

**TechnoServe Matching Grant
 Extending Globalization's Opportunities to the Rural Poor
 Year 1 Performance Report and Annual Report: October 2001-September 2002**

Cooperative Agreement No. HFP-A-00-01-00022-00
 Beginning October 1, 2001 and Ending September 30, 2006

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I. Overview of Year One and Changes Subsequent to Detailed Implementation Plan

A. Summary

During Year 1 of TechnoServe's Matching Grant, "Extending Globalization's Opportunities to the Rural Poor," almost all activities were carried out according to the plan. The following table summarizes the major in-country activities for Year 1.

Country	Volunteer Consultants	Competitiveness Seminar	NFTE	Business Plan Competition	ALI/CALI	ontheFRONTIER
Nicaragua	2	Coffee, Dairy	N/A	N/A	N/A	N/A
El Salvador	3	Dairy Project (Seminar held Year 2)	2 BizCamps	1	N/A	N/A
Peru	4	Grape Industry	N/A	N/A	N/A	Discontinued
Tanzania	1	Coffee	Hired coordinator, started partnership formation	N/A	Launched E. Africa Class	N/A
Mozambique	3	Financing	N/A	N/A	Pilot Exec. Seminar	Discontinued
Kenya	No activities planned until Year 2					

These activities not only support TechnoServe's strategy, but they also fit well with PVC's new strategic plan. We believe that each of these initiatives contributes to PVC's objectives of expanding collaboration between PVOs and corporations; expanding linkages among NGOs, networks, and public and private sector institutions; and/or strengthening operational, technical and financial capabilities of NGOs and cooperatives.

- The **Volunteer Consultant** program utilizes volunteers with experience at world-class firms like McKinsey & Company to provide expertise that would otherwise not be available to TechnoServe clients. In order to recruit volunteers, TechnoServe has established relationships with management consulting firms McKinsey & Company and Bain & Company, and TechnoServe is also beginning to form relationships with business schools including Harvard, Columbia, Wharton and INSEAD.
- Through the **Competitiveness Seminar** program, industry networks are strengthened. These seminars provide an opportunity to bring together key players from corporations,

government agencies, and NGOs to focus on what a particular country/industry/sector needs in order to compete at the global level.

- TechnoServe's principal partner in its **Youth Entrepreneurship** program is the National Foundation for Teaching Entrepreneurship, an organization which could become a new PVO for USAID. Local partners in this program include companies (who can serve as guest speakers, field trip hosts, mentors, business plan judges, internship hosts, etc.), universities (whose students/faculty can serve as mentors, business plan judges, etc.), a local Chamber of Commerce (which will host an out-of-school program) and vocational/technical schools and secondary schools, which will be the primary sources of students.
- A major partner in our first two **Business Plan Competitions** in El Salvador has been FUNDEMAS, the local chapter of Business for Social Responsibility (BSR). FUNDEMAS has been contemplating expansion into other Central American countries. The success of the first competition made them realize that this is exactly the kind of program they should be promoting. If they do expand to other countries, they have indicated a strong interest in launching business plan competitions there as well. This would not only expand the impact of the competitions and turn the management over to a local NGO, but it would also bring BSR to new locations.

The Business Plan Competition has also involved the local private sector -- both as sponsors and as mentors. Telecom and Shell both provided cash contributions. Companies including KPMG, Citibank, and Financiera Calpia provided mentors and judges.

- The purpose of the **Africa Leadership Initiative** is to identify a new generation of leaders and help them to make the move from "success to significance" -- becoming motivated to use their positions and networks to work for positive social and economic development across Africa.

In designing ALI, we consciously decided to focus primarily on businesspersons. This is in line with TechnoServe's overall belief that the private sector can be highly effective in mobilizing and managing scarce resources as well as with our desire to prompt more business people to think about their role as "corporate citizens." The Fellows, who have already demonstrated their success, will be required to carry out Leadership Projects of sufficient scale and scope to merit the term "significant."

In practical terms, the Africa Leadership Initiative will create a network of such leaders drawn from business, government and the nonprofit sector and a "safe space" for them to engage in meaningful dialogue about their respective responsibilities for creating positive social change in their communities, countries and regions. TechnoServe and its local partners are already exploring the steps necessary to spin off the Africa Leadership Initiative as a stand-alone NGO headquartered in Africa.

TechnoServe is looking forward to bringing its experience with the Africa Leadership Initiative to Central America in 2003.

B. Business Plan Competition

The overall objective of the business plan competition is to elicit innovative ideas to create rural economic growth, but they actually accomplish much more. A business plan competition is an excellent way to encourage and nurture budding entrepreneurs by providing them with training and mentoring to fully develop their business idea and implement it. A business plan competition also fosters the creation of networks among participants, mentors, and local sponsors.

El Salvador: ¡Emprende tu Idea!

Indicator	Mid-Term Target	Year 1 Actual
Number of business plan competition phase II participants from rural areas	85	34
Number of business plans created	250	74 plans received by deadline
Number of business plans approved for financing from a formal lending institution or private investor	10	8 (including winners)
Number of businesses created	40	17 as of March, 2003
Number of existing businesses expanded	10	20 as of March, 2003
Number of jobs created	100	Too early
Amount of sales generated	\$600,000 per year	Too early
Number of Phase II participants with increased business capacity	Average increase in "yes" answers by at least 50%	Average increase in "yes" answers by 54%

Note: Some participants in the first Business Plan Competition are still in the process of launching or expanding their business. TechnoServe will continue to follow up with these participants to update the number of businesses created or expanded; the number of jobs created; and the amount of sales generated.

This was the first Business Plan Competition held by TechnoServe, and it was the first national Business Plan Competition held in El Salvador. The competition was organized by TechnoServe and its partners: FUNDEMAS, FUSADES, and CONAMYPE. The organizers meet on a regular basis to plan and monitor progress.

FUNDEMAS is the local chapter of **Business for Social Responsibility** and also the local franchisee of the EMPRETEC entrepreneurship training program. They provided EMPRETEC-trained interviewers to screen all entrants for their entrepreneurial potential. The 125 who were selected for Phase II were invited to a week-long EMPRETEC workshop (114 attended). FUNDEMAS raised the \$200,000 to pay for the EMPRETEC training from the Inter-American Development Bank's Multilateral Investment Fund and INSAFORP, a local organization dedicated to professional training.

“I’ve been very impressed with the way the organizing partners have come together to offer such an important event to El Salvador. The ¡Emprende tu Idea! competition provides 300 entrepreneurs with a wonderful opportunity, and the program itself is a good lesson in competitiveness.”

– Roberto Murray Meza, President, FUNDEMAS

FUSADES (The Salvadoran Foundation for Economic and Social Development) is El Salvador’s principal “economic think tank.” FUSADES provided mentors and judges through its PROPEMI program, which is an entity that offers credit to micro, small, and medium businesses. PROPEMI has set aside a credit line of \$450,000 for ¡Emprende tu Idea! Phase II participants. Its credit executives closely observed the development of business plans to begin identifying which ones were creditworthy. As of October 2002, PROPEMI had already provided loans to six participants (including one winner). FUSADES also brought their power to attract the press and their ability to reach out to the business community. In addition, FUSADES provided the space for holding the EMPRETEC workshops free of charge.

“¡Emprende tu Idea! is a project that is so good, so positive – that allows us to continue supporting small and medium businesses, which is the sector that truly creates employment and advances the country’s economic development.”

– Jorge Zablah, President, FUSADES

CONAMYPE (The National Commission for Micro and Small Businesses) is a branch of the Ministry of Economy. CONAMYPE’s role was principally during Phase III of the competition. CONAMYPE used its Technical Assistance Fund to pay for specialized consultants to provide support to the 30 finalists. They also provided \$50,000 worth of consulting for the 125 Phase II participants after the competition ended, for assistance in implementing their business ideas.

“We’re involved in ¡Emprende tu Idea! because we think it can plant a very important seed, and help to develop new entrepreneurs with innovative visions.”

– Haydee de Trigueros, Executive Director, CONAMYPE

¡Emprende tu Idea! was also very successful at involving the local private sector. For example, **Telecom** made both cash and in-kind donations to the competition. They sponsored two telecommunications technology prizes for the best business plans involving technology. **Shell** also made a cash contribution.

Other companies and organizations contributed their time as mentors, experts, and/or judges:

- **Peat, Marwick, Mitchell, KPMG** provided 7 mentors
- **Citibank** provided judges
- **Financiera Calpia** provided 10 mentors and 5 judges
- **The INCAE Alumni Association** provided 10 mentors, 2 experts and 3 judges
- **Escuela Superior de Economía y Negocios (ESEN)**, El Salvador’s undergraduate business school, provided 9 mentors
- **CENTROMYPE** (Centro para la Promoción de la Micro y Pequeña Empresa) provided 5 mentors

- **FUNDAPYME** (Fondo para el Fomento de la Artesanía, Pequeña y Mediana Empresa) provided 2 experts

The role of the mentors was crucial. They served as guides in the development of the business plans. Each participant was assigned a mentor, and each mentor worked with no more than three participants. On average, a mentor worked with each participant for two hours per week for about six weeks. There were four experts, who were on call to answer specific questions from any participant in the areas of finance, law, and marketing.

“¡Emprende tu Idea! is an excellent project. I really think that all Salvadorans have a bit of the entrepreneurial spirit in them, and we’d like there to be more institutions and programs like this one, which would give us a hand and the support we need to solidify our ideas and make them into real businesses.”

– José Luis Rodríguez, Mentor

In addition to the EMPRETEC workshops and the support from mentors and experts, the competition offered a series of five conferences for the participants. These conferences focused on important topics for business plan development and entrepreneurship. The five topics were:

- Entrepreneurship and the Business Climate
- Marketing – How and Why
- Business Finance and How to Apply for Bank Credit
- Legal Structure of a Business and How to Formally Register Your Business
- Venture Capital and Non-Traditional Financing Sources

The speakers at the conferences were successful entrepreneurs, professors, and experts in each area.

From the 300 entrants, 125 were selected to proceed to Phase II (some were unable to continue at that stage, and a total of 114 completed the Phase II training). At the end of Phase II, 74 business plans were received by the deadline. (This represents business plan completion rate of 65%, which compares favorably with McKinsey’s Enterprize competition, which receives business plans from about 60% of its Phase II participants.) Those plans were judged using a standard judging sheet, adapted from McKinsey’s Enterprize competition. The 30 best plans were selected for Phase III, during which the participants strengthened their plans based on feedback from the judges in Phase II. At the end of Phase III, the plans were judged based on a combination of the written plan and a PowerPoint presentation to the panel of judges.

The four highest combined total scores were selected as the winners and each received \$15,000 as seed capital for their businesses, which are expected to generate almost \$500,000 in sales and almost 100 jobs within one year. The winners were:

- **Trilogis** (inventory control). While working for a telecommunications company, 32-year-old Roberto Tejada Arevalo noticed that the company spent a lot of money on inventory control. So he decided to create his own business offering inventory control services, from getting merchandise through customs to transporting it to points of sale. To lower costs for both his business and his clients, he developed procedures to reduce

mishandling and ensure the fast and safe delivery of merchandise to stores. "Companies should focus on their business, not on managing their inventory," said Roberto, who will use the prize money for working capital and two new vehicles.

- **Home Care** (quality housekeeping). Twenty-year-old Elisa Torres Trigueros is a fourth year student at ESEN, El Salvador's leading business school. She has always dreamed of economic independence and decided early on that starting her own company would be the best way to attain her goal. Seeing the need for quality housekeeping services in San Salvador, she decided to launch a business that would offer reliable and high-quality service and a variety of specialized services, such as wood cleaning and table setting. Elisa plans to use the prize money for working capital, training for prospective housekeepers and marketing.
- **Dental Networks** (dentistry for all). Giovanni Salazar Hernandez is a 34-year-old dentist who never thought of himself as an entrepreneur. But recognizing the lack of affordable dental care in El Salvador, he and 23 colleagues decided to create a product that would be accessible to people of all income levels and regions: prepaid dental services. The business sets minimum experience requirements for member doctors, offers plans in various price ranges and provides services to clients in the evenings and on weekends. Giovanni will use the prize money for office equipment, marketing materials, office space and incorporating the company.
- **InterCoupon** (online coupons). Twenty-two-year-old Jose Victor Escobar Reyes, a recent graduate of ESEN, studied the competition and surveyed potential clients before deciding to launch an e-business. The idea came to him after looking for coupons for local restaurants in newspapers and on the Internet and finding none. So he decided to set up a central web site where companies could rent space and post coupons for a variety of products, including fast food and clothing retailers, and where users could access and print these coupons. Jose will use the prize money for marketing and working capital.

Comments from Participants:

- EMPRETEC was the best workshop I've ever been to
- My business plan is much stronger now [than it was before I went to the EMPRETEC workshop]
- Our country really needed something like this – to generate real investment
- My business plan won at ESEN, and came in third place in a competition in Mexico. Through this competition, even if I don't win one of the cash prizes, I feel like I've got a much greater chance of finding financing to actually be able to make my idea a reality.
- This [the competition] is the best thing you can do. It's creating opportunity for people who otherwise wouldn't know where to start.

- This is the way that El Salvador will move from the third world to the first. By getting people thinking about starting a business, about doing a business plan – and eventually actually creating new businesses and generating employment.
- There's a great ripple effect that will take place. This competition will help not just the 125 EMPRETEC participants, but also their team members, and their future employees.
- I didn't hand in my business plan, but I did launch my business. Thanks to the training in this competition, I was motivated to move forward.

Due to the success of the first Business Plan Competition in El Salvador, and the expressed demand from our partners as well as people who did not participate in the first competition, TechnoServe decided to allocate Matching Grant resources for a second consecutive competition in El Salvador. We had originally contemplated skipping a year between competitions. The second competition was launched on December 11, 2002. The organizers, sponsors, and mentors from the first competition have returned, and some new partners have been added. FLAGRO is a new sponsor, donating funds for two prizes in the agricultural sector. Citibank and REXO are also new sponsors. FUNDAPYME, the local chapter of FUNDES, is increasing its involvement by sponsoring a greater number of mentors for Phase II. Other new mentors include the Association of ESEN Graduates, the law firm of Romero Pineda & Associates, and the National Association of Private Enterprises.

During the second competition, 150 participants will proceed to Phase II and receive the EMPRETEC entrepreneurship training. One-sixth of those spaces will be reserved for participants from the Eastern region of the country.

For further information, see attached ¡Emprende tu Idea! program report, and www.emprendetuidea.com.

C. NFTE Youth Entrepreneurship Training

The purpose of the youth entrepreneurship training program is to introduce young adults to the concept of starting and running their own businesses, and to give them the skills they need to do so. This is another important way in which TechnoServe is identifying and nurturing emerging entrepreneurs, and encouraging them to launch businesses that will contribute to rural economic growth. This program will also lead to the creation of networks of "alumni" of the program, as well as participating teachers.

i. El Salvador

Indicator	Mid-Term Target	Year 1 Actual
Number of students trained using NFTE curriculum	250	59
Number of rural students trained using NFTE curriculum	125	15

Number of business plans completed	200	59
Number of businesses created	9	1
Number of existing businesses expanded	6	2
Number of jobs created	15	5
Number of sites (secondary or vocational school classes/ organizations) teaching the NFTE curriculum	15	0

Note: TechnoServe and NFTE will be holding a teacher training in January, 2003. We estimate that there will be 20 teachers participating, each of whom will train at least 10 students in the coming year. The shortfall between the Year 1 Actual number and the Mid-Term Target will be made up by the teachers.

BizCamps

TechnoServe's partnership with NFTE is designed to increase the number of people with entrepreneurial spirit and skills in the countries where TechnoServe works. The objectives of the program were for the participants to:

- Gain a better understanding of basic business concepts
- Develop their own business plans

TechnoServe/El Salvador formed an organizing committee made up of representatives from the local business school (ESEN) and two organizations of small- and medium-scale businesses (CONAMYPE and FADEMYPE). This committee helped to develop additions to the NFTE curriculum to tailor it to the Salvadoran context. The organizations on the committee also helped to identify participants.

During Year 1 of the Matching Grant, TechnoServe and NFTE held two BizCamps™ in El Salvador. A BizCamp™ is a full NFTE course given during an intensive 10-day time period. TechnoServe has found BizCamps to be very useful in generating "buzz" about the program -- attracting both partner organizations and the media.

There were a total of 59 participants at the two BizCamps, ranging in age from 18 to 23. There were 12 participants from TechnoServe-assisted communities, 21 from ESEN (a Salvadoran business school), six from a communications university, and the rest from other organizations/universities.

