

Committed **to growth**

2015 Annual Report

iDE

iDE's ROI Commitment

10:1

Return on investment is possibly the most important metric we have as it measures the impact you can make with each dollar you invest in iDE.

We commit to a minimum return of \$10 in annual income generated or saved by a person in poverty for every dollar received by iDE.

ROI is based on a three-year rolling average.

Individual and Family Foundation Donors (\$1,000+)		2015 Board of Directors
Lee Addams	Tish and Marvin Key	Lee Addams
Robert and Carol Allison	Chris and Barbara Kryder	David Curry
Gary Barr	Eric Lemon	Frank DeFehr
The Battilega Family Foundation	Russell and Lori Lindemann	Tom Eblilng
Virginia and Robert Bayless	F. Patrick Listermann	James Ehnes
Benson Family Foundation	Bruce and Betsy Headrick McCrae	William Fast
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Laura and Bob Hill		
Mary Holleman		

We honor our donors wishes to remain anonymous, and would like to extend our gratitude to all of our supporters who are not listed publicly.

Staff from every country where iDE operates made donations to support iDE's mission and goals globally.

LETTER FROM THE CEO

Dear Friends and Partners,

On behalf of our global team, I am proud to present our 2015 annual report. Great news: along with our continued financial growth, our impact on the lives of the poor continues to improve. We exceeded our yearly goal for both number of people impacted and annual revenue received. We also continue to improve our Return on Investment for donors and supporters. This report shares those facts and figures and I hope you enjoy it.

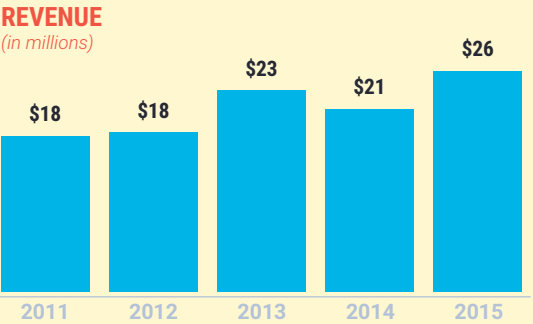
2015 was a pivotal year for iDE. We engaged iDE's leaders around the globe in evaluating and codifying our strategic direction for the next five years. As a decentralized organization, with over 96% of our employees working in the countries they support, it is essential that we have a clear understanding of what iDE does well and how we are able to be successful.

This strategy, formally approved by our Board of Directors, led us to better define iDE's Areas of Focus. We also formed a new department called Global Initiatives to channel the vision of our technical leaders within those focused areas.

I'd like to thank our growing list of supporters, especially those who responded to our call for emergency needs in Nepal following the earthquake in April. We appreciate the trust

and encouragement for our work in fighting poverty through the power of entrepreneurship and look forward to more success in creating markets and businesses in 2016.

Tim Prewitt, CEO



IDE spans 14 countries, employs 944 people, and owns 4 social enterprises, with 1 goal: creating income and livelihood opportunities for poor, rural households.

We help create and build markets that enable local businesses to thrive while delivering critical products and services to millions of people who need them.

