family is good, the whole country is good.”

- Therese, 37
The distinguished trio spent two full days with fashion designer Nicole Miller and her team, receiving training in advanced sewing techniques, design, and business strategy, followed by a vibrant party at Nicole’s boutique in SoHo. They also visited DANNIJO’s design studio in the Meatpacking District to speak with the inspiring founders about future design collaborations and lessons learned as fellow women entrepreneurs.

In Washington, D.C., the team visited the State Department to meet with Maria Otero – the Under Secretary of State for Democracy and Global Affairs – and representatives from the Office of Global Women’s Issues to discuss the role of women in promoting stability, peace, and development around the world. Following English and Kinyarwanda interviews on Voice of America, the Embassy of Rwanda hosted a reception where Therese drew wild applause when she exclaimed: “We get training at the cooperative from Indego Africa, and then we go home and train our husbands!”

Now don’t fret; the trip wasn’t all business! From a private tour of the White House to a matinee performance of the Lion King on Broadway to breathtaking Big Apple views from the Empire State Building, the trio were the consummate tourists. Yves, in particular, was struck by the fast-paced, goal-oriented nature of Manhattan, remarking: “In New York City, everyone walks fast because they have purpose. I will return to Rwanda and show everyone how to walk fast!”
Social Impact Assessment

**Why:**

Indego Africa is committed to an outcome-based approach to poverty reduction. The primary tool for acting on this results-driven orientation is a comprehensive social impact assessment undertaken by Indego Africa each year with each of its partner co-ops.

**How it works:**

Indego Africa’s in-country team conducted its fourth social impact survey and collected data from 186 women across six partner co-ops on a range of development indicators. Data collected from women in Cocoki, Covanya, and Twiyubake spans multiple years and demonstrates Indego Africa’s impact from 2008 – 2011. Baseline data was collected for the first time from Abasangiye, Imirasire, and IKU.
**Highlights from 2011 Social Impact Report**

2011 compared to 2008

- 67% of women earned at least $1/day in 2011 compared to 7% in 2008
- 24% of women earned $2/day or more in 2011 compared to 2% in 2008
- The number of women who say they and their family never run out of food **TRIPLED***
- Families who ate 2 or more meals per day grew by 46%*
- 65% of women own their homes in 2011, compared to 41% in 2008
- Homes with running water **DOUBLED***
- 36% growth in the number of women who have visited a clinic or received medical treatment
- In 2008 none of the women could use a computer or speak English, by 2011 50% of women have had computer training and at Cocoki 61% can speak English
- 75% of women now send all of their children to school, compared to 48% in 2008
- 78% of women have a bank account in 2011, compared to 18% in 2008
- Homes with electricity grew by 80%*
- Homes with a telephone **DOUBLED***
- In 2008, none of the women said they were very satisfied with their health and well-being in the workplace, today 47% of women are

* Compounded annual growth from 2008 to 2011

**For more information go to indegoafrica.org/socialimpact**
In Oct. 2011, Indego Africa was awarded the Atlas Economic Research Foundation’s 2011 Templeton Freedom Award in Social Entrepreneurship for “innovative projects on social entrepreneurship to benefit the poor.”

In Jun. 2011, Indego Africa received the Fair Trade Federation’s Award for Excellence in Product Design for Indego Africa, Nicole Miller, Cocoki, Covanya, and Imirasire’s collaboration on colorful textile bangles and woven bracelets.

"Indego Africa stood out among the ten nominees for our 2011 Excellence in Product Design Award. Their hip, innovative design and responsible use of materials have resulted in a great product that both speaks to consumers and creates a tremendous impact on artisans’ lives."

- Mary Rose Parrish, Fair Trade Federation (Program Manager)
Benjamin Stone, CEO

The Diplomatic Courier and Young Professionals in Foreign Policy jointly launched the “Top 99 Under 33 Foreign Policy Leaders,” a special project that captured the extraordinary impact that 99 diverse Millennials under the age of 33 are making on international affairs.

Matthew Mitro, Founder and Chairman of Board

Devex’s London 40 Under 40 International Development Leader award honored “key international development leaders who are helping to transform the global development agenda - and most importantly, make a difference in the lives of millions around the world.”

Benjamin Stone, CEO

The Global Leaders - the largest group of business, government, philanthropic, and academic leaders in the world - named Ben as its 2011 Future Global Leader in recognition of his “innovative leadership in using a market-driven, business-minded approach to empower women in Africa.”

