

# Resilience

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2017 ANNUAL REPORT



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## OUR MISSION

Nuru's mission is to eradicate extreme poverty in fragile, rural areas to build communities resilient to violent extremism

Nuru's vision is a safer, more secure world where violent extremist groups can no longer exploit the conditions of extreme poverty.

Operating in three countries and helping more than 120,000 people begin lifting themselves out of extreme poverty over the last nine years, Nuru International is a nonprofit dedicated to equipping leaders with the tools and knowledge they need to lead their communities out of extreme poverty for good.

## LETTER FROM OUR CEO

2017 was quite an eventful year for Nuru. In spite of a wide array of challenges, our team continued to push forward and take new ground in the fight to end extreme poverty. Of course you'll find more detail of our challenges and successes in the pages ahead, but I wanted to highlight a just a few...

### ADDRESSING EMERGING CHALLENGES

Nuru's team has shown incredible adaptability this year. From addressing challenges created by elections in Kenya, to developing rapid response solutions that mitigated the damage of a destructive pest that has wreaked havoc in more than 20 African nations and could have wiped out our farmers' crops in Kenya and Ethiopia, I'm utterly amazed at the ways that our in-country and international teams stepped up to to navigate multiple challenges that could have been devastating for our farmers and their families. Instead, we have witnessed incredible success including an average of 241% increase in income among our Kenyan farmers.

### STRATEGIC PLANNING

During the last half of 2017, alongside our ongoing operations, the entirety of Nuru's staff participated in the writing of a forward-looking (2018-2020) strategic plan. The plan has helped our team narrow its focus and improve its decision making. Among the resulting changes have been the decision to divest of the poultry business line of Nuru Social Enterprises in October 2017, updating our mission and vision statements, and shifting our future organizational efforts even more toward fragile states.

### LAUNCHING IN NIGERIA

As many of you know, Nuru was created to be able to bring sustainable development to vulnerable communities in highly fragile, unstable regions. For the last year and a half, we have been planning and preparing to launch Nuru Nigeria in northeast Nigeria. The project was officially launched in November, and we are excited to begin our co-creation process of program design with local leaders there in 2018.

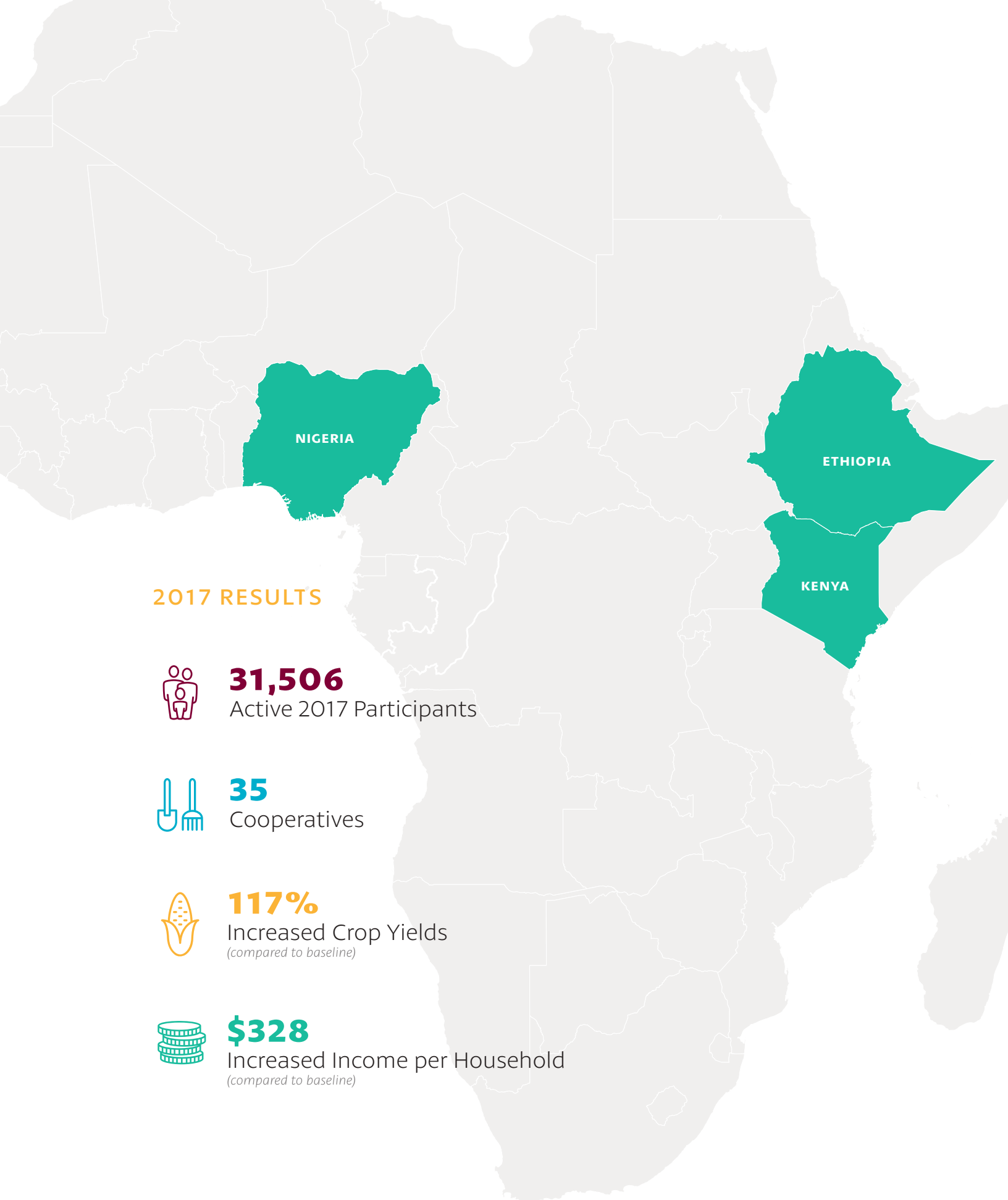
These successes did not emerge overnight. They are the result of hard work on the part of our teams and generous investments from supporters like you! Thanks to your investment in this mission, I believe we are better poised than ever to take Nuru's mission forward to new, more vulnerable communities in the years ahead. Thank you for your selfless commitment to bring lasting meaningful choices to some of the most inaccessible and vulnerable communities in the world. I'm excited to walk with you on this journey in the year ahead!



