

When Ed Bullard founded TechnoServe in 1968, he invited a select group to become Members of the organization. These were people who shared Ed's passion for global development and belief that private enterprise could drive economic growth and positive social change.



Forty-three years later, the Members group is as vital to TechnoServe as ever. Our Members attend TechnoServe's annual meeting and elect the board of directors, just as they did in those early days. They give generous contributions that allow TechnoServe to pursue new opportunities to help poor people in developing countries. And Members serve many other roles: They reach out to prospective supporters, recruit new Members, lend talent and expertise to TechnoServe projects and generally serve as ambassadors for our organization and mission.

This edition of the newsletter features a story from a valued and long-serving Member, Evelyn Windhager Swanson. Evelyn has been involved with TechnoServe ever since her days at the University of Pennsylvania Wharton School, where some classmates recruited her to help run a TechnoServe fundraising event. More than 20 years later, Evelyn continues to support TechnoServe in a number of ways. Her accompanying story describes her visit to TechnoServe programs in Rwanda – and how the country has advanced since her first visit in the early 1990s.

It's Members like Evelyn who help make TechnoServe such a dynamic organization. If you are interested in expanding your support of TechnoServe and becoming a Member, please contact Serap Akisoglu at sakisoglu@tms.org. And, as always, thanks for all you do to help make our work possible.

*Bruce McNamer
President and CEO*

TechnoServe Member Returns to Rwanda to See Impact Firsthand

Hard as it is to believe, nearly 20 years have passed since I first got involved with TechnoServe – and since I made my first memorable trip to Rwanda. At that time, Rwanda was an extremely isolated and chaotic place, one which few of my friends, family and colleagues had heard of. Today, many of us associate Rwanda with the unspeakable atrocities that occurred here in the mid-1990s. But as I discovered “on location,” Rwandans have not only moved far beyond those dark days, they are also making huge strides in improving their economic lives. I am proud that TechnoServe has played a part in this extraordinary transformation, and feel privileged to have visited some of TechnoServe's current projects with Ndavi Muia, TechnoServe's Senior Business Manager, as my expe-

rienced and charming host.

TechnoServe's work in Rwanda has always involved equipping people with the business knowledge and technical skills they need to lift themselves out of poverty. In 1991, TechnoServe's main Rwandan client was the rice cooperative Cavecivi. Located near the volatile southwest Congo/Burundi border, Cavecivi was the largest cooperatively owned agribusiness in the country, producing 10 percent of Rwanda's rice. While TechnoServe had worked with Cavecivi for only five years at that time, the positive impact had been dramatic: With TechnoServe's guidance, Cavecivi had increased its rice production 15-fold, boosted revenue 600 percent and turned its losses into profits.

Not surprisingly, Rwandan

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About the Author

Evelyn Windhager Swanson, a TechnoServe member, has been involved

with the organization for more than 20 years. Evelyn's experiences seeing TechnoServe's work first hand in

Rwanda in 1990-91 made a lasting impression. She is delighted to be reaching out in London to build new circles of friends for TechnoServe. Professionally, after several years on Wall Street, Evelyn worked as Director of Special Projects at the Environmental Defense Fund in New York. Her service activities in the field have included construction work with the Carib Indians on the island of Dominica and work with a rural school on the island of Ponape in Micronesia.

Chilean Business Turns Waste Into Sustainable Incomes



Karina Madariaga launched Oreste Plath in 1999 to salvage recyclable materials in Santiago, Chile. The cooperative won first prize in TechnoServe/Chile's business plan competition.

In Santiago, Chile, TechnoServe is helping a burgeoning small business to provide industry with low-cost raw materials – and at the same time protect and preserve the natural environment.

Karina Madariaga began collecting and selling recyclable materials at a young age to add to her family's income. In 1999, she and nine others who made a living salvaging recyclables decided to form a collection center called Oreste Plath which they would manage themselves.

“We can help in the creation of other collection centers if they invite us to do so. I define success as having helped others.”

Their work consisted of collecting discarded materials from the homes and streets of their communities and sorting out the reusable items to sell to factories for use as raw materials.

During the next 10 years, the

cooperative grew to 44 members, all of whom came from poor backgrounds. Although the members of Oreste Plath benefitted from the coordination of their efforts, a lack of formal training restricted the expansion of the business.

“Before TechnoServe, we had never participated in business classes,” Karina recalls. “We knew that our business went through good periods and bad periods, but we didn't know how much we sold.”

