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TECHNO SERVE
Business Solutions to Rural Poverty

TechnoServe/USAID/PVC Matching Grant – Final Evaluation
Cooperative Agreement No: HFP-A-00-01-00022-00

“Extending Globalization’s Opportunities to the Rural Poor”

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I Matching Grant Profile

- **PVO Name and Cooperative Agreement Number** – TechnoServe, Inc. and Cooperative Agreement Number HFP-A-00-01-00022-00
- **Country Program Sites and Some Principal Partners** – TechnoServe/El Salvador, working with the Government of El Salvador, McKinsey, Bain, National Foundation for Teaching Entrepreneurship, Aspen Institute, La Fise, Cargill, INCAE, Association of Special Coffee, Alliance for the Cup of Excellence, USDA, Winrock, Ernst and Young, Inter-American Bank, coffee cooperatives and businesses, CitiGroup, European Union, local foundations (FUSADES, FUNDEMAS, CONAMYPE), Shell Oil, TeleCom (France), Institute of Technology of Central America, INCAE, ProLeche Association, and Coffee Quality Institute.

TechnoServe/Nicaragua, working with the Government of Nicaragua, McKinsey, Bain, National Foundation for Training of Entrepreneurs, Aspen Institute, La Fise, INCAE, Association of Special Coffee, Alliance for the Cup of Excellence, Grupo Pellas, BAC, AGORA, General Electric, Teran Foundation, Tip-Top/Cargill, coffee cooperatives and businesses, Coffee Quality Institute, and several dairy cooperatives.

TechnoServe/Peru, working with the Government of Peru, PROCITRUS Association, and McKinsey.

TechnoServe/Kenya, working with the Government of Kenya, Kenya Commercial Bank, NIKE, McKinsey, Boston Consulting Group, Aspen Institute, Goldman Saks, Lenovo/IBM, Coca-Cola, Barclay's Bank, Deloitte, and Kenya Pipeline Co.

TechnoServe/Tanzania, working with the Government of Tanzania, INFOTEC (IT firm), Tea Association of Tanzania, Peace Corps, CARITAS, YDN Association, several coffee associations, Community Concern for Orphan Development Association, McKinsey, Aspen Institute, and SwissAid (SECOR).

TechhnoServe/Mozambique, working with the Government of Mozambique, Microsoft, and the Aspen Institute.

- **Duration** – October 1, 2001 to March 31, 2007
- **Beneficiary Populations** – Groups of participating entrepreneurs, selected small- and medium-size enterprises, participants in competitiveness seminars, certain young people interested in entrepreneurship, participating leaders in targeted countries in Africa and Latin America, and TechnoServe staff
- **Planned Disbursements** – USAID: \$3,750,000 and TechnoServe matching funds: \$3,750,000 for a total of \$7,500,000
- **Date of PVC Approval of the Detailed Implementation Plan (DIP):** April 2003
- **Evaluation Start and End Dates:** January 2, 2007 and March 31, 2007

II Evaluation Methodology

The Scope of Work for the final evaluation of the USAID/Private Voluntary Cooperation: TechnoServe, Inc. Matching Grant Cooperative Agreement was developed by TechnoServe and approved by the Office of Private Voluntary Cooperation (PVC) in the USAID Bureau of Democracy, Conflict and Humanitarian Assistance in September 2006. It incorporates the “Evaluation Guidelines for Matching Grants” as provided by USAID/DCHA/PVC. The overarching purpose is to assess TechnoServe’s (TNS’s) effectiveness in achieving program objectives and managing Matching Grant activities. A determination of those factors that facilitated or hindered program success is made, including comparisons with experiences in the targeted countries and in others implementing similar activities without Matching Grant (MG) funding. The evaluation includes lessons learned, best practices, and identification of mechanisms that improve organizational learning and activity implementation.

The TNS headquarters has compiled the progress indicator data as delineated in the DIP, using information supplied by all participating country offices (El Salvador, Nicaragua, Peru, Kenya, Tanzania, and Mozambique), as well as information from TNS offices in countries where similar, non-MG funded activities have and are being carried out (Swaziland, South Africa, Ghana, Honduras, Guatemala). These data are incorporated into the evaluation and are fundamental in illustrating program impact and results. The key tool for determining the factors that helped or hindered success, as well as for identifying lessons learned and best practices, was conducting interviews with a broad spectrum of the participants – TNS staff (past and present), implementing partners (staff of donors, non-profit organizations, schools, institutions, volunteers, sponsors) and beneficiaries (entrepreneurs, client firm representatives, trainees, regional leaders). Phone conversations were held with participants in the USA, Latin America, and Africa. Direct, face-to-face interviews were conducted in Washington D.C., Connecticut, Nicaragua, El Salvador, Tanzania, and Kenya. During a period of three months, over 100 phone conversations, email communications and direct interviews were carried out by an independent, unbiased consultant whose mandate was to produce an evaluation that could serve USAID, TechnoServe, and other readers in identifying effective development assistance through proven, successful activities funded through the subject Matching Grant, and in pointing out unsuccessful approaches that can be avoided or modified in the future.

Since most of the activities implemented through the use of Matching Grant funds were new initiatives, there was a learning process in early implementation phases and they evolved over the five-year life of the grant. This same perspective is reflected in the evaluation, as these activities should not be viewed as static or reviewed in the context in which they were originally conceived. Flexibility and adaptation were essential to progress and are appropriate. Additionally, given the ongoing nature and, in some cases, long-term vision of the activities – i.e. to promote behavioral change – documenting of specific outcomes is limited at this point. Lastly, when agreed-upon targets for a particular activity have been met, the cost effectiveness of the activity was not questioned nor assessed.

III Executive Summary

From late 2001 to early 2007, TechnoServe (TNS) has been implementing five innovative activities with funding from USAID’s Office of Private Voluntary Cooperation (PVC) and other non-USG sources in three African and three Latin American countries. After a period of adjustment of, and modification to, the activities, taking into account local conditions and needs, all operated effectively and either met or exceeded their performance targets. As the

activities implemented through the use of Matching Grant funds (Business Plan Competitions, Youth Entrepreneurship Training, Competitiveness Seminars, Leadership Initiatives, and Volunteer Consultants, plus TNS internal capacity development) were innovative and untried, necessarily their definitions and methods of implementation evolved over the 5.5-year life of the grant. Realistically and pragmatically, USAID acknowledged and accepted the adjustments in the activities' scopes and approaches. Key evaluation findings include:

The Business Plan Competition activity (BPC) was a success in both El Salvador and Nicaragua, the two countries receiving MG support for this activity. Although one BPC per year was not always held, all targets were met or exceeded over the life of the MG. Most results were double or treble the intended levels, such as numbers of businesses and jobs created, as well as sales generated. In 2007 it will be continued in the original target countries and replicated in perhaps ten more in Africa and Latin America.

Youth Entrepreneurship training (YE) was only implemented in El Salvador and Tanzania, but both efforts met or exceeded their targets. The activity will be continued in El Salvador and will be introduced this year in Kenya. Although not considered a TNS 'core activity', it has made a solid contribution to entrepreneurship where implemented and serves as a worthwhile model.

Competitiveness seminars achieved their goals of bringing together a broad spectrum of industry players and establishing TNS as an industry leader. They will be continued by TNS on an *ad hoc* basis where their integration into industry strategic plans is seen as useful. The Central American "Cup of Excellence" program is flourishing, promoting Central American producers as important players in the specialty coffee market, and may soon be expanded to Africa and South America.

The Matching Grant-funded Central American Leadership Initiative (CALI) and African Leadership Initiative (ALI) have, through the efforts of TNS, Aspen Institute, and other stakeholders, become established foundations that should flourish for decades to come. Although TNS involvement in the future will be limited, this activity was certainly worthwhile and achieved its objectives.

The use of Volunteer Consultants (volcons) has been an enormous success, making positive impacts on specific industry sectors, on individual businesses, and on national policies and regulations. The meticulous selection of the best qualified volunteers, identification of appropriate tasks, administrative support, and staff back-up all contributed. The activity has been integrated into TNS's tools for provision of developmental assistance and will be continued in most programs.

TNS staff capacity has improved through Matching Grant-funded seminars and workshops, through senior staff annual retreats, and through pairing local staff with volunteer consultants.

As of December 31, 2006, Matching Grant costs totaled \$8,071,243. USAID costs totaled \$3,636,906 (\$113,094 under budget). TNS and other counterpart costs totaled \$4,435,336 (\$685,336 over Grant Agreement requirements).

Overall, the Matching Grant was a very effective instrument for allowing TNS to explore and develop new approaches for providing development assistance. Improvements and advances have far outstripped the results initially sought and TNS was given the strategic flexibility to develop ideas that have changed the organization's philosophy and approaches. It has also

fostered a new generation of entrepreneurs and leaders in the target countries. In certain countries TNS will continue to carry out Competitiveness Seminars and Business Plan Competitions. TechnoServe's use of Volunteer Consultants has been thoroughly integrated into country programs and has become an indispensable tool being used world-wide. The TNS Youth Entrepreneurship program will still be implemented in El Salvador – as well as in Kenya and Swaziland through other donors and partners – and the Leadership Initiative in Africa and Central America will continue operating under the aegis of the Aspen Institute and other sponsors.

TNS outreach efforts to new partners have yielded excellent results and should be continued, while dependence on USAID funding is discouraged.

Key among the lessons learned: In a decentralized organization like TechnoServe, local buy-in to a new initiative is important to its success. Adaptation to local circumstances is also important, as the programs and needs are unique in each country. Diversification in partnerships, including funding sources, reduces risk and vulnerability.

IV Program Background

A. TechnoServe and USAID

For over three decades, TNS and USAID have worked in a highly productive partnership for implementing a great variety of activities that have made significant contributions to the well-being of thousands of people in developing countries. Focusing on Latin America and sub-Saharan Africa, TNS has largely concentrated on creating and strengthening economic activities that improve the lives of the rural poor. TNS's strategy has evolved into a market-driven, business-oriented approach. Its strategic management and marketing services include market research, market and value-chain linkages, business plan development, financial/commercial linkages, supply chain management and operational consulting. In keeping with this strategic focus and PVC's desires to have partners work closely with non-government organizations, with new, non-traditional private voluntary organizations and with the private sector in strategic alliances, USAID has provided resources to TNS for implementing those programs. Since the early 1970's, first in East Africa and spreading to other regions of the continent and Latin America, USAID has supported TNS efforts with resources from its central programs, bilateral efforts and from PL 480 Food For Peace. The terminating program is centrally funded, through a Matching Grant being administered by PVC of the Bureau of Democracy, Conflict and Humanitarian Assistance. The program is the culmination of consecutive Matching Grants and, in numerous ways, an appropriate conclusion to an excellent long-term collaboration between PVC and TNS.