Stay in the fight,

Jake





**2017 RESULTS**



**31,506**  
Active 2017 Participants



**35**  
Cooperatives



**117%**  
Increased Crop Yields  
*(compared to baseline)*



**\$328**  
Increased Income per Household  
*(compared to baseline)*



Helping more than  
**120,000**  
cumulative people  
*lift themselves out of  
extreme poverty  
since 2008.*



## NURU INTERNATIONAL YEAR IN REVIEW



### JANUARY

Each year, Nuru brings all of its US staff and leadership from our country projects together in Orange County, California for team building, planning, and setting the direction and vision for the year ahead at its **annual summit**.



### FEBRUARY

For the last few years, **Nuru has been working together with ONE** to increase awareness of the issue of extreme poverty, and mobilize people to join in the fight. This year, ONE invited Nuru CEO Jake Harriman as their keynote speaker for their annual volunteer summit.



### MARCH

Nuru added Jen Easterly to its board of directors. She is a former Special Assistant to the President and Senior Director for Counterterrorism on the National Security Council Staff. [Learn more about Jen and other board members.](#)



### APRIL

Nuru formally established an **alumni network** and has been incredibly privileged to see alumni taking on influential roles with groups including USAID, the Rockefeller Foundation, and Andreessen-Horowitz.



### MAY

Huffington Post writer [David Wood](#) interviewed Jake and two other veterans working to address issues around violent extremism, global instability, and extreme poverty.



### JUNE

Nuru staff members Brian von Kraus and Abe Sipe were invited to address the Los Angeles World Affairs Council on the experiences they had in combat as United States Marines and how that led to their desire to work to address extreme poverty together with Nuru.

### JULY

For the second year in a row, Nuru International received an **Operational Excellence Award** from Humentum. Nuru's Human Resources Director, Emily McLaughlin, received the award for her efforts to improve culture, talent development and retention, and staff resilience at Nuru.



### AUGUST

Nuru was able to address a Congressional Delegation (CODEL) in Nigeria to **cast vision and rally support** for Nuru's unique approach to addressing the needs of communities living in extreme poverty in challenging environments like those in northeastern part Nigeria.



### SEPTEMBER

After a number of generous and longstanding Nuru supporters stepped forward to help fund Nuru's latest initiative, **Nuru proudly began onboarding its first expatriate field team members for Nigeria.**



### OCTOBER

In October, Nuru was among the first to join a growing number of nonprofits (including larger organizations like CARE, Oxfam, and World Vision) to endorse the **Minimum Standards for Mainstreaming Gender Equality.**



### NOVEMBER

Julie Carandang and Matt Lineal were able to share Nuru's rigorous monitoring and evaluation approach and use of data to measure its **integrated development approach** with leaders in the evaluation space at the American Evaluation Association annual conference.



### DECEMBER

Our generous supporters **donated more than \$350,000** over the course of the month of December to help further our efforts in Kenya, Ethiopia, and Nigeria.





# Kenya

While the project was originally launched in late 2008, 2017 marked the second full year that Nuru Kenya has been operating after the exit of expatriate staff.

Nuru Kenya Country Director, Pauline Wambeti and her team have continued to grow, adapt, and improve their approach to addressing extreme poverty in their Kenyan context. **The year brought some new and unique challenges to staff, farmers, and their families, and together they overcame each one of these challenges with astounding resilience.**

2017 was an election year in Kenya, and as Nuru was working to serve its local cooperatives, it had to also deal with ongoing threats of violence, instability, and disruption of markets throughout the year as a result of tensions associated with the election. In addition to this challenge, Nuru's farmers also had to deal with a new pest in 2017, fall armyworm (FAW).

While first observed in Nigeria in 2016, during the 2017 growing season more than 20 African countries reported the spread of this pest, and it is estimated to have done billions of dollars in damage to maize crops across these countries in 2017. Nuru Kenya's staff quickly responded when farmers began noticing the pest in Migori County, and as a result, farmers were able to generate strong yields.

In fact, the responsiveness of Nuru's staff to both the instability created by the election year and the advent of FAW on the African continent led to **a record harvest for Nuru farmers**. In 2017, the average household generated \$328 in profit from their farms, and outperformed non-Nuru farmers by 250%.

Because of the strong foundation of leadership established by Nuru Kenya, fourteen Nuru-supported cooperatives in Kenya are also set up for success. During 2017, none of these organizations reported a loss, and 11 of 14 were more profitable than they were the previous year. There was a 150% increase in aggregate profit margin for these cooperatives from 2016 to 2017.

In 2017 Nuru Kenya, its cooperatives, as well as its individual farmers, and their families are each standing strong and resilient, and are poised to move forward with greater strength in the years ahead.



