



2016 ANNUAL REPORT



**SPARK IS ON A MISSION TO
ENABLE RURAL VILLAGES
EVERYWHERE TO BE IN
CONTROL OF THEIR OWN
FUTURES.**

FROM THE FOUNDER

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,



Executive Director,
Spark MicroGrants

149

COMMUNITY PARTNERS REACHED

\$1,564,045

RAISED TOWARDS LOCAL DEVELOPMENT

294,030

COMMUNITY HOURS CONTRIBUTED

117,532

LIVES REACHED

IN 2016

2016 HIGHLIGHTS



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

47

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.



RWANDAN DISTRICT LEADERS RECRUIT SPARK TO TRAIN VILLAGE LEADERS.

100,000

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

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



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



CHANGING THE TRAJECTORY

Follow the life of Rose whose village in Uganda doesn't work with Spark and Esther's experience through the Spark process.

Esther and Rose work at home and in the field and are skeptical of outside organizations.

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.

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

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

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.

Esther shapes her family and villages future.

"Spark changed the trajectory of my life."

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

Rose works in the field but isn't making enough money to send her children to school.

Rose's husband prevents her from joining the savings and loan association run by women in a nearby village because he believes her place is in the home.

A nonprofit organization builds a school in the next village over, but Rose can't send her children there because she doesn't have money to buy new school uniforms.

Local government officials organize a meeting in Rose's village but Rose doesn't attend because it's only open to a few male elite.

Rose's eldest daughter is married young since she didn't go to school and the family needs money.

Rose knows what her family needs but still doesn't have the opportunity to act on it, leaving her with little control over her family's future



VILLAGE STRENGTHENING

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.

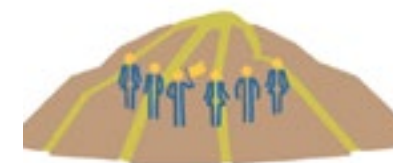
TECHNICAL REVIEW



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

58

People, on average, attend each Spark community meeting

94%

Village partners continue to meet independently of Spark

90%

Spark-funded projects are still sustaining two years after launching

73%

Villages advocated for external support after working with Spark

1.6

Projects are launched independently by each village after the initial Spark-funded project

90%

Villages start their own savings and loan groups after working with Spark



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.