B. Program Structure

PVC has supported TNS through the Matching Grant to enhance its capacity, efforts, and impact in four key areas: entrepreneurship within the local populace; business planning, management, and competitiveness of local businesses; social responsibility of companies and entrepreneurs; and TNS internal strategy, management, and development skills. The target countries for these efforts have been El Salvador, Nicaragua, Peru, Tanzania, Mozambique, and Kenya.

TNS has used the Matching Grant program to fund activities that supported targeted entrepreneurial men and women in poor rural and semi-urban areas to create and strengthen micro-, small-, and medium-sized businesses that have created and expanded incomes, employment, and opportunities. The major activities undertaken were Business Plan Competitions, Youth Entrepreneurship Training, Competitiveness Seminars, Leadership Initiatives, and use of Volunteer Consultants, plus development of TNS's internal capacity to manage and implement these activities. These are defined as follows.

Business Plan Competitions – The major purposes of the Business Plan Competitions (BPCs) are to: help identify and support business opportunities (start-ups or expansion of ongoing enterprises) for general economic growth, improved incomes and employment creation; to educate and support entrepreneurs; and to generally promote and celebrate entrepreneurship. In certain locales and within certain sectors (e.g. agro-business, tourism, information technology, exports, women entrepreneurs), people with ideas for a business opportunity are invited to submit a summarized concept document and registration form, describing that opportunity. TNS and local strategic partners (key companies and individuals who volunteer time and/or resources) select the most promising concepts after interviews (125-200 individuals). The proposers then participate in an intensive training program on business plan development and receive advice and support from experienced business people acting as coaches. Participants also attend lectures on certain business topics. They submit complete business plans, which are then judged. A select number are chosen and their authors pass to another phase of support, and are helped to polish and finish their business plans (20-30 individuals). Another judging round is held and a number of winners receive cash awards (as seed money for their businesses) and further advice and support (6-10 individuals). All participants receive valuable training, form networks and useful contacts, and have better chances for starting or improving their businesses.

Youth Entrepreneurship Training – Started initially with the U.S.-based National Foundation for Teaching Entrepreneurship (NFTE) and later independently, TNS has provided training for selected young people (generally ages 15-25) in both intensive 'biz-camps' and through classroom-based instruction. Youth may come from vocational schools, universities, or from particular geographic regions. Over 8,900 youth have participated in the youth entrepreneurship training (YE) camps, in-school programs and follow-up activities. Participants develop business plans and, in some cases, youth equivalents of the business plan competitions have been held and finalists receive support and advice from volunteers.

Competitiveness Seminars – In all target countries, one-day events are held for business and government leaders, with interested development professionals, for presentations by industry experts and discussions to spur and improve private sector competitiveness. Competitiveness seminars have often focused on specific sectors (e.g. horticulture exports, coffee, dairy) in lively events dealing with opportunities, constraints, and collaboration. Some Competitiveness Seminars (CSes) have been held in certain regions of the participating country and others have been national in scope. Planned attendance levels have varied widely, but with never less than scores of interested people, from private, public, and civil society sectors, participating.

Leadership Initiatives – Modeled after a fellowship program conducted for leaders from developed countries by the Aspen Institute, the African Leadership Initiative (ALI) and the Central American Leadership Initiative (CALI) programs bring together selected government, private sector and civil society leaders (ages 25-45) to: encourage private/public collaboration on development policy, strategy and initiatives; to promote business leaders' roles in social

development and corporate responsibility; and to foster a network of leaders that work together for regional betterment. Small groups of proven men and women leaders (15-20 individuals) are brought together for a week once every six months or so for a week of facilitated discussion sessions to better understand the challenges people face in a globalized environment, to share and define their personal views on what forms a “good society,” and to take leadership roles in actively promoting efforts to build such a society. Moderators from the Aspen Institute help participants to better define their roles in their individual communities and countries in productive ways and to formulate (and carry out) projects designed to improve the societies in which they live.

Volunteer Consultants – The TNS Volunteer Consultant program brings meticulously selected, highly skilled volunteers to serve as unpaid consultants (only travel and living expenses reimbursed) and provide management, financial analysis, technology, and business planning expertise in the target countries to work on short-term assignments (generally three to six months). Typically, the volunteer consultants (or ‘volcons’) work directly with enterprises, associations or cooperatives on business or sectoral problems and help develop solutions or plans of action. Most often working hand-in-hand with TNS staff, the volcons provide their expertise to individual firms, to sectors (coffee, tea, dairy, ornamental plants, etc), to local government, or to TechnoServe itself. Most volcons are staff on leave from professional services firms such as McKinsey & Co, Bain & Co or Goldman Sachs and/or are students/graduates from ‘top ten’ MBA programs across the world.

TNS Internal Capacity – Matching Grant funds are used to conduct institutional strengthening and organizational development activities within TNS. Particular activities include: training sessions for overseas ‘business advisors’ (TNS professional staff); annual strategic retreats of TNS senior personnel, Board members, and invited guests; and staff capacity development through interaction with volunteer consultants, through use of manuals and guidance documents developed based on Matching Grant activities in other countries, and through sharing of staff for Matching Grant activity implementation.

C. Program Evolution

The major activities being supported through the Matching Grant were pilot activities in October 2001. Many had not been thoroughly designed and none fully implemented. PVC recognized this and was supportive of their evolution. Approaches, locations, and levels of the activities were adjusted during the first two years of the grant. The initial definitions of the Business Plan Competition, Youth Entrepreneurship Training, Competitiveness Seminar, Leadership Initiative, and Volunteer Consultant assistance have not changed, but the implementation mechanisms, numbers and kinds of participants, and business sectors involved are different from those originally envisioned. USAID and TNS recognized that this was expected for such an innovative set of activities. Most of these changes are reflected in the revised Detailed Implementation Plan (Sections VIII B and IX B).

Some examples of these changes illustrate the flexibility shown in implementation and use of funds. The BPC was originally conceived to be conducted in El Salvador and Peru twice each. In fact, six BPCs have been held in El Salvador and Nicaragua, and several others without the use of Matching Grant funds. In 2007 TNS and non-USAID partners will conduct over ten BPCs. The Youth Entrepreneurship training was planned for El Salvador, Tanzania, and Kenya, working with NFTE. In fact, the program has only been conducted with NFTE in El Salvador, and in Tanzania and Kenya a more regionally appropriate set-up has been installed. The Competitiveness Seminars have, as planned, been conducted in all target

countries, but not every year. Initially, several addressed general issues of competitiveness, but most now are specific to a particular sub-sector /product (e.g. dairy, coffee, cashew, export horticulture, etc.). The Leadership Initiative was originally intended for implementation in East Africa and Mozambique, but was later expanded to West Africa and Central America. Local moderators are being trained for CALI and both CALI and ALI (the latter with participants from many regions of the continent) are planning new programs for initiation in 2007. The innovative on-line consultancy program led by “ontheFrontier” was dropped in the first year as being relatively expensive and impractical for the developing world, and the NFTE-directed Youth Entrepreneur program has only been carried out in El Salvador. The Volunteer Consultant program was originally conceived as being used for six person-months per year per country. This was greatly surpassed in five out of six countries and the variety of consultancies has been much broader than was initially envisioned.

During initial implementation of the Matching Grant, USAID funding for TNS country programs was shrinking; overall funding was flat. These events led to some staffing reductions and changes, as well as adjustments to country programs. At times staff turnover was dramatic and new staff members had to come up to speed with Matching Grant activities. Despite these problems, TNS has sought to continue those activities that have succeeded in certain countries and continues to improve the skills and knowledge of its staff, using both MG and non-MG resources.

Fortunately, through this period TNS has successfully increased its diversity of funding resources. This has been prudent. Over the 2001-2006 life of the grant annual funding received from U.S. government sources slightly decreased while overall funding increased by 42%. The USG component of TNS income shrank from 73% to 48%. The overall funding increase, concentrated in the last two years, permitted the marked expansion of many programs piloted via the Matching Grant.

V Program Activities and Accomplishments

TNS proposed to use the PVC Matching Grant program to develop and implement five activities (ontheFrontier on-line consulting was dropped in the first year and is not included). The major initiatives undertaken were Business Plan Competitions, Youth Entrepreneurship Training, Competitiveness Seminars, Leadership Initiatives, and use of Volunteer Consultants, plus development of TNS’s internal capacity to manage and implement these activities.

A. Business Plan Competition

The Matching Grant (MG) Business Plan Competition activity (BPC) was carried out successfully in both El Salvador and Nicaragua. Although one BPC per year was not always held, all targets were met or exceeded over the life of the MG. Most results were double or treble the intended levels, such as numbers of businesses and jobs created, as well as sales generated (see Section IX B for details). Although running the BPCs in the capital cities has meant that costs increased for participation of trainees from outside, regional diversity was maintained, as rural candidates responded to newspaper announcements, local presentations, and radio spots. Also, it has been no small feat for TechnoServe to continue obtaining volunteer judges, mentors and sponsors for several years.

The excellent BPC partnership in El Salvador of the Government's National Commission of Small- and Medium-Sized Enterprises (CONAMYPE, which provides technical assistance to firms and individuals), the Enterprise Foundation for Social Action (FUNDEMAS, which teach and train participants), FUSADES (who provides loans to selected participant), and TNS (which organizes, coordinates, and helps fund entrepreneurs) has worked extremely well together and has put the program 'on the map' in El Salvador. It is now trademarked as "Emprende Tu Idea" ("Start Up Your Idea") and is an annual event. Last year the selected categories for submittal of business plans were in the areas of tourism, information technology, exporting, and women entrepreneurs. Sponsors included Shell, TeleCom, and local banks. Some highlights of BPC accomplishments include: 990 jobs were created (355% of the target); 88 businesses created (293% of the target); and \$12.9 million in sales generated (737% of the target).

