

# Village Enterprise

ANNUAL  
REPORT  
2018



Front Cover: Mother and child in Bidi Bidi, the largest refugee settlement in the world.  
Below: Opinion leaders gather in a village outside of Soroti, Uganda to contribute to a participatory wealth ranking exercise.



Ending extreme poverty  
through entrepreneurship  
and innovation

**940,000+**  
**Lives Impacted**

**43,000+**  
**Businesses Started**

**169,000+**  
**Entrepreneurs Trained**

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# From the Leadership

Dear Friends and Partners,

For over 30 years, Village Enterprise has been working together with local community members, donors, and partners to end extreme poverty through entrepreneurship and innovation. Through your support and the collaborative work of our staff and partners, we have transformed the lives of over 940,000 East Africans! We now have strong evidence of our positive impact, and there is interest in expanding our poverty alleviation work throughout Sub-Saharan Africa.

Earlier this year, we announced the positive results of our Innovations for Poverty Action (IPA) led multi-year randomized controlled trial (RCT) at events hosted by the World Bank, IPA, and Village Enterprise in Washington D.C. and Kampala. These results provide rigorous evidence that our poverty graduation program truly helps the extreme poor increase their income, savings, assets, nutrition, food security, and overall wellbeing. In addition to evidence of positive impact, the results indicated that our program is extremely cost effective. We are now ready to scale up!

On the strength of our RCT results, Village Enterprise was selected out of 80 organizations as the service provider for the first Development Impact Bond (DIB) for poverty alleviation in Africa, which we launched in November 2017. We completed fundraising for the DIB this spring. Nine impact investors provided the upfront working capital, and USAID, UKAID, and an anonymous foundation are the outcome funders. Village Enterprise is using the DIB funding to expand its footprint in Kenya and Uganda and start 4,600 new businesses over a three-year period. Excitement is building for this innovative, results-based financing mechanism, and discussions are already underway to scale the poverty alleviation outcomes fund beyond the initial \$5.2 million. Following validation by IDinsight, Village Enterprise was been paid 100% of the first two outcome payments made as reimbursements for grants.

In addition to implementing the impact bond in Kenya and Uganda, Village Enterprise is working on three important projects to expand and adapt our program for refugees, youth, and women and girls. Working with Mercy Corps, Village Enterprise expanded our program to include three refugee settlements in Northern Uganda: Bidi Bidi (currently the largest refugee settlement in the world), Rhino Camp, and Palorinya. Also with Mercy Corps, we expanded our work with youth, which is the largest and fastest growing demographic in Africa. In addition, we continued to build upon our partnership with Lwala Community Alliance to improve both health and livelihoods of women and girls in Kenya.

Building on a decade of experience providing technical assistance to partners focused on health, education, youth, conservation, and gender equity, Village Enterprise is expanding our work with partners in additional African countries through Village Enterprise Extend. Our partnership with African Wildlife Foundation in the Democratic Republic of the Congo is well underway, and we are exploring new partnerships in two to three additional countries.

We are honored to be one of the only nonprofits in the world that has received top ratings across all five of these rigorous charity evaluators: Charity Navigator (4 star), Guidestar (Platinum), Impact Matters (5 star), The Life You Can Save (recommended), and Great Nonprofits (highest rating). Endorsements like these ensure that your support is invested in impact, transparency, and accountability.

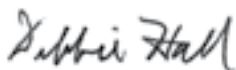
We have set an ambitious goal of lifting 20 million Africans out of poverty by 2025, and we are grateful for all of you who will help us achieve our goal. We look forward to continuing to partner with you to end extreme poverty in rural Africa!

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Asante sana and thank you,



Dianne Calvi



Debbie Hall



# Our Impact

## IPA Randomized Controlled Trial Positive Results

### RCT RESULTS SHOW COMPREHENSIVE AND COST-EFFECTIVE IMPACT

In 2018, results from Village Enterprise's large-scale, multi-year randomized controlled trial (RCT) conducted by Innovations for Poverty Action (IPA) were released at events hosted by the World Bank's Partnership for Economic Inclusion, IPA, and Village Enterprise in Washington D.C. and Kampala.

Studying over 6,168 households across 138 villages group in rural Uganda with five treatment arms and a control group, this RCT tested the impact of variations of Village Enterprise's model and compared it to unconditional cash transfers.

