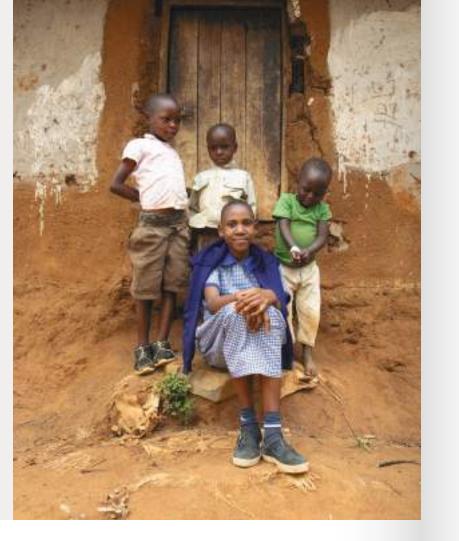
Forward

2018 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 130,000 people begin lifting themselves out of extreme poverty over the last decade, 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

2018 was an incredible 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, and now, after ten years, we have projects going in three countries, and have exited our expatriate teams from two countries. Of course you'll find more details from last year's exploits in the pages ahead, but I wanted to highlight just a couple...

SUCCESSFUL EXPATRIATE EXIT FROM OUR SECOND COUNTRY

In June 2018, Nuru successfully exited our expatriate team from Ethiopia. The entire process, from launch of programs to exit, took less than five years, and the local Ethiopian team has begun successfully expanding their work to address extreme poverty in new areas of their country. This success is a huge win for both Nuru International and our local counterparts. In fact, another organization, Search for Common Ground, has begun research on Nuru's work in Kenya as a case study on successful Western exit from programs. The report, "Stopping as Success," should be complete in 2019.

GETTING GREATER RECOGNITION IN THE SECTOR

2018 was truly an award-winning year for Nuru. Pauline Wambeti, Nuru Kenya's country director, received an Acumen Leadership Fellowship, and stateside team members Billy Williams and Brian von Kraus received honors at the Humentum Operational Excellence Awards. In addition, Nuru was named a 2018 "Best Nonprofit To Work For" by The Nonprofit Times, was global runner-up to Citibank for our Duty of Care program, was named a Great Place To Work and received the ComPsych Gold Award. Several members of Nuru's team were also invited to present our work at conferences and events around the globe.

Thanks to your investment in this mission, we have been able to achieve numerous strategic wins over the last decade, but the most important win of all is that the lives of tens of thousands of families have been transformed for the better. For the first time, these families have lasting, meaningful choices—the ability to address hunger in their homes, have surplus income to invest in their future, and practice healthy behaviors to keep their families growing healthy and strong.

I believe that we are better poised than ever to take Nuru's mission forward to new, more vulnerable communities in the years ahead, starting in northeast Nigeria and expanding across the most fragile areas of the Sahel. Thank you for your selfless commitment to bring hope to some of the most inaccessible and vulnerable communities in the world. Thanks for being Nuru. The best is yet to come!



