



Quarterly Report: Q2

APRIL THROUGH JUNE 2016



Letter from the CEO

Driven by a desire to disrupt the status quo—devastating cycles of drought, chronic hunger, dependence on humanitarian aid, and extreme poverty for women and children in the drylands of Kenya—BOMA launched its microenterprise program with 120 participants in the village of Korr in January 2009. In the seven years since then, we have experimented, refined and adapted BRAC’s ultra-poor poverty graduation model to the specific cultural, economic and geographic context of the drylands of Africa. The result is BOMA’s Rural Entrepreneur Access Project (REAP).

REAP is an innovative, evidence-based, gender-focused, data-driven poverty graduation program that invests in and empowers women to break the cycle of extreme poverty and build resilient households.

We can prove REAP works—with our impact studies and validation from independent auditors like ImpactMatters, and through the deeply inspirational stories of more than 10,000 women who have graduated from our program across Northern Kenya.

As we celebrate having helped more than 60,000 ultra-poor women and children, we are setting our sights on reaching the next million women and children by scaling our program across the drylands of Africa. Ultimately, we want to see an end to extreme poverty in our lifetime.

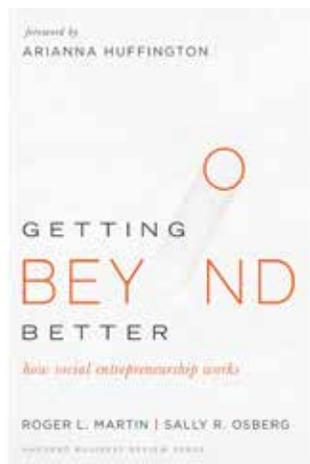
“Scalability is a critical feature of successful social entrepreneurship,” write Roger Martin and Sally Osberg in their thought-provoking new book, *Getting Beyond Better*. “Models that require constant reapplication of the same level of investment, regardless of scale, will commonly fail to produce sustainable equilibrium change.”

In other words, you can’t change the world by making small and steady progress. Achieving scale is essential to creating transformative change on a global level and to smashing the status quo on extreme poverty and gender equality.

As we think scale, we are partnering with the International Centre for Social Franchising (see page 4), an organization with deep expertise in scaling and replicating social-impact programs and organizations.



Kathleen Colson at BOMA’s poverty graduation learning event and policy-makers’ workshop in Nairobi; see page 10.



“It is a sense of moral outrage that drives us. But we need more than that. We need the moral courage to do what people say cannot be done. And we need the moral imagination to believe that we can scale these solutions and end extreme poverty in our lifetime.”

Kathleen Colson, BOMA founder and CEO

ICSF will help us to avoid the trial-and-error phase that many organizations go through when scaling their model, and to develop a methodical and sound strategy for scale and replication. We want to focus not only on scaling our model, but on ensuring that we’re scaling the conditions of success. As other NGOs and governments adopt REAP to their own specific contexts and target populations, we want to be sure that along with our model, our core values—like respecting and protecting the dignity of ultra-poor women, commitment to local leadership, and a data-driven approach to success—are carried forward and embedded in the work of the new implementing partners.

Eradicating extreme poverty by investing in women is our endgame. And we won’t stop until we’ve won.

In gratitude,



KATHLEEN COLSON, *Founder and CEO*

OUR REACH & IMPACT SINCE JANUARY 2009

10,557

of women enrolled

52,630

of dependent children impacted

63,187 → 100,000

women and children to date

women and children by 2018

3,343

of businesses launched

602

of savings groups established



Program Milestones

LAUNCHED:

In May 2016,
BOMA enrolled

1,125

women in

23

settled and
semi-nomadic
villages across
Northern Kenya.