2008

Launch Nuru Kenya

2010

Construction of granary for storing surplus maize and selling to external markets

2011

Construction of Nuru Kenya Regional Training Center

2013

Successful interventions to address Maize Lethal Necrosis Disease (MLND)

2014

Pauline Wambeti becomes Country Director

2015

Six Best Companies to Work for in East Africa

2015

Expatriate staff exit

2016

Successful scaling to next sub-country

2017

Record harvest



## KEY STATS

14

Cooperatives in Nuru Kenya

117%

Increase in crop yield compared to baseline (target 32%)

241%

Increase in income for Nuru farmers compared to baseline

93%

Agriculture loan repayment rate

150%

Increase in aggregate profit margin across 14 cooperatives from 2016 to 2017



# Ethiopia

In spite of two back to back seasons of erratic rainfall, a State of Emergency and instability that led to protests and violence in the country, and the threat of fall armyworm (FAW), Nuru Ethiopia continued to expand its reach by enrolling 3,435 households into 21 cooperatives in Kucha and Boreda Woreda.

Even in 2017, Nuru Ethiopia met the challenge of erratic rainfall head-on, and similar to Kenya, responded quickly when FAW made started showing up on farms in southern Ethiopia as well. Not only did Nuru work to address this problem in its current area of operations, but it also helped farmers in Zala (a third woreda Nuru plans to scale to in 2018) who were even more remote and had no access to pesticides or other resources to prevent the spread of this pest on their farms.

**Nuru also completed its first year of operations for Hidota Cooperative Union**, and Hidota managed to be nearly break-even in operating costs. This strong foundation will not only serve to strengthen individual cooperatives across Nuru's area of operations, but it will mean that thousands of farmer households will benefit from increased access to larger markets for the sale of their goods.

**This year Nuru launched a livelihood diversification program, which includes the provision of improved feed grass and sheep/goats on loan.** The program's goal is to help households cope with shocks created by erratic weather patterns, pests, crop disease and other challenges. Women can access this loan only after they have met conditions, which include becoming an active saver and saving at least 30% of the loan value. Nuru Ethiopia had 1,440 active savers enrolled in its savings and financial literacy program in 2017, representing nearly half of all cooperative members. It also boasted a 96% repayment rate on livelihood diversification loans.

These adaptations and innovations will lead to even more resilient households in Ethiopia, and well help Nuru Ethiopia serve even more new communities in the year ahead as Nuru's expatriate team prepares for exit.



2013

Project launched and first program designed (Agriculture)

2014

Agriculture Program launched farmers witness 90% increase in yield compared to baseline

2015

Nuru co-creates program interventions for Education, Healthcare, and Financial Inclusion

2016

Nuru launches Hidota Cooperative Union

2017

Successful scaling to next woreda (district)

2018

Anticipated time of expatriate staff exit



## KEY STATS

21

Cooperatives

1,440

FI members

3,435

Students benefit from book banks

96%

Repayment rate on livelihood diversification loans

214%

Increase in crop system profitability compared to non-Nuru farmers who invested in goods and services



# Nigeria

Thanks to the generous support of a wide array of new and existing donors, Nuru raised critical funding needed to launch its Nigeria project in late 2017.

This support enabled Nuru to establish a strong local foothold in northeastern Nigeria through hiring and training initial country teams as well as garnering support for Nuru's efforts at various levels of the Nigerian government. Nuru also **advocated for greater US support in the fight against violent extremist organizations in northeastern Nigeria**. Nuru sees this as a critical component to global and national security and was able to present to a US Congressional Delegation in Abuja in August. The work in Nigeria will be focused on helping communities to rebuild, establish greater resilience, and begin to heal after the trauma of being in the former Boko Haram Caliphate. After conducting initial needs assessment in late 2016, this year Nuru CEO Jake Harriman and Chief Program Officer, Aerie Changala, along with other team members spent time in northern Adamawa to assess ongoing security situation in preparation for project launch and also conducted preliminary training for the initial staff team hired to conduct program design in Nigeria. The completion of program design and launch of programs are set to take place in 2018.



# Nuru Social Enterprises (NSE)

During October 2017, after a detailed financial analysis was conducted, Nuru made the decision to divest from NSE's poultry business and pivot from the social enterprises model of providing long-term financial sustainability for in-country NGOs.



This decision came as Nuru developed a revised three year strategic plan and realized:

1. Nuru's focus on fragile states and cooperative graduation meant that growth potential for NSE no longer aligned with the strategy
2. NSE would not be able to fund Nuru's in-country operations in Kenya in the near future
3. Nuru needs to narrow the focus its resources and staff even more in the years ahead

Nuru is currently in conversations with a few buyers who are interested in the poultry business, and plans to invest the capital generated by the sale into the establishment of an operating reserve for Nuru International. Just like Nuru's farmers are encouraged to develop savings to improve their ability to cope with financial shocks, Nuru plans to use the sale of NSE's poultry business to accomplish the same end organizationally.

In addition, although the poultry business will be sold, the lower cost dairy business will remain, and will be moved to co-locate near Nuru farmers in Migori County, Kenya. This will provide a market linkage for Nuru farmers piloting dairy as a livelihood diversification approach in 2018.

Of course, this decision was not made lightly, and through the years, Nuru has attempted a variety of pathways toward pursuit of local financial sustainability. There are very few nonprofits who have been successful in deploying a for-profit funding model, and those who have been successful have had a much higher degree of synergy between their nonprofit and for-profit models. This has been the latest in a longer history of lessons learned as Nuru has explored possibilities in this arena. Along the way, Nuru has made multiple discoveries that have served farmers. Most recently, this includes the opening of a possible market linkage for farmers in Kenya who will be using dairy as a means to diversify their livelihoods and improve the viability of their local cooperatives.







