



Opportunity

2019 Annual Report



Table of Contents

Letter From Our CEO	2
2019 Results	3
2019 Year In Review	7
Kenya	9
Ethiopia	11
Nigeria	13
Advocacy	14
Donor Spotlight	15
Donor Recognition	16
Board of Directors	20
Financials	21
Support Our Work	22



Our Vision & Mission

Nuru's vision is to cultivate lasting meaningful choices in the most vulnerable and marginalized communities in the world.

Nuru's mission is to build resilience corridors by eradicating poverty and unlocking economic potential within fragile communities in the Sahel to stop the spread of violent extremism by 2030.

Nuru International is a nonprofit dedicated to equipping local leaders with the tools and knowledge they need to lead their communities out of extreme poverty for good. Nuru operates in three countries and has helped more than 134,466 people to begin lifting themselves out of extreme poverty over the last decade.

Letter From Our CEO

2019 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. Of course you'll find more detail around the last year's efforts in the pages ahead, but I wanted to highlight just a couple things for you.

Launch of Programming in Northeastern Nigeria

In 2019, Nuru successfully launched programming in northeastern Nigeria in former Boko Haram caliphate territory. Nuru chose to launch our work in Nigeria to begin the process of healing a divided community by starting exclusively with women farmers. Nuru provided permagarden training to approximately 500 women along with loans of Purdue Improved Crop Storage (PICS) bags for reducing post-harvest loss for farmers—resulting in a 43% increase in income compared to non-Nuru farmers.

Passage of the Global Fragility Act

As the year was winding down in December, the Global Fragility Act (GFA) was signed into law. Many of you wrote letters and called your representatives to encourage them to cosponsor and pass this legislation, and for that, I thank you. Our friends at The Sheridan Group (the government relations strategy firm we've been working with) had this to say about our success: "This remarkable victory for 21st century approaches to new global threats was pioneered and led by an organization called Nuru International. Their ground breaking and innovative work, beginning in Kenya a decade ago, provided the data and program design for the GFA. As history has proved, the best policy designs originate in extraordinary programs with solid data and results."

It's hard to believe that just a few years ago this was all just an idea. But now, thanks to you, we are poised to be able to see many more people move out of extreme poverty for good. Local leaders like Pauline Wambeti in Kenya and Abiy Meshesha in Ethiopia are helping thousands of farmers and their families do just that, and we are preparing to take Nuru's model to even more vulnerable communities across the Sahel region of Africa in the years ahead.

Thank you for your selfless commitment to bring lasting meaningful choices to some of the most vulnerable and marginalized communities in the world. I'm humbled to have you walk with us on this journey, and I'm excited for what lies ahead.



Stay in the fight,

A handwritten signature in black ink, appearing to be the name 'Jake' written in a cursive, flowing style.

Jake



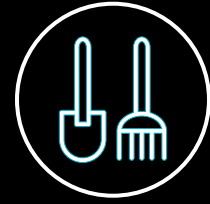
2019

RESULTS



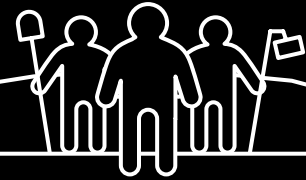
51,000

Active 2019 Participants



45

Cooperatives



98%

Increased Crop Yield

(compared to baseline)



\$400

Increased Income
per Household

(compared to baseline)







Helping more than

130,000

people lift themselves out of extreme poverty since 2008.



Nuru International Year In Review

JAN



Nuru Kenya team member, George Nyamweya, shared Nuru's innovative approach and model for driving change at a conference in South Africa hosted by the United Methodist Committee on Relief (UMCOR).

Nuru International was named one of three finalists for the 2019 Zayed Sustainability Prize for its work to create more sustainable food systems.

FEB



Nuru's Leadership Program Strategic Advisor, Brian Viani, provided a presentation to members of the Movement for Community Led Development (MCLD) in late February sharing lessons learned in Nuru's locally-led capacity development efforts in Kenya and Ethiopia.

MAR



Pauline Wambeti, George Nyamweya, and other staff strengthen their role as African thought leaders during the Aid and International Development Forum Conference and other events during the spring.

APR



For the second year in a row, Nuru was selected as one of the 2019 "Best Nonprofits To Work For" by The Nonprofit Times. The Nonprofit Times evaluates nonprofits using data including staff surveys.

