Fighters. This is the word I would choose to describe my incredible team and their performance in 2014. The pursuit of the end of extreme poverty is a slugfest—a fight where the hopes, dreams, and lives of millions hang in the balance. As I look back, I see battle scars that my team incurred from some of the toughest obstacles we ever encountered in this fight since we started this journey six years ago. Kenyan Country Director, co-founder of Nuru Kenya, and visionary Philip Mohochi passed in a tragic accident; a lethal maize disease hit our farmers again this year in Kenya; corruption, thievery, and threats on the lives of our team plagued the project in Kenya; and the Ethiopian team struggled with unanticipated changes to government policy that inhibited program design and threatened to set back months of work. My team stood up in the face of these challenges, and I was so inspired to see them push through seemingly insurmountable obstacles to hit and exceed our targets.

If I could summarize 2014 in one phrase, it would be: Nuru International’s foundation is now complete. The purpose of Nuru International is to raise up local community development organizations (like Nuru Kenya and Nuru Ethiopia) funded by social enterprises. We believe that unlocking the potential of local leaders and regional markets is the secret to ending extreme poverty in remote, rural areas. We’ve been working six years to build a model that can achieve this, and we now have data that prove it is working!

We are so thankful that supporters like you recognize the importance of our work and are continuing to contribute financially to our vision. You are a critical part of our team, and I thank you for standing steadfastly by our side in this fight in 2014. We could not have achieved the success we did this year without you.

Our work is not done and the fight rages on, but we have much to celebrate about 2014. Fathers and mothers now able to provide for their children today are starting to plan ahead for tomorrow; and Nuru is poised for scale regionally, as well as globally. 2015 will certainly bring daunting challenges that we cannot foresee, but as I look back on the gains we were able to achieve this year together, I have one thing to say to 2015…bring it.

Stay in the fight,

Jake Harriman
Chief Executive Officer
In 2014, 488 farm families joined Nuru Ethiopia for a successful season and harvest. Comparing results from the baseline survey in 2013 with the 2014 harvest, Nuru farmers increased their yield by 92% while non-Nuru farmers increased their yield by 8%. This shows Nuru farmers have an 84% advantage over non-Nuru farmers.

Nuru also implemented its Program Planning Process (PPP) for Financial Inclusion, and Healthcare and Education PPPs are well underway. The PPP is a design process that facilitates the co-creation of four impact programs in each country project. The PPP helps break the cycle of extreme poverty by listening to the needs and ideas of people living in extreme poverty; providing Nuru leaders with training in analysis, synthesis and design; and co-creating an ecosystem where Nuru leaders can exercise their power to create change.

**PERFORMANCE METRICS 2014**

<table>
<thead>
<tr>
<th>Metric</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Nuru farmers (Total # of farmers taking loans)</td>
<td>488</td>
</tr>
<tr>
<td>Total number of acres farmed</td>
<td>489</td>
</tr>
<tr>
<td>Average loan per farmer (19 birr = $1 USD)</td>
<td>1,229</td>
</tr>
<tr>
<td>Total loan amount issued (19 birr = $1 USD)</td>
<td>599,920</td>
</tr>
<tr>
<td>Repayment rate</td>
<td>90%*</td>
</tr>
</tbody>
</table>

*Repayment rate was reported as 77% in Q4 2014. The 90% loan repayment figure includes late loan payment realized during 2015.

Nuru Ethiopia Agriculture and cooperatives are fully operational. The first ever farming season was a success!
Having achieved positive attributable impact in all four program areas, Nuru Kenya focused on its next milestone: achieving leadership sustainability.

### Kuria West District

Launched in 2008

### Progress Towards Impact

<table>
<thead>
<tr>
<th>Phase</th>
<th>Agriculture</th>
<th>Financial Inclusion</th>
<th>Healthcare</th>
<th>Education</th>
<th>Relevance</th>
<th>Effectiveness</th>
<th>Impact</th>
<th>Scalability</th>
<th>Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>✗</td>
<td>✗</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>✗</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>3</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Achieved**
- **On track. Early evidence of impact demonstrated; attributable impact assessment in progress.**
- **Not achieved**
- **Not yet measured**

### In June 2014,

Nuru International (NI) staff turned over the management of all four impact programs to Nuru Kenya (NK) staff. This is a significant achievement and milestone, showing that NK leaders have the skills and abilities to independently manage their programs.

