We work with enterprising people in the developing world to build competitive farms, businesses and industries.
Our Vision: We will be the most effective catalyst and partner for transformative, on the ground, market-based solutions to poverty.

TechnoServe traces its roots back to the village of Adidome, Ghana. In 1963, our founder Ed Bullard traveled there with his family for a year of volunteer service.

Ed was captivated by the spirit and character of the Ghanaian people. But he was appalled by the depth of poverty that surrounded him. A businessman, Ed understood that the contrast between this poverty and his own prosperity came not from any innate difference between himself and a poor Ghanaian farmer.

Instead, the hardworking men and women of the area struggled because they lacked the knowledge, skills and tools needed to lift themselves out of poverty. So in 1968, Ed launched TechnoServe as a different type of nonprofit, one that would help poor people by connecting them to information and market opportunities.

“All too often a charitable nonprofit organization is thought to be in the business of providing charity—that is, giving away money, food, clothing or housing,” Ed later said. “If, however, a charitable organization can share know-how and knowledge, then the whole dynamic is changed. The recipient feels a sense of pride and accomplishment...And the donor feels a sense of mutual pride and partnership with the recipient.”

BUILDING SKILLS AND FORGING PARTNERSHIPS

TechnoServe has grown and evolved in our 44 years, but Ed’s vision remains at the core of everything we do. TechnoServe promotes business solutions to poverty by linking enterprising people to information, partners and markets. Like Ed, we believe that private enterprise can transform lives.

TechnoServe’s staff and volunteer consultants bring their business and technical expertise to bear on the challenge of creating economic growth that benefits poor communities. Our work begins with rigorous market analysis to identify growth opportunities in each of the countries where we operate. We build skills and forge partnerships, working across industries with everyone from smallholder farmers to multinational corporations. We act as a catalyst, generating economic momentum that lasts long after TechnoServe’s role ends.

Take, for example, TechnoServe’s work with the coffee industry in East Africa. Our analysis showed that the region had the right landscape and climate to meet the growing worldwide demand for specialty Arabica coffee. But smallholder farmers were largely using traditional practices to grow and process their coffee, resulting in low yields and poor quality.

With support from the Bill & Melinda Gates Foundation, TechnoServe worked with farmers in four countries to increase their incomes from coffee. Our business advisors helped develop farmer-owned wet mill businesses to produce high-quality washed coffee. We forged linkages between these businesses and sources of financing and other services. We delivered training to farmers that helped increase their yields. And we facilitated partnerships between producers and major international buyers.

LASTING IMPACT

This comprehensive approach has delivered results: 180,000 smallholder farmers in East Africa have seen their coffee incomes increase and some 280 wet mill businesses are generating jobs and economic activity in rural communities. In the last coffee season, participating farmers earned 37 percent more income on coffee sold through TechnoServe-supported wet mill businesses. Local organizations are building on this progress to further develop the industry. The knowledge and partnerships are in place to ensure that coffee is a sustainable source of income and growth in the region for years to come.

We aim to deliver this type of lasting impact in everything we do. TechnoServe was founded on the belief that with hard work and equal access, people can lift themselves out of poverty. We will continue to deliver results that prove this to be true.
EFFICIENCY AND RESPONSIBILITY
We spend each dollar raised as follows:

84.4%: Our work on the ground

13.2%: Organizational effectiveness

2.4%: Stakeholder relations and fundraising

<table>
<thead>
<tr>
<th>In thousands</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program investment</td>
<td></td>
<td></td>
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<tr>
<td>Program services</td>
<td>$54,100</td>
<td>$48,951</td>
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<tr>
<td>Support services</td>
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<td>7,781</td>
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<td><strong>TOTAL PROGRAM INVESTMENT</strong></td>
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<td>Fundraising</td>
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<td><strong>TOTAL PROGRAM INVESTMENT AND FUNDRAISING</strong></td>
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<td><strong>$58,316</strong></td>
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<tr>
<td>Support and revenue*</td>
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<td>Private funding</td>
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<td>Individuals</td>
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<td>Foundations/Corporations</td>
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<td>Governments and multilateral organizations</td>
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<tr>
<td>Contributed services</td>
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<td>Other</td>
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<td><strong>TOTAL SUPPORT AND REVENUE</strong></td>
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<td>Asset, liability and net asset summary</td>
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<tr>
<td>Cash and cash equivalents</td>
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<td>$5,298</td>
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<tr>
<td>Cash and cash equivalents subject to donor restrictions</td>
<td>33,227</td>
<td>27,229</td>
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<tr>
<td>Other assets</td>
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<td>Liabilities, deferred revenue and restricted net assets</td>
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<td><strong>FUND BALANCE</strong></td>
<td><strong>$3,055</strong></td>
<td><strong>$4,758</strong></td>
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* Support and revenue categories have been changed for fiscal year 2010.
TechnoServe works with enterprising people in the developing world to build competitive farms, businesses, and industries. Our programs are designed to develop capacity for individuals and businesses, strengthen market systems and facilitate scalability for emerging industries. This work creates sustainable economic growth that helps poor people improve their lives and secure a better future for their families.

**Private enterprise can transform lives. Here’s how it works. TechnoServe helps businesses increase their revenues. These enterprises then create new jobs and buy more products from small-scale producers. The benefits from these new sources of income ripple through families and communities. Our results in 2011:**

- **Increase Revenues:** $315,000,000 in revenues earned and $81 million in profits.
- **Build Businesses and Industries:** 4,570 businesses assisted in more than a dozen industries.
- **Buy Products:** $142,000,000 worth of products bought from 447,400 small-scale producers.
- **Employ People:** 61,000 employees paid $30 million in wages.
- **Transform Lives:** 2.5 million farmers—the loan repayment rate for the initial group was 100 percent.

**Private enterprise transforms lives.**

**WHERE WE WORK**

- **ACTIVE SECTORS**
  - CINEMA
  - SOY
  - DAIRY
  - FOOD PROCESSING
  - COFFEE
  - TEXTILES
  - COTTON
  - Fruits + Vegetables
  - ENTREPRENEURSHIP

- **EMERGING SECTORS**
  - SOY
  - DAIRY
  - TEXTILES
  - COTTON
  - ENTREPRENEURSHIP

- **PAST SECTORS**
  - SOY
  - DAIRY
  - TEXTILES
  - COTTON
  - ENTREPRENEURSHIP

**DEVELOP CAPACITY WE HELP ENTERPRISING INDIVIDUALS AND COMMUNITIES BUILD SKILLS, SHARE KNOWLEDGE AND APPLY THE TECHNOLOGIES NEEDED TO OVERCOME POVERTY**

On the ground: TechnoServe is working to boost the incomes of tens of thousands of small-scale farmers in southern Africa by promoting the development of a local soy industry. Thanks to a grant from the Bill & Melinda Gates Foundation, our activities in Mozambique and Zambia are demonstrating the broader potential in sub-Saharan Africa for locally grown soybeans to meet the increasing demand for oil and animal feed. More than 26,000 smallholder farmers are receiving support to produce soybeans. TechnoServe has enlisted 13 agricultural businesses and organizations as project partners. Our business advisors are helping to train farmers in good agricultural practices and connect them to buyers. In Mozambique, our earlier work in building a domestic poultry industry has helped create sustainable demand for locally grown soybeans. Together with our partners, we are facilitating farmers’ access to markets for seeds, fertilizers and other resources. And TechnoServe is bringing together stakeholders in Mozambique and Zambia to form national associations that will promote the soy industry’s expansion. We are supporting the creation of the Sub-Saharan Africa Soy Alliance to spur the development of a competitive soy industry in other countries in the region.

**Facilitate scalability we catalyze growth in emerging industries by helping partners small and large to develop improved business models, anticipate challenges and manage risks.**

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**24,924**

Hectares of soybeans planted by partners in Mozambique and Zambia in 2012, up 81 percent from the previous season.

**95.98%**

Average loan repayment rate among CAA members.
TechnoServe helps build competitive farms, businesses and industries in dozens of the world’s poorest countries. We are an international nonprofit that promotes business solutions to poverty by connecting enterprising people to information, partners and markets. We work to impart the skills and knowledge that help people create prosperity for their communities. With more than four decades of measurable results, we believe in the power of private enterprise to transform lives.