



TechnoServe





TechnoServe helps entrepreneurial men and women in poor areas of the developing world to build businesses that create income, opportunity and economic growth for their families, their communities and their countries.





Paul E. Tierney, Jr.



Bruce McNamer

Jobs and economic opportunity dominated the headlines in 2009.

These two issues have been at the heart of TechnoServe's poverty-fighting efforts for more than 40 years. And we are proud to report that in 2009, TechnoServe worked with more than 2,140 businesses in some of the world's poorest communities to create jobs, income and new opportunities for nearly 1.4 million people.

These include some 1,200 Kenyan dairy farmers, whom we helped organize into a business group called Kabiyet Dairies Limited in late 2008. Last year our business advisors helped them to open the first-ever dairy chilling plant in their area, and they have already increased their incomes by more than a third.

Meanwhile, in South Africa, a recent business plan competition winner is demonstrating how a little boost can go a long way. Sindi Mbambo once ran her peeled-vegetable business out of her car. The enterprise gradually expanded and even hired a few people, but she had bigger dreams. TechnoServe's *Believe Begin Become* business plan competition helped her to refine her ideas, expand her operations and diversify her product line. She now employs nearly twice as many people, all of them from poor communities, and is looking forward to further increasing her bottom line and her payroll in the years ahead.

On the other side of the world, our business advisors have been helping entrepreneurs in El Salvador to sell ethnic products to the Salvadoran diaspora in the United States. Better production methods

A LETTER FROM OUR CHAIRMAN & PRESIDENT

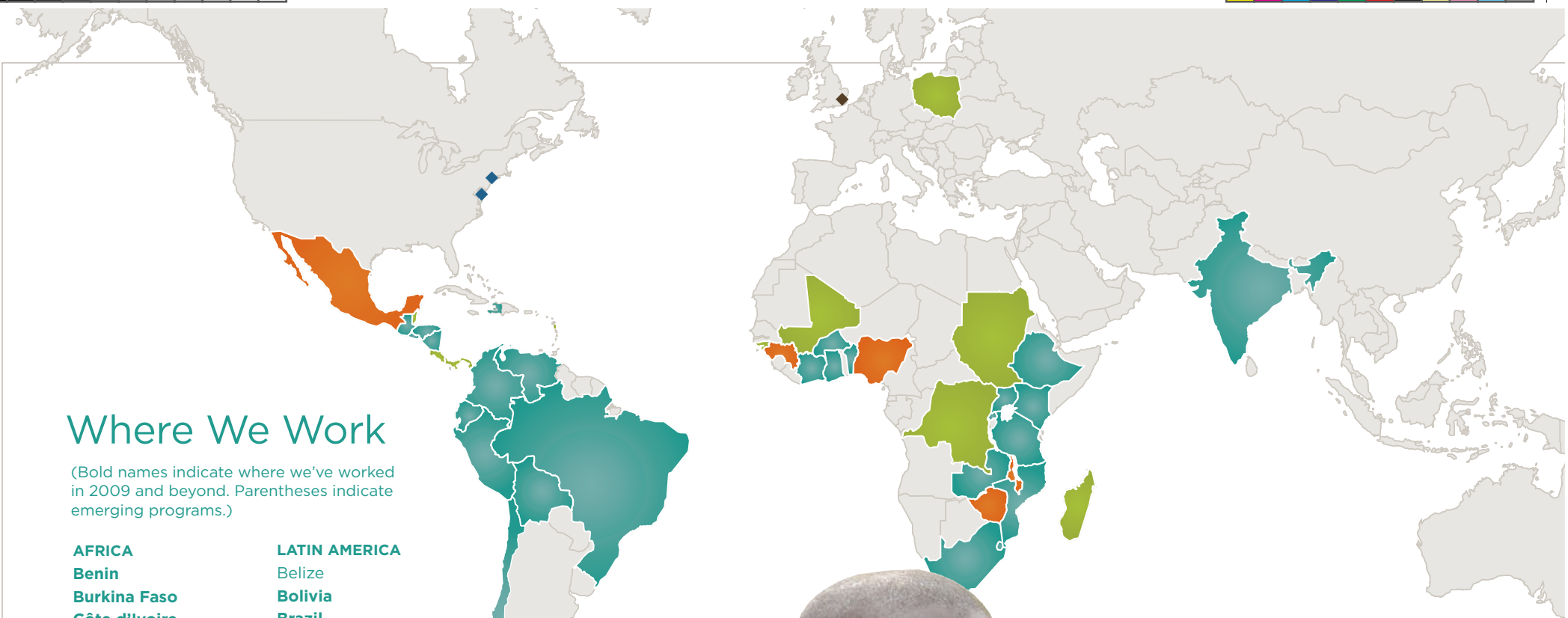
and new market connections are helping these businesses to tap into this growing market, creating new jobs as well as income opportunities for their suppliers in El Salvador.