NFTE sent one or two instructors to each BizCamp as well as their Director of Program Partnerships, who is also an instructor. The instructors did an excellent job of keeping all students involved and motivated, despite the gap in skill level (i.e., business school students vs. children of TechnoServe clients).

The first few days of the BizCamp were mostly lectures and interactive learning activities. Day 3 was their "buy event" and day 6 was their "sell event." During the "buy event," the students went to a local shopping center to buy products that they would sell. They had to calculate their costs, and the prices at which they wanted to sell. They also had to prepare marketing materials. Most students just bought to re-sell, but some did value-added activities (e.g., making cards). For almost all the students, this was the first time they had actually sold

something, and it was a learning experience for all. Even the business school students learned from the exercise. Their main lesson was to always consider who your market is. (For example, one group bought diskettes, which would have sold easily on their school campus, but not as easily at the mall on a Sunday morning.)

TechnoServe also arranged to have several guest speakers come in to talk about various aspects of running a business and developing business plans. These were very well received.

The final three days of the BizCamp were devoted to preparing the business plans. Each student had to do his/her own plan. They all took this very seriously, and were working until well after midnight to get them done. They all had to present their plans using PowerPoint to the entire group, which was the first time many of them had done a presentation. A TechnoServe Business Advisor spent several hours working with two students who each wanted to do a business plan for a dairy processing plant. This was tremendously helpful. However, for the students from TechnoServe communities, doing a business plan was quite an ambitious task.

Overall, the logistics of the program were very well organized. Having the students stay at the training center for 10 days helped them to focus. (Being away from home for that long, in and of itself, was a new experience for almost all of them.) The students had an overwhelmingly positive reaction to the experience. Some of the comments they made to me:

- “This was much better than I thought it would be. I thought we would come here and not really learn anything, but I’ve learned more here than in all the other training programs I’ve been to.”
- “I’ve had this idea for a business since I started at the business school three years ago. But they only teach theory – they never taught me how to put my idea into practice.”
- “I have learned so much in this training program. I am going to go back to my community and teach other people what I’ve learned.

The BizCamps, while positive experiences, showed the need for TechnoServe to move toward Teacher Training, which is important both for replicability and for reaching our target audience.

2001 El Salvador BizCamp Follow-Up

In February 2002, follow-up interviews were conducted with 13 of the 29 students who participated in the 2001 El Salvador BizCamp. Six of those had made real progress with starting their business, including improving their business plans, doing more market research, buying equipment, and actually landing new contracts. One of these students, Daniel Barrientos, who had started a multimedia design company with two friends, was a featured guest speaker at TechnoServe/El Salvador’s second BizCamp, held August 11-21, 2002. Two participants entered in TechnoServe’s nation-wide business plan competition in El Salvador and qualified for Phase II, which included a seven-day entrepreneurship training program.

How the BizCamp had an impact on individual students (see below for quotes):

- Several participants said that the BizCamp showed them how to use the internet to do market research, which was very important.
- Several participants are working in family businesses, and said that what they learned in the BizCamp is helping them in their work.

- One participant said that the BizCamp motivated him to continue to improve himself, and to continue studying. He's taken several courses offered in his community by a local NGO. He also shared the BizCamp materials with his friends in his community.
- Several participants commented that the BizCamp helped them to develop their organizational skills.
- One participant said that the BizCamp motivated him to become active in a project with the Red Cross.
- One participant said that meeting other entrepreneurial people made him believe that they can really make a difference for their country.
- In general, participants felt that the BizCamp showed them that they can make their ideas and their dreams into reality.

Quotes from Students:

“The BizCamp was one of the most exciting experiences of my life. The focus on putting the knowledge we gained into practice (through the creation of an actual business during the course) gave me the desire and the confidence to embark on the adventure of becoming an entrepreneur in real life. I feel proud to know that I have the basic tools to start up a business, and in this way, to help create a source of employment for the country.”

– Mauricio Polío

“The most important thing I learned at the BizCamp is that you have to have a good business plan. You have to look at the market, find out what customers need, and then structure your idea to put it into action.

In countries like ours, what we need most is entrepreneurs in order to move forward. We can't blame the government or others – I need to figure out for myself how to get ahead and how I can help those around me.”

– Daniel Barrientos

“I think that what they did was to plant the seed in us, young adults, to know that if we have an idea for a business, we can put that idea into action and accomplish a lot. They gave us the tools, now we have to take them and build on them.”

– Natalie Alvayero

“The BizCamp gave me the basic skills I need in order to start my own business. The most important thing was taking everything we had learned – about marketing, sales, finances, and legal structures – and bringing all those concepts together to write my own business plan. The instructors made me see that there are things within my reach – I just didn't realize it before. Since the BizCamp, I've continued to do market research and surveys in my community to see if my business idea is a viable one. I want to sell children's books, and I think there's a good market.

I think that my town, and El Salvador overall, needs more entrepreneurs. I think that they can help to grow the country's economy and create new sources of jobs. They contribute

to society as a whole by providing the basic goods and services that people need. With more entrepreneurs, our businesses and our country will become more competitive and more efficient.”

– Genaro Cruz

“The BizCamp made me realize that in life, there are always opportunities – one just has to know how to take advantage of them.”

– Rogelio Mayorga

“The practical format of the BizCamp really made an impact on me and helped me to learn. Now I have a basic understanding of concepts like financial analysis. Now I see that there are opportunities just around the corner.”

– Gerardo Antonio Gutierrez

“I’m already applying many of the concepts I learned at the BizCamp, like time management, accounting and budgeting. I put these skills to use every day at my job.”

– Manuel Ernesto Rivera

Key Findings from 2002 BizCamp

- The NFTE pre-test showed that on average students answered 5 questions incorrectly.
 - The post-test proved that the student’s knowledge of business concepts improved. The average number of incorrect answers lowered to 4 per test.
 - 87% of the students either maintained the same number of errors or improved.
 - 57% of the students improved their test scores.
- Prior to the BizCamp, 84% of the students felt they **could not** start their own business.
 - Having completed the BizCamp, 94% of the students felt they **could** start their own business.
- Before the BizCamp, 15% of the students believed they **did not** have a talent that could help them earn money.
 - After completing NFTE, 100% of the students believed they had a talent that could help them earn money.

ii. Tanzania

TechnoServe/Tanzania is also receiving a small amount of funding (\$10,000 or less per year) from the USAID mission in Tanzania to support the youth entrepreneurship activity (not counted as match.) Due to the need in Tanzania for this program, TechnoServe started this activity earlier than we had anticipated in the original Matching Grant plan.

In May 2002, TechnoServe hired Atiba Amalile as Youth Entrepreneurship Program Coordinator for Tanzania. He received training from TechnoServe and NFTE in New York, Norwalk, and the San Francisco Bay Area. In June, Laura Kletter from TechnoServe and Victor Salama from

NFTE spent a week in Tanzania providing additional training and meeting with potential partners.

During the second half of 2002, Atiba worked on adapting the NFTE curriculum to the Tanzanian context, and bringing local partners from the Southern Highlands on board. In December 2002, TechnoServe and NFTE held a pilot teacher training and a BizCamp, consecutively (full report to be included in the Year 2 Matching Grant Report). This is the first teacher training TechnoServe has held with NFTE. Those teachers assisted at the BizCamp, which allowed them to immediately put their training into action and see the NFTE methodology first-hand. They will then begin teaching the NFTE course during the 2003 school year.

iii. Other Developments

Over the last year, the TechnoServe/NFTE partnership has strengthened. It was featured at TechnoServe's 2002 Annual Meeting, both as a breakout session and as part of the video shown during the luncheon.

In July, NFTE trained two additional TechnoServe staff members as Certified Entrepreneurship Teachers. They assisted in teaching TechnoServe/El Salvador's second BizCamp.

On August 1, TechnoServe held a retreat to develop a strategy for bringing NFTE into each country where TechnoServe works. Participants included TechnoServe's senior managers and country directors, as well as Victor Salama and Dave Nelson (Chief Operating Officer) from NFTE. Each region/country proposed its ideas for how the program could be implemented. By December 1, a full global proposal was developed, to be used in a joint fundraising effort.

D. Africa Leadership Initiative

The purpose of the Africa Leadership Initiative is to identify a new generation of leaders and help them to make the move from "success to significance" – becoming motivated to use their positions and networks to work for positive social and economic development across Africa. The Fellows, who have already demonstrated their success, will be required to carry out Leadership Projects of sufficient scale and scope to merit the term "significant."

In practical terms, the Africa Leadership Initiative will create a network of such leaders drawn from business, government and the nonprofit sector and a "safe space" for them to engage in meaningful dialogue about their respective responsibilities for creating positive social change in their communities, countries and regions. TechnoServe and its local partners are already exploring the steps necessary to spin off the Africa Leadership Initiative as a stand-alone NGO headquartered in Africa.

Indicator	Mid-Term Target	Year 1 Actual
Development of curriculum for each of four seminars	2	2
Degree of Aspen involvement in program: number of	N/A (Target:	4

moderators	4/year)	
% of private sector participants who have worked with government/NGOs	50% (LOP)	N/A
Number of Africa Leadership Fellows who successfully complete a community leadership project	Overall, 75% of Fellows meet at least 60% of their projected targets for their Leadership Projects (LOP)	N/A (Projects begin in months 18-24 of 36-month Fellowship)
Formation of steering committees: Number of meetings held	8 (LOP)	1
Number of in-country steering committees that commit to continuing the program	2 (LOP)	N/A

Note: Country indicators for the Africa Leadership Initiative refer to the Fellows' Community Leadership Projects, which TechnoServe believes will be the real impact of this program. The Community Leadership Projects will start 18 months before the final seminar, which will be held in 2005. TechnoServe will report on these projects upon completion in 2005.

In Year 1, TechnoServe held a pilot Executive Seminar in Mozambique, and launched the class of Fellows in East Africa. Participants from the pilot seminar helped to nominate the class of Mozambican Fellows, which was launched in December 2002 (Matching Grant Year 2).

In-country steering committees are in the process of formation, and both the East Africa region and Mozambique now have local "champions" who have primary responsibility for organizing the seminars, together with local TechnoServe offices. These "champions" are Ali Mufuruki, Chairman and CEO of Infotech Investment Group in Tanzania, and Romeu Rodrigues, Chairman and CEO of CETA, one of the largest construction companies in Mozambique. In Mozambique, a group of four participants from the pilot seminar have met, and it is likely that this group will form the core of the steering committee.

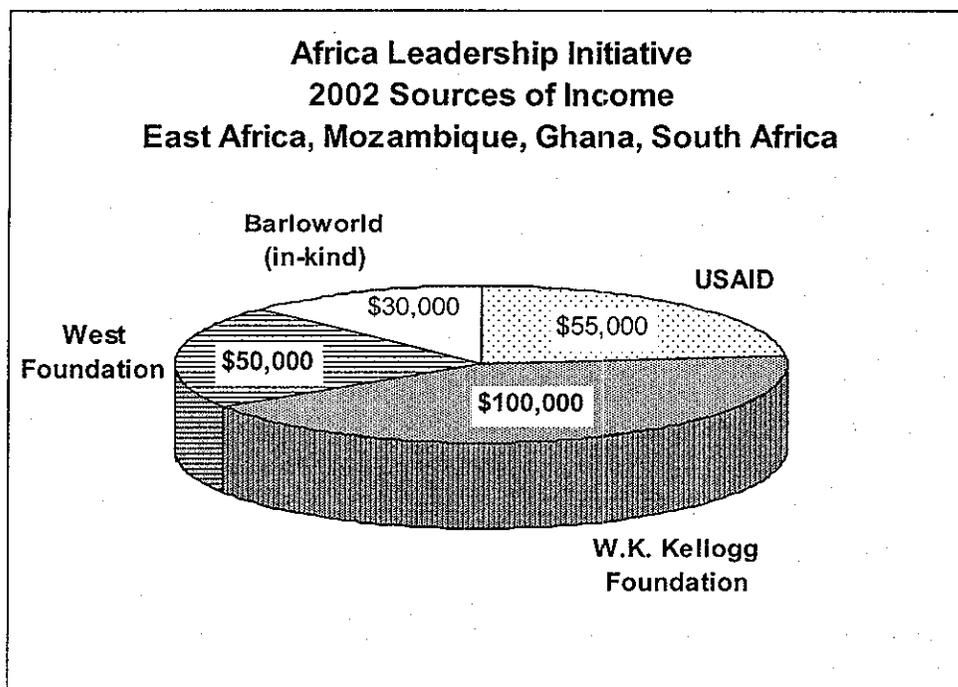
In order to provide consistency, we have decided to maintain the same group of four Aspen-trained moderators for the Africa Leadership Initiative seminars.

- Keith Berwick is a senior fellow of The Aspen Institute and Executive Director of the Henry Crown Fellowship Program, an advanced leadership development program for high-achieving young business executives.
- Skip Battle is a Senior Fellow of the Aspen Institute as well as CEO and Director of Ask Jeeves Online Business Services. In addition, he is a seminar moderator for The Aspen Institute, and has lectured at Stanford Business School, University of California-Berkeley Business School and American University.
- Benjamin Dunlap, President of Wofford College in South Carolina, is a frequent moderator for the Aspen Institute's Executive and CEO Seminars as well as the Institute's newly created Executive Seminar Asia. He is also a moderator and senior mentor for the Henry Crown Fellowship Program at the Aspen Institute.

- Peter Reiling, TechnoServe's President and CEO, has been moderating Aspen Institute-style seminars in Africa since 2000. He went through the Institute's moderator training program, and has since co-moderated eight seminars with at least one of moderators listed above.

In late 2003, we plan to hold a training session in South Africa, to be led by Keith Berwick, for the first group of prospective moderators from each of the Africa Leadership Initiative classes. When we expand into Central America, we expect that Stace Lindsay, also an Aspen-trained moderator and currently Vice President of ontheFRONTIER's Advisory Group, will become part of the core group of moderators.

In addition to USAID, TechnoServe has raised funds from several other sources to support the Africa Leadership Initiative:



i. Mozambique

From December 4-7, 2001, in collaboration with The Aspen Institute, TechnoServe held an "Executive Leadership Seminar" on the island of Bazaruto, Mozambique. This was intended to be a pilot seminar, a precursor to a four-year Africa Leadership Initiative fellowship program.

Around the seminar table were eleven leaders from Mozambique's business, government and nonprofit sectors, as well as four South African leaders and three Americans. There were Muslims, Christians and Jews; men and women; whites and blacks; young and old.

The purposes of the seminar were three:

1. To prompt a discussion among these leaders on their personal values, on their vision of a “good society,” and on what they can do make this society a reality in Mozambique.
2. To test the applicability of the Aspen technique of promoting values-based leadership in Mozambique, with an eye toward expanding this effort in future years.
3. To expose TechnoServe’s local staff to these leaders in a relaxed setting so that they could establish professional relationships of use to them in their work.

The Bazaruto seminar was inspired by the Aspen Institute’s Executive Seminar – a product with 50 years of history among leaders across the US, Europe and Japan. As in Aspen, the seminar used a text-based approach to spark a dialogue about the “good society” and about the trade-offs between four values: liberty, equality, community and efficiency.

Texts employed from the Aspen canon included pieces by Plato, Aristotle, Rousseau, Adam Smith, Arthur Okun, William Graham Sumner, Rachel Carson, Lee Kwan Yew and Milton Friedman. Readings from Julius Nyerere (Tanzania’s first President) and Samora Machel (Mozambique’s first President) sparked especially lively discussions around equality and the proper role of government in society, and helped to adapt the seminar to the African setting. A text by Ibn Khaldun focused on the proper role of government in business matters and added an Islamic perspective.

The texts were first reviewed as a group to ensure that each participant had a clear understanding of the author’s vision of “a good society.” They were then put into context via discussions around themes that included:

- ✓ What would Milton Friedman’s advice be to the Government of Mozambique?
- ✓ Would E. F. Schumacher make a good Minister of Trade and Industry?
- ✓ What is the economic legacy of Julius Nyerere?
- ✓ What is the proper role of government in matters of economic development?
- ✓ Is “growth with equity” possible? And if so, what role can/should the business community play in promoting it?

Keith Berwick, Executive Director of the Aspen Institute Henry Crown Fellowship Program, and Peter Reiling, TechnoServe’s President/CEO and a Henry Crown Fellow at The Aspen Institute, co-moderated the seminar. As moderators, both have been trained to guide and manage the discussion, without leading it down a predetermined path. Mr. Berwick and Mr. Reiling had previously co-moderated TechnoServe’s “Executive Leadership Seminars” in Ghana and Tanzania.

