Dear Friends,

I’m writing this letter from seat 23D on a flight bound for Kenya. I’ve spent the past month in the U.S. planning out 2012 and beyond with Nuru’s dedicated and talented staff, and now I can’t wait to return to our project in Kenya to catch up on the progress that our Kenyan staff has made in empowering the hard-working farmers of Kuria with sustainable solutions to end extreme poverty in their communities. But before touching down in Nairobi I want to reflect back on the year prior and set the stage for the content you’ll find in this Annual Report.

2010 was a year of explosive growth for Nuru. We began the year working with 537 families and ended with more than 1,400 families enrolled in Nuru’s Agriculture Program. Even with this explosive growth, new farmers’ crop yields increased by 250% on average. This increase is absolutely transformational to a family who can now feed their children and sell the surplus to earn disposable income for the first time. For those farmers who live far from any town and don’t have access to local markets, we launched an agribusiness run by our Kenyan staff that offers to purchase our farmers’ excess maize at accessible prices. Maize is then resold to local markets at a profit with all revenues invested back into the Agriculture Program to pay for the next season’s loan inputs.

Also in 2010 our Community Economic Development Program laid the foundation for mobile banking services that will allow farmers to save their increased income and plan for their families’ future. Our Healthcare Program trained and deployed Nuru Community Health Workers (CHWs) to provide basic disease prevention and affordable health and hygiene products to the extreme poor living in remote, rural areas. The Water & Sanitation Program increased access to clean water for over 1,755 community members via two new deep wells and created a new Water, Sanitation, and Hygiene (WASH) framework aimed at increasing sustainability and buy-in for clean water and sanitation. Lastly, our Education Program continued to iterate on its approach to increasing child literacy. We used the design thinking process to produce a new prototype: a Learning/ Drop-In Center that also serves as a hub for outreach to public schools. This well-researched model will provide alternative education programs and a menu of low-cost, proven initiatives for public schools to implement themselves.

As you know, Nuru is all about true sustainability. We create financial sustainability by embedding revenue models into our five programs. In 2010, those models produced over $315,835 in program-sourced revenue! This moved us closer towards our goal of financial independence for the entire project before our U.S. staff’s exit. As important as financial sustainability is, true sustainability also requires leadership sustainability. Our Leadership Program is a comprehensive process and curriculum that identifies, trains, and equips service-minded leaders from the community to scale Nuru’s model. After 9 months of research and design we began testing our prototype in February 2011.

2010 was also a year of explosive financial growth. More selfless donors are catching the vision of our sustainable, scalable model and are excited by the measurable, life-changing results we’ve accomplished thus far. Their contributions and yours have allowed us to exponentially increase our impact, and we rely on your continued support as we aggressively scale our programs into neighboring communities and additional countries trapped in the cycle of extreme poverty. Because of you, we are empowering more and more people with the choice to lift themselves out of extreme poverty... permanently.

Stay in the fight,

Jake Harriman
Chief Executive Officer
Nuru International
Program Area Updates

**AGRICULTURE**

The Agriculture Program scaled to four more sub-locations increasing the number of farmers in Nuru’s programs to 1,400. 18 more field officers joined the team, and their hard work resulted in both a continued exponential increase in maize yields for new farmers and a strong repayment rate. A granary was built to purchase excess grain from Nuru farmers to be resold at a small profit with all revenues invested back into the program.

**COMMUNITY ECONOMIC DEVELOPMENT**

The CED program’s microloan portfolio grew almost 149%. 114 loans were issued with an average loan size of US$183 and a year-end repayment rate of 97.6%. Even though savings services were extended to two new sub-locations, the program only attracted about 50 new members. Consequently, Nuru staff designed a new savings service to increase farmer outreach; it will launch in 2011 with the goal of reaching 50% of Nuru farmers. The CED program also deployed Mifos as its first cloud-based management information system (MIS) and piloted mobile banking services through Safaricom’s mobile money transfer service, MPESA. These technologies will play an important role in streamlining operations and providing financial resources to the poorest rural communities.

**WATER & SANITATION**

The water and sanitation program shifted its strategy from drilling deep wells to stimulating demand for clean water solutions and improving hygiene and sanitation at a household level. Staff attended low-cost latrine training provided by partner organization CAWST and are developing a menu of affordable, incremental improvements that prevent disease. WatSan staff prototyped and sold innovative handwashing stations and clean water storage units constructed from locally available materials, impacting hundreds of community members.