#### EVIDENCE FROM THIS RCT SHOWS



### Comprehensive Impact

Village Enterprise's graduation program led to increases in consumption, assets, income and savings, as well as improvements in nutrition, food security, and subjective wellbeing of our business owners and their families. Subjective wellbeing includes self-reporting of happiness and life satisfaction and positive impact across an index of community indicators such as the empowerment of women.



### Highly Cost-effective

The Village Enterprise Graduation approach is one of the most cost-effective programs of its kind in Sub-Saharan Africa. At 1/2 to 1/10th the cost of other graduation programs, researchers estimate a full cost recovery in three to four years and all field and program cost recovery in two to three years.



### Cash Benchmarking

The Village Enterprise program appeared to have more promising medium-term impacts on poverty reduction and subjective wellbeing than a cost-equivalent unconditional cash transfer. This RCT is one of the first cash benchmarking studies ever conducted as well as the first to provide comparative data of multiple, cost-equivalent interventions to compare ROI across interventions.

### NEW RCT UNDERWAY FOR OUR DEVELOPMENT IMPACT BOND (DIB)

After making programmatic adaptations based on the results of our first RCT, we began a new RCT with IDInsight in Kenya and Uganda for our DIB. Midterm results in will be available in 2020. These adaptations include refining our feedback loops and increasing our performance management capabilities in order to test new efficiencies, innovations, and an increased seed capital grant amount.



*A Business Savings Group in Masindi celebrates upon receiving their seed capital.*



Jackline, Pamela, and Ketty run a donut business in Nwoya, Uganda.



*“We feel empowered. Every time we move in the community, we move with our heads held high.”*

**Abur Pamela,**  
Donut Business Owner,  
Nwoya Uganda

## Meet Pamela.

Several months ago, Pamela and her two business partners, Jackline and Ketty, lacked hope. “We were just sitting at home not saving money,” Jackline explains. Yet after running their donut business for just four months, the three women now confidently agree that they “are no longer beggars.” Jackline adds that she “feels at liberty now. Before I would ask my relatives and husband for money. But now I am independent. I have a source of money.”

Ketty, a tall, graceful woman, previously underwent bakery training in a nearby town but lacked the capital and know-how to translate her skills into running a profitable business. After joining the Village Enterprise program, she taught Jackline and Pamela the art of donut making, which is a virtuous skill to possess. The three women now work together every day measuring, mixing, and kneading their dough into goods that are sold in their community and at local markets. They have created a demand, and now customers come looking to buy their delicious, sweet treats.

One of the best things about their business is the peace of mind it has provided the women. Ketty’s one-year old son has epilepsy. Before the business, she worried about hospital fees and whether she could help her son when he had a seizure. Pamela used some of her savings to purchase a bed. “When you are sleeping on the floor, there are so many insects that are affecting the skin. But now I’m able to protect myself better with the mosquito net.”

Pamela, Jackline, and Ketty have seen success from their donut business. They observe that their healthy, shiny skin reflects their achievements. “We now have smiling facings, healthy skin, and healthy bodies. Our success speaks for itself.”

# 2018 Partnerships for Greater Impact



## REFUGEES

*Two women and a baby in Bidi Bidi refugee settlement*

### Building Resilience in Refugee Settlements

The refugee population in Uganda now nears 1.5 million people and continues to grow due to unrest and civil war in the Democratic Republic of Congo, Burundi, and South Sudan.

Village Enterprise is responding by partnering with Mercy Corps on a project funded by the ECHO Foundation to adapt our microenterprise Graduation program for refugees. This pilot pairs newly arrived refugees with host community members to launch small businesses that promote resilience and reduce aid reliance across three refugee settlements in West Nile, Uganda: Bidi Bidi, Rhino Camp, and Palorinya. This consortium also includes CARE, Save the Children, and Oxfam.

This pilot builds on a previous Mercy Corps partnership funded by the Department for International Development (DFID) to conduct a market assessment for microenterprise programming in the West Nile refugee settlements. Village Enterprise combined the assessment's findings with the Human Centered Design process to adapt our model for the refugee context and respond to growing global interest in the Graduation model for refugees.



## YOUTH

*Akech Sunday runs a profitable poultry keeping business in Kitgum, Uganda.*

### Providing Economic Opportunities for Youth

Uganda has the youngest population in the world, with 77% of its residents under 30 years of age. But most rural youth are unemployed with very few economic opportunities.