SPARK THE NEXT VILLAGE

JOIN THE COMMUNITY

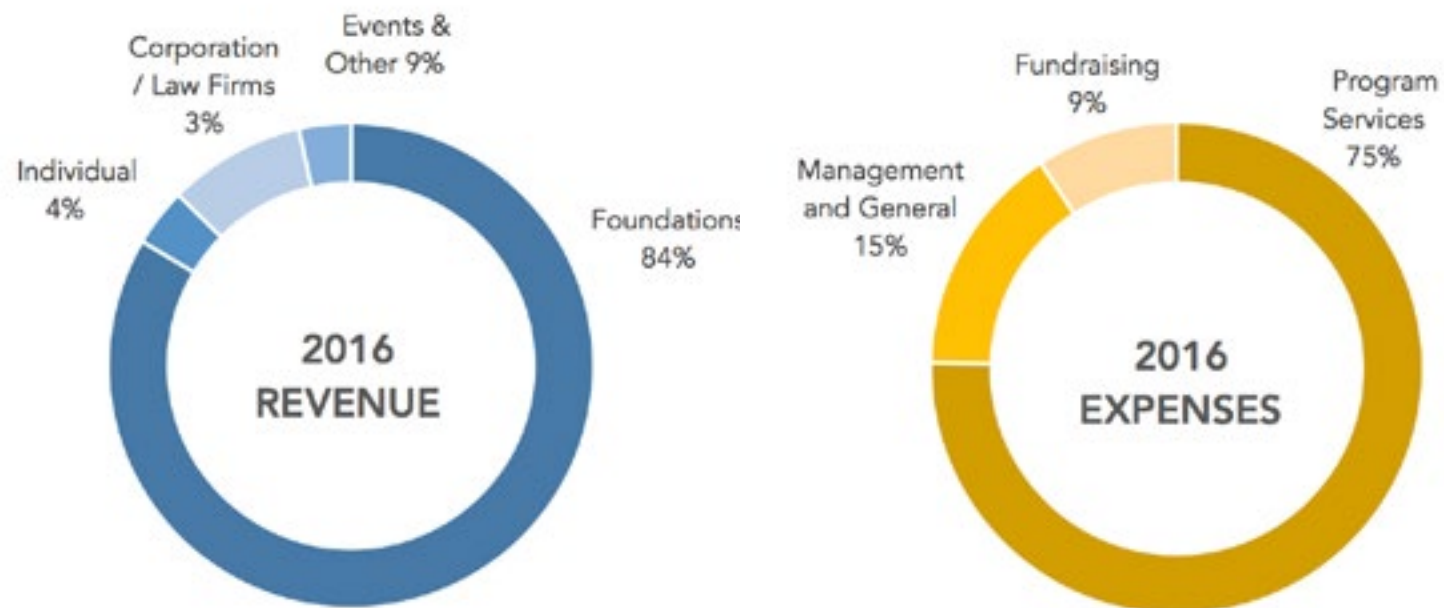
SHARE WITH YOUR FRIENDS

GET INVOLVED

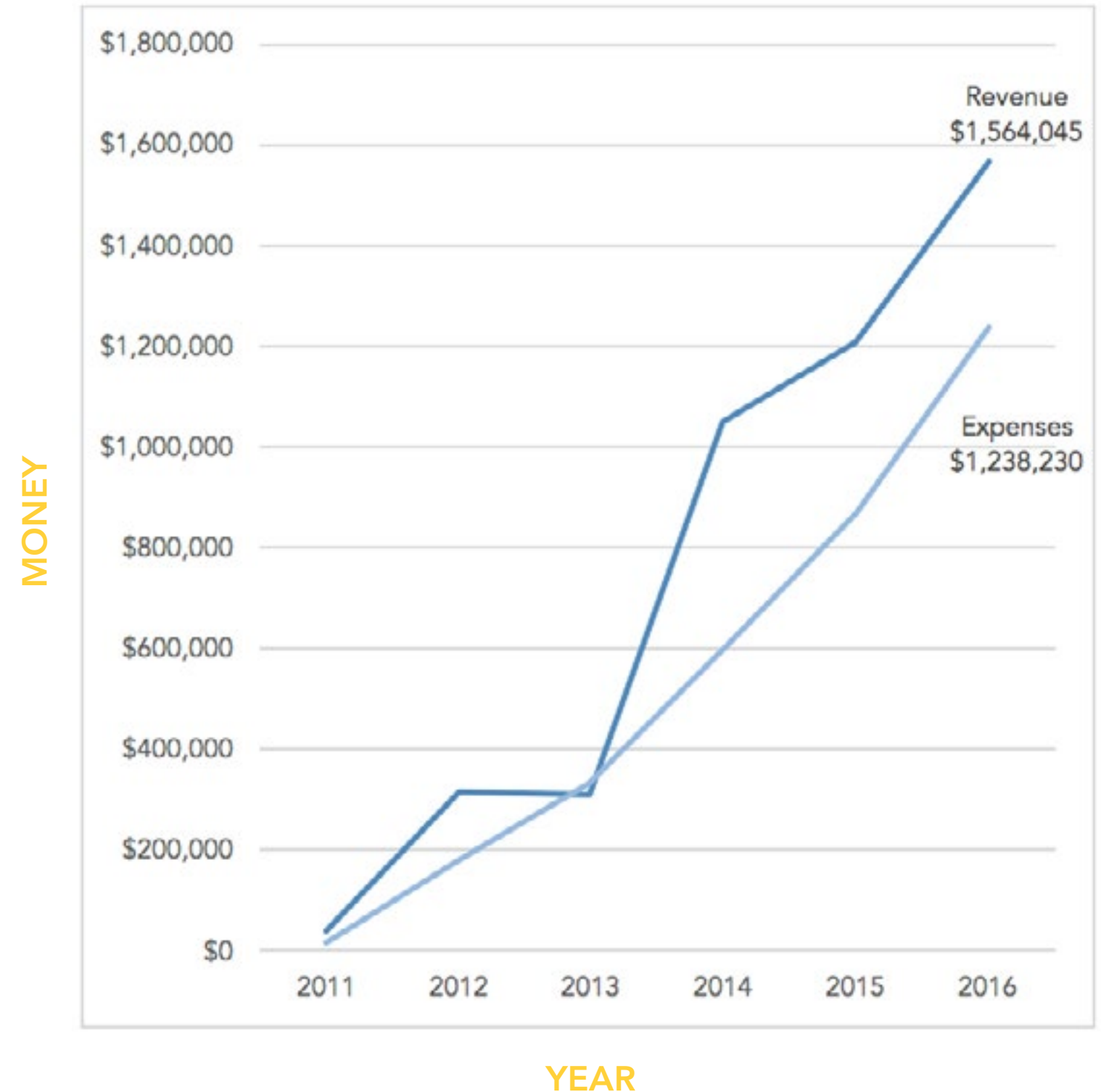
FINANCIAL PERFORMANCE

Revenue	2016	2015
Foundations	\$ 1,275,498	\$ 802,341
Individual	\$ 59,273	\$ 161,596
Events & Other	\$ 139,242	\$ 228,431
Corporation / Law Firms	\$ 52,856	\$ 17,400
Total	\$ 1,526,869	\$ 1,209,768

Expenses	2016	2015
Program Services	\$ 938,067	\$ 589,123
Management and General	\$ 190,368	\$ 188,770
Fundraising	\$ 115,909	\$ 86,757
Total	\$ 1,244,344	\$ 864,650



REVENUE AND EXPENSES SINCE FOUNDING



IMPACT PARTNERS

VISIONARIES:

\$100,000+

Anonymous
Child Relief International
Draper Richards Kaplan
Global Partners for Development
Imago Dei Fund
Peery Foundation
Planet Wheeler
RA5
Segal Family Foundation
Woodcock Foundation

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

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 Quinlan
Barbara Perlmutter
Becky Sweren
Ben and Wendy Goldberg
Blair Palmer
Brian Hamilton
Bronwyn 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
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David Yost
Dennis Kardon
Dennis Sewell
Devan Rosdahl
Diana Lee
Dorothy Kreissman
Douglas Schwalbe
Dustin Dolginow
Eun Ryung Shin
Evan Krow
Frances McNulty
Francois Bailet
Geidy Perez
General Electric
Gina Maya
Global Fund for Community-
Foundation
Gordon Travers
Great Lakes Coffee Company, Ltd
Greer Howell
Greg DeForest
Gwyneth Borden
Hannah Toohey
Harrison Frahn
Heidi Cinader
Jack Krol
Jackie Cartwright
Jade Jaeckle
James Kreissman
Jana Jaimsohn

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Jason Stone
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Jeff Ostrow
Jeffrey Pascoe
Jennifer Blakely
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Joe Bell
John Cullison
John Lee
John Riggan
Jonah Schrogin
Jonathan Goldberg
Jonathan Haswell
Jonny Joelson and
Joanne Levin
JR Havlan
Judith Woodfin
Julia Morgan Fund
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Julie Jolles
Justin Gmelich
Katherine Zolotkovsky
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Kim Roberts
