

## Essay 1:

**Lloyd Pierson** has led a singular turnaround in the performance and results of the U.S. African Development Foundation (USADF). The Agency's mission is clear and embraced, operations are well functioning and highly efficient, and the cohesive staff is carrying out program work that is making a difference in the lives and livelihoods of nearly a million Africans. Since he became President/ CEO in October 2007, USADF is has increased its economic impact by 300% -- while reducing overhead costs (by 15%), increasing program investments (by 40%), and increasing annual fund flows to grants (by 500%).

The Agency was established in 1980 to provide economic development assistance at the community level, directly to African organizations, with their participation and as an alternative to government-to-government, top-down aide. But in 2007, USADF was not performing well, with internal conflicts on defining the mission, on conducting core grant-making operations, and on managing staff – all leading to a high level of overhead and a low number of project grants. As a grant-making organization, USADF was troubled. Given Lloyd Pierson's commitment to Africa and 2+ decades of service in the government and not-for-profit organizations, he was asked to come lead the Agency as a stabilizing force. He was, and then soon became a change agent.

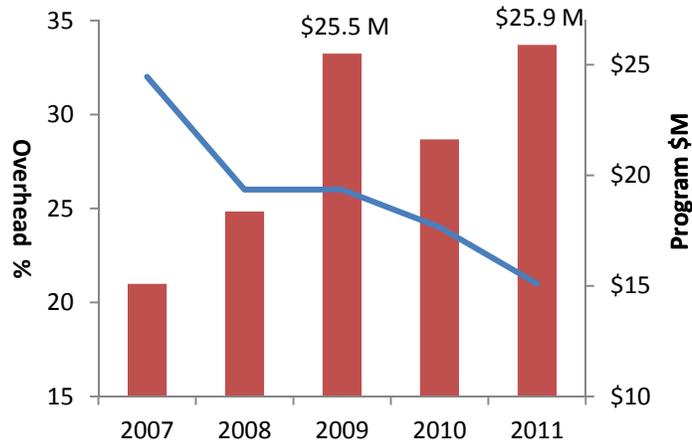
First, Mission: Lloyd Pierson engaged with management and staff, and went back to the Agency's founding Statute. Quickly, he honed in on the purpose of USADF, and what its mission should be: to target marginalized and under-served populations, for economic development assistance that results in tangible, measurable outcomes – such as creating jobs and increasing incomes. To carry out this mandate, USADF would be led and managed in the field by Africans, not expatriates, building capacity and ownership. Given national interests of the United States, and USADF's ability to start programs and fund projects quickly, USADF developed a focus on conflict and post-conflict areas.

None of that was in place when Lloyd began, and the Board knew that USADF needed direction. While the Agency's statute describes a management board, members serve on a volunteer basis. The President/ CEO is the operating manager, who ensures the agency is managed well. First, Lloyd Pierson identified the mission in his initial months as President. He got the Board's commitment to it, and reiterated it relentlessly to staff, stakeholders, and implementing partner organizations in the field. He also made operational improvements to inculcate the mission across the Agency. These seven strategic priorities crafted by Lloyd Pierson are USADF's *raison d'être* and guide operations:

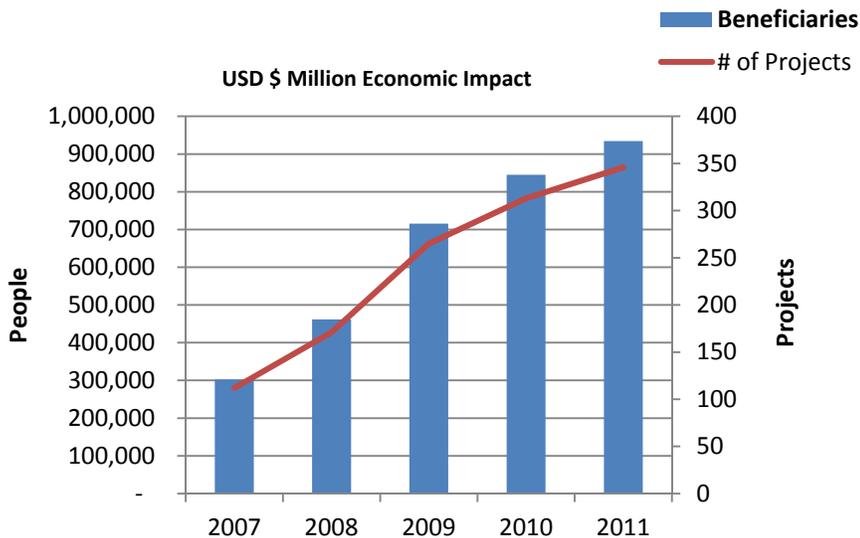
- Model of high effectiveness and low overhead operations.
- Focus program activities on marginalized communities in Africa.
- Invest in Africans and their ideas through participatory development.
- Ensure projects produce long term social and economic results.
- Promote African led and managed field project support.
- Achieve the highest levels of openness and transparency in the U.S. Government.
- Develop an equal opportunity, results oriented work environment.

Second, Operations: Under Lloyd Pierson's leadership, USADF has increased its impact. USADF is consistently funding more project grants and program support, directly benefiting more people, cooperatives, and community organizations – and doing so with a lower overhead. The Agency operates more effectively and productively, better utilizing U.S. taxpayers' dollars. What has been achieved?

- Reducing Costs, Increasing Program Funding: Over the past five years, management actions have resulted in lower operating expenses and higher program outputs. USADF has overall productivity gains of more than 35 percent.



- Increased Impact (300%): USADF is funding more project grants, involving more people, and making an increased economic impact in communities, organizations, and regions in Africa.

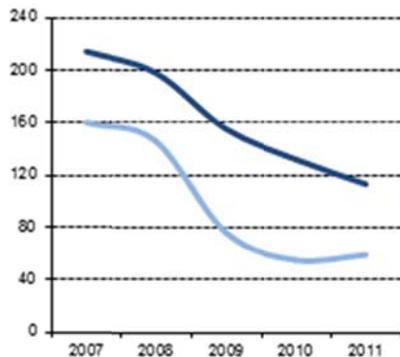


Lloyd had seen the Agency was on a trajectory to increase costs and decrease programming, while not addressing processes and disbursements – both chronic targets of complaints: developing and finalizing projects took a long time, as did getting funds to the grantees. USADF needed to tackle both, especially in light of the Agency’s establishment: with a unique purpose and core operating principle to provide grants and development funds *quickly and efficiently*.

Through his focused leadership and tenacious work with the Agency’s Performance Management Expert, Regional Program Directors, and others, operations improved dramatically. The team focused on realizing the 180-day standard: the maximum time for project design, award, and first disbursement of funds to be completed after an approved grant application. Several core processes were reviewed and streamlined to achieve the target. Year-round grant-making was achieved, and more money is reaching grantees in the field faster. Here are the results:

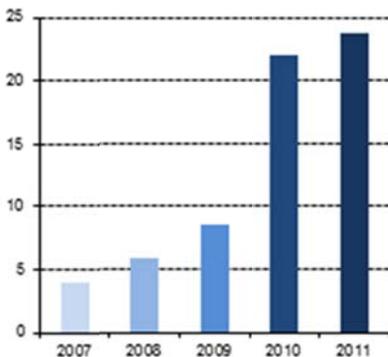
- **Faster Disbursements (60%):** Initial disbursements of grant monies to the field are quicker.

Reduced # of Days for Disbursements [1st disbursement; 2nd disbursement]



- **Increased Funds Flow (500%):** More funds are disbursed to grantees each year.

Increased Development \$ Put to Work (Disbursement amounts, USD \$ Million)



- **More Grants in target areas:** Lloyd Pierson initiated programming in conflict- and post-conflict areas such as Kenya (Turkana Food Security Initiative) and Mauritania, Zimbabwe and Somalia (in the latter 2, USADF is the only federal government agency providing economic development assistance). He also started the small grants program, run via the U.S. Ambassadors’ Self Help Fund. USADF is reaching marginalized populations in 26 countries, an increase from 15 in 2007.