Mobilizing for the May 2016 Enrollment

- **From April 3-7, 2016**, BOMA field staff and Village Mentors conducted targeting exercises to identify 1,125 ultra-poor women eligible for BOMA's two-year poverty graduation program. After targeting, BOMA Village Mentors formed business groups of three qualified women and guided them in writing a business plan, called a Jump Grant Application. This includes a description of their BOMA business, projected start-up costs, a budget, and a savings plan.
- **On April 8 and April 11 to 13** we conducted intensive training sessions for the independent supervisors and enumerators that BOMA hires to conduct its extensive baseline and exit surveys.
- **From April 14 to May 1**, enumerators conducted baseline surveys with new participants, using laptops with Android apps to upload the data from the field to BOMA's cloud-based, customized Salesforce relational database. (For highlights from the May 2016 baseline survey, see Monitoring and Evaluation.)
- **From May 16 to 23**, BOMA field staff and Village Mentors conducted basic business-skills training sessions and delivered Jump Grants – seed capital in the KES equivalent of \$200 to start each business. In October 2016, following a satisfactory progress report by their assigned Mentor, these businesses will receive a second and final grant in the KES equivalent of \$100 to grow the business. At this time, they will also attend savings training and self-assemble into BOMA savings associations. During the two-year program, Mentors meet monthly with each BOMA business and savings group to offer instruction, deliver training modules, and provide mediation and advice.

Before BOMA, Mishanda Khoyan could not take her five children to the hospital when they were sick. She worked as a cash laborer and never made enough to provide for her family. Since receiving a grant in 2014, Mishanda has been able to provide for her children. She uses the profits from her BOMA business primarily to pay for clothing, school, and medical fees. "I will continue my business for a long time," says Mishanda, "because it is something that is sustaining our lives."



NUTS AND BOLTS: Building a Path to Scale



BOMA is partnering with ICSF to develop the best strategy for scale.

After years of refining and testing our model, BOMA is poised to scale its innovative poverty graduation program across the Arid and Semi-Arid Lands (ASALs) of Africa. The ASALs comprise 40% of the continent and represent the true “last mile” of global extreme poverty; they are home to 50 million African pastoralists and agro-pastoralists, 14 million of whom live in extreme poverty in Kenya’s drylands. Our goal is to lift 100,000 women and children out of extreme poverty by 2018—and one million women and children within the next five years—by expanding to new regions in Northern Kenya and new countries in the ASALs.

To support this goal, the BOMA board of directors recently signed an agreement with the International Centre for Social Franchising (ICSF), a UK-based nonprofit with deep expertise in helping organizations to identify, design and implement the best strategies and models for scale, enabling them to solve social problems on a much larger magnitude.

BOMA was recommended to ICSF through the Skoll World Forum (see page 10). This exciting work is supported by one current and one new funding partner.

WHERE WE WORK

BOMA works in the Arid and Semi-Arid Lands (ASALs) of Africa, which represent 40% of the continent.



SALESFORCE AND BOMA: Accelerating Social Change Through Technology

FORCE FOR
CHANGE
Salesforce.org
is funding the
enrollment of
240
women in
July 2016.

"I work with hundreds of nonprofits, and I am continually impressed not just by how the team at BOMA uses technology for remote data collection and program monitoring in some of the most challenging environments in the world, but how BOMA thinks about technology as a tool to achieve impact. BOMA is at the cutting edge of organizations leveraging technology for accelerating social impact."

Margot Isman
Managing Director
Vera Solutions
(November 2015)

BOMA is one of only eight organizations to win a highly competitive "Force for Change" grant from Salesforce.org, the philanthropic arm of Salesforce. In partnership with Vera Solutions, the \$160,000 grant will fund the enrollment of 240 women in BOMA's poverty graduation program and the development of a simple but transformative solution that better monitors program participants and field staff, while establishing a new standard for digital data collection in remote and resource-poor locations.

In May and June 2016, BOMA conducted baseline surveys for the 240 Salesforce-funded participants, who will now assemble into 80 three-woman business groups and work with their assigned BOMA Mentor to develop a business plan. They will receive skills training and seed-capital funding to launch their new BOMA enterprises in July.

As part of this ongoing work, a Vera Solutions team visited BOMA's Nanyuki headquarters earlier this year to review our current Salesforce architecture. The Vera reps also traveled into the field to see our program in action. Vera is currently working with BOMA to design and test a cloud-based database architecture to increase data collection and management efficiency. This new, streamlined system was tested with the recently completed baseline survey.



BOMA IN THE NEWS

BOMA founder and CEO Kathleen Colson was recently interviewed by London-based Fergal Byrne of Inspiring Social Entrepreneurs. The aim of this weekly podcast is to share inspiring stories, to explore the highs and lows, and to draw out insights to help social entrepreneurs at all stages on their journey.