In response, Village Enterprise has joined Mercy Corps and consortia partners GOAL, Voluntary Service Overseas, and Restless Development on an initiative to equip rural youth in Kitgum, Uganda to start and run successful agriculture-related businesses. The Mastercard Foundation-funded DYNAMIC (Driving Youth-led New Agribusiness and Microenterprise) program is designed to increase opportunities for agriculture as a viable economic activity for youth in a region where little formal employment exists.

Through our Graduation program, Village Enterprise is improving the employment, incomes, and resilience of out-of-school youth ages 15-24. In 2018, Village Enterprise launched 420 youth-based agribusinesses across 1,000 households and create 42 new savings groups. *This partnership has the potential to expand in FY19.*



**HEALTH**

*Rose, Christine, and Benta model dresses from their tailoring business in Migori county, Kenya.*

## Improving Health Outcomes and Livelihoods for Women and Children

Village Enterprise and partner Lwala Community Alliance are working hand-in-hand to improve both health and livelihoods in Migori County, Kenya. Lwala Community Alliance is a Kenyan-founded health and development non-profit that serves 20,000 people in a region with particularly high rates of HIV and child mortality. The Lwala Community Alliance is successfully increasing skilled delivery rates for pregnant women, reducing infant mortality, lowering rates of teen pregnancy, and raising primary school completion rates for girls.

With multi-year funding from the Greater Impact Foundation, Village Enterprise is delivering our micro-enterprise Graduation program to increase incomes and savings of Migori residents to complement Lwala's success in health and education outcomes. This year, we trained 1,260 new entrepreneurs and launched 420 new businesses. This holistic project addresses numerous Sustainable Development Goals and demonstrates the power of collaborating across sectors to achieve greater outcomes for all.



**CONSERVATION**

*A Village Enterprise business owner shows off her vegetable garden.*

## Preventing Poaching through Alternative Livelihoods Development

The \$8 billion illegal wildlife trade threatens both animals and people worldwide. Studies show that there are few opportunities for the rural poor in Uganda to earn a decent wage, which results in illegal but profitable activities such as selling bushmeat, timber, or ivory. The Illegal Wildlife Trade (IWT) Challenge Fund supports practical projects to develop sustainable livelihoods and economic development benefiting people directly affected by poaching.

Village Enterprise was awarded a four-year grant from IWT to implement a pro-poor entrepreneurship livelihood program as part of a consortium led by the International Institute for Environment & Development, the Uganda Wildlife Authority, the Wildlife Conservation Society, the Uganda Conservation Foundation, and other local NGOs. The aim of this project is to reduce poaching in rural communities in Murchison Falls National Park by generating new local livelihood opportunities and to encourage businesses that promote harmony with wild animals, particularly elephants. This year, we completed an assessment to identify market linkages, worked with 180 households, delivered 15 training sessions, and started 60 businesses. We look forward to scaling this project in FY19.

# Village Enterprise At a Glance



**4,527**  
New Businesses Started



**13,581**  
New Entrepreneurs  
Trained



**90,540**  
Lives Impacted



**75%**  
Percentage of Women  
Business Owners



**191%**  
Increase in  
Household Savings



**102%**  
Increase in Weekly  
Animal Protein



**21%**  
Increase in Daily  
Meal Consumption







*Jacqueline, Agnes, and Irene run a general store in Nwoya, Uganda.*



A business savings group in Osera village celebrates almost a year of saving together.

# Results-based Financing for Poverty Alleviation

## Village Enterprise Development Impact Bond

Selected from over 80 organizations based on the strength of our RCT results, Village Enterprise launched the first impact bond for poverty alleviation in Africa in November 2017. Village Enterprise and Instiglio, a pioneer in results-based financing, are partnering with the world's two largest development agencies, USAID's Development Innovation Ventures (USAID DIV) and the U.K. Department for International Development (DFID) as outcome funders, with impact investors providing the working capital.

Mobilizing private capital is critical to achieving the United Nation's #1 Sustainable Development Goal (SDG) of ending extreme poverty by 2030. DIBs are a new pay-for-success funding mechanism that guarantee that donor money will be linked to measurable results, in this case, increases in incomes and net assets. This DIB provides funding to start 4,600 small sustainable businesses and train 13,800 new entrepreneurs in rural Kenya and Uganda by 2021.