The handover of the impact programs meant half of the expat team left the NK project. The remaining team, led by Team Leader Alex Martin, will work to complete expat exit by June 2015. In addition, Pauline Wambeti fully assumed her role as Nuru Kenya Country Director. Pauline is an incredibly talented leader with the skills and experience to lead and scale Nuru Kenya to empower additional regions of Kenya out of extreme poverty in the coming years.

### Nuru Kenya Country Director

Pauline Wambeti

### Download 2014 Reports

- Nuru Kenya Agriculture Impact Assessment
- Nuru Kenya Financial Inclusion Impact Assessment
- Nuru Kenya Healthcare Impact Assessment
- Nuru Kenya Education Impact Assessment
### PERFORMANCE METRICS

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Nuru farmers</th>
<th>Total number of acres farmed</th>
<th>Average loan per farmer</th>
<th>Total loan amount issued</th>
<th>Repayment rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>594</td>
<td>1,450</td>
<td>$13,641</td>
<td>$8,102,925</td>
<td>98%</td>
</tr>
<tr>
<td>2010</td>
<td>1,266</td>
<td>3,283</td>
<td>$12,468</td>
<td>$15,784,271</td>
<td>80%</td>
</tr>
<tr>
<td>2011</td>
<td>975</td>
<td>1,198</td>
<td>$8,284</td>
<td>$8,076,995</td>
<td>86%</td>
</tr>
<tr>
<td>2012</td>
<td>2,783</td>
<td>3,391</td>
<td>$8,334</td>
<td>$23,194,376</td>
<td>97%</td>
</tr>
<tr>
<td>2013</td>
<td>5,518</td>
<td>6,236</td>
<td>$8,852</td>
<td>$48,845,750</td>
<td>95%</td>
</tr>
<tr>
<td>2014</td>
<td>4,318</td>
<td>4,614</td>
<td>$8,601</td>
<td>$37,940,020</td>
<td>76%*</td>
</tr>
</tbody>
</table>

Impact Indicators:

<table>
<thead>
<tr>
<th>Baseline</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>KG/ACRE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nuru Farmers</td>
<td>$569</td>
<td>$1,224</td>
<td>$2,155</td>
</tr>
<tr>
<td>Non-Nuru Farmers</td>
<td>$2,045</td>
<td>$3,651</td>
<td>$4,285</td>
</tr>
<tr>
<td>% Change In Crop Yield Over Baseline</td>
<td>-49%</td>
<td>13%</td>
<td>36%</td>
</tr>
<tr>
<td>% Food Insecurity Experienced During Peak Hunger Season</td>
<td>5%</td>
<td>6%</td>
<td>5%</td>
</tr>
</tbody>
</table>

### IMPACT INDICATORS

**PERFORMANCE METRICS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total enrolled FI members</th>
<th>% of targeted Nuru farmers engaged in group savings and loan programs</th>
<th>Total savings deposits</th>
<th>% of members taking loans</th>
<th>Repayment rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012*</td>
<td>1,165</td>
<td>n/a</td>
<td>$1,03,689</td>
<td>n/a</td>
<td>98%</td>
</tr>
<tr>
<td>2013</td>
<td>2,315</td>
<td>47%</td>
<td>$2,35,195</td>
<td>5%</td>
<td>100%</td>
</tr>
<tr>
<td>2014</td>
<td>2,408</td>
<td>46%</td>
<td>$4,32,463</td>
<td>4%</td>
<td>99%‡</td>
</tr>
</tbody>
</table>

### Financial Inclusion

Increasing ability to cope with economic shocks and diversify income

Are Nuru farmers able to cope with shocks through access to savings?

Yes! Nuru Financial Inclusion (FI) members are group saving to build their resilience to cope with mild shocks. For moderate shocks, FI members and groups are able access credit to improve coping.

Average deposits per member over the life of FI stand at 1,678 KSh ($19.78). This is 74% of the targeted 2,000 KSh ($24.02) needed to cope with a minor shock.