[CHECK OUT THE INTERVIEW HERE](#)



Monitoring & Evaluation

TEAM EFFORT AND NEW METHODS:

May 2016 Survey of Exiting Participants

From May 31 to June 11, three teams conducted two-year exit surveys among 876 participants who entered BOMA's program in March 2014. Each team consisted of 3-5 enumerators and one survey supervisor (look for survey highlights in our next quarterly report).

In previous exit surveys, our goal has been to interview every participant, but this methodology – which required a tremendous investment of time, money and staff resources -- will no longer be practical as we take our program to scale across the ASALs. With that in mind, BOMA's M&E team conducted power calculations to determine the minimum sample size required to accurately answer our important impact questions. The team concluded that interviewing one participant from each three-woman BOMA business will yield statistically sound results. The new sampling methodology was introduced with the May 2016 exit survey.



A BOMA enumerator conducts a baseline survey with a new participant. BOMA uses trained, independent enumerators to conduct its entrance and exit surveys, using laptops to gather and upload data from the field.

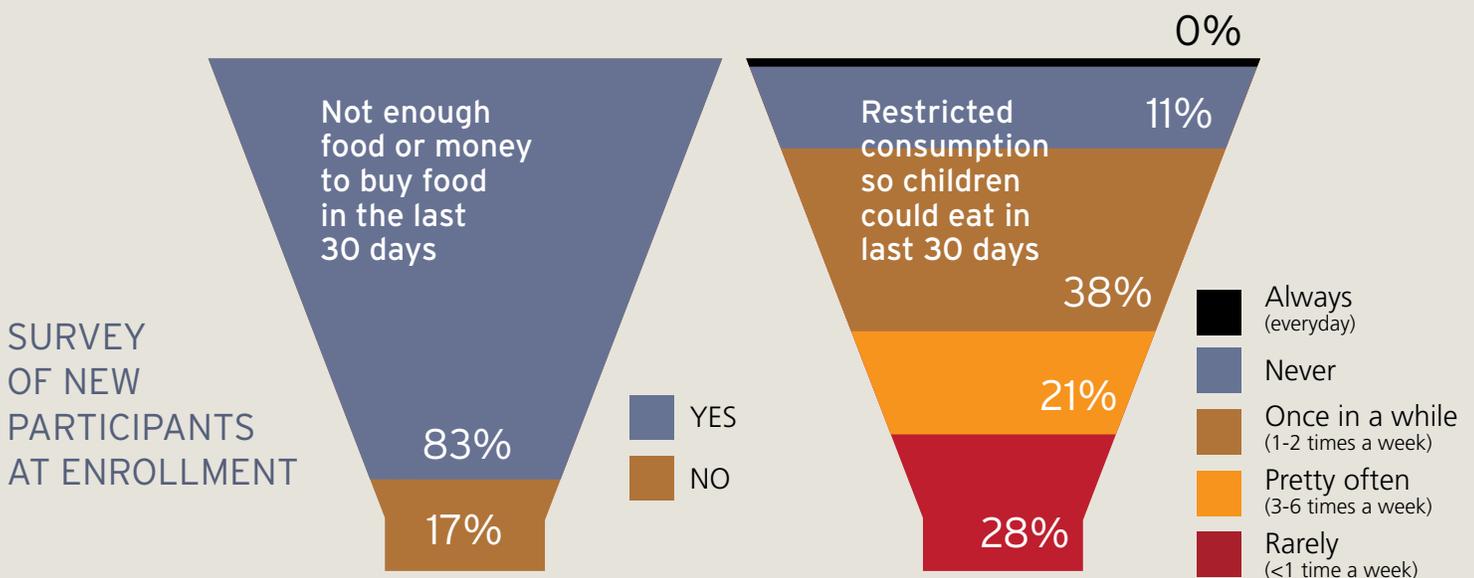
ESTABLISHING A BASELINE:

May 2016 Survey of Entering Participants

During the last two weeks of April, enumerators conducted baseline surveys with 1,125 women who joined BOMA's two-year program in May 2016. The comprehensive survey, called the BOMA Standard of Living Index (SOLI), gathers basic household information about each new participant, including such data as family

composition, children, income sources, consumption habits, monthly expenditures, food security and nutrition, diversity of asset ownership, financial inclusion (whether women own a mobile phone or have access to mobile banking), literacy and health issues. **Highlights from the May 2016 baseline survey include:**