According to formal evaluation forms, participants found the seminar to be highly relevant and completely unlike any they had attended in the past:

- ✓ To a person, all shared a belief that there is a crisis of leadership in Africa and a need for visionary, community-minded leaders to fill an existing vacuum.

- ✓ All appreciated the text-based approach to the seminar, noting that it kept the discussion focused, and, with help from the moderators, enabled a true discussion to take place.
- ✓ Many commented that seminars in Mozambique and South Africa typically tend to be comprised of speeches and dominated by a handful of “usual suspects” who rarely give others – especially younger leaders or those in smaller businesses or organizations – an opportunity to speak.
- ✓ Many indicated that the seminar sparked a desire to become more actively involved in their country’s development – and renewed their faith in the potential of government, the private sector, and civic organizations to work together toward a common goal.

ii. East Africa

The Africa Leadership Initiative/East Africa was launched in June 2002 with the first class of Fellows and the first of four seminars. Seventeen Fellows from Tanzania, Kenya and Uganda met for five days on Zanzibar to discuss “The Challenge of Leadership” – and to figure out for themselves what good leadership is (and isn’t), to examine some of their own challenges as leaders, and to identify specific aspects of their leadership to work on over the coming year.

The group of Fellows was diverse, yet consistent in terms of leadership positions within their respective organizations. They range from a 26-year old Member of Parliament to the General Manager of SmithKline Beecham in Kenya. (See attached list of Fellows.) Around the table were represented different religions, races and ethnicities. There were five Tanzanians, seven Kenyans, and five Ugandans; ten men, seven women; and twelve participants from the private sector, three from government, and two from NGOs. This diversity of backgrounds provided for a wide range of viewpoints, made for stimulating conversations and debates, and gave the Fellows the chance to learn from one another’s experiences.

The seminar was moderated by Keith Berwick, Executive Director of the Henry Crown Fellowship Program of the Aspen Institute; Ben Dunlap, President of Wofford College and a senior moderator at the Aspen Institute; and Peter Reiling, CEO of TechnoServe and a Henry Crown Fellow of the Aspen Institute.

The Aspen Institute’s seminar methodology is highly text based. Participants were given a book of readings in advance. These included articles, case studies, essays, and excerpts from books by and about well-known political and business leaders. The readings served as a basis for discussion on the characteristics of great leaders, as well as their tactics and strategies.

During the first morning, the group examined Gandhi, Lee Kwan Yew, and Jean Monnet. To spark discussion on how lessons from these leaders could be applied locally, the moderators asked questions such as:

- How was Gandhi able to marshal the aspirations of his people?
- What lessons from Lee in Singapore can you bring back to your own organizations? your countries?

- How is the European experience with Monnet's Common Market relevant for East Africa?
Can each of you in some way play the role of Jean Monnet in your region?

The afternoon of day one was spent doing team-building exercises. This was important in helping to break the ice and to begin forming bonds of trust which will be crucial for the group's cohesiveness. A major objective of the Africa Leadership Initiative is to form cohorts of leaders who can work together to bring positive change to their countries. By the end of this first seminar, it was obvious that the Fellows had inspired one another, and had begun to find ways in which they hope to work together.

The next morning began with "the best discussion of Machiavelli ever" (at least according to Ben Dunlap). Does the end justify the means? One Fellow observed that "many of our recent leaders have been excellent students of Machiavelli – using pretext and betrayal to exert their visions of a good society." Other discussion topics included:

- Was Machiavelli manipulative or merely practical?
- Was Julius Nyerere a student of *The Prince*?
- What lessons from Machiavelli are useful for you?

The focus then turned to Steve Jobs of Apple Computer – What is his vision? What are his values? Is he ruthless or just tough? Is it ever justified for leaders to be (at least perceived as) ruthless? How did he apply Machiavelli's advice? The Fellows discussed what attributes made Jobs an effective leader at Apple under his particular circumstances in the 1980s.

Later in the morning, Steve Jobs' leadership style was contrasted with that of Jack Stack, who managed to achieve the same type of outcome (buy-in from employees, high level of motivation, desire to achieve extraordinary results) but in a very different way. In a part of the world where the word "transparency" has become a battle cry, Stack's open-book management style resonated with the participants. They saw his people-centered, participatory approach as a good model for building enduring leadership.

Two readings, George Orwell's "Shooting an Elephant" and "The Ones Who Walk Away from Omelas" by Ursula LeGuin, caused each Fellow to ask, "What would I do in that situation?" At a very personal level, everyone had to look inside themselves – "Would I betray my principles in the face of peer or public pressure?" "If even one person has to suffer so that others may enjoy a better lifestyle, is it worth it?" These were the readings the participants lost sleep over.

Economist Milton Friedman and Starbucks' Howard Schultz provided an interesting counterpoint for the participants. To Friedman, the term "corporate social responsibility" is anathema, even threatening to the very foundations of the free enterprise system. To Schultz, a company that doesn't contribute to its community and treat its employees as full partners is morally bankrupt. The comments from the Fellows were fascinating, especially from those representing large corporations who feel bombarded by NGO demands.

During the afternoon of the second day, the Fellows broke into three groups to develop their Leadership Handbooks. Based on the leadership attributes identified during the first two days,

each group defined the characteristics of “effective, enlightened leaders,” and developed a list of leadership “do’s and don’ts.”

On the third day, the Fellows discussed two case studies on leadership (or lack thereof) when a company is under attack. First, they looked at how Phil Knight handled the child labor issue, which quickly turned into a debacle for Nike. But they also looked at it from the developing country perspective. “Governments here in Africa have to set the rules. Labor laws should be very clear. I disagree strongly with the laws that the Government of Uganda is trying to pass now. We can’t put all the responsibility on the multinational corporations – we want MNCs to come and invest in our countries – but under our conditions.”

The second case explored how leaders of global pharmaceutical companies reacted when under fire from AIDS activist groups. Again, the participants pointed out that responsibility must be shared. In order to halt the spread of HIV/AIDS, governments, civil society, and the local private sector alike must become involved. “You can debate the positions of the drug companies in the HIV/AIDS crisis, but African leaders need to take responsibility too.” “Governments in Tanzania and Kenya have acted like ostriches with their heads in the sand – they’re in denial. But they have to see that if you are not infected, you are affected – AIDS touches everyone in our countries in some way.”

Over lunch, small groups were formed to brainstorm on the top three leadership challenges that the Fellows are currently facing. These were:

- Instilling a sense of ownership among the people you lead/Motivating followers
- Getting people to recognize that poverty is everyone’s problem
- Accountability

The moderators noted a striking difference between the most challenging leadership issues for Fellows in Africa and for those passing through the Aspen Institute in the United States. For example, “finding a better balance between work and family life” just wasn’t nearly as high of a priority in Africa as it is in the United States.

Each group reported back with practical recommendations on how to deal with these challenges. Just the simple recognition that other people are facing the same problems every day was helpful for the participants. But in addition, this exercise gave the Fellows a tremendous appreciation for the wealth of experience and advice they can draw on within their class.

The final day began with a discussion of Martin Luther King, Jr. and Nelson Mandela and their inspirational leadership. This brought the importance of “authenticity” as a leadership quality to the forefront.

To close the seminar, each Fellow made a statement to the group, committing himself or herself to specific actions over the next year as a leader. The degree to which the Fellows were willing to commit themselves was impressive. Some examples of these commitments are the following:

- Promote good governance, community leadership
- Expand their companies’ community relations programs
- Improve communications

- Become more involved in government, setting the agenda
- A Tanzanian asked for the help of a Ugandan to hold an entrepreneurship workshop for women
- A Kenyan was inspired by TechnoServe's work and said he wants to look into investing in a rural area
- One participant stated an intention to work with all Fellows to champion corporate social responsibility in East Africa

Based on written evaluations (see attached summary) and informal feedback from participants, the seminar was successful not only in getting the Fellows to identify the attributes of great leaders and areas in which they can improve, but also in forming a cohesive group that is motivated to work together to drive positive change in East Africa. The moderators continue to be struck by how well the Aspen material and methodology works in Africa.

Ali Mufuruki will organize events to bring the Fellows together over the next year to continue the discussion on great leaders. If possible, all of the Fellows will meet for at least one of these gatherings, otherwise there will be separate events in each country. In the meantime, the Fellows will continue their dialogue virtually, over e-mail. The following are excerpts from three recent e-mails.

Thank you all so very much for your teachings and support, I learned so much from every participant and much about myself too. It was the first step in an amazing journey that I am enthused and excited about, and I look forward to embarking on this leadership expedition with every single one of you. Thank you for including me on this team and I also look forward to being a catalyst to leadership in any way I can.

Thank you all for the contribution you have made to my personal growth. Each of you made a contribution that touched me in a very personal way and I pray that I will be able to share the knowledge and experience and make a difference to others who I interact with.

It was a great pleasure to being with you in Zanzibar, and more also for the intimate solidarity we cultivated. The seeds we planted in Zanzibar need continuous nurturing with all our efforts as a group. One thing which has sunk in my mind is that - a leader is not an administrator who loves to run others, but someone who carries water for his people so they can get on with their jobs. Let me leave you with a brain teaser to contemplate on: ARE LEADERS BORN OR MADE?

The next East Africa seminar will be held in Kenya from June 18-22, 2003. This will be an Aspen-style "Executive Seminar" designed to help the Fellows focus on their core values as leaders. The seminar will be a moderated discussion of texts drawn from the traditional Aspen "canon" – readings by a variety of thinkers, from Aristotle to Mandela, spanning cultures, continents and centuries. Overall, the seminar will focus on one central theme: *What is a good*

society? The Fellows will develop a deeper understanding of their own visions of a “good society” and, we hope, a renewed sense of resolve to assist in making it a reality.

E. Volunteer Consultant Program

The purpose of TechnoServe’s Volunteer Consultant program is to provide client businesses in Africa and Latin America with world-class advice. Through this program, TechnoServe’s clients have access to a level of expertise that they would otherwise never have had access to or been able to afford. A typical assignment lasts about three to six months, and volunteer have helped TechnoServe’s clients to create business plans, develop policy, devise marketing strategies, formalize contracts with buyers, raise capital and implement expansion plans.

Indicator	Mid-Term Target	Year 1 Actual
Existence and use of database: All Regional Staff and Country Directors should understand how to access the database via the intranet	Database is functioning and is used by Country Directors and Regional Staff to identify potential volunteers. Final work products and exit evaluations are also stored in the database.	
Number of “alumni” receiving newsletter (Baseline: 0; mid-term: 25; LOP Target: 50)	25	0 (Alumni program will be developed in Year 2)
Number of partners participating in the TechnoServe “volunteer consultant” program (Baseline: 1; mid-term: 2; target: 5)	2	1
Within two years of a volunteer project, client should show improvement in one or more of the following areas: Sales, Net Profits, Net Worth.		N/A
Overall, 90% of clients should express satisfaction with volunteers’ work.		N/A (New with revised DIP)

i. Nicaragua

a. Randall Laird

Randall Laird has five years of experience in private equity and two years of experience as a strategy consultant with Price Waterhouse, as well as a joint MBA/MA degree from Wharton, and is fluent in Spanish and Portuguese.

In May 2002, Randall visited Nicaragua to help Rodrigo Bermudez, President of Del Sol Comercializadora, carry out an analysis of his business including such issues as financial structures, regional strategy, partnering and corporate structure. His objective was to provide Rodrigo with as much assistance as possible in addressing his immediate financial needs as well as longer term strategic needs.

Randall delivered to Rodrigo a list of his findings regarding both finance and strategy, and laid out the next steps to be taken by both Rodrigo and TechnoServe, including development of a business plan and financial model, how to pursue various financing options, and how to pursue various marketing and sales opportunities.

b. Steve Gluck

Steve Gluck has over 40 years of experience in the coffee industry, and is the former President of Cargill Coffee. He has been a Member of TechnoServe since 1999, and since then has made many volunteer trips on behalf of TechnoServe to assist our coffee teams and clients in Africa and Latin America. Most recently, Steve was in Nicaragua during March of 2002 to help focus TechnoServe's coffee strategy in that country. Steve helped our team to refine our coffee industry strategy by thinking through the following questions:

- Should Nicaragua be in coffee in the long term?
- Is TechnoServe's current focus within coffee correct?
- What should Nicaraguan producers do in the short term?
- Should producers try to increase their productivity?
- Should producers try to increase quality?
- What can producers do to better manage the risk of price fluctuations?
- Should producers diversify?
- What does this mean for TechnoServe?

ii. Peru

During 2002, Peru had four volunteer consultants:

- Chris Parmentier, an investment banking analyst with four years of experience at Merrill Lynch and Banc of America Securities
- Sanjay Kalavar, a former associate at General Atlantic Partners (a leading private equity firm) and former business analyst at McKinsey & Company
- Andrea Turner, an investment banking analyst with two years of experience with Robertson Stephens
- Stephanie Tipping, an investment banking analyst with two years of experience with Robertson Stephens

Sanjay and Chris were in Peru for the first half of 2001, working with clients in the grape industry to determine if it would be possible to obtain capital (equity or debt) for them to expand. During this period, they had extensive contact with a variety of investors and lenders, and they developed a "Capital Raising Primer" for future TechnoServe use. By the end of their stay in Peru, they had focused in on one company, Benol SAC, with the most potential for investment. Stephanie and Andrea were in Peru from July through September, and they added to the primer by creating generic pitch materials for TechnoServe's capital raising services.

Benol SAC wanted to raise capital in order to restructure debt that is currently constricting growth and to embark upon the conversion of 30 Ha. of asparagus fields to grape fields. Sanjay

and Chris, and later Andrea and Stephanie, worked to develop a relationship with LAAD, a debt lender that has agreed to finance the restructuring of Benol SAC debt, contingent upon an equity investment. From this point, they sought a nominal equity investment to satisfy the LAAD requirements. TechnoServe will follow up on the leads generated by Stephanie and Andrea, in hopes of completing the deal.

Based on the groundwork done by Chris and Sanjay, followed up by Stephanie and Andrea, TechnoServe has decided to test a capital raising service offering in Latin America. Chris Parmentier was hired on a full-time basis to head up this initiative. Each country program will have a volunteer in-country to help Chris identify leads and follow up with potential clients.

iii. El Salvador

El Salvador had three volunteer consultants during the first year of the Matching Grant:

- Mirjam Laux, a banking analyst with over six years' experience at Credit Suisse and Morgan Stanley Dean Witter
- Guilherme Silva, a business analyst with three years of experience at McKinsey & Company and Hexacta (a Brazilian e-business consulting firm)
- Felipe Guarnieri, a consultant and marketing specialist with three years of experience at ACNielsen and Hexacta

Miriam and Guilherme assisted with the management of the Business Plan Competition. Their duties included the following:

- Developed a digital database with the information contained in the inscription forms
- Managed the interactions between mentors and participants during Phase II
- Updated the web page
- Prepared presentations and reports on the progress of the project
- Identified judges to evaluate the business plans
- Developed evaluation forms for the business plans and for the final presentations
- Created surveys that were completed by consultants and participants

With their help, TechnoServe's first Business Plan Competition in El Salvador was a success (see Section I.B.).

When the competition came to an end, Guilherme began another project for TechnoServe. The assignment was to analyze the Salvadoran dairy industry, with the final product to be used by El Salvador's Multisectoral Investment Bank to facilitate lending to clients in this industry. We expect that this will lead to completely new avenues of financing for rural businesses. The final product will be presented at a competitiveness seminar during Year 2 of the Matching Grant.