### Agriculture

Increasing crop yields, food security and income

Do Nuru farmers yield more crops per acre than non-Nuru farmers?

Yes! In Kenya, Nuru farmers who adopted the full crop diversified loan package demonstrate an advantage over non-Nuru farmers.

Compared to baseline, that advantage was 118% in 2012; 13% in 2013; and 36% in 2014.

Are Nuru farmers more food secure than non-Nuru farmers?

Yes! In Kenya, Nuru farmers are more food secure than non-Nuru farmers during the peak hunger season following Nuru harvest.

In a recent hunger household survey, Nuru farmers indicate they are 5% more food secure than non-Nuru farmers.

### Progress Toward “Coping with a Minor Shock” Goal: $58.82 USD

2013

- $26.74
- $22.08

2014

- $43.28
- $15.54

Cumulative average savings per member

Difference needed to cope with a minor shock

![Nuru Kenya Financial Inclusion staff collecting member contributions at a group savings meeting](image)
Decreasing maternal and child morbidity and mortality through healthy behaviors

**Healthcare**

**PERFORMANCE METRICS 2012 2013 2014**

<table>
<thead>
<tr>
<th>Metric</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Nuru farmer households receiving monthly home visits</td>
<td>1,496</td>
<td>1,495</td>
<td>4,016</td>
</tr>
<tr>
<td>% of total Nuru farmer households receiving monthly home visits</td>
<td>54%</td>
<td>27%</td>
<td>93%</td>
</tr>
<tr>
<td>Average home visits completed per household per year</td>
<td>n/a</td>
<td>13</td>
<td>9</td>
</tr>
<tr>
<td>% of deliveries in a clinic</td>
<td>n/a</td>
<td>92%</td>
<td>97%</td>
</tr>
<tr>
<td>% of newborns visited within first 3 days of life</td>
<td>n/a</td>
<td>69%</td>
<td>92%</td>
</tr>
</tbody>
</table>

**Are Nuru farmer households adopting healthier behaviors?**

Yes! Nuru farmers households demonstrate greater adoption than non-Nuru farmer households. Between 2013 and 2014, the Kehancha and Mabera intervention groups increased their healthy behavior averages by 12 percent and 14 percent in comparison with the non-Nuru group.

**Education**

**PERFORMANCE METRICS 2012 2013 2014**

<table>
<thead>
<tr>
<th>Metric</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td># of public primary school children reached</td>
<td>3,806</td>
<td>4,063</td>
<td>5,782</td>
</tr>
<tr>
<td>Number of schools where the Nuru Outreach is working</td>
<td>9</td>
<td>12</td>
<td>17</td>
</tr>
<tr>
<td>Number of Nuru Outreach sessions per class per year</td>
<td>n/a</td>
<td>21</td>
<td>29</td>
</tr>
</tbody>
</table>

**Is English literacy among Nuru primary school children increasing?**

Yes! The most gains in English literacy were seen in grades 2-5. 2013-2014 data show that from beginning to end of one school calendar year, children in grades 2-5 in Nuru Outreach in Iraha increased their English literacy proficiency by 6%.

Similarly, achievement of paragraph level among children in grades 2-5 increased by 15% after Nuru Outreach compared to 9% pre-Nuru Outreach.

**10 HEALTHY BEHAVIORS SCORECARD 2013 2014 % CHANGE**

<table>
<thead>
<tr>
<th>Intervention</th>
<th>2013</th>
<th>2014</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kehancha Intervention (2 yr)</td>
<td>7.2</td>
<td>7.8</td>
<td>9%</td>
</tr>
<tr>
<td>Mabera Intervention (1 yr)</td>
<td>6.8</td>
<td>7.2</td>
<td>7%</td>
</tr>
<tr>
<td>Kehancha Comparison (0 yr)</td>
<td>7.0</td>
<td>6.6</td>
<td>-5%</td>
</tr>
</tbody>
</table>

The scores above are incidence rates, the frequency or rate of household responses that report practicing each of the 10 healthy behaviors.

**AVERAGE HOUSEHOLD ADOPTION OF TEN HEALTHY BEHAVIORS, 2013-2014**

**ACHIEVEMENT OF PARAGRAPH LEVEL, 2013-2014**

Students in Kenya make their way to school.