## Advocacy

Nuru continued working with The Sheridan Group in Washington D.C. to raise the profile of its work among members of congress.

Nuru has been partnering with a small group of nonprofits including Bono's organization, ONE, and older groups including World Vision and Mercy Corps to ensure that our government will continue to think about and dedicate support to international development efforts as part of a larger strategy for national and global security.

Over the last year Nuru has also cultivated bipartisan champions on all key congressional committees including Sen. Chris Coons (D-DE), Sen. Jeff Merkley (D-OR), Sen. John Boozman (R-AR) and Sen. Marco Rubio (R-FL) and had the privilege of participating in a bipartisan, bicameral Congressional Delegation (CODEL) to Nigeria. In addition, Nuru has been able to continue raising its profile as an innovator and thought leader with members of other government agencies, such as USAID as well as larger nonprofits. We believe this strategy will continue to help Nuru secure more diverse base of support as it focuses on working in increasingly fragile rural areas in the years ahead.



## Strategic Plan

In summer of 2017, Nuru enlisted every member of its staff team to begin working on a forward-looking update to its existing strategic plan.

The goal of the strategic plan was to help Nuru focus even more on the areas where we could contribute the most value to addressing extreme poverty around the globe. After nearly a decade of successfully testing our model in Kenya and Ethiopia, **Nuru is now ready to reconcile our existing operations with our original vision of contributing to global security via development.** We are starting to narrow our focus on the most fragile states and disrupting the spread of violent extremist organizations.

While there are many communities and populations that can be reached and served by numerous development organizations, Nuru is particularly well-equipped and poised to **reach vulnerable populations in fragile, rural areas** that would otherwise be left behind by traditional development organizations. Nuru believes these communities will not only not be reached by development, but they can also destabilize and cause backsliding in entire regions. To position itself for greater global impact, Nuru International is intent on achieving three strategic directives by 2020:



1. Maximize social good and create meaningful impact
2. Create sustainable impact and organizations
3. Build a great company for the future

Nuru's 2018-2020 strategic plan has already led to a shift from expanding a poultry business as part of Nuru Social

Enterprises larger strategy, and helped guide the organization in staffing decisions for current and future projects. Across the organization, Nuru is looking forward to implementing this strategy to better serve farmers in their communities in regions of incredible need, and regions where Nuru has developed skills and experience to address those needs. Nuru's strategic plan will guide everything from staffing to future country selection, and served as a confirmation of the decision to begin work in northeastern Nigeria as its third project.

*To write this next chapter in our history, Nuru International is raising \$19M and is inviting new and existing visionary investors to join the fight. We hope you will join us in moving toward a vision of a safer, more secure world where violent extremist groups can no longer exploit the conditions of extreme poverty.*



# Donor Spotlight

## HELMSLEY CHARITABLE TRUST COMMITTS TO NEW THREE YEAR GRANT TO SUPPORT ETHIOPIA

In 2013, the Helmsley Charitable Trust launched a new initiative focused on vulnerable children in Sub-Saharan Africa. One of their first grants was made in an effort to support Nuru's first project in Kenya. **The Trust liked what they saw in Nuru's model, and became Nuru's lead investor in our work in Kenya** with a large three-year grant to support Nuru's first project from 2014-2016. During that time, The Trust also invested in a third-party assessment by Genesis Analytics of Nuru's monitoring and evaluation capacity in Kenya with the results rating Nuru's monitoring and evaluation efforts as being very strong.



After witnessing the successful exit of Nuru's expatriate staff in Kenya, the Trust began exploring the possibility of launching a new grant to support Nuru's work in Ethiopia. In 2017, The Trust committed to a three-year grant to support Nuru's efforts to support remote, rural households in the Gamo Gofa Zone of Ethiopia. Because of this new catalytic grant from the Helmsley Charitable Trust, and the support of each of our donors, we are making huge strides toward being able to serve even more vulnerable communities in the future.

## TEAM NURU COMPLETES ITS FIFTH MARINE CORPS MARATHON

What started five years ago as a fundraising project launched in conjunction with the 1998 graduating class of the United States Naval Academy has now become an annual tradition for Nuru supporters. Over the last five years, **teams of runners have combined to raise more than \$100,000 dollars to further Nuru's efforts.** These passionate Nuru supporters have combined their passion for ending extreme poverty with a commitment to run 26.2 miles around our nation's capital. Each October, more than 30,000 runners converge to "charge the district, beat the bridge, and take the Iwo," and our committed team from Nuru trains and raises funds throughout the summer and early fall to be able to stand at the finish line knowing that for another season, their mission has been accomplished. Each year, our U.S. based staff and supporters look forward to converging on the mall for a team photo and seeing the Nuru International booth in the middle of the Marine Corps Marathon Expo. We hope to assemble an even bigger team in 2018, and to continue to move forward in the fight to end extreme poverty in some of the hardest to work areas.