Felipe Guarnieri was in El Salvador for three months, working with two clients: Agrolempa, a vegetable cooperative, and Agroindustrias La Paz, a dairy enterprise, to develop marketing, branding and business strategies. For Agrolempa, Felipe developed an Excel spreadsheet to simplify their financials, and trained them on how to use it. He then developed a detailed

marketing plan, including implementation plans for promotion, distribution, and branding strategy. He also helped Agrolempa to consolidate its brands into one. The work with Agroindustrias La Paz continued into Year 2 of the Matching Grant.

iv. Tanzania

Sarah Fox, a business analyst with two years of experience at McKinsey & Company, spent three months in Tanzania working on a benchmarking study of Tanzania's coffee taxation structure. The study outlined the current taxation structure in place for coffee in Tanzania, and the impact that this has on the smallholder coffee producers. It then compared the level of taxation within Tanzania with that in other coffee producing countries (including Kenya, Uganda, Ethiopia, Costa Rica and Guatemala). The key messages of her study are as follows:

- **Depressed coffee prices and high taxation are negatively impacting Tanzania's coffee sector.** The current taxation structure on the Tanzanian coffee industry is complex and high in magnitude. For the 2001/02 coffee season, there were an average of 26 different taxes, levies and licenses imposed on the Tanzanian coffee industry (the number of locally-imposed taxes varies by region and district). These taxes summed to 21% of the average price received by arabica coffee producers. Not only is the level of taxation high, but few of the revenues from coffee taxation are returning to the Tanzanian coffee industry, resulting in a low quality of benefits and services provided by the government to the industry. Some significant efforts have been made over the last 5 years to reduce the magnitude of taxation, such that coffee taxation as a percentage of farmgate price has decreased from 24% in 1996/97 to 21% in 2001/02. However, simultaneous with the fall in taxation has been an even steeper fall in prices to farmers, with farmgate prices falling 58% over this same period – from \$1.17 to \$0.49 per kilogram arabica.
- **Taxation in Tanzania remains higher than in other coffee-producing nations.** Despite the changes in recent years, Tanzania's taxation structure on coffee ranks as the highest among five peer coffee-producing nations – Kenya, Uganda, Ethiopia, Guatemala and Costa Rica. The first three countries were chosen for comparison as they are fellow East African nations that rely on coffee production as a key export. The two Latin American countries were chosen as they are regarded as producing high quality arabica coffee and also rely on coffee as a key export. From the comparison it emerged that countries such as Costa Rica and Uganda have responded with urgency to the world crisis, significantly reducing taxation levels to minimize the effect of the world price reduction, and to maintain high quality and production levels.
- **Decreased taxation in Tanzania would provide short- and long-term benefits to the coffee industry and to the nation at large.** Evidence from changes to the taxation structures in other coffee-producing countries suggests that a decrease in magnitude and a simplification of structure would positively impact price to the smallholder, as well as increase coffee quality and the volumes produced. For example, Costa Rica maintains a very simple, single tax system for its coffee exports, that fluctuates in accordance with the current world coffee prices. The Costa Rican government reduces the level of taxation

when world coffee prices decrease, and raise them when they increase. This reduces the taxation burden on the producer when prices are low, as they are today. Costa Rica's system has resulted in consistently high levels of quality coffee production, and in turn, kept producer prices high and steady, despite world market fluctuations.

The results of this study were presented to 50 key stakeholders in the coffee industry (including smallholder farmers, estate owners, parchment buyers and exporters) as well as government officials from the Mbinga, Arusha, and Kilimanjaro areas. Key figures in attendance included Mrs. C. H. Ngoye, Regional Commissioner for the Kilimanjaro Region; Mr. Daniel O. Njoolay, Regional Commissioner for the Arusha Region; Mr. Leslie Omari, Director General of the Tanzanian Coffee Board (TCB); and Mr. Ahmed Daya, Vice Chairman of the Tanzania Coffee Association (TCA).

Following the presentation of these findings, the meeting attendees created a resolution of proposed changes to the Tanzanian coffee taxation structure. They asked representatives from TCB, TCA, farmer groups and TechnoServe/Tanzania to present the recommendations to the Minister of Finance, to be considered in the upcoming budget planning cycle. The resolution applauds the conduct and findings of the study, and acknowledges the fact that changes and reductions in the Tanzanian coffee taxation structure have been made over the past five years. It urges the government to continue with further reform efforts to reduce taxation so as to enable coffee to be profitable to the farmer, and to arrest the falling trend in production and quality in Tanzania. Finally, the resolution recommends that a minimum taxable price level be established, below which a producer's coffee crop will be exempt from taxation. The resolution acknowledges that taxes must be paid, but asks that levels be affordable so as not to discourage the farmer from producing coffee.

v. Mozambique

TechnoServe/Mozambique hosted three volunteer consultants during Year 1 of the Matching Grant: Randall Laird, Fernanda Aguirre, and Ditlev Schwanenflugel.

Randall Laird has five years of experience in private equity and two years of experience as a strategy consultant with Price Waterhouse, as well as a joint MBA/MA degree from Wharton, and is fluent in Spanish and Portuguese. Before visiting Nicaragua (see above), Randall spent a month in Mozambique.

Randall worked with MOCIT/CITRUM, a client who was in the midst of a privatization process. Randall's experience in buying and selling companies was extremely useful to the client in moving the process forward more quickly than it would have moved forward otherwise. He also helped the client develop a checklist of actions that could be completed in preparation for coming stages of the process. Finally, he assisted the client in writing a winning \$180,000 proposal to the DFID Business Linkage Challenge Fund. As a result of his work, the MOCIT/CITRUM team will be better prepared in future efforts to purchase businesses, either through privatization or acquisition.

Fernanda Aguirre and Ditlev Schwanenflugel are both former consultants with McKinsey & Company. Fernanda has over five years' experience with McKinsey and other management consulting firms in Brazil. Ditlev spent five years as an engagement manager with McKinsey in London. Fernanda and Ditlev spent two months in Mozambique developing an expansion plan and financing options for a cashew processing business. They produced not only a written plan, but also a video business plan to show to potential investors/lenders. Based on their strategy, the company is now well-positioned to create over 1,200 jobs in rural Mozambique by 2005. Between salaries paid and cashews purchased, the company will inject \$3 million into surrounding communities – a tremendous boost to economic development in this very remote and underdeveloped region. Ditlev then developed a manual for business plan and video production.

From the client's perspective, Ditlev and Fernanda helped him to clarify his thinking about future plans; to make critical decisions about expansion strategy and implementation issues; and to seek and obtain debt financing for the expansion of the business. Overall, his capacity to analyze options and to understand the implications of different decisions was enhanced.

TechnoServe business advisor Shakti Pal also learned a great deal about practical business planning from Ditlev and Fernanda. In addition, the work done was useful in making presentations to outside interested parties, such as the President of Mozambique.

F. Competitiveness Seminars

TechnoServe helps countries, industries and businesses to think and act strategically so that they can continue to grow and increase their impact on the rural poor. TechnoServe is focused on building a culture of competitiveness in the countries where we work. Traditionally, the developing world has been encouraged to develop and exploit its comparative advantages. Competitiveness, on the other hand, can be increased through knowledge, innovation and human capital. The Competitiveness Seminars are designed to create tension for change in local policy and business practices, and will help to promote industry networks.

Indicator	Mid-Term Target	Year 1 Actual
Percent of participants with increased industry knowledge and understanding of competitiveness	80%	76% (Reporting format was not developed for all countries to use in year 1)

i. Nicaragua

With Matching Grant support, TechnoServe/Nicaragua participated in two major competitiveness seminars in 2002: one in the coffee industry and one in the dairy industry.

a. Coffee

In the coffee industry, TechnoServe joined forces with the Asociación de Cafes Especiales de Nicaragua (ACEN) and the Programa Nacional de Competitividad (PNC) to organize the country's first-ever "Cup of Excellence®" competition. Previously held in Brazil and Guatemala, the Cup of Excellence® is a country-wide tasting event that is designed to identify and promote the host country's best coffees through a series of blind cuppings that are conducted by national and international judges and that evaluate every detail, from color and aroma to body and balance.

Starting March 1, 2002, coffee growers of all sizes and from all regions of Nicaragua were invited to submit samples for the Cup of Excellence®. A team of 12 national cuppers evaluated the 285 samples submitted - 90 of the samples were submitted by small-scale growers, each cultivating 5 acres of land or less - and selected the best 150 samples to be judged in the next round. From May 13 through May 17, the 12 national jurors narrowed their selections down to the 40 best samples.

The final evaluation was a marathon week-long cupping event that began May 20. A team of 22 international cuppers - including representatives of major buyers of gourmet coffee like Green Coffee Mountain Roasters, Knutsen Coffee, Ltd. and Diedrich Coffee Roasters - selected the best coffees based on a scale of 0 to 100. The winning coffees (those with a score of 80 or above) were announced during an awards ceremony on May 24. The coffee grown by Eliseo Lumbi and Arturo Gonzalez, two small-scale producers in the local Asociación Aldea Global, placed first in a group of 23 winning coffees.

The second phase of Nicaragua's Cup of Excellence® was an Internet auction held on July 1. International importers and specialty coffee roasters spent a total of \$304,000 at the first-ever Internet auction of Nicaraguan coffee beans in Managua. The high bid was \$11.75/pound by Mercanta Coffee Hunters, UK, an importer acting for buyers in the UK, Spain and France. The batch of 16 bags (about one ton) was produced by Eliseo Lumbi and Arturo González, two of the 13 small-scale farmers and cooperatives participating in the auction. The current commodity market price for Arabica beans is about 50 cents/pound.

A total of 23 producers participated in the auction as winners of the recent Cup of Excellence® competition. Other bidders bought all 23 lots on offer, including Solberg & Hansen, Michel's Espresso, Caravan Coffee and Toa Coffee. Prices per pound ranged from \$1.20 (the reserve price) up to the high of \$11.75. The average price paid was \$2.77/lb. or more than five times the market prices for Arabica beans.

George Howell, a founder of the Cup of Excellence® who also headed the jury of international coffee experts for the competition held in Nicaragua, said: "The quality of product from these farms, some of which are less than five acres in area, is remarkable. It shows that a little advice and counsel on how to nurture and process coffee beans goes a long way toward breathing life and potential financial reward into some desperately poor communities here."

b. Dairy

From July 22 through July 24, 2002 TechnoServe joined forces with CANISLAC – the Nicaraguan chamber of dairy farmers and processors – to organize the Third Central American Dairy Conference (Tercer Congreso Centroamericano del Sector Lacteo). The conference was held in Managua, Nicaragua.

150 people attended the conference. These included 100 dairy farmers and dairy processors from Nicaragua and the rest of Central America, 30 participants from larger companies and the government, and 20 university students.

VIPs included:

- Enrique Bolaños, president of the Republic of Nicaragua
- Jose Augusto Navarro, Minister of Agriculture of Nicaragua
- Ramiro Tijerino, president of CANISLAC, the Nicaraguan chamber of dairy farmers and processors
- Ramiro Perez, president of FECCALAC, the Central American dairy federation.

TechnoServe was the biggest single sponsor. The conference, however, received broad support from companies and other organizations involved in the dairy sector. These included:

Parmalat – Dairy company producing pasteurized milk
Nestlé – International company with strong presence in Nicaragua
Prolacsa – Local subsidiary of Nestlé focused on production of powdered milk
Eskimo – Dairy company producing ice cream and yogurt
Dos Pinos – Dairy company based in Costa Rica producing a variety of dairy products
LAFISE – Financial institution
AgroExito – Company selling grains, fertilizers, and other inputs
ESCASAN – Veterinaria Escalante Sánchez, S. A.

MAGFOR – Ministerio Agropecuario y Forestal
INTA – Instituto Nicaragüense de Tecnología Agropecuaria
IICA – Instituto Interamericano de Cooperación para la Agricultura
UNA – Universidad Nacional Agraria
OIRSA – Organismo Internacional Regional de Sanidad Agropecuaria
PRODEGA – Nicaraguan project for improvement of cattle

The conference addressed issues facing dairy farmers and processors. The following topics were discussed:

- Techniques to increase productivity of animals
- Techniques to improve the hygiene of milk produced
- Global, regional, and national market developments and opportunities
- Market requirements and processing techniques

The conference resulted in the following outcomes:

- Knowledge of latest advances in production and processing techniques of milk, providing dairy farmers and dairy processors with new skills to improve productivity and quality
- Knowledge of the Central American free trade agreement and its implications for the dairy sector
- A more closely shared vision for the Central American dairy sector
- Better contacts between farmers, processors, and distributors of dairy products
- Designation of Nicaragua as the new central office of FECCALAC, the Central American dairy federation.

Participants of the conference decided on the following next steps:

- Establish a commission to represent the private sector in efforts to coordinate with the governments of the different Central American countries in order to align import taxes of powdered milk from abroad
- Focus efforts on modernizing artisan dairy plants in order to improve product quality and boost exports of dairy products.

ii. Peru

In December, 2001, in partnership with the Banco de Crédito del Perú and Azufre Agrícola Pantera, TechnoServe held a competitiveness seminar for the table grape industry in Ica, Peru. Over 50 people attended. Most of the seminar was held as a “field day”, giving producers the opportunity to see state-of-the-art production techniques for table grapes. The agenda was as follows:

December 5

1:00 p.m. Arrive at CITEvid (Center for Technological Innovation in Viticulture), whose objective is to improve quality, productivity, and promote technological innovation. Visit their plantation and participate in a presentation on Nematodes and Philoxera

5:00 p.m. Visit the farm of Mr. Lazar Schwartzman and the ECO Plant.

7:30 p.m. Presentation on “The Grape Trade” by Mr. Pedro Pable Olaechea.

Presentation on “Table Grape Market and Web Sites” by Mr. Fernando Cillóniz

Presentation on TechnoServe by Mr. Alvaro Salcedo and Mr. Xavier Gordillo

December 6

8:00 a.m. Visit the farm of Mr. Ricardo Briceño and the grape packaging plant

11:30 a.m. Visit the farm and storage facility of Tacama.

Presentation on “Geological Mapping Applied to Agriculture” by Geomap Digital

The event brought together the major players in the grape industry in a joint effort to reinforce the following:

- Viticulture technology, research, development and innovation to get to know the latest trends in production and marketing of table grapes
- Incorporation of various procedures for systematizing and automating data to optimize field work
- The consolidation of two grape associations, Citevid and Provid, as entities that will take the lead in technology transfer and marketing, to improve Peru's competitiveness in the grape industry
- The incorporation of new technologies and new ways of marketing in order to open new markets (internet/e-commerce, etc.)
- The power of negotiation with the financial sector in order to access better financing terms
- The development of training programs on agricultural production techniques and on profitable grape production to improve quality and productivity
- The promotion of "field days" among producers to facilitate the exchange of new techniques and lessons learned

The participants determined that the principal strategy for developing the Peruvian grape industry is to create competitive advantages such as product differentiation and succeed in strengthening the country image of Peru as a producer of world-class grapes. This will increase the country's foreign exchange due to the better prices obtained for the fruit as a result of the quality and image of the country. It will also increase the percentage of export-quality fruit and reduce post-harvest losses, and improve the productivity and competitiveness of Peruvian table grapes.

Several seminar participants indicated that they would begin using some of the techniques they had learned from the seminar, and all of the participants surveyed agreed that the seminar helped to promote the industry's competitiveness.

iii. El Salvador

As mentioned above in the Volunteer Consultant section, El Salvador undertook a study of the dairy industry, with the final product to be used by El Salvador's Multisectoral Investment Bank to facilitate lending to clients in this industry. We expect that this will lead to completely new avenues of financing for rural businesses. The final product will be presented at a competitiveness seminar during Year 2 of the Matching Grant.

iv. Tanzania

On September 24, 2002, TechnoServe held a competitiveness seminar attended by almost 100 key stakeholders in the coffee industry. The highlight of this event was a keynote speech by

Jerry Baldwin, Director of Peet's Coffee & Tea, and a TechnoServe Board member. The agenda of the seminar was as follows:

- Opening Remarks by Arusha Regional Commissioner
- Keynote speech by Jerry Baldwin
- Presentation of TechnoServe activities in the coffee industry by Thom Dixon
- National efforts to promote specialty coffee – Tanzania Coffee Board
- Status of Tanzania Coffee Research Institute (Tacri) – Director
- Report from TechnoServe-assisted groups – Association of Kilimanjaro Coffee Growers Representative

As a result of the seminar:

- Participants learned about TechnoServe strategies to improve quality of coffee in Tanzania
- Participants were informed of the competitive landscape of the global coffee industry and the status of Tanzanian coffee
- Participants were updated on the status of new coffee hybrid
- Participants learned about national coffee improvement program

v. Mozambique

TechnoServe sees the lack of financing for small and medium enterprises as one of the main issues to be raised and discussed with the entrepreneurial community, financial institutions and government in order to identify potential alternatives for financing these businesses, and helping to make them profitable.

TechnoServe/Mozambique held a competitiveness seminar on financing for small and medium businesses, which was attended by over 120 participants. The seminar was co-sponsored by Italian Cooperation and the Mozambican Confederation of Business Associations. The agenda was as follows:

- Allocation of Credit as a Development Factor
- Working Models for Commercial Banks in Assisting Small and Medium Enterprises
- Venture Capital and Private Equity Funds
- Guarantee Funds

The three major constraints related to financing in Mozambique are:

- (1) The cost of money in the commercial banks
- (2) Response capacity of the financing sector
- (3) Weak linkages and lack of interaction between the different stakeholders in this process (banks/private sector/government), making it difficult to lower the existing barriers in each of the sectors.

