

# Q1 2016

## QUARTER HIGHLIGHTS

- Nuru Kenya Leadership trains 60 new cooperative leaders
- Agriculture inputs distributed to Nuru Kenya farmers who were successfully registered among five new cooperatives
- Nuru Ethiopia continues to monitor household food security as farmers recover from drought
- Nuru International welcomes Beth Van Schaack to its board of directors

**ENDING EXTREME POVERTY  
IN REMOTE RURAL AREAS**



## ACHIEVING THE SUSTAINABLE DEVELOPMENT GOALS

Nuru's mission to end extreme poverty in remote, rural areas is aligned with the Sustainable Development Goals (SDGs). Lack of access to education, health care, skills development and economic opportunity in extremely poor communities are constraints that limit opportunities for even the hardest workers and most inventive entrepreneurs.

Nuru sees the ratification of the SDGs as an effective way to unite the sector toward a common goal ending extreme poverty by 2030. Collaboration within the international development community is essential to overcoming a challenge as persistent and complex as extreme poverty. That's why Nuru has joined the Movement for Community-Led Development, a community of practice enhancing community-led development through an enabling policy environment, capacity-building and funding.

Nuru is aiming to take a leading role in promoting for the international development community to prioritize sustainable development in highly fragile states.

**READ NURU'S PROFILE** 



## LEADERSHIP TRAINING FOR COOPERATIVE COMMITTEES

As Nuru Kenya prepared to establish new cooperatives, Cooperative Program Manager Kennedy Opondo and Leadership Senior Training Manager George Nyamweya spearheaded the development of a new Leadership training curriculum specifically for cooperative committee members. By the end of the four-day training in March 2016, 60 leaders across five cooperatives successfully proved their ability to:

*Define extreme poverty and community needs • Define sustainability • Differentiate between monetary and non monetary poverty • Describe community needs in their locality • Determine the four areas of need • Show how to implement the choices the community has made • Define servant leadership • Explain the importance of servant leadership • Describe the skills and attitudes of a servant leader • Illustrate examples of a servant leader • Define feedback • Explain why feedback is important • Explain the risks of giving and not giving feedback • Describe ways of giving and receiving feedback.*

Leadership Sustainability Index	Ethiopia
Years in Operation	3
Overall Readiness for Expat Exit	●
Leadership	●
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

## OUR LATEST POSTS

Here's how Nuru promotes peaceful and inclusive societies by Brian Viani [➔](#)

## SERVANT LEADER SPOTLIGHT: BEHIBRET GEZACHEW

Behibret Gezachew has a passion for working closely with farmers. In his role as an Agriculture Extension and Rural Livelihoods (AERL) Field Officer with Nuru Ethiopia, Behibret worked with kebele officials to build two cooperatives with 220 members each, facilitated the democratic selection of cooperative leaders, mentored them to take full ownership of their cooperatives and also empowered leaders to handle cash and financial management without relying on Nuru. As a result, the two cooperatives under Behibret's leadership have the highest monthly savings of any Nuru-supported cooperative, achieving savings targets years ahead of schedule.

“Ownership is directly related to trust,” says Behibret. “Once members believe in their leaders, they can listen to them and more easily develop a sense of ownership of their cooperatives.” His strong application of servant leadership principles is a prime example of the results possible when Nuru staff work closely with the community.





*Five newly established cooperatives distribute agricultural input loans to inaugural members*

## QUARTER HIGHLIGHTS

Nuru Kenya successfully held the first annual cooperative general meetings. Five cooperatives issued agricultural inputs to Nuru farmers using the cashless financial system, M-Pesa. After a dismal Q4 loan repayment of 44%, Nuru Kenya adjusted the enrollment target from 5,000 to 2,500 farmers. In Q2, the team will launch a community engagement strategy focused on encouraging former Nuru farmers to pay old debt so that they can become eligible for cooperative membership.