Similar stories can be found in each of the 26 countries where we work. Although tailored to their specific contexts, they each build on what we've learned over the course of more than four decades. To more effectively share such lessons within a growing organization — as well as with the U.S. government and other third parties — we've launched a knowledge management program that will partner with outside research organizations and make us even better prepared to address pressing global concerns such as food security and gender equality. You'll be hearing more about these initiatives as we move ahead.

By working together, we can make a difference in millions of people's lives. We urge you to look through this annual report and read the stories on our web site (www.technoserve.org) to understand the lasting impact of this work. And then we invite you to join us to make more of it possible.

Paul E. Tierney, Jr.
Chairman of the Board

Bruce McNamer
President and CEO



Where We Work

(Bold names indicate where we've worked in 2009 and beyond. Parentheses indicate emerging programs.)

AFRICA

Benin
Burkina Faso
Côte d'Ivoire
Democratic Republic
of Congo
Ethiopia
Ghana
(Guinea)
Guinea-Bissau
Kenya
Madagascar
(Malawi)
Mali
Mozambique
(Nigeria)
Rwanda
South Africa
Sudan
Swaziland
Tanzania
Uganda
Zambia
(Zimbabwe)*

LATIN AMERICA

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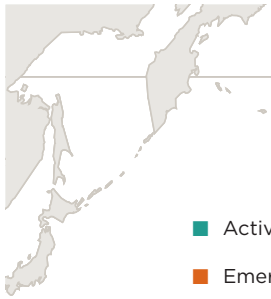
EASTERN EUROPE

Poland

* Country program
being explored

Right: TechnoServe is creating brighter
futures by helping producers of *matooke*,
a green banana that is a staple in Uganda.





- Active program in 2009/2010
- Emerging program
- Previous activity
- ◆ Washington, DC and Norwalk, CT offices
- ◆ TechnoServe Europe office (London, UK)



The TechnoServe Story

TechnoServe was founded in 1968 by Connecticut businessman Ed Bullard, to help hardworking people in the developing world lift themselves out of poverty. His work was guided by two core principles: the power of private enterprise to transform people's lives, and the lasting value of providing a hand up rather than a handout.

These principles have remained at the heart of TechnoServe's efforts, even as our work has evolved to focus on improving livelihoods on a larger scale, to transform entire communities and countries. Our programs revolve around helping people capitalize on good business opportunities that benefit the poor by generating jobs and markets for their products and services.

We have particular expertise developing businesses and industries in the following sectors:

- Agriculture (notably cashew, cocoa, coffee, cotton, dairy, horticulture, livestock and feed, and tea)
- Alternative energy
- Tourism

We provide the following services:

Developing Entrepreneurs:

- Entrepreneurship training
- Business plan competitions

Improving the Business Environment:

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

Building Businesses:

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

Building Industries:

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

our impact

Building Businesses and Opportunities — The Results:

Build Businesses and Industries

TechnoServe assisted 2,140 businesses in more than a dozen industries in 2009

Increase Revenues

These businesses earned \$189 million in revenues and \$27 million in profits

Employ People

They paid \$20 million in wages to 53,900 employees

Buy Products

They bought \$62 million worth of products from 218,100 small-scale producers

Developing Entrepreneurs — The Results:

Additionally, in 2009, TechnoServe's entrepreneurship development programs – including eight business plan competitions (BPCs) – trained more than 5,400 people in nine countries. Since 2002, TechnoServe has run 35 BPCs in Africa, Latin America and India; these have helped launch or expand hundreds of businesses, enabling them to create thousands of new jobs.

Organizational Highlights

Left: José Daniel González loads cargo for the Jorge Salazar Cooperative, a group of Nicaraguan farmers whom TechnoServe helped produce new crops, reach broader markets and grow their incomes.