Global Development Incubator (GDI) is serving as the trustee of the outcome fund, which marks the first time a DIB has included such a role. As Trustee, GDI serves as the central "clearinghouse" and holds outcome payers' funds in escrow until agreed-upon outcomes are verified through the DIB's RCT, which is being conducted by IDInsight. Discussions are already underway to scale the poverty alleviation outcomes fund to increase the pool of capital available for poverty reduction while ensuring that measurable results are achieved.

*"We've seen from our social impact bond investments in the U.K. that this approach drives better outcomes for vulnerable people by giving providers more freedom to innovate and tailor their program to local needs. So, we are excited to invest in the first DIB to address the SDG of ending extreme poverty, and are hopeful it can have a transformative effect."*

**Michelle Giddens,**  
Bridges Impact Foundation, Co-Founder  
Investor in the Village Enterprise DIB

### PARTNERS



# Village Enterprise **Extend**

## Poverty Alleviation on a Transformative Scale

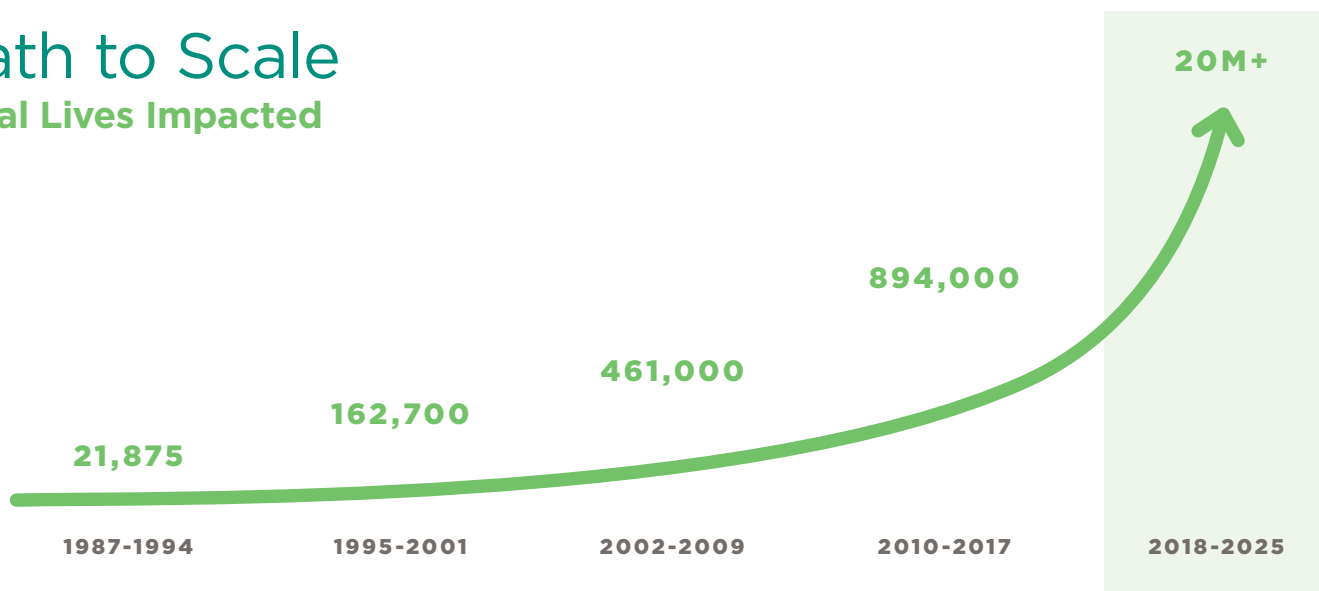
**OUR STRATEGIC GOAL: 20 MILLION LIVES TRANSFORMED BY 2025**

Working to end extreme poverty in rural Sub-Saharan Africa, Village Enterprise Extend was created to achieve our mission more rapidly through large-scale NGO and government partnerships in additional African countries. Building on over a decade of experience providing technical assistance to partners focused on health, education, youth, conservation, and gender equity, Village Enterprise is uniquely positioned to replicate its evidence-based, cost-effective Graduation program.

With over 400 million people in Sub-Saharan Africa living in extreme poverty – more than the number in all other regions combined – the most cost-effective and sustainable solutions to ending poverty must be rapidly scaled to achieve SDG #1.

