



# LASTING CHANGE

2016 ANNUAL REPORT



**TECHNOSERVE**  
BUSINESS SOLUTIONS TO POVERTY



**OUR MISSION**

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

A nonprofit organization operating in 29 countries, TechnoServe is a leader in harnessing the power of the private sector to help people lift themselves out of poverty. By linking people to information, capital and markets, we have helped millions to create lasting prosperity for their families and communities. With nearly 50 years of proven results, TechnoServe believes in the power of private enterprise to transform lives.

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**View our full digital Annual Report at [technoserve.org/annualreport](https://technoserve.org/annualreport).**





Climate-smart farming in India | Page 14

## Letter from Our Chairman and Our CEO

**WE ARE PROUD TO PRESENT HIGHLIGHTS AND RESULTS FROM 2016**, another banner year for business solutions to poverty. Working together with strategic private and public partners, TechnoServe helped our clients generate \$196 million in new revenue and wages last year.

Approximately 3 million people benefited from this increase in economic activity – extra money that provides families with necessities such as food, education and housing in the short term.

In the long term, our market-based approach is creating systemic change that will continue to deliver benefits far into the future. In 2016, as the global community adopted the sustainable development goals, we sought to verify the sustainability of our impact. We re-examined our measurement system, commissioned randomized control trials and other external evaluations, and investigated whether the benefits for farmers and entrepreneurs continue after our projects end.

Our Annual Report demonstrates how TechnoServe projects around the world are taking an integrated approach to deliver lasting impact – improving the lives of individuals, families and communities.

**“Our Annual Report demonstrates how TechnoServe projects around the world are taking an integrated approach to deliver lasting impact.”**



Catalyzing Benin's cashew sector  
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### Strengthening Market Systems

TechnoServe's approach starts with an in-depth assessment to identify sectors where smallholder farmers and local entrepreneurs have the potential to greatly increase their earnings – from livestock production in Central America to cashew processing in West Africa. We then identify market failures, inefficiencies and opportunities across a market system. We leverage knowledge and experience from similar market interventions and adapt them to the local context. Critically, we act as a catalyst at multiple points in the market, working with stakeholders including smallholder farmers, local businesses, governments, financial institutions and private sector players to incentivize inclusive market growth.

### Building Local Ownership

We focus on catalyzing markets and market systems whose participants have the ability to improve competitiveness and performance over time. While many of our projects deliver services directly, a growing number of initiatives focus on facilitating local market actors – from government agencies to businesses along the supply chain – to deliver ongoing training, services and technical advice. Our role is to help build the skills of local service providers and connect them with farmers and entrepreneurs who need their services. These relationships strengthen market systems to deliver inclusive financial benefits long after TechnoServe leaves.

### Promoting Lifelong Skills and Knowledge

TechnoServe's projects use proven adult learning techniques to help farmers and entrepreneurs build critical skills and adopt tailored best practices in agronomy and business management. The market linkages we facilitate provide economic incentives for smallholders – like our project participants in rural India learning climate-smart agriculture – to continue using these practices in order to increase their yields and maintain quality levels that garner higher prices.



Training African food processors  
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### Forging Win-Win Partnerships

For decades, TechnoServe has been a leader in leveraging corporate partnerships to create shared value. Our mission is built on a proven principle: aligning business incentives with local development needs is one of the most effective ways to ensure scalable, long-term change. In 2016, one of our projects – a partnership with The Coca-Cola Company and the Bill & Melinda Gates Foundation – was named winner of the U.S. Department of State's P3 Impact Award, which recognizes the world's most innovative and impactful public-private partnerships. The project strengthened Coca-Cola's local supply chain in East Africa while helping local fruit farmers increase their incomes and secure a stable market for their fruit.