MAY



Nuru Kenya Cooperative and Market Linkage Program Manager, Fatuma Nyanjong, represented Nuru Kenya in Nairobi at a gathering of local and global partners for the Agribusiness Market Ecosystem Alliance (AMEA).

JUNE



In June, Nuru CEO and Founder, Jake Harriman, was named a 2019 Top 100 Transformational Leader by the John Maxwell organization. Jake joins influencers across multiple sectors including Sheryl Sandberg, Drew Brees, John Doerr, and Brené Brown on the list.

JULY



For the fourth year in a row, Nuru received an operational excellence award from Humentum. Nuru's Chief Operating Officer, Marc Rahlves, received the award this year for his work in helping Nuru prepare systems for more aggressive growth in the future.

AUG



For the second year in a row, Nuru received a Great Place To Work designation. Nuru is actively working to improve its processes across the organization to prepare for future scaling and growth.

SEPT



Nuru Strategic Partnerships Director, Billy Williams, was invited to share Nuru's impact, use of technology, and vision for future growth with members of the Silicon Valley Community Foundation's Donor Circle for Africa.

OCT



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

NOV



Julie Carandang, Nuru International Monitoring and Evaluation Strategic Advisor, collaborated with Dr. Heath Prince of The Ray Marshall Center to present Nuru's framework for its longitudinal study of resilience capacities in its Nigeria project during an event in Washington, D.C.

DEC



After a successful launch of its intervention in northeast Adamawa state, Amy Gaman, Nuru Nigeria's Executive Director, was recognized as Adamawa's Humanitarian Ambassador of the Year.



Kenya



Key Stats

14

Cooperatives in Nuru Kenya

98%

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

\$400

Average net profit from crop and dairy in Nuru households

\$520

Revenue per household from crop and dairy activities

25%

Reduction in under-five child mortality

Nuru Kenya continues to strengthen farmer organizations and support farmer income diversification while also becoming thought leaders in the international development sector.

Nuru Kenya's focused its efforts for 2019 on strengthening its 14 existing farmer cooperatives. That goal was achieved on a variety of fronts. First and foremost, Nuru continued to focus its leadership development efforts at these cooperatives. Nuru's unique servant leadership model helps address problems that traditionally plague cooperatives—mismanagement and poor leadership practices. As a result of this approach, 79% of these cooperatives demonstrated profitability. They also achieved an average SCOPEinsight score of 3.3 out of 5, outperforming the regional average. This comes as a result of a very productive harvest as well by farmer members. One of these cooperatives also received a \$10,000 grant through Kenya's National Agriculture and Rural Inclusive Growth Project (NARIGP) a World Bank-supported project.

Nuru Kenya's staff are increasingly getting invitations to share on panels at conferences as well so they have an opportunity to share what is working with others, and encourage more organizations to adopt a locally-led approach to serving smallholder farmer communities. Managing Director, Pauline Wambeti, and her team shared their successes at several conferences throughout the year including the Aid and International Development Forum (AIDF), Agribusiness Market Ecosystem Alliance (AMEA) Global Meeting, and AidEx Nairobi.

Nuru also worked to help farmers and their cooperatives to diversify their revenue streams to help build resilience and mitigate against potential future shocks. Eight cooperatives purchased inputs for their farmers during the short-rains season to help farmers further strengthen their livelihoods year round. Nuru also expanded its dairy program to help farmers diversify their income streams, and milk produced by Nuru farmers is being processed into yogurt. This Nuru-branded yogurt line is now being packaged and sold regionally across southwestern Kenya by Nuru Social Enterprises.

In addition to building resiliency at the household and cooperative level, Nuru Kenya began working to develop new funding streams, and was awarded a \$200K grant from the Kenya Market Crops and Dairy Systems activity, a USAID "Feed The Future" funded initiative.

Nuru Kenya, in its fourth year after expatriate staff exit, is standing stronger than ever, and helping farming communities across Migori County, Kenya and beyond to build resilience and be better prepared for shocks. The team is preparing to scale to neighboring Homa Bay County, Kenya in 2020.



Ethiopia



Key Stats



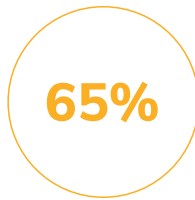
Cooperatives in Nuru Ethiopia



Reduction in under-five child mortality



Number of children in grade 1-4 reached



Increase in crop yield compared to baseline



Increase in income compared to baseline

In its first full year after the planned exit of expatriate staff, the Nuru Ethiopia team made two strategic adjustments to help make farmers and their 31 farmer organizations more resilient.

