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A LETTER FROM THE CEO

Dear Indego Africa Supporters,

What an incredible year!

Together with your support, we deepened our impact among artisans in Rwanda and Ghana, broadened our influence in refugee camps, and showcased the integrity of our brand.

As our organization grows in size and scope, so does our commitment to empower more artisan women, youth, and refugees across Africa.

Why?

The artisan sector is the second largest employer in the developing world. Yet the majority of artisans are women who live in rural communities without access to the markets, skills, and tools they need to run successful enterprises.

We are dedicated to changing that.

Indego Africa partners with artisan women in Rwanda and Ghana to create a range of handcrafted products using local raw materials and techniques. Since 2007, we’ve provided artisans with the innovative designs, on-the-job skills training, and global market placement they need to earn income and grow their businesses.

Economic inclusivity is at the heart of Indego’s mission.

We invest in generations of women from poor, rural communities because we have confidence in their ability to achieve (and exceed) their goals. All they need are the resources.

Our Economic Inclusion for Refugees program at the Mahama Refugee Camp – the first export market-driven livelihood program for refugees in Rwanda – has already trained 100 Burundian women and integrated them into Indego’s international supply chain. We are now poised to expand this program to the Kigerme Refugee Camp and provide Congolese refugees with the same opportunity to become part of the global artisan economy.

The lessons we have learned along the way are part of a larger puzzle, and we are grateful for those who have committed to learning alongside us. Leveraging our model and support, we hope to replicate our proven success in artisan enterprise development and create employment opportunities for more young people and refugees in Africa.

With gratitude,

Karen Yelick, CEO

INDEGO AT A GLANCE

3 COUNTRIES

1,200+ ARTISAN PARTNERS

4,800+ LIVES IMPACTED

5,070+ HOURS OF TRAINING PER YEAR
In 2015, we expanded our operations into Ghana, following through on our founding vision to develop a scalable model for economic and educational empowerment across Africa.

Our Global Team

From New York, to Kigali, to Kumasi, Indego Africa prides itself on maintaining a truly global team. The consistent and open dialogue we maintain with our partners allows us to incorporate feedback into our programs and adjust our model to best meet artisans’ needs. From product design and sales fulfillment, to education and fundraising support, we consider every aspect of our work to be a global collaboration!

This year, we integrated:

- 115 new artisans from Rwanda & Ghana into our global value chain including,
  - 50 female refugees & 30 young women

In 2007, Indego’s mission to empower women artisans in Rwanda through employment opportunities and education has grown exponentially.

Cooperative List

Rwanda

Greater Kigali

- AAC
- Bravers
- Cocoki
- Ibanga
- Ibyishimo
- IKU
- Kaliza
- Same Sky
- Umurimo
- Umutako
- Umutima

Northern Province

- Handspun Hope
- Ibaba
- Ngwino

Southern Province

- AJ
- Gatagara
- Korebu

Eastern Province

- Akeza
- Covanya
- Enrico Ubumwe
- Enrico Urungano
- Gahembe
- Huguka
- Imirasire
- Isano
- Sarah
- Twiyubake
- Umuco

Ghana

Northern Ghana

- Stella Bolga
- Tibehgu Taaya

Southern Ghana

- Awhiaa Wood Carvers Association
- Brass Casting
- Cane Weaving Association
- Mavis Bolga
- Mudcloth

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- Umuco

After the genocide against the Tutsi in 1994, the government of Rwanda encouraged the formation of cooperatives as a means to build a sustainable future for its people. Cooperatives were formed across industries, including the agriculture, finance, transportation, and artisan sectors. As vehicles for reconciliation and reconstruction, cooperatives in Rwanda have not only encouraged people to peacefully work together, but have also been instrumental in addressing vulnerability and poverty in communities across the country.
NOT YOUR AVERAGE SUPPLY CHAIN

"Indego Africa showed me the value of my craft and trained me how to do it better. I believe I can do anything now because I am secure, independent, and loved by my cooperative. We are all working together for a brighter future."