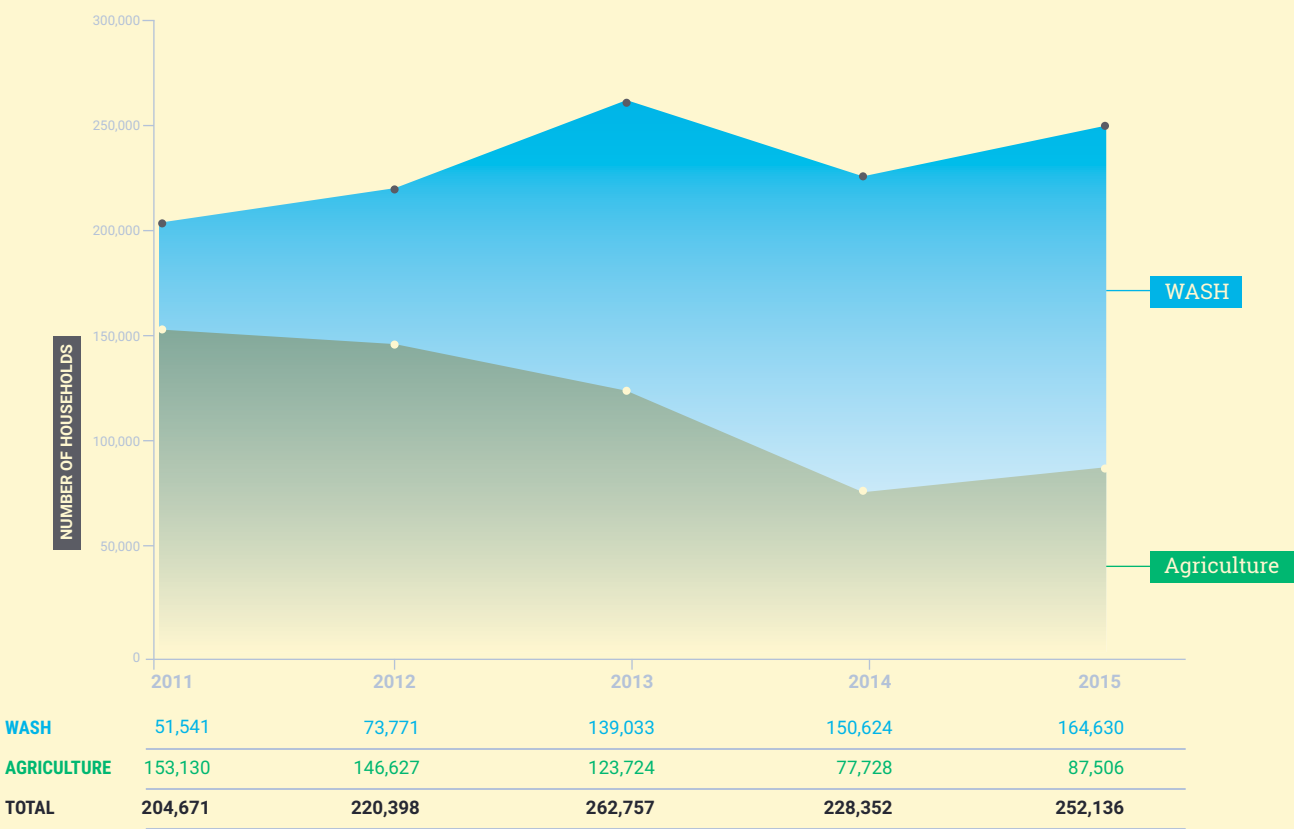
Operating under the ethos of talking to those we are striving to serve before proposing a solution, IDE's design approach is human-centered, creating solutions that are desirable, feasible, and viable. And because a solution that works in Nepal may not work in Ghana, we always evaluate our approaches to fit the context that meets community and individual needs, not just for this year, but beyond.

A great product is just the beginning. For it to succeed, it has to get from urban centers to rural areas, many miles away to the doorsteps of our customers—rural households and small-scale farmers. We work hand-in-hand with governments and other public sector entities to break down barriers to economic growth.

- WASH
- Agriculture
- Finance



GLOBAL SCALE BY SECTOR



Key Performance Indicator
SCALE

The number of households
with which we work.



Agriculture
For Entrepreneurs

Agriculture is the secret to feeding a growing, hungry planet. Improving small farms’ productivity is a key strategy, as they generate 80 percent of the food consumed by rural communities. Yet, the women and men who run these farms represent 70 percent of the world’s poor, and lack the techniques and technologies that could enable them to become productive small business farms. iDE creates business opportunities that enable increased productivity and result in greater income.

\$328

Impact per household

10.5:1

Cost-effectiveness ratio



Markets for WASH

Since we began promoting markets for Water, Sanitation, and Hygiene (WASH), over 3.9 million rural households now have access to clean drinking water, improved toilets, and more knowledge about how to improve the health of their families. Using the principles of human-centered design, we connect to customers who let us know exactly what they need in order to invest in a toilet, water filter, or handwashing solution for their families. We then help local entrepreneurs re-tool to build and deliver these solutions.

\$129

Impact per household

16.3:1

Cost-effectiveness ratio

Key Performance Indicator
IMPACT

The average annual net household increase in both income and savings achieved by households with which we work.