The members of Oreste Plath relied on makeshift mechanisms for transporting recycled goods, including shopping carts, strollers and hand carts. These methods of transport were physically tiring and limited the volume of material that Karina and the other collectors could carry.

In 2009, Oreste Plath entered TechnoServe/Chile's business plan competition Idea Tu Empresa with hopes of expanding and improving their business. They won first prize in the competition and were awarded \$8,000 in seed money.

Oreste Plath invested the seed capital in 22 large tricycles to be shared by the members of the organization. The tricycles help the members convey more weight than they could with handcarts, allowing them to increase the volume of material collected each day.

In addition, TechnoServe trained the members of Oreste Plath in accounting and business management and helped them to develop a business strategy. They took classes in computing, administration and online communication.

“For the first time we saw the real results of our business,” says Karina.

“We knew how much we sold, how much a collector earned each month on average, and we saw that our business was growing.”

Since Oreste Plath began working with TechnoServe in 2009, sales have increased by 50 percent. The organization has gained 10 new members.

“Several of the collectors that began working at the center this year had been living on the streets,” says Karina. “Today they have dignified work and earn money so they can eat without stealing or begging.”

Karina was recently invited to speak about Oreste Plath at international conferences in Bolivia and Peru. The cooperative has joined the national recyclers association where it has gained recognition as the only recycling center in Chile that is organized and operated by the recycling collectors themselves.

Members of Oreste Plath now earn enough to support themselves and their families while contributing to a cleaner, more environmentally responsible community. The reusable materials they collect would otherwise end up in landfills or dumps, exacerbating waste management problems in the rapidly growing capital city of Santiago.

“We want to give work to everyone in the community who would like to work as a collector,” says Karina, who envisions Oreste Plath expanding in the coming years. “We can help in the creation of other collection centers if they invite us to do so. I define success as having helped others.”



Oreste Plath invested the seed money it won from TechnoServe's business plan competition in 22 large tricycles that enabled its members to collect more material each day.

TechnoServe Member Returns to Rwanda *(continued from page 1)*



Evelyn Windhager Swanson (center) and TechnoServe Senior Business Manager Ndavi Muia (center, crouching) pose with women taking a business training course sponsored by Women for Women International and implemented by TechnoServe.

progress came to a standstill in the aftermath of the 1994 genocide. So it was with incredible surprise and delight that I rediscovered Rwanda in September. Well-stocked stores line the newly paved streets. New buildings are under construction everywhere. Most everyone is wearing shoes and bicyclists cover the hilly roads transporting goods – rarely do I glimpse a woman or child carrying a heavy burden on their head. And litter, a common plague in most African cities, is almost glaringly absent.

TechnoServe's work in Rwanda focuses on two main sectors: dairy and coffee. Dairy is a strategic priority because milk provides one of the fastest returns for a livestock owner in the developing world, and because dairy is a leading catalyst for development in rural East Africa. Launched in 2008, TechnoServe's work already directly benefits 24,000 Rwandan dairy farmers and their families, with the goal of doubling their household dairy income by 2018.

My tour of one of the 16 TechnoServe-affiliated dairy cooperatives demonstrated how TechnoServe is helping connect farmers to cooling facilities – centralized warehouses where they can sell their milk in bulk – and learn about artificial insemination, which promotes productive livestock. TechnoServe is also helping farmers access capital and

higher-paying milk markets. With TechnoServe's guidance, the yield and quality of milk is dramatically enhanced, boosting the return to individual farmers. TechnoServe's impact is evident along every step of the production process: the farmer learns to better care for the cow, gains access to veterinary facilities and receives a much better price for higher-quality milk. I was particularly pleased to meet the female director of a milk cooperative, Jeanne Ukwibishaka, at the Rubona cooling plant, underlining TechnoServe's contribution to empowering Rwandan women. A confident female business leader is something that I would likely not have met during my 1990 Rwanda visit!

TechnoServe's Coffee Initiative helps farmers realize the incredible potential of their "Rwandan Bourbon" coffee. TechnoServe has helped small-scale farmers organize into cooperatives, develop better farming techniques, purchase wet mills (a key step to improve coffee bean quality), and secure working capital loans. TechnoServe's impact can be measured in the

15 percent to 20 percent productivity and profitability increase for about 20,000 Rwandan coffee farmers. This translates into directly bettering the lives of about 120,000 family members, not to mention the benefits to local workers hired during harvest and processing!

