

Q4 2016

QUARTER HIGHLIGHTS

- Significant increase to Agricultural loan repayments for Nuru Kenya since 2015
- Nuru Ethiopia establishes its first cooperative union, Hidota Union
- NSE President shares how meeting rural farmers led him to leave the corporate sector
- More NI staff featured in press and sharing at conferences
- New funding from Greater Impact, Imago Dei Fund, and Vista Hermosa Foundation

**ENDING EXTREME POVERTY
IN REMOTE RURAL AREAS**



NURU MEMBER SPOTLIGHT by Billy Williams



Amarech Sama is one of the first farmers we met in Ethiopia in 2014. She and her husband Ermias, along with their five children, were struggling in their home community of Meteka Mele when Nuru was planning its launch.

In 2015 disaster struck in the form of the worst drought in years in Ethiopia, creating horrible suffering for over 15 million people. Over 50% of Nuru's farmers were negatively impacted. Amarech and her community were among the worst hit Nuru households. Her Nuru organized cooperative provided emergency cash transfers, and this allowed her to address immediate hunger and household needs, and she is now better prepared for future shocks.

Amarech and her family benefitted from all of Nuru's programs offered through her cooperative in 2016. She has been saving money after being trained by Nuru's financial inclusion program, and last year took an income generating activity (IGA) loan for a goat which she fattened, sold for a profit, and repaid the loan. Her children have been benefitting from a Nuru established book bank at her cooperative, and this past October, she gave birth to her fifth child at a local health clinic as recommended by members of her Nuru cooperative Healthcare Care Group.

After walking through the drought, Amarech and her family stand resilient, and her entire community is resilient as well. Your support through the years makes this kind of resiliency possible.

LEADERSHIP

Equip Nuru leaders to identify the needs of the community; design solutions to address those needs; and effectively and efficiently implement and scale solutions.



LEADERSHIP PROGRAM MANUAL

Nuru focuses on restoring agency in local leaders and building the opportunity structure necessary to sustain and scale programs.

The Leadership Program has provided a full overview of its philosophy, methodology, process, curriculum, monitoring and evaluation via a program manual, available for free online. [➔](#)



Leadership Sustainability Index



Leadership Sustainability Index	Ethiopia
Years in Operation	3
Overall Readiness for Expat Exit	●
Leadership	●
Cooperatives	●
Rural Livelihoods: Agriculture + Financial Inclusion	●
Healthcare	●
Education	●
Monitoring and Evaluation	●
Human Resources and Administration	●

- = staff ready and Nuru International can exit
- = working toward Nuru International exit
- = staff not ready for Nuru International exit

SERVANT LEADER SPOTLIGHT: TEKALIGN TEFERI

Tekalign Teferi, or as he is known in Nuru Ethiopia, “Teka”, has been with NE since it’s beginning. Before this year, however, Teka did not have that much field experience as his job was initially to facilitate the Program Planning Process and to train staff on leadership skills. Thus, when looking back at 2016, Teka lists his major accomplishment as assisting other programs in designing and implementing trainings as well as building the facilitation skills of Nuru Field Officers who frequently train farmers. These tasks brought him closer to the community he is serving.

Teka’s strong abilities as a trainer together with his friendly attitude have earned him a good reputation among all programs; everybody wants to work with him and he is ready to help others, even when it requires going the extra mile. When not conducting trainings himself, he enjoys holding facilitation workshops for the field officers as he sees the importance of equipping them with the right skills to communicate with farmers.

Teka walks the talk, including outside of work; he’s willing to sacrifice, lead by example, mentor, coach, and give feedback. Nuru Ethiopia is grateful to have staff like Teka who are passionate about servant leadership as well as improving the lives of community members.





Strong agriculture repayment rates (87%) are being witnessed from newly established Kenya cooperatives.

QUARTER HIGHLIGHTS

In addition to improved repayment rates, in October, NI sent a team to Nuru Kenya working as an Operational Advisory Group (OAG). The OAG is comprised of Program Strategic Advisors from each of Nuru's programs along with the Finance Director, Chief Program Officer, and Impact and Analytics Director.

The OAG visit has been used as an annual advising period for Nuru Kenya and Nuru Ethiopia each fall as added support for budgeting and strategic planning for local staff as well as an opportunity for idea sharing between teams. When Nuru exits any country project, it maintains an ongoing relationship with local staff to ensure that the local in-country NGO continues to thrive.