# Donor Recognition

## LEAD INVESTOR \$500,001+

Anonymous



## VISIONARY \$100,001 - \$500,000

Anonymous

Bill and Kate Duhamel

David Fischer

Franklin and Catherine Johnson Foundation

Greater Impact Foundation

Jeff Chambers and Andi Okamura

Joe Gleberman

Robertson Foundation

The Rees-Jones Foundation

Vitol Foundation

## TORCHBEARER \$10,001 - \$100,000

Alan Waxman

Anonymous

Carolyn and Preston Butcher

Conway Family Foundation

David and Lavila Nancarrow

Don and Katie Faul

Erol Foundation

Gene Sykes

Harrison Miller and Clare McCamy Giving Fund

HEDCO Foundation

Hoku Foundation

Imago Dei Fund

Jennie Easterly

Jesse and Mindy Rogers

John and Melissa Hancox

Kirsten Davies

Krishnan-Shah Family Foundation

Mary and EP Rogers Foundation

Mukesh and Harsha Patel Fund

O'Farrell Principe Family Fund

Peter and Amy Wagner

Rowling Foundation

Sage Foundation

Sanders Family Philanthropic Foundation

Stephen and Amanda Houghton

Taweel Family Fund

The Grace And Mercy Foundation

The Hapke Family Fund



## DONOR RECOGNITION

### LEADER

\$1,001 - \$10,000

Abigail Hills	Megan and James Bouck	Alexandria Perdue	Brian and Megan Shope	Chuck Exline	Ellen Sorkin	Hope Christian Community Foundation	Joanne Urmston	Kirk and Charlotte Haas	Mary and Gregory Dodge	Noelle Soares	Salesforce.com Foundation
Adrian Sanchez	Melissa and Cris Larzo	Alicia Levesque	Brian Braat	Claire Kalia	Elyse Klein	Hunter Korbelik	Joanne Zizus	Kirk and Charlotte Haas	Mary and Gregory Dodge	Parkersburg High School Key Club	Sallie Smith
Andrew Chiles	Michael Cotogno	Alicia Sissel	Brian Mace	Classy, Inc.	Emily Hankins	Ian Juul	Joey and Brittani Swearingen	Kirk Copen	Mary Ann Ryerson	Patricia and Matthijs van Engelen	Sandra Altamirano
Andrew Magno	Mike and Jan Harriman	Allen Badeau	Brian McCoy	Colleen Matz	Emma Wendt	Ian Martin	John and Ann Walz	Kirk Lum	Mary Blum	Patricia McNeill	Sandy O'Brien
Asian American Youth Giving Circle	Network for Good	Allison Cummings	Brian Mills	Connie Reaser	Emnet Wassie	Irene Chung	John and Pat Hotchkiss	KPMG	Mary Elizabeth Barnes	Patrick Carmichael	Sanjeetha Peters
Awesome Fund	Nicholas and Tara Culp	Allison Woods	Brian Thompson	Corey and Cole Bozic	Eric and Sally Benson	Jack Hart	John Jansen	Kristan Davis	Mary Glenn Rice	Paul and Janet Kokot	Sara Agypt
Bill Danjczek	Nissa and Steve Van Riper	Alyssa Anderson	Bridget Kivlin	Courtney Marcum	Erica McGuire	Jacki Neil Boss	John Jensen	Kristen Orrego	Mason Dial	Peter Laird	Sara Piepmeier
Billy and Jamie Williams	Objistics, Inc.	Amanda Emerson	Brittney Blanton	Craig Williams	Erik Bengtsson	Jacob and Larissa Anderson	John McCreery	Kristian Pedersen	Matt and Sarah Wilkerson	Peter Tunon	Sara Rhodes
Bradley Fessler	Peter Andrews	Amanda Karki	Brittney Taylor	Cristin McClellan	Erika Joy Erb	Jacquelyn Herbolt	John Sprucinski	Kyle and Lisa Aldhizer	Matt Lee	Phil Keister	Sarah Gilliam
Bright Funds Foundation	Renaissance Charitable Foundation	Amanda Mannon	Bruce Cruikshank	Dakota Maddox	Erin Blake	Jake Harriman	Jonathan Brindle	Lance Parks	Matthew and Carrie Parrish	Philip and Susan Williford	Sarah Stamboulie
Bryan Kidd	Rich and Gina Kelley	Amazon Smile Foundation	Bryan Nehl	Dan Mckiernan	F Casey Wimsatt	James Dansereau	Jonathan Carreon	Larry and Kathryn Bombardiere	Matthew and Jennifer Lee	Philip Bein	Sarita Gupta
Bryan Snyder	Robert and Joyce Woodworth	Amy and Wes Bullington	Bryn Kieras	Danielle Gustin	Facebook Payments, Inc.	James Hodge	Jordan Perdue	Larry Jordan	Matthew Campbell	Priscilla Bradford	Scott and Danielle Taylor
Chris and Abbey Carter	Robert Gray	Amy DeVito	Bryn Page	Danna Blumenau	Frank Procaccini	James Mitchell	Jordan Spoor	Larry Shafferman	Matthew Miller	R. Espach	Sean Riordan
Chris and Dana McCann	Ruth and Joshua Hutchins	Ana Campos-McDonald	Caitlin Kuklis	Danny Crenshaw/Performance Settlement	Fred Bruni	James Schleck	Joseph Martin	Laura Gilbreath	Maureen ODonnell	Rachael Weingart	Seth Wolcott
Christopher and Ashley Lang	Sara and Steve Kuljis	Andrew and Jennifer Cogar	Caleb Mitchell	Darla Mchenry	Frederick Conley	James Vincent	Josephine Reece	Leah Lowe	Max Machinery, Inc.	Rachel Riley	Shahak Nagiel
Christopher and Sue Judd	Sara and Steve Kuljis	Andrew and Jennifer Cogar	Caleb Murray	Darla Mchenry	Galyn McCallister	Jamie and Tara Rickard	Josh Huggins	Leo and Jane Cunningham	Mccollonough Ceili	Rachel Roberts	Sharra Cales
Cupertino DeAnza Lions Charities, Inc.	Scott and Elizabeth Kauffman	Andrew Lurker	Cameron Eplion	Dave and Kate Kennedy	Garreth and Bonnie Sutton	Jamie Davidson	Joshua Meyer	Leo and Jane Cunningham	Megan Pavlock	Rachel Zimet and Eli Strick	Shelley Albertson
Daniel and Erin Beldy	Stephanie Parrott	Andrew Mastin	Cameron Harrison	Dave and Kati Williams	Garreth and Bonnie Sutton	Janet McIntosh	Joy and Jared Goor	Leslie and Kimberly Reaser	Melissa Palmisciano	Rajiv Taori	Sherry Eiswald
Daniel Karubian	Steve and Liz Powell	Andrew Scantland	Carene Rundlett	David and Carmen Abreu	Gary Smeal	Janice Crane	Joy Hunte	Life is GOOD follow Us	Meredith Webb	Ralph and Mary Kerr	Silver Lake Technology
Daniel Perez	Steve Feldman and Leora Henkin	Anil and Claire Kalia	Carol and Rich Magno	David and Holly Aulen	Gary Tinnes	Janice DeProspero	Joyce Kosak	Linda Clark	Michael and Anita Hancox	Randall and Elizabeth Levelle	Magangement, LLC
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David Inman	Steve Perlman	Anne Berry	Carrie Baisden	David Brown	Ginny Reed	Janice Peterman	Judith and Richard Hall	Lisa Mellick	Michael deMello	Randy and Pam Courtney	Steve and Christi Powell
Dr. and Mrs. Robert L. Henderson, Jr.	Steven Rossi	Anonymous	Carrie Lenze	David Carlisle	Ginny Sellers	Jason Morrow	Judith Attfield	Liz Akers	Michael Files	Raul Moreno	Steve and Leanne Garrett