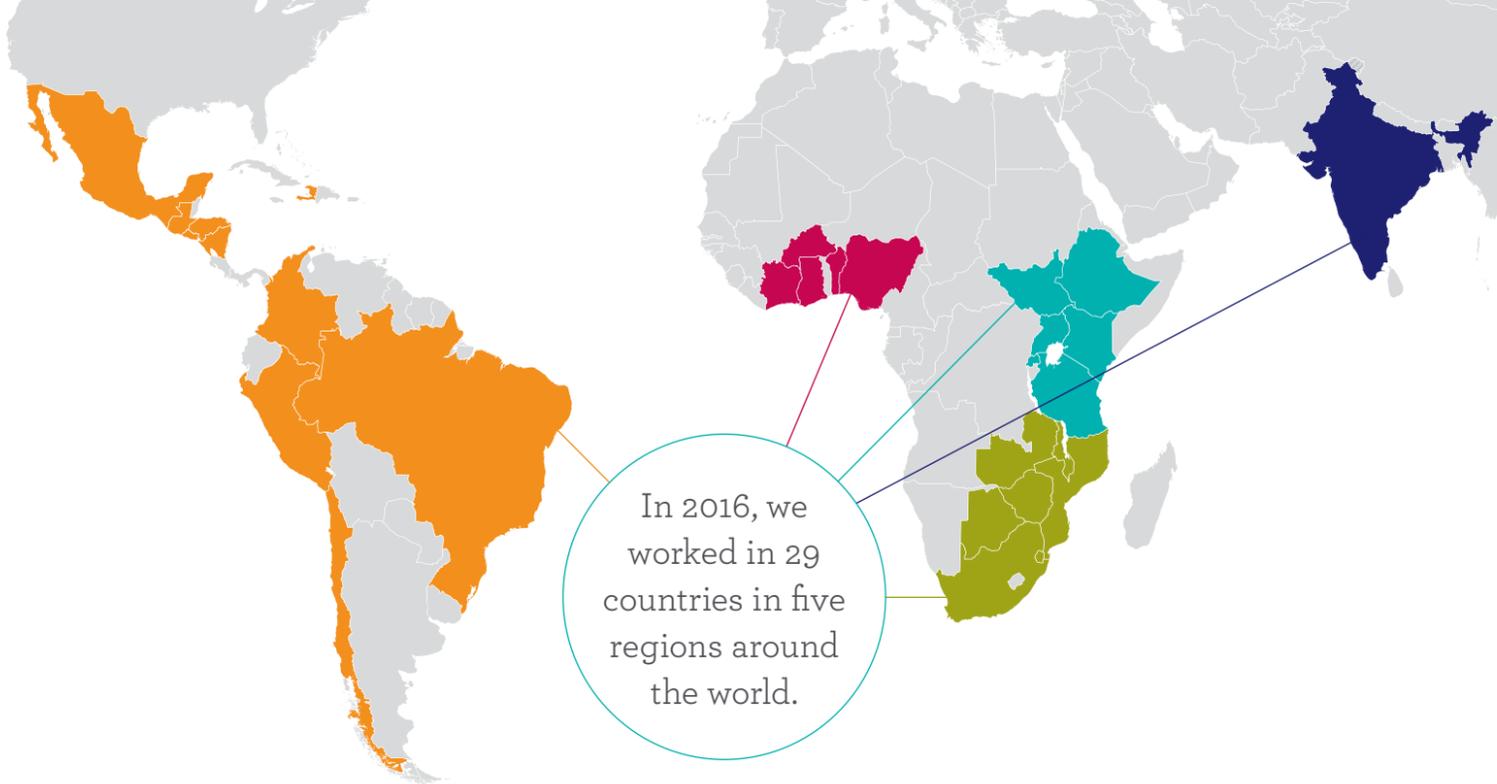
Partnering with Walmart Foundation in Mexico  
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TechnoServe is proud to design and help implement similar win-win solutions with many of the world's leading corporations, including Nespresso, Walmart, Kellogg's, Danone and Syngenta.

The systemic, sustainable change that is needed to drive down poverty cannot be achieved by any single actor. TechnoServe is grateful for the strong and varied partnerships – with funders, businesses, governments, farmers, entrepreneurs, local market actors and our supporters – at the heart of our impact. Together, we have been building lasting solutions to poverty for nearly 50 years. We look forward to working with you in 2017 and beyond to scale these solutions and transform millions more lives around the world and across future generations.

**Paul E. Tierney, Jr.**  
Chairman of the Board

**William Warshauer**  
President and CEO



## 2016 Results

### FINANCIAL BENEFITS



**\$196 million**

Increased revenue for individuals and enterprises, or increased wages for employees, generated as a result of TechnoServe's work

### BENEFICIARIES



**594,000**

Number of women, men and businesses who generated increased revenue and wages attributable to our work

### FINANCE MOBILIZED



**\$35 million**

Loans and equity provided to farmers and businesses by the private sector with TechnoServe's facilitation

### PERCENT WOMEN



**34 percent**

Proportion of female beneficiaries, including female farmers and women-led businesses

Learn more about our measurement system and explore detailed project results at [technoserve.org/impact](http://technoserve.org/impact).

Improving the lives of

**3 MILLION PEOPLE**

*based on five people per household*



# Year in Review

Here are some of TechnoServe's proudest moments from 2016.



## JANUARY

The Harvard Business Review published a case study about our **Haiti Hope Project**, exploring how TechnoServe's business approach achieved impact in an environment dominated by international aid.



## APRIL

TechnoServe's Innovations in Outcome Measurement (IOM) initiative convened 40 scientists, researchers and development professionals in Washington, D.C., to identify a set of measurement **innovations capable of transforming agriculture**, such as satellite and drone imagery, which the initiative will evaluate through pilot interventions.