The first adjustment was to work to further diversify livelihoods approaches in its cooperatives. With the addition of a new cash crop program, farmer households will be better equipped to cope with shocks, and will have an increasing variety of income streams to strengthen their cooperatives. After conducting research on potential cash crops in 2018, Nuru launched a cash crop initiative focusing on mung beans and ground nuts (peanuts) in 2019. This program is running alongside Nuru Ethiopia's animal fattening livelihood diversification loan program which exceeded expectations with over 1,300 participating farmers.

The second adjustment was to develop transition plans for some of the first farmer organizations Nuru served as they move beyond the need for Nuru's direct services and become more self-reliant. As a result, Nuru began to adjust its direct service provision to the first nine farmer organizations inducted into the Nuru model. The farmer organizations are all based in Boreda woreda and completed their fifth year of operation in 2019. While Nuru is scaling down direct service to these farmer organizations, collaborative efforts with the local government continue to ensure these groups have support during their next growth phase. Seven of these nine farmer organizations were profitable in FY 2018-19 with the remaining two at just below break-even. Because of Nuru's emphasis on leadership development and strong financial accounting, these cooperatives will be standing strong for years to come.

Nuru Ethiopia also worked to identify additional new sources of philanthropy to support future scaling. Abiy Meshesha and his team are engaging with other agencies and associations including USAID and the Coalition of Christian Relief and Development Associations (CCRDA) of Ethiopia. Nuru Ethiopia has built a positive reputation with the Charities and Societies Agency of Ethiopia, and its long track record of impact is providing traction in conversations that could lead to even stronger partnerships in the future.

As a result of the efforts by Nuru Ethiopia's staff, 31 farmer cooperatives and more than 36,000 Ethiopians are poised for building even greater resilience in the year ahead, and scaling this approach to even more people.

Nigeria



Key Stats

43%

Increase in income
for Nuru farmers

Nuru's project in northeastern Nigeria is meant not only to eradicate extreme poverty in the area but also to build resilience and social cohesion in these communities. As a result of careful planning and implementation, as well as engaging with local stakeholders, Nuru Nigeria is off to a successful start.

500

Women farmers
enrolled

In 2019, Nuru launched its intervention with a focus on building a strong foundation. It started with the recruitment of 500 households focused on women farmers in northern Adamawa State. Nuru then helped these farmers organize into 38 farmer associations. These women received inputs and training in best agricultural practices for establishing a productive permagarden near the home, and also received a loan of Purdue Improved Crop Storage (PICS) bags to mitigate against post-harvest loss. The result of this intervention was a 43% increase in income for Nuru farmers. More importantly, we are working together to build a strong foundation of trust and healing in these communities. As a result, Nuru also developed a plan to build on this preliminary success by expanding its agriculture efforts selecting soy and groundnut as crops, and introducing a second means of livelihood in the form of ram fattening in 2020.



Advocacy

Global fragility act passes and opens possibility of new sources of support for Nuru

Over the last four years, Nuru has been working to contribute to the shaping of US foreign policy in Congress, USAID, and other government agencies so that these agencies recognize the importance of engagement in addressing extreme poverty in fragile states as a means to prevent the spread of violent extremism. As a result of these efforts, Nuru has been invited as a consultant by the 9/11 Task Force On Extremism (whose research findings were published in early 2019), and it has also been able to develop bipartisan Congressional champions in both the U.S. House of Representatives and Senate who cosponsored 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. This piece of legislation passed in December of 2019, and the result is a \$1.1 billion dollar initiative that will coordinate the combined efforts of the United States Department of State, Department of Defense, and USAID along with implementing organizations to address the factors that lead to state fragility in areas like the Sahel region of Africa.

