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# A Year of Impact 2013 Annual Report



TECHNOSERVE



We work with enterprising people in the developing world to build competitive farms, businesses and industries.

This is TechnoServe's mission, the motivation for everything we do. It also drives how we think about impact: Is our work helping to create thriving enterprises that generate jobs and economic opportunities for families facing poverty?

Last year marked the first in our five-year strategic plan. We aim to double our impact by 2017, with concrete targets for reaching enterprising people and creating new economic activity.

Our 2013 Annual Report demonstrates our initial progress toward these goals — and the strategic priorities we will focus on to achieve them.

## OUR IMPACT

In 2013, TechnoServe’s work helped transform the lives of 2.2 million people in 30 countries by targeting improvements in farms, businesses and industries.



### Higher Revenues for Farmers

We work to strengthen market systems so that smallholders can sustainably increase their incomes.

**420,750**  
farmers reached

**\$31,980,000**  
increase in farmer revenues



### Higher Revenues for Businesses

We help enterprising women and men build and expand businesses that provide economic opportunity.

**3,680**  
businesses reached

**\$25,820,000**  
increase in business revenues



### New Jobs, Higher Wages

We target industries with the potential to create jobs on a large scale in poor communities.

**9,790**  
new jobs

**\$7,290,000**  
increase in wages paid



**2.2 million**  
men, women and children who benefited  
(based on an average of five people per family)





## SUSTAINABILITY



We measure private sector investment in the farms, businesses and industries we support to determine whether the benefits created through our work are likely to be sustained. Third party financing shows that the market players we support are building competitive enterprises and developing relationships that can outlive TechnoServe's work.

**In 2013, we helped mobilize:**



**\$34,670,000**

in financing to farmers and businesses

## ON THE GROUND

Our strategic plan details five priorities that will help TechnoServe deepen our impact in the countries where we work. In 2013, these priorities drove our success across a number of programs.

### Engaging and Benefiting Women



**We are facilitating women's engagement and addressing gender inequities to ensure that both women and men can fully benefit from our work.**

Women's economic empowerment is critical to lifting families and communities out of poverty. In northern Honduras, we are working with Garifuna women to build sustainable rural businesses focused on cassava cultivation and processing. With funding from the PIMCO Foundation and the Manhattan Beach Community Church, TechnoServe has provided agronomy and business training to 11 women business groups, representing 346 women farmers. The women have boosted their cassava yields threefold by planting higher-yielding varieties and adopting good agricultural practices. They have also created more efficient and profitable processing centers by investing in upgraded equipment, ensuring quality control and diversifying their cassava products. These improvements have dramatically reduced the time and labor spent on cassava processing, and increased cassava bread production by 400 percent. The business groups have been able to market a range of higher quality products to local and international buyers, including Walmart.

Binadu Uwenedu is one of 11 women's business groups working with TechnoServe in Honduras to boost profits from cassava production and processing.



## Empowering Youth



**We are committed to addressing barriers to opportunities for young people, a growing demographic that holds the key to economic growth as well as social and political stability.**

Recognizing that more than half of Africa's youth is unemployed and two-thirds lives in rural areas, TechnoServe has partnered with The MasterCard Foundation to help rural young women and men in East Africa transition to economic independence. The Strengthening Rural Youth Development through Enterprise (STRYDE) program delivers comprehensive training for young women and men ages 18 to 30, focusing on personal effectiveness, financial literacy and entrepreneurship. After the training, STRYDE participants receive business mentorship and links to financing and job opportunities. More than 12,000 young people in Kenya, Rwanda and Uganda have completed the training since 2011, and over 70 percent are engaged in economic activities, including agriculture, entrepreneurship and employment. On average, STRYDE participants have more than doubled their monthly incomes and a majority is saving money regularly for the first time.

After completing the STRYDE program, Arnest Sebbumba expanded operations on his family farm in Kayunga, Uganda, and created a nonprofit resource center to empower other young people in his community.



## Fostering Job Creation



**We are promoting workforce development and new economic opportunities to address challenges such as youth unemployment, urban migration and livelihood uncertainties.**

More than 100,000 Tibetan refugees live in settlements across India and Nepal. Here, nearly one in four young people is unemployed. As a result, many young Tibetans are leaving in search of better opportunities elsewhere. The Economic Development of Tibetan Settlements (EDOTS) program worked to create solutions to these issues by creating sustainable livelihood opportunities within these communities. With support from the U.S. Agency for International Development and the Central Tibetan Administration, TechnoServe promoted workforce development and new entrepreneurial businesses. Our business advisors provided training and support to help 570 young Tibetans find employment opportunities, while helping to launch or expand 40 small businesses.

A TechnoServe-supported career center in Bylakuppe, India, prepares young Tibetans for employment opportunities through career counseling, job readiness training and links to potential employers.