The subject of non-bank financing was discussed to spread awareness of how it can be used to decrease business dependency on bank loans. Before applying for a commercial bank loan, a business should first consider equity capital, then partnerships in the internal and external financial market, and as the final stage apply for bank credit as a complementary source of capital.

Some of the existing alternatives are not well known among the stakeholders – most of the small and medium enterprises are not aware of the existence of such financing options as leasing, guarantee funds, etc.

The participants decided on the following next steps:

- Continue to focus on the objectivity of the restructuring process presently taking place in Mozambique.
- Continue to search for other financial instruments, which could be designed to fit in the Mozambican business and financial market environment for small and medium enterprises, such as guarantee funds, venture capital funds, micro-finance, stock exchanges and others. Bring good global examples for discussion in appropriate forums.
- Promote the use of external audits as a way for small and medium enterprises to increase investors' confidence.
- The Mozambican Confederation of Business Associations proposed the establishment of a technical group that will assist the business community, the financial institutions and the government to continue discussing the alternatives for suitable financial markets for small and medium enterprises.
- Search for appropriate dissemination mechanisms to increase awareness of the available financial instruments for small and medium enterprises. Inventory global experiences and submit for discussion.

Most participants felt that this seminar was unique in that it went beyond the tendency for these types of events to become forums for criticizing the government – this seminar provided them with the opportunity to learn and explore new tools that can benefit their businesses. Of the 51 people who completed the post-seminar survey, 39 felt that the seminar gave them a better understanding of how their businesses can be competitive.

G. Strategic Retreat

The purpose of the Strategic Retreat is to ensure that TechnoServe's assistance is in line with current best practice and to ensure that activities maintain both strategic focus and programmatic coherence.

Immediately following the 2002 Mid-Year Progress Reviews, held July 22-26 in Norwalk, Connecticut, TechnoServe held an organization-wide strategy retreat on July 29-31 at Arden Homestead in Harriman, New York.

Participants included:

- ✓ Senior US staff
- ✓ All of our Country Directors
- ✓ Board members Paul Tierney, Peter Flaherty and Tom Hardy
- ✓ Volunteer Consultants from McKinsey Boston and Stockholm as well as from General Atlantic Partners and Banc of America Securities; and
- ✓ Independent observer, Alan Patricof of Apax Partners in New York.

The retreat's goals were:

- 1) To further refine our strategic direction
- 2) To further develop the means to drive our strategy to success.

We specifically focused on the following key areas:

- ✓ strategic direction
- ✓ organizational positioning,
- ✓ staffing,
- ✓ clients,
- ✓ partners,
- ✓ corporate culture,
- ✓ funding, and
- ✓ performance metrics.

A brief discussion of each follows:

➤ *Strategic direction*

To reiterate our strategy, it is:

To identify and, with world-class partners, assist visionary entrepreneurs to build growth-oriented businesses producing and/or marketing high-value products that will create jobs, income and opportunity for large numbers of the rural poor.

We discussed overall strategic progress against plan and the need to develop country-specific strategic plans and targets. We also discussed the relative merits of working with entrepreneurs versus more established companies. Finally, we discussed the continued relevance of cooperatives in certain settings but also pointed out their key weaknesses -- recently confirmed in an article in the *McKinsey Quarterly* entitled *A Value Culture for Agriculture*. These include members' lack of commercial focus ("no one loses sleep over the business") and the reluctance of members to invest in their coops, thus impeding growth and the creation of value.

We agreed that entrepreneurs are more likely to come up with innovative business ideas -- including ones that may offer the rural poor alternatives to agriculture -- than any development organization. We also agreed to revise our "annual country operating plan" format to include 3-5

year strategic objectives – the number of rural poor benefited, total dollar value created for the rural poor, return on TechnoServe’s investment of donor resources, etc.

➤ *Positioning*

We defined our desired positioning as follows:

TechnoServe as the “go to” organization for companies, entrepreneurs, producers, governments, donors, NGOs, journalists and the general public seeking world-class assistance, expert advice and opinion on the creation of economic growth and opportunity in rural areas of the developing world.

We discussed a range of activities already underway to reach that positioning. These include:

- ✓ continued upgrading of our Board to include executives of world-class companies
- ✓ the TechnoServe Business Leadership Council in New York
- ✓ the *Africa Leadership Initiative* in Ghana, East Africa, Mozambique and South Africa
- ✓ the El Salvador National Business Plan Competition in partnership with Shell, KPMG, Telecom and the local chapter of Business for Social Responsibility
- ✓ the Nicaragua *Cup of Excellence* coffee tasting and Internet auction
- ✓ hosting US Treasury Secretary O’Neill in Ghana in May
- ✓ hosting USAID Administrator Natsios in Tanzania in May
- ✓ participation in the late May “Three Sector Conference” which featured TechnoServe’s partnership with Procter & Gamble

We agreed that more was necessary to better position TechnoServe. This includes: the formation of high level advisory groups in each country; more prominent participation at key events to “shape the debate” on US and international foreign assistance; a continued push for press coverage; and, when funding permits, a renewed R&D/publishing effort.

➤ *Staffing*

We discussed the need to continue to upgrade our worldwide staff to ensure maximum client satisfaction with our work. We also discussed the tremendously positive impact of our corporate volunteer consultant program, drawing talent with experience at companies such as McKinsey, Bain, Banc of America Securities, General Atlantic Partners, Morgan Stanley, Bankers Trust, and Robertson Stephens.

We agreed to explore new incentives for staff recruitment and retention, as well as the adoption of improved performance appraisal tools and aggressive annual minimum turnover (“forced bell curve”) strategies. We also agreed to more actively develop the internal leadership capacity of the organization by recognizing and encouraging exceptional performers. Finally, we agreed to step up our use of volunteer consultants while decreasing fixed in-country staffing costs.

➤ *Clients*

We discussed our desire to identify and add significant value to the operations of significantly more individual entrepreneurs with the vision and the ability to assist large numbers of the rural poor.

We also discussed the attributes of promising entrepreneurs. These include:

- ✓ A burning desire to succeed
- ✓ Prior business experience
- ✓ Demonstrated capacity to overcome adversity
- ✓ Understands the “money mechanics” of the business in question
- ✓ Able to convincingly sell a business idea to sources of capital
- ✓ Willing/able to work in a team
- ✓ Self-confident but open-minded
- ✓ Meticulous attention to detail
- ✓ Committed to work on the business full-time

Finally, we discussed the trade-offs between proactively targeting industries versus reacting to business ideas that entrepreneurial people bring our way.

We agreed on the need to “increase the people flow” past our collective desks to ensure that we meet as many entrepreneurs as possible. Specific tactics include continuing to build our networks both in the US and overseas, and by expanding the following key initiatives:

- ✓ The Africa Leadership Initiative, designed to find developing country entrepreneurs who have already succeeded but who want to do *more*, not just for themselves but for society at-large.
- ✓ Business Plan Competitions to find the developing country entrepreneurs who have not yet acted on their entrepreneurial urges because of a lack of formal training but, who, with proper training and mentoring, *will*.
- ✓ Youth Entrepreneurship Training to sow the seeds for the *next generation* of entrepreneurs.

We agreed on the need to improve our client selection process. And we agreed that while targeting particular industries that are certain to have a major impact on the rural poor makes sense, we will also seek and be open to creative new ideas that may be equally, perhaps more beneficial.

➤ *Partners*

We discussed TechnoServe’s selection of partners in relation to our desired impact and positioning.

We agreed to focus on world-class partners, primarily from the business sector. Where partnerships with government are in order, we decided to focus on key ministries – trade, industry and finance – as opposed to the ministries of cooperatives or social welfare. Where alliances with other nonprofit organizations are required, we agreed to focus on organizations sharing our pro-business, self-help philosophy.

We also agreed, where feasible (which is not yet the case in every country where we work), to continue to outsource “low value” operations, such as farmer organization and on-farm technical training, to local NGOs.

➤ *Corporate culture*

With help from a team of McKinsey volunteers from Stockholm who spent the past year with us in Ghana, we discussed the need to do more to develop a common “culture” within TechnoServe. This includes a shared philosophy of economic and social development and a common work ethic -- as well as a core set of strategic competencies and tools for use across the organization.

To this end, we agreed to develop *The TechnoServe Way* – an agreed-upon set of core values and principles and common approaches to client identification, selection, engagement, assistance, retention and evaluation. We will do this by building on the excellent materials developed by the McKinsey team in Ghana and systematically rolling them out across the organization over the coming 8-12 months. We also agreed to further develop a “culture of learning” within TechnoServe. We will support this by developing a “global knowledge directory” and creating “practice leaders” around, for example, key industries – such as coffee or cashews.

➤ *Funding*

We discussed TechnoServe’s current funding challenges. We also reviewed an array of new funding opportunities – the US Government’s Millennium Challenge Account, USAID’s Global Development Alliance and the InterAmerican Development Bank’s Central America Coffee Initiative – and how to best position ourselves for them.

We agreed to develop a series of “big thinking” (multi-country, multi-year, high impact) initiatives capable of capturing the imagination – and funding – from a variety of public and private donors. We also agreed to craft compelling presentations capturing TechnoServe’s long-term vision for the development of the rural economies in each country where we operate.

Finally, we agreed to do a more in-depth analysis to review our current fundraising structure and systems. This was driven by the following observation: We have a highly organized private fundraising structure and system – currently the source of 20% of our funds. At the same time, we have a significantly less coordinated effort focused on public sector grant solicitation and contracting – currently the source of 80% of our funds. While TechnoServe would like to grow to a \$30 million operation active in 12 countries in Africa and Latin America by 2007, it is unlikely that we will change this ratio from 25:75 to more than 35:65. After all, that would imply more than doubling our private fundraising in five years. Therefore, we need to

significantly tighten up our public sector efforts – paying them every bit as much attention as we have our private ones.

➤ *Performance metrics*

We reviewed the current “core indicators” used to report to our Board and discussed their strengths and limitations. Strengths include their focus on easily audited figures. Limitations include their failure to adequately capture either the broader impact of our work on the rural poor or the return on donor “investment” in TechnoServe. We also reviewed our current country performance appraisal system and discussed the need to focus more on medium- and long-term strategic objectives.

We agreed to rebuild discipline around the measurement of the cost-effectiveness of our operations, using a tool developed in-house in the late 1980’s. The tool measures the net impact of our assistance at the level of both the client business *and the individual producer*, then compares that combined impact with the cost of our assistance. We have renamed the measurement produced the *return on TechnoServe’s investment (ROTI)* and agreed to move to tracking the results by client, by industry, and by country.

H. Business Advisor Training

During Year 1 of the Matching Grant, the planned Regional Business Advisor training sessions were not held, because it became apparent early in the year that TechnoServe would be agreeing upon a new training system during the Strategic Retreat. This new training – to be called *The TechnoServe Way* (as described above) – will be rolled out to country program staff starting in March 2003. The March trainings will be an extension of TechnoServe’s regional year-end review sessions. Matching Grant funds will be used to help cover the costs of this training for Business Advisors and Country Directors from Matching Grant-eligible countries.

II. Constraints, Unexpected Benefits, and Lessons Learned

A. Business Plan Competition

- Raising funds locally was more challenging than expected. While our partners contributed significant resources of their own (a large unexpected benefit), it was difficult to raise cash from local businesses. In taking the Business Plan Competition to other countries, we will try to do as much work in advance as possible to identify potential local funding sources.
- We received 300 entries, of which 58% were from areas outside of metropolitan San Salvador. However, in future competitions, we will make a more concerted effort to recruit participants from rural areas. (For example, in the second competition, we have done heavy promotion in the Eastern region of the country, we have reserved 25 Phase II

slots for those participants, and we will award special prizes for businesses that have impact in the rural areas.)

- The EMPRETEC training sponsored by FUNDEMAS fit perfectly into the competition structure. While we found that it is an excellent entrepreneurship training program, it did not cover as much in terms of developing the actual business plan as we would have liked. In the second competition, we will have separate workshops dedicated to business plan development.
- It was also somewhat difficult to attract quality mentors who would agree to provide their services pro bono. Some of the best mentors have come from companies like KPMG, which is paying them for their work, so the donation of time is from the company rather than the individuals. We are looking into partnerships with organizations like FUNDAPYME, which have the capacity to provide larger numbers of mentors.

B. Youth Entrepreneurship Training

Lessons Learned:

- Criteria for Participant Selection:
 - Number of participants per partner institution should be equal
 - Increase the applicant pool to include not only families of TNS-assisted businesses, but entire rural communities
 - Keep the participants as uniform as possible in terms of education level and previous exposure to business concepts
 - TNS should include personal interviews as part of the application process in order to evaluate applicants' potential for becoming entrepreneurs
- Program:
 - Schedule one day for market research/internet access
 - Schedule the guest speakers to coincide with topics discussed that day
 - Promote competitiveness among the participants (increase prize money, establish a "point" system to earn a slot in the business plan competition, etc.)
 - Schedule at least one field trip to an actual business – manufacturing/processing facilities are particularly interesting
 - All instructors should spend one day after the BizCamp debriefing/extracting lessons learned
 - Move to teacher training as soon as possible
 - Promote an annual youth business plan competition at the national level, involving all the schools offering the class
- Partners
 - Form good relationships with school administrators
 - TNS should always maintain control/leadership.
 - Identify new potential partners/mentors/sources of funding

C. Volunteer Consultants

Lessons Learned (These were shared with all Country Directors)

Overview

In 2002, 30 analysts with management consulting or finance experience volunteered their time as “volunteer consultants” with TechnoServe country programs. Most of these were management consultants, who are used to playing the role of trusted advisor or thought leader. They help clients to think through tough strategic, financial, operational and organizational issues. They are not subject matter or industry experts. These are the “lessons learned” so far from these experiences, which should help TechnoServe to get the most out of these volunteers and to make sure that their assignments are mutually beneficial.

What makes a good experience for the volunteer consultant?

- Working closely with local TechnoServe staff as valued members of a team.
- Getting exposure to clients (at fairly senior levels, if possible).
- Having clearly defined goals and deliverables.
- Weekly or bi-weekly meetings with the Country Director, if the volunteer consultant is not working directly with the Country Director.
- Being assigned a senior TNS staff person who is responsible for his/her development while on the project (a “mentor”).
- Having an individual workspace with a desk, a computer, a phone, and internet access.
- Having a good place to stay already identified – not having to worry about finding somewhere to live.

How can TechnoServe make a volunteer consultant assignment as productive as possible for its own needs?

Before the volunteer consultant arrives

- Use a screening process to come up with the best matches between a candidate’s skills and TechnoServe’s needs.
- Hold a pre-departure orientation call with the volunteer consultant to ensure that there is mutual understanding of the scope of work.
- Take care of all logistical concerns (travel, housing, visas, independent contractor agreement, work area, etc.).
- Assign a team, and a specific member of that team, that will be the volunteer consultant’s primary contact. Have that team read The McKinsey Way. (Copies were sent to all CDs.)
- Have all primary research completed before the volunteer consultant arrives. While volunteer consultants can do research, their skills are better used by analyzing and developing a strategy based on that research.
- For longer-term assignments (over three months), look into ways to provide the volunteer consultant with language and/or cultural training.

While the volunteer consultant is in-country

- Take the time to provide the volunteer consultant with a good understanding of TechnoServe's mission and strategy. This will help to avoid possible confusion.
- Make the best use of the volunteer consultant's skills. Work with the volunteer consultant to define his/her deliverables as clearly as possible, and spend time to review and refine these as necessary.
- Make the commitment of staff time to manage and support the volunteer consultant. Working with consultants does require a significant investment on TechnoServe's part, but the intention is that this investment will pay off in the quality of our work and improved skills of our staff.
- Work with the volunteer consultant to define ways in which (s)he can help to meet TNS staff training needs, both formally and informally.
- Schedule regular progress meetings between the Country Director and volunteer consultant's team.

After the project is completed

- Do an exit interview; review and disseminate lessons learned.
- Add volunteer consultants to mailing lists (e-mail and Annual Report).

D. Africa Leadership Initiative

Topics for discussion at December 2002 Steering Committee Retreat (Based on seminar evaluations received during Year 1):

- More time for discussion of readings
- More time for out-of-session interaction
- More African readings
- Participants should each contribute to the readings, by identifying and preparing their own case studies for discussion
- Provide suggestions for "follow-up" readings
- More interaction with senior mentors

E. ontheFRONTIER

Due to difficulties in implementing the ontheFRONTIER program encountered in the pilot programs, TechnoServe decided to discontinue this activity. Below is a report from TechnoServe/Mozambique explaining why the software tool is not appropriate for use by TechnoServe clients.

