

TechnoServe

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INDUSTRY:
Nonprofit

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BACKGROUND

TechnoServe is a non-profit organization that focuses on promoting and supporting entrepreneurship to achieve sustainable rural development to eradicate poverty. TechnoServe is very active in nearly 15 under-developed countries in Africa, Latin America and Asia. TechnoServe was recently ranked by *Fortune Magazine* as one of the top NGO's in the world.

PROBLEM STATEMENT

TechnoServe has been in existence since 1969. As an organization, TechnoServe experienced modest growth from its founding through 2007. By 2007, the organization was managing an annual grant level of about \$15 Million. However, in 2008, TechnoServe, opted to scale their operation extensively and proposed a significant effort to the Bill and Melinda Gates Foundation. This effort to improve the lives of a million coffee farmers in East Africa would require the organization to be able to quickly scale itself to handle an operation triple its current size.

In taking on this project, TechnoServe faced severe immediate constraints - there were several internal processes that needed the resolution of major inefficiencies. The organization, over the last 30 years, grew in a very ad hoc manner, and no consistent operational strategy was ever developed. The distributed nature of operations in remote areas of Africa and Latin America, with limited technology infrastructure exacerbated these problems. One of the important aspects that the Senior Management at TechnoServe wanted to focus on as the result of the new project was the ability to measure and present the direct impacts of their intervention on rural communities. The inadequate structure for data collection, storage and management posed very strong challenges.

ISI SOLUTION

The ISI Team traveled to several of TechnoServe's country offices across Africa and Latin America and conducted a comprehensive survey of roles, responsibilities and tasks across the organization.

Based on this analysis, ISI developed a process model for the organization. Analysis of this model revealed a clear-cut set of gaps and constraints that needed to be fixed to accommodate the necessary expansion.

ISI developed a technology infrastructure roadmap for TechnoServe. The roadmap was developed on the basis of an Enterprise Architecture Plan (EAP) ISI developed. The EAP consisted of:

- A Data Architecture (DA) that identified the various data elements collected, stored, used and reported within the organization, and a mapping of the functions that owned each element.
- An Applications Architecture (AA) that defined a set of applications and processes that enabled the use and creation of these data elements.
- A Technology Architecture (TA) that specified the technical infrastructure requirements to accommodate the applications.

TechnoServe is currently implementing the infrastructure improvement strategy that ISI outlined. The organization is well on its way to execute on the significant commitments made to the Gates Foundation.