DEAR COLLABORATORS,

2016 was a dynamic, busy, and successful year at the Posner Center for International Development. We are proud to share our achievements and highlight the incredible work of our network of Tenants and Members.

We began the year by rounding out the Posner Center staff, adding a much-needed Office Manager and hiring a new Operations Manager. At the end of 2016, our founding Executive Director, Doug Vilsack, transitioned into a new opportunity. Doug’s leadership of the Posner Center was instrumental, and he set the organization on a path for continued success, developing financial and governance structures, and working with the board and staff to establish a mission, vision, and a strategic plan to guide our efforts. The team he built is well positioned to continue working towards our mission.

This year, our programmatic efforts centered on strengthening the capacity-building training we offer to our Tenant and Member organizations, as well as starting to monitor and evaluate the impact of our programming on this network.

In addition, the Posner team cultivated relationships beyond Colorado, enabling us to bring some high-profile visitors to Denver as well as to share our work with audiences across the US.

To continue to develop our understanding of our signature program, the International Collaboration Fund, Doug Vilsack and I made trips to East Africa and Guatemala, respectively, to visit organizations in our network. The work we witnessed there was inspiring and continues to inform our programming.

Finally, our Board of Directors and staff worked on a five-year strategic plan, the highlights of which we share later in this report.

We are proud of the Posner Center’s work to date, and look forward to further defining our strategic vision and working to make it a reality in the coming years. Thank you, our network, for your continued support and partnership in this journey.

Best,

Meg Sagaria-Barritt
Interim Executive Director

Our Mission: To build a community of innovators who grow lasting solutions to global poverty.

Pictured: Posner Center Tenants and Members express their ideas and encouragement on the artful “collaborate” wall.
A VIBRANT AND GROWING COMMUNITY

Partnering with 66 Tenant organizations that are housed in the Posner Center, and 95 Members who are engaged with the Posner Center but don’t have designated office space, the Posner Center is a vibrant, inspiring community that is growing lasting solutions to global poverty.

Community Composition

<table>
<thead>
<tr>
<th>Tenants</th>
<th>Members</th>
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<tbody>
<tr>
<td>75%</td>
<td>25%</td>
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Members: Our Broader Network

The Posner Center’s Annual Membership Program allows us to grow beyond the limitations of our physical space and create a Colorado-wide international development network. Alongside Tenants, Members comprise the heart of this community, contributing their expertise, and enhancing our network of international innovators. Just like our Tenants, our Members are diverse.

Members by Type

- Organization: 12%
- Consultant: 67%
- Individual: 18%
- University: 3%

WHERE WE’RE WORKING

Here are the top 10 countries where our network is working, broken down by region.

- **62** EAST AFRICA
  - Ethiopia: 14
  - Kenya: 12
  - Uganda: 19
  - Tanzania: 11

- **28** SOUTH ASIA
  - Nepal: 14
  - India: 13
  - Cambodia: 12
  - Philippines: 11

- **25** SOUTHEAST ASIA

**Top Member Resources:**

- Capacity-Building Programs
- Job & Internship Board
- Exposure & Networking Opportunities

2016 By the Numbers

**Santa Catarina, Guatemala:**
Milka, a Girl Pioneer in Tenant Starfish’s Youth Effect Group engages in a communication-building activity with her mother, Madgalena, and her mentor, Celena, during a home visit. (Photo credit: Kate Lord Photos and Films)

**Afar, Ethiopia:**
A professional volunteer from Engineers Without Borders USA’s Engineering Services Corps repairs a hand pump to restore water to a drought-stricken community. (Photo credit: Erin Cummings)

**Battambang, Cambodia:**
Julie Carey, founder of Member Write Our World, shares bilingual ebook authoring curriculum with students at the Learning Center of Tenant Children’s Future. (Photo credit: Lorkfong Bol, IT Director at the Learning Center)
**Our Impact on Them**

**HOW POSNER’S WORK IMPACTS TENANTS**

The Posner Center supports our Tenant community in myriad ways, from maintaining an inspiring shared space to leading social and capacity-building programming. Here’s a glimpse of what Tenants shared with us about how being at Posner has affected them.