- 90%** of new participants cannot read sentences
- 88%** of new participants do not have any cash savings
- 99%** of new participants do not have a bank account or savings with a bank
- 59%** of new participants had sent their children to bed hungry in the last week
- 83%** of new participants did not have enough food or money to buy food in the last 30 days
- 59%** of new participants had restricted their own consumption so their children could eat (1-6 times a week in the last 30 days)



LOOKING TOWARD THE FUTURE:

Two New Studies in the Works

Impact Over Time: BOMA is planning to conduct a longevity study to measure the impact of REAP on the lives of women who graduated from our poverty graduation program one, two and three years prior. In addition to quantitative



12 REAP graduates participated in a focus group, using rocks and a paper scale to describe the impact of the program on their social standing and empowerment.

BOMA BUSINESS OWNERS SPEAK OUT*

“I am a woman who is respected by my people.” | “When a woman always begs her husband to give her things, she will do this until she gets tired. But if a woman can do things without having to ask, she will be respected more.” | “The men have seen the benefit... They have seen that it is helpful.” *May 2016 focus group, Korr



questions, the study will include a qualitative section that will help us to elicit deeper and more personal responses. We tested the qualitative tool with some focus groups in Korr on May 17 with 12 former REAP participants who engaged in group discussion with the M&E team about how the program had impacted the level of respect and empowerment they experience in their homes and villages. To rank their responses, they placed rocks on a paper scale, which ranged from 1 dead goat (no positive impact) to 7 live goats (maximum positive impact).

Impact on Children: BOMA is also designing a study on the impact of REAP on children. The study, which is funded by the Dorothea Haus Ross Foundation, will investigate and measure any potential adverse consequences and benefits for children of women participating in BOMA's program so that they can be addressed as we scale REAP and inform other poverty graduation and women's economic empowerment programs.

KEY PERFORMANCE INDICATORS:

BOMA has selected six key performance indicators that best represent how well REAP delivers on its promise of helping women to graduate from extreme poverty. Of the dozens of data points we continually gather—on individual participants, REAP businesses and savings groups, and Mentor performance—these half-dozen indicators will be generated monthly and used internally to rigorously assess the overall effectiveness of our program and hold ourselves accountable as a team:

- Average business value each month, by village
- Business group unique coverage ratio (Mentors meeting monthly targets for business-group visits)
- Savings group unique coverage ratio (Mentors meeting monthly targets for savings-group visits)
- % of savings group participants contributing every month
- Average monthly contribution per participant
- % of participants attending savings-group meetings

Measuring Women's Health

At BOMA, we support not only the financial security of ultra-poor women, but also their physical well-being and the health of their families. As part of our baseline and exit surveys, we gather health data that, over time, will help us to expand the impact of our program while highlighting the reality of limited access to healthcare among one of the world's most impoverished and isolated populations: pastoralist women in sub-Saharan Africa.

BOMA participant Adhi Goba experienced chest pain for years. She would often wake up in the middle of the night with difficulty breathing. Without a job or any other source of income, Adhi had no money to pay for her children's medical fees, let alone her own. "Even my eldest son fell sick," says Adhi. "I couldn't depend on him or anyone else to help me." It wasn't until Adhi joined BOMA in September 2013 that she was finally able to get the resources to visit a doctor. Last summer, Adhi took a loan of 7,000 KSH (\$70 USD) from her BOMA savings group to pay for transportation to a clinic and doctor's fees. "I used to see myself as desperate," says Adhi, "but now I have been able to help myself." Within four months, Adhi was able to pay back the loan with her business profits.



Adhi Goba had chest pains for years. After joining BOMA, she was able to take a loan from her savings group to pay for transportation to a clinic and medical fees.



