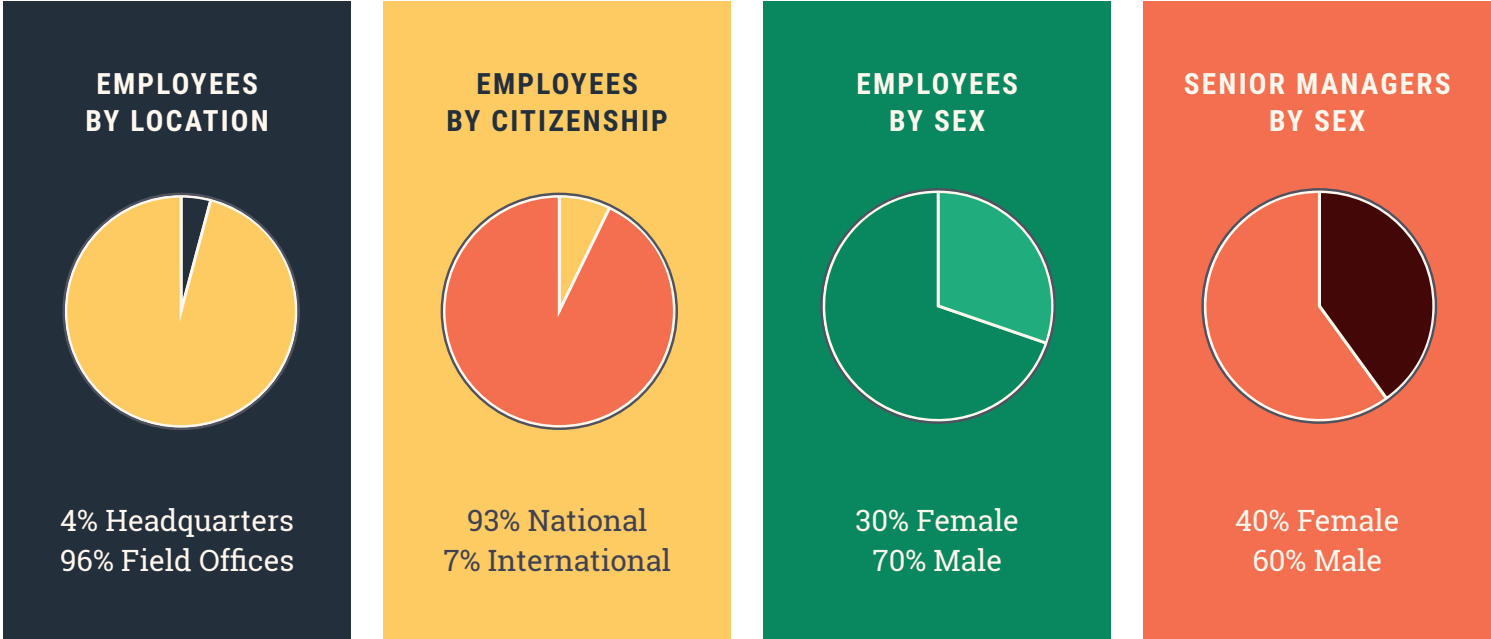


MARKETS SHOULD BENEFIT EVERYONE

iDE IS OVER 1,000 PEOPLE



The overwhelming majority of our staff (96%) live and work in the countries and areas we support.

We hire locally. In fact, 93% of our staff are citizens of the same countries they are working in.

30% of our global staff are female, and we've committed to hiring more women in all aspects of our business.

However, 40% of our senior management positions are held by women, who serve as role models and mentors.

DEAR FRIENDS, iDE succeeds because of the talent, passion, and perseverance of our employees, many of whom have personal experience with the level of poverty we strive to eradicate. I am proud to highlight our employees in our 2018 annual report because, like our clients, their stories deserve to be known.

Our organization contains incredible diversity: ethnicities, religions, gender identities, backgrounds, education, and experience. Our recent leadership summit reconfirmed the one thing that binds us together: a shared focus on our mission and the belief that entrepreneurs are everywhere. iDE's employees demonstrate daily how unlocking business potential for people increases incomes and improves livelihoods.

According to legend, while touring Cape Canaveral, President Kennedy stopped to ask a janitor, "What do you do here?"

The janitor replied, "Mr. President, I'm sending a man to the moon."