A Nuru Kenya Healthcare worker trains a member household on handwashing.
I am incredibly excited to pen this letter to share the update of Nuru Social Enterprises (NSE) in 2014. I’ve always firmly believed in the premise of financial sustainability in order for projects in developing economies to be truly autonomous, which is why I made the transition from serving as Nuru’s CFO to leading NSE. However, the goal did initially seem a bit daunting—$1MM of profit annually to fund each country project (Nuru Kenya and Nuru Ethiopia).

And yet, we’re well on our way! Our 2014 wins include a hugely successful poultry pilot, the launch of the NKSE dairy with an artificial insemination business, ample research and market analysis of the Ethiopian business climate in honey, poultry, animal feeds and mango fruit juice processing, and the launch of NSE’s website and media platforms. We hired solid dairy and poultry teams who are currently running operations in Kenya, a new NKSE associate, Rachel Lewis, and Temesgen Gabriel, NSE’s new business manager.

In our robust process of launching a business by conducting extensive market research, piloting the business, assessing the pilot, and then scaling the business if the pilot is determined to be a success, we’ve had our failures along the way as well. Our challenges included delays in registering NKSE as a separate for-profit company (it was previously a for-profit subsidiary of Nuru Kenya), funding concerns leading to delays in capital expenditure, and difficulty hiring senior level talent at both NKSE and NSE. However, because the process we’ve developed is so detailed combined with an in-depth risk mitigation plan, our wins in 2014 far outweighed our challenges.

In 2015, we’re expanding to Kisumu with a 20,000 poultry unit on 10 acres of land, which will be shared with our expanding dairy business that will sell pasteurized milk and yogurt. We will pilot a distribution and supply chain business and we will test the chicken broiler market. We plan on increasing staffing to meet with our growing businesses’ increased demand and will have two NKSE associates, meaning a dedicated team for each business line.

I cannot wait to see what 2015 brings, and I invite all of you to join Nuru Social Enterprises on this exciting ride. Thank you all for your continued support.

Nisha Chakravarty
President of Nuru Social Enterprises
# Nuru Social Enterprises Dashboard

## Overview

<table>
<thead>
<tr>
<th>Operational self-sufficiency</th>
<th>NKSE revenue/NKSE expenses</th>
<th>29.38%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>In-country NGO expenses</td>
<td></td>
<td>1,772,140</td>
</tr>
<tr>
<td>Financial Sustainability Ratio (FSR)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NKSE profit/NK expenses</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## 2014 Investment Portfolio

### Poultry
- **Total number of chickens**: 2,380
- **Number of eggs produced**: 162,800
- **Number of eggs sold**: 154,600
- **Revenue from eggs sold**: $17,000

### Dairy
- **Size of cow herd**: 17
- **Milk produced (liters)**: 4,500
- **Milk sold (liters)**: 3,800
- **Revenue from milk sold**: $2,400

### Consumer Products
- **Total number of chickens**: 2,380
- **Number of eggs produced**: 162,800
- **Number of eggs sold**: 154,600
- **Revenue from eggs sold**: $17,000

### Agribusiness
- **Number of farmers**: 400
- **Chilies sold to exporter (kilograms)**: 3,400 kg
- **Revenue from dry chilies sold**: $6,300

---

## 2014 Revenues

![Revenue Chart]

- **Revenue (in Thousands)**: $17, $7, $50, $6

## 2014 Expenses

![Operating Expenses Chart]

- **Operating Expenses (in Thousands)**: $49, $23, $55, $56

---

* All figures in U.S. dollars

* Unaudited numbers

---

**Notes:**
- Agribusiness pilot concluded in Q3 2014
- All figures in U.S. dollars

---

**Additional Information:**
- NKSE revenue/NKSE expenses = 29.38%
- In-country NGO expenses = 1,772,140
Nuru International Dashboard

FINANCIAL RATIOS 2011 2012 2013 2014
Program Efficiency Ratio Program expense / Total Nuru expense 0.77 0.77 0.79 0.86
Operating Reliance Ratio Unrestricted revenue / Total Nuru expense 1.05 0.92 0.83 1.09
Fundraising Efficiency Ratio Unrestricted revenue / Fundraising expense 8.88 18.41 11.72 25.40