**HEALTHCARE**

44 Nuru members completed both the official Community Health Worker (CHW) training program mandated by the Kenyan Ministry of Health as well as supplemental Nuru Healthcare trainings. With a focus on the diseases and problems closely linked to under-5 mortality, each CHW is responsible for providing preventative healthcare education and access to health commodities to approximately 25 households. The Commodities Sales System serves as a catalyst to increase the adoption of good health behaviors by selling soap, PUR, WaterGuard, Moringa Leaf, Sprinkles, and LLITNs (bednets) to the 3,429 individuals living in areas encompassed by our CHWs.

**EDUCATION**

The Education Program continued to iterate on its approach to increasing child literacy in the community by using the design thinking process. They’ve produced a new prototype: a Learning/Drop-In Center that also serves as a hub for outreach to public schools. This well-researched model will provide alternative education programs and a menu of low-cost, proven initiatives the Nuru Education team implements in partnership with local schools. The Kenyan Ministry of Education approved this plan, outreach programs have been launched and the drop-in program design process is being finalized in preparation for implementation.
**HIGHLIGHTS**

**2010**
- The number of Nuru farmers almost triples
- New farmers experience 250% increase from pre-Nuru maize harvests
- Granary built to house surplus maize purchased from Nuru farmers
- Two deep wells drilled providing clean water access to 1,755 people
- 44 Community Health Workers (CHWs) trained to diagnose common diseases and sell health commodities
- Kenyan staff infrastructure developed for aggressive scaling to neighboring communities

**2009**
- Farmers experience 300%+ increase in maize yields
- 4 deep wells drilled at local primary schools providing clean water access to 2,000+
- 400 families trained in financial planning
- 1,000 subsidized bednets are sold and community members trained on proper use
- Local healthcare facility improved to offer 24-hour care
- First third-party evaluation conducted
- 2,000+ community members trained in basic clean water and disease prevention techniques

**2008**
- Nuru International arrives in Kuria, Kenya
- Local leaders identified and Community Development Committee formed
- Initial baseline and need finding analysis conducted
- Local farmers form groups and are trained in effective planting and harvest techniques
- Partnerships formed with top NGOs
- Preparations made for first agriculture loans

**MAP & STATISTICS**

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<tr>
<th></th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
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<tr>
<td>NURU FARMERS</td>
<td>1,400</td>
<td>537</td>
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<tr>
<td>TOTAL IMPACTED</td>
<td>7,000</td>
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<td>CED LOANS ISSUED</td>
<td>114</td>
<td>77</td>
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<td>OVERALL SUSTAINABILITY RATIO</td>
<td>52%</td>
<td>0%</td>
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“BEFORE NURU CAME I HAD A PROBLEM FEEDING MY FAMILY. I used to farm maize and harvest six sacks per acre. This was not enough to feed my family and I couldn’t sell any to pay my children’s school fees. When Nuru came they taught us new farming methods and provided loans for those who could not afford to purchase fertilizers and topdressing for planting. Now I get 16 bags of maize from one acre. We have enough (maize) to eat and I can sell some to pay for my children’s school fees. Nuru has also provided access to purchase mosquito nets so sicknesses like malaria have reduced in a big percentage. We are using the water from Nuru and are no longer getting abdominal discomforts or waterborne diseases. We profit from the food we harvest, so we hope that Nuru continues more and more and more.”

(ddictated to Nuru program staff, translated from Kiswahili)

“BEFORE NURU CAME I HAD A DIFFICULT LIFE. I was living in a mud thatched house and I couldn’t afford to send my children to school. When Nuru came I joined a savings club. After saving for 12 weeks I took a loan which I used to start a restaurant. My business has done well and I was able to pay off the loan. Now I can pay the school fees for my children. I’m happy since I joined Nuru. They have taught me to do business and now I’m saving. I’m praying so hard for Nuru since it came and lifted us out of extreme poverty. Thank you very much.”

(ddictated to Nuru program staff, translated from Kikurian)
**PUBLIC SUPPORT AND REVENUES**

- Donations & Grants ........................................... $3,114,404
- Gifts in Kind ................................................. $262,061
- Special Events .................................................. $16,610
- Other Fundraising ............................................ $7,073
- Realized Gain on Investments ............................ $25,569
- Interest ............................................................. $521
- Total Revenue .................................................. $3,426,238

**EXPENSE SUMMARY**

- Program Expenses
  - International Programs .................................. $1,294,484
  - Awareness Programs ...................................... $336,900
  - Total Program Expenses ................................ $1,631,384
- Fundraising Expenses ........................................ $291,109
- Management and Administrative ......................... $197,075
- Total Functional Expenses ................................. $2,119,568
- Loss on Investments ......................................... $884
- Loss on Disposal of Fixed Assets ......................... $990
- Total Functional Expenses and Losses .................. $2,121,442