Transform Lives
Nearly 1.4 million men, women
and children benefited
from these income sources
(based on five people per family)



- We opened two new country offices in 2009. In **Côte d'Ivoire**, TechnoServe aims to boost incomes for thousands of cashew and cocoa farmers, thanks to funding from the Bill & Melinda Gates Foundation. And in **Haiti**, we began work on a U.S. Agency for International Development-funded project to help entrepreneurs find the financing needed to grow their businesses.
- TechnoServe is drawing on its 42 years of experience in order to advise the **U.S. government** on its global hunger and food security strategy. We have been participating in high-level discussions with government officials, detailing our practical, real-world experience in improving the productivity and market access of small-scale producers.
- Women make up the majority of smallholder farmers in developing countries, so we have reached out to world-class experts in gender integration as we review our own approaches. TechnoServe also partnered with the **Goldman Sachs 10,000 Women initiative** to find the most effective strategies for providing wrap-around support services to women who participate in entrepreneurial training.
- A rigorous study of **13 business plan competitions** in Central America revealed that, two years later, the participants generated twice the sales growth and created two-and-a-half times more jobs than businesses that did not participate in the program. The TechnoServe-assisted businesses were more than twice as likely to be successful as non-assisted businesses.
- TechnoServe played a leading role in the **Aspen Network for Development Entrepreneurs (ANDE)**, a global network of organizations that share a commitment to unleashing the potential of small, growing businesses (SGBs) in emerging markets. As a member of ANDE's executive committee, we helped formally launch the network in 2009. And we shared in three collaborative ANDE grants – expanding the ANDE model to Latin America, training SGBs in financial management and studying how to drive more capital to organizations serving small businesses in the developing world.
- TechnoServe began an effort to improve the way we document and share the information we learn each day from our work. The **Knowledge Management** initiative aims to help the organization better address the global concerns related to food security, nutrition, gender equity, climate change and farmer organization models. In addition to boosting information-sharing within TechnoServe, we are also strengthening relationships with potential research partners outside the organization.
- TechnoServe launched the **Ankur Campaign: Poverty to Prosperity**, an innovative online fundraising platform that allows donors to give money to a specific program and provides reports on our progress. We also expanded our social-media presence on Facebook and other sites, and kicked off a new partnership as regular contributors to NextBillion.net, a website focused on development at the base of the economic pyramid.



Program Highlights

Peru: Creating Jobs and Increasing Sales

A TechnoServe study validated the success of our efforts to build a network of profitable smaller businesses in a mining community in northern **Peru**. TechnoServe business advisors had focused on helping food-industry entrepreneurs in and around Cajamarca to supply the Yanacocha mine, with its estimated 4,000 employees and contractors, as well as provide products to local, regional and international markets. The new opportunities helped improve relations between the community and Yanacocha, while also benefiting the Cajamarca economy: The 54 TechnoServe-assisted businesses created hundreds of jobs and posted \$10.2 million in incremental sales. They outperformed peer companies that did not receive TechnoServe assistance by 10 percent. And the program, which TechnoServe has begun to replicate with other mining companies, generated nearly \$8 in incremental sales for every \$1 invested. Entrepreneurs such as Walter Baron saw the benefit of TechnoServe's help. His Aguas Cajamarca bottled spring water business had faced difficulty finding buyers and did not meet Yanacocha's quality standards. TechnoServe helped the company develop a marketing strategy and implement quality control systems, which led to the certification required to sell to the mine. As a result, sales grew sixfold and Walter hired new workers from the local community.

El Salvador: Linking Small Businesses with the Salvadoran Diaspora

In **El Salvador**, TechnoServe worked to link local small businesses to a loyal and profitable market: Salvadoran migrants in the United States. The growing U.S. market is a prime opportunity for ethnic Salvadoran products including dairy, baked goods and frozen fruit items. TechnoServe business advisors helped farmers and food companies prepare for exporting by improving their production methods and forging new market connections. TechnoServe leveraged the Salvadoran diaspora in other ways, too – with support from the International Fund for Agricultural Development, we demonstrated the potential of using remittances from Salvadoran migrants to help their relatives obtain business loans in El Salvador. In a pilot program that has the potential to be replicated in other countries, TechnoServe worked with financial institutions to factor in remittance flows when calculating an applicant's credit score. The result: small business interest rates were lowered by up to 12 percent, decreasing financing costs by up to 55 percent. The program benefited entrepreneurs such as German Molina, who secured an \$11,000 loan based on remittances from his brother. German is using the proceeds to expand his hotel in the Salvadoran mountains. Growing businesses like his are in turn spurring broader economic growth in their communities.