## Pursuing Emerging Technologies

**We are capitalizing on mobile technology and other emerging opportunities to help hardworking people access market information and financial services.**

Mobile technologies hold the potential to increase incomes for smallholder farmers. They can deliver agricultural and pricing information, facilitate transactions and promote access to financial services. The Connected Farmer Alliance, a partnership between the U.S. Agency for International Development, Vodafone and TechnoServe, is capitalizing on the promise of mobile technologies. This program aims to increase the productivity, incomes and resilience of smallholder farmers in Kenya, Mozambique and Tanzania. We are working with farming communities and business partners across the three countries to develop and scale mobile applications that will enable rural households to make and receive payments securely, access other financial services and connect to local and multinational businesses. The program is currently facilitating communications and transactions for more than 8,000 smallholder farmers and four businesses.



A flower farmer in Tanzania is able to receive payments and access credit through mobile applications developed by the Connected Farmer Alliance.





## Forging Strategic Partnerships



**Alliances with public and private partners enable us to increase the scale, sustainability and cost-effectiveness of our work.**

The global cocoa industry offers an opportunity for millions of smallholder farmers to lift themselves out of poverty. TechnoServe is working as a catalyst and partner across Africa and Latin America to connect farmers to knowledge, financing and markets. Our partners include government donors like the U.S. Agency for International Development and Irish Aid; companies like Cargill and PIMCO; organizations like the Bill & Melinda Gates Foundation and the World Cocoa Foundation; and a range of local governments, businesses and organizations. Together, we're working to build thriving market systems where farmers can form business groups, access financing for investments in their farms, take steps to improve their production and connect to stable markets for their cocoa.

Geister Cachique, a cocoa farmer in the San Martín region of Peru, has doubled his productivity with support from a partnership among TechnoServe, USAID, the PIMCO Foundation and others.





“You cannot climb  
a tree from the top.  
It is humble  
beginnings that lead  
to great achievement.”

Elizabeth Talash Naikoni,  
member of Maasai Women  
Dairy, a pioneering  
cooperative in Kenya.

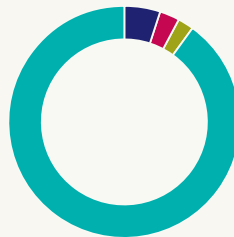
## WHO MAKES IT POSSIBLE

Our impact is the result of talented, dedicated people who believe in TechnoServe's approach to business solutions to poverty.

### Our Team

TechnoServe's staff combines business expertise with local knowledge, relationships and context to help hardworking men and women generate income, jobs and wealth for their families and communities. In 2013:

**1,349**  
total global staff



#### Our global staff:

- 90% host country nationals
- 5% U.S.-based staff
- 3% expatriates
- 2% third country nationals

Learn more at [technoserve.org/team](http://technoserve.org/team).

### Volunteer Consultants

Volunteer Consultants are critical members of the TechnoServe team, working with our full-time staff to further our mission and increase our impact around the world. Since 2001, TechnoServe has engaged 849 Volunteer Consultants on three- to 12-month projects. In 2013:

**91**  
active Volunteer  
Consultants worked  
on 99 projects in 23  
countries

**46,400**  
volunteer hours  
contributed, valued at  
\$2.2 million



**25**  
nationalities represented  
by our Volunteer  
Consultants, more than  
half non-U.S. citizens



Learn more at [technoserve.org/volunteer](http://technoserve.org/volunteer).

## Our Supporters

TechnoServe is able to maximize its impact in poor communities thanks to the generous support of our donors. Even though many of our programs are funded by substantial grants from large organizations, TechnoServe relies on funding from private donors to provide vital support to innovate and deepen our impact in the developing world. In 2013:

**12,866**  
donors made 18,384 gifts



**\$123\***  
average gift size

\*amount represents gifts from individuals, excluding bequests and donations from the board of directors

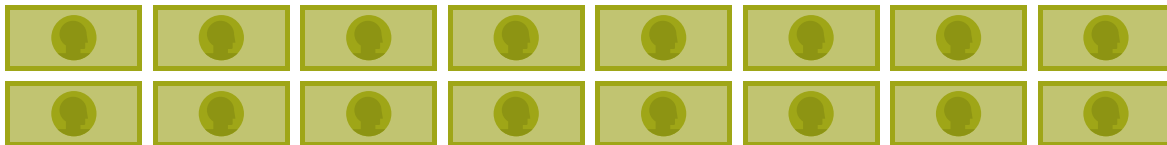
**14**  
countries represented by donors



Learn more at [technoserve.org/supporters](http://technoserve.org/supporters).