Marie Murangeneza
Cocoki Cooperative, Rwanda

LOCAL MATERIALS

We help preserve traditional craft by sourcing natural fibers from the communities where we work.

Local is durable. We strive to be as ethically-responsible and environmentally-friendly as possible in the production of all of our products by sourcing our materials from local markets and farms. We use a range of natural fibers indigenous to the countries where we work like sweetgrass, palm leaf, bolga straw, banana leaf, and organic yarn that is hand-spun and hand-dyed using local plant, flower, and vegetable material.

From a single material-based product assortment, to a cohesively designed collection that showcases our partner’s diverse talent, Indego’s brand spans more than a decade of artisan skill, traditional craft, and modern design.

Sisal is a sustainable natural fiber carefully cultivated from the agave plant’s long, green leaves. Known for its strength, durability, and texture, sisal is extracted, sun-dried, brushed, and baled by local farmers across Rwanda before artisans consciously craft the material into handwoven baskets and bags. Because sisal groves generate mostly organic waste, leftover materials are used to support rural economies by producing animal feed, electricity, and fertilizer.

Locally-grown and gathered, sweetgrass is a natural fiber widely used by female weavers across Africa. The abundance of raw sweetgrass in Rwanda has made it an integral element of the long-practiced craft of basket-weaving and an important part of the country’s culture. Rwandan women are taught how to weave baskets from their mothers and grandmothers, carrying on a tradition that has been passed down from one generation to another.

TIME-HONORED TECHNIQUES

We celebrate handmade work by investing in rich cultural traditions and diverse artisan skills.

Craft matters. Each of our products is carefully handcrafted using time-honored, heritage techniques. From raffia-weaving and woodcarving, to hand-embroidery and wool-spinning, we collaborate with our artisan partners to create products that support their incredible talent, showcase the storied history and beautiful craftsmanship of traditional African artistry, and celebrate Indego’s dedication to high-quality, modern design. Our artisan partners take pride in the production of our handcrafted products, and their skill ensures the reliable quality of our brand.

From local, raw materials to handcrafted, finished products, we support the integrity of artisan-made goods and create opportunities for the women who make them.

97% of our artisans have learned new technical skills since working with Indego Africa.

This year, we sold 9,633 units made from locally-sourced, natural materials.*

* September 2017 - September 2018

SALES

GROWTH

PRODUCT STYLES

SISAL

RAFFIA

BOLGA

WOOD

TEXTILES

SWEETGRASS

8% banana leaf & maize

3% bolga straw

2% beads

2% other

14% wood

13% raffia

16% textiles

37% sweetgrass & sisal
We’re creating jobs for artisans and educating women & youth across Africa.

Our artisan partners have big dreams and big plans. We invest 100% of our profits into their education because we believe in their ability to achieve (and exceed) their goals. We entrust them with the innovative designs, skills training, and market opportunities they need to start careers and grow their own businesses.

It is because of the long-term, transparent relationships we build with our artisan partners, that we can deliver beautiful and consciously-crafted products to customers around the world.

Empowering a woman has a powerful multiplier effect. Women on average invest 90% of their income in the wellbeing of their families. For our artisan partners, that means creating better opportunities for generations of Rwandans and Ghanaians to come. Our partners use their income and education to support an average of 4 dependents each – that’s over 4,800 lives impacted!

83% of our artisan partners always have enough to eat and feed their families.

95% of our artisan partners are able to send all or most of their children to school.

99% of our artisan partners have health insurance for their entire families.

“I want to see my children have a better life and go to school because I didn’t get that chance. My dream is to empower my entire family.”

Genevieve Ndajiyikeraziye
Aicaza Cooperative
Mahama Refugee Camp, Rwanda

“I feel proud and confident to be an independent businesswoman who has started one of the only straw weaving cooperatives in Kumasi. I am excited to expand and train other young ladies in my community!”

