



ANNUAL REPORT 21





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Our Vision

A healthy world forever flourishing
in dignity and justice.

Our Mission

To urgently end poverty, suffering and
injustice wherever they afflict humanity, with
enduring passion, partnership and expertise.



Allison Shelley for Corus



CORUS INTERNATIONAL unites an array of nonprofit organizations and businesses, each with specialized expertise – from health to technology to economic development to emergency response. Alongside communities and local partners, our dedicated experts integrate disciplines, approaches and resources to overcome poverty and suffering for those living in the world’s toughest and most difficult circumstances. Our approach brings together the comprehensive and multi-dimensional solutions needed to truly achieve lasting change.

Corus features world-class organizations and businesses with more than 150 years of combined experience.

Lutheran World Relief is an international development and aid organization, founded in 1945, and known globally for helping rural communities to maximize their agriculture-based economies and conserve their natural resources, and for responding to natural disasters and humanitarian crises.

IMA World Health delivers solutions to health-related problems across the developing world. Founded in 1960, IMA World Health works with local partners and governments to strengthen existing health systems, prevent and treat diseases, improve maternal and child health, promote nutrition and access to water, respond to sexual and gender-based violence, and contribute to global health security.

Corus World Health was established in 2021 to grow more philanthropic funding to support lifesaving health programs.

CGA Technologies is a technology consultancy that develops and applies context-appropriate technology to meet the needs of the world’s poorest communities. CGA Technologies is especially known for their work in the education sector in sub-Saharan Africa.

Ground Up Investing is an impact investing firm that makes equity investments in high-potential, early-stage companies and provides them with technical assistance to grow their business, increase farmers’ incomes and strengthen local economies.

Farmers Market Brands is a direct-trade company that sells ethically traded products – including coffee and chocolate – directly to consumers in the U.S.



This year offered little relief after the year before. The ongoing COVID-19 pandemic was a constant reminder of how interconnected we all are, and for us at Corus, further compelled us to be our best and do our best in service to our global neighbors through worsening humanitarian, economic and health crises. We remained steadfast in our mission to urgently end poverty, suffering and injustice wherever they afflict humanity.

In 2021 alone, our Corus-wide response to the pandemic spanned 29 countries across Africa, Latin America, Asia and the Middle East, mitigating ongoing hardships and protecting the most vulnerable from the evolving virus.

Our USAID-funded, **IMA World Health**-led MOMENTUM Integrated Health Resilience project became operational in seven countries, providing comprehensive services to keep mothers, babies and families safe and healthy.

Across the Sahel, **Lutheran World Relief** continued efforts to make markets work for all and improve food security in the face of worsening conflict and climate change.

Our Humanitarian Action team coordinated and launched a rapid response to the earthquake in Haiti, exceeded programming targets for people affected by the Beirut explosion, and positioned us to respond to the most urgent crises in the world, like in Yemen, where needs are tremendous.

Our technology for development consultancy **CGA Technologies** continued to move data and cash into the hands of the people who need it most. In 2021, a CGA-maintained management information system paid out \$29 million to Malawi's poorest households as part of the country's social cash transfer program.

And our impact investing firm, **Ground Up Investing**, invested in nine companies and propelled farmers into premium markets, increasing farmer incomes by upwards of 65%. At the same time, we continued to develop our direct-trade company **Farmers Market Brands** to sell ethically traded products from the farmers we work with around the world directly to consumers in the United States.

We never cease to be inspired and driven by the compassion and generosity of our philanthropic supporters, who are giving more than ever to reach neighbors in need. And in 2021, we launched **Corus World Health** to raise charitable donations to fuel our global health work and reach more of the world's most vulnerable people — now, during the COVID-19 pandemic, and for decades to come.