For every **\$1** donated by our supporters in 2013, TechnoServe unlocked more than **\$16** in institutional funding



## 66 members of TechnoServe's Global Advisory Council

The Global Advisory Council provides a way for interested people of diverse backgrounds to share in and support the mission of TechnoServe. Members are ambassadors for TechnoServe, providing financial support, strategic advice and connections to others in order to advance the life-changing work of the organization.

## Partners

Public and private partners are a key component of TechnoServe's success.

In addition to critical financial support, many of our partners provide market and employment opportunities for our program participants, as well as world-class business and industry expertise and advice that we can leverage to help build a thriving private sector in the countries where we work.

Some of our many partners include:



Citi Foundation



P I M C O  
FOUNDATION

ENGAGE • EMPOWER • INVEST



Learn more at [technoserve.org/partner](http://technoserve.org/partner).

# Board of Directors

TechnoServe is overseen by a talented group of leaders. Our board ensures that the organization faithfully pursues its mission and has the resources and direction it needs to be successful.

## INTERNATIONAL BOARD

### CHAIRMAN

**Paul E. Tierney, Jr.**

Partner

Development Capital Partners LLC  
and Aperture Venture Partners LLC

### VICE CHAIRMAN

**John B. Caron**

Former President  
Caron International

### VICE CHAIRMAN

**Peter A. Flaherty**

Managing Director  
Arcon Partners LLC

### PRESIDENT

**Tim McLellan**

Interim President & CEO  
TechnoServe Inc.

### TREASURER

**Suzanne Nora Johnson**

Former Vice Chairman  
Goldman Sachs Group Inc.

### SECRETARY

**Jennifer Bullard Brogini**

Managing Director  
Studio Brogini SA

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### Gerald Baldwin

Director  
Peet's Coffee & Tea Inc.

### Thomas Barry

President & CEO  
Zephyr Management LP

### Titus Brenninkmeijer

Founder  
Solgenix LLC

### Beth A. Brooke-Marciniak

Global Vice Chair, Public Policy  
Ernst & Young LLP

### Michael J. Bush

2013 Fellow  
Harvard Advanced Leadership  
Initiative

### Robert B. Calhoun

Founder & Senior Advisor  
Monitor Clipper Partners

### Alan Cohen

Former CEO & Medical Director  
National Deaf Academy

### Laura Corb

Director  
McKinsey & Company Inc.

### Okey Enelamah

CEO  
African Capital Alliance

### Bruce Heerema

Former Chairman & Co-CEO  
Heritage Lace Inc.

### Harvey Heller

President  
Heller Bros. Packing Company  
Partner  
Pacific Tomato Growers

### Rachel Hines

Former Managing Director  
J.P. Morgan

### Aedhmar Hynes

CEO  
Text100 Global Communications

### Charles Moore

Partner  
Trilantic Capital Partners

### Ali A. Mufuruki

Chairman & CEO  
Infotech Investment Group Ltd.

### Meghan L. O'Sullivan

Jeane Kirkpatrick Professor of  
the Practice of International Affairs  
& Director of the Geopolitics  
of Energy Project  
Harvard Kennedy School

### Michelle Peluso

CEO  
Gilt

### Kurt C. Peterson

Partner & Executive Committee  
Member  
Reed Smith LLP

### Scott Portnoy

Corporate Vice President  
Cargill Inc.

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## EUROPEAN BOARD

### CHAIR

**Evelyn A. Windhager Swanson**

Former Director of Special Projects  
Environmental Defense Fund

### SECRETARY

**Robert Wiltshire**

Buying Director  
LDH (La Doria) Ltd.

### Michelle Crowe Hernandez

Founder & Managing Director  
Cadencia Advisors

### Pierre Van Hoeylandt

Director  
Frontier Investments, CDC

\*as of July 2014



“TechnoServe is showing farmers that they can get a higher price for their product.”

Shawn Askinosie, founder of Askinosie Chocolate, which sources cocoa beans from TechnoServe-assisted Honduran farmers like Fermin Arriaga (pictured).

## FINANCIALS

# Support and Revenue



**Funding sources:**

- 43% governments and multilateral organizations
- 36% foundations and organizations
- 11% corporations
- 6% private fundraising
- 3% contributed services
- 1% other