TechnoServe/Mozambique's Experience with ontheFRONTIER

The software is designed to help small and medium companies in strategic decision making, and consists of customized Internet-based surveys, which are submitted to clients and / or suppliers. From the set-up of the surveys to their management and analysis of results, all the steps are based on the Internet, requiring easy access and penetration of the web among the companies and their customers.

Pros

- Useful and practical tools:
 - Ability to analyze results and put them in graphs automatically
 - Ability to manage surveys
- Versions in different languages, including Portuguese
- User friendly software

Cons

- Due to extremely slow and bad Internet connections in Mozambique
 - It takes a long time to set up the surveys
 - It takes a long time to answer it
- Internet culture is not established in Mozambique, even among business people and entrepreneurs
- Tools are useful for companies with a broad range of customers, which is not the case of most of TNS clients in Mozambique, which are related to agribusiness and then export to a few number of buyers
- Package is very expensive for the restricted benefits

Despite the useful tools and knowledge provided by ontheFRONTIER, it is not really very useful in a Mozambican business setting, given the very low rate of Internet penetration, the low quality/speed of connections and the lack of Internet literacy even amongst senior businesspeople. It will probably take several years for this situation to change.

Even considering the TNS clients that have customers abroad, in markets where the Internet use is already a reality, the use of the software would still depend on someone in Mozambique to set up and manage the surveys, so the problems mentioned above remain in this case.

III. Changes in Project Design

There have been relatively minor changes to the project design.

We have decided to take the concept of the Africa Leadership Initiative to Central America with a pilot seminar in 2003. If all goes well, we will launch a class of Fellows in 2004.

As described above, we have decided to discontinue the ontheFRONTIER activity due to its inappropriateness for TechnoServe clients. We will use the funds previously reserved for that activity to bring on a Monitoring and Evaluation specialist in El Salvador. Since El Salvador is

the only country program that will have all five Matching Grant activities, it is the most appropriate for intensive Monitoring and Evaluation. The specialist will design methods to track the indicators for the Matching Grant, which will then be rolled out to other country programs. This position will require international travel for training and participation in events that include other Matching Grant country programs.

The other changes to the implementation plan are:

- The Business Plan Competition will be held in El Salvador in Year 2, rather than another country, in order to build on the momentum generated by the first competition
- The youth entrepreneurship training program in Tanzania was started earlier than expected (Year 1 instead of Year 2) due to demand for this program in Tanzania
- The Business Advisor Training did not take place during Year 1 because a new training program, The TechnoServe Way, was under development

The resulting changes to the budget are not significant.

IV. Budget and Expenditures – Year 1

	TNS Match		USAID Funds		TOTAL	
	Budget	Expenditures	Budget	Expenditures	Budget	Expenditures
Program	\$550,575	\$456,033.80	\$550,575	\$448,589.54	\$1,101,150	\$904,623.34
Procurement	\$85,200	-	\$85,200	-	\$170,400	-
Training	-	-	-	-	-	-
Indirect Charges	\$135,273	\$92,700.67	\$135,273	\$91,187.44	\$270,546	\$183,888.11
TOTAL	\$771,048.00	\$548,734.47	\$771,048.00	\$539,776.98	\$1,542,096.00	\$1,088,511.45

Attachment 1.a

**TechnoServe/Mozambique
Executive Seminar**

Tuesday, December 4

5:00 pm Opening Reception/Introduction to the Seminar

7:00 – 9:30 pm

Discussion

- ✓ Personal Introductions
- ✓ Your View of a “Good Society”
- ✓ Aristotle, *Nicomachean Ethics and Rhetoric*

Wednesday, December 5

8:30 am – 10:15 am

Liberty

Immanuel Kant, *The Science of Right*
John Locke, *The Second Treatise of Government*
The Declaration of Independence

10:30 – 12:30 pm

Liberty

John Stuart Mill, *On Liberty*
William Graham Sumner, *The Challenge of Facts*
Milton Friedman, *Capitalism and Freedom*
Ibn Khaldun, *The Muqaddimah*

2:30-4:00 pm

Equality

Jean Jacques Rousseau, *The Social Contract*
Harriet Taylor Mill, *Enfranchisement of Women*
Karl Marx, *The Communist Manifesto*

4:15 – 6:00 pm

Equality

Arthur Okun, *Equality and Efficiency: The Big Tradeoff*
Julius Nyerere, *Freedom and Socialism*
Samora Machel, *An African Revolutionary*

Thursday, December 6

8:30 – 10:15 am

Discussion

- ✓ What would Milton Friedman’s advice be to the Government of Mozambique?
- ✓ Would he be right or wrong?
- ✓ What is the proper role of government in matters of economic development?

10:30 – 12:30 pm

Community

Thomas Jefferson, *The Merits of Agriculture*

Rachel Carson, *Silent Spring*

E.F. Schumacher, *Small Is Beautiful: Economics as if
People Mattered*

2:30 – 4:00 pm

Efficiency

Plato, *The Republic*

Adam Smith, *The Wealth of Nations*

Alexander Hamilton, *Report on Manufactures*

4:15 – 6:00 pm

Efficiency

A Conversation with Lee Kwan Yew

Discussion

- ✓ Is “growth with equity” possible?
- ✓ If so, what role can/should the business community play in promoting it?

Friday, December 7

8:30 – 10:30 am

The Executive’s Compass

10:45 – 11:45 am

Closing Discussion

Attachment 1.b

**Bios of Participants in the Executive Seminar
Bazaruto, Mozambique**

Gareth Ackerman – Private Investor, South Africa. Gareth's family founded and owns the **Pick n Pay** supermarket chain, one of South Africa's largest and a likely outlet for fresh fruits produced with TechnoServe's assistance in Mozambique.

Amade Camal – Chairman and CEO of **Sir Motors**, one of the largest auto dealerships in the country, as well as owner of various other businesses. One of the most polemical defenders of the Mozambican private sector.

Joaquim Carvalho – Formerly with the **World Bank**. Former Minister of Industry and Commerce. Also former Minister of Agriculture and Chairman of **Banco de Fomento**. Presently a Professor of Management, and consultant to various companies.

Alvaro Casimiro – Executive Director of **LINK**, the national NGO industry association.

Jonathan Cook – Professor of Business and Head of the executive MBA Program at **Wits University** in South Africa.

Carlos Costa – First National Director of Industry after Independence. Later CEO of the **National Oil and Soap Company**. Presently Deputy Director of **TechnoServe Mozambique**.

Juma Juma – Managing Director of **Serrações Reunidas**, a timber company and sawmill in Zambezia Province, belonging to the **Enacomo Group**. One of the most respected managers and technical experts in the forestry industry.

Laura Kletter – TechnoServe's Manager of Strategic Initiatives. Responsible for corporate-level partnerships and supporting the Africa Leadership Initiative.

Chris Marais – Managing Director of **Young & Rubicam Gitam Advertising**, South Africa. Chris' father and grandfather were both police commissioners in apartheid-era South Africa.

Higino Marule – Senior member of the policy unit of the **Ministry of Agriculture**. Responsible for negotiations with the private sector in areas such as cotton pricing and industrial policy.

Egas Mussanhane – Chairman of the Board of **CrediCoop**, the first private bank started after Independence. President of the **National Chamber of Commerce**. Generally considered to be the leading spokesperson for the private sector in Mozambique.

Paula Nimpuno – Presently **Ford Foundation** Grant Manager responsible for Mozambique, among other responsibilities, based in South Africa. Formerly with a Dutch NGO, based in the Netherlands.

Magid Osman – First Minister of Finance after Independence. Presently Chairman of the Board of **BCI Bank**, as well as of a private investment company and a local equity fund.

Romeu Rodriguez – Chairman and CEO of **CETA**, one of the largest and most successful construction companies in Mozambique. Well known for his thoughtful work in promoting good corporate governance in the country.

João Salomão – Former Minister of Public Works, presently Management and Engineering Consultant at **Mozconsult, Lda**.

Jake Walter – Formerly International Division Vice President of **ABS Global**, a US-based agricultural input company. Born in the US, raised in Brazil. Presently **TechnoServe** Country Director in Mozambique.

Attachment 1.c

**The Africa Leadership Initiative
Observations and Conclusions from Mozambique Pilot Executive Seminar**

- As in Ghana and Tanzania in similar seminars held in 2000 and 2001, the discussions about liberty, equality, community and efficiency were very much relevant to the current situation in Mozambique.
 - ✓ There, too, political leaders are grappling with the limits of government as they move away from central planning and toward a decentralized, market-based economy.
 - ✓ There, too, business leaders are struggling with their role in society – beyond the bottom line.
 - ✓ And there, too, leaders of all sorts are grappling with the impact of economic growth on community cohesiveness, community rights and the environment.

The discussions in Mozambique were particularly poignant in light of the fact that several of the participants fought side-by-side with the country's founding fathers for independence – and served in the country's first government – only three decades ago.

- The participants from South Africa (three whites and one Mozambican who has been living outside of the country since independence) were keenly aware that many of the issues being discussed were hitting too close to home for the Mozambicans to remain entirely objective. However, very carefully, they helped to keep the discussions from getting too emotional. They provided especially fascinating counterpoints in discussions that looked sentimentally on the revolutionary (socialist) aspirations of Mozambique's first government.
- When asked to define their view of the “good society,” the participants' most common responses were:
 - ✓ “one that provides equal opportunity for all”
 - ✓ “one that provides the freedom to pursue one's initiative” and
 - ✓ “one that takes into consideration and respects cultural values.”
- Many of the Mozambican participants acknowledged the need for government to step back from business matters -- but worried that the necessary institutions were not in place to protect society from business excesses or corruption.
- Several Mozambicans acknowledged that government too often speaks for the good of the people without adequately consulting them.

- Several Mozambicans acknowledged that the price for economic advancement includes an open market and the free movement of labor and capital. But they chafed at the idea of allowing the very people they fought against thirty years ago – Mozambicans of Portuguese extraction (some fourth generation) and South Africans – to enjoy the fruits of this access.
- Several of the South Africans remarked that they feel caught between the “First World” and the “Third”. On the one hand, they said, South Africa is so much more economically developed than its neighbors that it should be moving in “developed world” circles. On the other hand, their frank interaction with the Mozambicans during this seminar drove home their responsibility to share what they have learned with their neighbors as they struggle to develop their own economies. In essence, they recognized that they could never enjoy – or sustain – a “good society” if their neighbors remained trapped in poverty and insecurity.
- Many participants said that the seminar helped them to better understand and appreciate those with value systems different from their own. Several said that they would use this experience to help them in both their personal and professional relationships.
- By the last day, several present expressed a realization that merely complaining about the *status quo* is not enough: As leaders, they need to build a shared vision and lead the charge. “If we don’t do it,” they asked, “who will?”

The success of the seminar convinced TechnoServe’s President/CEO of the validity of the Aspen approach in Mozambique. As a direct result, and in close collaboration with The Aspen Institute, TechnoServe has moved forward with plans to launch the Africa Leadership Initiative, a four-year program to develop a cadre of “values-based leaders” in Ghana, East Africa, South Africa and Mozambique. This program was inaugurated in February 2002, with the first class of Fellows launched in Mozambique in December 2002 (see attached List of Fellows).

Attachment 1.d

The Africa Leadership Initiative
East Africa Fellows

Name	Title	Company
Bart Kakooza	Founder/CEO	Media Plus
Betty Amongi Ongom	Member of Parliament	Apac District
Catherine Wanjiru Ngahu	Founder & Managing Director	Strategic Business Options Ltd
Elkanah Odembo	Director	Ufadhili Trust (Centre for Philanthropy & Social Responsibility)
Francis Joseph Kwimbere	General Manager	Brithol Michcoma
Gavin Joseph Bell	Managing Director	Kengele's Management Group (KMG)
Hildegard Aloyce Mziray	Fin & Acc Mngr/Director	TOTAL Tz/St. Valentine Academy
Joseph N Mwangangi	Deputy Country Director	TechnoServe/Kenya
Linus W Gitahi	General Manager	SmithKline Beecham
Mahmoud Thabit Kombo	IT & Telephone Consultant	Freelancing
Margaret Jean Kigozi	Executive Director	Uganda Investment Authority
Mariam Luyombo	Exec Director/Founder; Director	Taibah Schools; Uganda Women Entrepreneurs Association (UWEAL)
Palkesh J S Shah	Senior Executive	Spinknit/Dairy ISP East Africa
Peter I M Kibiriti	Editor & Publisher/CEO	Enterprise Africa/Corporate Africa
Rupin Ramesh Masrani	Managing Director	Datanet.com Limited
Subira Elizabeth Wandiba	Company Secretary	TANESCO
Zuhura Sinare Muro	Director	CelTel/TANZSOUTH

Attachment 1.e

Africa Leadership Initiative Challenge of Leadership Seminar East Africa

Pre-Seminar Questionnaire Results

All participants but one agreed that there is a crisis of leadership in Africa.

Most participants felt that government only somewhat understands what business needs to succeed. Only two participants believed that government does understand what business needs to succeed.

All participants agreed that private business has a responsibility beyond earning profits.

60% of participants believed that economic growth is compatible with social equity.

Most private sector participants stated that their companies have community relations programs.

Most private sector participants indicated that their companies do have policies regarding ethical business practices, although they may not be written. Specifically, those most frequently mentioned relate to paying taxes promptly and anti-corruption/anti-bribery policies.

Post-Seminar Evaluation Results

All Fellows agreed that, as a result of this seminar, they both gained a new sense of what it takes to be a great leader and identified specific areas where their own leadership styles can be improved.

Some responses regarding what it takes to be a great leader:

- Vision, and relentless pursuit of it
- Communicating the vision and inspiring others
- Courage
- Strong team work
- Sacrifice, selflessness
- Authenticity
- Accountability

Some examples of areas for self-improvement:

- Creating a shared vision
- Listening
- Tolerance
- Authenticity
- Don't procrastinate

- Balance
- Risk-taking
- Self-motivation

All agreed that the group of Fellows is a strong one. Most agreed that for East Africa, the regional approach makes sense. One person emphasized that there does need to be a “critical mass” of Fellows from each country in order to really effect change.

All found the moderators to be knowledgeable, and agreed that the moderators added value to the seminar. All participants agreed that this type of seminar is different from others they have attended.

All agreed that the readings were useful to the discussion of leadership. Several participants suggested that they should each contribute to the readings, by identifying and preparing their own case studies for discussion. Many suggested that the sessions should be a bit more structured – the readings should come with questions for thought, and each session should have stated objectives and a summary. One participant suggested to have at least one guest speaker – preferably someone who ties into one of the case studies.

All were pleased with the logistical organization of the seminar; and found the facilities to be comfortable. Future seminar sites must be alerted to special dietary needs (e.g., vegetarian), and be prepared to handle those with ease. One participant suggested extra time for relaxation.

Almost all agreed that the Africa Leadership Initiative and the leaders participating in it will help to drive change in East Africa.

Attachment 1.f

**The Africa Leadership Initiative
Mozambique Fellows**

Name	Title	Company
A. Romeu Rodrigues	Managing Director	CETA Construção e Servicos
Alberto Vaquina	Director of Health	Province of Nampula
Álvaro Casimiro	Coordinator	LINK (Association of 200 NGOs)
Baptista Salomão	Partner and General Manager	Baptista Salomão & Cia Lda
Carlos Mesquita	Managing Director	Cornelder of Mocambique
Carlota Natália Salomão	Technical and Production Mgr.	New Tintas 2000, Lda
Gomes Zita	Deputy Managing Director	Telecomunicacoes de Mocambique
Juma Juma	Consultant	Self-employed
Maria dos Anjos do Rosário	President	Mozambican Association for Urban Development
Maria Luísa Mathe	Dpty. Coord. for Employee Dev.	Government of Mozambique
Mário Ussene	General Director	Ctr. for Arbitration, Conciliation and Mediation
Paula Ferreira	Managing Director/Partner	Deloitte & Touche
Quessanias Matsombe	Owner/Manager	Complexo Humula
Wyona Ferreira	Commercial Director	JOACO Cimentos Internacional

Attachment 1.g

The Africa Leadership Initiative Quotes from Pilot Executive Seminar Participants and Fellows

“We should be grateful to these Americans. We have known for so long about the problems our country faces, but it took these outsiders to bring us together and show us how to begin to have a positive and productive dialogue about solving them.”

“This seminar was about knowledge and vision, while other seminars are about perception.”

“There’s nowhere else we could have had these discussions. Where else would you see a Marxist-Leninist convincingly playing the role of Milton Friedman?”