## MARCH

The Smart Duka initiative launched in Kenya, seeking to boost incomes in Nairobi's informal settlements by providing **business training to local shopkeepers**.

In honor of International Women's Day, TechnoServe ran an integrated **#SheFightsPoverty campaign**, including a peer-to-peer fundraising effort.



## JUNE

A U.S. Congressional delegation visited the Box Shop, a business incubator in Soweto as part of an effort with the Citi Foundation to **revitalize entrepreneurship in South Africa**.



## JULY

The Huila Central Wet Mill, funded by Nespresso and Acumen Fund, began operations in El Gigante, Colombia. The mill will help approximately **350 coffee-farming families** to improve their processing for their harvest.



## OCTOBER

TechnoServe partnered with the Bill & Melinda Gates Foundation to empower women farmers in Bihar, India.

The Coffee Initiative's final report examined the coffee value chain in East Africa, which **improved the lives of 268,000 coffee farmers** in the region and crowded in \$25 million in new corporate investment.



## SEPTEMBER

Project Nurture won the **P3 Impact Award** recognizing collaborative excellence in a cross-sector partnership.

The global healthcare company Abbott received the Porter Prize in the category **Creating Shared Value** for a TechnoServe-implemented dairy project in India.



## NOVEMBER

TechnoServe and Partners in Food Solutions teamed up to launch SAPFF, a four-year collaboration to **fight micronutrient deficiency** by strengthening food processors' capacity for food fortification in Nigeria, Kenya and Tanzania.

## DECEMBER

In Tanzania, 900 women entrepreneurs graduated from **Business Women Connect**, a partnership between TechnoServe and ExxonMobil Foundation.

See more of TechnoServe's 2016 highlights at [technoserve.org/annualreport](http://technoserve.org/annualreport).

## Harnessing the Whole Cashew for Change



Aishat Achimi used income from her cashew farm in Kogi, Nigeria, to build a house.

**TECHNOSERVE IS WORKING** with public and private partners across West Africa to transform the cashew industry from tree to trade, providing opportunities for farmers, entrepreneurs, processors and other stakeholders to prosper.

Creating a competitive, inclusive and sustainable cashew industry begins on the farm. In Nigeria, TechnoServe partnered with the Walmart Foundation to help raise the incomes of more than 10,000 smallholder cashew farmers through training in good agronomic practices and improved access to markets. In a country where only 15 percent of cashew farmers are women, the project focused heavily on increasing women’s engagement – working with community leaders to encourage women to join, among other tactics. These efforts resulted in a high female participation rate of 42 percent.

“Cashew has turned my life around and TechnoServe has made my dream come true,” says Aishat Achimi, who was surprised by the difference pruning and other best practices made on her neglected cashew farm, which she had inherited when her father died. After consolidating her bountiful harvest with other farmers in her cooperative, Aishat was able to earn enough extra income to buy the materials to build a new house, fulfilling a long-time dream.

By adopting improved practices and selling their cashews at higher prices through cooperatives, farmers participating in the three-year program,

which closed in November 2016, increased their incomes by an average of 43 percent, or \$164 per year.

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“Insofar as Fludor focuses on long-term investments for sustainable socio-economic community development, TechnoServe’s assistance was invaluable and decisive.” – Roland Riboux, CEO of Fludor Benin

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In Benin, TechnoServe is working to strengthen and expand the entire cashew sector into an inclusive economic growth engine for the country. A comprehensive five-year value chain project, BeninCajù works with both producers and processors, as well as a constellation of market players that surrounds them.

TechnoServe is supporting processors every step of the way – from planning and constructing factories to accessing finance and connecting with international buyers – in order to triple the nation’s domestic processing capacity, ensure a stable market for smallholder farmers, and create 3,400 new jobs.

As in Nigeria, BeninCajù prioritizes women’s participation at every level, targeting 70 percent of the new jobs for women. In early 2016, BeninCajù supported the launch of Fludor Benin, a state-of-the-art factory with a processing capacity of 15,000 metric tons of cashew. Women employees fill nearly 600 of the processing facility’s 700 new positions.

In 2017, BeninCajù is expanding the industry further by focusing on a new market opportunity – cashew fruit juice – which has enormous potential for long-term financial gains for farmers and businesses.

**PARTNERS**  
Walmart Foundation; U.S. Department of Agriculture (USDA)

## Making the Business Case for Sustainable Coffee



John Mwangi has boosted his coffee yields using sustainable practices.

**ON HIS COFFEE FARM** in rural Kenya, John Karuga Mwangi lays down mulch, makes his own compost, and uses integrated pest management to protect his coffee. But just a few years ago, when he took over the farm after being unable to find steady work in Nairobi, he didn’t know how to use these techniques – or much else about growing coffee.