Eli Weiss	Stuart Godwin	Anonymous	Cassidy Johnson	David Cox	Giovanni Portogallo	Jason Wright	Judy Hong and John Limb	Liz Sullivan	Michael Hanft	Rebecca McCaigue	Steve Bolduc
Embrace Technologies, Inc.	T.N. Felgner Charitable Foundation	Anonymous	Cathi and Andrew Schuurmann	David Dodson	Give with Liberty Employee Donations	Jay and Joyce Friedrichs	Julie Kulak	Loren Myers	Michelle Miller	Rebecca Thamann	Steve Sherwood
Eric Liese	Teresa Luk	Anuruddha Jayasinghe	Cathy Troisi	David Fitzell	GlaxoSmithKline	Jean-Marie Hegarty	Julie Phillips	Lori and Corey Kilkelly	Mike and Erinn Casazza	Richard and Marilyn Scott	Steven Viani
Fairmont Senior High School	The Benevity Community Impact Fund	Aria Jelinek	Cecelia Dotzler	David Glass	Glenn Schatz	Jeanette Sterling	Justin Kupec	Lori Hermann	Mike Congleton	Richard and Sibyl Towner	Steven Wilson
Greg Hunter	Todd and Tanya Mace	Arnold Oyola	Cevin and Colleen Thornbrugh	David Grotheim	Goldman, Sachs & Co. Matching Gift Program	Jeannie Martineau	Kali Crawford	Lucas and Diane Harriman	Mike Ferns	Richard Ferrari	Stuart M. Beville Middle School
Jack Edwards	Van Lang Charitable Fund	Ashley Glock	Chad and Jenee Gremel	David Kline and Judy Gilligan	Goodshop	Jeff and Barbie Jackson	Kali Crawford	Lucas Schimmelpfenning	Mike Morse	Richard Osbourne	Sudeep Chakravorty
James Williams	Vanguard Charitable Endowment Program	Ashley Steffy	Chad Coursey	David Manzanares	Goshen Baptist Church	Jeff and Kelly Barrons	Kalpatharu Foundation	Lynn Marmer	Misty Clark	Rick and Lauren Ullman	Susan and Tomas Guillen
Jason, Sarah, and Grady Bolen	Ashwini Mallad	Barbara Schwindt	Char-Leigh Arnold	David McClellan	Grant Bridger	Jeff and Kelly Barrons	Kandi Martin	Lynn Reinke	Misty Roberts	Ridge Choi	Susan Baruch
Jeffrey and Sarah Dodson	Barbara Vincent	Barbara Vincent	Charles Raeburn	Dean Hancox	Greg and Susan Holsclaw	Jeff Ludlum	Karen Beirne	Madison Davis	Molly Kirkland	Robert Debs	Susan Dufur
Jennifer Anderson	Barry and Joan Rogers	Barry and Joan Rogers	Charles Steitz	Debbie Murphy	Greg Fisher	Jeff Ober	Karen Clapper	Madison Hylton	Monda S Prior	Robert Flannery	Tama, Sam and Jeff Schut
Jim Price	Wes, Micaiah, and Jenna Mace	Bart and Elizabeth Peintner	Charles, Sloane, and Christian Mollo	Debra Brewster	Greg Goodman	Jeffrey and Janell Searles	Kathleen Bonasso	Maggie Beirne	Morgan Stanley c/o Cybergrants, Inc.	Robert Goldman	Tara Arthur
Joel Morrison	YourCause LLC	Basil Fthenakis	Charlie Williams	Denise Varriano	Gregory Boley	Jeffrey Gillings	Kathleen Todd	Marc Lavoie	Morgan Workman	Robert Rowley	Tara Curtis
John Morris	Zurich American Insurance Company	Becky Charlton	Charlotte Adkins-Alesi	Diane Rajnik	Gregory Carter	Jeffrey Kemp	Kati Holland	Mare Stewart	Nancy And Lee Fleisher	Robin Jones	Tat Chun Lau
Josh and Katie Cross	<b>PARTNER</b> up to \$1,000	Ben and Lorrie Young	Chelsie Cooper	Donald Krause	Gregory Carter	Jennifer Doorey	Katie Cummings	Margaret Hummelman	Nancy Doorey	Rod Snyder	Tatiana Mickles
Josh Lauman	Aaron Elliott	Benjamin Manibog	Cheryl Messenger	Donald Richardson	Gregory McLaughlin	Jennifer Ellis	Katie Plum	Margaret Nyweide	Nancy M Kohn	Ronald Allen	Taylor Queen
Julie Anderson	Beth Caruthers	Beth Caruthers	Chris and Lauren Rogers	DoTopia	Gregory Veach	Jennifer Werner	Kaushik Valupadasu	Margueritte Bassali	Nancy Ortberg	Ronald and Christine Millard	Ted Studdard
Kathryn Corcoran	Beth Jensen	Beverly Burgess	Chris Devine	Douglas and Anne Wood	Haley Matuszynski	Jeremy and Jeremy Becker	Kazarian Family	Maria Cruz-fisher	Nancy Palmer	Ronald Magnusson	Teresa Friend
Kim Keating	Beverly Burgess	Bill and Jean Ghera	Christian Kocher	Douglas Seich	Hannah Matuszynski	Jeremy Davidon	Keith and Laura Galloway	Maria Cruz-fisher	Nathan Paikovits	Ronald and Christine Millard	Teresa Stupar
Lionel Sauvage	Bill and Jean Ghera	Blythe Haaga	Christie Moyers	Douglas and Diane Swearingen	Hannah Adkins	Jeremy Garrett	Kelly Adkins	Marilyn Bolinger	Nathan Wendel	Rosemary Thomas-Scheidel	Terry Evert Rice Sicklebower
Local Independent Charities	Blythe Haaga	Bonnie Cupp	Christina Myer	Dustin Byrum	Hannah Sande	Jeremy Davidon	Kelly Armstrong	Marion Mace	Nathan Wendel	Ruth Demaio	The Bank of America Charitable Foundation, Inc.
Marc and Ana Rahlves	Bonnie Cupp	Bradley Prugh	Christine Lowe	Edward Lerner	Hannah Smith	Jeremy Davidon	Ken Poleyeff	Marissa Fox	National Christian Foundation	Ruth Lane	The Spenceley Family
Marianne Berkovich	Bradley Prugh	Bradly Baldwin	Christopher and Staci Baker	Eileen Bonner	Hans Tino Hansen	Jeremy Davidon	Kendra Hutchison	Mark and Deborah Culp	National Christian Foundation California	Ruth Lynch	Thomas and Ann Keefer
Matthew and Jodie Dodge	Bradly Baldwin	Branches Church	Christopher and Staci Baker	Elaine Dawson	Heather Burgess	Jim Boyd	Kerry McDermott	Mark and Jamie Thrash	Neal Smith	Ryan and Jayne Faul	Thomas and Ann Keefer
	Albert Reaser	Branches Church	Christopher and Staci Baker	Elizabeth and William Atherton	Helen and Helen Vo	Jim de Mello	Kevin and Mara Sipe	Marshall and Emily McLaughlin	Neil and Stephanie Herceg	Ryan Dew	Tim and Karen Haring
	Alecia Penrod	Brandon Wong	Christopher Dylewski	Elizabeth Cunningham	Helen Dunn	Jimmy and Anne Leak	Kevin Cottam	Marta Moellendick	Nicholas Pianim	Ryan Dew	Tim and Kari Berglund of the House of Berglund
	Alejandro Nunez	Brendan and Kim Higgins	Christopher Foster	Elizabeth Pyles	Holly Martin	Joan Olsen	Kevin Kuhn	Martin Galvan-Castillo	Nicolas Vanhoutteghem	Ryan Gellner	Tim and Kari Berglund of the House of Berglund
	Alex and Julie Martin	Brent, Nicole, Bella and LG Sergeant	Christy Gibson	Elkins High School	Honeywell International Charity Matching	Joann and Scott Pelter	Kevin Nieto	Martin Joel Calton, M.D.	Nisha Chakravarty and Raj Beri	Ryan Smither	Tim Brooks
	Alex Simms		Chubb Federal Insurance Company			JoAnne Rial	Kimiknu Mentore	Martina Fetzer		Sadie Helmick	Timo Fager