## Path to Scale

Total Lives Impacted



*Two bonobos in the wild.*

### EXPANDING OUR REACH TO THE DEMOCRATIC REPUBLIC OF THE CONGO

In 2018, Village Enterprise and the African Wildlife Foundation (AWF) launched the first Extend partnership funded by the Arcus Foundation to reduce poverty and to protect the endangered Bonobo population in the biodiverse Lomako region of the Democratic Republic of the Congo (DRC). Bonobos, which are humankind's closest living relative, are only found in the DRC and are threatened due to poverty and conflict that fuel the hunting of wild animals for food.

This first-of-its kind project unites the two organizations in a dual mission to improve the livelihoods of residents in the Lomako area while protecting the Bonobo population. In this pilot, Village Enterprise will train AWF to start new sustainable businesses that provide households with a path out of extreme poverty. Village Enterprise and African Wildlife Foundation intend to explore how this partnership can be scaled to other regions.



# Financials

The fiscal year ending on June 30, 2018 showed continued growth with a 21% increase in revenue over FY17. Over the past two years, annual revenue more than doubled, providing the capital to start thousands of new businesses, invest in technology and human resources, and create a small cash reserve to ensure long-term financial stability.

The year's highlight was the successful launch of the Development Impact Bond (DIB) which generated almost a quarter of our income. DIB investors are comprised of individual donors, foundations and impact investors interested in this innovative funding mechanism for poverty alleviation. DIB investments went into a separate special purpose vehicle that grants to Village Enterprise the working capital needed for program implementation.

New partnerships with the Whole Planet Foundation, Mercy Corps and the International Institute for Environmental Development supported program growth in Uganda and accounted for almost a half million dollars in revenue. The Arcus Foundation provided \$250,000+ to fund Extend's partnership with African Wildlife Foundation (AWF) in the Democratic Republic of the Congo (DRC).

Year over year expenses grew by a modest 14.6%, yet we started 28.2% more businesses. We place a high value on creating efficiencies and ensuring the maximum impact for donors' contributions to our organization. This was also our start-up year for Extend, with investments in staff recruiting, equipment, and leasing office space in Nairobi that will provide future value to the organization. Extend expenses accounted for 12.5% of our total, which includes many of the costs associated with our partnership with AWF in the DRC.

“Village Enterprise has not only expanded its service to Africa's poorest populations, it has learned how to measure and improve those results over time, providing a proven “return on investment” for each philanthropic dollar. Dianne Calvi and the Village Enterprise team are superb and continue to amaze me. I anticipate continuously supporting Village Enterprise for the foreseeable future.”

**Bill Elmore, Co-Founder, Foundation Capital**



*Business owners Anna, Martha, and Salome inspect their records for the past week in Migori, Kenya*

Income	2017	2018
Individuals	\$1,664,446	\$1,400,383
Foundations	\$1,632,999	\$1,588,944
Other Institutions	\$201,515	\$247,899
Earned Income	\$74,300	\$48,358
Development Impact Bond	-	\$1,026,012
<b>Total</b>	<b>\$3,573,260</b>	<b>\$4,311,596</b>

Expenses	2017	2018
Program Services	\$2,302,495	\$2,585,926
Fund Development and Marketing	\$305,155	\$423,603
Management and General	\$161,519	\$163,185
<b>Total</b>	<b>\$2,769,169</b>	<b>\$3,172,714</b>

<b>Net income/loss</b>	<b>\$804,091</b>	<b>\$1,138,882</b>
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2018 Financials—July 1, 2017 through June 30, 2018



- 32% Individuals
- 37% Foundations
- 6% Other Institutions
- 1% Earned Income
- 24% Development Impact Bond



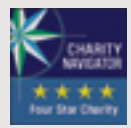
- 82% Program Services
- 13% Fund Development and Marketing
- 5% Management and General



# Endorsements

*Hellen and Gasper, Village Enterprise business mentors, deliver a training to refugee business owners in Bidi Bidi refugee settlement*

**Village Enterprise is one of the very few nonprofit organizations in the world that have received top ratings from all of these rigorous charity evaluators.**



**CHARITY NAVIGATOR, GUIDESTAR, TOP NONPROFITS: ACCOUNTABILITY & TRANSPARENCY**

These new endorsements augment our fifth year with a 4-star Charity Navigator rating, as well as top Guidestar Platinum and Top Nonprofits Ratings.

## The Life You Can Save: Top Charity

Giving from the head *and* the heart.