John learned these skills through the AAA Quality Program, which Nespresso and TechnoServe brought to Kenya and Ethiopia in 2014. The program’s goal is to improve the quality, volume and sustainability of the coffee produced by local farmers, allowing them to earn higher prices from premium buyers like Nespresso.

One important element of the project is the AAA Academy, which provides farmers like John with two years of training on climate-smart agricultural techniques that increase yields and improve resilience in the face of changing weather patterns. The program’s focus is on practices that are not only environmentally sustainable, but also profitable and inexpensive to adopt, making it likelier that farmers will use them over the long run.

To date, 29,481 farmers, 39 percent of whom are women, have received training. A recent survey in Kenya found that 55 percent of the farmers used at least half of the featured practices by the time

they completed the AAA Academy – compared to zero percent before the program began.

In 2016, with support from the World Bank’s BioCarbon Fund and the International Finance Corporation, the project launched a new initiative, in which coffee growers will plant a combined total of 1 million trees on their farms by the year 2020. These trees will help to reduce atmospheric carbon and protect against soil erosion, and the shade they provide to coffee plants will improve the crop’s quality.

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“Improving productivity and the quality of coffee harvests is a triple win – benefiting our customers, the environment and paving the way to higher incomes for farmers.”

–Jean-Marc Duvoisin, CEO, Nespresso

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Sustainability and quality improvements are not only important at the farm level, however. AAA mill advisors have helped the managers and employees of 145 local, low-tech processing facilities called wet mills to improve their business and processing skills, enhance the quality of the coffee they produce, and meet Nespresso’s social and environmental sustainability standards. These improvements reduce operating expenses and allow the wet mills to sell their high-quality coffee at higher prices to Nespresso.

The changes are having a real impact for farmers like John. Between 2013 and 2015, his yields and income grew fivefold, allowing him to pay the school fees for his three children.

**PARTNER**  
Nespresso

## Herding Success with Livestock in Nicaragua



**SANTOS VELASQUEZ**, his wife Irma, and their three adult children all work together taking care of a herd of 39 cows on their large farm in Nueva Guinea, Nicaragua. Like most of Nicaragua’s 135,000 livestock farmers, the Velasquez family used to follow a low-cost model of farming, which typically results in low productivity and low quality of milk. Despite Nicaragua having the largest livestock industry in Central America, with 5 million head of cattle, most dairy farmers are poor, and are reluctant to invest in technologies and inputs that can boost productivity.

TechnoServe’s Ganadería Empresarial (GANE) project, set out to improve the productivity and quality of the dairy and beef produced by small farmers across Nicaragua. Between 2012 and 2016, the U.S. Department of Agriculture-funded project trained more than 5,500 farmers who increased their production by 28 percent. Farmers adopted the practices they learned at high rates, thanks to TechnoServe’s adult learning methodology, and follow-up technical assistance on the farm.

Farmer training is critical, but it is only one component in strengthening a value chain. GANE helped farmers access financing for inputs, such as mineral salts and improved pasture seed, and infrastructure, such as watering systems and electric fences, which would improve their cows health and productivity. Working with two

financial institutions, the project designed special loan products with the most favorable interest rates and repayment terms available to smallholder farmers, to facilitate these smart investments.

The Velasquez family obtained a \$5,000 loan to construct a roof over their cattle’s corral and purchase fencing material to create paddocks for improved grazing. Their cows’ milk yield increased from 3.5 liters per cow per day before joining the project to 5.5 liters. Thanks to the improved pastures Santos planted and fenced, the herd is healthier and reproducing at a higher rate – which means more cows are producing milk at any given time.

“I feel thankful for GANE, for all that we learned in trainings, applied on our farm, and what we have achieved so far.”

– Santos Cristobal Velasquez, dairy farmer

GANE also worked to improve market access by helping farmers achieve scale through producer organizations (POs). GANE worked with 25 POs to help them improve milk collection and processing, develop market linkages and build management capacity. TechnoServe’s team helped these POs negotiate 38 new sales agreements, generating \$4.6 million in new revenue.

As a result of increasing milk yields and cow reproductive rates while improving their market linkages, the Velasquez family is now earning an additional \$1,250 per year. The new income allowed the family to pool resources with neighboring farmers to bring electricity to their community.

**PARTNER**  
U.S. Department of Agriculture (USDA)

## Smart Investments for the Future of Food



**HORSIN KALIKEKA WEAVES** through the streets of Ndola, Zambia, delivering eggs using a specially outfitted bicycle. On a typical day, he sells 2,400 eggs to about a hundred local market vendors (*ntembas*) as a new bike peddler for Goldenlay, Zambia’s largest egg producer and distributor. This allows the 26-year-old to earn between \$120 and \$150 a month, which is twice the local minimum wage.