Every employee of iDE shares this sense of mission. We know that what we do has actually made a difference already. Just ask one of the over 900,000* households that now own a safe, improved toilet in Cambodia, Bangladesh, Nepal, Ghana, or Ethiopia. Ask any number of the farmers who now have access to improved seeds, pumps, drip kits, and

integrated pest management because there is a local Farm Business Advisor they can call on.

In today's challenging world of international development, where politics has played havoc with long-running programs and increasing nationalism has forced some donors' attention elsewhere, it takes this sense of purpose to stay strong. But we believe in the idea that a rising tide lifts all boats: assisting others does not diminish us. Creating inclusive, thriving markets that benefit all people—especially those in the world's poorest locations—may be the very solution needed because, once established, they become sustainable, and funding is no longer needed. That's why we are also featuring in this report how our work contributes to the United Nations' Sustainable Development Goals, a common framework by which the global community measures its progress in creating a more just and sustainable world for all.



Thank you for the support and partnership you have provided over the last year. It matters. Your assistance ensures that together we are making a real difference in our world right now.

Lizz Ellis
Chief Executive Officer

**as of April 2019*

WE CONNECT PEOPLE TO PEOPLE TO CREATE INCLUSIVE MARKET ECOSYSTEMS

that enable families living in challenging environments
to increase their incomes and improve their lives



We train social entrepreneurs in business skills, working with them to craft businesses that do good in their communities, and troubleshooting the barriers they face. We go to villages and individual homes to talk to people and find out what they need, then help design affordable, attractive, and feasible products based on locally available materials. We work with government officials, from the local village leaders to federal department heads, to help identify areas and families in need, to build awareness of systemic problems that must be addressed, and to accelerate the priorities established by these leaders.

On the following pages, meet five staff members and the important roles they play in creating change that lasts.

RASHIDA the TEACHER

Rashida knows the dreams and desires of Ghanaian women based not only on being one herself but also on the human-centered deep dive iDE conducted in 2018. A Ghanaian woman is busy. She is the cook, the caregiver, the collector of wood and water, the cleaner, and she contributes to the family's income. Unless she performs her income generating activities at home, she's not there. That's why Rashida is constantly out and about: at the

market and in the communities, engaging women as they go about their daily duties, not interrupting their lives, but fitting into their routines and talking about how a Sama Sama toilet could help them realize their dreams of safety, security, and health for not only themselves, but also their children. "I'm not a sales agent. I'm a Toilet Teacher: educating communities and families about the benefits of household sanitation."



BELAY the PARTNER

Belay provides training on improved crop production practices and technologies in Ethiopia's Dassenach woreda. He supports farmers by providing them information on how to produce new crops and assists new irrigation pump user groups who are just learning how to use these technologies. Working remotely is not easy: his office is often without grid power, so he has to use a diesel generator, and the petrol for that and his vehicle is always in short

supply. When asked about his working relationship with his clients, Belay says, "You have to know their languages, culture, and norms. So they like you when you are with them and respect them." As a former government employee, Belay knows the importance of involving local officials. He ensures that iDE activities are coordinated with the woreda agriculture and natural resource development office as well as kebele level community groups.

PHEARAK the LISTENER

"Going to the field is the best part of my job!" says Mak Sayphearak. "Stories that I capture in the field help me to connect with people better and also inspire the design process." Every project involves a careful consideration of design and innovation methodologies that are critical to crafting successful solutions, strategies, or interventions. A few complex problems he's worked on include

how to build a better latrine for people with disabilities or designing a handwashing solution for people who don't have access to running water. "Listening to people is critical to designing real-fit solutions for the user. Beyond this, I consider my work to be meaningful and valuable because it contributes to helping a lot of people in Cambodia who are in need, especially people in rural areas."