## DONOR RECOGNITION



## DONOR RECOGNITION

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Tina Kambarian	Becky Charlton	Giovanni Portogallo	Life is GOOD follow Us (Lars, Suzi, Tiura, and Liva)	Sallie Smith
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	David Inman	John Walz	Noah Campbell	Zack Arnold
	Dean Hancox	Jonathan Carreon	Noah, Asher, and Ezra Schupp	
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	Desiree Silva	Josh Lauman	Paul and Janet Kokot	
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	Douglas Seich	Kathryn Corcoran	Rebecca Thamann	
	Douglass and Diane Swearingen	Kati Holland	Rick and Lauren Ullman	
	Dr. Nicholas and Tara Culp	Kazarian Family	Ridge Choi	
	Emily McLaughlin	Keith and Laura Galloway	Robert Debs	
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	Eric Liese	Kevin Sipe	Ruth Demaio	
		Kim Keating	Ryan and Jayne Faul	

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## BOARD OF DIRECTORS

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## STRATEGIC LEADERSHIP TEAM



**JAKE HARRIMAN**  
*Chief Executive Officer & Founder*

Jake served seven years as Infantry and Special Operations Platoon Commander in the US Marine Corps. He led 4 operational deployments and was awarded the Bronze Star for action in combat in Iraq. Jake is a graduate of the USNA and Stanford GSB. 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.