- **85%** of Tenants believe it has helped them learn from other Tenants
- **77%** of Tenants believe it has helped them improve staff morale
- **76%** of Tenants believe it has helped them form stronger networks
- **73%** believe it has helped them collaborate more

“Posner has directly contributed to the visibility of our organization in the Denver community and has created ongoing opportunities for our organization to develop and grow! We’ve participated in nearly all angles of programming at Posner and all have been beneficial, meaningful, and intentional.”

— Heather Newell, The Women’s Bakery

“The Posner Center is precious for the Denver development community. I find great value working here every day, being exposed to new ideas in a very collaborative environment.”

— Chris Bleers, Engineers Without Borders USA

“Being at the Posner Center has greatly expanded our network and employee wellness through access to a wide range of events, professional development trainings, and opportunities for collaboration. The biggest impact though has just been the day-to-day environmental effect on our staff members as the positive and innovative energy in the Center is contagious.”

— Hannah Bick, Starfish

**Their Impact on the World**

**TEENANTS’ IMPRESSIVE RESULTS**

Our 60+ Tenant organizations are change agents worldwide. They work across sectors and geographies, creating measurable change in more than 100 countries. In their own words, here is a snapshot of the impact of just a few Tenants in 2016.

- **35** WELLS
- **100,000** PEOPLE

In the most inhospitable region of Ethiopia, Engineers Without Borders USA’s Engineering Service Corps assessed, repaired, and provided training to rehabilitate 35 wells, which now give over 100,000 people access to safe water.

- **1.4M** INDIVIDUALS
- **285,000** HOUSEHOLDS

IDE impacted over 1.4 million individuals—285,000 households globally—with an average benefit-to-cost ratio of 14.1 per client.

- **500** GIRLS AND YOUNG WOMEN

Shadhika helped 500 girls and young women in India escape child marriage and trafficking, supporting them to complete high school, go to college, or get a job in the mainstream economy.

- **2,126** HOUSEHOLDS
- **$29** PER MONTH

Through the sale of solar products, Elephant Energy saved 2,126 households in Namibia approximately $29 per month, simultaneously reducing exposure to harmful kerosene fumes and home fires.

- **81** HEALTH WORKERS

CU Peru trained 81 Community Health Workers from 51 Peruvian Amazon villages on a variety of topics, including treatment of tropical diseases, women’s health, and other basic healthcare skills such as hygiene and CPR.

*Percentage of respondents to 2016 Tenant Survey; aggregate of “strongly agree” and “agree.” All quotes derived from 2016 Tenant Survey.
The International Collaboration Fund (ICF) is the Posner Center’s signature program. Launched in 2015, the ICF is an innovative, collaborative grantmaking fund that supports promising partnerships among Tenants and Members. The program is supported by numerous foundation, individual, and corporate donors. The ICF brings the strength of the Posner network to life, enabling ideas to turn into projects, supporting resource-sharing, minimizing duplication, and leveraging the capacities of organizations through strategic partnerships.

**$75,000**

Total amount of money awarded in 2016

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**2016 PROJECTS:**
- Children’s Future, Sustainable Schools International, Empowering Youth in Cambodia, Trailblazer Foundation, and Asian Hope
- Children’s Future and Write Our World
- Denver Urban Gardens, Friends of ENCA Farm, and Rocky Mountain Seed Alliance
- Edge of Seven, AfricAid, Africa Development Promise, Children’s Future, Elephant Energy, Friends of ENCA Farm, Hope Shines, S.O.U.L. Foundation and the Posner Center
- iDE and Engineers Without Borders USA
- Into Your Hands Africa, Africa Development Promise, and Edge of Seven
- Technology Partnership, Cielo Parker Robinson Dance, and Hope Online Learning Academy
- World-Chile Colton USA and Project C.U.R.E.

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**PROJECT SPOTLIGHT**

**Engineers Without Borders USA and iDE Join Forces**

Crop spoilage is an enormous challenge and contributes to food insecurity, smallholder farmer poverty, and nutritional deficits across the developing world.

To address this problem, Engineers Without Borders USA and iDE received a $20,000 ICF grant to design, build, and test a post-harvest crop cooling facility in Boane, Mozambique. Engineers from EWB-USA’s Professional Service Corps designed a building utilizing piped groundwater that runs through pipes in the building walls to keep crops cool. iDE’s in-country staff identified a location, sourced low-cost and widely available materials for construction, and facilitated the construction process.