DOREEN the COACH

Every market transaction has two parties: a buyer and a seller. Doreen's role as a market facilitator is to teach Mozambique's Farm Business Advisors (FBAs) how to connect those two parties so that all can benefit. Doreen's training ensures that FBAs have the business skills to successfully complete transactions, keep track of their income and expenses, and fulfill the paperwork needs

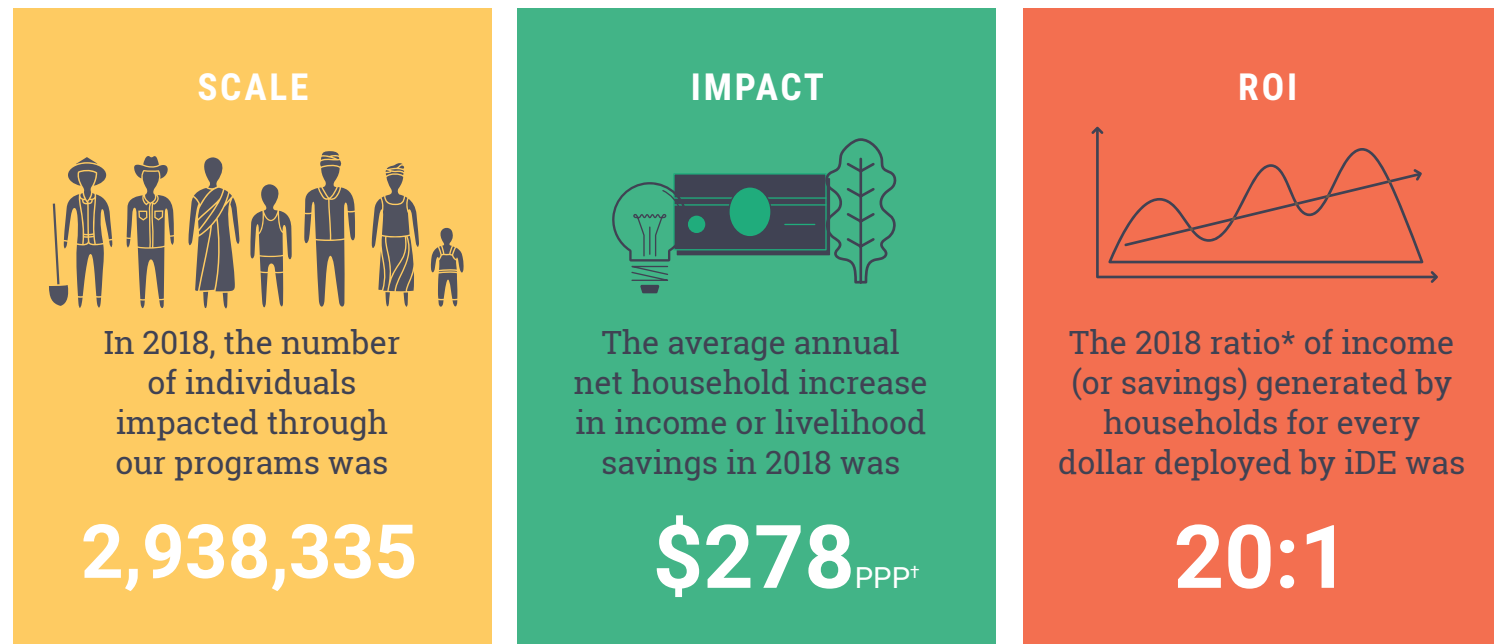
of invoices and receipts for institutional buyers. With her background in counseling, Doreen understands the difficulties that many of her FBAs face, especially women trying to carve out an entrepreneurial role in a traditionally patriarchal society. "To me, if there is no output market, there is no business. My passion is to see that all of our women FBAs have fixed markets."

THOMAS the INNOVATOR

Thomas works with Honduran farmers to best utilize climate-smart technologies like solar pumps, drip irrigation, and water storage. Since childhood, Thomas has been interested in the environment and climate change. After attending university in France, he moved to Burkina Faso where he helped develop the Impluvium, a roof

catchment rainwater harvesting system. Three years ago he brought the technology to Honduras where he continues to improve the system, making it more affordable and addressing local issues with drought and water conflicts. He says, "I like to be with farmers and work with my hands. It's important for me to be versatile and do a lot of different jobs."





†US dollars in terms of purchasing power parity

*calculated on a 3-year rolling average

OUR THREE GLOBAL KEY PERFORMANCE INDICATORS

iDE measures all of our projects and initiatives based on three global key performance indicators (KPIs): scale, impact, and return on investment. iDE also measures how we are performing in other impact areas, such as climate change resilience, women's empowerment, dietary diversity, and health outcomes.

We rigorously evaluate our programs to measure how well our activities contribute to our mission of increasing incomes and improving lives. Every evaluation receives a score that represents the credibility of the research methods used to estimate that impact. Based on this score, evaluations are

weighted when estimating the impact for each initiative within our portfolio. Our Evidence and Analytics team constantly invests in rigorous internal impact evaluations and reviews external research and impact assessments to obtain defensible and comprehensive results to measure our success.