After this most recent visit, it became very clear that the team in Kenya has a much reduced need for support. Therefore the OAG team will be pared down significantly for future visits, because Nuru Kenya is ready to stand even more independently than ever.

AGRICULTURE

FINANCIAL INCLUSION

HEALTHCARE

EDUCATION

Select indicators are updated annually rather than quarterly; updates italicized

		Kenya		
		Target	Actual	
AGRICULTURE	Number of Nuru farmers taking loan this season	Q1	2,500	2,125
	Total number of acres farmed	Q1	2,500	2,339
	Average loan per farmer (USD)	Q1	-	\$92
	Repayment rate	Q4	97%	87%
	Percent increase in crop yield compared to baseline	Q1	32%	41%
FINANCIAL INCLUSION	Total enrolled FI members ¹	Q3	2,000	820
	Number of loans issued this quarter ²	-	-	-
	Average loan size per client this quarter (USD) ²	-	-	-
	Repayment rate ²	-	98%	-
	Total savings deposits (USD)	-	\$9,600	\$17,330
Average total savings deposits per member per quarter (USD)		-	\$6.00	\$1.48
¹ The consolidation of FI savings groups to the Chama Solution mobile banking platform reduced membership to 820. ² Nuru Kenya paused issuing loans in Q2 and will resume loan activity when its new model, cooperative staff and mobile platform are fully in place.				
HEALTHCARE	Total Nuru farmer households receiving home healthcare visits ³	Q2	1,250	998
	Average number of home visits per household per quarter	-	3	3
	Percent of deliveries in a clinic per quarter	-	85%	86%
	Percent of newborns visited within first three days of life	-	90%	88%
	Percent of new mothers practicing immediate breastfeeding	-	87%	100%
	Percent of households treating water	-	80%	88%
Percent of households who are open defecation free	-	70%	96%	
³ In May, Healthcare reset healthy behavior scores to match its new service population, a smaller group of active farmers.				
EDUCATION	Number of children reached	-	4,000	4,494
	Number of outreach sessions per class (cumulative per year)	-	30 per year	31 this year
	Number of school teachers trained in literacy techniques	Q2	108	107
	Average percent of Nuru students in classes 2-5 achieving the paragraph or above level ⁴	Q1/Q4	56%	62%
Average progress towards literacy score for Nuru students in classes 2-5 (0 being "none" and 5 being "literate") ⁴	Q1/Q4	2.7	2.7	

⁴ These data represent averages across four schools in Kuria West, Kenya.



Indicators across all Nuru Ethiopia impact programs are up from Q3

QUARTER HIGHLIGHTS

During the last few months, the world has been watching Ethiopia because of political unrest and a six month state of emergency was declared by the government on October 9. Despite the political unrest in some areas, Nuru continues to move its mission forward to remote, rural agrarian communities in the Gamo Gofa Zone, and operations were not affected.

Additionally, Nuru Ethiopia's cooperatives are continuing to build resilience and stability for households in the two weredas where Nuru is working. Led by Country Director Teshome Worku, who hails from the area where Nuru is working, Nuru Ethiopia has been building capacity with more than 2,000 households this year.

Nuru Ethiopia is preparing for scaling and sustainability in the future as it successfully developed a cooperative union this year called Hidota Union. Hidota is a local Gamogna word that means 'light' similar to Nuru in Kiswahili. The development of Hidota Union will mean a greater ability for local farmers to get equitable prices for surplus crops, and a greater ability to establish linkages to regional, national, and international markets.

Ethiopia

Select indicators are updated annually rather than quarterly; updates italicized

AGRICULTURE

		Target	Actual
Number of Nuru farmers taking loan this season	Q2	2,580	2,269
Total number of acres farmed	Q2	3,011	2,733
Average loan per farmer (USD)	Q2	-	\$88
Repayment rate	Q1	97%	Q1 2017
Percent increase in crop yield compared to baseline	Q2	32%	Q1 2017

FINANCIAL INCLUSION

Total enrolled FI members	Q3	1,068	784
Number of loans issued this year (cumulative per year)	-	356 per year	657 <i>this year</i>
Average loan size per client this quarter (USD)	-	\$71	\$95
Repayment rate	-	98%	67%
Total savings deposits (USD) for the year (cumulative per year)	-	\$6,619	\$7,439
Average total savings deposits per member per quarter (USD) ¹	-	\$2.29	\$2.46