Travel & Events

Colson attends Skoll World Forum

BOMA founder and CEO Kathleen Colson was selected as a delegate to the prestigious Skoll World Forum on Social Entrepreneurship in Oxford, England from April 13-15. Close to 1,000 of the world’s top innovators from more than 60 countries were invited to debate, explore and accelerate solutions to the world’s most pressing problems. Speakers included former U.S. Vice President Al Gore (chairman, The Climate Reality Project) and focused on topics like government collaboration with social enterprises, leveraging new technology to accelerate change, and the UN Sustainable Development Goals. At the 2016 Forum, Colson was among a handful of delegates selected for a video interview regarding BOMA’s work.

Right: Al Gore addresses 1,000 of the world’s leading social innovators at the 2016 Skoll World Forum in Oxford in April. Fierce Compassion was the theme of the 2016 Forum.



POVERTY GRADUATION: Learning Event and Policymakers’ Workshop in Nairobi

In April 21, BOMA co-hosted a Poverty Graduation Learning Event and Policymakers’ Workshop in Nairobi. The invitation-only event—the first of its kind in Africa—was co-hosted by UK aid (DFID-Kenya), Innovations for Poverty Action (IPA), Kenya Vision 2030 and the Consultative Group to Assist the Poor (CGAP). High-level



Above: Elizabeth Obanda of the Aga Khan Foundation asks a question at a breakout session.

Top right: Kathleen Colson of BOMA, Dr. Syed Hashemi of CGAP, Nathanael Goldberg of IPA and Dr. Jeremy Shapiro of the Busara Center for Behavioral Economics discuss the results of a groundbreaking, 21,000-person randomized controlled trial that validated the positive impact of poverty graduation programs in six countries.



Bottom right: the all-woman government delegation from Sudan.

government officials from Kenya, Ethiopia and Sudan joined academic researchers, multilateral and bilateral funders, and funders, NGO leaders (including representatives from UNICEF, the World Bank and the World Food Programme) and members of the press to to learn about the latest research in the field of poverty graduation, BOMA’s experience in implementing its program in the drylands of Africa, and the challenges and opportunities of integrating the approach into the national social-protection agenda in Kenya and beyond.

On June 29, BOMA attended an invitation-only workshop, hosted by UK aid (DFID), focused on DFID’s development of a 2016-2018 pilot that would integrate poverty graduation and social protection.

BOMA Provides Technical Expertise for the Kenyan Government

On April 22, the Kenyan Social Protection Secretariat convened a meeting of key stakeholders from the Kenyan government and international donors (UK aid and World Bank). The discussion focused on how BOMA's model could be integrated with existing cash-transfer programs for the ultra-poor to create a trajectory of graduation from extreme poverty. BOMA will continue to advise this high-level working group as a technical advisor, which could signal a big leap forward for the goal of government adoption of our model.

Uplift Annual Partner Retreat

Jaya Tiwari, BOMA's Director of Strategic Partnerships, attended the annual Uplift partnership retreat in Washington, DC on June 26 and 27. Uplift is a rapidly growing coalition dedicated to scaling the graduation approach globally to lift millions of families out of extreme poverty. Highlights included presentations by Allison Duncan (Founder and CEO of Amplifier Strategies and Uplift), Joia Mukherjee (Chief Medical Officer of Partners in Health) and Joanne Carter (Executive Director of RESULTS, a global advocacy organization).



BOMA SUCCESS STORY: BONE GUYO

Bone Guyo used to beg neighbors and shopkeepers for food for her children. Her husband does not work and her only source of income came from her livestock. When drought came and the livestock suffered, Bone had nowhere to turn. "Those were very hard times," she says. "I was sometimes able to sleep, but I would sleep without food." Since enrolling in BOMA's poverty graduation program in October 2013, Bone is finally able to provide for herself and her family. She can buy food from shopkeepers for her children and even lend herself credit from her BOMA business. Her big plans for the future are to continue the education of all five of her children. "I'm in a good place in my life now," says Bone. "I look forward to what will come next."