Goldenlay piloted this new distribution model in 2016 with support from TechnoServe’s Technical Assistance Facility, or TAF. The cost-effective innovation increases Goldenlay’s sales by bypassing the middlemen – passing savings down to small-scale retailers while increasing poor consumers’ access to protein-rich food.

Though seemingly simple, this innovation was a result of in-depth research and detailed planning by the Technical Assistance Facility. Implemented by TechnoServe since 2011, TAF has a mandate to increase economic and physical access to food for low-income Africans by providing technical assistance to the portfolio companies of the African Agriculture Fund (AAF).

The AAF is a \$246 million private equity fund that was created to address food security challenges in Africa through investment in agriculture and food processing. Running on a budget of \$11 million over seven years, TAF provides strategic support to companies in AAF’s portfolio to improve their operations

or facilitate changes in their operating models by engaging other actors in the value chain.

TAF’s work in nine countries across Africa demonstrates the synergistic impact of technical assistance coupled with financial investment. For Goldenlay, the dual approach helped the company expand production from 250,000

“TAF’s social objective is clear to us: 70 percent of the population are poor and the new distribution system gets the cheapest protein to the further point.”

– Jason Chilala, Accountant, Goldenlay, Zambia

to 450,000 eggs per day. In just six months, the bicycle distribution pilot created 50 new jobs, benefited over 1,800 *ntemba* owners and exceeded Goldenlay’s sales target tenfold. On the opposite end of the value chain, TAF is working with Goldenlay to transform its soya supply for chicken feed through an outgrower model that is helping hundreds of local smallholder farmers increase their incomes.

Each TAF intervention is designed to ensure meaningful impact on food security and a win-win for the business and beneficiaries. As a company like Goldenlay embeds a new and profitable business model, it is likely to scale the innovation, and other market players may replicate it, ultimately expanding the model’s reach to more poor producers, consumers and employees.

By the end of 2016, TAF has worked with 10 AAF portfolio companies on 42 impactful interventions, enabling the agribusinesses to reach more than 16,000 low-income beneficiaries.

**PARTNERS**  
African Agriculture Fund; International Fund for Agricultural Development (IFAD); European Union (EU)

## Farming Families in India Fight Climate Change



Wheat farmers Sati Bai and Ganesh Mehra are able to provide more nutritious food for their family.

**SATI BAI AND HER HUSBAND** Ganesh Mehra grow wheat and other crops on their half hectare of land in Madhya Pradesh state in central India. Yet scant rainfall over the past few years coupled with poor soil health have meant low harvests, making it difficult for the couple to produce and sell enough to provide for basic needs.

Across rural India, TechnoServe is working to improve livelihoods for farming families like Sati and Ganesh's while increasing their long-term resilience to climate change. In the face of increasingly erratic droughts and heatwaves in the state of Madhya Pradesh, TechnoServe is working with the Kellogg Company to train smallholders in climate-smart agricultural practices that can increase productivity, reduce costs and improve long-term growing conditions for wheat, maize, soy and other crops.

The project promotes a package of sustainable practices, including planting trees around fields to prevent soil erosion, sequester carbon and provide shade. Farmers also learn to prepare organic fertilizers and pest repellents using locally available natural materials. The low cost of these inputs, compared to their chemical counterparts, helps to ensure long-term adoption by farmers, increasing productivity and bringing them financial benefits, while also improving soil and environmental conditions.

Combined with the other good agricultural practices taught through the project, these

measures are making a tangible difference for families. Using sustainable techniques, Sati and Ganesh were able to harvest and sell 50 percent more wheat during the last growing season, easing their family's financial strain.

“This new method of soybean cultivation with wider spacing and application of homemade organic compost and pest repellent has resulted in healthier growth of plants.”

–Kumer Singh, smallholder farmer in Narsinghpur district, Madhya Pradesh

In 2016, the project worked with over 1,300 farmers across Madhya Pradesh, helping them generate more than \$1 million in increased revenues.

TechnoServe is similarly training farmers in climate-smart practices in the arid region of Rajasthan, India. Farmers here have long cultivated guar, a drought-resistant legume native to India which is used to create thickening agents in food and other products.

TechnoServe and Solvay partnered through the Sustainable Guar Initiative (SGI) in Bikaner District, Rajasthan, to demonstrate that guar can be sustainably grown at scale. Launched in May 2015, the two-year project has trained more than 2,500 farmers in climate-smart practices, such as preparing organic inputs using cow dung and urine, and facilitated the planting of more than 12,000 trees on elevated land features to help conserve both soil and water. Overall, the integrated intervention helped guar farmers increase their incomes by an average 27 percent, in an area where many families, seeing little rain, had lost hope of earning a profit.

**PARTNERS**  
Kellogg Company; Solvay

## Enterprising Youth Chart Course to Success



Youth participate in STRYDE training in Tanzania.