The Life You Can Save (TLYCS) believes that living an ethical life involves donating a portion of our wealth and resources to improve the lives of those living in extreme poverty. TLYCS is based on the Effective Altruism philosophy of Peter Singer, and helps donors find effective charities with high-impact interventions that provide the “most bang for your donation buck.”

“I support Village Enterprise’s mission to provide first-time entrepreneurs living on less than \$1.90 per day with the tools and training to create sustainable businesses.” **Peter Singer, Founder**

## ImpactMatters: Outstanding Quality & Evidence of Impact

ImpactMatters was founded to help donors identify nonprofits that offer the best return on charitable dollars, as well as to help nonprofits strengthen their production and use of evidence to deliver effective programs. In its recent impact audit, ImpactMatters gave Village Enterprise top ratings across all four categories evaluated: evidence, impact, monitoring, and learning.

“Village Enterprise has an exceptionally strong record of iterating its program based on high-quality data. The impact of Village Enterprise has been validated by an RCT, the highest quality evidence in the social sciences.” **Elijah Goldberg, COO**

# Lead Donors & Funders

## Visionary Level \$100,000 & Above

Arcus Foundation  
Anonymous  
Katie and Brian Boland  
Bill Elmore  
Cartier Philanthropy  
Geneva Global  
Greater Impact Foundation  
Hampshire Foundation  
International Institute for Environment and Development (IIED)  
Mercy Corps Uganda  
The Younger Family Fund  
Village Enterprise Impact Bond

## Leadership Level \$25,000 - \$100,000

Mary Anne and Len Baker  
Boeing Corporation  
Cheryl and Ken Branson  
Debby and Pat Brown  
Cadenza Charitable Trust  
Kirsten and Lewis Cirne  
Joyce and Jay Friedrichs  
Debbie and Russ Hall  
Hurlbut-Johnson Charitable Trusts  
Imago Dei Fund  
Jasper Ridge Charitable Fund  
Lisa Guerra and Charles Kung  
Sue and Larry Langdon  
Kathy and Randy Lipps  
Lurn, Inc.  
DeeDee and Burt McMurtry  
Mandy Lowell and Charles Munger  
Menlo Church  
Linda and Ted Schlein  
Segal Family Foundation  
Cynthia and Bruce Sewell  
UNFCU Foundation  
Whole Planet Foundation  
Wildlife Conservation Society  
Zatisi Catering Group  
Hagit and Oren Zeev

## Major Level \$5,000 - \$25,000

3rd Creek Foundation  
Jim Anderson  
Anonymous (3)  
Christina and Jeff Bird  
Barbara Bishop and Michael Leavell  
Katie and Mark Bowles  
Terri Bullock  
Jane and Robert Burgess  
Dianne and Mauro Calvi  
Stacey and Rob Chess  
Cogan Family Foundation  
Jessie and Chris Colburn  
Rebecca and Cy Colburn  
Barbara Egyud  
MJ Elmore  
Affi Ekerenduh and Emeka Ajoku  
Norm Godinho  
Gravity Payment Services  
Guldan IT Services LLC  
Jennifer Hammer and Ed Oates  
Kathryn and Kirk Hanson  
Heaven's Helping Hand Foundation  
Julie and Bill Hooper  
Joanne Kagle  
Angela and Nicholas Kalayjian  
Beth and Guy Kawasaki  
Gina and Rich Kelley  
The Life You Can Save  
Peggy and Pedro Lizaur  
Love Meyer Family Foundation  
Geri and Scott Macomber  
Jane and Michael Marmor  
Dale Melcher and Bill Newman  
Jackie and Lee Mighdoll  
Mary and Andy Naegeli  
Teri and John O'Neel  
Parncutt Family Foundation  
Andy Posner  
Project Baobab  
Purpose Inspired Marketing LLC  
Mona Sabet and Joe Chernesky  
Spyridon Triantafyllis  
Trinity Presbyterian Church  
Kim and John Whitcombe  
Cheryl and Greg Wood  
Johanna and Caleb Wright  
Susan and David Young

## Matching Gifts & In-Kind

3i Leadership Consulting  
Amazon Smile  
American Express  
Apple  
Bank of America  
Boeing  
Facebook  
Fannie Mae  
Gap Inc  
Google  
Guggenheim  
Jones Day  
Mayer Brown  
MBAF  
Microsoft  
Netflix  
Prudential Financial Inc  
Salesforce.org  
Starbucks Coffee Company  
The Giving Game Fund  
Visa