Stay in the fight,



47,892 Active 2018 Participants





80% Increased Crop Yield









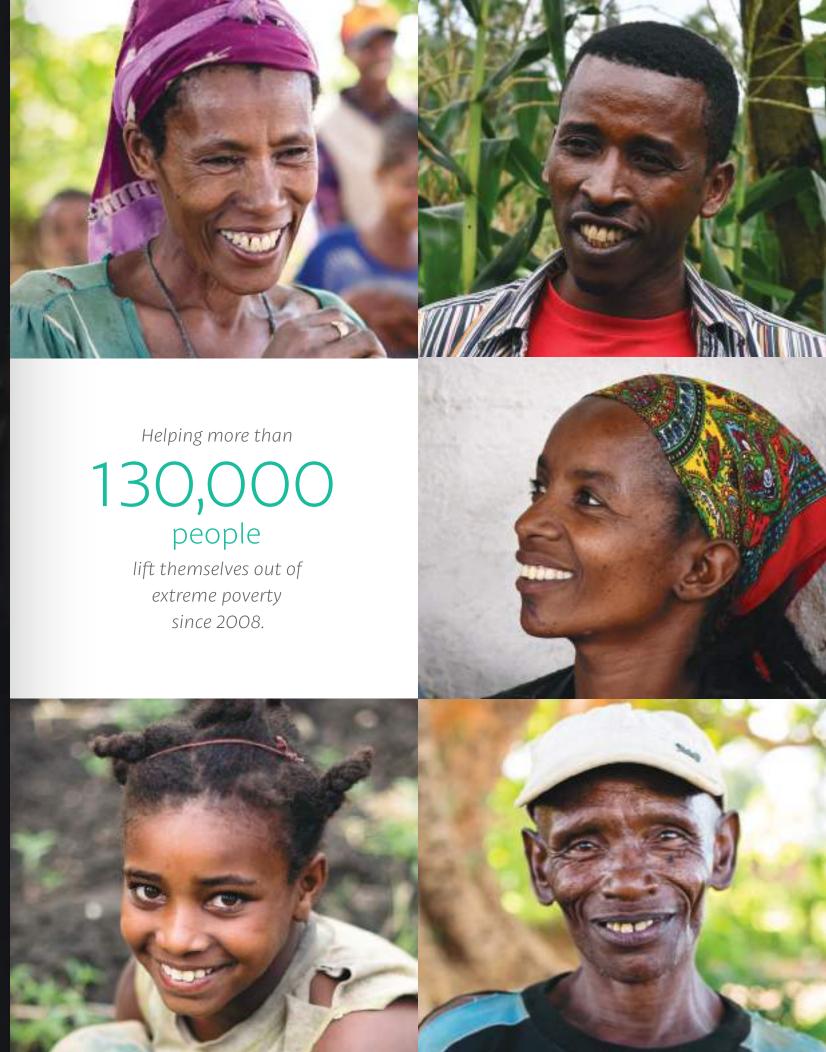


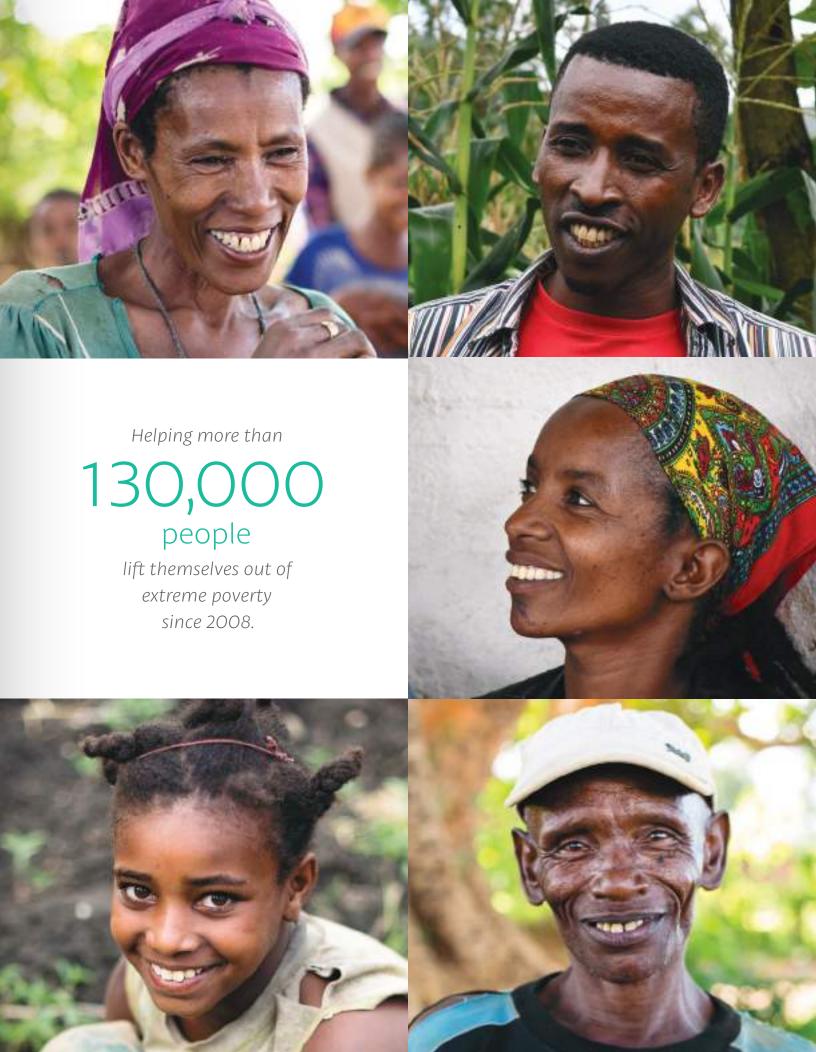


Increased Income per Household











JANUARY

Nuru Kenya Country Director Pauline Wambeti was one of a select group of African leaders awarded an Acumen Leadership Fellowship. Throughout the year, Pauline took lessons learned through the fellowship to improve the work of Nuru Kenya.