The existing facility is on the electrical grid, but it can also be run off the grid. In 2017, they will test the efficacy of the crop cooler in a variety of scenarios and with different crops. Once they have clear data on best practice, they will work to scale the crop cooler throughout the iDE network of countries.

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**27**

Tenant, Member, and partner organizations funded by the ICF since its inception.

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**10**

Countries in which the ICF has funded projects.
ICF SITE VISITS

Last Spring, the Posner Center sent staff to the field to see some ICF projects in action. Visiting eight organizations in Uganda and Rwanda, and an additional six organizations throughout Guatemala, these trips helped increase our understanding of the work of Posner Center organizations on the ground.

Joyabaj, Guatemala
We were present for the inauguration of a footbridge between two rural communities, El Bosque and Piedras Blancas. This project was jointly led by Bridges to Prosperity and Engineers Without Borders USA. The footbridge creates a means for safe, year-round passage between the villages and enables access to a municipal road for one of the communities, improving access to healthcare, education, and markets. The event was celebratory and included a live band, fireworks, and delicious food made by the women in the community.

Kifumbiro and Masaka, Uganda
Through building relationships within the Posner Center network, a handful of Tenants realized that they were working independently to create and deliver similar entrepreneurship trainings to participants in their programs. Rather than continuing to work independently, they sought and received a 2015 ICF grant to develop a shared curriculum. In 2016, a smaller cohort - Into Your Hands Africa, Africa Development Promise, and Edge of Seven - sought additional funding to further refine and implement the curriculum in several distinct settings in Uganda. The aim was to pilot the curriculum, make necessary adaptations, and develop a model for ongoing replication, creating a pathway to scale.

During his trip to Uganda, Doug Vilsack visited two of the implementing organizations to assess the utility of curriculum in different contexts. In Masaka, Into Your Hands Africa (IYHA) had just delivered the first modules of the curriculum to participants. By training individuals who were already engaged in existing programs such as a chicken and pig-raising, IYHA used the curriculum to complement their existing programs and offer participants the skills to grow their businesses and eventually serve as models for the rest of the community. At Africa Development Promise’s site in Kifumbiro, participants in their partner agricultural cooperative had not yet begun the training, but they showed Doug their current efforts to grow mushrooms as a high-value product. The cooperative expressed their interest in strengthening their entrepreneurial skills to help them meet increasing demand for mushrooms in East Africa.

Both organizations completed initial implementation of the entrepreneurial curriculum late in 2016, and continue to monitoring participant and community outcomes resulting from the program.
Posner Poverty Hack 2.0

Poverty Hack 2.0 was a fun and fast-paced 2.5-day competition where participants worked in teams to develop innovative solutions to address challenges faced by our Tenants in their work. The event brought together nearly 50 participants from a range of sectors, including tech, education, evaluation, and journalism.

Major sponsor Cognizant Quick Left generously funded implementation of the winning solution, produced by a team working on behalf of The Women’s Bakery. Their approach was a simple text-based mobile tool to improve business management processes for women bakers in Rwanda. The team developed a prototype that uses simple character text messages to track transactions, while also providing detailed information on the location and time of sale. This project will be tested and refined throughout 2017.

SIGNATURE EVENTS

The Challenges

Africa Agenda: create a new digital strategy to help the organization connect with journalists to provide news with a more holistic perspective of the continent.

Starfish: create a monitoring and evaluation platform combined with a social network to improve contact with graduates of their program and collect better program data.

The Women’s Bakery: develop an SMS messaging system to enable entrepreneurs to keep track of bread sales, increase accountability, and remain safe.
Collaboration Celebration
Every October, the Posner Center invites our community to an open-house to celebrate the incredible work of this network, especially as exemplified by International Collaboration Fund grantees. This year we welcomed nearly 200 guests and raised crucial funds to further our mission. The highlight of the evening was a visit from Governor John Hickenlooper who shared his thoughts on Colorado’s growing role in the global community.

Business Leaders
This event highlighted mutually-beneficial partnerships between Tenant and Member non-profits and global businesses.