ANNUAL EXPENSES OVER 4 YEARS*

ANNUAL REVENUE† / ANNUAL EXPENSE

BALANCE SHEET 2011 2012 2013 2014
Cash Balance† 1,223,248 737,768 208,301 715,589
Total Assets 1,951,920 1,415,062 5,105,218 3,819,568‡
Total Liabilities 74,553 98,811 152,957 180,692
Total Equity 1,877,367 1,316,251 4,952,261 3,638,876

REVENUE† / EXPENSE

REVENUE‡

*All numbers are in thousands

†Unrestricted revenue. This includes $1.8M of revenue that was recognized in 2013 but restricted from use until 2014.
‡Includes time restricted revenue for 2014-2016.
## PUBLIC SUPPORT AND REVENUES

- **Grants and Donations** .......................................................... $1,561,494
- **Program Revenue** ................................................................. $470,836
- **Total Revenues** .................................................................. $2,032,330

## EXPENSES AND LOSSES

- **Program Services** ................................................................. $1,383,455
  - **Leadership** ...................................................................... $59,131
  - **Agriculture Program** ...................................................... $217,619
  - **Financial Inclusion Program** .......................................... $73,542
  - **Healthcare Program** ...................................................... $93,628
  - **Education Program** ...................................................... $83,025
  - **Monitoring & Evaluation** ............................................... $52,741
  - **Social Marketing** ............................................................ $39,155
  - **Social Enterprise** ............................................................ $224,885
  - **Social Enterprise** ............................................................ $224,885
  - **Cost of Goods Sold** ....................................................... $539,929
- **Management and General** .................................................. $512,789
- **Total Expenses** .................................................................. $1,896,244

## ASSETS

- **Cash** .................................................................................. $146,372
- **Program Loans Receivable** .............................................. $226,959
- **Program Inventories** ......................................................... $653,148
- **Fixed Assets** ...................................................................... $569,317
- **Total Assets** ........................................................................ $1,695,796

## LIABILITIES AND EQUITY

- **Current Liabilities** .............................................................. $15,995
- **Net Assets, Beginning of Year** ........................................... $1,514,653
- **Change in Net Assets** ......................................................... $135,995
- **Total Liabilities and Net Assets** .......................................... $1,695,796

---

Kenya Financial Information

## PUBLIC SUPPORT AND REVENUES

- **Grants and Donations** .......................................................... $432,624
- **Total Revenues** .................................................................. $432,624

## EXPENSES AND LOSSES

- **Program Services** ................................................................. $295,140
- **Management and General** .................................................. $112,758
- **Total Expenses** .................................................................. $407,898

## ASSETS

- **Cash** .................................................................................. $23,857
- **Accounts Receivable** ......................................................... $4,476
- **Total Assets** ....................................................................... $28,333

## LIABILITIES AND EQUITY

- **Current Liabilities** .............................................................. $12,303
- **Net Assets** .......................................................................... $16,030
- **Total Liabilities and Net Assets** .......................................... $28,333

---

All figures in U.S. dollars.

---

Nuru International is a 501(c)(3), non-profit public benefit charity and meets all 20 Better Business Bureau Charity Standards. Nuru has been awarded the Independent Charities Seal of Excellence for verifying, documenting and demonstrating that we meet the highest standards of public accountability, program effectiveness and cost-effectiveness. “Nuru” is a Swahili word meaning light.
US Financial Information

PUBLIC SUPPORT AND REVENUES
Grants and Donations............................................. 4,031,365
In-Kind Donations ........................................... 672,003
Investments .............................................. 70,392
Interest .................................................... 862
Gain on Disposition of Fixed Assets ......................... 543
Total Revenues .............................................. 4,775,685

EXPENSES AND LOSSES
Program Services
International Development ............................... 4,859,004
Awareness ............................................... 395,629
Total Program Services .................................. 5,254,633
Management and General ................................ 572,049
Fundraising .............................................. 262,388
Total Functional Expenses ................................. 6,089,070

Total Expenses .............................................. 6,089,070

NET ASSETS
Change in Net Assets ...................................... (1,313,385)
Net Assets, Beginning of Year ............................ 4,952,261
Net Assets, End of Year ................................. 3,638,876