FEBRUARY

In an effort to build stronger partnerships and provide the best service to cooperative members and leaders, Nuru joined the Agribusiness Market Ecosystem Alliance (AMEA). This group comprises organizations seeking to provide effective tools and collaboration to improve the lives and livelihoods of farmers and farmer organizations.



MARCH

Matt Lineal, Nuru's impact and analytics director, presented to both the Movement for Community-Led Development and Interaction (two coalitions of larger NGOs) in Washington, D.C., on lessons learned through Nuru's program review process as well as how Nuru integrates its programs on the ground.



APRIL

Nuru was selected as one of 2018's Best Nonprofits To Work For by The Nonprofit Times. This was Nuru's first time participating in the nationwide study and our team was thrilled to be recognized with such an honor. The Nonprofit Times evaluates nonprofits using data including staff surveys.



ΜΑΥ

Team members in Nigeria provided a briefing to the Adamawa State Planning Commission. This briefing was the opening news story on the nightly news of two Adamawa State news channels.



JUNE

In less than five years, Nuru successfully exited expatriate staff from its second project. This exit is a culmination of successful capacity development of a strong local Ethiopian team that will continue to manage and scale programs in their country.

JULY

For the third year in a row, Nuru received an operational excellence award from Humentum. Nuru Security Director Brian von Kraus and Strategic Partnerships Director Billy Williams received the award this year for, respectively, developing a robust duty-of-care program and helping Nuru fund its growing operations.

AUGUST

Nuru International CEO Jake Harriman was interviewed on the Team Red, White, and Blue Eagle Nation Podcast by Team RWB CEO J.J. Pinter. During the podcast, Jake was able to share some of the successes and challenges faced by Nuru since launching in 2008.

SEPTEMBER

ComPsych named Nuru to a select group of Gold Award Winners for developing an exceptional wellness and wellbeing program to support our staff. These efforts help Nuru's staff maintain resilience as we take our mission forward.

OCTOBER

Over 30 runners convened to represent Nuru and run the Marine Corps Marathon in Washington, D.C. This was the sixth time Nuru has had a team participate in the event, and **runners** have raised nearly \$200,000 over the last six years.

NOVEMBER

At a webinar with AMEA, team members Casey Harrison and George Nyameya presented Nuru's unique approach to developing integrated solutions for building sustainable farmer organizations to end extreme poverty.

DECEMBER

Our generous supporters donated more than \$300,000 over the course of the month of December to help further our efforts in Kenya, Ethiopia, and Nigeria, and join us in celebrating 10 years of Nuru.













Kenya

Nuru Kenya continued to strengthen farmer organizations and support farmer income diversification.

Nuru Kenya focused 2018 efforts on strengthening its 14 existing farmer cooperatives. That goal was achieved on a variety of fronts. First and foremost, Nuru continued to implement its leadership development efforts at these cooperatives. Nuru's unique servant leadership model helps address problems that traditionally plague cooperatives – corruption and poor leadership practices. As a result of its approach, Nuru witnessed 10 of these 14 cooperatives become profitable by the end of 2018 (the remaining four were nearly profitable as well).

Nuru Leadership Program Manager George Nyamweya began work to train local cooperative leaders, and he traveled to the Democratic Republic of the Congo to train cooperative leaders at another organization as well. This was the first instance in which local Nuru Kenya staff conducted longer training and capacity development with other entities outside of Kenya. In November, George was also invited to share Nuru Kenya's successful approach with the Agribusiness Market Ecosystem Alliance (AMEA), an international coalition of NGOs and companies (including TechnoServe and Cargill) interested in building better farmer cooperatives.

The year was not without challenges, though. Between the emergence of a pest called fall armyworm (FAW) threatening to destroy maize crops, and an influx of maize being released into markets by the government, the ability of individual farmer households to feed their families and cope with financial shocks was at risk. Nuru's cooperatives gave these farmers additional tools and knowledge to help prevent the spread of FAW, and provided them with the benefit of being able to store their surplus crops, and wait to sell until markets stabilized.