Côte d'Ivoire, Ghana and Nigeria: Giving Farmers a Chance to Succeed

TechnoServe is part of a new consortium (led by the World Cocoa Foundation) working to help cocoa farmers in **Côte d'Ivoire, Ghana** and **Nigeria**. We expect to help at least 10,000 farmers to access credit or risk-management products, improve their production and marketing, and boost incomes by 20 percent to 50 percent. The program builds on our earlier successes with cocoa farmers such as Yaw Dankwa and Susana Nsiah. The Ghanaian couple once struggled with weak yields as they used outdated farming practices and neglected to reinvest in their farm. With TechnoServe's assistance, Yaw and Susana learned modern techniques and effective business skills and gained access to supplies such as fertilizer on credit. The improvements enabled them to almost quadruple their yield, giving them profits to help expand their business. The couple can now afford quality education and health care for their children, and they have upgraded from a mud-thatch house to a cement-block house.

Swaziland: Creating New Opportunities for Women

In **Swaziland**, TechnoServe is supporting a burgeoning handicraft industry. We are working to develop umbrella organizations that will help the industry reach new markets, build local capacity and create new opportunities for women. One such organization is Pure Swazi, a national association of best-in-class handicraft companies whose founding members engage almost 2,000 rural producers. In 2009, TechnoServe helped Pure Swazi register as an independent entity, appoint an operations manager and develop a strategic marketing plan. Pure Swazi soon will hold workshops to identify and train about 20 promising companies, which in turn will train hundreds of smaller suppliers, helping to build a strong and sustainable industry. The Pure Swazi stakeholders include Tintsaba, which processes sisal plants, provides the fiber to rural basket-weaving women and then buys back finished baskets and other crafts. Since its launch, the company has expanded its product line to include jewelry, tableware and other items. Tintsaba's workshop, managed by nine women, has trained more than 890 rural producers. With TechnoServe's assistance, Tintsaba is on pace to double its supply base of 250 rural women by 2011 and grow sales by 20 percent each year.





Ethiopia, Kenya, Rwanda and Tanzania: Boosting the Incomes of Coffee Farmers

TechnoServe worked to help boost the incomes of more than 64,000 coffee farmers in **Ethiopia, Kenya, Rwanda** and **Tanzania**. The effort was part of a major initiative, funded by a four-year grant from the Bill & Melinda Gates Foundation, to assist 180,000 small-scale coffee farmers in the region. TechnoServe is helping them to produce high-quality coffee. In 2009, we worked with farmers who wet-milled more than 1,100 tons of coffee. The beneficiaries included farmers at the Iria-ini Farmers Cooperative Society in Kenya, who increased their coffee incomes by 30 percent. The farmers produced coffee that sold significantly above auction prices, while reducing their operating costs by nearly half. After the harvest, the cooperative was able to improve its financial health by clearing outstanding debts. “Money from coffee can help us achieve our dreams,” says Iria-ini farmer Rosemary Wanjohi.



India: Teaching Soy Farming Best Practices to Improve Quality of Life

In **India**, TechnoServe launched an initiative that aims to reach tens of thousands of soy farmers. The pilot program in 2009 focused on about 2,800 farmers in southeast Rajasthan. TechnoServe advisors, in collaboration with top soybean scientists and local organizations, developed a set of soy farming best practices. TechnoServe spread the word about these practices through radio programming, farming workshops, village meetings and on-farm visits. As a result, farmers in the program saw yields rise by an average of 33 percent, despite lower rainfall. Using lessons learned from the pilot program, TechnoServe is launching the next phase, with the goal of helping 50,000 soy farmers boost their yields and organize into business groups. Farmers such as Bhawani Shankar have already seen the positive effects of TechnoServe's assistance. Bhawani was able to save his crop after soybean scientists diagnosed the disease that afflicted his plants. Following the advice of TechnoServe's advisors, he adjusted his pesticide use and irrigation techniques. Bhawani's yield rose by a third, helping him earn an extra \$700 – money he used to secure a year-round supply of water for his crops and send his children to better schools.



TechnoServe Members


As a membership organization, TechnoServe is made up of public members who meet annually, elect the Board of Directors and provide advice to TechnoServe on a variety of matters. Members of the Board of Directors are also members of TechnoServe.

