



TechnoServe  
BUSINESS SOLUTIONS TO POVERTY



TECHNO SERVE

# Leaders in the business of hope

TechnoServe is leading a movement that empowers people in the developing world to build businesses that break the cycle of poverty. Since 1968, our U.S.-based nonprofit has helped to create or improve thousands of businesses, benefiting millions of people in more than 30 countries. The Schwab Foundation for Social Entrepreneurship has recognized TechnoServe as one of the world's "Outstanding Social Entrepreneurs." The *Financial Times* has ranked it one of the top non-governmental organizations for corporate partnerships. TechnoServe has also received Charity Navigator's highest rating.

# potential



## **It's a bright new day for Cecilia and Filoteus Kapinga.**

As recently as 2002, their lives in Tanzania were marked by desperate poverty. Forced to sell all their livestock — their life savings — they and their six children struggled to survive on two meager meals a day. In 2004, with the help of TechnoServe, they started on a path to prosperity. “TechnoServe showed us how to improve the quality of our coffee crop,” Cecilia explains, “which led to higher prices and more income.”

Once again, the Kapinga family has livestock. What's more, their house now has running water, saving Cecilia and her children arduous three-hour walks each day to retrieve river water in buckets. With the extra time and money, Cecilia has begun a small fishery and purchased a machine to start a maize-hulling business. “God blessed us with the soil and climate to produce quality coffee. TechnoServe has shown us how to protect and deliver that quality to a market that pays good prices for it.”





# dignity

**Most of us can't even imagine living on \$2 a day.** Yet in developing countries across the world, nearly three billion people live on less. Their poverty is a demoralizing prison from which escape can seem hopeless.

TechnoServe helps these people to break out of the confines of poverty — by providing the information, training and tools they need not just to survive another day, but to thrive on their own.

With a profound sense of respect for the dignity of our clients, and sensitivity to local customs and preferences, we empower entrepreneurs to develop thriving businesses and industries. The result: increased incomes, jobs and confidence in the future — all fueling economic growth in some of the world's poorest regions.



## Helping a Rural Economy Bloom

To revitalize Mozambique's once-thriving cashew industry, TechnoServe is helping entrepreneurs establish viable processing plants and training farmers to produce more and better nuts. As part of this work — supported by the U.S. Agency for International Development, the International Fund for Agricultural Development, the Swiss State Secretariat for Economic Affairs (seco) and Irish Aid — we have also helped launch a trade association and are helping shape policies to make the industry more globally competitive. As a result, more than a dozen processing plants are employing thousands and buying raw nuts from more than 100,000 small-scale producers, providing steady sources of income and spurring economic growth in rural areas that had little to no previous cash economy.

# vision



## **At TechnoServe, we're guided by two essential principles:**

the power of private enterprise to transform lives, and the value of providing a hand up rather than a handout. Since our founding, our work has evolved to improve livelihoods on a larger scale, transforming entire communities and countries.

We work to help people capitalize on good business opportunities that benefit the poor, by generating jobs and markets for their products and services. We track and evaluate our impact using business metrics — including company revenues, profits, wages paid to employees and supplies bought from local producers — and also evaluate the social impact of our work. Depending on the nature of our clients' needs, our services can include:

### **Developing Entrepreneurs**

- Entrepreneurship training
- Business plan competitions

### **Building Businesses**

- Business needs and feasibility assessments
- Business planning
- Market linkages
- Capital raising
- Managerial and employee training
- Management consulting
- Technical advice
- Intensive operational support
- Farmer organization and support
- World-class business mentor linkages

### **Building Industries**

- Market and industry research
- Industry strategic planning
- Supply chain organization
- Industry association development
- Policy analysis
- Advocacy support and training

### **Improving the Business Environment**

- Capital access
- Leadership development
- Developing local business service providers



# commitment



## Helping a Bamboo Business Reach its Potential

Nicolas Yax builds bamboo furniture in a small town in Guatemala. He knew his business had a lot of potential to expand, so he entered — and won — a TechnoServe national business plan competition. He received training and mentoring, as well as seed money. With the support of the Family Legacy Foundation, TechnoServe is now working with Yax to develop a business plan that will grow the business from a home-based workshop into a profitable factory that will produce furniture and housing materials — creating jobs and income for locals and providing low-cost housing for the community.

**Ed Bullard founded TechnoServe in 1968.** While volunteering at a hospital in rural Ghana, the Connecticut businessman learned first-hand how difficult it was for the country’s hardworking people to lift themselves out of poverty. He envisioned an organization that would give the world’s rural poor productivity-enhancing tools. Determined to promote “technology in the service of mankind,” he coined the name TechnoServe.

