



EVALUATION OF NURU KENYA'S INTEGRATED AGRICULTURALLY-BASED DEVELOPMENT MODEL



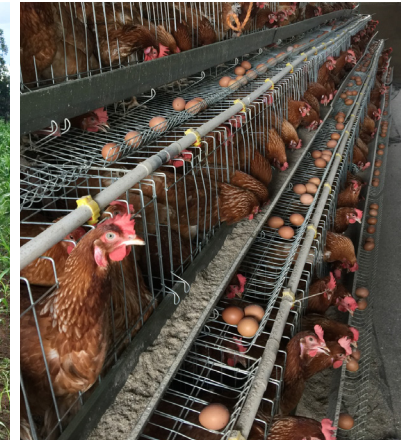
THE LEONA M. AND HARRY B.
HELMSLEY
CHARITABLE TRUST

INTRODUCTION





Genesis Analytics has been retained by **Helmsley Charitable Trust (HCT)** to provide monitoring and evaluation (M&E) support to Nuru Kenya's "Self-sustaining, self-scaling, integrated, agriculturally-based development model to increase food security, alleviate extreme poverty, improve literacy, and reduce preventable death in Kuria West" programme.



This report presents the findings from the implementation evaluation which was guided by a comprehensive and systematic analysis framework based on the globally recognized Development Assistance Committee (DAC) evaluation criteria. These have been colour-coded according to the 'success' of each criterion.

The evaluation was informed by key informant interviews with project and management staff and in-depth case studies with current and previous beneficiaries of the programme.



FINDINGS & ANALYSIS

DAC CRITERION	FINDINGS	IMPLICATION
 RELEVANCE	 <ul style="list-style-type: none"> Nuru Kenya has an in-depth understanding of the context and needs of the surrounding community and is addressing a wide variety of needs for smallholder farmers in Kuria West through the provision of farm inputs on credit, bundled with other non-financial services, such as training and post-harvest support. However, clients have suggested that Nuru starts providing financial credit; livestock; and a more diverse product range. 	<ul style="list-style-type: none"> The roll-out of the farmer cooperative model in Kuria West presents Nuru's response to the suggested programme improvement. By bringing groups of farmers together to form cooperatives, the model will allow farmers to access a range of additional benefits including stronger bargaining power, for example for much needed crop insurance, as well as for harvest prices; and higher quantity and quality produce, as a result of member training, which should fetch higher prices at market.
 EFFECTIVENESS	 <ul style="list-style-type: none"> The organization previously focused on reaching targets, and was less focused on the rate of default of farmer loan repayments To address the issue of low repayment rates Nuru Kenya has prevented indebted farmers from taking out more loans until they have paid back their previous loans, and thus, the number of farmers that Nuru Kenya is serving through the agricultural impact programme has dramatically decreased year-on-year from 6,738 farmers in 2015 to 2,125 farmers in 2016. Nevertheless, internal project evaluations have shown that Nuru Kenya farmers perform better over a range of indicators when compared to non-Nuru Kenya farmers. Nuru Kenya has implemented the farmer cooperative model to improve the effectiveness of the programme, and is planning to integrate programme delivery, through the integration of their impact programmes. 	<ul style="list-style-type: none"> While reach has been substantially reduced, the new focus on loan repayments is more sustainable and will more beneficial for farmers in the long term, by reducing over indebtedness. The roll-out of the cooperative model represents a considerable deviation from the current method of delivery. However, this model has the potential to sustainably reach more farmers in the long term. The effectiveness of the cooperative model will be dependent on the ability and willingness of the farmer cooperatives to invest their time and resources into the continuation of the other impact programme activities.

DAC CRITERION	FINDINGS	IMPLICATION
 EFFICIENCY	<ul style="list-style-type: none"> ★ ★ Nuru Kenya has effectively leveraged the mobile money platform M-PESA, through which farmers can directly pay back their loans to the organization. This has led to increased efficiency, and subsequently has also led to a decrease in fraud. ★ The organization has identified strategies to manage key efficiency risks, which are expected to lead to cost savings and improved control of programme quality. ★ Nuru Kenya's M&E team continues to support data-informed decisions, to facilitate continuous improvement and to ensure that the impact programmes achieve desired results, therefore resulting in high efficiency. 	<ul style="list-style-type: none"> ★ While inhibiting clients that have outstanding loan balances from taking out additional loans has reduced the program reach, this will drive greater capital recuperation.
 SUSTAINABILITY	<ul style="list-style-type: none"> ★ ★ ★ Nuru Kenya has an organisation-wide commitment to achieve sustainability, and their programme strategy reflects this commitment. ★ The transfer of the programme to local staff and the development of the social enterprises have supported Nuru Kenya's strategy towards sustainability. ★ Nuru Kenya is yet to achieve financial sustainability. This is planned to result through a combination of cost reduction for the organization and growth of Nuru Kenya Social Enterprises. 	<ul style="list-style-type: none"> ★ If successfully organized and trained, the cooperative model will enable farmers to achieve higher yields and higher incomes, hence enabling the impact on Nuru Kenya's beneficiaries to be sustained. ★ If Nuru's sustainability initiatives are successful, they could be replicated and inform other programs sustainability strategies.

RECOMMENDATIONS

LIMIT THE FOCUS ON REACH:

As Nuru Kenya shifts to the cooperative model, it is recommended that instead of focusing primarily on the number of farmers the organization aims to serve, there is continued focus on maintaining an effective and efficiently managed program.

UPHOLDING THE INTEGRATED APPROACH TO POVERTY ALLEVIATION:

As Nuru Kenya transfers its operations to the cooperative model, it is important that the other impact programs, such as Education and Health, are not neglected. The leaders of the cooperatives should be able and motivated to support the delivery of the impact program, which are core to Nuru Kenya's unique integrated community-based model. This will mean that Nuru Kenya should continue to monitor the implementation and delivery of the impact programmes, and apply the RBM approach, to ensure that the quality of the impact programmes is not diminished during this transition.



PROJECT TEAM RESPONSE

Subsequent to submitting the evaluation report to HCT, the evaluation team discussed the findings from the implementation evaluation and the recommendations proposed as a result with Nuru Kenya. The Nuru Kenya team believe that the findings presented paint an accurate picture of the realities on the ground, as well as the successes and challenges that have been faced by the organization.

Nuru Kenya believes that the recommendations are pertinent to the organization. In particular, related to limiting focus on reach, Nuru Kenya has acknowledged that this is something they need to get better at doing, and therefore avoid scaling up interventions to quickly; secondly, related to upholding the organizations integrated approach to poverty alleviation, given that the organization has, and continues to undergo extensive change, Nuru Kenya has begun conducting strategic, high-level discussions with its programme staff to explore this recommendation further.






THE FACTORY: NURU MODEL

Sustainability Model	+	Impact Model
		<div style="background-color: #f4a460; padding: 5px; margin-bottom: 5px;">Hunger</div> <div style="background-color: #f4a460; padding: 5px; margin-bottom: 5px;">Inability to cope with economic shocks</div> <div style="background-color: #f4a460; padding: 5px; margin-bottom: 5px;">Preventable disease and death</div> <div style="background-color: #f4a460; padding: 5px;">Lack of quality education for children</div>
		

Prepared By

ALYNA WYATT | alynaw@genesis-analytics.com
+27 11 994 7000 | www.genesis-analytics.com

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