TechnoServe's impact was brilliantly brought to life for me during our visit with Thaciane Mukansengimana, the female vice president of the cooperative COCAMU. In three short years, COCAMU has enabled its 396 members to increase yield and quality, and capture a greater share of the profits because COCAMU now mills the beans itself rather than paying an expensive middleman to do so. Impressively, COCAMU has secured a working capital loan on its own business merit and is virtually self-sustaining and independent of TechnoServe.

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Dairy and coffee have a great deal of growth potential in Rwanda; only a small portion of these sectors has been tapped. Coupled with smaller initiatives in other farming sectors, I have no doubt that TechnoServe's work in dairy and coffee will continue to be an integral part of Rwanda's magnificent development.



Evelyn Windhager Swanson (second from left) sits in on a board meeting of the COCAMU coffee cooperative. TechnoServe has helped the cooperative's 396 members increase their yields and improve the quality of their coffee beans.

TechnoServe Gala to Honor Three Distinguished Supporters



Olusegun Olutoyin Aganga



Kendall J. Powell



Bonnie E. Raquet

- **Olusegun Olutoyin Aganga**, Minister of Finance, Nigeria, former Managing Director, Goldman Sachs International and former TechnoServe board member
- **Kendall J. Powell**, Chairman and Chief Executive Officer, General Mills
- **Bonnie E. Raquet**, Retired Corporate Vice President, Corporate Affairs, Cargill, TechnoServe board member

The annual fundraising event brings together more than 300 guests, including private and public donors, representatives of the diplomatic community, corporate partners, special guests and honored dignitaries. During the evening, we celebrate the career accomplishments of our honorees and applaud their commitment to advancing TechnoServe's mission of alleviating poverty through private enterprise.

For more information, please contact Serap Akisoglu at sakisoglu@tns.org.

On March 16, TechnoServe will hold its 43rd anniversary gala in New York City to celebrate leadership and innovation in the global marketplace. This year's gala honors three extraordinary individuals who have demonstrated exceptional achievement throughout their careers:

TechnoServe Remembers a Valued Volunteer

Stephen H. Gluck, a former TechnoServe volunteer who helped develop our coffee practice, died peacefully in his sleep in November. He was 80 years old. Gluck spent his career in the coffee industry, retiring in 1994 as managing director of Cargill's London coffee division. After retiring, he spent several years volunteering for TechnoServe in Latin America and Tanzania, sharing his broad knowledge of coffee production and his contacts within the industry. Gluck helped provide the foundation for our work with coffee farmers that continues to this day. TechnoServe extends our condolences to the Gluck family.

Tell Us What You Think

TechnoServe wants to make sure the World newsletter features the information and stories that interest you most. Give us your feedback at www.technoserve.org/survey.

WAYS YOU CAN SUPPORT TECHNOSENVE

Direct Contributions

Gifts of cash, real estate or personal property will support our work in developing countries.

Appreciated Stock Contributions

Gifts of stock or other investments which have recently grown in value can be more advantageous than cash as they can leverage your tax benefits.

Memorial and Honorary Gifts

Contributions can be made in memory or honor of a relative, friend or colleague. Your gift will be acknowledged to the honored person or family.

Bequest Contributions

By including a gift to TechnoServe in your will, you can provide a meaningful contribution to either current operations or TechnoServe's endowment.

Pooled Income Fund Contributions

Contributing to TechnoServe's Pooled Income Fund results in income for you proportionate to your contribution and a tax deduction based on the estimated principal that will be left to TechnoServe.

Charitable Gift Annuities

A charitable gift annuity contract with TechnoServe provides a guaranteed lifetime income for you and a tax deduction based on the estimated principal that will be left to TechnoServe.

Charitable Remainder Trusts

A charitable remainder trust naming TechnoServe as a beneficiary can provide income for you and a tax deduction based on the amount that will be left to charity.

For more information please write (address below) or call Darlene Brown at 1-800-99-WORKS.



TechnoServe
BUSINESS SOLUTIONS TO POVERTY

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TechnoServe is a private, nonsectarian, nonprofit organization, as defined by IRS code section 501(c)(3). TechnoServe is a member of Global Impact. Contributions to TechnoServe are tax deductible to the extent permitted by law.

Since its inception in 1968, TechnoServe has helped to create or expand thousands of businesses, benefiting millions of people in more than 40 countries.