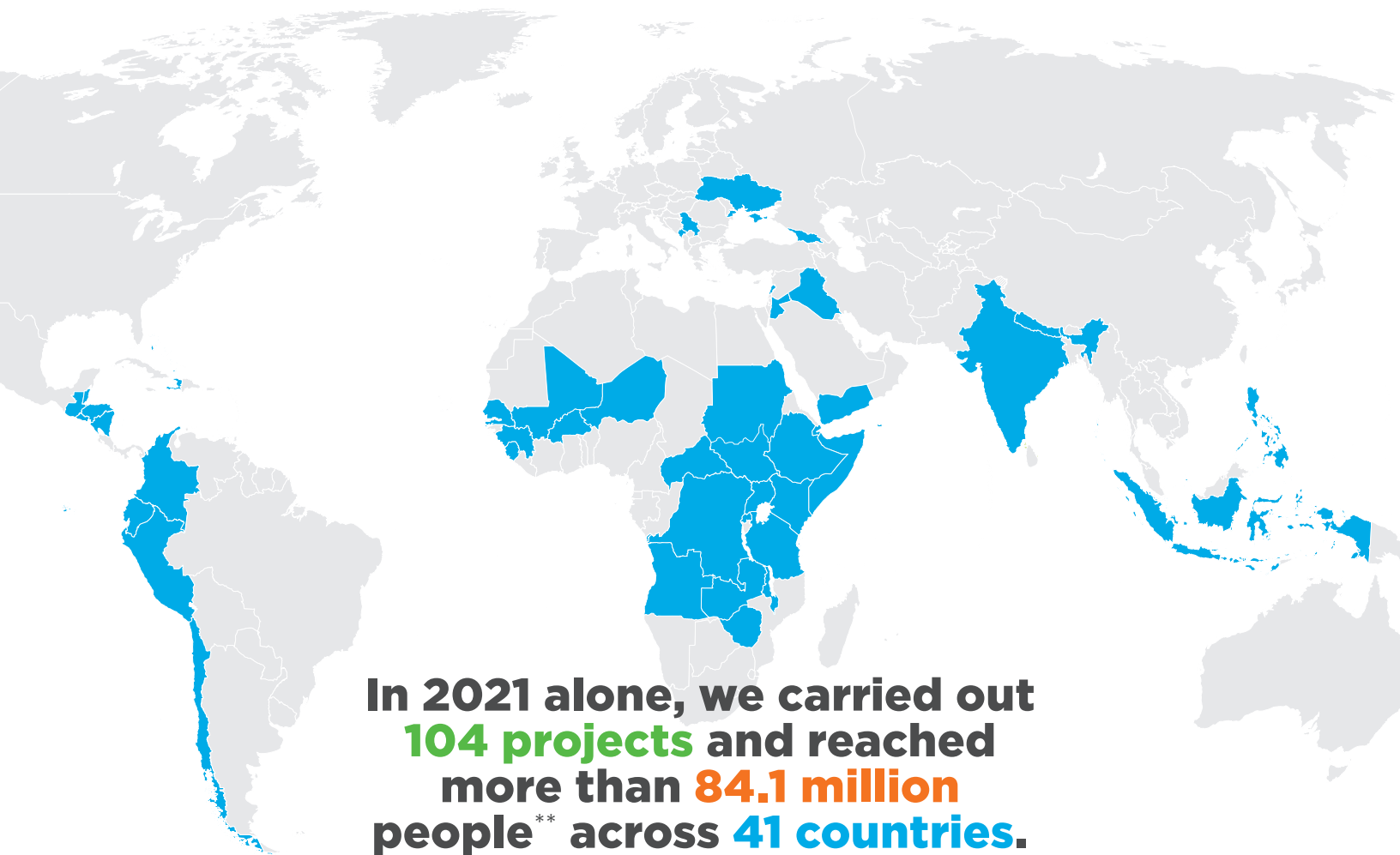
We are grateful for our expert global staff and partners, for our diverse portfolio of funders and for our generous supporters who make it possible to carry out lifesaving and life-changing initiatives alongside hundreds of communities and millions of extraordinary people.

In gratitude and partnership,



**AMBASSADOR
DANIEL SPECKHARD**
President and CEO

WHERE WE WORK



In 2021 alone, we carried out **104 projects** and reached more than **84.1 million** people** across **41 countries**.