**AS A PROFESSIONALLY** trained chef, 26-year-old Celeste Fonseca had no problem handling the heat in the kitchen, but navigating the business world was a trial by fire. After Celeste opened Brunoise, a culinary academy in her home city of Guatemala City, Guatemala, she struggled to organize the business's messy finances or to calculate profits.

Realizing that she lacked the tools she needed to make her business succeed, she applied for Crece Tu Empresa (Spanish for “Grow Your Business”). A business accelerator implemented by TechnoServe in partnership with the Citi Foundation, Crece seeks to develop enterprises run by youth in urban El Salvador and Guatemala.

While Crece works with urban entrepreneurs who have already launched their businesses, it takes a page from a TechnoServe youth program operating in a different context. Strengthening Rural Youth Development through Enterprise, or STRYDE, is our flagship youth entrepreneurship and workforce development program, developed for rural youth in East Africa who have scarce opportunities. The curriculum is delivered in seven modules over three months, followed by nine months of aftercare during which the graduates receive additional support to start a business, find a job or apply their new business skills on the family farm. A critical part of STRYDE's efficacy is its focus on personal

effectiveness – building self-awareness, setting goals and developing communication skills.

Now in its second phase, STRYDE seeks to provide skills training to 63,000 youth by 2019. TechnoServe is training partner organizations, such as vocational institutions and prisons, to deliver the training to 40 percent of participants, ensuring the model creates ongoing impact and reaches more rural youth long after the project's end. In 2016, STRYDE helped nearly 4,600 youth in Kenya, Rwanda, Uganda and Tanzania generate over \$1.75 million in financial benefits.

Building on the success and learning from STRYDE, Crece Tu Empresa is helping youth like Celeste succeed in urban Central America. Results from the first cohort of Crece Tu Empresa report an average sales increase of 92 percent. TechnoServe has also adapted the model to help young entrepreneurs in mining communities in South America to create businesses both within and beyond mining supply chains.

“The tools they provide us with really work, and if they are applied properly they can be a great benefit to the growth of the company.”

– Celeste Fonseca, young entrepreneur

Through her work with CRECE staff, Celeste has cut her spending by 20 percent, brought on two new chefs, and logged 275 percent growth in sales. She wants to open more branches of her academy throughout Guatemala, providing training and employment for other enterprising young people.

**PARTNERS**  
Mastercard Foundation; Citi Foundation

## The Ripple Effect of Knowledge and Nutrition



Chikondi Matiki conducts quality assurance at a Malawian food processing company.

**FOOD PROCESSING** is a significant driver of local economies, creating supplier linkages for millions of small-scale farmers and helping elevate rural incomes across East Africa, where over 124 million people lack access to food. However, small and growing local processors often face difficulties producing high-quality products that meet food safety standards and regulatory requirements.

Solutions for African Food Enterprises (SAFE), a TechnoServe program in partnership with USAID and Partners in Food Solutions (PFS), aims to increase the competitiveness of the African food processing sector and expand the availability of affordable and nutritious foods using two primary intervention strategies: customized technical assistance provided to individual processors, and sector-wide trainings (SWTs) provided to food processors and other sector stakeholders.

Since 2012, SAFE has delivered customized technical assistance to 124 small and growing African food processors by facilitating the transfer of technology and knowledge between these companies and skilled volunteer experts from PFS's corporate partners (General Mills, Cargill, Royal DSM, Bühler, the Hershey Company and Ardent Mills). In turn, these processors have created 382 new jobs and sold more than 55,800 metric tons of improved nutritious foods.

The second component, sector-wide trainings, allows SAFE to effect broader change across the industry. SWTs are one- to two-day events

targeting knowledge gaps in the food processing industry. Led by TechnoServe staff and other technical experts, SWTs attract a wide range of enterprises – from farmer cooperatives to large-scale companies – as well as stakeholders from the wider food processing ecosystem, such as input suppliers and government officials. The events provide opportunities for hands-on training, knowledge transfer and networking.

Seeking to ensure long-term impact, the SAFE team in Kenya developed a set of learning manuals in 2016 based on content delivered through SWTs. The manuals are geared toward learning institutions and other practitioner audiences. TechnoServe made two manuals available online as e-books to encourage wide distribution.

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**“This training from TechnoServe, this is a small seed but it should change the community because who was learning this training is processors.”**

–Jonathan Mulokozi, sector-wide training participant in Dodoma, Tanzania

To date, SAFE teams have conducted 50 trainings in business strategy and technical areas, including good manufacturing practices, food fortification, processing, aflatoxin control and milling technology. These trainings have reached more than 1,350 individuals from 1,028 different processors.

SAFE's impact extends beyond the businesses, to benefit millions of employees, farmers and consumers. The food processors receiving customized assistance through the program provide market opportunities for more than 973,000 smallholder farmers, who support an estimated 5 million family members.