Key Performance Indicator
COST-EFFECTIVENESS

The ratio of money spent by iDE relative to the aggregate increased income generated (or saved, for our WASH portfolio) by participating households estimated using a three-year rolling average.

SELECTED PROJECTS COMPLETED IN 2015

iDE continued to expand its **Farm Business Advisor (FBA)** approach in Africa with the completion of a project in Mozambique for the Ford Foundation that integrated more than 500 small-scale farmers into markets through collection centers. 60 new FBAs were trained, assisting on average 40 smallholders each. The Mozambique government supports continued growth of the FBA model, as they view it as a better method to provide agricultural extension services for the future.

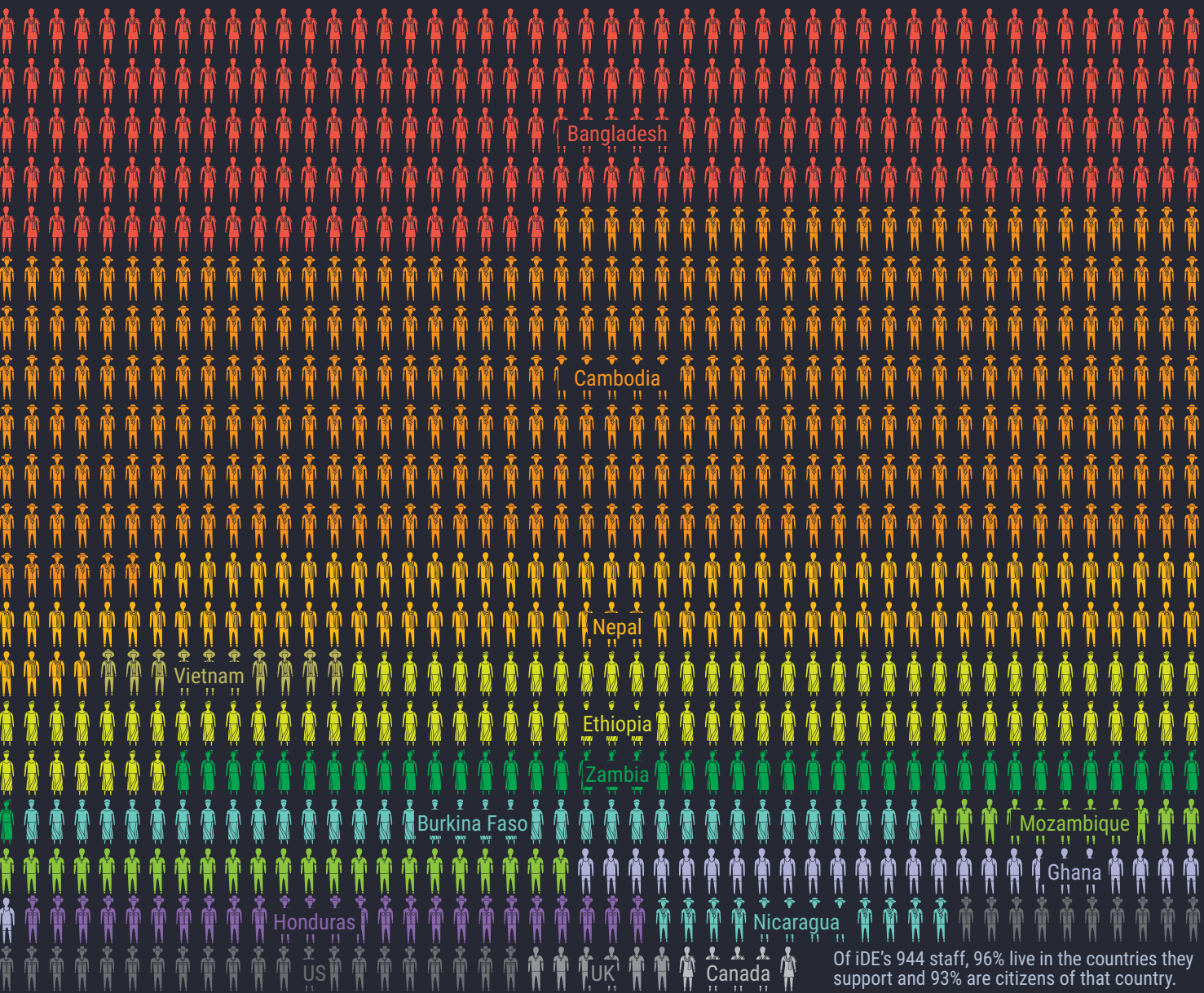
The Bangladesh **Program for Strengthening Household Access to Resources (PROSHAR)** project completed in 2015. Over 43,000 vulnerable households were reached to help reduce food insecurity, increase nutrition, and build resilience to natural disasters. iDE facilitated production and sales planning meetings with 7,500 low-income producers, led by over 75 FBAs who were trained by iDE to engage with input suppliers as well as buyers to co-create upcoming growing season plans together.