Donor Spotlight

Monthly Donors Provide Stable Support for Nuru's Programs

Nuru has been privileged to garner the support of a wide array of individuals and foundations, and we are incredibly thankful for our monthly donors. Nuru launched its monthly giving program in the fall of 2009, and it has grown from a handful of supporters to include hundreds of individuals. And because of that support, thousands of families are charting a path toward a better life. These committed donors come from all walks of life, from high school students to professionals across a variety of sectors. They have each helped Nuru support farmer households. These individuals are also champions in their communities for Nuru farmers and their families. **As a staff, we want to say thank you for standing together with the farmers we serve!**

Nuru Completes Its Seventh Marine Corps Marathon



What started seven 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 seven years, teams of runners have combined to raise nearly \$200,000 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 to #RunWithTheMarines. Each October, more than 30,000 runners converge to "charge the district, beat the bridge, and take the two," 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, and we hope YOU will join us in a future year!

Donor Recognition

Lead Investor \$500,001+



Anonymous

Visionary \$100,001–\$500,000

Anonymous
Preston and Carolyn Butcher
Jeff and Andi Chambers
Bill and Kate Duhamel
David Fischer

Franklin and Catherine Johnson Foundation
Joe Gleberman
The Hapke Family Fund
Imago Dei Fund
Peery Foundation

Torchbearer \$10,001–\$100,000

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up to \$1,000

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 Basil Fthenakis
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 Benjamin and Lorrie Young
 Bill and Jean Ghera
 Billy and Jamie Williams
 Bradley and Jennifer Prugh
 Bradley Fessler
 Brandon Hipp
 Brendan and Kimberly Higgins
 Brent, Nicole, Bella, and LG
 Sergeant
 Brian Braat
 Brian Schupp
 The Kidd Family
 Chad Coursey
 Chad Gremel
 Charles Molloy
 Charles Steitz
 Charlie Williams
 Christopher and Staci Baker
 Christopher Foster
 Christopher Lang
 Corey Bozic
 Danny Perez

Dave and Kate Kennedy
 Dave and Kati Williams
 David and Carmen Abreu
 David and Kathy Carreon
 David Fitzell
 David Inman
 Dean Hancox
 Desiree Silva
 Dick and Pat Lenham
 Don and Kati Faul
 Donna Rudolph
 Douglas and Anne Wood
 Douglas Seich
 Douglass and Diane Swearingen
 Dr. Nicholas and Tara Culp
 Emily McLaughlin
 Eric and Sally Benson
 Eric Liese
 Erik Bengtsson
 Garreth and Bonnie Sutton
 Giovanni Portogallo
 Glenn Schatz
 Greg and Susan Holsclaw
 Greg Goodman
 Greg Hunter
 Gregory and Mary Dodge
 Gregory McLaughlin
 Haley Matuszynski
 Holly Martin
 Irene Chung
 Jack Edwards
 Jacki Neil Boss
 Jacob Anderson
 Jacquelyn Herbort
 Jae Choi
 Jai Choi
 Jake Harriman
 James and Megan Bouck
 James adn Melissa Hodge
 James Vincent
 Jason Morrow
 Jason, Sarah, and Grady Bolen
 Jeannie Martineau
 Jeff and Barbie Jackson
 Jeff and Kelly Barrons
 Jeff and Sarah Dodson
 Jesse Van Eerden
 Joan Olson
 Joel Morrison
 Joey and Brittani Swearingen
 John and Melissa Hancox

John Sprucinski
 John Walz
 Jonathan Carreon
 Jordan Ricker
 Josephine Reece
 Josh Meyer
 Joy and Jared Goor
 Joy Hunte
 Julie Phillips
 Kathryn Corcoran
 Kazarian Family
 Keith and Laura Galloway
 Kevin Sipe
 Kim Keating
 Kirk and Charlotte Haas
 Kirk Copen
 Leslie and Kimberly Reaser
 Life is GOOD follow Us (Lars, Suzi,
 Tiura, and Liva)
 Lisa Hough
 Liz and Bart Peintner
 Lori Hermann
 Michelle and Ian Juul
 Lucas and Diane Harriman
 Lynn Marmer
 Marc and Ana Rahlves
 Mare Stewart
 Margaret Nyweide
 Marianne Berkovich
 Marilyn Scott
 Mary Ann Ryerson
 Mary Blum
 Matt Wilkerson
 Matthew Dodge
 Matthew Foss
 Matthew Miller
 Megan and Brian Shope
 Megan and James Bouck
 Megan Pavlock
 Melissa Palmisciano
 Michael and Anita Hancox
 Michael Changala
 Michael Files
 Mike and Jan Harriman
 Nancy Ortberg
 Nisha Chakravarty and Raj Beri
 Nissa Van Riper
 Noah, Asher, and Ezra Schupp
 Pat and John Hotchkiss
 Paul and Janet Kokot
 Rachel Roberts