“I’ve learned about the origins of capital and its formation, and I discovered that it’s not a sin.”

“Single solutions to political, economic or social problems are always dangerous.”

“I found that these texts – the canons of Western thought – are really not inconsistent with Islamic religious values.”

“Leadership is using ‘what is’ to create ‘what might be’.”

“Business people need to be the driving force for East African unity.”

“Too often, our leaders act without consulting others.”

“Our leaders lack vision. Too short-term, near-sighted.”

“It’s very discomfoting that, 600 years later, we’re still grappling with the same issues that Machiavelli was dealing with.”

“Our leaders lack faith in the potential of their people. As a result, we’re stuck with the same small group of people revolving within the governments. They won’t reach out to new partners who may have new ideas and new ways of helping to realize our national vision.”

“In our country, it’s hard to maintain your integrity. Standing up for your principles exposes you to hate – even threats of death.”

“We have a tendency to excuse our leaders by saying that they are good men surrounded by poor advisors. We need wise leaders who can tell good advice from bad.”

“Many of our leaders fail to communicate. They assume that their actions will speak for themselves. But they need to inform and galvanize their followers if they are to be truly effective.”

“We need leaders who tolerate criticism without reacting negatively.”

“It’s important not to get fixated on solutions because it’s amazing how hearing someone else’s perspective can make you reconsider your conclusions.”

“Success breeds so much arrogance, a dangerous sense of invincibility.”

“Even great leaders are not above the flaws we all share.”

“While many MNCs are guilty of unfair practices, our government leaders are also at fault for not developing realistic and consistent labor laws.”

“Why are we always in crisis mode in Africa? We need leaders who can plan ahead rather than moving from crisis to crisis. We can’t always have our hands out.”

“If we as leaders don’t get actively involved with and in government, we will get what we deserve.”

“Our fundamental problem in Uganda is that we expect too much from government.”

“In the NGO sector, we spend so much of our time holding meetings and responding to donors when we should be serving our constituencies.”

“We are leaving government to people who aren’t qualified. As leaders, we need to become engaged in governance.”

“Why do we glorify wealth acquired by corrupt means? What values does this teach our youth?”

“I have acquired a new and deeper understanding of leadership issues, my role, and what I can do to make a difference.”

“[This seminar] has made me more courageous. I no longer think I should remain an observer to leadership flaws in my society. I feel a sense of rebirth of my community objectives.”

Attachment 2.a

Lists of Competitiveness Seminar Participants

Peru – Grape Industry Competitiveness Seminar

1. Sr. Ricardo Briceño – Agrícola Don Ricardo S.A.
2. Sr. Fernando Alvaro – Eichler Corp. S.A.C.
3. Sr. José Chlimper Ackerman – Sociedad Agrícola Drokasa S.A.
4. Sr. Juan Arrieta – Sociedad Agrícola Drokasa S.A.
5. Sr. Alejandro Mejía – Complejo Agroindustrial Beta S.A.
6. Sr. César E. Peschiera Clark – Agrícola Copacabana de Chincha S.A.
7. Sr. Andrés Marsano Monroy - Agrícola Copacabana de Chincha S.A.
8. Sr. José Domínguez Gastón - Agrícola Copacabana de Chincha S.A.
9. Sr. Italo Giribaldi Mansilla – Fundo Buenavista S.R.L.
10. Sr. David Seiner Kertman – Cía. Agroindustrial de Lanchas S.A.
11. Sr. Oscar M. Benalcázar Coz – Inversiones Victoria S.A.C.
12. Srta. Fabiola Casti - Inversiones Victoria S.A.C.
13. Sr. Francisco Flores - Inversiones Victoria S.A.C.
14. Sr. Juan Carlos Brignardello Barreda – Vitícola S.A.
15. Sr. Luis Amaro Quintanilla – Fundo Gómez
16. Sr. Luis Corbetto Rocca – Fundo Santa Yolanda
17. Sr. Alberto Massaro Silva – Fundo Massaro
18. Ing. Jorge García
19. Sr. Antonio Rotondo Rake – Agrícola el Rancho S.A.C.
20. Sr. Alfredo Rotondo Donola – Agrícola San Pablo y San Pablito S.A.C.
21. Dr. Luis Miguel Vega Alvear – Fundo Benolsac
22. Dr. Felipe Llona Málaga – Fundo Don Fermín
23. Sr. Luis Lozada Casapía
24. Sr. Luis Razetto – Campo Sol (Chavimochic)
25. Sr. José Miguel Devescovi
26. Sr. Fernando Cilloniz – Inform@ccion
27. Sr. Xavier Gordillo- Technoserve
28. Sr. Alvaro Salcedo – Technoserve
29. Sr. Rodolfo López
30. Sr. Adolfo Guiyen
31. Sr. Miguel Minaya
32. Sr. Pedro C. Olaechea Alvarez Calderón – Viña Tacama
33. Sr. Arturo Arrani – Fruchincha S.A.C.
34. Sr. Guillermo Freyre- Fruchincha S.A.C.
35. Sr. Willy Castro – Fruchincha S.A.C.
36. Sr. Miguel Del Mar – Banco de Crédito
37. Sr. Gerardo Morales – Banco de Crédito
38. Sr. Fernando Pita - Banco de Crédito
39. Sr. Rolando Palacios - Banco de Crédito
40. Sr. Julio García García - Banco de Crédito

41. Sr. Renzo Galdos Rodríguez – Banco de Crédito
42. Sr. Genaro Novoa - Banco de Crédito
43. Sr. Víctor Iparraguirre - Banco de Crédito
44. Sr. Julio Zavala - Banco de Crédito
45. Sr. Jorge Puertas - Banco de Crédito
46. Sr. Luciano Boggio – Backus
47. Sr. Rafael Iburguren
48. Sr. Jesús Caveró Donayre – Univ. San Luis de Ica
49. Sr. Fernando Ferrero
50. Sr. Santiago Queirolo Targarona
51. Sr. Jorge Queirolo Targarona

Attachment 2.b

**Moshi Coffee Workshop
September 24, 2002**

Attendee List

No.	Name of Participant	Organization/Company
1.	Godfrey Minja	Kokirie Coffee Group
2.	Eliangiringa Minja	Kokirie Coffee Group
3.	Boniface Minja	Kokirie Coffee Group
4.	Msuri S. Makundi	Kotela Coffee Group
5.	Fatihiya A. Massawe	Vice President
6.	Satstiel V. Mushi	Shari Coffee Group
7.	Michael T. Mushi	Kyeeri Coffee Group
8.	Raphael S. Swai	Kyeeri Coffee Group
9.	John Munisi	Shari Coffee Group
10.	Endwasen Mushi	Shari Coffee Group
11.	Mrs. F.A. Faraji	FINCA Estate
12.	Sifaeli B. Urrio	King'ori Coffee Group
13.	P.S. Mbogela	Ministry of Agriculture
14.	Marcel Akonaay	Dohom Coffee Group
15.	Samwel Mesoneki	Nkoanekoli
16.	Peniel Lewanga	Ilkirevi – Kili Coffee Co
17.	Philipo Qadwe	Dohom Coffee Group
18.	Barae Masay	Gendi Rural Coop
19.	Thoma Ngaida	Gendi Rural Coop
20.	Ladilislaus Siegwart Ofmcoy	Maua Seminary
21.	Michael S. Sereki	Regional Security Officer
22.	Firahini Mungure	Kili Coffee Co.
23.	Estomilhi Kimaro	Amkeni Coffee Group
24.	R.P. Temba	Karatu District
25.	A. Temu	Morden Agrovot
26.	Edward K. Sannda	Kili Coffee Co.
27.	Eliniwezesha E. Koka	Kotela S. Growers
28.	Br. Achwllen Aeconrror	Uru Mission Coffee
29.	Macky Shao	Mrumbo Uuwo Coffee Group
30.	Abeli L. Nekiisa	Nombeko R.C.S. Ltd
31.	Wariambora J. Kaaya	Leguruki Coffee Group
32.	F.S. Mpangile	Tanzania Coffee Board
33.	James Paul	I.P.P. Media
34.	Mezz Salim	Mlimani/Gnarash
35.	Joshua S. Moshi	Ass of Kil Spec Coffee
36.	Peter Temba	Daily News

No.	Name of Participant	Organization/Company
37.	Bill Harris	Taylor Winch (T)
38.	Peter A. Kimaro	Masama Roo
39.	Peter Jobs	Seattle,WA USA
40.	Susan Jobs	Seattle WA, USA
41.	Ahmed H.K. Daya	Dorman (T) Ltd
42.	Aisha S. Mushy	For DED Moshi
43.	Philip Rushida	Moshi Rural
44.	Sarah Mtei	Mwananchi
45.	Shoo A.	Uhuru
46.	Mbise Abel	Mwananchi
47.	Rafael Akyoo	King'ori Coffee Group
48.	F. Urio	King'ori Coffee Group
49.	P. Goma	Daily News
50.	A.K. Mbise	ACU ltd
51.	Damina R. Salla	Daraja Magazine
52.	M. Kusserow	Mazao Ltd
53.	Mathew R. Mmasy	Kibosho Coffee Growers
54.	Michael Ngonja	Kibosho Coffee Growers
55.	G.E. Ulomi	Chamber of Commerce Kilimanjro
56.	Paul O. Chikira	Reg Admin Secretary Kilimanjaro
57.	Amen Mtei	Kilimanjaro Native Coop Union
58.	Talalp B. Mbise	MP/Arumeru
59.	Mbise Abel	Kili Coffee Co
60.	O. Ngoi	Kili Coffe Co.
61.	Rogasian T. Kimaro	Reg Livestock Officer
62.	Gadson M. Lengwana	DPS - RC Kilimanjaro
63.	Eadi Simoni	KCC Mulala
64.	Eliezere. Munuo	Mese/Ngrarony Sep Coffee Growers
65.	Erenst F. Munvo	Ngarony Sep Coffee Growers
66.	Noel Yatera	Yatera Alu Coffee Co.
67.	Elishilia M. Ako	Kili Coffee Co
68.	Prms Kimaro	Tanzania Coffee Board
69.	Abel F. Pallangyo	Kingori Special Coffee Group
70.	Sr. M. Grace	Tumani Farm
71.	Sr. Perpetua Chagula	Ngorongoro Estate Farm
72.	Sr. Maesse L. Kalli	TEC Coffee Farm
73.	Ally Sonda	Mwananchi newspaper
74.	Didas Tarimo	Kili Coffee Co.
75.	William S. Siao	Amkeni Gourmet Coffee Group
76.	L.A. Ole Sirikwa	Ass of Kili Spec Coffee Group
77.	Sr. Avilla	Tumaini Farm
78.	N. Sameli	Kili Coffee Co
79.	Edwin S. Kaale	Mrimbo-Uuwo Coffee Group
80.	Zakaria I. Akyoo	Nombeko Rural Coop Society

	Name of Participant	Organization/Company
81.	Appia Z. Ndossi	Kili Coffee Specialist
82.	D.H. Mboya	Tanzania Coffee Board
83.	R.J. Mlaki	Mlimani Ngarash Coop Society
84.	N.J. Mbogholi	Mlimani Ngarashi Coop Society
85.	Johnson S. Swai	Roo Coffee Group
86.	James M. Teri	Coffee Research Institute
87.	Ernest Z. Nnko	Leguruki Specialty Coffee Group
88.	K. Badrulla	Gendi Cooperative Society
89.	Peter Learo Njau	MP representative Moshi rural
90.	Mr. Ole Peter	MP representative Vunjo
91.	Ms. Janet Ogen	MP representative Moshi

Attachment 2.c

Attendees at Mozambique Financing Seminar

	Name	Institution/Organization/Company
1	Carlos Morgado	Minister of Industry & Commerce
2	Adriano Maleiane	Governor of the Central Bank-Bank of Mozambique
3	Egas Mussanhane	CTA
4	Antonio Munguambe	GCI
5	Apolinário Panguene	SOBEC
6	Rodrigues Parruque	Bolsa de Valores - Stock Exchange
7	Gildo Lucas	Tchuma
8	Mário Ussene	CACM/CTA
9	Brad Rpberts	The World Bank
10	Clara de Sousa	Central Bank – Bank of Mozambique
11	João Macaringue	Ministry of Industry and Commerce
12	Oldemiro Baloi	BIM – Banco Internacional de Moçambique
13	António Macanda	EMPREMO
14	Carlos Klint	CAM Moçambique
15	Fernando Souto	FERSOL, Lda
16	Tebogo Matome	Botswana Stock Exchange
17	Ainader Cader	MINCO
18	Sérgio Chitará	CTA
19	Victor Costa	CIMA, SARL
20	António Souto	GAPI, SARL
21	Pinho Ribeiro	GAPI, SARL
22	Fernando Lobo	MINCO
23	Pedro Massinga	Companhia JFS
24	Nuno Miguel	KULIMA
25	José Alcobia	FRUTISUL
26	Júlio Malea	FRUTISUL
27	Alfredo Ficoechi	TEDECO, Lda
28	Ernesto Mafumo	IPEX
29	Rafael Saúte	UNIDO
30	Carlos Moamba	TechnoServe Moçambique
31	Gilberto Barros	The Wolrd Bank
32	Francisco Ianga	Ministry of Industry and Commerce
33	Carlos Costa	TechnoServe Moçambique
34	Romeu Rodrigues	CETA
35	Paula Ferreira	Deloitte and Touche
36	Fernanda Cabanas	Pandora Box
37	Anselmo Rodrigo	Bentow
38	Carlos Jó António	Central Bank – Bank of Mozambique
39	Jorge Mambuque	AMECON
40	Maria Hortense Wetela	BAT Moç

41	Danbuza Chissano	Ifloma
42	Teodósio Wazella	Central Bank – Bank of Mozambique
43	J. Hassan	MOPAC
44	A. J. Macropolos	CIMPOGEST
45	C. R. Mate	NORAD
46	António Luis Macamo	CPI
47	Mabel	Brazilian Embassy
48	José Valentim Barbierri	BCI
49	Mustak Ramjee	Delta Trading
50	Tavares Come	Buhle Waste
51	André Vizela	BIMI – BIM Investimentos
52	Catija da Costa	BIMI – BIM Investimentos
53	Lara Pacheco faria	Nakosso – SUIMO
54	Carlos Lernardo Vincente	SAC
55	Nilza Issufo	ENA/CRIZA
56	Valay Carchic	AIFO-Moz
57	Francisco Jalane	AIFO-MOZ
58	Andrea Tanú	Italian Cooperation
59	Kátia Paim Vassoa	UNESCO
60	Calado Domingos	Ministry of Industry and Commerce
61	Natividade Bule	Catucha
62	Cáudia Conceição	Mozacapital
63	MARCO Van Andel	Novo Banco
64	Remko Komyo	Novo Banco
65	Kelin Laurent	AFD
66	Arlindo Tembe	Novo Banco
67	Paula Massango	Terra Firme de Moçambique
68	Samira Patel	BIM Investimentos
69	António Cruz	CIMA
70	Celestino Fernando	Student
71	André Lucas	Student
72	Saul Manjate	Equipesca
73	Mariamo Carimo	PODE
74	Cloé Ribas	ISPU – Superior Politecnic Institute
75	Andrea Durão	Ernest & Young
76	Telma Gonçalves	Central Bank – Bank of Mozambique
78	Candido Hanguana	FUNAE
79	Maria Aguiar	Sweeden Embassy
80	Lina Maria Nhacuongue	Banco Austral
81	Stefano Marmorato	Italian Cooperation
82	Leonardo Ialovone	GPSCA/MADER
83	Feliciano Angeline	AIOPA
84	Marechal Ndella	ADHA
85	Olga Munguambe	Ministry of Industry and Commerce
86	Sabino Ngundele	BCI