TechnoServe is highly regarded among philanthropic organizations. Accolades include:

- Ranking as one of the world’s “Outstanding Social Entrepreneurs” by the Schwab Foundation for Social Entrepreneurship
- Listing as one of “America’s 100 Best Charities” by Worth magazine
- Presentation of the Presidential End Hunger Award from the U.S. Agency for International Development
- Identification as one of the world’s top five non-governmental organizations for corporate partnerships in a 2007 *Financial Times* special report
- Recognition by Charity Navigator with its highest four-star rating

## Founder's Son Retraces Father's Footsteps through Nicaragua

"When I planted this tree in 1994," Marcelino Chavarria Gonzalez told me on his small coffee plantation in Nicaragua nearly a decade and a half later, "I never expected to be alive to see it grow."

At that time, just as the civil war was ending, a handful of brave TechnoServe employees entered La Reforma, a small community in northern Nicaragua's Jinotega province. The war-ravaged area was in such turmoil, they needed letters of introduction from local generals.

They met with soldiers who knew only war. Realizing the volatility of the situation, TechnoServe began a reforestation project intended to stabilize the local economy and occupy the idle soldiers' hands with trees and tools, instead of the guns they knew too well.

With TechnoServe's assistance, the soldiers built shelters, settled land disputes and started the reforestation project. In time, the formerly barren land, decimated by years of war, was suitable for the soldiers-turned-farmers to plant more lucrative crops. TechnoServe helped reintroduce coffee trees, provided agricultural expertise and helped the farmers to access good markets. The loose association of soldiers became the Enrique Bermudiz Cooperativa.

During his last trip, my father, TechnoServe founder Ed Bullard, visited this cooperative in 1996 to check on its progress. Weakened by cancer, he suffered through a bumpy three-hour ride deep into the mountains. Always his own harshest critic, and nearing the end of his life, he was trying to determine if his 28 years of relentless work had made a positive impact on poor people's lives in the developing world.

In response to this unasked question, 250 former soldiers — now successful farmers — stood at attention in honor of my father. After sharing tales of success, the farmers presented my father with a gift. Having little else as a means to display their gratitude, the cooperative gave my father a battered AK-47 mounted on a plaque with the following inscription: "Ayer la Guerra. Hoy las Empresas." ("Yesterday the war. Today enterprise.")

My father shared this story with me weeks later with tears in his eyes. We inspected the heavy weapon and talked



about its path through history, my father realizing that this symbol of death and war was now in his hands as a representation of peace and positive change.

Twelve years after my father's final visit, I returned to the hills of Nicaragua to retrace his steps and see if the soldiers-turned-farmers were still making progress. In line with TechnoServe's belief in self-help and sustainability, the farmers of the Enrique Bermudiz Cooperativa are no longer receiving assistance, and farmers like Marcelino are now flourishing on their own.

Marcelino is growing high-value specialty coffee with Fair Trade and organic certification and selling it to respected buyers such as Green Mountain Coffee and Pete Rodgers.

Now linked to international markets and armed with training and knowledge, Marcelino is reaping the benefits of his involvement with TechnoServe. His enterprising spirit is not limited to farming — he has built his own home from the trees he planted, a safe and welcoming structure where he plays with his grandchildren. The house is something he never could have imagined 14 years ago, and it is tangible proof of my father's determined and dedicated efforts to improve the lives of the world's poor. BY PAYSON BULLARD



It's the passion we all have for what TechnoServe is doing . . . we all believe that each individual has the power to change his life and to make a difference.

JENNIFER BULLARD BROGGINI  
TECHNOSERVE BOARD MEMBER

With your support, we can reach our goal of improv

TechnoServe has always been distinguished by its long-term commitment to building businesses from the bottom up in a way that makes sense for the individuals.

PATRICIA M. CLOHERTY  
CHAIRMAN AND CEO  
DELTA PRIVATE EQUITY PARTNERS





Google is an entrepreneurial company, so we appreciate TechnoServe's business-focused approach to development . . . together we are helping men and women turn their good business ideas into thriving enterprises.

RACHEL PAYNE  
GOOGLE.ORG MANAGER

ing the lives of three million people a year by 2013.

TechnoServe's partnership with our government is bringing concrete results in the fight against poverty: jobs, opportunities, and globally competitive industries.

AIUBA CUERENEIA  
MINISTER OF PLANNING AND DEVELOPMENT  
MOZAMBIQUE



# focus



**To create programs that provide systemic impact and lasting effect, TechnoServe focuses its efforts in three primary areas:**

- **Empowering Entrepreneurs:** helping many enterprising men and women to develop the skills and resources they need to launch or expand businesses. Our business plan competitions and training programs also promote a broader culture of entrepreneurship.
- **Building Businesses and Industries:** working with high-impact entrepreneurs, particularly those building small and medium businesses, a key engine of economic growth. We also work with a full range of stakeholders — such as producers, processors, distributors and vendors — along entire supply chains or industry sectors, to maximize the growth and impact of those sectors on the poor.
- **Improving the Business Environment:** to spur broader economic growth, TechnoServe seeks to promote a good overall business environment in countries where we work. We also work directly with financial institutions to improve small and medium enterprises' access to capital.