Mavis Adongo
Mavis Bolga, Ghana

TRANSPARENT PARTNERSHIPS

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<th>Year</th>
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<td></td>
</tr>
<tr>
<td>2018</td>
<td>1,221</td>
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</tbody>
</table>
PLASTIC-FREE PACKAGING

At Indego Africa, we seek the highest standards of ethical and environmental responsibility in the production and fulfillment of our collections. In 2017, we made the decision to go plastic free and ship all of our products using 100% recyclable boxes and tissue. Our commitment to sustainability follows the lifecycle of our products—from harvesting local, natural fibers, to hand-dyeing and manufacturing, all the way to packaging, shipping, and product care.

IN GOOD COMPANY WITH REFORMATION

As our artisan community and production capacity grows, so does our commitment to ethical fashion. This year, we expanded our bag collaboration with leading eco-friendly clothing and accessories label, Reformation. We are thrilled to continue partnering with a sustainable company whose supply chain values are so well-aligned with our own. Our carefully-selected collection of handwoven bags for Reformation helps consumers around the world make informed, conscientious decisions about the products they buy.

SUSTAINABLE IMPACT

We're carving out an ethical space for artisans in the retail industry and creating a more sustainable world for all.

Indego is here to stay. We reduce waste in our production process by using recycled (and upcycled) materials, repurposed fabric scraps, and other salvaged textiles across our product lines, we schedule large batch cargo shipments from Africa to New York in order to reduce our carbon footprint, and we pay our partners fair, consistent wages for their work. On average, our partners earn 40% of the wholesale price of our items, versus 5-10% in traditional retail. That’s enduring impact.

According to the World Bank, approximately 25% of Ghanaians and 60% of Rwandans live below the international poverty line of $1.90 per day. Most Rwandans in rural areas still earn less than $1.25 a day.

We're committed to helping improve our artisan partners’ economic and social well-being by taking a holistic approach to empowerment. In response to their feedback and ideas, we often provide special workshops and seminars to better address our partners’ needs. Examples include sexual health and domestic violence trainings, savings and loans workshops, and regular, integrated yoga classes that focus on mental health and occupational wellness.

1 in 6 of our artisan partners in Rwanda have participated in special workshops to improve their quality of life.

According to the World Bank, only 45% of women in Rwanda and 54% of women in Ghana own an account at a financial institution or with a mobile money service provider.

Most refugees living in camps face limited job opportunities, often inadequate shelter, increasing food prices, and precarious access to legal services and social protections, which keep them largely unbanked and unable to make financial investments. Indego Africa is committed to facilitating their access to financial tools and services by assisting in the setup of business bank accounts. Read more on Page 19!

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INCOME

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86% of our artisan partners have used Indego Africa’s trainings to better manage their cooperative or outside business.

70% of our artisan partners have a bank account.

83% of our artisan partners use mobile money.

85% of our artisan partners save money for the future.

91% of our artisan partners have increased their income since working with Indego Africa.

100% of our refugee partners have a cooperative bank account with the Bank of Kigali in Rwanda.

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INCOME
I've learned so many new things about being an artisan and working together in a cooperative. Now, I wish to train my children how to weave and save money so they can be creative and empowered too.

Marie Rose Nyabenda
Akeza Cooperative, Mahama Refugee Camp, Rwanda

Our designs are both a celebration of traditional African craft using locally-sourced, natural materials, and a direct collaboration with artisans who benefit from Indego’s market-driven approach to women’s empowerment.
Our Vocational & Business Training program helps unemployed young women in Rwanda and Ghana enter the artisan workforce and achieve sustainable economic independence. As instructors and mentors, our experienced artisan partners train young people in traditional craft techniques. Indego Africa provides these women with the business education they need to manage their own enterprises, keep track of their finances, and put savings and growth plans into action. We ensure our graduates are equipped with the skills of their trade, and offer the support they need to join a cooperative or launch an artisan business of their own.