87	Lawe Laweki	Lawe, Lda
88	Jonathan Bamber	???
89	Joana Saranga	Central bank – Bank of Mozambique
90	César Guitunga	CESAGRO
91	Samuel Chissico	Agrarius
92	Joaquim Caronga	Ministry of Public Works
93	Benjamim Marcelino	CGM
94	Emidio Muchine	K.S , Lda
95	Santos Jone	INCAJU
96	Maria Issufo	UTOMI
97	Martin SPAHR	SOCREMO
98	Gregória Jerónimo	Polyan general
99	Paulo Ngomane	LADC
100	Emidio Sambane	A.J.C.D
101	Abdul Molgy	Mabor
102	Henoque Nhancale	GPSCA/MADER
103	Mario Tembe	Transportes Tembe
104	Issufo Caba	APDF – A Wolrd Bank Gorup Project
105	Quessamia Matsombe	Complexo Humula
106	Abdul Hamide	TechnoServe Moçambique
107	Carla Dias	MozaCapital, N.P.S, Lda
108	José Augusto Psica	Central Bank – Bank of Mozambique
109	Maria Luisa Aragão	AMB
110	Paulo Guimarães Negrão	CITRUM
111	Anibal Marques	Tropical
112	Elizabeth Filipe	American Embassy
113	Maria João Rego Costa	Belgian Consulate
114	Jorge Lacerda	HSBC Equator
115	Belmiro Baptista	Hortofruticola
116	Kekobad M. Patel	ENACOMO
117	Arnaldo Ribeiro	GPSCA/MADER
118	Otilia Pacule	CTA
119	Anna Locke	CPSCA/MADER
120	António Fagilde	AECA
121	Alexandre Negrão	Student



¡EMPRENDE TU IDEA! PROGRAM REPORT

1

OBJECTIVE

WHY?:

- High unemployment rate
 - 6% official
 - Between 15% & 20% sub employment
 - Up to 50% in rural El Salvador
- A lack of ability to write a coherent and bankable business plan
- TechnoServe aims to use the competition as a tool to identify entrepreneurs
- **ACHIEVE RURAL ECONOMIC GROWTH AND DEVELOPMENT**

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AGENDA

- ◆ **COMPETITION OVERVIEW**
 - Phases
 - Structure
- ◆ **ETI I RESULTS**
 - EMPRETEC Workshop
 - Conferences
 - Consultants and Experts
 - Business Plans Remittance
 - Participants' Profile
 - Lessons Learned
 - Next Steps

3

COMPETITION OVERVIEW – PHASES

	PHASE I	PHASE II	PHASE III
NUMBER OF PARTICIPANTS	300	125	30
END PRODUCT	Evaluation of entrepreneur spirit	Detailed draft of the Business Plan	Detailed Business Plan and Presentation
FOCUS	Idea Development	Marketing and Finance Strategy	Implementation Plan
TIME	Jan. 08 - Feb. 08	Apr. 01 – Jun. 5	June 22 – July 31
SIZE OF THE END PRODUCT	Idea detailed in EMPRETEC entry form	Business plan with approximately 20 pages	Business plan with approximately 30 pages
PRIZES	EMPRETEC	EMPRETEC Certificates	4 x US\$ 15,000
EDUCATION FACTOR	Idea Development and Evaluation	EMPRETEC, Conferences and Consultants	Consultants and development of presentation skills

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COMPETITION OVERVIEW – STRUCTURE

The Competition was design to have three different types of supporting institutions:

- **ORGANIZATION TEAM (TECHNOSERVE AND PARTNERS)**
 - Entrepreneurial NGOs with solid reputation
 - In charge of all aspects related to organizing the competition
- **SPONSORS**
 - Private companies with social responsibility
 - Major benefit is brand exposure on the competition advertising campaign and events
 - In some cases, access to a new customer base
- **MENTORS**
 - Private companies and NGOs
 - Bring their expertise to the competition
 - Main source for Mentors, Jurors and Judges

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COMPETITION OVERVIEW – ORGANIZING COMMITEE

FUNDEMÁS

- Responsible for conducting 300 interviews during phase I.
- Ran 5 EMPRETEC workshops for the 125 selected participants

FUSADES

- Through their PROPEMI program, offered consultants and jurors
- Gave office space for EMPRETEC workshops
- Opened a line of credit for participants

CONAMYPE

- Paid consultants assigned to participants
- Are giving post-competition support to participants

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COMPETITION OVERVIEW – SPONSORS AND MENTORS

SPONSORS

- TELECOM
- SHELL
- USAID
- INSAFORP
- BID-FOMIN
- LIZ CLAIBORNE
- HOTEL RADISSON
PLAZA
- SIGNO PUBLICIDAD
- G.PREMPER DISEÑO

MENTORS

- CALPIA
- ESEN
- CENTROMYPE
- KPMG
- AEI (INCAE)
- FUNDAPYME

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AGENDA

- ♦ COMPETITION OVERVIEW
 - Phases
 - Structure
- ♦ ETI I RESULTS
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ETI I RESULTS – EMPRETEC WORKSHOP

- ♦ 114 participants attended the EMPRETEC workshop
- ♦ Each participant was given a handbook on how to write a business plan
- ♦ To evaluate the effectiveness of the workshop, the handbook and the mentors, we surveyed the participants:
 - Before the workshop
 - Right after they turned in the business plans
- ♦ The survey covered points on setting up, running a company and writing a business plan
- ♦ Participants improved their average grade by 54%, from 45 to 69. (maximum grade was 100)

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ETI I RESULTS – CONFERENCES

- ♦ 5 conferences were offered on topics related to business plan development:
 - 1) Success stories of 2 Salvadorians' entrepreneurs
 - 2) Marketing (It's Importance, Internet as a Marketing Tool)
 - 3) Finance (Basic concepts, How to apply for a loan)
 - 4) Law (How to set up a company, Patents)
 - 5) Venture Capital in El Salvador
- ♦ These events were important for the image consolidation of the Business Plan Competition
- ♦ These served as networking events which entrepreneurs could exchange ideas with consultants, speakers and counterparts

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ETI I RESULTS – CONSULTANTS AND EXPERTS

- ♦ 55 mentors and 4 experts
- ♦ The role of the mentors was to help on the content of the business plan
- ♦ The experts answered specific in their area of expertise (law, marketing, finance)
- ♦ Most mentors and all experts worked pro-bono
- ♦ 95% are willing to come back

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ETI I RESULTS – BUSINESS PLAN REMITTANCE

- ♦ 114 business plans were expected
- ♦ 74 business plans were received -- a 65% hand-in ratio
- ♦ 100% hand-in ratio for phase III
- ♦ The major reason for not remitting business plans was a lack of time due to professional obligations

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ETI I RESULTS - PARTICIPANT PROFILE

GENDER	P1%	P2%	P3%
Masculine	70%	72%	73%
Feminine	30%	28%	27%

AGE BRACKET	P1%	P2%	P3%
18-29	42%	41%	26%
30-41	36%	37%	47%
42-53	17%	17%	24%
> 54	5%	5%	3%

CITY	P1%	P2%	P3%
San Salvador Metro	67%	70%	77%
Countryside	33%	30%	23%

- 57% of inscriptions were made over the Internet.

P1 refers to the 300 participants of phase I, P2 to the 125 qualified for phase II and P3 to the 30 selected for phase III

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ETI I RESULTS - PARTICIPANT PROFILE

OCCUPATION	P1%	P2%	P3%
Business Owner	33%	37%	47%
Private Company Employee	23%	27%	20%
Student	15%	14%	10%
Unemployed	12%	10%	13%
Family Owned Business Employee	9%	8%	10%
Civil Servant	7%	4%	0%
Other	1%	0%	0%

EDUCATION	P1%	P2%	P3%
University degree	78%	86%	90%
High School	19%	13%	10%
Did not answer	3%	1%	0%

P1 refers to the 300 participants of phase I, P2 to the 125 qualified for phase II and P3 to the 30 selected for phase III

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ETI I RESULTS — PARTICIPANT PROFILE

The Economic sectors of the ideas were distributed as follows:

BUSINESS IDEA ECONOMIC SECTOR	P1%	P2%	P3%
Professional and Personal Services	21%	30%	30%
Manufacturing	20%	15%	17%
Agriculture, Fishing, Mining	15%	12%	10%
IT and Software Development	14%	12%	7%
High Tech Applications	13%	17%	10%
Media, Publicity, Marketing	13%	20%	13%
Restaurants y Fast Food	9%	3%	3%
Tourism y Hospitality	8%	8%	10%
Education	8%	8%	17%
Health	6%	8%	13%
Transportation and Warehousing	5%	7%	3%
Financial Services and Real Estate	4%	5%	0%
Franchising	3%	2%	0%
Retail and Wholesale	2%	0%	0%
Other	9%	6%	7%

PS: The participant could mark more than one option

P1 refers to the 300 participants of phase I; P2 to the 125 qualified for phase II and P3 to the 30 selected for phase III

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ETI I RESULTS — LESSONS LEARNED

- ◆ The EMPRETEC Workshop mainly covered entrepreneurship development.
- ◆ Not all participants followed the concepts in the handbook
- ◆ Mentors should know in advance the content of the EMPRETEC Handbook
- ◆ In a few cases, participants did not approach the mentors to obtain assistance
- ◆ Some mentors were not easily available to the participants
- ◆ Weekly follow-up with the participants were very useful
- ◆ Create a workshop or conference on writing a business plan
- ◆ Rural impact plans were fewer than expected

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ETI I RESULTS – NEXT STEPS

- ♦ TechnoServe must design a strategy to attract more rural impact plans
- ♦ TechnoServe prizes to the best rural plans
- ♦ Work towards the institutionalization of competition
- ♦ Work with the most promising plans with rural impact
- ♦ Design strategy to promote financing for rural plans

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COUNTRY DATA SHEETS

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

Project Information

Name of Organization -- TECHNOSERVE, INC --

Project Number Grant/Contract Number
-- HFP-A-00-01-00022-00 --

Start Date (MM/DD/YY) End Date (MM/DD/YY) AID Project Officer's Name
-- 10/01/2001 -- -- 09/30/2006 -- Karen Nelson

AID Obligation By AID FY (\$000)

FY	AMOUNT	FY	AMOUNT
2002	\$ 207		\$
	\$		\$
	\$		\$
	\$		\$

Project Purpose
"Extending Globalization's Opportunities to the Rural Poor"

COUNTRY INFORMATION

Country Location in Country (Region, District, Village)
EL SALVADOR

PVO Representative's Name Local Counterpart/Host Country Agency
Roberto Vega Lara, Country Director TechnoServe - El Salvador

COUNTRY FUNDING INFORMATION

Year	2002
AIDS	\$207,000
PVOS	\$207,000
INKIND	
LOCAL	
TOTAL	\$414,000

Purpose (if other than project purpose)

Status

FOR OFFICIAL USE ONLY

PVO TYPE	SUBPROJ	
APPN	FUND TYPE	
CNTRY CODE	TECH CODE	
PROJ OFFC	NON ADD1	NON ADD2

AID 1550-11 (8-85)

COUNTRY DATA SHEETS

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

Project Information

Name of Organization -- TECHNOSERVE, INC --

Project Number Grant/Contract Number
-- HFP-A-00-01-00022-00 --

Start Date (MM/DD/YY) End Date (MM/DD/YY) AID Project Officer's Name
-- 10/01/2001 -- -- 09/30/2006 -- Karen Nelson

AID Obligation By AID FY (\$000)

FY	AMOUNT	FY	AMOUNT
2002	\$ 38		\$
	\$		\$
	\$		\$
	\$		\$

Project Purpose
"Extending Globalization's Opportunities to the Rural Poor"

COUNTRY INFORMATION

Country Location in Country (Region, District, Village)
NICARAGUA

PVO Representative's Name Local Counterpart/Host Country Agency
Ernest van Panhuys, Country Director TechnoServe - Nicaragua

COUNTRY FUNDING INFORMATION

Year	2002
AIDS	\$38,000
PVOS	\$38,000
INKIND	
LOCAL	
TOTAL	\$76,000

Purpose (if other than project purpose)

Status

FOR OFFICIAL USE ONLY

PVO TYPE SUBPROJ
APPN FUND TYPE
CNTRY CODE TECH CODE
PROJ OFFC NON ADD1 NON ADD2

AID 1550-11 (8-85)

COUNTRY DATA SHEETS

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

Project Information

Name of Organization -- TECHNOSERVE, INC --

Project Number Grant/Contract Number
-- HFP-A-00-01-00022-00 --

Start Date (MM/DD/YY) End Date (MM/DD/YY) AID Project Officer's Name
-- 10/01/2001 -- -- 09/30/2006 -- Karen Nelson

AID Obligation By AID FY (\$000)

FY	AMOUNT	FY	AMOUNT
2002	\$ 51		\$
	\$		\$
	\$		\$
	\$		\$

Project Purpose
"Extending Globalization's Opportunities to the Rural Poor"

COUNTRY INFORMATION

Country Location in Country (Region, District, Village)
PERU

PVO Representative's Name Local Counterpart/Host Country Agency
Alvaro Salcedo, Country Director TechnoServe - Peru

COUNTRY FUNDING INFORMATION

Year	2002
AIDS	\$51,000
PVOS	\$51,000
INKIND	
LOCAL	
TOTAL	\$102,000

Purpose (if other than project purpose)

Status

FOR OFFICIAL USE ONLY

PVO TYPE SUBPROJ
APPN FUND TYPE
CNTRY CODE TECH CODE
PROJ OFFC NON ADD1 NON ADD2
AID 1550-11 (8-85)

COUNTRY DATA SHEETS

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

Project Information

Name of Organization -- TECHNOSERVE, INC --

Project Number Grant/Contract Number
-- HFP-A-00-01-00022-00 --

Start Date (MM/DD/YY) End Date (MM/DD/YY) AID Project Officer's Name
-- 10/01/2001 -- -- 09/30/2006 -- Karen Nelson

AID Obligation By AID FY (\$000)

FY	AMOUNT	FY	AMOUNT
2002	\$ 37		\$
	\$		\$
	\$		\$
	\$		\$

Project Purpose
"Extending Globalization's Opportunities to the Rural Poor"

COUNTRY INFORMATION

Country Location in Country (Region, District, Village)
KENYA

PVO Representative's Name Local Counterpart/Host Country Agency
James Carman, Country Director TechnoServe - Kenya

COUNTRY FUNDING INFORMATION

Year	2002
AIDS	\$37,000
PVOS	\$37,000
INKIND	
LOCAL	
TOTAL	\$74,000

Purpose (if other than project purpose)

Status

FOR OFFICIAL USE ONLY

PVO TYPE SUBPROJ
APPN FUND TYPE
CNTRY CODE TECH CODE
PROJ OFFC NON ADD1 NON ADD2

AID 1550-11 (8-85)

COUNTRY DATA SHEETS

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

Project Information

Name of Organization -- TECHNOSERVE, INC --

Project Number Grant/Contract Number
-- HFP-A-00-01-00022-00 --

Start Date (MM/DD/YY) End Date (MM/DD/YY) AID Project Officer's Name
-- 10/01/2001 -- -- 09/30/2006 -- Karen Nelson

AID Obligation By AID FY (\$000)

FY	AMOUNT	FY	AMOUNT
2002	\$ 65		\$
	\$		\$
	\$		\$
	\$		\$

Project Purpose
"Extending Globalization's Opportunities to the Rural Poor"

COUNTRY INFORMATION

Country Location in Country (Region, District, Village)
MOZAMBIQUE

PVO Representative's Name Local Counterpart/Host Country Agency
Jake Walter, Country Director TechnoServe - Mozambique

COUNTRY FUNDING INFORMATION

Year	2002
AIDS	\$65,000
PVOS	\$65,000
INKIND	
LOCAL	
TOTAL	\$130,000

Purpose (if other than project purpose)

Status

FOR OFFICIAL USE ONLY

PVO TYPE SUBPROJ
APPN FUND TYPE
CNTRY CODE TECH CODE
PROJ OFFC NON ADD1 NON ADD2

AID 1550-11 (8-85)

COUNTRY DATA SHEETS

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

Project Information

Name of Organization -- TECHNOSERVE, INC --

Project Number Grant/Contract Number
-- HFP-A-00-01-00022-00 --

Start Date (MM/DD/YY) End Date (MM/DD/YY) AID Project Officer's Name
-- 10/01/2001 -- -- 09/30/2006 -- Karen Nelson

AID Obligation By AID FY (\$000)

FY	AMOUNT	FY	AMOUNT
2002	\$ 44		\$
	\$		\$
	\$		\$
	\$		\$

Project Purpose
"Extending Globalization's Opportunities to the Rural Poor"

COUNTRY INFORMATION

Country Location in Country (Region, District, Village)
TANZANIA

PVO Representative's Name Local Counterpart/Host Country Agency
Thomas Dixon , Country Director TechnoServe - Tanzania

COUNTRY FUNDING INFORMATION

Year	2002
AIDS	\$44,000
PVOS	\$44,000
INKIND	
LOCAL	
TOTAL	\$88,000

Purpose (if other than project purpose)

Status

FOR OFFICIAL USE ONLY

PVO TYPE SUBPROJ
APPN FUND TYPE
CNTRY CODE TECH CODE
PROJ OFFC NON ADD1 NON ADD2

AID 1550-11 (8-85)