In Nicaragua, the BPC program is called "Idea Tu Empresa" ("Your Idea a Business"), and it also has generated solid results. While no major partnerships were involved, TNS succeeded in securing sponsorships from diverse Nicaraguan companies and organizations, ensuring local ownership and involvement. In so doing, TNS has maintained its position as an entrepreneurship-focused organization and leader in the movement. Intense, joint training sessions were not held, but periodic seminars and writing workshops were carried out. In the later years, business plans largely fell into the categories of agro-business, tourism, and light manufacturing. Most Nicaraguan assessors/mentors/consultants for trainees have been recruited from local partners like KMPG, INCAE, PWC, Banco de America Central, and Banco Uno. Usually 200 people are accepted for participation and roughly six prizes are awarded annually. Through the BPCs more than 50 businesses have been launched or expanded in Nicaragua. Committed sponsors have been identified; operational manuals are all written and published. Sponsors included INCAE, Grupo Pellas, Cargill, Price Waterhouse Coopers, AGORA, Teran Foundation, and local banks. Some highlights of accomplishments include: 58 businesses created or expanded (252% of the target); and \$2.8 million in sales generated (320% of the target).

Depending on the country and number of participants, a single BPC costs between \$200,000 and \$500,000 in total (including matching contributions) and takes about seven months to carry out. The form and structure of events evolved over time, and fortunately the terms of the MG allowed flexibility in activities and timing. To be successful, BPCs require entrepreneurs, sponsors, and many local partners. At first participation was wide open, and later it was more sectorally tailored and not just held in San Salvador and Managua. BPCs have helped TNS find new partners and funding (such as Google, Coca-Cola, banks, and local corporations), and gain new internal capacity/skills (through cross-fertilization of BPC staff). Although the BPC activities may be considered somewhat expensive, targets have been met or exceeded and therefore they were considered effective activities.¹

Based on the MG-supported BPC model, TechnoServe rolled out "Believe-Begin-Become", an adapted model in Africa. Launched with support of the Google Foundation in Ghana and with USAID in Swaziland, competitions were held in 2006 and are being repeated in 2007. In 2007 new BPCs are being implemented in Kenya, South Africa and Tanzania, all with private sector funding. BPCs were also carried out in Guatemala in 2005-2006 with USAID support and will be carried out in Honduras in 2007 with support from USDA and Cargill.

¹ The reported results do not account for all participants given the response rate of, for example, 58% in the case of El Salvador.

A young couple in El Salvador participated separately in 2005 and 2006 as trainees and ultimately winners in “Emprende tu Idea” for their business plans, selected out of 140 plans submitted. Alex Novoa and Emilia Estrada de Novoa both had visions of further developing their small beach complex of cottages and restaurant at a tiny seaside village. With training in enterprise operations and business planning, Emilia used these new skills and her seed money prize to renovate three of the five cottages and Alex used his skill and resources to build and operate an open-air restaurant. Their occupancy rate and revenues have doubled in the last year because of these efforts.

B. Youth Entrepreneurship Training

The Youth Entrepreneurship training (YE) was a new initiative for TNS and was originally conceived as being implemented in partnership with the National Foundation for Teaching Entrepreneurship (NFTE) in El Salvador, Tanzania, and Kenya. This has been implemented successfully in El Salvador, working through technical schools and colleges. In Tanzania the program was adapted to work with out-of-school youth and adults, largely residing in isolated rural areas. In Kenya the program is just starting up and is targeted at poor teenage girls, using non-MG funds.

In El Salvador, youth participants have come from entrepreneurial classes at vocational/technical schools (Instituto Tecnologica de Centro America and others) and universities (Universidad de Centro America and several others), with 156 teachers trained in NFTE methodologies, 7,148 students trained, 43 entrepreneurship fairs held, 92 businesses established, and 158 new jobs created from 2001 to 2006. The program will continue in 2007, with TNS and funding from CONAMYPE and the local Citigroup Foundation, with youth participating from the same higher education institutions.

In Tanzania, YE programs were initially directed by/through NFTE and were switched early on to be conducted in Kiswahili and to use ‘Junior Achievement’ methodology. They were targeted largely at out of school youth and young adults, in rural areas with disadvantaged groups (90%). The “Biz Camps” were popular and well attended (the 3,145 participants surpassed the target level by over 1,000%), but few new businesses appear to have been established. Future TNS involvement will be limited, and entrepreneurship training will mainly be driven by individual teachers who were trained under the program.

In Kenya and Swaziland YE is using a Junior Achievement model and being implemented with local non-government organizations. Both programs, funded outside the Matching Grant, will be working at the national level through schools and the governments. In Kenya, Nike is a major donor for the program and local institutions are implementing it, with TNS operating in a supportive role. In Swaziland, after an orientation-only pilot effort in 2006, the program is now getting underway, financed by USAID/RCSA (based in Botswana) and private sources and targeted at youth aged 16-24. Implementation is to be carried out by volunteer trainers (largely from financial institutions, corporations, and from universities), with TNS coordination and management.

Some outcomes of the program are somewhat intangible and hard to measure. Changes in attitudes toward business and entrepreneurship have taken place and students have learned to work in teams. Previously, Salvadoran youth rarely viewed starting up a business as an option and in Tanzania entrepreneurship was frowned upon in the socialist environment that prevailed for several decades. There is anecdotal evidence that YE has helped change the culture of both countries to look more positively on entrepreneurship and to recognize that young people can operate independent businesses and create employment.

In Dar es Salaam, Twalibi Asenga attended YE Biz Camps in 2005 and his plan for renovating his small kiosk that sold phone-charging cards was a prize winner (although no money was awarded). With the YE training and mentoring he received from a volunteer accountant, he established an inventory control system, book-keeping, pricing structures, and a marketing strategy. In less than two years, he has used these new systems and practices to open two new kiosks and employ five more staff, while increasing sales ten-fold.

C. Competitiveness Seminar

Competitiveness Seminars (CSes) have been held in all six target countries. In some countries more than the target number (one per year) have been held and in others less. In both Nicaragua and El Salvador, recent CSes focused on the coffee competition “Cup of Excellence” have been held – with remarkable, industry-wide benefits. From first-year general sessions focusing on generic topics such as export constraints, standards and norms, credit and industry structures, the CS has largely focused on the development and discussion of strategic plans for specific industries, looking at the whole value chain of a given product and sector-specific issues and concerns.

The average cost per CS has been about \$20,000, half from USAID. For TNS, CSes have been good tools for reaching out to new partners and developing new work, helping with networking and establishing TNS as an industry leader. For the participants, it has been a useful forum for learning about issues and solutions, for mobilizing interest in the sector and discussing problems, and for making business linkages. It has also been a means of bringing stakeholders together to learn about and discuss TNS research efforts and to forge a consensus on industry development strategies. After the first few CSes, they have been organized by TNS and stakeholders on an *ad hoc* basis, when particular needs or motivating forces were identified. Tea and coffee governmental regulatory reforms motivated several CSes in Tanzania, as did industry strategy planning in Kenya for horticulture and in El Salvador for dairy (assisted by the work of volcons). In some cases they have also evolved into “investor conferences”, as the Cup of Excellence programs in Central America or horticulture in Mozambique (outside of the Matching Grant). They also provided stakeholders an opportunity to learn new models of industry analysis and value chain development. As a result of the Kenya dairy seminar, GTZ consulted TechnoServe for input on approaches to value chain development. Its partner organization, SNV, subsequently asked TechnoServe to carry out a dairy value chain analysis in Ethiopia.

One of the stars of this activity has been the Cup of Excellence events over the last four years in El Salvador and Nicaragua. Through the recently incorporated “Alliance for Coffee Excellence” a non-profit organization based in the USA (a TNS representative is on the board), highly publicized events have been held at the end of each coffee growing and

processing season. Coffee-producing participants have received high prices in auction for their products – up to \$14/lb in some cases or more than 700% of the conventional market price – and overall, specialty coffees have garnered premium returns. Participating producers are focusing more on quality and forging relationships with international roasters while the countries’ reputation for producing high-quality coffee has grown. Recent entrants into the annual event include Guatemala and Costa Rica. TNS has been instrumental in this success from the beginning, working with the Alliance, coffee grower associations, firms, and cooperatives, providing sponsorship, technical assistance of various kinds, training in coffee production and processing, marketing, and funds procurement. The CSEs have been tied in directly with the ongoing country programs and have proven to be good implementing tools.

The results of the Nicaragua “Cup of Excellence” events have been stunning, bringing the coffee of many small-holders to new consumers around the world. Specialty coffee participants’ sales have surged to double or more of average world market prices and have attracted such buyers as Starbucks and Peets. One small group of women growers from a cooperative in Jinotega, called ‘Las Hermanas’, saw their roasted beans featured at Starbucks world-wide and sales price treble in three years. Without the “Cup of Excellence”, this wouldn’t have happened.

In Mozambique, cashew competitiveness seminars have driven two important result: transformation of the cashew processing sector in Benin, and development of a pan-African vision for a competitive regional industry. After the seminar, a Beninese entrepreneur asked TechnoServe to help him open a cashew processing business, now operational, based on the successful Mozambique model. A joint venture with a Dutch cashew buyer, the factory is a model for future of the industry in Benin. The cashew producing nations from across Africa declared their intent to work collectively to create a harmonized, competitive industry, with increasingly value added in Africa. The idea for the African Cashew Alliance was born, and at USAID’s request, TechnoServe helped create it in 2006.

D. Leadership Initiative

The Leadership Initiative was personally conceived and driven by TechnoServe’s then President, Peter Reiling, as his service project as a Henry Crown Fellow of the Aspen Institute. First introduced to East Africa/Mozambique, it was largely led and managed by TNS headquarters, with limited input or participation from the country programs beyond identifying and recommending participants. This proved problematic.

In addition to the initial – though not surprising -- lack of local buy-in and commitment, it was a ‘hard sell’ to obtain counterpart funding, as it was a non-traditional activity for TechnoServe. This was equally so when introduced in Central America, as it had little apparent direct tie-in to TNS’s ongoing bilateral programs. Additionally, the Detailed Implementation Plan indicators for the activity were not substantive or particularly useful (the one good indicator, “participants meeting 60% of individual project targets,” was dropped during the mid-term evaluation).

Yet, despite these difficulties, highly successful programs were held in both regions, with groups of fifteen outstanding leaders completing the sessions in each region. The participants enthusiastically endorsed the Leadership Initiative, are carrying out individual social responsibility projects, and are actively pursuing repeat sessions for additional groups of leaders. Many Fellows continue to play leadership roles in their fields and play socially

responsible leadership roles in their communities. From their isolated beginnings, they now serve as valuable contacts for TNS development efforts and have supported BPCs in several instances. One of the original East Africa fellows, Ali Mufuruki, now a co-Chairman of the East Africa initiative, was recognized for his leadership by Bill Clinton at the inaugural meeting of the Clinton Global Initiative.