**AERIE CHANGALA**  
*Chief Program Officer*

Aerie started with Nuru in 2008. He has led and been involved with the design of every program at Nuru. Aerie served as a Peace Corps volunteer in the Sahel Region of Northern Burkina Faso. He holds a BA in International Affairs from John Cabot University; an MA in International Conflict Analysis from the University of Kent; participated in Stanford GSB's Executive Program for Nonprofit Leaders.



**ELIZABETH ATHERTON**  
*Chief Financial Officer*

Beth came to Nuru in 2013 after serving in various finance and accounting roles at Root Capital and KPMG. She holds a BS and MS from the University of Montana and is a certified public accountant.



**MARC RAHLVES**  
*Chief Operating Officer*

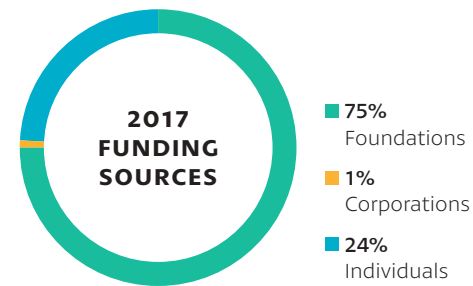
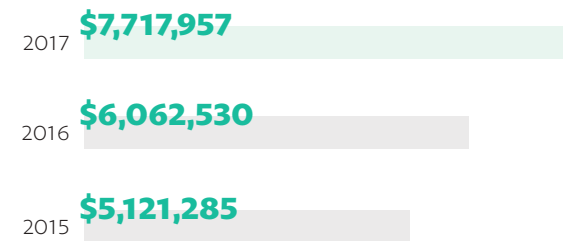
Marc joined Nuru in 2014 with leadership experience at the Colombian nonprofit Escuela Nueva and global strategy consulting firm Bain & Company. A graduate from CU Boulder and Berkeley Haas, Marc has lived and worked abroad for over 20 years.



# Financials

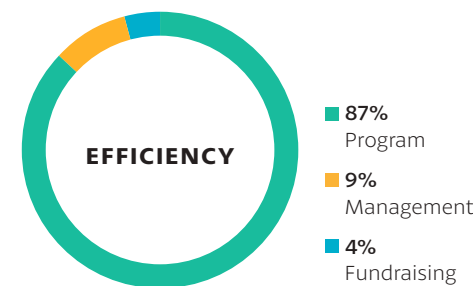
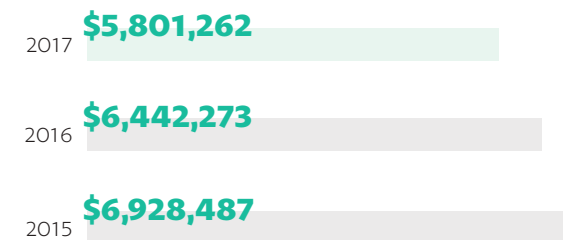
## REVENUE

	2015	2016	2017
Foundations	3,043,766	4,501,586	5,812,859
Corporations	38,236	32,665	20,608
Individual	1,267,129	1,115,505	1,884,490
InKind	701,389	412,582	
Investments	69,688	188	
Other	1,077	4	
<b>Total Revenues</b>	<b>5,121,285</b>	<b>6,062,530</b>	<b>7,717,957</b>



## EXPENSES

	2015	2016	2017
Program	5,967,442	5,673,873	5,027,424
Management	617,154	567,167	611,386
Fundraising	343,891	201,233	162,452
<b>Total Expenses</b>	<b>6,928,487</b>	<b>6,442,273</b>	<b>5,801,262</b>



For more detailed breakdowns, refer to our 2017 [990 form](#).

## NET ASSETS

Beginning **\$1,353,876**

Ending **\$3,270,571**

## ACCREDITATIONS



# Support Our Work

Your tax-deductible donation to Nuru helps equip hard-working men and women with the tools and knowledge they need to lead their communities out of extreme poverty.

### SINGLE GIFT

Make a single gift today to keep Nuru's mission moving forward in Kenya, Ethiopia, Nigeria, and beyond.

### STOCK GIVING

Gifts of stock can provide tax advantages for you while yielding profound benefits for the communities we serve.

### RECURRING GIFT

By giving *online* monthly you help Nuru better save time and resources as well by providing stable and ongoing support to change the lives of families and communities Nuru serves.

### CORPORATE MATCHING

Does your company provide corporate matching? Find out, and you could double the impact of your investment with a company match given to Nuru.

### PLANNED GIVING

Create an enduring impact by including Nuru in your estate plans. Making a planned gift is a meaningful way to contribute to Nuru's future while providing financial and tax benefits for you and your family.

### WANT TO TALK WITH A MEMBER OF OUR TEAM ABOUT INVESTING IN NURU?

Contact [info@nuruinternational.org](mailto:info@nuruinternational.org) with your request.





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[info@nuruinternational.org](mailto:info@nuruinternational.org)

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