## Development Impact Bond

### IMPACT INVESTORS

Anonymous (2)  
Bridges Impact Foundation  
The Delta Fund  
Joyce and Jay Friedrichs  
Debbie and Russ Hall  
Laidir Foundation  
Silicon Valley Social Venture Fund (SV2)  
Skees Family Foundation

### OUTCOME FUNDERS

Anonymous  
DFID Department for International Development, UK  
USAID Development Innovation Venture

## How can I support Village Enterprise?

### DONATE

Online or via check or credit card

Consider a gift of appreciated stock or mutual funds

Check out corporate matching

Find out about **PLANNED GIVING** opportunities.

**FOLLOW US** on Facebook, Twitter and Instagram.

### FOR MORE INFORMATION,

please contact  
Lucy Valentine Wurtz at  
lucyw@villageenterprise.org,  
or visit us at  
villageenterprise.org.

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## \$500 to \$5,000

Susan Abbott  
Lauren Adams  
Aid For Africa  
Hillary and Ken Altmann  
Anonymous (2)  
Robert Appleby  
Philip Arscott  
Maria and John Assaraf  
Jamie Austin and Ray Schreiber  
Richard Austin  
Judy Avery  
Rhoda and Howard Backer  
Cheryl Bailey and William McClenahan  
Diane and Aaron Barnhart  
Melody and Walter Baumgartner  
Barbara and Jeff Bennett  
Robert Bielecki  
Sean Bogda  
Rosalind Bordo  
Jonathan Boule  
Janet and Todd Bower  
Craig Bowman  
Diane Brandenburg  
Sarah and Walter Brown  
Michael Brubeck  
Rachel and Scott Burger  
Allison Butler and Richard Peers  
Conor Carney  
Cascaid Donor Advised Fund  
Jeremy Cassaday  
John Castleman  
Elizabeth Cernoia  
Anna and Nathan Chan  
Cynthia Chi  
Stephanie and Peter Choo  
Sandra Ciallella  
Dorothy and David Clark  
Rebecca and Bud Colligan  
Sidney Conroy  
Jennifer Cook  
Michael Cooney  
Linda and Marc Cooper  
Christina Cramton and Peter Ingram  
Beth Cross and Tony Stayner  
Kim Davis  
Abigail Davisson  
Prem D'Cruz  
Peggy and Reid Dennis  
Whitney and Craig DeVine  
Mintareja Budi Dharma  
Michael Dittmar  
Jenny and Jim Dixon  
Katherine Herrick Drake  
Robert Erck  
Dave Evans  
Tracy Everett  
Laura Fase  
Rachel Flamholz  
Kristy and Jason Friedrichs  
Adeline Ganley  
Gant Family Foundation  
Sherri and Michael Garoutte  
Tom Gottlieb

Nancy Goulson  
Mathias Granum  
John Graves  
Mary Graves  
Todd Gray  
Sue and Ken Greathouse  
Simin Gul  
Elaine and Eric Hahn  
Kari and Craig Hanson  
Sharida Hassan  
Dana and Tom Hayse  
Brenda and Norman Hebert  
Nancy Heinen and Dennis DeBroeck  
Herbst Foundation  
Michael Hervitz  
Brock Hillman  
Leon Hilton  
Judy and Woody Hobbs  
Lisa and Cal Huntzinger  
Bradford Hurley  
Katherine Hutchison  
Jacque and John Jarve  
Pam Jones and Steve Herskovitz  
Jen and Craig Jory  
Paula Joyce  
David Katz  
Nancy and Dennis Krause  
Cathy and Dick Lampman  
Virginia and Barry Langdon-Lassagne  
Liza and Tom Layman  
Elizabeth Leddy  
Matthew Maas  
Lisa and Donald MacMillen  
Phil Mader  
Charles Mahoney  
Maddie Mahre  
Rachel Maley  
Cindy and Alan Marty  
Debra and Jess Marzak  
Jan Masaoka  
Liz Massei  
Barbara McCarthy  
Karen and Bruce McCaul  
Ann and Jon McGee  
Janette McLeod  
Patsy and Charles McLure  
Ellen Metzger and Justin Grider  
Sean Moller  
Joseph Muench  
Caryn and Daniel Murphy  
Jay Naik  
Dorothea and Soli Nawas  
Jill and Erik Olson  
One for the World  
John Owen  
Marcia and Bill Pade  
Margaret Parker  
Ruth and Tim Patterson  
Rebecca Patton and Tom Goodrich  
Carole and Larry Peiros  
Matthew Perkins  
Carol Perusse and Tom Heuning  
Peter H and E Lucille Gaass Kuyper Foundation  
Aleks and Russell Peters  
Nancy and Donald Phillips