Aspen Institute, with new sponsors from the regions, is now implementing follow-on programs. This is appropriate in current circumstances.

The undeniable enthusiasm of the CALI and ALI fellows is infectious and their leadership in carrying out development activities is the catalyst for success. Catherine Ngahu of Kenya, university professor and director of a marketing research firm, completed her fellowship with participants from Mozambique, Tanzania, and Uganda. As an outgrowth of ALI, she developed and is implementing projects for scholarships of poor children showing academic potential (throughout their lives), for support of volunteer medical clinics in the region in Embu, and for supporting an old people's home. Her volunteerism and community improvement efforts are mirrored among ALI Fellows, all linked to the Matching Grant-sponsored Leadership Initiative.

E. Volunteer Consultants

	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Nicaragua	2	2	2	1	1	8
El Salvador	3	1	2	10	8	24
Peru	4	3	4	4	4	19
Tanzania	1	3	9	8	12	33
Mozambique	3	5	2	9	6	25
Kenya	0	2	5	4	11	22
TOTAL	13	16	24	36	42	131

Prior to the Matching Grant program TNS had not systematically used volunteer consultants. They had only been used sporadically, on an *ad hoc* basis. It is now an integral operational tool and many programs use volcons on a regular basis. Volcons come from various firms (ex. McKinsey, Bain, Goldman Sachs, etc), from graduate schools (ex. Harvard, INSEAD, Stanford), and from people between jobs. All volunteers receive transport and per diem costs only, generally paid by TNS (but not always). The average three month assignment costs roughly \$15,000 in Latin America and \$20,000 in Africa. The typical volcon focuses on one main project over a three-month period (volunteer commitments can range from weeks to one year). Overall, roughly 20% from of the volcons have come from McKinsey, 30% from other consulting firms, 30% from businesses and banks, 20% from graduate schools or 'walk-ins. A substantial portion of the volcons serves just before entering graduate school, while in graduate school or just out of graduate school. TNS has been highly selective in engaging the best volunteers with the right motivation and skills. Those working in Latin America are generally fluent Spanish speakers.

Volcons are used in a variety of ways. While often they are used to help devise specific industry or firm strategies or solutions, sometimes their tasks are exploratory in nature, research-oriented, or focused on national policies/regulations. Volcons are often working directly with client firms, associations, or cooperatives. Efforts are usually made to pair the

volcons with TNS staff – and incorporate an internal capacity-building element. Most have well-defined tasks before arriving in-country, although tasks may change or be added to after arrival. Most volcons have general business administration and management-related skills, and are usually not ‘technical’ staff with specific product/service skills. Some have prior international exposure, but this is not a critical selection criterion. Volcons are often working directly with client firms, associations, or cooperatives. In general the volcons apply “TechnoServe” Way, to: 1. perform discrete plans, analyses, or policies, 2. assist national programs or specific industry or sector, 3. support client-based or industry-driven initiatives or for a start-up company/niche, and 4. provide exposure/training to TNS staff for internal capacity-building.

Impact and success are hard to quantify. One rough estimate (provided by a TNS senior officer) on the success rate of the volcons provided the following breakdown. Some 10%-20% of the volcons’ efforts were extremely significant, on an industry-wide or national level, in bringing about enormously important, positive changes. Roughly 50%-60% of the consultancies were excellent work, of major benefit to the individual client(s). About 10%-20% of the consultancies were good, solid pieces of work, but of limited immediate value and with little impact. Roughly 2%-5% of the consultancies were unsuccessful, where either the volcon didn’t perform the work assigned, the work was poorly defined or incorrectly done.

One example of success took place in Tanzania, where a volcon-led coffee tax benchmarking study and a subsequent advocacy effort facilitated by TechnoServe resulted in a reduction in coffee taxes, aligning it with its global competitors. A second volcon helped the Tanzanian Coffee Board to revise its marketing law, allowing smallholder gourmet coffee to bypass the government auction for the first time in Tanzanian history. TNS projects these reforms will add \$20 million in incremental revenues for coffee producers over a decade. In addition, in the cashew sector in Mozambique, a volcon helped draft a collective bargaining agreement to resolve critical labor reform issues impacting industry competitiveness (an industry impacting over 1 million smallholder farm families and 6,000 processing jobs). The proposal is now under debate in senior levels of government.

TNS’s relationships with volcons continue after completion of their assignments, and former volcons have provided consulting services at reduced costs or, in a handful of cases, were hired by TNS. The volcon activity was a great success right from the beginning, as selectees had very fast learning/implementing curves and the assignments attracted the right kinds of volunteers – flexible, knowledgeable of business strategy, self-selected, self-actualizing, hard-working, and independent. Recruitment was done through consulting firms like McKinsey, through word-of-mouth and through TNS presentations to likely volcons. Candidates were often obtained from ex-volunteer referrals, as volcons overwhelmingly had good experiences and their success encouraged other people to apply for consultancies.

Much outstanding work has been done by volcons. An example is the work performed by Lisa Kienzie, who took a leave of absence from Marakon Associates when invited by TNS to work for six months with the Tea Association of Tanzania (TAT). Receiving basic travel and modest living reimbursements, Lisa was tasked with helping the tea industry improve pricing and costs. Through TAT, she did a comprehensive competitive assessment of The Tanzanian tea sector, did cost benchmarking, pricing, and taxes. Her work is being used by the TAT to better position the sector and by the Government of Tanzania to improve country prices and competitiveness. TNS has been asked to do more work in the sector.

F. Institutional Capacity Development

The Volunteer Consultant program is being used in all countries where TNS operates, now without Matching Grant funding, and TNS has a full-time activity coordinator. Country programs are incorporating the use of volunteers into their funding proposals, not simply to complement the staffing of a project but to increase TNS cost effectiveness.. Volunteer scopes of work are now expected to more systematically dedicate a portion of the volunteer's time towards staff training based on specific program staff needs. For instance in Kenya, vol cons helped create and implement a SME client portfolio review system. This not only provided standardized tools for analyzing client performance, it helped catalyze a cultural change, promoting team work, documenting and sharing lessons learned, and collective problem solving across SME sectors.

Having amassed a critical mass of volunteer experiences and to assist with the program's ongoing funding needs, TNS may consider conducting a more in-depth analysis of the impact of volunteer assistance on client performance. This would dovetail well with TNS's plans to implement a client satisfaction survey and the organization's broader efforts to maintain and systematize high-quality service delivery amidst an ambitious growth strategy.

Business Plan Competitions are being held in most TNS-presence countries. The earlier competitions carried out in El Salvador and Nicaragua have served as learning platforms for subsequent competitions in Africa, which now incorporate an after-care program for finalists, who receive vouchers to access services to strengthen their businesses from accredited local BDS providers. Other aspects have evolved as well, such as focusing the competition on certain industry sectors or target groups in order to attract more ideas with potential rural, women, youth or other demographic impact. The ability to quickly respond to donor interest and launch competitions in new countries has been facilitated by the codification of the BPC curriculum and best practice.. The BPC has proven a creative tool for SME pipeline development. The result has been a growing interest by public and private donors. This has created a new opportunity for TNS, to complement its value chain work, and to create great overall impact. In Guatemala, TNS has identified two clients through the BPC and successfully raised private funding to assist them. The growing BPC portfolio has also led TNS to establish an internal Entrepreneurship Practice Group. The group provides thought leadership, provides guidance on implementation and M&E issues and serves as platform to exchange lessons learned and continually revise best practices. As part of the dynamic learning, TNS is currently working with a PhD candidate from Harvard's Center for International Development to assess the optimal balance of training and financing in order to maximize the potential for entrepreneurs' success.

The Competitiveness Seminars are held as part of ongoing programs and have been instrumental in positioning TechnoServe as the leading development organization for growing sustainable and competitive industries, particularly in sectors such as dairy, cashew and coffee. TNS is increasingly looked to as as a thought partner and leader around value chain issues.. Organizations like DfID, GTZ, SECO (Swiss) and ILO have invited TNS to share approaches and lessons learned at global fora, such as "Making Markets Work Better for the Poor".

As TechnoServe has added more staff and focused more on business skills, the Matching Grant-funded efforts have supported further development of the "TechnoServe Way," a structured approach to problem solving that looks at a given industry's or business sector's

total value chain, in agriculture or manufacturing from production, to processing, to finance/marketing/business and that looks at sector strategies holistically and usually also reviews the policy environment and the government's role in industry. Based heavily on the methodologies used by McKinsey & Company, it provides a structured approach to diagnose constraints, identify and evaluate potential remedies, and to deliver tailored solutions to a wide range of clients—from agricultural associations to SMEs. At least 100 staff members – including project managers, business advisors, financial managers, agricultural technical staff, and US headquarter division staff– have been trained in this tool kit. This provides a consistent set of tools and approaches being applied across the organization and facilitates cross-border learning. Resources-permitting, the TNS Way is held on a yearly basis for new staff and as a refresher for existing staff. In some cases, the program has given way to more tailored training in-country on specific issues based on staff need, such as project management, financial analysis or other topics.

Also, TNS now has used Matching Grant-funded activities as means of building corporate relationships with Google, Nestle, Gates Foundation, GTZ (German), SNV (Dutch), FAO, Irish Aid, Swiss Economic Cooperation Organization, IFAD, Lenovo, Kenya Commercial Bank, Kenya Pipeline Company and others. The TNS expansion of programs is due to these expanded relationships, in part fostered through Matching Grants activities like the business plan competitions, competitiveness seminars, and use of volcons, but also by word of mouth, newsletters, individuals' blogs, and expanded websites.

While the Matching Grant program is finished and there is little likelihood of further core USAID funding, most programs are being continued with other sources of funding. TNS has been able to obtain sponsors and new clients through contacts made in those programs. TNS staff capacity has been improved by Matching Grant-funded training in the “TechnoServe Way” for Country Directors and Business Advisors, and for annual strategic retreats of Country Directors and senior staff members. The latter in particular have given way to the implementation of task teams designed to assist TechnoServe in addressing the organizational challenges of rapid growth. These task teams include Human Resources and Managing for Impact. The former has developed a new performance assessment system detailing the core set of skills required in key functional areas – some of which are derived from the TNS Way – for various levels of the organization. This tool identified key areas for individual talent development. It forms the basis for greater accountability and transparency and is expected to be a key building block in the continued upgrading of staff skills and performance. The Managing for Impact team is focused on improving client and program impact by ensuring that the appropriate tools and practices are in place to diagnose needs, deliver the best quality service, evaluate results and integrate knowledge management.