Randy and Heather Warren
 Rebecca Thamann
 Ridge Choi
 Robert Debs
 Rosemary Thomas-Scheidel
 Rune Sorensen
 Ruth Demaio
 Ryan and Jayne Faul
 Ryan and Sarah Trommer
 Ryan Dew
 Ryan Smither
 Sallie Smith
 Sara and Steve Kuljis
 Sarah Stamboulie
 Scott and Danielle Taylor
 Anonymous
 Shahak Nagiel
 Smart Choice Computer
 Solutions-Wayne Snyder,
 President
 Stacey Ware
 Stephen Beckwith
 Steve and Christi Powell
 Steve and Liz Powell
 Steve Feldman and Leora Henkin
 Steve Fiscus and Carrie Batson
 Stuart Godwin
 The Schut Family
 Thomas and Ann Keefer
 Timothy Whalen
 Tina Kamararian
 Todd and Tanya Mace
 Diane and Tony Tarantini
 Troy and Stacy Tertany
 Troy Hickerson
 Tyler Nelsen
 Victor and Elizabeth Cardenas
 Wes and Jenna Mace
 Wilbur Chan
 William and Elizabeth Atherton
 William Dalton
 William Danjczek
 Yolanda Sarraga
 Zack Arnold
 Luke and Liz Liiff



Strategic Leadership Team



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.

Board of Directors

John Hancox
Chairman

Don Faul
Treasurer

Beth Van Schaack
Secretary

Kim Keating

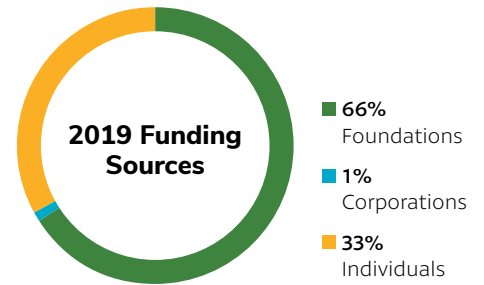
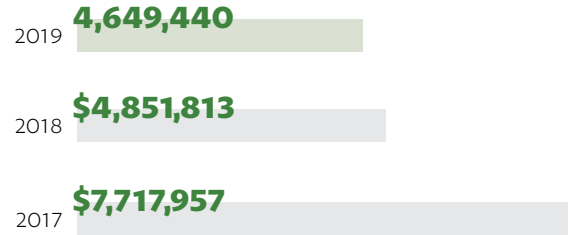
Jen Easterly

Jake Harriman

Financials

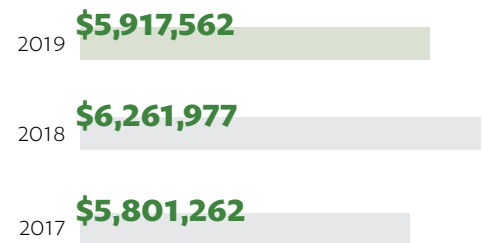
Revenues

	2017	2018	2019
Foundations	5,812,858	2,831,273	2,746,706
Corporations	20,208	42,073	17,387
Individuals	1,884,890	1,978,468	1,885,347
Total Revenues	7,717,956	4,851,813	4,649,440

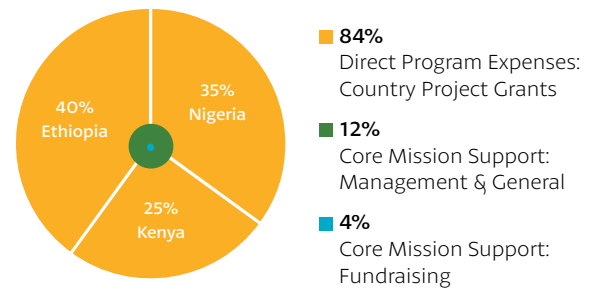


Expenses

	2017	2018	2019
Program	5,027,424	5,318,155	4,924,879
Management	611,386	716,190	736,172
Fundraising	162,452	227,632	256,511
Total Expenses	5,801,262	6,261,977	5,917,562



2019 expenses



For more detailed breakdowns, refer to our 2019 [990 form](#).