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At the COCATU cooperative in Rwanda, TechnoServe is helping farmers produce high-quality coffee and earn higher incomes.

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We are grateful to the following supporters for their commitment to our work.

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This page: TechnoServe is working to develop
an organic cotton industry in Swaziland,
benefiting workers at garment manufacturer
Far East Textiles Co.



Financial Highlights for 2009

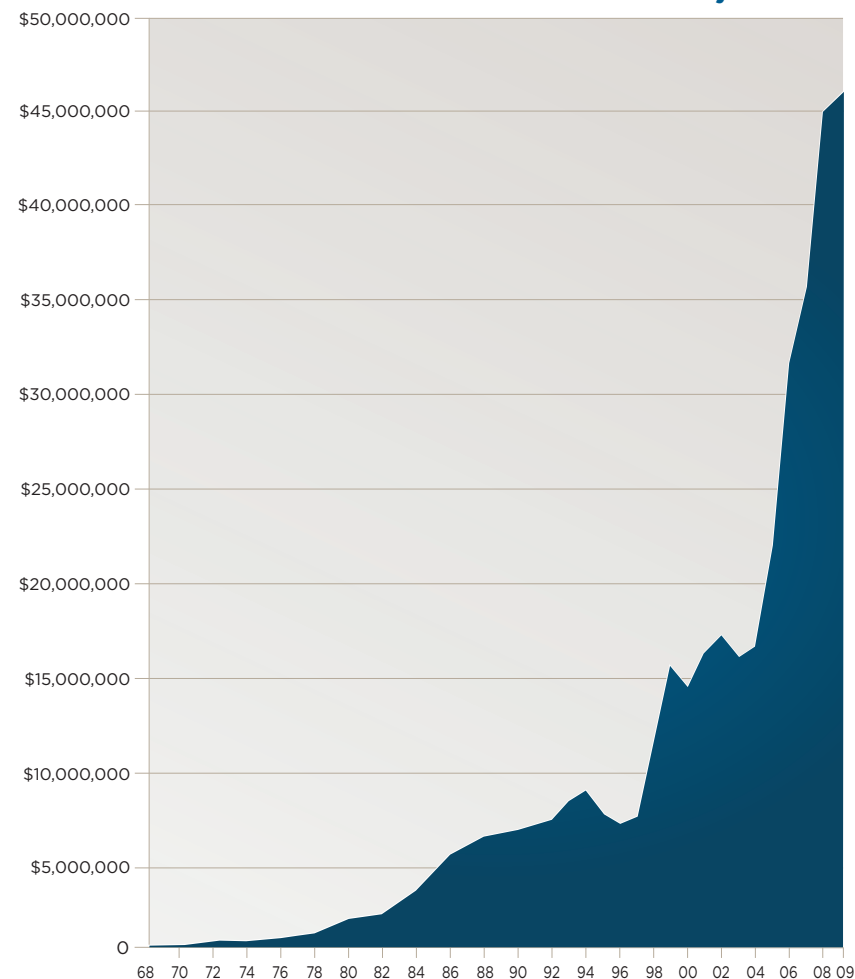
In thousands

December 31, 2009

Program investment	2009	2008
Africa	\$ 28,114	\$ 23,860
Latin America	8,346	7,665
Other	3,418	2,469
Management and general	4,371	4,365
TOTAL PROGRAM INVESTMENT	\$ 44,249	\$ 38,359
Fundraising	1,624	2,011
TOTAL PROGRAM INVESTMENT AND FUNDRAISING	\$ 45,873	\$ 40,370
Support and revenue		
Private funding	\$ 24,103	\$ 22,297
Governments	19,004	19,872
Contributed services	2,669	1,961
Other	576	195
TOTAL SUPPORT AND REVENUE	\$ 46,351	\$ 44,325
Asset, liability and net asset summary		
Cash and cash equivalents	\$ 6,951	\$ 4,914
Cash and cash equivalents subject to donor restrictions	32,308	29,672
Other assets	9,797	10,944
Liabilities, deferred revenue and restricted net assets	44,021	40,972
FUND BALANCE	\$ 5,035	\$ 4,558

Complete audited financial statements are available upon written request

TechnoServe's Financial History





Ed Bullard Legacy Society

Remembering TechnoServe and creating a legacy fund for the future

TechnoServe's Ed Bullard Legacy Society honors the late founder's belief in having a reserve fund that would allow TechnoServe to continue its work in times of crisis and ensure an independent and fiscally strong organization. In 2008, the Board of Directors passed a resolution stating that all estate gifts naming TechnoServe as the beneficiary will be allocated to this reserve fund.