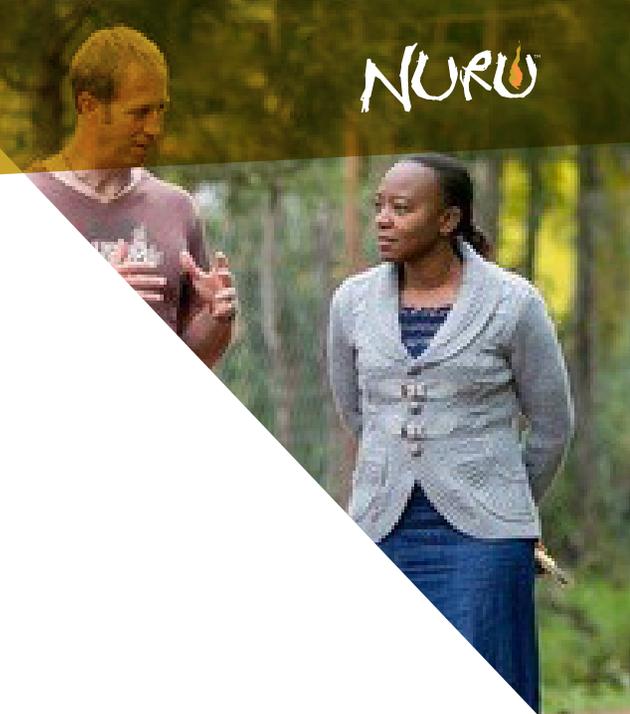
¹Includes the total number of members, which now includes those who saved zero birr. Previously, the average included only members who saved more than zero birr.

HEALTHCARE

Total Nuru women participating in cooperative care groups	Q2	800	969
Percent of women who are on track to attend at least 4 antenatal care visits per quarter	-	70%	86%
Percent of deliveries in a clinic per quarter	-	50%	94%
Number of trainings given to community health workers	-	4	6

EDUCATION

Number of children in grades 1-4 reached	Q1	3,185	3,185
Number of teachers trained in "teaching literacy" best practices	Q1	87	87
Number of school libraries established	Q1	11	11
Number of latrines constructed at targeted schools	Q2	10	9
Number of book banks established at Nuru cooperatives	Q1	7	7
Percent of cooperative children participating in reading camps	-	50%	57%
Percent of cooperative children participating in book banks	-	50%	57%



NURU IN THE NEWS

Nuru was featured in an article in Devex in early December alongside the Bill and Melinda Gates Foundation and Concern Worldwide with an emphasis on putting communities in the driver's seat of development. Also, after her successful visit to the US in September, Nuru Kenya Country Director Pauline Wambeti and her team have been highlighted in Kenyan media multiple times. Pauline was featured on the "Executive Woman" series by BrandPlus TV Kenya, and Nuru Kenya's work was highlighted in Business Today News with an article entitled, "Tiny Loans Awaken The Giant In Peasant Farmers."

NURU RECEIVES NEW FUNDING COMMITMENTS DURING Q3 AND Q4

Over the last two quarters, Nuru's team has been able to secure multiple funding commitments from a group of new foundations and individuals. Among the foundation funders are Margaret A. Cargill Philanthropies, The Rees-Jones Foundation, Greater Impact Foundation, Vista Hermosa Foundation, and Imago Dei Fund. These new funding commitments, along with a very successful holiday campaign are providing Nuru greater stability with regard to cash flow and helping to ensure Nuru's work continues to move forward.

FURTHER READING

Putting Communities In The Driver's Seat of Development. [▶](#)

Tiny Loans Awaken The Giant [▶](#)

NURU STAFF

Julie Carandang on 'Innovative Evaluation Designs in International Contexts' panel at Evaluation 2016 [▶](#)

Inside NGO Member Profile: Marc Rahlves, Chief Operating Officer at Nuru International [▶](#)

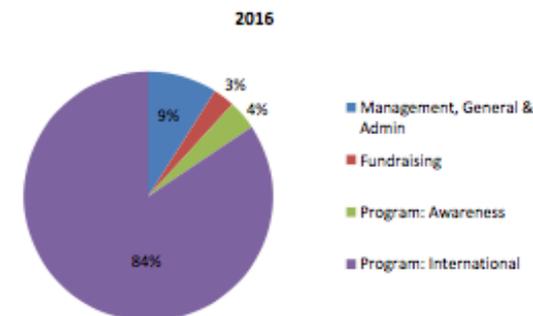
Meet Casey Harrison, Nuru's Agriculture Program Strategic Advisor
by Emily McLaughlin [▶](#)

EXECUTIVE SUMMARY

In 2016, Nuru International was able to close the gap and end the year in a cash positive position by employing tight cash management strategies and by securing new donors. Nuru continues to focus on careful management of its resources and is building a strong pipeline of new donors for 2017 and beyond.