Knowledgeable TNS staff consider this the best-ever Matching Grant awarded by USAID, as it allowed TNS to bring in new ideas and strategies, test them, adapt them, and incorporate them into its implementation tools. The major successes of the Business Plan Competitions, Competitiveness Seminars, and uses of Volunteer Consultants, as well as strengthening of TechnoServe's staff capacity to provide development assistance and training, fully justify its award and the disbursement of USAID resources. Further, the size and scope of this Matching Grant has enabled TNS to hone its ability to manage larger grants. As a result of the increased number of donors and projects TNS has established over the last two years, the organization recently established the position of Senior Vice President of Development to more effectively oversee, monitor and evaluate major global grants, drive strategic initiatives, and coordinate new global business opportunities.

In conversations with USAID at the bilateral level, it became apparent that the Missions were unaware of much of the work that TNS was doing, except for activities that received direct funding from them. USAID needs to seek out information of non-bilateral USG-supported programs and TNS should keep USAID and local Missions informed about its entire portfolio. For example, USAID Missions weren't aware that TNS was an important implementer of the Cup of Excellence.

VI Issues and Concerns

While TNS has grown significantly overall during the MG, across its countries of operation, TNS has often faced changing fortunes in resource levels to support its various programs. In leaner periods, it has been necessary to reduce or curtail some programs and make corresponding adjustments to staffing levels. Hard-won institutional expertise and experience may be lost or greatly diminished. Although staffing figures were not readily available for the evaluation, it appeared that the bulk of the professional staff has worked for TNS for less than four years. In some places this is due to its rapid growth, entry into new sectors, and engagement of new staff. In other places staff losses were due to specific programs ending or strategic shifts within countries. TNS should continue its positive strides in establishing sustainable programs with dependable, versatile resource bases, so that programs can be fully implemented and staff retained throughout.

The internal capacity-building opportunities represented by volcons were not reliably captured. Often the intended TNS staff counterpart work with the volunteer consultants was not carried out, due to such factors as: the nature of the task was not conducive to teamwork or to training TNS staff; local staff did not have the skill set necessary to jointly complete the task(s); staff had too much 'regular' work and had no time available to break off and work with a volcon; or staff left TNS after working there for a relatively short period of time. Nevertheless, the work done by the volcons was universally useful, appreciated, and helped TNS carry out its development mandate.

When activity indicators and target levels are well set and within the capabilities of the implementing structures, and when implementation stays on schedule, then targets should be met (i.e. barring unforeseen events). Accomplishments should, within a range of about 10%, reach the targets. When targets are continually, significantly exceeded or not reached, those targets should be modified to reflect reality or the assistance approach should be re-analyzed. Given that these activities were new to TNS, it is no surprise that target levels were initially set conservatively. But with experience, TNS and USAID should have adjusted the targets for such progress indicators as businesses created under BPC and YE, numbers of students trained or numbers of participants, and sales generated. Since the assistance approaches were effective, certain targets should have been adjusted to ones more challenging and realistic.

Likewise, when activities under the Matching Grant evolved, those changes needed to be reflected in the Detailed Implementation Plan indicators and targets, as well as amendments to the Matching Grant Agreement. For example, when competitiveness seminars were refined to concentrate on a single industry/product, such as coffee in El Salvador and Nicaragua, then the "number of industries impacted with seminars" indicator became less relevant, and should have been replaced or supplemented by more meaningful ones, e.g. number/amount of investment deals emerging; or new advocacy initiatives emerging. Also the "number of business areas improved in the country offices" as an indicator for the volcon activity did not capture the breadth of work (or numbers of tasks) accomplished by the volunteers.

The ongoing activities that grew out of the Matching Grant are now for the most part well-integrated into country programs. But getting to this point could have been much smoother. The pilot programs that were designed and promoted through TNS headquarters should have included input from the field offices. Programs to be implemented in the field need to be thoroughly vetted and endorsed by the field missions. They must take into account local demands, needs, and capabilities. The Leadership Initiative and the Youth Entrepreneurship activities were basically thrust upon the field offices without local endorsement. BPC and CS caught on in the target countries, but staff was initially unprepared and not particularly motivated in implementing them at the start. There was very little interaction with country staff beforehand and little effort was initially made to integrate the other activities into the country portfolios. In short order they were integrated into country operations because the activities did contribute to the impact and success of TNS programs. That has been rectified and the ongoing activities that grew out of the Matching Grant are now integrated into country programs.

VII Conclusions and Recommendations

The Matching Grant was a very effective instrument for allowing TNS to explore and develop new approaches for providing development assistance. Improvements and advances have far outstripped the results initially sought when granted in 2001. Through it, TNS was given the strategic flexibility to develop ideas that have changed the organization's philosophy and approaches. It has also fostered a new generation of entrepreneurs and leaders in the target countries.

Overall, the Matching Grant was successful in testing new development activities and approaches. In certain countries TNS will continue to carry out Competitiveness Seminars and Business Plan Competitions. TechnoServe's use of Volunteer Consultants has been thoroughly integrated into country programs and has become an indispensable tool being used world-wide. The TNS Youth Entrepreneurship program will still be implemented in El Salvador and the Leadership Initiative in Africa and Central America will continue operating under the aegis of the Aspen Institute and other sponsors, with TNS serving on the ALI and CALI Steering Committees.

Local buy-in to a new initiative is important for its success. Models imposed by the headquarters, without thorough vetting at the country level, will not receive the enthusiasm and endorsement of country offices and local stakeholders and their success will be more problematic. Adoption to local circumstances is also important, as the programs and needs are unique in each country. Diversification in partnerships, including funding sources, reduces risk and vulnerability. TNS outreach efforts to new partners have yielded excellent results and should be continued. Dependence on USAID resources is risky for the next few years and should not be relied upon, including 'full funding' for ongoing activities.

A. Business Plan Competition

Overall, the BPC has been a very successful intervention, meeting or exceeding all targets. It warrants continuation and TNS involvement. However, it is still evolving and flexibility in its use to meld with local needs and desires should be an operating principle.

In Latin America there had been no ‘aftercare’ program for winners and finalists, but TNS has now adopted a support “voucher” system, whereby assistance is provided when awarded vouchers are presented to TNS. In Latin America discussions are well-advanced with the IDB for funding BPCs throughout the Andean region, probably to be industry specific (e.g. dairy in Brazil) for the whole value chain, and may well target others besides the rural poor. It is understood that TNS will not ‘impose’ any standard Matching Grant BPC model and is still experimenting with approaches and target groups/industries. It is apparent that the program functions best when driven and led by the private sector and the field office.

Indicative of program success, TNS may be providing leadership and direction for as many as 12 different BPCs this year: with Google in Ghana, and Tanzania; with IBM/Lenovo, the Government of Kenya, Kenya Pipeline Company and Kenya Commercial Bank in Kenya; with Stanbic, Standard Bank, and JP Morgan in South Africa and Swaziland; with BCIE, Cargill and La Fise in Nicaragua; in El Salvador with local banks and unrestricted funds; in Guatemala with USAID/Guatemala and PRONACOM, a local entrepreneurship organization; in Honduras with USDA and Cargill; and perhaps others in South America. They are also exploring funding possibilities for several other countries in Africa.

TNS has held BPCs in Guatemala (05 and 06), Ghana (06), and Swaziland (06), all without MG funds. A weakness was the lack of formal follow-up/aftercare with trainees, finalists, and awardees. Changes over time included: reduction in number of trainees to improve quality of participants and assessors, better consultants, a standardized business plan format, more educated participants, and aftercare for finalists in the competitions.

B. Youth Entrepreneurship Training

The participating institutions, schools, and trainees are all enthusiastic about YE. Its continuation in El Salvador is reasonably certain, with some partner schools fully incorporating the program into their curriculum and making it a requirement for graduation. With Nike support, it was launched in Kenya. However, without a funding ‘champion,’ dedicated resources and a clearly defined position within the organization's strategy, its future elsewhere is uncertain. It is unclear whether one intended impact, improving public perceptions of entrepreneurship, has been achieved and it may still be premature to expect major changes in the public’s view. Success rates of new entrepreneurs or assisted enterprises are not available. Concrete, positive evidence may attract sponsors and donor support and provide the case for more firmly establishing this activity within the organization’s priorities. TNS should consider research on progress achieved. It is a labor-intensive effort that requires continual participation from volunteers or substantial resources. The efficacy of the YE model and its relevance to TNS’s underlying objectives have yet to be clearly demonstrated.

Challenges included obtaining counterpart funds in both El Salvador and Tanzania, defining the role of YE within TNS’s mission, grouping of the right participants for the type of coursework (initially students had too broadly diverse skills and knowledge levels), adequately adapting the NFTE U.S.-based model to Africa and garnering sufficient local buy-in for the initiative. Although the TNS-supported NFTE-modeled program will continue in El Salvador, elsewhere NFTE independently manages implementation (in 12 countries, including the USA, India, China, Israel, and some European nations). TNS’s YE programs will continue in Kenya (partnering with NIKE) and Swaziland, but elsewhere no programs are envisioned at this time. Regardless of limited future application through TNS, the initiative yielded tangible results and the basic performance targets were met or exceeded.

C. Competitiveness Seminar

When tied directly into ongoing country activities, competitiveness seminars have been valuable tools and fora for educating, discussing, and sharing. Bringing together stakeholders from government, communities, and the private sector in these collaborative events that focus on a particular economic sector, product, or service has been very successful. The use of competitiveness seminars warrants continuation when there are sufficiently motivating circumstances that pull all the actors together for a productive dialogue. The successful Cup of Excellence programs will continue and others will be initiated, with TNS providing limited support.

