2016 ANNUAL REPORT
SPARK IS ON A MISSION TO ENABLE RURAL VILLAGES EVERYWHERE TO BE IN CONTROL OF THEIR OWN FUTURES.
Dear Friends,

As we launch into the New Year, we are reminded of how far we have come together over the last six and a half years. Collectively, we have supported 149 villages to design and launch local projects from farms to feed families to schools to educate growing children. We have provided a platform for 3,226 women to raise their voices and take leadership positions across these villages. We have supported facilitators to replicate the Spark process across four distinct cultures and countries, and are now able to pilot replication in new regions.

As we enter a new climate in 2017, there is an ever-growing need for families in local communities across the globe to come together, work together and drive progress together—not just the handful of few elite members, but diverse families across the community. Spark seeks to develop pathways to scale opportunities for diverse communities to take local action. Today we are focused on rural villages across sub-Saharan Africa who are most vulnerable to climate change, extractive businesses and receive the least support, despite making up 12 percent of the global population. While states focus inwards today, we as private citizens must continue standing together for our shared vision of a world that works for all, where each and every one of us is able to define a positive future for ourselves and our communities.

I’m continuously energized by our progress, especially in areas that are post-conflict or conflict-prone where community matters even more. In southern Burundi, a country that ranks bottom five in GDP per capita and lowest on the 2016 happiness index, we saw families relying on each other during the instability faced during their elections. In northern Uganda, where land conflicts continue to plague the region, families have met at their community meetings and determined peaceful pathways to settle land feuds. In 2017, we look forward to expanding opportunities across Rwanda, Burundi, Uganda, the Democratic Republic of Congo and a new region, Ghana.

Your support matters. Thank you for your passion and commitment in creating opportunities for the ultra poor and standing up for equal rights for all, no matter someone’s nationality, ethnicity or income level.

In gratitude,

[Signature]

Executive Director,
Spark MicroGrants
2016 HIGHLIGHTS

THIRTY SPARK TEAM MEMBERS GATHER IN UGANDA FOR OUR ANNUAL RETREAT.

SEVENTY SPARK COMMUNITY MEMBERS ELECTED TO LOCAL GOVERNMENT OFFICE IN UGANDA.

SEVEN BURUNDI PARTNER VILLAGES SUPPORT EACH OTHER DURING REGIONAL INSTABILITY.

SPARK TRAINS FVS-AMADE, A LEADING CIVIL SOCIETY GROUP IN BURUNDI, ON THE MODEL.

SMS PLATFORM LAUNCHES DELIVERING REAL-TIME UPDATES ON GRANT DISBURSEMENTS TO COMMUNITY MEMBERS.

SPARK CELEBRATES 100,000 LIVES REACHED WITH OVER 100 FRIENDS.

HOWARD DEAN DISCUSSES THE APPLICABILITY OF SPARK’S METHODOLOGY IN THE UNITED STATES.

SPARK’S PROGRAM LEAD, ALLEN MAKABAYI, IS HOSTED AT THE U.S. COMMISSION TO THE UN.

RWANDAN DISTRICT LEADERS RECRUIT SPARK TO TRAIN VILLAGE LEADERS.
Follow the life of Rose whose village in Uganda doesn’t work with Spark and Esther’s experience through the Spark process.

Rose doesn’t know many of her neighbors and is skeptical of strangers. A fake nonprofit organization came to her village and stole money.

Spark facilitator, Lilian, visits Esther’s home to invite her to a Spark meeting. Nervous about speaking, Esther sits in the back of the first meeting.

Five meetings later, Esther is an outspoken contributor in weekly Spark meetings and is elected to the project leadership committee.

With skills learned during Spark planning meetings, Esther works with her neighbor, Mary, to start a women’s savings and loan group.

Esther enrolls her three daughters in the primary school she helped build using their microgrant.

Esther uses her loan to launch a clothing business in a nearby market and uses the profit to purchase food for school lunch.

Esther’s village continues to meet weekly and is currently planning to start a new goat rearing project.

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“Spark changed the trajectory of my life.”

Esther shapes her family and villages future.

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We believe communities work better together. Spark has developed a novel six-month facilitation process where women and men, young and old, meet and drive local change. Through weekly meetings each village democratically elects a leadership team, defines community goals and plans a project, such as a farm to improve food security or a school for children. Spark provides $8,000 in seed funds to make project ideas reality. Spark is working with national governments and civil society to scale efforts in East Africa, ensuring development efforts work for all.

**COMMUNITY BUILDING**
1 MONTH

During Community Building, villages develop a vision statement and elect a project leadership committee.

**GOAL SETTING**
2 MONTHS

During Goal Setting, villages determine a shared goal and vote on a project that will help them reach that goal.

**PROPOSAL DEVELOPMENT**
2 MONTHS

During Proposal Development, villages develop a project proposal and open a communal bank account.

**TECHNICAL REVIEW**
1 MONTH

During Technical Review, village review the project proposal with a local technical advisor and complete project-specific trainings.

**MANAGEMENT SUPPORT**
6 MONTHS

During Management Support, an $8,000 seed-fund is transferred and the village implements their project.

