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.
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.
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.
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 Martin 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

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

Learn more at 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.
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
- **14** countries represented by donors

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

Learn more at 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:

![Partners logos](image-url)

Learn more at 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 Broggini
Managing Director
Studio Broggini SA

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

All 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.

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).
Funding sources:
- 43% governments and multilateral organizations
- 36% foundations and organizations
- 11% corporations
- 6% private fundraising
- 3% contributed services
- 1% other

Support and Revenue

$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.

See our consolidated financial report at technoserve.org/2013financials.
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
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.