## Producing Results, Expanding Opportunities

In the foothills of Mt. Kenya, Meru Greens Horticulture was already a small but successful produce wholesaler. TechnoServe advisors helped founders Gerald and Rosemary Muthomi take their operation to the next level. With funding from the Rockefeller Foundation, the East African Development Bank and NorFund, we've helped them shift to a more lucrative product — high-quality bananas for the domestic urban market — and also fine-tune operations to increase production. Results include more jobs, more revenue for suppliers, and new profits the Muthomis have used to build a health clinic and support an AIDS orphanage.



# expertise

**For many in the developed world,** it is tempting to think that the problem of global poverty can be solved simply, through humanitarian aid. As important as such support is, it cannot address the fundamental problems (such as the lack of opportunities to earn a living) that create poverty in the first place. Creating lasting solutions is a more complicated challenge, requiring a combination of compassion, humility and innovative business thinking.

At the heart of our success are our people. Among our staff of 500, 95 percent live in countries where we work, and 90 percent are host-country nationals. With a global network of business advisors and volunteer consultants drawn from the top ranks of business and management consulting firms, we're uniquely positioned to help our clients succeed.

# impact

**At TechnoServe, we succeed** by strategically fueling growth in the small and medium businesses that serve as a community's economic engine.

For example, in 2007 alone, we improved the lives of nearly 1.4 million people by working directly with more than 700 businesses in 17 countries. Those companies employed more than 17,000 people, bought products from more than 250,000 small-scale suppliers, and generated almost \$150 million in revenue. A good portion of this money was spent in the local communities, fueling a cycle of economic growth.

Quite simply, we work to create new income sources that collectively transform the lives of individuals, families and entire communities. Most significantly, we focus on helping to support market structures and relationships that become self-sustaining, allowing us to move on to the next area in need.





## Uncovering Golden Market Opportunities

In the highlands around Cajamarca, Peru, where most residents live in poverty, we helped to catalyze growth in the local economy. Collaborating with Minera Yanacocha, South America's largest gold producer, we helped 22 local businesses increase their capacity to supply the mine and serve other local and export markets. As sales have grown, these businesses are creating jobs and buying more products from rural suppliers at premium prices, significantly raising incomes.



# growth

**TechnoServe is growing rapidly.** Thanks to the recognition of our effective business-focused approach to poverty eradication, our support is coming from an expanding range of donors, including:

- Public-sector agencies such as the U.S. Agency for International Development, the U.S. Department of Agriculture, the International Finance Corporation, the Inter-American Development Bank, the Swiss State Secretariat for Economic Affairs (seco), Irish Aid and the Millenium Challenge Corporation
- Private-sector grant-making organizations such as the Bill & Melinda Gates Foundation and Google.org, which are investing in our programs as part of their ambitious global development agendas
- Best-in-class companies such as Lenovo, J.P. Morgan and Nestlé, which provide cash and in-kind support as well as expert advice and volunteers
- Family foundations and major individual donors
- A growing base of grassroots supporters

With this support, TechnoServe and its partners have the opportunity to design and implement programs on a larger scale than ever that help poor people to help themselves. In fact, our goal is to build a programming portfolio in Africa, Asia and Latin America benefiting three million people a year by 2013.





# opportunity

**The world's poverty crisis didn't appear overnight**, nor will its solution be fast or easy. But as we have demonstrated over the past 40 years, significant accomplishments are possible. By taking the best concepts and strategies of market-based economic development and applying them through smart, focused programs, TechnoServe and its supporters can help poor people lift themselves out of poverty — and start on the path toward prosperity.

We invite you to join this historic movement. In doing so, you can help transform lives in measurable ways in some of the world's most impoverished areas. What's more, you'll enable economic development that is truly sustainable and creates jobs, incomes and hope instead of dependency.

For more information about how to join this movement, please contact us today at **+1-202-785-4515** or **technoserve@tns.org**, or visit our web site at **www.technoserve.org**.



# TechnoServe

1800 M Street, NW  
Suite 1066, South Tower  
Washington, DC 20036, USA

TEL +1-202-785-4515 FAX +1-202-785-4544

E-MAIL [technoserve@tns.org](mailto:technoserve@tns.org) WEB [www.technoserve.org](http://www.technoserve.org)

For office locations around the world, check [www.technoserve.org](http://www.technoserve.org)

TechnoServe is a private, nonsectarian, nonprofit organization as defined by IRS code section 501(c)(3).

PRINTING COMPLIMENTS OF EarthColor, Inc., New York, NY  
DESIGN Levine & Associates, Inc., Washington, DC

PRINTED ON 100% POST CONSUMER WASTE RECYCLED PAPER