**FUTURE VISIONING**
24 MONTHS

During Future Visioning, villages build partnerships with local organizations and government officials and develop a village plan for future projects.
Strengthening Civic Engagement

Spark’s process enables our village partners to build the knowledge, skills, confidence and opportunities to engage with each other and external partners successfully. Over 70% of Spark community partners advocate for external support and 30% receive support directly from their local governments within one year of partnering with Spark. Spark’s impact on civic engagement is reflected in:

**Inclusive participation:** Unlike traditional village meetings where a handful of local elite men make decisions for the village, Spark community meetings induce diverse participation across genders and age with, on average, 58 people present at each meeting.

**Collective action:** Spark’s meeting structure enables villages to create the social capital and internal systems needed to take independent collective action. Over 90% of Spark’s village partners continue to meet independently after working with Spark and for every one project seed-funded by Spark, a village starts on average 1.6 projects on their own.

**Improved livelihoods:** Villages graduating from the Spark process have greater access to credit and savings, improved purchasing power and at least one, often two or three, new income outlets. Over 90% of villages start their own savings and loan groups after working with Spark and 89% of village members...
A WOMAN’S PERSPECTIVE

Gracie spent over twenty years—the majority of her adult life—living in an Internally Displaced Peoples (IDP) camp during the decades-long war in northern Uganda led by Joseph Kony’s Lords Resistance Army (LRA). She recently moved back to the village where she was born, Gum Pe Genge, and has been working to rebuild her home and family ever since. With a lack of fertile land and few other options for income generation, Gracie and her family faced extreme poverty, only exacerbating domestic violence issues in her home. Gracie started attending Spark community meetings in 2014, where she met Spark facilitator, Oyella. The more meetings she came to, the more confident she felt. At the fifth meeting, Gracie was elected as the lead mobilizer and was tasked with traveling house to house to invite neighbors to meetings every week. Working with her community members, Gracie’s village launched an ox-plough project to access more cultivatable land in the village using a plough pulled by two oxen. Gracie used the plough on her plot and has doubled the amount of crops she is harvesting every season. She and her husband now use the decision making and financial management skills learned in Spark meetings in their own household to resolve where and how to spend their money. Gracie is an outspoken leader at community meetings and has major plans for her and her family’s future.

MEET GRACIE
IN 2017

Spark is bringing our village-strengthening model to new villages in new places:

**GHANA**
Spark will support Advocates for Community Alternatives, an international organization supporting villages adversely affected by mining companies, to roll out the Spark process in four villages.

**UGANDA**
Spark’s Uganda team will partner with ten new villages in northern and eastern Uganda.

**BURUNDI**
Spark will support leading civil society organization, FVS-Amade, to roll out the Spark process in four new villages in southern Burundi.

**DRC**
Spark is continuing to support our first implementation partner, FOCHI, as they continue supporting ten villages in South Kivu who have gone through the Spark process.

**RWANDA**
Spark partnered with the Rulindo district government in northern Rwanda to support twelve local leaders to roll out the Spark model in six new villages.

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**GET INVOLVED**

SPARK THE NEXT VILLAGE
JOIN THE COMMUNITY
SHARE WITH YOUR FRIENDS

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FINANCIAL PERFORMANCE

Revenue and Expenses Since Founding

### Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundations</td>
<td>$1,275,498</td>
<td>$802,341</td>
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<tr>
<td>Individual</td>
<td>$59,273</td>
<td>$161,596</td>
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<tr>
<td>Events &amp; Other</td>
<td>$139,242</td>
<td>$228,431</td>
</tr>
<tr>
<td>Corporation / Law Firms</td>
<td>$52,856</td>
<td>$17,400</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,526,869</strong></td>
<td><strong>$1,209,768</strong></td>
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</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>$938,067</td>
<td>$589,123</td>
</tr>
<tr>
<td>Management and General</td>
<td>$190,368</td>
<td>$188,770</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$115,909</td>
<td>$86,757</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,244,344</strong></td>
<td><strong>$864,650</strong></td>
</tr>
</tbody>
</table>
IMPACT PARTNERS

VISIONARIES:
$100,000+
Anonymous
Child Relief International
Draper Richards Kaplan
Global Partners for Development
Imago Dei Fund
Feery Foundation
Planet Wheeler
RA
Segal Family Foundation
Woodcock Foundation