- **Friends of ENCA Farm** and **Elephant Energy** shared the successes in spreading access to solar lights with the help of their respective partners, Nokero and Goal Zero.
- **Water for People** highlighted their 5-year partnership with the luxury vodka brand Absolut Elyx.
- **RENEW Strategies** spoke about using public-private partnerships to connect investors with opportunities in Ethiopia.

Innovators Dinner
The annual Innovators Dinner honors individuals who are making their mark on global poverty alleviation by thinking outside the box and challenging prevailing ideas and approaches to combating poverty. In 2016, the Posner Center honored two inspiring women:

- **Dr. Karambu Ringera**, the Founder and President of International Peace Initiatives; and
- **Libby Cook**, Founder and Executive Director of Philanthropiece Foundation.

There’s More: Additional Key Events

- **January** – A Dialogue with Ambassador Christopher Hill
- **March** – Understanding the Zika Virus
- **April** – Steven Radelet: Author of *The Great Surge – The Ascent of the Developing World*
- **July** – Major Donors: Ford Foundation and Rockefeller Foundation
- **October** – Technology Salon: Scales of Sustainable Design
- **November** – The Real Story of International Impact Investing
The Posner Center facilitates robust programming for Tenants and Members, with the dual aim of building network capacity and creating community.

**Capacity Building**
Demand-driven programming that strengthens organizations, improves practice, and helps create real social change.

- **ToolBoxes:** In-depth trainings on topics within international development or organizational management. A few 2016 ToolBoxes included: USAID Subcontracting Readiness, Essentials of Time Management, and Moving from a Logic Model to an Evaluation Plan.
- **Development Dialogues:** Conversations on pressing topics within development, led by experts in our network and beyond. Sample dialogues included: Participatory Planning, Impact Investing, Donor Travel, and Learning from the Field, among others.

**Regis University’s Master in Development Practice**
The Posner Center is home to an innovative graduate degree designed to meet development’s biggest challenges. The Regis University Master in Development Practice (MDP) is an integrated, accessible, and affordable program for working and aspiring development professionals worldwide. The program uses the Posner Center’s high-tech IEEE Global Classroom to engage students from 16 countries in dynamic global learning.

**MDP at a Glance:**
- 49 total students: Including 13 from Tenant and Member organizations
- $22,900: Cost of the MDP program for traditional students
- $18,360: Cost of the MDP program for Posner Tenants and Members in the U.S.
- $2,225: Cost of the MDP program for “last kilometer” students in the developing world, or 1% of the cost of the same program at an elite university

**Community Building**
The Posner Center is working to create a community of innovators, so some programming is intentionally fun and geared towards networking. We believe that having fun helps create relationships. Strong relationships, in turn, support information sharing, learning, and collaboration.

- **Block Parties:** Enable Tenants and Members to share their work and introduce themselves to the community.
- **Craft Beer Club:** Happens monthly because “bad beer is a global issue” (and because good beer brings people together).
- **Community Lunch:** Brings Tenants together over food and good conversation.
- **2016 Ping Pong Tournament:** The crown jewel of our community-building activities, enabling people to compete for the important title of “Posner Center Ping Pong Champion.”

**Posner Perk**
Nothing builds community and creates happiness like dogs. We like our furry friends so much, we even made a calendar of them.

Here’s Teddy—playing Santa Claus for September 2016—whose proud companion is Melissa Thessen of Tenant Children’s Future.

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**Feedback on 2016 ToolBoxes**

<table>
<thead>
<tr>
<th>Overall usefulness</th>
<th>Trainer Preparation</th>
<th>Trainer Expertise</th>
<th>Trainer Facilitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.4 / 5</td>
<td>4.8 / 5</td>
<td>4.7 / 5</td>
<td>4.6 / 5</td>
</tr>
</tbody>
</table>

**Pictured:** Tenants build community in various ways, from Halloween costumes to a Ping Pong tournament.
STRENGTHENING OUR NETWORKS

The Posner Center worked strategically to improve our collective visibility and identify opportunities for partnership outside our existing network. We connected with Washington, D.C.-based development leaders, grew relationships with other international development networks in the US, deepened connections in Denver, and continued to spread the word about the Posner Center’s model.