## 2015 IMPACT ASSESSMENTS

Financial Inclusion

Healthcare

Education

## OUR LATEST POSTS

*Reflections on 'expat exit' from Nuru Kenya in 2015*  
by Amy Sherwood

*What #IWD2016 means to a farmer in remote Kenya*  
by Athena Childs Fleisher

## Kenya

Select indicators are updated annually or semiannually rather than quarterly

### AGRICULTURE

		Target	Actual
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%	Q4
Percent increase in crop yield compared to baseline	Q1	32%	13%

### FINANCIAL INCLUSION

Total enrolled FI members	Q3	2,000	Q3
Number of loans issued this quarter	-	-	1
Average loan size per client this quarter (USD)	-	-	\$34
Repayment rate	-	98%	95%
Total savings deposits (USD)	-	\$9,600	\$5,322
Average total savings deposits per member per quarter (USD)	-	\$6.00	\$2.07

### HEALTHCARE

Total Nuru farmer households receiving home healthcare visits	Q2	1,250	Q2
Average number of home visits per household per quarter	-	3	1.3
Percent of deliveries in a clinic per quarter	-	85%	95%
Percent of newborns visited within first three days of life	-	90%	82%
Percent of new mothers practicing immediate breastfeeding	-	87%	100%
Percent of households treating water	-	80%	83%
Percent of households who are open defecation free	-	70%	93%

### EDUCATION

Number of children reached	-	4,000	4,078
Number of outreach sessions per class (cumulative per year)	-	30 per year	11 this year
Number of education facilitator trainings delivered per quarter	-	12	12
Number of school teachers trained in literacy techniques	Q2	108	Q2
Average percent of Nuru students in classes 2-5 achieving the paragraph or above level <sup>1</sup>	Q1/Q4	56%	46%
Average progress towards literacy score for Nuru students in classes 2-5 (0 being "none" and 5 being "literate") <sup>1</sup>	Q1/Q4	2.7	2.4

<sup>1</sup> These data represent averages across four schools in Kuria West, Kenya.



**Farmers hard hit by drought are coping with assistance from Nuru Ethiopia**

## QUARTER HIGHLIGHTS

Nuru Ethiopia issued over \$90,000 USD in cash transfers to farmers in five cooperatives hardest hit by drought. Nuru will vigilantly monitor food security throughout the 2016 hunger season.

Healthcare and Education are in full swing and have begun implementing all program activities! Because both field managers are doing a great job managing their programs, Nuru Ethiopia has placed them on performance plans to track them toward a promotion to program manager.

Leadership is transitioning: Bereket Akele is serving as a consultant to incoming Country Director Teshome Worku and Mike Bigrigg is onboarding incoming Foundation Team Leader Amy Sherwood. Nuru Ethiopia bolstered its team by hiring a Finance and Administration Director, Rural Livelihoods Program Manager and Impact Training Manager.

## OUR LATEST POSTS

*Are you reading this headline in your native language?*  
by Dr. Jimmy Leak [▶](#)

*Why #cleanwater costs so much more in the developing world*  
by Athena Childs Fleisher [▶](#)

## Ethiopia

Select indicators are updated annually rather than quarterly

### AGRICULTURE

		Target	Actual
Number of Nuru farmers taking loan this season	Q3	2,580	Q3
Total number of acres farmed	Q3	3,011	Q3
Average loan per farmer (USD)	Q3	-	Q3
Repayment rate	Q1	97%	79%
Percent increase in crop yield compared to baseline	Q2	32%	Q2

### FINANCIAL INCLUSION

Total enrolled FI members	Q3	1,068	Q3
Number of loans issued this year (cumulative per year)	-	356 per year	90 this year
Average loan size per client this quarter (USD)	-	\$71	\$90
Repayment rate	-	98%	98%
Total savings deposits (USD) for the year (cumulative)	-	\$6,619	\$886
Average total savings deposits per member per quarter (USD)	-	\$2.29	\$1.30

### HEALTHCARE

Total Nuru women participating in cooperative care groups <sup>1</sup>	Q2	800	Q2
Percent of women who are on track to attend at least 4 antenatal care visits per quarter	Q2	70%	Q2
Percent of deliveries in a clinic per quarter	Q2	50%	Q2
Number of trainings given to community health workers	Q1	4	28

<sup>1</sup>Healthcare Program participation is predicated on community interest among a group of early adopters, equivalent to roughly 75% of Nuru Ethiopia farmer households.