COMMUNITY SPONSORS:
UNDER $10,000
Aaron Marcus
Aaron Yassin
Adi Herzberg
Aileen Palmer
Alexandra Beautyman
Alexis Coll-Very
Alicia Siman
All People Be Happy
Allan Kleidon
Allison Devore
Alta Yen
Amanda Waite
Amazon
Amit Khanna
Amy Hundert
Amy Joelson
Ana Cifuentes
Anders Jones
Andrew Bryant
Andrew Winghart
Ann Fridlind
Arthur Gray
Ashley Quinnlan
Barbara Perlmutter
Becky Sweren
Ben and Wendy Goldberg
Blair Palmer
Brian Hamilton
Bromwyn Wittig
Bruce and Lisa Deal
Caitlin Mitchell
Cari Beth Head
Carlos Aponte
Carrie Goodman
Catherine Hopkins
Chad Skinner
Chloe Zachmanoglou
Christopher Scott
Claudia Biernacki
Claudia Wornum
Claus Cardinal
Coach
Cynthia and Michael Slavish
Dan Webb
Daniel Pincus
Danny Miller
Daphne Liu and Martin Kraus
David Pulito
David Yost
Dennis Kardon
Dennis Sewell
Devan Rosdahl
Diana Lee
Dorothy Kreissman
Douglas Schwabne
Dustin Dolginow
Eun Ryung Shin
Evan Krow
Frances McNulty
Francois Bailey
Geidy Perez
General Electric
Gina Maya
Global Fund for Community-Foundaion
Gordon Travers
Great Lakes Coffee Company, Ltd
Greer Howell
Greg DeForest
Gwyneth Borden
Hannah Toohey
Harisson Frahn
Heidi Cinader
Jack Krol
Jackie Cartwright
Jaelejaecle
James Kreissman
Jana Jaimesohn
Jason Bussey
Jason Chang
Jason Stone
Jay and Carol Devore
Jay Clayton
Jeff Drazan
Jeff Ostrow
Jeffrey Pascoe
Jennifer Blakely
Jessica Sergyio
Jill Gentile
Joan Sears
Joe Bell
John Cushlow
John Lee
John Riggan
Jonah Schrogin
Jonathan Goldberg
Jonathan Haswell
Jonny Joelson and
Joanne Levin
JR Havlan
Judith Woodfin
Julia Morgan Fund
Juliane Segal
Julie Barnes
Julie Jolles
Justin Omelich
Katherine Zolotkovsky
Kenneth Schuetz
Kevin Chen
Kim Roberts
Kirsten Strooble
Krishna Swamy
Laiana Harmom
Laura Framess
Laura Johnson
Laurie Golub
Lawrence Bowman
Lillian Phan
Lonley Planet
Marcy Engel
Marianne Johnson
Mark Cozad
Mark Gonzalez
Mark Husson
Marybeth Crane
MaryEllen Firestone
Megan Ross
Melinda Reid
Melody Marcus
Meflife
Michael Miesen
Michele Lanza
Michelle Rapp
Michelle Viana
Mike Maurer
Molly Bume
Morten A. Michelsen
Narender Singh
Neal Lesh
Nikki Chemtob
Patricia Frsaina
Patrick McKenna
Peace Direct
Peter and Marriana Bruton
Peter Sherris
Ramzi Hachani
Ray Lee
Rich Capelouto
Richard S. Berry
Richard Sloan
Rick Ostiller
Rick Thompson
Robin Miller
Rodolfo de Rothschild
ROI Community
Rowena Luk
Roxanna Cieplinska
Sally Hayman
Sarah Grazibord
Sarah Joelson
Sasha Fisher
Scott Mahar
Shalini Bhavnani
Shari Berkowitz
Shelley Farmer
Shruti Joshi
Soraya Svoronos
Stephanie Garrigus
Steve Malouf
Sullivan & Cromwell
Suraya Khan
Susan Adams
Susan Firestone
Sustainable South Bronx
Suzanne Joelson

STRATEGIC PARTNERS:
$10,000 - $100,000
11th Hour
Anderson Rogers Foundation
Anonymous
Anonymous
Anonymous
April Fund
Five Together Foundation
Global Health Corps
GlobeMed
Joseph Frumkin
Lisa and David Issroff
Morris Family Foundation
Open Road Alliance
Sandra Wijnberg and Hugh Freund
World Centric
World Connect

Thomas Daniels
Timothy Perrson
Todd and Marlon
Todd Greenhalgh
Tony Kiser
Truly M.A.D.
Valerie Kritzberg
Valerie Malter
Valerie Meehan
Virginia Cohen
Virginia Gildersleeve-
International Fund
Werner Ahlers
William Ewing
William Hinman
William Monahan
MEET THE TEAM

SPARK TEAM
Dorcus Acheng, Northern Uganda M&E Assistant
Emma Grace Akello, Northern Uganda Facilitator Fellow
Boris Bahire, Rwanda Program Manager
Heartwell Bigirwenka, East Africa Finance Manager
Heretier Byiringiro, Rwanda M&E Assistant
Susan Firestone, East Africa Finance Director
Sasha Fisher, Executive Director & Co-Founder
Cari Beth Head, Research & Learning Director
Greer Howell, Development Manager
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Esther Namubiru, Eastern Uganda Program Manager
Gilbert Nsimbiana, Rwanda Country Director
Peniel Nzoshima, Burundi Program Manager
Jude Omondi, Learning Officer
Shakeel Padamsey, East Africa Director
Peter Shimai, Eastern Uganda Facilitator Fellow
Megan Slavish, Knowledge Management Officer
Johnny Sundberg, Data & Systems Manager
Chloe Tomlinson, Strategy Director
Oyella Vento, Northern Uganda Facilitator Fellow
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Arthur Walera, Eastern Uganda Finance Assistant
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Vincent Wamateke, Eastern Uganda Facilitator Intern

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