FBAs are also making a difference in Cambodia. Through the **Project for Agricultural Development and Economic Empowerment (PADEE)**, 223 demonstration farms were established in 2015 and provided 1,102 training events. 67 new FBAs were recruited and over 12,000 households now have access to quality products and services.

Cambodia remains the trendsetter for iDE's WASH program, with impressive success in both increased latrine coverage and new innovations in design and implementation. After the completion of the initial **Sanitation Marketing Scale-Up (SMSU)** project in 2014, iDE engaged in a human-centered design (HCD) review called **SanMark Going Deep**, funded by the World Bank. The results identified improvements in both the manufacturing design and sales process, which are now being implemented in **SMSU 2.0**, including an integrated latrine ordering, production, and installation tracking process using Salesforce. Over 50% latrine coverage has been achieved to date in Cambodia, and we are on track for 100% coverage within the next decade.

Nepal completed the first phase of its own **SMSU project**, including a HCD deep dive that identified modifications to the Easy Latrine design from Cambodia to better fit conditions in Nepal, with more than 10,000 latrines already sold by the end of 2015.

iDE Staff By Country



Of iDE's 944 staff, 96% live in the countries they support and 93% are citizens of that country.

Human-Centered Design

iDE researchers spent two weeks in May 2015 talking to 24 individuals in two provinces, specifically targeting farmers who had not worked before with an iDE FBA. Through these interviews, iDE learned that Zambian farmers were confused by the multiple people who visited them, unsure of what an FBA was or why the FBA was there. Small-scale farmers believed it was impossible for them to evolve into commercial businesses. Farmers were open to advice, but believed the best advice came from successful farmers, not just a self-described expert.

Based on the findings from the deep dive, iDE developed a new strategy for the Zambia FBA program that focused FBA recruitment efforts on successful farmers in each community who were interested in expanding their business into agricultural input sales, establishing an agribusiness that would be local to their peers. These farmers would then be provided new training and knowledge that better positioned them as recognizable experts, especially in areas of market and water-resource access, which Zambian farmers had identified as lacking. In this photo, Buumba Habeenzu, a field officer for iDE, conducts an in-depth interview with Rodger Kabeyakabwe, a Zambian farmer in the Northwest province.



**“ I WOULD PRODUCE MORE
IF I HAD A PLACE TO SELL IT.”**

—Smallholder farmer deep dive participant, Zambia

Technology Commercialization

Going into 2015, iDE had a prototype solar pump entering the field testing phase. By the end of 2015, this pump had gone through five design iterations based on feedback from our farmers to become a product ready for commercial distribution. The Sunflower pump—a solar-powered efficient, versatile, and cost-effective piston pump radically changes the way smallholder farmers irrigate their fields.

iDE developed the pump in partnership with the Practica Foundation and Futurepump, and had support from the National Geographic Society's Great Energy Challenge and from the founding partners of the Powering Agriculture: Energy Grand Challenge.

Seen here with iDE project manager Sarah Nuernberger, Linda Manueles is one of thirty farmers that tested the Sunflower pump. Linda gave feedback to the design team while using the pump on her farm in Marcala, Honduras. Her observations were incorporated into future design iterations.

The Sunflower pump is now commercially available and retails for approximately \$650.



“SOLAR PUMPS ARE A WIN-WIN SOLUTION FOR LIFTING PEOPLE OUT OF POVERTY WITHOUT INCREASING GREENHOUSE GAS EMISSIONS.”