Many supporters who make regular gifts to TechnoServe during their lifetimes also choose to make charitable provisions for the organization in their estate plans. These gifts can take many forms: a donor-specified amount or asset; a percentage of the estate or the residue of the estate (amount remaining after providing for all other heirs); or gifts of life insurance, retirement plans and trusts. Over the years, TechnoServe has received more than \$1 million in bequests from generous

supporters who had the forethought to make plans that would enable them to continue to support our mission and have a positive impact on hardworking people in the developing world.

These generous gifts have allowed us to transform entire communities. They also honor Ed's vision of a fortified TechnoServe, thus sustaining and expanding our transformative programs across the developing world.



We are grateful to the Ed Bullard Legacy Society members

Anonymous
Robert C. Aldrich*
Lyndon R. and Betty I. Babcock
Marion B. Balsley*
Herman Belz
Olive Frances Berry*
Martin and Lynn Bloom
Robert Blum*
Elayne and Kenneth Brown

Adele H. Dern*
Betty Offt Dickson*
Arthur Rieper Dornheim*
Robert Eagle*
Mary B. Eaton Trust*
John A. Evert Trust*
Frances D. Fabrick*
Lucy F. Fairbank*
Mrs. George Fetzer*

John and Dorothy Grover
Mary G. Guinness*
Neville W. Harris
Richard Hergenrother*
Heinz Herrmann*
Roseanne L. Hoefel*
Harold (Pat) and Shirley Howe
Alberta Humble*
Rose Kane*

Wendell M. McMillan*
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Daniel J. and Jeanette S.
Modricker
Esther C. Morrison*
Lori Needler*
Don and Margaret O'Brien
Sheena Pappalardo

Eduard and Louise C. Strauss
Trust*
Donald P. Swartz*
Jean Dodds Taylor*
Mrs. John R. Taylor — The
Taylor Fund*
Beatrice E. Thompson
Charitable Remainder
Unitrust*

The society is chaired by Ed Bullard's widow, Carol Bullard (top row, left), and is comprised of five steering members (top to bottom, left to right): three of Ed's children (Jennifer Bullard Broggin, Amy Bullard Davies and Payson Bullard); John Taylor, TechnoServe's former chief financial officer; and Harold (Pat) Howe, a former TechnoServe director.



Carol H. Bullard
Jennifer Bullard Broggin
Robert and Cynthia Burns
Alma D. Butler*
Christopher W. Canino*
Russell R. Cole*
Vivian E. Conner Trust*
Louise Field Cooper*
Kathryn L. Corbett
Dr. Elinor Heller Crandall
Margaret S. Crawford
Anonymous
Hans G. DeHaas Trust*
Eileen A. Dennin

Harry and Lola Fike
Ronald C. Force*
Jerome D. Frank*
Wallace E. Frank*
Emily Garlin
George W. Geiger Charitable
Remainder Trust*
George R. and Kathleen H.
Gerardi
Daniel Giber*
Mildred H. and Martin A. Gilman
Dorothy H. Gleiser*
Elsa M. Glover
Elinor Goodspeed*

Mary B. Kasbohm
Nancy Kulow
Kirk Lawton
John L. and Vera M. Lobdell
Margaret L. Malval*
Edna I. Marelia — The Marelia
Family Trust*
Anonymous
Daniel C. McCarthy*
Gretchen and Ernest McEwen*
Mary Jane Bullard McGlennon
Robert and Marjory McKinley
Charitable Remainder Trust*
Elinor U. McMillan*

Daniel W. Pettengill
Revocable Trust*
Dorris Joni Reed*
Jane O. Robbins*
Miriam M. Rosenn*
Janet Esther Sawyer*
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Remainder Trust
Ethel Schwalbe*
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Janette Highfield Staffel
Trust*

Martha W. Tolman*
R. David Townley
Michael J. Triscik*
Raymond L. Wager
Anonymous
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Elaine and Merle Woodall
Irene D. Woods*
J. Douglas and Lilly S. Wright
Trust*
Nicholas Zill, Sr.*

*In Memory



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Hesburgh, C.S.C.

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Whitehead

*As of June 2010

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Simon Winter
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Vice President, Human Resources

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