All figures in USD

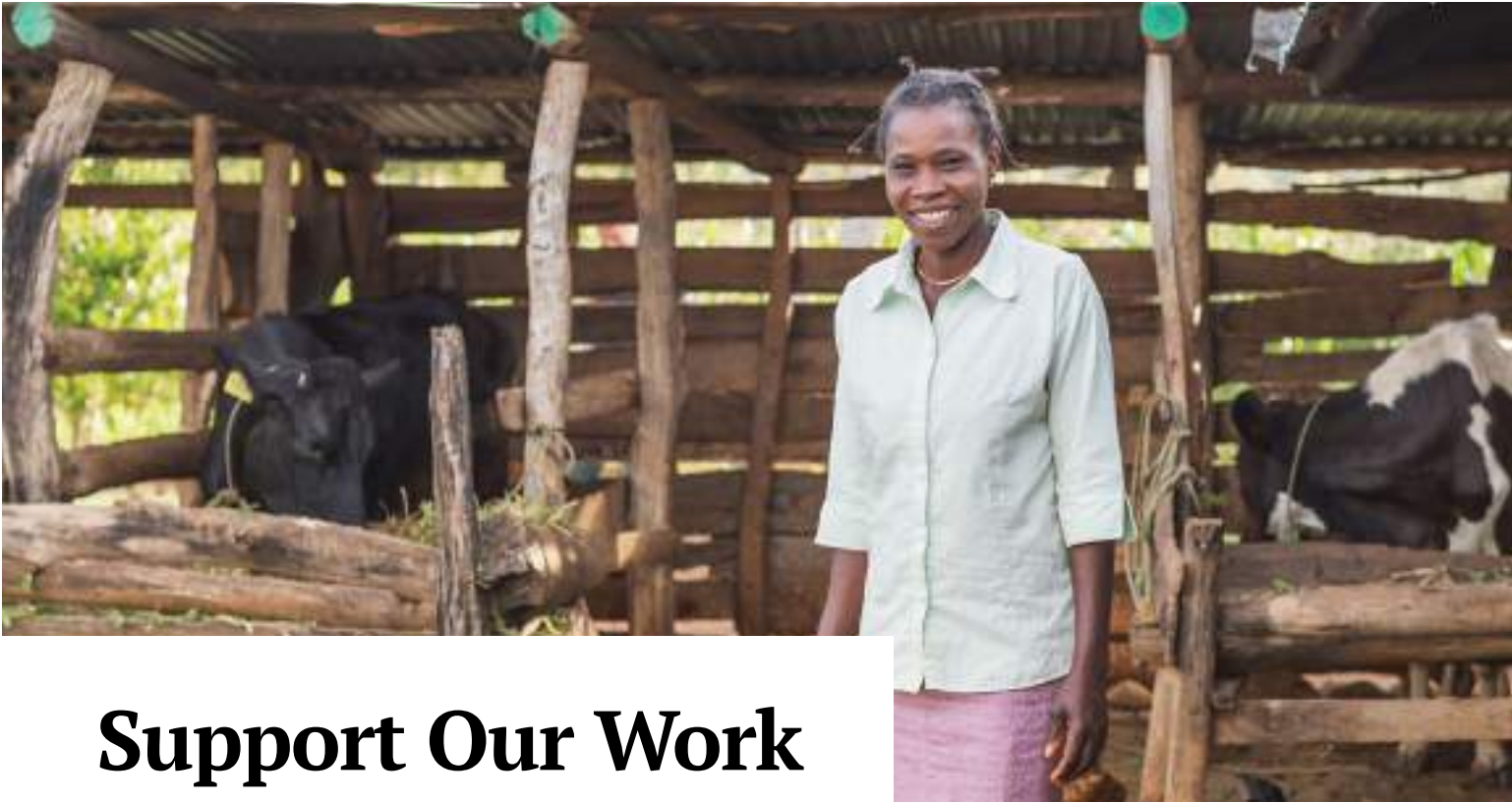
Net Assets

Beginning **\$1,860,407**

Ending **\$592,285**

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.

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.

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 tax benefits for you and your family.

Cryptocurrency Donations

Nuru can now accept your cryptocurrency donations including Bitcoin, Bitcoin Cash, Litecoin, or Ethereum.

Stock Giving

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

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.

Want to talk with a member of our team about investing in Nuru?

Contact info@nuruinternational.org with your request.

Donate Online

nuruinternational.org/donate



nuruinternational.org

info@nuruinternational.org

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