D. Leadership Initiatives

TechnoServe served as the catalyst for introducing the Leadership Initiative model to Central America and Africa. TNS assistance with selecting participants from the countries where programs were being implemented was helpful. TNS administration in the field was effective, while Matching Grant resources were available. Those needs have now passed and TNS has moved on, as it should. The role of TNS now consists of membership on the ALI and CALI Steering Committees and provision of limited funding for the next Africa Leadership Initiative (\$25,000). There is potential for TNS to work with the Leadership “Fellows” in carrying out their individual social responsibility projects. Certainly the Fellows will be good local contacts and useful networking connections for TNS and they will serve as unofficial spokespersons for TNS progressive economic development. The impact of the Fellows’ participation in the Leadership Initiative is long-range and largely yet to be seen, as most of their individual projects are still in stages of implementation and the expectation is that the Fellows apply their knowledge and experience from the program beyond their projects and use them in their everyday lives.

However, as a non-traditional, relatively expensive program that does not directly tie into TNS’s strategic plans or programs, there is little incentive to continue major involvement or to seek further funding to do so. Fortunately, Aspen Institute, local sponsors, and alumni seem set to continue the program for several years to come.

E. Volunteer Consultants

As noted earlier, the Volunteer Consultant program has been a resounding success and continues to move forward without Matching Grant resources. An in-depth study on what has been achieved (by industries, individual firms, strategies) could quantitatively demonstrate why all stakeholders are so enthusiastic about the support and value the volcons have brought. Its universal endorsement should be enough demonstration that TNS should continue using volcons in conjunction with ongoing development efforts, performing the same types of services that have been so well received.

The use of volcons has been integrated into many non-Matching Grant activities. Many TNS programs now include a ‘volunteer consultant’ line item in the budget. More formal corporate linkages are being developed, but must be carefully crafted to ensure that only the best candidates are selected. TNS is seeking funding via the establishment of endowments, from foundations and from private sources, as well as from volunteers who are financing their own expenses. TNS secured a grant to finance a dedicated volcon program coordinator, who works in the main office. This has been very useful and continuation of the position is justified, assuming the volcon program continues at current levels. TNS is also in the process

of forming a volcon alumni association, whose members could be a source of referrals for new volcons, a source for funding support, and a source for repeater volcons, as well as a useful networking group of professionals TNS may leverage in the future.

Benefits to TNS and the recipient client (firm, association, government agency, etc) include building local capacity, providing research and development services, and helping implement projects or products/services. More than 90% of the clients receiving volcon services expressed satisfaction with their services. This activity has developed into an excellent means of bringing assistance to clients, developing strategic plans, doing analysis, and strengthening staff capabilities. The use of volcons should continue, basically following the same operational procedures currently being used. It is recognized that, even though the consultants are volunteers, their expenses are costly – relative to hiring a local national. To be cost effective, the volcons must consistently be the absolute best available. Careful selection, on an individual basis for a specific task(s), must be adhered to and blanket programs for say MBA candidates, corporate programs or graduates (regardless of the quality of the university) should continue to be avoided.

F. Institutional Capacity Development

To summarize those recommendations mentioned earlier, TNS should consider the following.

- Continue the diversification of sponsors and resource partners. Partnerships with foundations such as Google and Cargill should be maintained and strengthened.
- Continue to integrate activities like CS, BPC, and volcons directly into new and ongoing country programs.
- Conceptualize, vet, and design new activities with both headquarters and field staff as active partners.
- Build into new activity designs sufficient flexibility that allows modification and adaptation for specific characteristics of target countries and regions.
- Provide sufficient incentives (salary, benefits, and promotion prospects) to attract and retain the best possible staff who can partner effectively with volcons.
- Set targets that best measure meaningful results (not inputs) and adjust them over time to reflect actual performance.
- Keep USAID/W, country bilateral Missions, and other sponsors informed about TNS's entire portfolio and performance.

VIII Program Management

A. Management Approach

Early on in the program, structures were put in place to address overall management of the grant and the individual activities. As the activities were new and have evolved over the life of the program (LOP) in alignment with TNS' focus and expected impact, management resources were appropriately allocated. The country programs and the organization have adopted the activities as their own and managed them accordingly.

Throughout the LOP, management of the Volunteer Consultant program and leadership development initiatives has resided in headquarters. The former has been increasingly systematized (e.g. with manuals developed for both volunteers and country programs), but

continues to allow country programs the flexibility to independently identify and recruit volunteers, as well as to fine-tune the consultancy scopes of work.

The Leadership Initiatives program initially had its own dedicated TNS coordinator to organize seminars, activities and work with partners, but as the Aspen Institute expanded the initiative beyond TNS's boundaries, these responsibilities shifted to them. Where TNS regions are concerned, TNS continues to play a significant role in strategic decisions through the participation of its regional directors and will continue to contribute to the program financially.

Management of the Youth Entrepreneurship Training (YE) has varied according to individual country programs needs. While the El Salvador and Tanzania country offices have been directly involved in implementation of the program – i.e. with both assigning dedicated coordinators to the activity and the latter seeking out its own source of curriculum to better reflect the local environment – the Kenya program's emerging participation in YE initiatives will be one of thought leader and of building consensus among stakeholders. In Africa, with the growth of entrepreneurship activities, the position of Entrepreneurship Director was created, which supports both YE and BPC activities in that region and collaborates with Latin American counterparts.

Given the localized nature of industry Competitiveness Seminars, these have appropriately been managed largely at the country or regional level, allowing country staff to determine the timing and focus of these seminars; they have collaborated with and been supported by other TNS staff where appropriate, sharing lessons and experiences.

B. Detailed Implementation Plan

As was noted in the mid-term evaluation, the Matching Grant's Detailed Implementation Plan (DIP) has proved to be too large and extensive a document to serve as a useful tool for country and activity managers. This is especially true because of the innovative and evolving nature of the core activities themselves. The high level of operational detail was perhaps premature at the time. Over time the DIP became, at least in certain regards, less reflective of the ways in which the activities were being carried out. The planning matrices, however, have been a useful tool for tracking program progress and understanding the underlying objectives of the Matching Grant Program.

While the DIP may not have been the best management tool, it is clear that the program elements overall, and the participating countries, have been subject to appropriate and regular levels of planning and review, as integrated pieces of TNS's overall annual program planning and review processes.

The Detailed Implementation Plan, as shown in Annex B, has clearly identified progress indicators and performance targets. It is not clear whether modifications were made in it during the course of the Matching Grant, or whether USAID/PVC provided feedback to TNS on it during the five years of implementation. Annual reports were completed and submitted for years 1, 2 and 4; for Year 3 USAID agreed to accept the detailed mid-term evaluation in place of the annual report. (This evaluation also constitutes the final annual report.) The field offices appear to have had no difficulty collecting, synthesizing, and transmitting all data required under the Matching Grant.

As mentioned earlier, some of the input indicators have little value for evaluating or demonstrating progress, other than to indicate that the activities are ongoing and participation levels are adequate. Also, targets should have been adjusted during the course of some activities, where it became apparent that they were set too low for the levels of effort being applied and accomplishments to date. Periodic review and modifications of the Detailed Implementation Plan and indicators should have been done (as it should be for all development activities, not just those of TNS).

C. Financial Resources and Management System

As of December 31, 2007, Matching Grant costs totaled \$8,071,243. USAID costs totaled \$3,636,906 (\$113,094 under budget). TNS and other counterpart costs totaled \$4,435,336 (\$685,336 over Grant Agreement requirements). TNS's financial management system has proven quite adequate to the task. A member of TNS's U.S.-based financial team works with financial managers in the target countries to reconcile expenditures and matching needs. The required counterpart funding levels have been achieved, with country and activity managers proving adept at raising matching funds in-country.

Initially, internal budget allocations were made to ensure that program performance targets would be met. As quick progress was made towards achieving overall LOP targets, TNS increasingly based its funding allocation decisions on expected program impact and on the value and need of specific activities to meet overall country program strategy objectives – particularly for competitiveness seminars and volunteer consultants.

In terms of additional resources mobilized and program sustainability, the following summarizes TNS's progress.

Youth Entrepreneurship Training – Throughout the grant, local partners have provided in-kind contributions in the form of space and volunteer time and solicited additional local institutions to do the same. In El Salvador, the Citigroup Foundation's focus on women has resulted in ongoing funding for annual women's entrepreneurship training. Currently, TNS is also working with CONAMYPE to jointly raise funds that will allow the program to continue after the grant termination. In Kenya, Nike, Inc. has funded a program for girls/young women YE. In Swaziland, TNS is leveraging USAID/RCSO support to raise private funding for a very large, comprehensive Global Development Alliance YE effort.

Business Plan Competitions – Given the potential for wide coverage and concrete results, many local and international companies have stepped forward to provide cash and in-kind contributions. Additionally, TNS has obtained separate funding from the Google Foundation, the World Bank and Cargill to continue this activity.

Volunteer Consultants – The strategy for sustaining the Volunteer Consultant program is multi-pronged. The program manager (a position currently supported by a major private donation) has been actively fundraising and is currently in conversations with a particular professional services firm regarding an exclusive arrangement whereby the firm would fully fund a number of volunteers. Realizing the value of the volcons, country programs are also increasingly incorporating volunteer consultant positions into general program funding proposals.

Africa/Central America Leadership Initiatives – The Aspen Institute and program alumni have assumed main responsibility for fundraising for this activity. TechnoServe is committed to raising some funding for future classes and serves on the ALI and CALI steering committees.

Competitiveness Seminars – Given the inclusive nature of Competitiveness Seminars (i.e. the involvement and participation of various industry stakeholders), TNS expects to continue leveraging cash and in-kind contributions from in-country stakeholders.

D. Monitoring and Evaluation System

After early delays, due primarily to staff turnover, the Monitoring and Evaluation system (M&E) was fully rolled out in conjunction with the mid-term evaluation, and has worked well since then. All activity managers have systems in place to track program progress throughout the year and, at the end of the reporting period, send the required data to headquarters for review and consolidation. Exceptions have been for activities that operate on different planning/fiscal years, e.g. in-school YE programs. The results for these activities are usually available four to eight weeks after the close of the relevant period.

Perhaps the greatest challenge has been the need for collection of information for activities where TNS's partners have taken a more active role in operational management (e.g. tracking success in how leadership fellows have or have not met their individual project targets or the impacts of the school-based YE program). While TNS has clearly communicated the reporting expectations/requirements, the demands of implementing the activities, the additional steps required to collect particular indicators, and differing senses of the cost/reward for gathering the information have sometimes made it difficult to obtain these data on time.