**PARTNERS**

Partners in Food Solution (PFS); U.S. Agency for International Development (USAID)

## Shared Value in Mexico's Fields and Supermarkets



Emiliano Bello proudly grows cilantro, onions and other produce.

**AS EMILIANO BELLO** gazes out over his fields – neat rows bursting with green spinach and cilantro – it is hard to believe that this land once seemed to offer no future for his family. In Mexico, smallholder farmers often suffer from stagnating productivity due to insufficient access to the information, technology and markets their farms need to thrive. When one season's crop failed, Emiliano was forced to make a treacherous journey to seek income across the border in the United States in order to provide for his children.

Unhealthy market systems affect companies as well as farming families. When only large farming operations have the resources to provide quality produce, buyers can become reliant on just a few growers, sacrificing freshness and sustainability in their sourcing.

TechnoServe is working with a host of private sector partners to tackle these challenges, strengthening companies' supply chains as well as the local economies where they work. In Mexico, TechnoServe and the Walmart Mexico Foundation, teamed up to form the Mexico Smallholder Farmer Initiative, creating better economic opportunities for smallholder farmers by providing the tools they need to increase their incomes, not only as farmers, but as businesspeople.

When Emiliano joined the initiative in 2012, he learned best agricultural practices that helped

transform the land he had previously been forced to abandon into a lush farm. He learned practices to improve the quality and quantity of his crops, and to meet strict standards that allow him to sell to new markets, including large-scale retailers. Together with the other members of his farmer organization, Emiliano learned to negotiate with buyers, ensuring a high price for their high-quality produce.

“Today I know that I can pass on something more than debts to my children. I can give them a place in an honest company created by farmers,” he said. “Before, we looked at ourselves as peasants. Now we are entrepreneurs.”

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**“Today I know that I can pass on something more than debts to my children. I can give them a place in an honest company created by farmers.”**

–Emiliano Bello, smallholder farmer

Between 2011 and 2016, TechnoServe in partnership with the Walmart Mexico Foundation trained 5,500 Mexican smallholder farmers and generated \$4 million in sales of fruits and vegetables. The initiative's impact illustrates shared value in action. While farmers gain direct market access for dependable income, buyers gain a diversified supplier base that provides better quality and freshness.

In December 2016, the partners expanded the initiative to train an additional 5,000 farmers on best practices over the next two years, to help them increase incomes by 20 percent. The project aims to generate \$18.7 million in sales, further growing an inclusive, sustainable produce market in Mexico.

**PARTNER**

Walmart Mexico Foundation

## Women Entrepreneurs on the Rise



Now that she is saving money, Tegemea Kalinga can invest in her small retail business.

**TEGEMEA KALINGA RUNS** a small stand in her hometown of Mwampongo, Tanzania, where she sells fruits, rice and household goods. For nearly a decade, she has struggled with maintaining working capital to keep the business running.

In 2016, Tegemea joined Business Women Connect (BWC), a TechnoServe project funded by the ExxonMobil Foundation that aims to increase the incomes of female micro-entrepreneurs through business skills training and access to mobile savings. “Saving can actually help you to manage your money so that you don’t need to go and borrow each time,” Tegemea said after learning to use M-Pawa, a mobile savings and loan product. She also received training on record-keeping, customer service and business planning, setting her shop on a path toward profitability.

TechnoServe is committed to providing women entrepreneurs like Tegemea with the tools they need to succeed, whether they are running microenterprises or developing small and growing businesses. In 2016, more than 6,380 women entrepreneurs and women-led businesses benefited financially from TechnoServe’s entrepreneurship work around the world.

Some of our entrepreneurship programs, including BWC, are tailored specifically to meet the needs, constraints and opportunities of women – in this case, training approximately 6,000 women Tanzanian micro-entrepreneurs. BWC’s business counselors are all women entrepreneurs recruited from the local community.

In order to test the program’s assumptions, BWC was designed to include a rigorous evaluation. The Center for Global Development, in collaboration with the World Bank’s Africa Gender Innovation Lab, is running a randomized control trial to measure the project’s impact.

Other TechnoServe interventions promote inclusive business growth by working with both male and female entrepreneurs in a gender-responsive manner. Impulsa Tu Empresa (ITE), a business accelerator program implemented by TechnoServe across Central America since 2012, has helped more than 600 women-led enterprises boost their revenues.

“We are delighted to lead a study that evaluates what types of interventions in the financial sector work to increase the savings, incomes, and investments of women entrepreneurs.”

–Mayra Buvinic, Senior Fellow at the Center for Global Development

TechnoServe teamed up with researchers from Emory University to analyze detailed data collected from hundreds of ITE-supported businesses. Among its insights, the report found that pairing women advisors with women entrepreneurs produced higher revenue growth than other mentor-mentee combinations.