Beltway Visitors
Plan International USA brought a delegation of senior leaders to Denver to explore potential avenues for partnership. The delegation included Ann Hudock, VP of International Programs; Marcio Nascimento, Senior Director of Business Development; and Darren Saywell, Senior Director of Water, Sanitation and Hygiene (WASH).

In July, Eric G. Postel, Associate Administrator of the US Agency for International Development (USAID), spent a day at the Posner Center. In addition to sharing about USAID’s efforts over a lunchtime presentation, he engaged in meetings with Tenants and Members on topics including economic development, K-12 and higher education, and international business.

Exploring Expansion
This year, we began exploring opportunities for expanding our collaborative approach to other US cities. The Posner Center remains unique as the only international development network in the US with a dedicated co-working space to call home. We have found that sharing a physical space generates so many opportunities for sharing resources and knowledge. We believe this has the power to transform international development work. Our initial outreach efforts have taken many forms:

- Washington, D.C.: We presented alongside other regional international development networks at the InterAction conference, highlighting collaborative work being led from outside the beltway;
- Minneapolis, Minnesota: Outreach Manager Jess Harig presented the Posner Center model at the annual MINN Ideas Summit, sparking conversations with additional partners; and,
- Across the U.S.: Initiated conversations with four regional networks to share about the Posner Center’s core programs and explore the potential for virtual participation by these groups.
MOVING FORWARD

Late in the summer, Posner Center staff and Board of Directors met to develop a five-year strategic plan. Our strategic plan has four key objectives:

1. Maintain and Strengthen the Core
   We will continue to run a dynamic, fully-occupied shared space that offers targeted, impactful programming for our Tenant and Member community.

2. Lead in Collaboration
   We will utilize the International Collaboration Fund as a mechanism for truly understanding the nature and value of collaborative work. Via the grants and programming we’ve funded, we’ll seek to understand what works, what doesn’t work, and determine the Posner Center’s role in facilitating effective development work. In addition, the Posner Center plans to use our two state-of-the-art videoconferencing rooms to develop best practices for using technology as a tool for increased international collaboration.

3. Concentrate on Colorado
   Colorado is home to many internationally-focused organizations, ranging from those focused on diplomacy and business, to those working in education and international development. There is enormous potential to work more effectively as a network and leverage our respective strengths to elevate Denver as a global city. Posner plans to effectively partner with our colleagues and peers in this arena to work towards this aim.

4. Explore Expansion
   The Posner Center has begun exploring opportunities for a similar model in other cities both domestically and internationally. We’ve held conversations in Boston, DC, Minneapolis, and Seattle, with international conversations planned for future years. The expansion of the Posner Center could take many forms and requires substantial commitment from partners as well as adequate financing. Stay tuned as we explore possibilities.
2016 Posner Tenants

Africa Agenda
Africa Development Promise
Africa Aid
African Strategies for Advancing Pathology
Bridges to Prosperity
Building Bridges
Children’s Future
Chinook Fund
Colorado Mental Wellness Network
Comunidades Unidos Peru
Cross-Pollinate Consulting
Denver Urban Gardens
East African Social Impact Fund
EcoCulture Partners
Edge of Seven
Effect X
Elephant Energy
Engineers Without Borders USA
Facing History and Ourselves
Friends of ENCA Farm
Geteches-Wilkinson Center
Global Accelerator Network
Global Health Connections
Global Health Foundation
Global Hope Network International
Governors’ Climate and Forests Fund
Grassroots Global Development Foundation
Hand in Hand International Adoptions
Hope Shines, Inc.
IIDE
IEEE Smart Village
Into Your Hands-Africa
Kaffa House Coffee Company
Kimeptria
Konkkitid
Laboratory to Combat Human Trafficking
MarketShare Associates
Meet the Middle East
Michael Cooper
Mobile Accord
Mortenson Center in Engineering for Developing Communities
National Native American AIDS Prevention Center
One Acre Fund
One Person - Acted
Peace Corps
Purpose Aligned Consulting
Regis University
RENEW Strategies
Restoration Project International
Rights Consulting & Investigations - Ken Scott
Rural Community Assistance Corporation
S.O.U.L. Foundation
Sawinski
Sayana International
SCOPE International
Shadhiika
Spencer Associates, Inc
Starfish
Technology Partnership
The Recreation Project
The Women’s Bakery
United Nations Association - Denver
Walking Tree Travel
Women with a Cause
World Affairs Challenge
World Child Cancer