Kirsten Stroblel
Krishna Swamy
Laima Harmon
Laura Furniss
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
Metlife
Michael Miesen
Michele Lanza
Michelle Rapp
Michelle Viana
Mike Maurer
Molly Brune
Morten A. Michelsen
Narender Singh
Neal Lesh
Nikki Chemtob
Patricia Frosina
Patrick McKenna
Peace Direct
Peter and Marianna Bruton
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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 Graizbord
Sarah Joelson
Sasha Fisher
Scott Mahar
Shalini Bhavnani
Shari Berkowitz
Shelley Farmer
Shruti Joshi
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Stephanie Garrigus
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Sullivan & Cromwell
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Susan Firestone
Sustainable South Bronx
Suzanne Joelson

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Tony Kiser
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International Fund
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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
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Sasha Fisher, Executive Director & Co-Founder
Cari Beth Head, Research & Learning Director
Greer Howell, Development Manager
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Lilian Mable, Eastern Uganda Senior Facilitator
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Esther Nambafu, Eastern Uganda Program Manager
Gilbert Nasibmana, Rwanda Country Director
Metuselas Ndayirata, Burundi Facilitator Fellow
Geoffrey Nsamba, Uganda Facilitator Fellow
Peniel Nzoshima, Burundi Program Manager
Jude Omondi, Learning Officer
Shakeel Padamsey, East Africa Director
Peter Shimali, Eastern Uganda Facilitator Fellow
Megan Slavish, Knowledge Management Officer
Johnna Sundberg, Data & Systems Manager
Chloe Tomlinson, Strategy Director
Oyella Vento, Northern Uganda Facilitator Fellow
Emmanuel Waiswa, Uganda Country Director
Arthur Walera, Eastern Uganda Finance Assistant
Cate Walters, Communications Officer
Vicent Wamateke, Eastern Uganda Facilitator Intern

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