Conor French, President & COO

The Truman Security Fellowship is a highly competitive leadership development program for exceptional individuals “who show promise to become the United States’ future progressive leaders and are committed to advancing Truman internationalist policy over the course of their careers.”
Regional Boards

Indego Africa’s regional boards, comprised of more than 250 professionals from Boston, Chicago, Los Angeles, Miami, Milwaukee, New York City, San Francisco, and Washington, D.C., are the beating heart of Indego Africa’s grassroots movement to tackle systemic poverty in Africa one business-minded artisan women at a time.

In addition to providing indispensable support and insight, regional boards hosted a number of events to benefit Indego Africa in 2011, including two Ibirori galas, Chicago Stand Up, AfriPro Houston, and Lala Pequenos. Just as successful were the smaller events: happy hours, bowling nights, yoga sessions, and trunk shows aimed at building and energizing the Indego Africa community.

If you’re interested in joining or starting a regional board, email regionalboards@indegoafrica.org.
Coverage of Indego Africa and its artisan partners reached new heights in 2011. We would like to thank the diverse slate of media outlets who heralded this uplifting story of entrepreneurship and education in Rwanda.
Indego Africa is creating a powerful new paradigm for brands seeking to help the people of Africa by giving them a hand up instead of a hand out.

- “Craft And Commerce: Indego Africa’s Transforming Power,” Zandile Blay, The Huffington Post (Jun. 9, 2011)

We’re Obsessed!

- InStyle (Jan. 2012)

As Indego Africa’s story shows, placing women’s empowerment front and center in the human development debate has the potential to pay large dividends, not only for women around the world but for their children. And that will contribute to a brighter future for us all.

In 2011, McKinsey’s world renowned publication, *What Matters*, convened “some of the most innovative and forward-thinking change makers to share their stories and their strategies” for solving “the world’s most intractable problems.”

Enjoy an article co-authored by Indego Africa’s Ben Stone and Conor French about the powerful partnership between Indego Africa, Nicole Miller, and hundreds of entrepreneurial artisans in Rwanda.

“Design Meets Development in Rwanda” (Nov. 30, 2011)

Our goal at Indego Africa is to put ourselves out of business, literally. We’ve joined forces with noted fashion designer Nicole Miller because we believe she can help us do exactly that.

Indego Africa, a nonprofit social enterprise, connects for-profit cooperatives of women artisans in Rwanda with export markets for their goods and provides training to help them run their businesses more effectively. Specifically, we market the handmade accessories and home décor items that our partner cooperatives produce on our e-commerce site and to US brands and retail chains. Then we pool the profits with donations to fund training programs in financial management, entrepreneurship, literacy, and computers—all of which are taught by Rwanda’s top university students. By helping our partner cooperatives tap into new markets, generate sales, and acquire functional skills, we believe we can help them to create viable, sustainable businesses that can provide a path out of poverty. And if we do it right, at some point they won’t need us anymore.

Indego Africa’s collaboration with Nicole Miller (both the designer herself and the company bearing her name) began in August 2010 with an initial test order for textile bangles and woven bracelets produced by some of our partner cooperatives. Miller formally launched the bracelet collection over the 2010 holiday season at her boutiques in New York City, Los Angeles, and Chicago. After the bracelets sold out, Miller and Indego Africa capitalized on the momentum with a series of new designs, including sarongs, shorts, bags, and jewelry. These items are now also sold at Nicole Miller retail stores and on both entities’ e-commerce sites.

We believe this partnership holds valuable lessons for social innovators. Part of the power of the partnership derives from the nonprofit/for-profit hybrid we’ve created. We’re driven by more than simple altruism, although that’s certainly part of what makes it work. While the alliance allows both sides to live our social values, it also furthers core business objectives, including making profits, attracting new customers, and enhancing our brands.
When Nicole Miller places an order for Indego Africa products, each party along the supply chain turns a profit. As for-profit businesses, Nicole Miller and each of Indego Africa’s partner cooperatives exist to make money. Even if her business got great press, Miller could not justify selling goods from the cooperatives for long if she couldn’t make money on them. At the same time, she also gets a reliable sourcing channel for unique product offerings that appeal to the next generation of end-customers who increasingly want to believe in what they wear.

Meanwhile, Indego Africa benefits from the relationship as well. In addition to paying artisans a fair trade wage Indego Africa must cover other fixed costs—a must if we’re to continue our mission of assisting women in Rwanda to lift themselves out of poverty. Partnering with a globally recognized label raises awareness about Indego Africa’s social mission and brand, dramatically enhancing our ability to forge additional income-generating relationships and thus multiply our impact in Rwanda.