Our Economic Inclusion for Refugees program addresses the unique livelihood and financial challenges refugee women face. By providing female refugees at the Mahama Refugee Camp in Rwanda with artisan skills, business training, and market access, Indego is helping them integrate in their host country’s labor force and achieve long-term economic security for themselves and their families. Read more on Page 19!

We are grateful to the Same Sky Foundation whose generous support has been crucial to the success of our Economic Inclusion for Refugees program, as well as Indego’s broader commitment to empower women through vocational training and employment opportunities across Rwanda and Ghana.

RWANDA REGISTERS AN INFLUX OF ~1,000 NEW REFUGEES PER MONTH.*

145,524 Refugees in Rwanda**

<table>
<thead>
<tr>
<th>Year</th>
<th>Program Launch</th>
<th>Artisan Women</th>
<th>New Cooperatives</th>
<th>Program Semesters</th>
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<tbody>
<tr>
<td>2016</td>
<td>245+</td>
<td>7</td>
<td>8</td>
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ECONOMIC INCLUSION FOR REFUGEES

“I wanted to learn a skill so I could care for myself without having to rely on others for money. Now I am proud to be counted among professional artisans and able to make my own decisions. I feel independent and have earned the respect of my family.”

Sylvia Agiti
Tibehgu Taaya Cooperative, Ghana

“I was so young when we started training and working with Indego Africa. That opportunity has helped me get things I needed that I could never afford before. Today, things are only getting better and better!”

Console Turabumukiza
Gahembe Cooperative, Rwanda

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100% of graduates generate income as integrated members of Indego’s global supply chain

200+ artisans
4 new cooperatives
3 program semesters

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ECONOMIC INCLUSION FOR REFUGEES

“Our training has completely changed my life. I am proud of my cooperative and feel confident in my weaving skills. I am thankful because my world has changed for the better.”

Octave Muvungurwabo
Akeza Cooperative, Mahama Refugee Camp, Rwanda

“I was so young when we started training and working with Indego Africa. That opportunity has helped me get things I needed that I could never afford before. Today, things are only getting better and better!”

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The Young Leaders Academy provides graduates of our Vocational & Business Training program in Rwanda with the advanced business education and intensive technology training they need to enhance the productivity of their cooperatives and spearhead change in their communities. By addressing a gap in advanced entrepreneurship training available to young people, we’re helping build the next generation of female leaders in Africa.

The Young Leaders Academy is generously supported in part by the Ann B. Zeis Scholarship Fund which was established by Marta and Jeff Zeis to help honor the memory of their daughter, Ann Bernadette Zeis - a passionate supporter of Indego Africa. This fund helps carry on the legacy of this remarkable young woman by providing artisans with the knowledge and skills they need to grow their own businesses and improve their communities.

According to the World Bank, youth account for 60% of all unemployed Africans. In most African countries, including Rwanda and Ghana, youth unemployment occurs at nearly 2x the rate than that for adults.

Young women feel the sting of unemployment even more sharply. The African Development Bank found that in most countries in sub-Saharan Africa and all of those in North Africa, it is easier for men to get jobs than it is for women, even if they have equivalent skills and experience.

**YOUTH & FEMALE UNEMPLOYMENT**

*International Labour Organization estimates for 2017*

<table>
<thead>
<tr>
<th>Region</th>
<th>Adult Unemployment</th>
<th>Youth Unemployment</th>
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</thead>
<tbody>
<tr>
<td>Rwanda</td>
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<td>4.5%</td>
</tr>
<tr>
<td>Ghana</td>
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<td>5.3%</td>
</tr>
</tbody>
</table>

Our Technology Training for the Workplace program provides young college graduates in Rwanda and Ghana with technology training, job application guidance, and business soft skills to help them enter and succeed in the workforce. It is part of our growing mission to provide digital entrepreneurship resources and opportunities for young people in the broader communities where we work.
ECONOMIC INCLUSION FOR REFUGEES

Today, an unprecedented 65.6 million people around the world have been forced from home because of persecution, conflict, violence, or human rights violations. Among them are nearly 22.5 million refugees.