Balance Sheet	Q4 2013	Q4 2014	Q4 2015	Q4 2016
Cash Balance	208,901	714,864	1,105,971	608,443
Total Assets	5,105,218	3,818,842	1,904,461	1,484,725
Total Liabilities	152,957	180,691	149,326	130,010
Total Equity	4,952,261	3,638,150	1,755,135	1,354,715

Annual Revenue*/Annual Expenses		
	Annual Revenue*	Annual Expenses
2013	3,948,053	4,734,499
2014	6,654,446	6,089,070
2015	6,022,505	6,928,486
2016 [‡]	6,045,007	6,441,434



Unaudited
 * Unrestricted
 ‡ Cumulative year to date



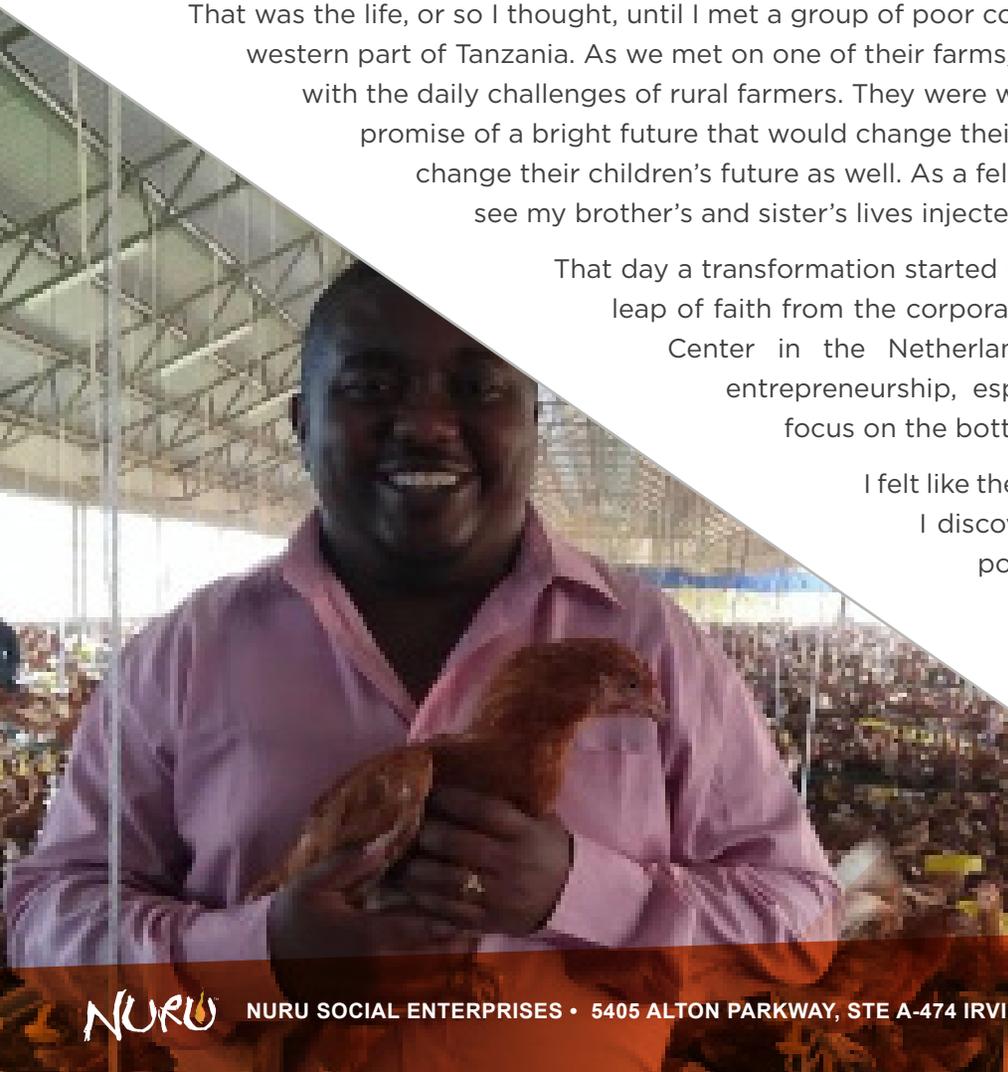
HOW A COMMUNITY OF FARMERS INSPIRED ME TO LEAVE CORPORATE AFRICA BY FRANK KITONGA

I spent seventeen years working for some of the finest, most prestigious businesses in Africa and the world. I enjoy Corporate Africa--strategic thinking, tough negotiations with business partners, board room to board room meetings--the rush is amazing.