Prepared by Elizabeth Atherton, CPA
All figures in U.S. dollars

Donor Recognition

LEAD INVESTOR
$300,001 +
Anonymous
The Craig and Susan McCaw Foundation

VISIONARY
$100,001 - $300,000
Anonymous
Alex and Polly Ryerson
Gayla and Kevin Compton
Gene Sykes
Peery Foundation
Peter and Amy Wagner

TORCHBEARER
$10,001 - $100,000
Anonymous (2)
Alan Waxman
Benevity Community Impact Fund
Bill and Kate Duhamel
Brigham Young University
Carolyn and Preston Butcher
Conway Family Foundation
Danny Karubian
David and Joannie Fischer
David and Lavila Nancarrow

Don and Katie Faul
Erol Foundation
Franklin and Catherine Johnson Foundation
Hoku Foundation
Imago Dei Fund
Jay Zimmerman
Joe Gleberman
John and Melissa Hancox
John Vrionis
Kevin and Molly Efrusy

Krishnan-Shah Family Foundation
Marie Halley and Antoine Haddad
Mukesh and Harsha Patel Fund
Mulago Foundation
Paul and Heather Haaga
Sage Foundation
Taweel Family Fund
Timothy and Susan Sullivan Family Foundation
A Story of Hope

Like many people living in remote, rural areas of our world, 49-year-old Josphat Mokami Maroa is a farmer. Josphat has been a farmer his entire life in Nyangiti, Kuria West, Kenya. For most of his life, Josphat and his family have lived in a single-room mud hut with a thatched roof near his farm. Like any parent, Josphat wants to provide for his family. He wants his children to be healthy and to attend school. He wants to save money in case an emergency hits.

Today, thanks to your belief in and support of Nuru, Josphat and his family are thriving and doing well; but it has not always been this way.

Farming is hard work; it takes long hours and is filled with risks and anxieties. For Josphat and his neighbors, every season is filled with questions. Will I be healthy enough to work my fields? Will there be enough rainfall and will it come at the right times? What if disease strikes my crops?

Josphat has always relied on the yield of his farm to provide for his family, to ensure his children are fed and to have income to provide for their needs when they are sick and pay fees when the school year starts. For many years Josphat, like many of his neighbors, has struggled to survive as his farm did not yield enough food to provide for himself, his wife or their small children. His family was malnourished and often sick, and paying school fees was not a possibility. He and his wife even lost a six-month-old son in 1997.

But in 2009, Josphat began to experience a real change for himself and his family. He heard about Nuru Kenya and enrolled in the Agriculture Program. He received a loan of high quality seed and fertilizer and training to help him improve his crop yield. And the result was incredible.

For the first time in his life, he produced more than enough food to feed his family. He could sell the surplus for a profit. He could pay back the loan that Nuru Kenya provided. And he could begin building a more permanent home for his family, a safer home made from better materials than mud and thatch. Not only that, but he was able to pay the fees necessary to send his children to school.

Year after year, Josphat took an agricultural loan and received training from Nuru Kenya. In addition to improving his farming and family’s food supply, Nuru Kenya offered Josphat’s wife, Robi, an opportunity to participate in a savings club where she learned how to budget, save and be prepared for when challenges came. A Nuru Kenya health worker began visiting their home and the homes of others in his community. These health workers provided training on how to prevent diseases like malaria by sleeping under a mosquito net, about the importance of handwashing and how to treat water to make it safe to drink. And Josphat and Robi’s children are going to school, growing in their ability to read and understand English, thanks to Nuru Kenya’s literacy outreach.

Just like you, Josphat wanted to provide for his family. Just like you, Josphat wanted his children to have more opportunities and choices than he had for much of his life. Just like you, Josphat wanted his family to be safe and healthy. And because of you, that is happening, not only for Josphat, but also for thousands of farmers and their families in Kenya and Ethiopia. Without your support, Josphat, his neighbors and their children would have been trapped in desperate conditions with little hope for a better future.

Josaphat is not just a farmer. Josaphat is a leader.

Today, Josaphat serves as an Agriculture Program Field Manager for Nuru Kenya. Of course he is still a farmer, but now he is also responsible for ensuring that more than 600 farmers in his community are able to improve their livelihoods and the productivity of their farms.