Miller does much more than just place orders. Her commitment to working closely with the artisans on the design and innovation process teaches them important skills that should enable the cooperatives to continue growing. The sewing cooperative Cocoki, one of Indego Africa’s partner cooperatives, is a good example. After working with Indego Africa for three years and experiencing rapid growth, Cocoki was ready to begin standing on its own. In October 2011, Miller spent a week in Rwanda training Cocoki’s membership so they could better produce additional goods she anticipated including in an upcoming collection. Soon after, two of Cocoki’s leaders visited the United States. Those visits in turn led to the first-ever direct purchase order between a Rwandan cooperative and a major US label, when Nicole Miller placed an order for paper bead necklaces from Cocoki.

By basing our relationship on a shared set of business goals, as opposed to purely charitable ends, Indego Africa and Nicole Miller have fashioned a mutually beneficial nonprofit/for-profit partnership, which we believe can be expanded and replicated with other brands. The transformative impact on the lives of the artisan women in Rwanda extends beyond the profits they’ve earned. They’ve also gained essential skills, from how to design to how to navigate the export market. The partnership arms them with the confidence, creativity, and sense of ownership to claim control over their own futures as independent businesswomen. Each income-generating transaction gets us one step closer to our goal: sustainable, economic independence for talented women entrepreneurs in Rwanda.

What Matters: Social Innovation
Can fresh thinking solve the world’s most intractable problems?

• Matt Mitro, “The Path and Progress of Indego Africa,” Keynote Speaker, AllPeopleBeHappy Foundation Annual Meeting, Houston, TX (Apr. 3, 2011).


• Ben Stone, “Graduation Commencement Address,” North Yarmouth Academy’s One Hundred and Ninety-Seventh Commencement Exercises, Yarmouth, ME (Jun. 5, 2011).


Indego Africa is excited to present our financial summary for the year ended December 31, 2011.

Year-over-year 2011 financial achievements include:

- Total Revenue more than doubled
- Revenue from product sales tripled
- Contributions increased by 80%
- Expenditures for training and market access programs increased by 162%

Revenue from both product sales and contributions have been on an upward trajectory since 2008 and we are forecasting $800,000 in gross revenue in 2012:

Indego Africa continues to invest significant portions of additional revenue in human capital in order to integrate more artisan women entrepreneurs into programming and to increase overall programmatic efficiency and effectiveness. For instance, during 2011, Indego Africa expanded staff on the ground in Rwanda from two to five full-time employees. These investments also reflect a core strategy that “our people are our greatest asset” and that smart investments in human capital are the key to staying competitive and driving succeeding waves of organizational growth and innovation.

We hope that our consistent growth pattern further validates and honors the generous investments you have made in Indego Africa. We pledge to continue to prioritize fiscal responsibility and accountability as Indego Africa scales operations in Rwanda and beyond.
Statement of Activities
for the year ended December 31, 2011

REVENUE AND SUPPORT

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Gross Product Sales Revenue</td>
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<tr>
<td>Gross Income From Fundraisers</td>
<td>$48,109</td>
</tr>
<tr>
<td>Contributions</td>
<td>$255,755</td>
</tr>
<tr>
<td>Other Income, Including Interest Income</td>
<td>$400</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$532,358</strong></td>
</tr>
</tbody>
</table>

EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of Goods Sold</td>
<td>$150,129</td>
</tr>
<tr>
<td><strong>Functional Expenses:</strong></td>
<td></td>
</tr>
<tr>
<td>Program Services</td>
<td>$217,763</td>
</tr>
<tr>
<td>Management &amp; General</td>
<td>$24,005</td>
</tr>
<tr>
<td>Development</td>
<td>$46,031</td>
</tr>
<tr>
<td><strong>TOTAL FUNCTIONAL EXPENSES</strong></td>
<td><strong>$287,799</strong></td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$437,928</strong></td>
</tr>
<tr>
<td><strong>NET INCOME</strong></td>
<td><strong>$94,430</strong></td>
</tr>
</tbody>
</table>

Statement of Position
as of December 31, 2011

ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Investments</td>
<td>$186,878</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>$20,356</td>
</tr>
<tr>
<td>Product Inventory</td>
<td>$43,901</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>$5,016</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$256,151</strong></td>
</tr>
</tbody>
</table>

LIABILITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>$0</td>
</tr>
<tr>
<td>Other Current Liabilities</td>
<td>$9,985</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>$9,985</strong></td>
</tr>
<tr>
<td><strong>ACCUMULATED SURPLUS</strong></td>
<td><strong>$246,166</strong></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND ACCUMULATED SURPLUS</strong></td>
<td><strong>$256,151</strong></td>
</tr>
</tbody>
</table>

*To ensure continued fiscal responsibility and accountability as we scale up our operations, Indego Africa engaged an independent accounting firm to perform an outside audit for 2011. The results will be available in our 2012 IRS form 990, which will be available on or before August 15, 2012 at indegoafrica.org/transparency-and-ethics.
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