On the other hand, given the increasing importance of the activities for TNS and the implementation of these activities in non-Matching Grant countries, it is clear that TNS has surpassed the parameters of the program's original M&E system. For example, the amount of financial resources mobilized will be tracked for the BPC and YE sponsors, as well as the achievements of participants. For the BPC, programs are increasingly tracking participants up to three years after the competition to gauge their businesses' survival rate, and special impact studies are being planned. Finally, as a part of a broader effort to improve service delivery and client satisfaction, TNS is undertaking a broad multi-part exercise to self-assess activity impacts. Beginning with an internal survey of perceived best practices and key areas of challenge, the next steps are to perform a client satisfaction survey (to include an assessment of work with volunteer consultants) and an external survey of best practices in client work.

E. Information Sharing

Though extending beyond the scope of the Matching Grant program, it is worth noting that TNS has developed three vehicles that are facilitating internal information sharing. One is the development of "practice groups", designed to bring together practice managers and key practitioners across countries and regions to discuss strategy, best practices and lessons learned. The initial three practice groups are focused on entrepreneurship development activities (BPC and YE), and activities specifically concentrating on coffee and horticulture. These practice groups have dedicated leadership and are budgeted to hold at least one annual meeting (other cross-country study visits are often built into specific program budgets). Additional groups under consideration are ones related to monitoring and evaluation and to the dairy sector.

A second vehicle is the establishment of a corporate intranet, which can be accessed by field as well as U.S. users. TNS has made a concerted effort to populate the intranet with many useful documents and to encourage its use by all staff. Matching Grant progress reports and program and impact information for all related activities are housed here.

A third method is the development of a monthly in-house electronic newsletter. Previous efforts at this reportedly failed to “take”, but the year-old TNewS (in Spanish it is called TNoticiaS) has caught on and is now a much appreciated internal organ helping to keep all of TNS informed about the latest happenings within TNS and the broader international development community

F. Staffing and Supervision

From their beginnings, many of the key Matching Grant activities have grown and evolved to the point where they require dedicated managers at the country level (YE, BPC); TechnoServe has done a good job of filling and funding these positions in response to real needs and opportunities. At the broader program level and for cross-fertilization between countries, some have grown to the point of needing regional or corporate managers (BPC, Volunteer Consultants). These roles have also been filled by new personnel. Additionally, a range of senior managers at the country, regional, and corporate level have been involved in various aspects, ranging from providing strategic guidance to strengthening partnerships and alliances. From a financial perspective, these programs have received the same oversight and support as all other major programs.

G. USAID/PVC Program Management

Despite the challenges posed by PVC staff turnover, through the life of the Matching Grant, PVC staff has been supportive and flexible. Respective grantee and PVC responsibilities for communications with relevant USAID Missions could have been better defined, but this weakness is not seen as having a negative effect on MG effectiveness or impact.

IX Attachments

A. Assessment Scope of Work and Schedule

The evaluation activities and approximate timing are outlined in the table below.

Activities	Timing
<ul style="list-style-type: none">Detailed project planning and schedulingIdentify and review existing program documentation and reportsSynthesize findings from existing reports and documentationDevelop detailed research methodology and interview protocols	2 weeks (Jan 2-12)
<ul style="list-style-type: none">Draft background and context sections of evaluation reportsConduct interviews with stakeholdersConduct field research in El Salvador and Nicaragua	4 weeks (Jan 15-Feb 16)
<ul style="list-style-type: none">Conduct field research in Tanzania and KenyaSynthesize findings from interviews and other data sourcesDraft remaining report sections	1 week (Feb 19-Mar 16)
<ul style="list-style-type: none">Submit draft report to PVC and other reviewers for comments	Mar 16
<ul style="list-style-type: none">Revise report per reviewer feedback	Apr 1 (1 week)
<ul style="list-style-type: none">Submit final report to PVC and relevant stakeholders	Apr 12
<ul style="list-style-type: none">Conduct debriefing with PVC	Jun 5
<ul style="list-style-type: none">Conduct debriefings with TechnoServe staff and other stakeholders	Q2 2007

The overarching purpose of this final evaluation is to assess TechnoServe's effectiveness in achieving program objectives and managing MG activities.

More specifically, at the program level, the evaluation seeks to explain what factors have facilitated or hindered program success and compare experiences across countries – including country programs that have implemented similar activities without MG funding.

At the institutional level, the evaluation will identify overarching lessons learned and best practices, and identify mechanisms that will improve organizational learning and program implementation.

B. Detailed Implementation Plan and Results

El Salvador

#	Activity	Indicator	Baseline	LOP Target	LOP Actual	% Executed	Notes
1	BPC	Number of business plan competition participants	0	600	796	133%	
2	BPC	% of business ideas with rural impact	0	40%	29%	73%	1 st competition did not have rural focus, format was subsequently revised to include one. 4 th competition included IT category per partners' input.
3	BPC	Number of entrepreneurs trained	0	275	391	142%	
4	BPC	% of trained participants handing in their business plan by the deadline.	0	70%	62%	89%	
5	BPC	Number of businesses created	0	30	88	293%	
6	BPC	Number of existing businesses expanded	0	20	71	355%	
7	BPC	Number of business plans approved for financing from a formal lending institution or private investor	0	20	159	795%	
8	BPC	Number of jobs created	0	350	990	283%	
9	BPC	Amount of annual sales generated	0	\$1,750,000	\$12,900,000	737%	Includes the sales of 159 companies
10	YE	Number of students trained with NFTE curriculum	0	600	5,514	919%	
11	YE	% of rural students trained using NFTE curriculum	0	60%	86%	143%	
12	YE	% of participants who completed their business plans	0	75%	99%	132%	
13	YE	Number of vocational schools / universities teaching the NFTE curriculum	0	7	11	157%	
14	YE	Number of courses conducted	0	25	212	848%	
15	YE	% of students who, after the training program, believe that could start their own business	0	50%	63%*	N/A	*Mid-term result. Indicator not reported for years 4 or 5
16	VC	% of clients who have expressed satisfaction with volunteers' work.	N/A	90%	94%	104%	
17	VC	Number of business areas improved in the country offices	N/A	8	8	100%	
18	BPC	Number of trained entrepreneurs with increased business capacity	N/A	200	191	96%	
19	CS	Number of industries impacted with seminars	N/A	5	4	80%	More than 1 seminar was held for some industries. 10 seminars total
20	CS	% of participants from the private sector involved	N/A	70%	78%	111%	
21	CALI	Number of pilot seminars held	N/A	1	1	100%	Combined with Nicaragua
22	CALI	Number of Fellows recruited	N/A	20	19	95%	21 fellows were recruited but 2 dropped out in the course of the program

23	CALI	Number of seminars held	N/A	4	4	100%	
24	CALI	% of fellows who have met 60% of their declared project targets	N/A	75%	N/A	N/A	Indicator was dropped during the mid-term evaluation

Peru

#	Activity	Indicator	Baseline	LOP Target	LOP Actual	% Executed	Notes
16	VC	% of clients who have expressed satisfaction with volunteers' work.	N/A	90%	89.00%	99%	
17	VC	Number of business areas improved in the country offices	N/A	8	8	100%	
19	CS	Number of industries impacted with seminars	N/A	5	5	100%	
20	CS	% of participants from the private sector involved	N/A	70%	70%	100%	

Nicaragua

#	Activity	Indicator	Baseline	LOP Target	LOP Actual	% Executed	Notes
1	BPC	Number of business plan competition participants	0	120	309	258%	
2	BPC	% of business ideas with rural impact	0	40%	64%	160%	
3	BPC	Number of entrepreneurs trained	0	60	199	332%	
4	BPC	% of trained participants handing in their business plan by the deadline.	0	70%	63%	90%	
5	BPC	Number of businesses created	0	15	21	140%	
6	BPC	Number of existing businesses expanded	0	10	37	370%	
7	BPC	Number of business plans approved for financing from a formal lending institution or private investor	0	10	9	90%	
8	BPC	Number of jobs created	0	150	204	136%	
9	BPC	Amount of annual sales generated	0	\$875,000	\$2,796,809	320%	
16	VC	% of clients who have expressed satisfaction with volunteers' work.	N/A	90%	91.7%	102%	

17	VC	Number of business areas improved in the country offices	N/A	8	8	100%	
18	BPC	Number of trained entrepreneurs with increased business capacity	N/A	60	148	247%	
19	CS	Number of industries impacted with seminars	N/A	5	2	40%	More than 1 seminar was held for some industries, includes 4 Cup of Excellence competitions.
20	CS	% of participants from the private sector involved	N/A	70%	98%	140%	

Kenya

#	Activity	Indicator	Baseline	LOP Target	LOP Actual	% Executed	Notes
16	VC	% of clients who have expressed satisfaction with volunteers' work.	N/A	90%	100%	111%	
17	VC	Number of business areas improved in the country offices	N/A	8	10	125%	
19	CS	Number of industries impacted with seminars	N/A	5	3	60%	Kenya started later than anticipated. 4 seminars total
20	CS	% of participants from the private sector involved	N/A	70%	46.5%	66%	Participants included many people from government and industry associations

Mozambique

#	Activity	Indicator	Baseline	LOP Target	LOP Actual	% Executed	Notes
16	VC	% of clients who have expressed satisfaction with volunteers' work.	N/A	90%	95%	106%	
17	VC	Number of business areas improved in the country offices	N/A	8	8	100%	
19	CS	Number of industries impacted with seminars	N/A	5	3	60%	In years 4 and 5, TNS/Mozambique focused its MG resources on volunteer consultants.
20	CS	% of participants from the private sector involved	N/A	70%	55%	79%	Participants included many people from government and industry associations
21	ALI	Number of pilot seminars held	N/A	1	1	100%	
22	ALI	Number of Fellows recruited	N/A	20	15	75%	21 fellows were recruited but 6 dropped out in the course of the program
23	ALI	Number of seminars held	N/A	4	4	100%	
24	ALI	% of fellows who have met 60% of their declared project targets	N/A	75%	N/A	N/A	Indicator was dropped during the mid-term evaluation

Tanzania

#	Activity	Indicator	Baseline	LOP Target	LOP Actual	% Executed	Notes
10	YE	Number of students trained with NFTE curriculum	0	300	3,451	1150%	

11	YE	% of rural students trained using NFTE curriculum	0	50%	54.00%	108%	
12	YE	% of participants who completed their business plans	0	75%	99.50%	133%	
13	YE	Number of vocational schools / universities teaching the NFTE curriculum	0	7	22	314%	
14	YE	Number of courses conducted	0	30	94	313%	
15	YE	% of students who, after the training program, believe that could start their own business	0	50%	99.9%	200%	
16	VC	% of clients who have expressed satisfaction with volunteers' work.	N/A	90%	94.1%	105%	
17	VC	Number of business areas improved in the country offices	N/A	8	7	88%	
19	CS	Number of industries impacted with seminars	N/A	5	2	40%	In years 4 and 5, TNS/ Tanzania focused more MG resources on volunteer consultants.
20	CS	% of participants from the private sector involved	N/A	70%	70%	100%	
22	ALI	Number of Fellows recruited	N/A	20	12	60%	17 fellows were recruited but 5 dropped out in the course of the program
23	ALI	Number of seminars held	N/A	4	4	100%	
24	ALI	% of fellows who have met 60% of their declared project targets	N/A	75%	N/A	N/A	Indicator was dropped during the mid-term evaluation

Headquarters

#	Activity	Indicator	Baseline	LOP Target	LOP Actual	% Executed	Notes
	BPC	Number of worldwide business plans developed	0	500	388	78%	
	BPC	Number of worldwide businesses created	0	80	109	136%	
	YE	Number of countries with NFTE (YE) programs	0	3	2	67%	In Kenya, TechnoServe serves as a thought leader, convening various related organizations to organize a joint effort, soon to be implemented.
	YE	Number of teacher training sessions held	0	3	8	267%	Follow-up curriculum was introduced.