That was the life, or so I thought, until I met a group of poor cocoa farmers deep in the western part of Tanzania. As we met on one of their farms, I was confronted intimately with the daily challenges of rural farmers. They were waiting patiently for the promise of a bright future that would change their poverty status, and change their children's future as well. As a fellow African son, I wanted to see my brother's and sister's lives injected with hope and purpose.

That day a transformation started in me, and led me to make a leap of faith from the corporate world to BoP Innovations Center in the Netherlands to focus on inclusive entrepreneurship, especially for companies that focus on the bottom of the Pyramid (BoP).

I felt like the impossible happened when I discovered Nuru. I believe we are poised to serve farmers across Africa through NSE, and my team and I are excited for the possibilities.



DAIRY

- The dairy farm piloted a new feeding strategy that increased daily milk production by 30%.



POULTRY

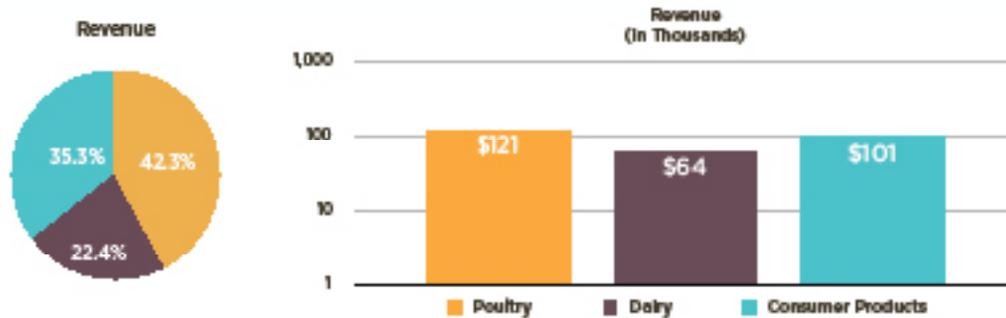
- 30,000 chickens are preparing to lay which means increased profits from egg sales.
- NSE has created its own chicken feed using 90,270 kgs of maize purchased from Nuru Kenya cooperatives — a successful triple-bottom line partnership.

NSE FINANCIALS

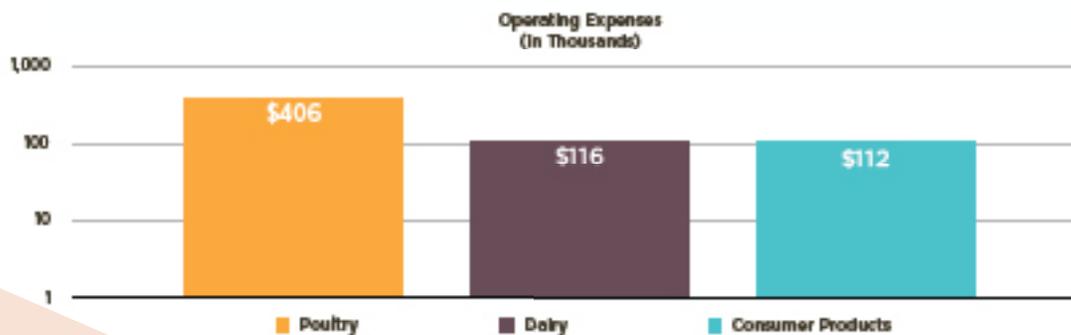
Overview*

Operational self-sufficiency	NKSE revenue/NKSE expenses	45.8%
Profit		-490,358
In-country NGO expenses		1,290,830
Financial Sustainability Ratio (FSR)	NKSE profit/NK expenses	0%

YTD Revenues*



YTD Expenses*



Investment Portfolio

All Numbers in USD

Poultry	YTD
Total number of chickens	27,692
Number of eggs produced	1,305,799
Number of eggs sold	1,278,253
Revenue from eggs sold	110,227
Revenue from cullings	468,800
Revenue from broilers	430,400
Gross margin	-75%

Dairy

YTD

Size of cow herd	20
Milk produced (liters)	64,642
Milk sold (liters)	54,069
Revenue from milk sold	64,387
Revenue from A.J. services	2,672
Gross margin	24%

Consumer Products

YTD

Total items sold	157,400
Total revenue	100,900
Gross margin	4%

* Unaudited numbers