2016 Board Members

Richard Shuyler - Board Chair
Elizabeth Elvis - Vice Chair
Chris Woldum - Treasurer
Dan Wessner - Secretary
Mary Perkins
Patrick Riley
Diana Walker
Avery Bang
Stephanie Dybsky
Patrick Gaston
Dan Harris
Gewe Mekennon

2016 Posner Staff

Doug Vilsack - Executive Director
Meg Segar-Baatz - Program Director
Jess Harig - Outreach Manager
Vicki Ireland - Office Manager
Tom Strand - Operations Manager

2016 Posner Members

Africa Network for Animal Welfare (ANAW-USA)
Africa School Assistance Project
African Cultural and Event Center
Agile International
Arctic and Mountain Regions Development Institute
Arval Carroll
Asian Hope
Bead for Life
Beyond Our Borders
Black Fox Philanthropy LLC
Blake Kant
Blue Wing Consulting, LLC
Build Change
Business Works
Catapult Design
Climate Change
Colorado Haki Project
Colorado Public Health Association
Colorado School of Mines
Cottwood Institute
Culture Expans
Dare to Innovate
Davita Village Health Foundation
EmBOLDen Alliances
Empowering Youth in Cambodia
Empowerment International
Freshwater Project International
Friends of Gueoul, Inc
Gadbya
Gilchrist and Company
Global Education Fund
Global Fund for Women
Global Greengrants Fund
Global Livingston Institute
Global Research Institute
GlobalGiving
GRAYMatter Solutions for Nonprofits
Grupo Macro - Macro Spanish
HealthKind
Heart of the West Counseling
JLA Consulting LLC
Joan M. Van De Graal CPA, LLC
Lauren Hafford
Mandating Innovation
Managing Systems for Wellness, LLC
Mending Faces

2016 Key Supporters

60+ Tenants and nearly 100 Members
Joanne Posner-Mayer
Aimee Kinning
Anonymous
Beyond Our Borders
ColBank
Cognitiv Technology Solutions
Collegiate Peaks Bank
Conscious Real Estate
Development Alternatives International (DAI)
Geotech Environmental
Global Accelerator Network

Nehemiah Gateway
New Dimension of Hope
Nevus
Nekero
One Earth Foundation
One School at a Time
Orbis Institute
Outreach Uganda
Polaris Law
Project C.U.R.E
Project Managers Without Borders
Pure Water for the World
Reliable Outcomes
Rupa Backet
Runas III
Savills Design Studio
Saving Moses
Shelia Mahony
Shining Light International
Society for Orphaned Armenian Relief-CD Chapter
Souvenirme Design Studio
Sundance Social Media
Sustainable Schools International
Ten Thousand Villages
The Palapa Society of Todos Santos, A.C.
The Physics Group
The Sensea Project
Threads Worldwide
Transformational Ventures
Trees, Water, People
TRIBE
UC-Denver, Institute for Int'l Business
Uhambo
Ujako Foundation
Univ. of Colorado Denver
University of Denver Graduate School of Social Work
University of Denver, JKSIS
Vertile House
Village Health Partnership
Warburg College West
Water For People
Women’s Partnership
World Aid Fostering Education and Agriculture
WorldDenver
Write our World
YNP
Yobel International

Green Fund
Harvey Family Foundation
Laughton Foundation
Laster Woodward
Northeast Denver Housing Authority
Orbis Institute
Philanthropiece Foundation
Shuyler Family
San Francisco Foundation
Western Union
Willett Foundation

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Philanthropiece Foundation
Shuyler Family
San Francisco Foundation
Western Union
Willett Foundation
The Posner Center is a community of nearly 60 international development-oriented businesses and organizations in a 25,000 square-foot shared space in Denver’s Curtis Park neighborhood, spurring innovation by enabling groups to cross-pollinate through the exchange of ideas, the overlap of programming, and the generation of more comprehensive and lasting solutions to global poverty.

For any questions, please contact:
720-382-7631 • info@posnercenter.org