—Sarah Nuernberger, Technology & Innovation Group, Project Manager



“THERE ARE MANY MORE VILLAGES WITH IMMEDIATE NEEDS THAT WE ARE WORKING TO ASSIST. THE SUPPORT OF DONORS IS CRITICAL TO THESE EFFORTS.”

—Luke Colavito, iDE Country Director for Nepal

Agricultural Recovery

On April 25, 2015, Nepal was hit with a 7.8 magnitude earthquake that destroyed entire villages. Over 8 million people were affected. Many of the farmers iDE had worked with for years lost their homes and loved ones.

Even though iDE isn't a relief organization, our long standing relationships in these remote communities meant that we were in a unique position to be able to provide immediate assistance. Three days after the earthquake hit, iDE was the first group to deliver aid to the villages of Tanke and Ranagaun outside of Kathmandu with vital relief supplies.

Realizing that the earthquake had disrupted the traditional agricultural cycle for many families, iDE began our Agriculture Rehabilitation project in early May. We provided over 2,000 households in Lalitpur and Kavre districts with access to seeds and seedlings. As the rainy season approached, it was imperative that seeds be planted immediately to prevent a poor harvest, food insecurity, and potential economic catastrophe. The seedlings produced by local nurseries were provided at low or no cost to farmers who had suffered property damage, thereby freeing up resources and allowing them to begin the recovery process, rebuilding their lives and businesses.



Management Information Systems

Analyzing our sales data for latrines in Cambodia, we noticed a high number of cancelled orders, mostly due to customers tired of waiting for their latrines to be delivered. Delays were caused by some concrete masons being overwhelmed with orders or too busy with other demands. Other masons, however, didn't seem to be getting enough orders to keep them busy and, thus, would drop out of the program. These things negatively affected our sales agents, who relied on sales commissions for their own livelihood and would quit if they couldn't make sufficient sales.

Our solution was to move the entire supply chain tracking process into the digital age. Working with our partner, TaroWorks, we built a custom Salesforce app that tracks every sale, from the day it is ordered by the customer, to the day it is assigned to an available mason, to the day it is delivered. Nhoem Pechbrathna, a data officer on the M&E team in Cambodia, can be seen here analyzing a typical dashboard in Salesforce.

Thanks to the customizable nature of this system, it took only two months to set up the first pilot, and now over 6,000 orders are processed each month.

"OUR SYSTEM OFFERS A NEW, HIGH DEGREE OF TRANSPARENCY AND ACCOUNTABILITY NOT COMMON IN OUR SECTOR."

—Gordon Lau, Information Systems Architect

Read Gordon's article on [salesforce.org](https://www.salesforce.org)
"Breaking out of Poverty by Building with the Salesforce Platform"

2015 EXPENSES BY COUNTRY

Bangladesh	\$	6,129,601
Cambodia	\$	4,135,128
Other	\$	3,307,271 *
Nepal	\$	3,038,354
Zambia	\$	2,034,856
Ethiopia	\$	1,937,596
Mozambique	\$	1,347,260
Burkina Faso	\$	675,529
Ghana	\$	536,921
Vietnam	\$	512,294
Honduras	\$	480,130
Nicaragua	\$	364,782

* Includes expenses for El Salvador, Guatemala, Kyrgyzstan, Tajikistan, multi-country projects, Global WASH, and others.

2015 EXPENSES OF iDE'S SOCIAL ENTERPRISES *

Hydrologic	\$	994,048
iDEal	\$	129,699

* These social enterprises are separate but wholly-owned iDE legal entities. Other social enterprises remain in incubation and will be listed in the future once they are spun out.

EXPENSE BREAKDOWN

Field Programs	\$	20,349,543	79.4%
Field Programs / G & A*	\$	2,340,820	9.1%
Headquarters / G & A*	\$	2,638,633	10.3%
Fundraising	\$	294,474	1.1%

TOTAL	\$	25,623,470
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* General & Administrative

2015 EXPENSE DETAIL

Subgrants	\$	2,230,539	8.7%
Personnel	\$	12,704,537	49.6%
Professional Services (Subcontracts, Consultants)	\$	5,070,731	19.8%
Travel & Transportation	\$	2,268,352	8.9%
Vehicle & Equipment	\$	1,435,137	5.6%
Office Expenses	\$	1,914,175	7.4%