Your support made that happen! You see, your investment in Nuru didn’t just lead to an improved livelihood for Josaphat and other farmers, although that would be an incredible benefit. Your investment in Nuru has led to a growing number of staff in Kenya and Ethiopia who are ready to help even more farmers in their countries lift themselves out of poverty. And they will do it faster than a Westerner ever could.

As Nuru looks ahead to 2015, your support is more important than ever.

Your contribution will literally transform lives! Will you invest in changing the lives of even more farmers? Will you continue to take action? Because of you, people like Josaphat are able to make meaningful choices for their future, and with your help, the numbers will only continue to grow as we work together to end extreme poverty in remote, rural areas.

For all of your support—past, present and future... Thank you!
STRATEGIC LEADERSHIP TEAM

Jake Harriman, Chief Executive Officer
Jake graduated with distinction from the U.S. Naval Academy and served seven and a half years as an Infantry and Special Operations Platoon Commander in the Marine Corps. He led four operational deployments and was awarded the Bronze Star for actions in combat. Jake’s experiences convinced him that the “War on Terror” can’t be won on the battlefield alone; the contributing causes of terrorism – specifically extreme poverty – must also be eradicated. Jake left the military and enrolled at Stanford Graduate School of Business to found Nuru International. Upon graduation, Jake led a team to launch Nuru’s first project in Kenya.

Marc Rahlves, Chief Operating Officer
Marc worked nine years with Bain & Company in the US, Europe, Asia and Australia and served as the Chief Financial Officer of Escuela Nueva before joining the Bridgespan Group in New York. Marc earned his M.B.A. with emphasis on entrepreneurship from UC Berkeley and B.S. in Business Administration from the University of Colorado at Boulder.

Nisha Chakravarty, President of Nuru Social Enterprises
Nisha previously led shared service strategy in Vice President roles at Lehman Brothers in India and Goldman Sachs in New York and served as Chief Financial and Operating Officer for KIPP LA. She earned a B.A./B.S. at the Wharton School and an M.A. in Quantitative Methods in Social Sciences at Columbia University.

Aerie Changala, Director of International Operations
Aerie speaks seven languages and served as a Peace Corps Volunteer in Burkina Faso before joining Nuru in 2008 as Team Leader and Financial Inclusion Program Manager for Nuru Kenya. He earned his B.A. in International Affairs from John Cabot University (Italy) and his M.A. in International Conflict Analysis from the University of Kent (UK).

Veronica Olazabal, Director of Monitoring and Evaluation
Veronica has 15 years of professional and academic international experience in Africa, Asia, and Latin America with Rockefeller Foundation, Mastercard Foundation and UMCOR. She earned an M.A. in Anthropology from Columbia University and a dual Masters in Applied Economics and Urban Policy and Planning and B.A. in Communications from Rutgers University.

PRESS
Ex-Marine Jake Harriman helps people, who’ve had only bad choices find a better life via Christian Science Monitor
Talking about a (local) revolution via Devex
How local can you get? via Devex
A Marine’s mission to fight poverty, combat terrorism via ABC News
Could addressing poverty help fight terrorism? via Al Jazeera
One unconventional approach deserves another: funding social change through private investment via Stanford Graduate School of Business
Howard Buffett: a billionaire’s son battles to end hunger via Christian Science Monitor
Innovating impact via Huffington Post

VIDEOS
The New Front Lines: Jake Harriman at TEDxBYU
Joshua’s story
How one entrepreneur plans to end extreme poverty globally via Forbes
Jake Harriman: what non-profits can learn from big business via Stanford Graduate School of Business

EVENTS
Nuru International presents at 7th International Biannual African Evaluation Conference
Nuru International takes part in the Mulago Foundation Agriculture Summit
BRAC’s Targeting the Ultra Poor Immersion Visit

PARTNERS
Kiva helps Nuru reach more farmers

AWARDS
Dalai Lama honors Nuru International founder Jake Harriman
Nuru CEO Jake Harriman to be honored as a White House Veteran Entrepreneur “Champion of Change”
Veronica Olazabal honored with 2014 Alva and Gunnar Myrdal Evaluation Practice Award

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