Nuru also went a step further, and worked to help these farmers and their cooperatives diversify their revenue streams to help build resilience and mitigate against potential future shocks. Nuru launched a dairy program to help farmers diversify their income streams, and some cooperatives even launched a second crop (haricot beans) to support farmers during the short rains season. Nuru set a modest target of enrolling 300 farmers in its dairy program, but by the end of the year more than 400 (approximately 20 percent of farmers) were participating.

KEY **STATS**





Cooperatives in Nuru yield compared to baseline (target 32%)

14

Kenya

Average ne profit from crop and dairy in Nuru households

\$256

Revenue pe household from crop and dairy activities

\$422

10 Number of

profitable cooperatives

While building resilience at the household and community level, Nuru Kenya also started to develop new funding streams, and went through two rounds of conversations to end the year shortlisted for a potential grant from the Kenya Crops and Dairy Market Systems Activity, an initiative funded by USAID's Feed the Future program.

Nuru Kenya Country Director Pauline Wambeti and her team continued to receive accolades in 2018. After being named an Acumen East Africa Leadership Fellow in January, Pauline began working with her team to start crafting a vision of where they want to take Nuru Kenya in the coming years, and how they can help even more farmers and their families chart a path to self-sufficiency. Nuru Kenya was invited to speak for the second year in a row at the Aid and International Development Forum in Nairobi, and they were also shortlisted for the Climate Smart Agriculture Project of the Year Award.

Nuru Kenya, in its third year after the exit of expatriate staff, is standing stronger than ever, and



Ethiopia

In 2018, Nuru achieved the milestone of planned exit of its expatriate staff team significantly ahead of schedule.

Early expatriate exit is a testament both to the local leaders working in Ethiopia, and the lessons learned since exiting Kenya in 2015. Expat exit took place significantly ahead of Nuru's original timeline (2021), and was possible because of Nuru's strong focus on capacity development at the local level from Day One. Nuru Ethiopia is now a fully Ethiopian-led and-run organization with an incredible Ethiopian leader, Abiy Meshesha, leading the local team in their growth and impact.

Nuru Ethiopia nearly doubled its farmer enrollment as it scaled to support more than 6,000 farmers in 26 cooperatives across three woredas (districts) in 2018, and expanded on efforts to support household resilience through growth of livelihood diversification efforts.

Nuru launched its operations in a new area, Zala, a woreda in the newly formed Gofa Zone. Not only were more farmers enrolled, these farmers were also prepared to identify and prevent the spread of fall armyworm (FAW) in their communities, using a combination of training in best agronomic practices and spraying pesticide when necessary to prevent the spread of the pest. These new efforts in Zala were undertaken safely in spite of the additional challenge of government protests happening in this community and around the country. Nuru will closely monitor this situation in the years ahead, which may determine future scaling timelines for the organization.

Nuru Ethiopia's staff team also furthered its livelihood diversification efforts. It started the year with a target of 500 women participating in this program, but by the end of the year more than 1,300 women had qualified for a livelihood diversification loan. These women began working with improved breeds of sheep and goats in late 2018, and the rural livelihoods program started conducting research on potential cash crops that could be launched in cooperatives starting in 2019, including mung beans and groundnuts (peanuts).

As a result of all of these efforts by Nuru Ethiopia's staff, these 26 farmer cooperatives and more than 36,000 Ethiopians are poised to build even greater resilience in the year ahead.

KEY **STATS**



26

Cooperatives

in Nuru Ethiopia



Reduction in

under-five child

mortality



73%

Number of Increase in crop children in grade yield compared 1-4 reached to baseline

Income from crop and anima fattening interventions per household

\$214

0



Nigeria



After achieving successful proof-of-concept in Kenya and Ethiopia, Nuru's team has been hard at work replicating its model in an area where people face the added challenge of violent extremist activity.

Nuru's project in northeast Nigeria is meant to not only eradicate extreme poverty in the area but also build resilience and social cohesion in these communities to prevent groups like Boko Haram from regaining a foothold.

In the first year of this latest project, Nuru has been concentrating on building the local organization and its systems. In addition to hiring a team of quality expatriate staff, a mixture of former military veterans and development experts, Nuru identified and hired its preliminary Nigerian staff team. Among the team members, Nuru recruited a Nigerian Country Director who has spent the majority of her life working in northeast Nigeria. Nuru was able to establish a local NGO and receive approval from all appropriate government entities to begin its work, and during the fall began the design phase of its work. Nuru anticipates the launch of its intervention in former Boko Haram caliphate territory in northeastern Nigeria in early 2019.





Advocacy

Nuru is gaining ground in advocacy.