TOTAL	\$	25,623,470
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2015 INCOME

Grants (Public & Private Foundations)	\$	21,354,073	81.9%
Individual Donations	\$	291,464	1.1%
Interest Income	\$	52,742	0.2%
Field & Program Revenue	\$	2,006,909	7.7%
Sales & Other Income	\$	2,381,899	9.1%

TOTAL	\$	26,087,087
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ENDING NET ASSETS

As of end of reporting year

TOTAL	\$	3,955,068
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Academic/University Donors

Frankfurt School of Finance & Management
International Water Management Institute (IWMI)
North Carolina Agricultural and Technical State University
Regis University
The Netherlands Organisation
for Scientific Research (NWO)
Virginia Tech

Corporate Donors

Barrick Lumwana Mining Corporation
Butler Rubin Saltarelli & Boyd
Davis Graham and Stubbs Charitable Fund
DHL
IAMGOLD Corporation
Keller Engineering
Magnolia Hotels
Mozal
RLG International
Salesforce.com

Bilateral & Multilateral Donors

Australian Centre for International
Agricultural Research (ACIAR)
Australian Department of Foreign Affairs and Trade
Danish Ministry of Foreign Affairs - Danida
Dutch Ministry of Foreign Affairs (MoFA)
European Commission (EC)
Global Affairs Canada
International Crops Research Institute
for the Semi-Arid Tropics (ICRISAT)
International Food Policy Research Center (IFPRI)
International Fund for Agricultural Development (IFAD)
International Maize and Wheat Improvement Center (CIMMYT)
International Potato Center (CIP)
International Water Management Institute (IWMI)
Ministry of Foreign Affairs and Trade
(New Zealand Aid Programme)
Nordic Climate Facility (NCF)
Swedish International Development Cooperation (SIDA)
Swiss Agency for Development and Cooperation (SDC)
The Consultative Group for International
Agricultural Research (CGIAR)
United Kingdom's Department for International
Development (UK DFID)
United Nations Children's Fund (UNICEF)
United Nations High Commissioner for Refugees (UNHCR)
United States Agency for International Development(USAID)
World Bank
World Vegetable Center

Foundations & Trusts

Allan & Nesta Ferguson Charitable Trust
Big Lottery Fund
Comart Foundation
Denver Foundation
Ford Foundation
Grand Challenges Canada (GCC)
Interchurch Organization for Development
Cooperation (ICCO)
Manitoba Council for International
Cooperation (MCIC)
Rockefeller Foundation
Saga Charitable Trust
Stone Family Foundation
The Bill and Melinda Gates Foundation
the innocent foundation
Toro Foundation
Vitol Foundation

Host Governments

Ethiopian Agricultural
Transformation Agency (ATA)
Government of Mozambique (GoM)
Mozambican National Institute
of Disaster Management (INGC)
Mozambican Zambezi Valley
Development Agency (ADVZ)
Secretario de Agricultura y Ganadería de Honduras

International NGOs

AECOM
Alliance for a Green Revolution in Africa
Digital Green
FHI 360
iDE Canada
Kiva
LEAP201
Mercy Corps
Posner Center for International Development
Renewable World
SNV
The Renewable Energy and Energy Efficiency
Partnership (REEEP)
World Vision

Partner Organizations

African Agriculture Fund (AAF)
Montview Boulevard Presbyterian Church
National Collegiate Inventors and Innovators
Alliance (NCIIA)
National Geographic
Rotary International

iDE is a global development organization that co-creates with foundations, governments, individuals, for-profits, and nonprofits to develop lasting solutions to poverty. We design and deliver market-based solutions in Agriculture and WASH in 11 countries across Asia, Africa, and Central America. Much more than a collection of technologies and field offices, we are a globally integrated ecosystem of nearly 1,000 staff, passionate about innovation and entrepreneurs.

The bottom line is improving the lives of our clients: the rural farmers, families, and small businesses that are among the world's poorest. The impact we report is rooted in reality and the data is readily available to anyone. This is our method of ensuring that the investments—in money and in time—made by our donors, the rural entrepreneurs we are working with, the customers they are serving, and our staff are having real impact.

ideglobal.org