**FUNCTIONAL EXPENSE BREAKDOWN**

- Accounting ...................................................... $8,913
- Books and Subscriptions .................................... $4,612
- Contract Services ........................................... $107,322
- Facilities and Equipment ................................... $18,859
- Foundation Team Expense ................................ $1,326
- Insurance ....................................................... $28,166
- IT & Website ................................................... $6,514
- Licenses and Fees ............................................ $14,027
- Nuru Kenya Grant ............................................ $551,389
- Payroll and Benefits ....................................... $1,166,496
- Rent ................................................................. $18,245
- Supplies & Printing ......................................... $45,132
- Telecommunications ........................................ $19,572
- Travel ............................................................... $1,326
- Total Expenses ............................................... $2,119,568

**CURRENT ASSETS**

- Cash ............................................................. $755,189
- Grants Receivable ........................................... $502,567
- Prepaid Expenses ........................................... $36,101
- Total Current Assets ........................................ $1,293,857

- Fixed Assets .................................................... $43,604
- Long Term Grants Receivable and Deposits ............ $235,708
- Total Assets ..................................................... $1,573,169

- Current Liabilities ........................................... $70,092
- Net Assets
  - Unrestricted ............................................... $1,118,169
  - Temporarily Restricted ................................ $384,908
- Total Net Assets ............................................. $1,503,077

- Total Liabilities and Net Assets ......................... $1,573,169

- Change in Net Assets ........................................ $1,304,796
- Beginning Net Assets ....................................... $198,281
- Ending Net Assets ........................................... $1,503,077
PUBLIC SUPPORT AND REVENUES

Donations & Grants ................................................. 531,995
Gifts in Kind ......................................................... 19,389
Program Revenue .................................................... 315,835
Interest ................................................................. 1,388
Total Revenue ....................................................... 868,607

EXPENSE SUMMARY

Program Expenses

Healthcare Program .................................................. 26,478
Water & Sanitation .................................................... 69,915
Education Program .................................................... 22,124
Community Economic Dev ........................................... 24,582
Agriculture Program .................................................. 417,642
Total Program Expenses ............................................ 560,741
Management and Administrative ................................... 54,922
Total Functional Expenses ......................................... 615,664

FUNCTIONAL EXPENSE BREAKDOWN

Books and Subscriptions ........................................... 1,048
Contract Services ...................................................... 68,715
Cost of Goods from Program Revenues ......................... 276,927
Facilities and Equipment ............................................ 12,281
Foundation Team Expenses ........................................ 608
Insurance ............................................................... 295
Payroll and Benefits .................................................. 67,698
Other Program Expenses ............................................ 105,115
Supplies & Printing ................................................... 27,502
Telecommunications ................................................... 13,346
Training ................................................................. 17,336
Travel ................................................................. 24,794
Total Expenses ....................................................... 615,664

CURRENT ASSETS

Cash ................................................................. 150,595
Program Loans Receivable ....................................... 73,512
Program Inventories ................................................ 22,224
Total Current Assets ............................................... 246,331
Fixed Assets .......................................................... 184,865
Total Assets .......................................................... 431,196

Current Liabilities .................................................... 20,882
Net Assets

Unrestricted ......................................................... 410,314
Total Net Assets .................................................... 410,314
Total Liabilities and Net Assets .................................. 431,196

Change in Net Assets ................................................. 252,943
Beginning Net Assets ............................................... 157,371
Ending Net Assets ................................................... 410,314
Commitment to Fiscal Responsibility

It’s important to us that the money you give goes directly to the extreme poor. Here are a few of the ways that we cut costs to make your donations go further.

**We Take Local Transportation or Walk**

Many organizations working in Africa spend tens of thousands of dollars on Land Rovers and professional drivers to get around. That’s not our style. Instead, we travel like Kenyans by walking or taking local transportation like motorcycle taxis (usually less than $1 per ride).

**We Work from Home Offices**

We smile whenever anyone asks to meet at our U.S. office—because we don’t have one. We work out of our homes and connect online using free video conferencing software like Skype. Of course, our staff would love to work together in the same building, but we also love saving money by working virtually.

**We Use Donated or Free Equipment, Software and Services**

We have partnerships with computer re-sellers, software distributors, printers, law firms, and a half dozen other businesses to procure great equipment, software and services for free or at highly discounted rates. Thank you to all of our partners who fight extreme poverty by allowing us to do more for less.

**We Partner with Volunteers**

The fight to end extreme poverty requires all of us to play our part. In 2010, Nuru was privileged to partner with over 170 of the most talented, passionate, selfless volunteers on the planet. Thank you for your amazing contributions—we couldn’t have made it this far without you.