### 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	10
Number of latrines constructed at targeted schools	Q2	10	Q2
Number of book banks established at Nuru cooperatives	Q1	7	7
Percent of cooperative children participating in reading camps	Q2	50%	Q2
Percent of cooperative children participating in book banks	Q2	50%	Q2

## WELCOMING NEW BOARD MEMBER, BETH VAN SCHAACK

Nuru International is proud to welcome its newest member, Stanford Visiting Law Professor Beth Van Schaack, to its board of directors. Her extensive background in international human rights, international criminal law and atrocities prevention will add significant value as Nuru tackles increasingly complex challenges in expanding to highly fragile states and achieving its mission to end extreme poverty in remote, rural areas. [▶](#)



### NURU + DEVEX

*Should your NGO go open source?*  
by Catherine Cheney [▶](#)

*Are development professionals too resistant to new technologies?*  
by Naki B. Mendoza [▶](#)

*Crossing the Rubicon for disaster response*  
by Catherine Cheney [▶](#)

### NURU MONITORING AND EVALUATION

*Gates Foundation funds M&E expert collaboration to evaluate integrated development approaches*  
by Kim Do [▶](#)

*Five stages of building a locally-led M&E team*  
by Rogonga Augustine [▶](#)

### NURU EDUCATION

*Dr. Jimmy Leak to present Nuru Kenya Literacy Outreach at 2016 CIES Annual Conference*  
by Kim Do [▶](#)

*Understanding Nuru's role in global education: reflections on CIES 2016*  
by Dr. Jimmy Leak [▶](#)

*UC Irvine celebrates work of alumnus Dr. Jimmy Leak with Nuru International*  
by Kim Do [▶](#)

### AWARENESS

*Middle School Student Leads Basketball Fundraiser to End Poverty*  
via WBOY [▶](#)

*Billy Williams speaking to students*  
via The Journal [▶](#)

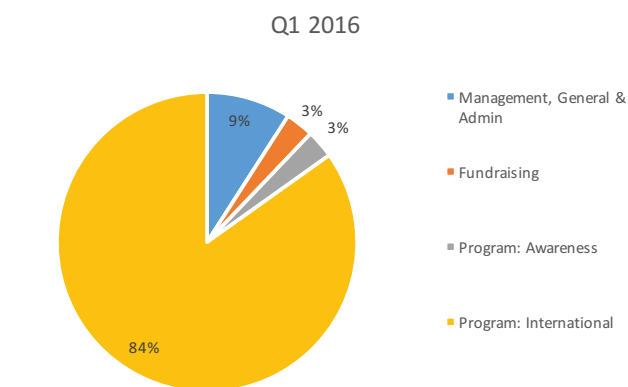
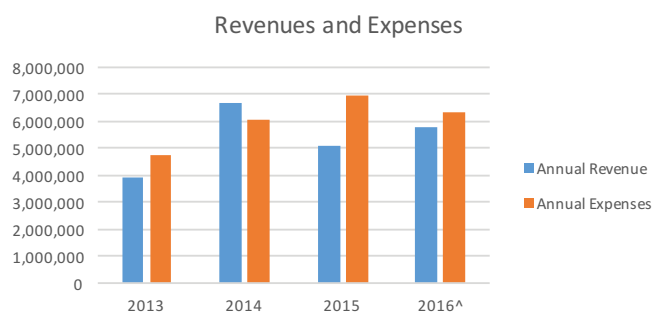
## EXECUTIVE SUMMARY

Nuru successfully completed its audit with no exceptions and filed its 990. Nuru was under budget in Q1 due to tight cash management and some delayed expenditures. The team has attracted new donors which has improved revenue projections for the remainder of 2016.

Financial Ratios		Q1 2013	Q1 2014	Q1 2015	Q1 2016
Program Efficiency Ratio	Program expenses/Total Nuru expenses	0.73	0.90	0.84	0.87
Operating Reliance Ratio	Unrestricted Revenue/Total Nuru expenses	1.52	1.75	1.61	1.81
Fundraising Efficiency Ratio	Unrestricted Revenue/Fundraising expenses	13.97	53.99	41.04	59.85

Balance Sheet	Q1 2013	Q1 2014	Q1 2015	Q1 2016
Cash Balance	208,901	715,589	1,757,926	1,067,551
Total Assets	5,105,218	3,820,609	3,190,615	1,809,231
Total Liabilities	152,957	160,356	181,258	141,381
Total Equity	4,952,261	3,660,253	3,009,357	1,667,850

	Revenue YTD <sup>a</sup> /Expenses YTD <sup>a</sup>			Annual Revenue*/Annual Expenses		
	Total Revenue* YTD	Total Expenses YTD	% of Expenses Covered	Annual Revenue*	Annual Expenses	
2013	1,356,797	889,970	152%	2013	3,948,053	4,734,499
2014	3,180,707	1,819,332	175%	2014	6,654,446	6,089,070
2015	2,932,118	1,816,767	161%	2015	5,121,285	6,928,487
2016	2,908,344	1,609,760	181%	2016 <sup>a</sup>	5,775,246	6,308,237