After fleeing violence and insecurity, the opportunity to work and earn a living is one of the most effective ways refugees can rebuild their lives in dignity and peace.

Indego’s Economic Inclusion for Refugees program addresses the unique livelihood and financial challenges refugee women face by providing them with the training, skills, and opportunities they need to build long-term careers in the global artisan industry.

As conflicts develop around the world, refugees continue to live in precarious situations; savings become depleted, social support networks weaken, and access to economic opportunities remains limited. With growing refugee populations from Burundi and the DRC, the government of Rwanda has adopted among the most progressive policies worldwide to support refugee self-reliance - particularly for women who make up more than half of the country’s 151,000 refugees & asylum seekers.

In 2016, Indego developed and implemented a concrete commitment to support refugees in Rwanda by integrating them into our global supply chain and investing in their education.

Our Economic Inclusion for Refugees program facilitates economic empowerment for female refugees through onsite artisan skills training, business education, and international market access. By equipping female refugees with the skills, resources, and tools to become successful artisan entrepreneurs, Indego is playing a powerful role in expanding livelihood opportunities and boosting economic development for refugees across Rwanda.

“Refugees have skills and talents that only need a chance to grow and flourish. Within each piece lies a story of history and culture, and the opportunity for a person who has fled war and persecution to offer something of beauty to the world.”

Filippo Grandi, UNHCR

$3,405
purchase orders since formation in 2016*

Akeza craft technique: Sweetgrass weaving

$6,732
purchase orders since formation in 2016*

Umuco craft technique: Banana leaf weaving

MAHAMA REFUGEE CAMP

Since 2016, Indego Africa has provided 100 female refugees at the Mahama Refugee Camp in Rwanda with the vocational training, business education, and international market placement they need to achieve sustainable economic security for themselves and their families. These women formed their own artisan cooperatives, Akeza & Umuco, and continue to partner with Indego to create beautiful, handwoven products for purchase.

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**PREVIEW: Kigeme Refugee Camp**

In 2018-2019, Indego Africa will bring its Economic Inclusion for Refugees program to the Kigeme Refugee Camp in Rwanda. We look forward to providing Congolese women with the livelihood opportunities they need to grow their own artisan business.

“I feel proud and energized in a way I didn’t feel before. Part of my responsibility now is to teach others and empower them to do the right thing. I believe in giving others what you have been given.”

Spes Kaneza
Umuco Cooperative
Mahama Refugee Camp, Rwanda

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Umuco Cooperative
Mahama Refugee Camp, Rwanda

**PREVIEW: Kigeme Refugee Camp**

In 2018-2019, Indego Africa will bring its Economic Inclusion for Refugees program to the Kigeme Refugee Camp in Rwanda. We look forward to providing Congolese women with the livelihood opportunities they need to grow their own artisan business.

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Spes Kaneza
Umuco Cooperative
Mahama Refugee Camp, Rwanda
### Financials

#### Statement of Activities
for the year ending December 31, 2017

**Revenue and Support**
- Gross Product Sales Revenue: $409,273
- Gross Income from Fundraisers: 17,036
- Contributions: 302,229
- Other Income, Including FX Loss: (1,051)

**Total Revenue**: $72,166

**Liabilities**
- Accounts Payable: 45,317
- Other Current Liabilities: 5,000

**Total Liabilities**: $50,317

**Accumulated Surplus**: 178,647

**Total Liabilities and Accumulated Surplus**: $237,964

#### Statement of Position
for the year ending December 31, 2017

**Assets**
- Cash & Investments: $72,166
- Accounts Receivable: 45,317
- Product Inventory: 97,800

**Total Assets**: $215,283

**Liabilities**
- Accounts Payable: 31,636
- Other Current Liabilities: 5,000

**Total Liabilities**: $36,636

**Accumulated Surplus**: 178,647

**Total Liabilities and Accumulated Surplus**: $237,964

### Donor Acknowledgments

Thank you to the 127 grassroots supporters who also helped make our work possible this year!