Field Visits



John Stephens



Mark and Amanda Cubit and Tashi Wheeler



Wendy Chamberlin

BOMA hosted a number of donors, government delegations and potential partners during the second quarter of 2016. The visits included meetings in our Nanyuki (Kenya) headquarters and visiting BOMA participants, businesses and savings groups in the field. Guests included:

- **Wendy Chamberlin**, associate program officer at the Bill & Melinda Gates Foundation
- **Mark and Amanda Cubit** and **Tashi Wheeler** of the Planet Wheeler Foundation and the Cubit Family Fund
- **John Stephens**, senior director of programs and partnerships for the Vibrant Village Foundation
- **Nathanael Goldberg** of Innovations for Poverty Action
- A team from Mercy Corps, including **Lynn Renken** (Country Director), **Sarah Castagnola** (Enterprise Development Advisor, Uganda) and **Nelson Owange** (Program Manager, Turkana, Kenya)

High-level government delegations from Sudan and Ethiopia visited BOMA on April 19 and 20, flying into Samburu airstrip and traveling by road to Merrille and surrounding villages. On the first day, the officials visited BOMA women engaged in a variety of enterprises, including livestock sales, skins and hides, butchery, solar sales and small shops. They also met with savings groups to observe micro-trainings and monthly deposit and loan meetings. On the second day, BOMA staff gave a presentation on our gender-focused poverty graduation model and how we have adapted it to the arid lands, and how we leverage technology to monitor the program in the field.



Staff News



Deborah Kendall

Deborah Kendall is the new Financial Manager in the U.S. office. She'll work with CFO Stephen Kelly on a wide range of financial reporting tasks and with Strategic Partnerships Director Jaya Tiwari to manage our donor-relations database. Kendall has worked throughout New England in the fields of accounting and financial management, specializing in nonprofit work.

Upoma Husain, a graduate student at Georgetown University's Walsh School of Foreign Service, is engaged in a ten-week practicum at BOMA. Upoma graduated from the University of Dhaka in Bangladesh in 2011 and then spent several years working for BRAC, rising from an intern to deputy manager of BRAC Myanmar. She will be working on a variety of M&E, research and analysis projects in the Nanyuki office.



Katie Centavar

Katie Centavar arrived in May to spend the summer at BOMA's Vermont office as an intern. Katie is a 2016 graduate of St. Lawrence University with a double major in global studies and government, with a concentration in African and development studies.

BOMA SUCCESS STORY: GUMATO UMURO

Gumato Umuro exited BOMA's two-year program in October 2015. At 28, she says that "life is good now. BOMA has really changed our lives."

"Before BOMA, we would get credit from the shops and sometimes they would not give us food. We would sleep with an empty stomach. Sometimes when we got the credit, we got the food. But sometimes they would close it on us. They would always play with us. That's the kind of life we lived. BOMA has taught me how to do business with other members. We have come together and our business has grown. We sell food stuffs and we save. We wanted our business value to grow. So now we [also] collect minerals with our hands and use the BOMA money to pay for transport. We bring the minerals to the buyers." For stories of BOMA mothers in their own words, [CLICK HERE](#).





Fundraising and Finances

In the second quarter of 2016, BOMA received funding from two new partners: Imago Dei Fund and Planet Wheeler Foundation.



2016 REVENUES AND EXPENSES

As of June 30, 2016 cash on hand, grant disbursements and contracted grant commitments represent 79% of the year's total budgeted expenses of \$2.9 million..

Revenues through June 30, 2016

GOVERNMENT	\$ 232,931
INDIVIDUALS	\$ 65,272
FOUNDATIONS/ORGS	\$434,517
Total Revenue	\$732,720

Expenses through June 30, 2016

		(Percentage of total expenses)
REAP	\$628,386	66%
WOMEN AS CATALYSTS FOR CHANGE	\$ 80,325	16%
EDUCATION AND ADVOCACY	\$ 62,300	4%
Total Program Expenses	\$771,011	84%
ADMINISTRATION	\$ 72,497	6%
FUNDRAISING	\$ 100,367	10%
Total Expenses:	\$943,875	

(figures are preliminary and subject to final review)

WOMEN AS AGENTS OF CHANGE Since 2013, in partnership with UK aid (DFID), BOMA has engaged more than 3,200 residents—primarily women—in Community Conversations and training modules focused on the rights of women. From April 25-29, BOMA conducted focus group discussions in five communities to assess the outcomes of this program. Comments included:

- Women are now an important part of development, getting involved in decision-making at the household and community levels
- Women are now an integral part of community decisions, attending meetings related to local development issues
- Women can confidently speak in the presence of men and are entrusted with committee leadership positions.