\* Unrestricted

<sup>^</sup> Projected

<sup>a</sup> Cumulative year to date

## OVERVIEW

Businesses in Kenya have significantly built internal systems, staffing, supply and transport networks and marketing strategies to build a strong foundation for future growth. The team successfully completed its first audit as well as an internal knowledge management project. NSE procured a refrigerated truck that will help establish better supply and market channels for all business lines. Construction at NSE's newest project in Kisumu is nearing completion.

Beginning in May, NSE will have a fully running Poultry business in Kisumu with a Dairy business soon to follow.



## DAIRY

- Finalized dairy product branding
- Wider distribution of products throughout the Isibania area



## POULTRY

- Successfully established second broiler pilot in Isibania, Kenya
- Began construction of poultry houses in Kisumu, Kenya



## CONSUMER PRODUCTS

- Consumer Products business has officially achieved profitability
- Successful pilot of mobile a POS system combined with a Tuk-Tuk delivery system



## Overview\*

Operational self-sufficiency

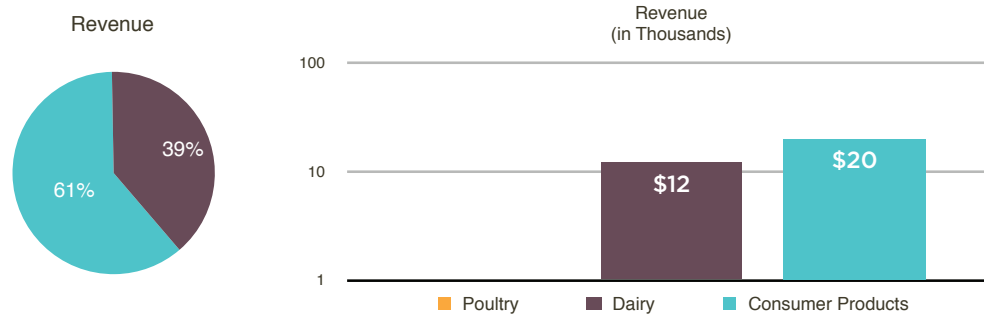
Profit

In-country NGO expenses

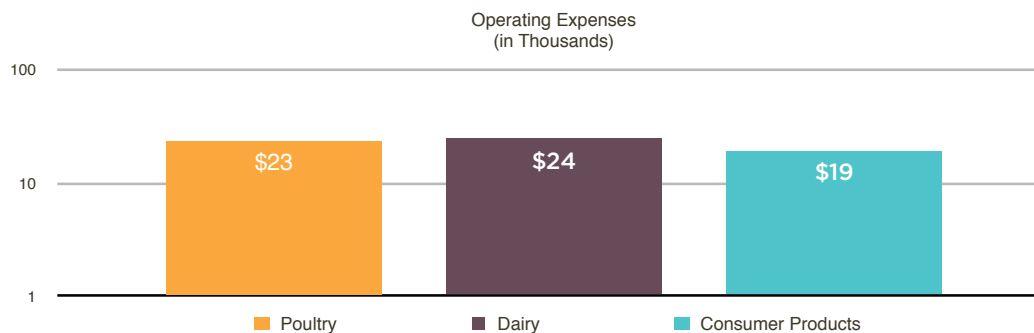
Financial Sustainability Ratio (FSR)

**REPORTED ANNUALLY IN Q4**

## YTD Revenues\*



## YTD Expenses\*



## Investment Portfolio

All Numbers in USD

Poultry**	Q1
Total number of chickens	3,972
Number of eggs produced	789
Number of eggs sold	210
Revenue from eggs sold	0
Revenue from Culling's	0
Revenue from Broiler's	0
Gross Margin	2%

Dairy	Q1
Size of cow herd	19
Milk produced (liters)	14,630
Milk sold (liters)	1,250
Revenue from milk sold	11,780
Revenue from A.I. services	220
Gross Margin	6%

Consumer Products	Q1
Total items sold	30,460
Total revenue	20,000
Gross Margin	18%

\* Unaudited numbers

\*\*Awaiting revenue from new batch of birds