Over the last three years, Nuru has worked to build a new network of connections in Congress, USAID, and other government agencies to raise the profile of its work, as well as highlight the need for the United States government to actively engage in addressing extreme poverty as a means to prevent the spread of violent extremism. As a result of these efforts, Nuru was invited as a consultant by the 9/11 Task Force On Extremism (whose *research findings* will be published in early 2019), and has also developed congressional champions in both the U.S. House of Representatives and Senate to co-sponsor a piece of legislation called the Global Fragility Act to support a whole of government approach to addressing the rise of violent extremism in fragile states.



Donor Spotlight

PEERY FOUNDATION COMMITS TO FOUR-YEAR GRANT IN SUPPORT OF NURU INTERNATIONAL'S GROWTH

Nuru has been privileged to garner the support of a wide array of individuals and foundations, and one of its earliest investors was the Peery Foundation. They are a pioneer and thought leader in the nonprofit sector, and in 2018 their executive director co-authored a book called Unicorns Unite! which encouraged better cooperation and partnership between foundations and nonprofits. Peery Foundation's mission is to strengthen youth and families to build lives of dignity and self-reliance. In that same spirit, Nuru works to help families build dignity and self-reliance, specifically by helping them chart their own path out of extreme poverty for good.

After conducting robust research and diligence efforts to learn more about our team, our board and our future mission, Peery Foundation decided to make a larger investment in Nuru, and at the end of 2018 committed to a four-year growth grant to support Nuru's efforts as we take our proven approach into even more fragile areas.

TEN-YEAR ANNIVERSARY/HOLIDAY CAMPAIGN

September 2018 marked 10 years since our first expatriate team began working with the people of Kuria West, Kenya, to design solutions to help their communities lift themselves out of extreme poverty. In honor of all of the hard work over the last decade, and with a vision to serve even more people in the years ahead, Nuru launched a fundraising campaign that amassed **\$300,000 at the end of the calendar year** to ensure that Nuru's latest project in Nigeria would start on strong footing. Nuru worked with a creative agency to design a commemorative booklet highlighting our journey together with you. We are extremely grateful for the way our supporters give so generously to keep this mission moving forward and bringing hope and lasting change to our global neighbors.



Donor Recognition

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Anonymous Alex and Polly Ryerson Bill and Kate Duhamel David Fischer Franklin and Catherine Johnson Foundation

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Kim Keating

Jen Easterly

Jake Harriman











JAKE HARRIMAN

Chief Executive Officer & Founder

Jake served seven years as an infantry and special operations platoon commander in the U.S. Marine Corps. He led four 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 and an MA in international conflict analysis from the University of Kent and 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

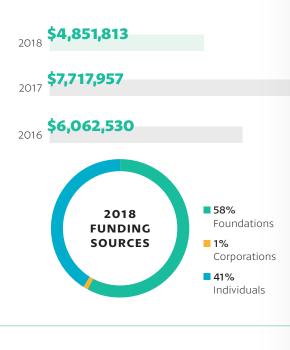
Chief Operating Officer

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

Financials

REVENUES

	2016	2017	2018
Foundations	4,501,586	5,812,858	2,831,273
Corporations	32,665	20,208	42,073
Individuals	1,528,279	1,884,890	1,978,468
Total Revenues	6,062,530	7,717,956	4,851,813



EXPENSES

	2016	2017	2018
Program	5,673,873	5,027,424	5,318,155
Management	567,167	611,386	716,190
Fundraising	201,233	162,452	227,632
Total Expenses	6,442,273	5,801,262	6,261,977

For more detailed breakdowns, refer to our 2018 990 form.

All figures in USD

NET ASSETS

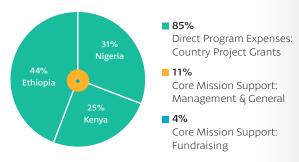
Beginning **\$3,270,571** Ending **\$1,860,407**

2018 **\$6,261,977**

2017 **\$5,801,262**



2018 EXPENSES



ACCREDITATIONS



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Excellence in Giving



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.

RECURRING GIFT

By giving <u>online</u> monthly, you help Nuru better save time and resources by providing stable an ongoing support to change the lives of families and communities Nuru serves.

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.

STOCK GIVING

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

CORPORATE MATCHING

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

WANT TO TALK WITH A MEMBER OF OUR TEAM ABOUT INVESTING IN NURU? Contact <u>info@nuruinternational.org</u> with your request.



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