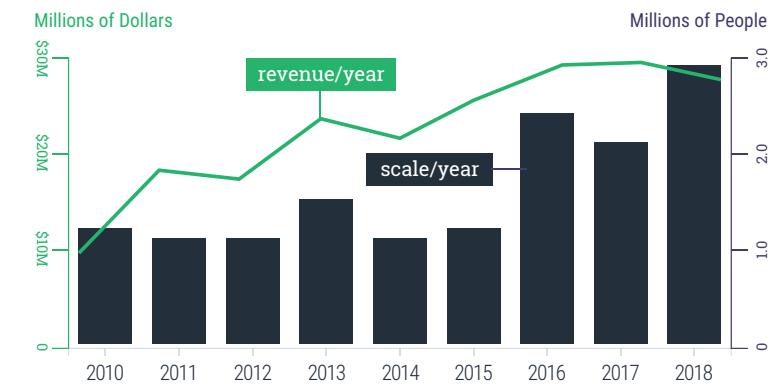
In 2018, our scale continued to accelerate, reaching more people in one year than we've ever done in a single year before. Correspondingly, the new income (or savings) generated by our clients remains high. We commit to a minimum 10:1 return on investment, and achieved double that ROI this year.

Our Global Presence



GROWTH OF SCALE AND REVENUE OVER TIME

To better understand our accelerating impact, we graphed our annual scale numbers since 2010 against our annual revenues. Increased revenue drives more impact, as we can expand our program activities to new areas and reach more people with high quality impact. iDE is proud of both our impact and our growth in scale. Both of these metrics demonstrate that we are increasingly improving lives for more and more people while simultaneously ensuring quality impact for each and every person.



THE SUSTAINABLE DEVELOPMENT GOALS ARE A SHARED BLUEPRINT FOR PEACE & PROSPERITY for people and the planet, now and into the future



In September 2015, the United Nations adopted a set of 17 goals to be achieved by 2030. Building upon the work of the Millennium Development Goals, the Sustainable Development Goals (SDGs) increased the commitment and ambition of the world's nations to a shared blueprint for peace and prosperity for people and the planet, now and into the future. iDE shares the vision of the United Nations.

Here are some examples of how our work contributes to the SDGs.

SDG 1: END POVERTY IN ALL ITS FORMS EVERYWHERE.

Getting right to the heart of iDE's core mission, we believe that SDG 1 is attainable through our market-based development approach. For three decades we have promoted technologies and services that help small-scale farmers increase their production and earn more income.

BANGLADESH In partnership with CIMMYT, we completed the \$15 million CSISA-MI project in Bangladesh, which enhances dry-season productivity through irrigation systems, agricultural machinery, and training by local service providers. In recognition of our success, USAID awarded the partnership a phase two budget of \$21 million to continue to expand CSISA-MI. (photo below)

ETHIOPIA In partnership with the EU, iDE led a consortium of NGOs addressing the root causes of displacement and irregular migration in drought-prone areas. Out-migration occurs when families have no economic opportunities. By strengthening their resilience and expanding their incomes, families and communities benefit.



ZAMBIA The SHARED project, funded by SIDA, uses a strategy of cultivating commercial capacity by developing competitive "last mile" agriculture service delivery, enabling farmers to increase incomes to \$350/year or more.



SDG 2: END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE.

Since our beginnings, iDE has focused on the role of horticultural production in addressing poverty. Helping farmers have the tools and training they need to grow more is key to ensuring that families have enough food on their tables and enough money to make their own choices about their future.

HONDURAS In the city of Choluteca, the Ministry of Agriculture led program EmprendeSur (financed by IFAD), together with iDE, carried out the Climate Change Challenges: Food Security, Nutrition, and Water Governance in the Dry Corridor of Honduras, with 130 direct project participants.

MOZAMBIQUE We are piloting tropical greenhouses that diversify year-round agricultural income opportunities to increase both local availability of specialty crops and commercial production of smallholder farmers. (photo below)

NEPAL iDE worked with partners to co-create strategies to integrate pest management into the rural agro-market in order to address the anticipated arrival of the fall armyworm, which is expected to have a devastating impact on agriculture across Nepal.



SDG 5: ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS.