LATIN AMERICA

Belize
Colombia
Ecuador*
El Salvador*
Guatemala
Haiti*
Honduras*
Nicaragua
Peru

AFRICA

Burkina Faso
Central Africa
Republic
Democratic
Republic of Congo
Ethiopia
Kenya
Malawi
Mali*
Niger
Sierra Leone
Somalia
South Sudan*
Sudan
Tanzania*
Uganda

ASIA & MIDDLE EAST

India*
Indonesia
Iraq*
Jordan*
Lebanon*
Nepal
Philippines
Yemen

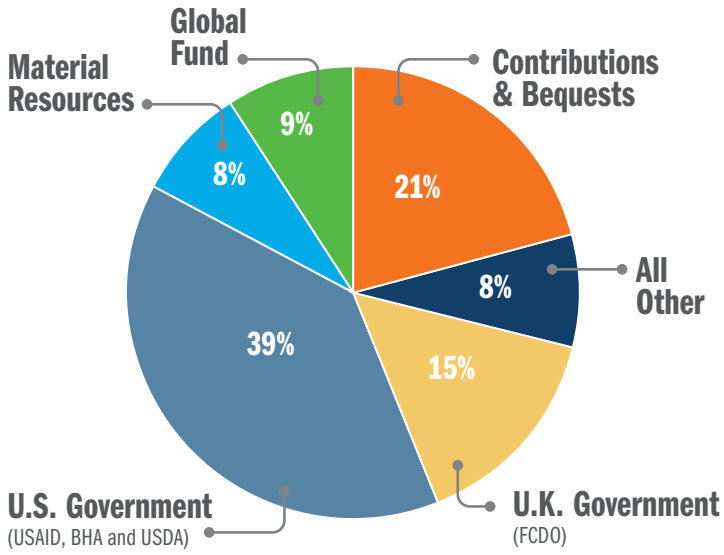
MATERIAL RESOURCE DISTRIBUTION

Angola
Bahamas
Chile
Djibouti
Georgia
Guinea
Montenegro
Rwanda
Senegal
Serbia
Ukraine
Zambia
Zimbabwe

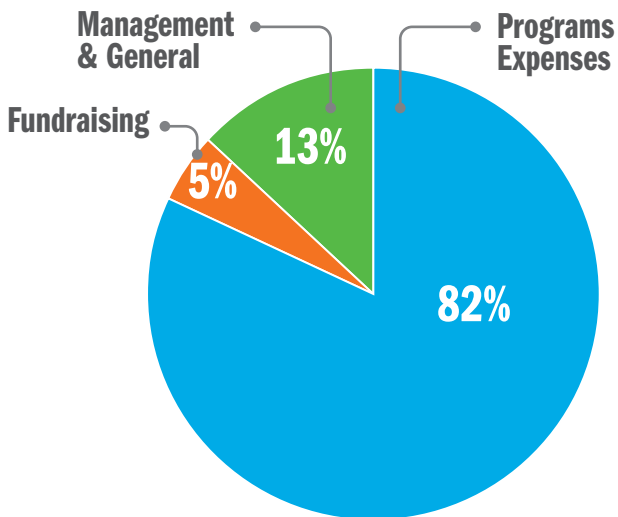
**Material Resource distribution in addition to program work*

***Project participants that benefited directly from project activities, including material resource distributions, and people indirectly served and received secondary benefits from those activities. Direct reach is cumulative and includes multi-year projects. Data contained in this report are from fiscal year 2021, which runs October 2020 through September 2021, unless otherwise noted.*

Sources of Funding



Expenses



Program Expenses

Health	\$82,344,861
Emergency Response & Material Resources	\$15,231,484
Agriculture	\$11,746,496
Climate	\$1,849,218
Impact Investing	\$1,415,119
Livelihoods	\$1,395,244



IMA World Health and Lutheran World Relief Responded to Haiti Earthquake



Haiti remains the poorest country in the Western Hemisphere and among one of the poorest countries in the world. The nation has endured devastating challenges in the past two decades after the 2010 earthquake killed an estimated 250,000 people and decimated the Haitian economy, followed just six years later by Hurricane Matthew, which caused extensive destruction and loss.