**\$82,465,235**

total support and revenue

# Expenses

Program services

**\$66,831,486**

our work on the ground



Supporting services

**\$8,708,907**

management and general



**\$1,456,361**

fundraising



**Efficiency:**

- 87% program services
- 11% management
- 2% fundraising

**\$76,996,754**

total expenses

# Net Assets

**\$9,163,373**

ending net asset balance

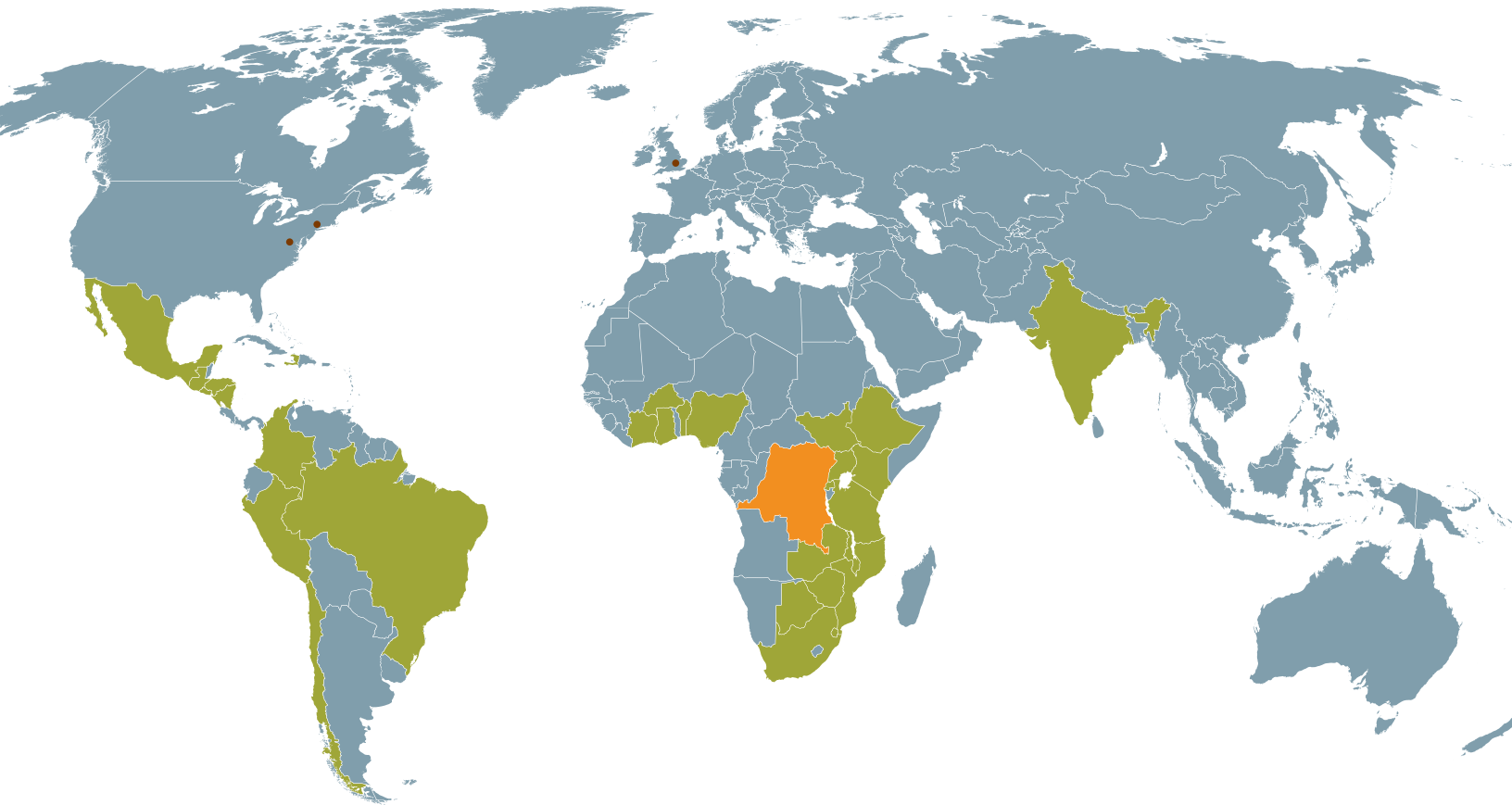
# Accountability



TechnoServe received a 4-star rating from Charity Navigator for the eighth consecutive year, placing us in the top 1 percent of all rated charities.



## WHERE WE WORK



### Active Countries

- Benin
- Botswana
- Brazil
- Burkina Faso
- Chile
- Colombia
- Côte d'Ivoire
- El Salvador
- Ethiopia
- Ghana
- Guatemala
- Haiti
- Honduras
- India

- Kenya
- Malawi
- Mexico
- Mozambique
- Nicaragua
- Nigeria
- Peru
- Rwanda
- South Africa
- South Sudan
- Swaziland
- Tanzania
- Uganda
- Zambia
- Zimbabwe

### Emerging Countries

- Democratic Republic of the Congo

### Offices

- London
- Norwalk, CT
- Washington, DC

TechnoServe works with enterprising people in the developing world to build competitive farms, businesses and industries. We are a nonprofit organization that develops business solutions to poverty by linking people to information, capital and markets. Our work is rooted in the idea that given the opportunity, hardworking men and women in even the poorest places can generate income, jobs and wealth for their families and communities. With more than four decades of proven results, we believe in the power of private enterprise to transform lives.

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