Piedmont Community Church  
Al Pierce  
Mary Pinnow  
Jason Powell  
Ana Priu  
Chris Prottas  
Lilli Rey  
Pamela and Jed Riddle  
Aileen Robertson  
Allison Rock and Chris Wuthmann  
Anne and Rico Rosales  
Jerry Rosenfeld  
Brandon Roth  
Sharon and Edward Rubin  
Rodrigo Rubio  
Anne and Dan Rudolph  
Christine and Jim Russell  
Meritt and Steve Sawyer  
Barbara and Robert Sawyer  
Mary Scanlan  
Joe Schluender  
Grace and Andrew Schulz  
Jill Scoby  
Stephen Senna  
Jeremy Shapiro  
Katharine and Elton Sherwin  
Karen Skidmore  
Debra and Charles Smith  
Debra Smith  
Paula and Stephen Smith  
Olubajo Sonubi  
The Source  
Scott Springer  
St. Luke's Presbyterian Church  
St. Peter's by the Sea Presbyterian Church  
Alex Stehn  
Georgianne Stephen  
Clayton Stephens  
Sherilyn Stolz  
Cory Surdam  
Surefire Marketing, Inc.  
Michelle Swenson and Stan Drobac  
Allen Thach  
John Thacker  
Jean and Royce Thomas  
Charlotte Tibbs  
Betty and Ted Tight  
Jane and Tim Tight  
Sally and Timothy Tomlinson  
Kay and Gabriele Udeschini  
Krissy Valk  
Katrine and Dan Walsh  
Kay Wardell  
Steven Wasserman  
Harold and Pat Webb  
Julie Wissink and Randy Vagelos  
Katharina and Alistair Woodman  
Larry Wu  
Katie Wurtz and Ian Snow  
Lucy and Brad Wurtz  
Mary and Don Wurtz



# Our Team

The Village Enterprise team gathered for a four day Innovation Summit in September, 2018.

## Board of Directors

Village Enterprise is overseen by a talented and dedicated Board of Directors. Our Board ensures that the organization faithfully pursues its mission and has the resources and direction it needs to be successful.

- Emeka Ajoku**, Treasurer
- Jamie Austin**
- Barb Bishop**
- Katie Boland**
- Pat Brown**
- Dianne Calvi**, President & CEO
- Joe Chernesky**
- Joe Dougherty**
- Jay Friedrichs**
- Tim Geisse**
- Debbie Hall**, Board Chair
- Aleksandra Peters**
- Bruce Sewell**
- Tim Tight**, Secretary
- Larry Wu**

## Advisory Council

Our Advisory Council of leaders in global development, poverty alleviation, technology, fundraising, economics, and social innovation provides expertise to help the organization achieve its strategic goals.

- Brian Boland**  
VP of Publisher Solutions, Facebook
- Charlie Bresler**  
Executive Director, The Life You Can Save
- Dr. Wanjiru Kamau-Rutenberg**  
President, AWARD (African Women in Research & Development)
- Jessica Jackley**  
Social Entrepreneur, Co-founder of Kiva
- Tralance Addy**  
Founder & President, Plebys International

## Staff

Our staff of 150+ are a passionate, innovative, talented, fun-loving, and pragmatic team of optimists whose passion for ending extreme poverty is contagious.

## VILLAGE ENTERPRISE OFFICE LOCATIONS

### 📍 Uganda

Kampala  
Soroti  
Gulu

### 📍 Kenya

Kitale  
Nairobi

### 📍 San Carlos, California



# 95%

of our Field Staff  
are East African

## Our Vision

A world free of extreme poverty, where people have the economic means to sustain their families

## Our Mission

To end extreme poverty in rural Africa through entrepreneurship and innovation





*Betty's group runs a thriving tailoring business in Kumi district, Uganda.*



**Village  
Enterprise**

Creating sustainable businesses.  
Transforming lives.

**Village Enterprise**  
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USA

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