By collecting qualitative and quantitative data from our entrepreneurship programs around the world, TechnoServe can ensure that our interventions are effective in empowering women economically and driving gender equity.

**PARTNERS**

ExxonMobil Foundation; World Bank; Center for Global Development; Argidius Foundation; Citi Foundation; Inter-American Development Bank; PIMCO Foundation; Walmart Foundation





## 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 opportunities for our program participants, as well as world-class business and industry expertise that we can leverage to help build a thriving private sector in the countries where we work.

Some of our major partners are listed below. To learn more, visit [technoserve.org/partners](http://technoserve.org/partners).



## 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

#### Thomas Barry

President & CEO  
Zephyr Management LP

#### Aedhmar Hynes

CEO  
Text100 Global Communications

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**Peter A. Flaherty**  
Managing Director  
Arcon Partners LLC

#### Anthony Bloom

Chairman  
Cineworld Group PLC

#### Timothy Kingston

Managing Director  
Goldman Sachs

#### Titus Brenninkmeijer

Founder  
Solgenix LLC

#### Robert Manly

Former Executive Vice President  
Smithfield Foods

#### TREASURER

**Suzanne Nora Johnson**  
Former Vice Chairman  
Goldman Sachs Group Inc.

#### Michael J. Bush

Managing Member  
BIV Investments

#### Charles Moore

Fellow  
Rock Center for Corporate  
Governance  
Lecturer in Law & Business  
Stanford Law School

#### SECRETARY

**Jennifer Bullard Brogini**  
Managing Director  
Studio Brogini SA

#### Alan Cohen

Former CEO & Medical Director  
National Deaf Academy

#### Michelle Peluso

Chief Marketing Officer  
IBM

#### Jonathan Auerbach

SVP, Chief Strategy & Growth  
Officer  
PayPal Inc.

#### Laura Corb

Director  
McKinsey & Company Inc.

#### Kurt C. Peterson

Partner & Executive Committee  
Member  
Reed Smith LLP

#### Kanika Bahl

CEO  
Evidence Action

#### Russell Faucett

Managing Director  
Gyr Falcon Ltd.

#### William Warshauer

President and CEO  
TechnoServe Inc.

#### Scott Baker

Partner  
Reed Smith

#### Harvey Heller

President  
Heller Bros. Packing Company  
Partner  
Pacific Tomato Growers

#### Jerry Baldwin

Former Chairman & CEO  
Peet's Coffee & Tea Inc.

#### Rachel Hines

Former Managing Director  
J.P. Morgan

### European Board

#### CHAIR

**Evelyn A. Windhager Swanson**  
Former Director of Special Projects  
Environmental Defense Fund

#### Chris Benson

Private Equity Executive  
Advent International

#### Pierre Van Hoeylandt

Director  
CDC Group PLC

#### Sophie Le Mouel

Advisor  
Business Fights Poverty

# Financials

TechnoServe is widely recognized for its efforts to maximize accountability, transparency and efficiency.

## Accountability



For the 11th consecutive year, TechnoServe has earned a 4-star rating from Charity Navigator, America's largest independent evaluator of charities, placing us in the top 1 percent of all rated charities.

## Revenue

2016 \$86,071,236



2015 \$88,188,884



2014 \$79,589,982



## 2016 FUNDING SOURCES



- 23% U.S. Government
- 23% Foundations
- 20% Other Governments and International Organizations
- 23% Corporations
- 4% Individual Donors
- 7% Other

## Expenses

2016 \$87,723,558



2015 \$88,635,460



2014 \$79,246,575



## EFFICIENCY



- 86% Program Services
- 2% Fundraising
- 12% Management

## Net Assets

BEGINNING \$7,544,794    ENDING \$5,221,837

See our consolidated financial report at [technoserve.org/2016financials](http://technoserve.org/2016financials).



## Ways to Support Our Work

Your generous support of TechnoServe helps enterprising men and women in the developing world improve their lives and secure a brighter future for their families. Here are some of the ways you can make a lasting difference.

### One-Time Giving

Make a single tax-deductible donation to TechnoServe to empower enterprising people in developing countries.

### Planned Giving

Create a lasting legacy by including TechnoServe in your estate plans. Making a planned gift is a meaningful way to contribute to TechnoServe's future while providing financial and tax benefits for yourself and your family.

### Recurring Giving

Become a Partner in Prosperity and provide ongoing support to TechnoServe through an automatic monthly tax-deductible contribution.

### Stock Contributions

Gifts of stock or other appreciated assets can provide tax advantages for you while yielding profound benefits for the people we work with.

Contact us at [donorsupport@technoserve.org](mailto:donorsupport@technoserve.org) or 1-800-99-WORKS.

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