The focus on gender equity reflects iDE's understanding of how poverty disproportionately affects women, who are often the foundation of the home and primary caregiver for both children and the elderly. By empowering women to create businesses and earn independent income, we strengthen households and entire communities.

CAMBODIA The \$6 million third phase of our highly successful WASH program is being funded in part by DFAT's Water for Women Fund in reflection of how sanitation benefits women and girls foremost.

GHANA We did a human-centered design "deep dive" to determine how we might better integrate women in the Sama Sama sanitation value-chain for long-term sustainability and provide income-generating opportunities for their households and communities. (photo below)

ZAMBIA A smart subsidy program enabled women FBAs to purchase bicycles to better provide agricultural support services to their clients.

BANGLADESH At the conclusion of our \$6 million Profitable Opportunities for Food Security project, the team conducted a gender assessment to learn how future projects could help women to address their challenges in nutrition, WASH, and agriculture.



SDG 6: ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF SANITATION AND WATER FOR ALL.

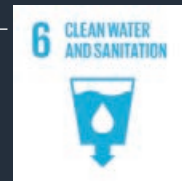
iDE first promoted hand pumps in Vietnam for household purposes in 1995. Since then, our mandates for sanitation marketing, clean water, and hand hygiene have expanded to Cambodia (photo below), Nepal, Bangladesh, Ethiopia, and Ghana.

GHANA iDE built a social enterprise whose goal is to be the premier provider of WASH products and services in Ghana. In 2018, Sama Sama focused on innovations in access to finance.

CAMBODIA Our social enterprise, Hydrologic, won the prestigious Unilever Global Development Award in recognition of selling 500,000 water filters.

GLOBAL Our team presented our discoveries over two decades at the Bill & Melinda Gates Foundation Monitoring Evaluation Dissemination and Scale conference in Dakar, Senegal; at the World Water Week conference in Stockholm; and at the WASH Futures convening in Brisbane, Australia.

CAMBODIA Since its inception, the Sanitation Marketing Scale-Up program has helped increase latrine coverage in its working areas from 29% (Feb 2012) to 67% (Apr 2018). (photo below)



SDG 8: PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL.

iDE believes that entrepreneurs can be found everywhere. By promoting the creation of businesses in the poorest locations, we also create new employment opportunities in those communities for people who aren't entrepreneurs...yet.

GLOBAL In 2018, we investigated how we could accelerate the expansion of our social enterprises with a one-day bootcamp for our leadership facilitated by the Global Accelerator Network.

BANGLADESH Through SIDA's Women's Economic Empowerment through Strengthening Market Systems (WEESMS) program, iDE and its partner, The Asia Foundation, creates decent work for women employees of women-owned small businesses in home textiles and food packaging.

ETHIOPIA As part of the REAL project, iDE is testing solutions for youth migration by creating Youth Economic Groups, cadres of 10 jobless young people willing to return to their hometowns and learn how to create businesses that supply needed products and services. iDE collaborates with local governments to provide them with land and start-up capital and provides training on business skills. (photo below)



SDG 13: TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS.

Building climate resilience has become increasingly important in our work with smallholder farmers, who bear the brunt of climate-related changes such as increased drought, flooding, temperature rise, and disease and pest expansion.

NEPAL From 2015-2018, Anukulan (part of DFID's BRACED) helped 3.1 million people build resilience to climate change while increasing their incomes by at least \$200 a year. Using the Commercial Pocket Approach, which creates a hub for farming activity, Anukulan expanded women's empowerment by encouraging them to be hub leaders, and promoted integrated pest management, climate-smart technology, and multiple-use water systems. Additionally, Anukulan pioneered methods to measure resilience at the household and market-systems level. (photo below)



ETHIOPIA Through iDE's "Actions For Resilience" framework, we increased the stability and resilience of agriculture based livelihoods to cope with climatic variability. This holistic approach coordinates activities on all three levels: household level, natural environment level, and system level.

SDG 17: STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.

iDE's transparency and openness regarding our work—the methodology, failures, lessons learned, and evaluation of our results—mirrors our belief that international development is not a competition but a collaboration to achieve a shared outcome.

NEPAL iDE works with universities such as Virginia Tech (photo below), Penn State, Ohio State, Washington State, as well as local academia and government scientists to combat agricultural pests and diseases. (photo below)

HONDURAS iDE partnered with the inventors of the solar powered Ennos Sunlight pump to bring the voice of the farmer into the product design.