VC	Database maintained	N/A	Y/N	Y	N/A	
VC	Number of countries using the database	0	N/A	13	N/A	
VC	Number of "alumni" receiving the newsletter	0	50	191	382%	Interested alumni are receiving general TechnoServe news as well as specific news on the Volcon Program
VC	Number of partners participating in the "volunteer consultant" program	1	5	1	20%	TechnoServe is forging stronger ties with one firm, which offers a large pool of highly qualified volunteers as well as potential funding. However, TechnoServe continues to source volunteers from several other firms.
LI	Number of curriculum developed	1	4	4	100%	
LI	Number of Aspen moderators participating	N/A	4/yr	5	125%	
LI	% of private sector participants who have worked with govt/NGOs	N/A	50%	100%	200%	To graduate, all fellows had to complete a project, all of which were intended to "give back" to the community.
LI	Number of leadership fellows who have completed a project	N/A	30 Afr, 8 LA	27 afr, 19 LA	121%	
LI	Number of steering committees formed	N/A	3	2	67%	One steering committee for each region (Africa and Central America) was deemed sufficient
SI	Number of business advisors trained in core business skills	N/A	100	106	106%	
SI	Strategic plan developed for each country	N/A	Y/N	Y	N/A	

C. Documents

Central America Leadership Initiative, “Central America Leadership Seminar – The Promise of Leadership”, July 2006

Consejo Nacional de la Micro y Pequeno Empresa, “Memoria de Labores 2005” y “Contexto Emprendedor – Diagnostico de la Situacion en El Salvador”, 2006

Consejo Salvadoreno del Café, “Cup of Excellence – Guia del Participante”, 2007

Mid-Term Evaluation of the TechnoServe Matching Grant “Extending Globalization’s Opportunities to the Rural Poor”, November 2004

TechnoServe, “Assessing TechnoServe’s Volunteer Consultant Program”, July 2003

TechnoServe/El Salvador, “Emprende Tu Idea – Evaluacion de Impacto”, 2006

TechnoServe/ El Salvador, “Impacto del Programa Jovenes Emprendedores, 2001-2006”

TechnoServe, Matching Grant Detailed Implementation Plan, 2003

TechnoServe, Matching Grant Annual Reports for Year 1, Year 2, and Year 4.

TechnoServe, Planning Matrices for El Salvador, Nicaragua, and Peru in Latin America and Kenya, Tanzania, and Mozambique in Africa, 2003

TechnoServe, “TechnoServe Way – Problem-Solving Toolkit”

USAID, “Extending Globalization’s Opportunities to the Rural Poor” TechnoServe, Inc. Cooperative Agreement Number HFP-A-00-01-00022-00, 2001

USAID, “Evaluation Guideline for Matching Grants”, March 2003

D. Participant Contact List

The following list is not all-inclusive. Several group meetings had participants who are not included here. Not all TNS El Salvador staff are shown. Several informal conversations were held with TechnoServe staff and volunteer consultants and not all their names are included. In total, approximately 125 people were spoken to about various Matching Grant-funded programs, but about 75 are shown here..

TechnoServe USA: Carolina Cely, Steven Londner, Jennifer Golden, Eduardo Marquez de Almeida, Scott Clark, Susan Bornstein, Susan Frey, Reed Wilson, Laura Kletter, John Taylor, Peter Reiling, Bruce McNamer, David Browning

TechnoServe Latin America: Pedro Martinez (BPC), Julie Peters (Director, Nicaragua), Roberto Vega (Director, El Salvador), Eduardo Ramirez (dairy expert, El Salvador), Miguel Rubio (coffee expert, El Salvador), Eduardo Ruata (BPC Guatemala), Patty Ochoa (Senior Business Advisor, Peru), Chris Brown (Business Advisor, Honduras), Alejo Espinosa (horticulture expert, Nicaragua),

Partners, Latin America: Claudia Castellon (Association of Specialty Coffee), Antonio Lacayo (Grupo Pellas), Paul Davidson (AGORA), Ricardo Teran (Teran Foundation and Nicaraguan Leadership Initiative participant), Alfredo Velez (Cargill/Tip-Top), Rhina Reyes de Fuentes (FUNDEMAS), Jose Roberto Guzman (Instituto Tecnologica de Centro America), Jose Amilcar Chavez Diaz (University of Sonsonate), Luis Merino (cheese factory), Willie Martinez (ornamental plants), Luis Salazar (coffee company), Ricardo Espitia (coffee association), Haydee Flores de Trigueros (Ministry of Economy), Anna Rosa Bonilla/Alex Nova/Victor Lazo (BPC winners), Diego de Sola (Salvadoran Leadership Initiative participant), Victor Salama (National Foundation for Teaching Entrepreneurship), Alex Dickie (USAID/Nicaragua Director), Rafael Cuellar (USAID/El Salvador agronomist), Daniel Canales (CS, Nicaragua), Victor Salama (NFTE)

TechnoServe, Africa: Tim Piper (Deputy Director, Tanzania), Atiba Amalile (YE in Tanzania and Swaziland), Sandra Jetten (Africa Regional Director), Anna Lyimo (Tanzania Business Advisor), Prosper Rwegoshora (Tanzania Senior Business Advisor), Wynn Kapaliswa and Adolph Kumbura (Tanzania Business Advisors), Fred Ogana (Director, Kenya), Wamuyu Mahinda, Gloria Mwakio and Julie Kariuki (Kenya Senior Business Advisors), Pauline Mwangi (Kenya YE)

Partners, Africa: Ali Mufuruki (Tanzanian Leadership Initiative participant and organizer), Edgar Nkunda and Twalibi Asenga (Tanzania YE winners), Pam White (Director, USAID/Tanzania), Tom McAndrews, (Economic Growth Team Leader, USAID/Tanzania), Mary Kahamele (Community Concern for Orphan Development Association), Bonny Rwezaura and Felix Maganzila (Tanzania YE mentors), Urio Sifaeli (CS participant), Rosemary Muthomi (Meru Greens Horticulture), Catherine Ngahu (Kenya Leadership Initiative participant), Geoffrey mwa Ngulumbi and Benson Maro (Kilicafe Cooperative, Tanzania), Marisa Balas (Mozambican Leadership Initiative participant), Allen Fleming (Supervisory Private Enterprise Officer, USAID/Nicaragua).

Volunteer Consultants: Lisa Kienzle (Tanzania), Gretchen Phillips (Nicaragua), Kim Brearley (Tanzania), Chris Ryan and Brian McCoy (Swaziland and Tanzania), Don Dransfield, Jenny Yip, and Ian Giddings (Kenya).

E. Financial Report

As of December 31, 2007, Matching Grant costs totaled \$8,071,243. USAID costs totaled \$3,636,906 (\$113,094 under budget). TNS and other counterpart costs totaled \$4,435,336 (\$685,336 over Grant Agreement requirements). The full Financial Report is attached as an Excel document.

TechnoServe, Inc

Matching Grant FY2001-2007 expenditures report

(From Oct 1, 2000 to Dec 31,2006)

	USAID			Match			TOTAL
	Direct	Indirect	Total	Direct	Indirect	Total	
TechnoServe-Kenya	\$ 230,303	\$ 58,276	\$ 288,579	\$ 289,508	\$ 72,624	\$ 362,132	\$ 650,711
TechnoServe-Mozambique	128,176	27,188	155,364	191,449	41,431	232,880	388,244
TechnoServe-Tanzania	427,678	98,078	525,756	463,775	112,651	576,426	1,102,182
TechnoServe-EL Salvador	854,027	185,580	1,039,607	1,313,357	271,508	1,584,865	2,624,472
TechnoServe-Nicaragua	411,502	97,989	509,491	288,382	70,991	359,373	868,864
TechnoServe-Peru	115,070	25,621	140,691	91,258	20,231	111,490	252,180
Headquarters	865,255	111,163	976,418	1,072,118	136,053	1,208,171	2,184,589
TOTALS	\$ 3,032,011	\$ 603,895	\$ 3,635,906	\$ 3,709,847	\$ 725,490	\$ 4,435,336	\$ 8,071,243

F. Summary of Program Activities

	Volunteer Consultants	Competitiveness Seminar	Youth Entrepreneurship (NFTE)	Business Plan Competition	ALI/CALI
Nicaragua	8	6 (Cup of Excellence, coffee, dairy)	N/A	3	Participated in CALI
El Salvador	24	10 (Cup of Excellence, dairy, ethnic products, fruits and vegetables)	5,514 students trained	4	Participated in CALI
Peru	19	3 (Citrus, grapes)	N/A	N/A	N/A
Tanzania	33	2 (coffee)	3,451 students trained	N/A	Participated in ALI
Mozambique	25	3 (Cashew, horticulture, financing)	N/A	N/A	Participated in ALI
Kenya	22	4 (Horticulture, fruits subsector, dairy)	N/A	N/A	Participated in ALI
TOTAL	131	28 seminars, 9 sectors	8,965 students trained	7 BPCs held	14 seminars held, including 2 pilot seminars