**Corporate Matching**
- AmazonSmile Foundation
- Bank of America
- Chevron
- Goldman Sachs
- Google
- Morgan Stanley

**$20,000+**
- Christopher & Susan Birosak
- Paul & Nanami Masahara
- The International Foundation

**$10,000 - $19,999**
- Amy & Alex King
- Matthew Mitro
- Same Sky Foundation
- Corde Foundation

**$5,000 - $9,999**
- Concor French
- Joseph Owens
- Julie Miller
- Katharine Crost
- Mary Patterson
- Christine Ferreira
- Saron Tetteh
- Stephen Foresta
- Thomas Minto

**$2,500 - $4,999**
- Aliya & Michael Nash
- John Narducci
- Lisa & Michael N. Nash
- Luke & Annette Bechard
- Star Mountain Capital LLC

**$1,000 - $2,499**
- Adam Vorchheimer
- Aid for Africa
- Arthur Grandy
- Catherine Chao
- Doina & Alex King
- Eric Vorchheimer

**$500 - $999**
- Michelle Tenny
- Susan Kennedy
- Virginia Davies

**$150 - $499**
- Allen Mitro
- Allison Taylor
- Daniel Sacks
- Durrell Family Foundation
- Elizabeth Wilkie

**$100 - $149**
- Eric Vorchheimer
- Hayley Docter
- Kevin Carnahan
- Mark Green
- Michael Asti

**$50 - $99**
- Adam Vorchheimer
- Aid for Africa
- Allison Taylor
- Daniel Sacks
- Durrell Family Foundation
- Elizabeth Wilkie

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IndeGo Africa’s 2017 financials reflect the Independent Auditor’s Report performed by The Curchin Group, LLC. A full copy of this Audit Report and IndeGo Africa’s 2017 Form 990 are publicly available at indegoafrica.org/financials.
The Social Impact Assessment

At Indego Africa, we are committed to measuring our impact. Each year we conduct a Social Impact Assessment, gathering quantitative and qualitative information on the ongoing progress of our artisan partners and publishing the results. Our annual Social Impact Reports allow us to assess the efficacy of our programs, identify areas for improvement, and transparently communicate the results of our work to our supporters around the world.

As we grow and scale as an organization, this data serves as a powerful tool to ensure that our programs are fully and successfully serving the needs of our artisan partners. While this Report focuses on metrics collected from our annual Social Impact Assessment, we have also included data from program-specific surveys conducted at the beginning and end of each of our education program semesters.

Historical data gathered in Rwandan Francs was converted to U.S. Dollars utilizing the average FX rate for each year.

The data used for this Report can be found in our 2018 Social Impact Appendix. To request a copy of this Appendix, please send an email to info@indegoafrica.org.

How it Works

Our 2018 Annual & Social Impact Report includes the results of comprehensive interviews with 319 artisans across 16 of our partner cooperatives in Rwanda and Ghana!

Indego’s on-the-ground team in Rwanda traveled to 12 of our partner cooperatives to conduct our Social Impact Assessment and gather quantitative metrics and qualitative indicators (such as confidence and self-perception) from 294 women.

Our team in Ghana also collected social impact data, surveying 25 artisans across 4 artisan groups.

*Five of Indego's newest cooperatives were added to our Social Impact Assessment this year: Enrico Urungano (Rwanda, est. 2017), Akeza (Rwanda, est. 2016), and Tibehgu Taaya (Ghana, est. 2017). We have isolated the metrics of these new groups in our “Average Artisan Income Per Day” graph on Page 11, to demonstrate the differences between these young cooperatives and our longer-term partners who have had more time to benefit from economic and educational opportunities.
"Before I was afraid of speaking in public, but now that fear is gone. I feel like I can do much more to better myself now. I am able to think about what is possible for my life in new ways."

Sylvie Uwinirimpaye
Enrico Urungano Cooperative, Rwanda