VIETNAM We pioneered market-based approaches to address sanitation issues by working closely with government agencies. Today, the government is adopting iDE's methods for their efficacy and alignment with their social goals.

ZAMBIA We partnered with the company Scadoxus to pilot business models in aquaculture, including training for farmers in pond construction and fishery management.



Thank you to our Donors, Partners, and our Board of Directors

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Dutch Ministry of Foreign Affairs (MoFA)
European Commission (EC)
Global Affairs Canada (GAC)
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Ministry of Foreign Affairs and Trade

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Swiss Agency for Development and Cooperation (SDC)
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United Nations Capital Development Fund (UNCDF)
United Nations Children’s Fund (UNICEF)
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We honor our donors’ wishes to remain anonymous, and would like to extend our gratitude to all of our supporters who are not listed publicly.

2018 EXPENSES BY COUNTRY

	in US Dollars	
Bangladesh	\$	4,574,290
Burkina Faso	\$	226,514
Cambodia	\$	4,992,609
Ethiopia	\$	2,036,248
Ghana	\$	1,767,268
Honduras	\$	1,005,523
Mozambique	\$	2,372,228
Nepal	\$	3,321,598
Vietnam	\$	332,103
Zambia	\$	1,961,453
Other	\$	1,269,365 *

* Includes expenses for multi-country projects.

2018 EXPENSES OF IDE'S SOCIAL ENTERPRISES

Hydrologic (Cambodia)	\$	1,104,230
iDEal (Nicaragua)	\$	60,454

These social enterprises are separate but wholly-owned iDE legal entities.

EXPENSE BREAKDOWN

	in US Dollars	
Field Programs	\$	21,227,365 76%
Field Programs / G & A†	\$	2,820,154 10%
Headquarters / G & A†	\$	3,537,982 13%
Fundraising	\$	169,551 1%

†General & Administrative

2018 EXPENSE DETAIL

	in US Dollars	
Subgrants	\$	3,405,883 12%
Personnel	\$	14,577,277 53%
Professional Services (Subcontracts, Consultants)	\$	4,540,884 16%
Travel & Transportation	\$	2,326,053 8%
Vehicle & Equipment	\$	1,078,970 4%
Office Expenses	\$	1,825,984 7%
TOTAL	\$27,755,052	

2018 INCOME

	in US Dollars	
Grants (Public & Private Foundations)	\$	21,973,428 80%
Individual Donations	\$	363,206 1%
Interest Income	\$	42,481 0%
Field & Program Revenue	\$	2,812,423 10%
Sales & Other Income	\$	2,601,175 9%
TOTAL	\$27,792,713	

ENDING NET ASSETS

	As of end of reporting year	
TOTAL	\$ 3,470,487	



In Zambia, iDE trains FBAs to build and nurture relationships between farmers, sales agents, and input suppliers that ensure rural farmers have access to quality seeds and fertilizer.

OUR DIVERSIFIED DONOR PORTFOLIO



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- Swedish International Development Cooperation (SIDA)
- Foundations and Corporates
- United Kingdom's Department for International Development (UK DFID)
- Global Affairs Canada (GAC)
- Australian Department of Foreign Affairs and Trade (DFAT)
- European Commission (EC)
- Dutch Ministry of Foreign Affairs (MoFA)
- Swiss Agency for Development and Cooperation (SDC)
- United Nations Children's Fund (UNICEF)
- Ministry of Foreign Affairs and Trade (New Zealand Aid Programme)
- Other

iDE maintains a diverse funding portfolio to ensure that our programs have multiple sources of revenue to accommodate changes in donor priorities. Grants from major institutional foreign aid programs fund our investment in scale, while donations from foundations and individuals enable us to invest in our employees' abilities to look beyond current program horizons and test new ideas that lead to acceleration in impact. We maintain multiple offices in many of the countries we work in to ensure that local staff have the support they need to maintain relationships with local community members and partners. Our focus on local offices allows us to be more efficient with our resources and respond to local needs in real time.

Photo by iDE / 2019



The Activators Circle

iDE's recurring
giving program

iDE delivers market-based solutions that create sustainable, lasting change. We believe that entrepreneurs can be found everywhere, and that through design and innovation, they can have the opportunity to build a better world for themselves, their families, and their communities.

ideglobal.org/activators

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