In 2021, amidst the backdrop of the global COVID-19 pandemic, Haiti was thrown into political turmoil with the assassination of President Jovenel Moïse. One month later, on August 14, a 7.2-magnitude earthquake hit the southern region of the country, exacerbating the existing complex humanitarian crisis in Haiti resulting from back-to-back emergencies, increased violence from armed gangs, and growing political and civil unrest.

ADDRESSING IMMEDIATE NEEDS WITH HUMANITARIAN ASSISTANCE AND WASH

The earthquake toppled health facilities, health infrastructure and networks in a country that was already facing some of the highest rates of infant and maternal mortality, malnutrition and HIV/AIDS infection in the Americas. Having worked to strengthen health systems in Haiti since 1998, IMA World Health's longstanding presence in the country enabled our emergency response team to reach the Grand'Anse department, one of the hardest-hit areas, days after the earthquake and long before most other humanitarian efforts.

In collaboration with partners and stakeholders, including Haiti's Ministry of Health, IMA World Health (IMA) and Lutheran World Relief (LWR) took the following immediate actions:

- Distributed tarpaulins and water purification tablets to prevent the spread of water-borne diseases, including cholera, and COVID-19 and to provide temporary shelter to those who lost their homes
- Supported structural assessments of 82 primary health care facilities to enable improved health service delivery and reinstate displaced services inside facilities

- Identified and supported the reestablishment of water points and water reservoirs allowing health facilities and compounds to manage water supply and prevent infection
- Extended key health and WASH messaging to the local population about available services, existing referral systems and preventative measures to minimize the spread of COVID-19 and cholera
- Assessed the feasibility for restoring livelihoods through cash transfers and capacity strengthening pending local market functionality

SUPPORTING LONG-TERM RESILIENCE THROUGH HEALTH SYSTEMS STRENGTHENING

IMA prioritizes health systems strengthening to build resilience now and for the future, and our emergency response was designed to drive long-term sustainability in Haiti's health sector. In IMA's early work in Haiti, we partnered with the Haitian Ministry of Health to open a clinic to treat lymphedema, one of the debilitating symptoms of the neglected tropical disease (NTD) lymphatic filariasis, or LF. Since then, we have been successfully partnering with national and local government and civil society organizations in Haiti to support local capacity strengthening among service authorities and providers across health, WASH and emergency response with particular focus on NTD elimination and mitigation and improved health service delivery.

IMA continues to support Haiti's health system at the national, departmental and communal levels, providing tailored assistance and capacity strengthening that boosts engagement, capability and investment. The devastating earthquake in Haiti underscored the importance of a holistic approach to emergency response and the long-term sustainability of recovery efforts for community resilience. We are committed to Haiti's earthquake recovery and to advancing a health system in Haiti that supports the availability, quality and affordability of health services for all. ○



The Beirut explosion, one year later:

Residences repaired, families back home, businesses restored

Joao Sousa for Corus

In August 4, 2020, a massive explosion at the Port of Beirut devastated the adjacent downtown area, killing more than 200 people, destroying thousands of homes and businesses, and displacing more than 300,000 residents. Over the past year, Lutheran World Relief collaborated with local partners to help repair homes and restore businesses as life in the city's core slowly resumed.

In the immediate aftermath of the explosion, when needs were most acute, Lutheran World Relief partnered with the Beirut-based Makhzoumi Foundation to distribute food and other essential household supplies. In addition, responding to a need discovered through emergency assessments, the partners purchased and distributed more than 200 electrical appliances, including refrigerators, microwave ovens and washing machines to aid families in need so they could safely store food and prepare meals.

A shipment of thousands of handmade quilts and baby-care items, initially believed to have been destroyed in the explosion, were found undamaged and were distributed to families in need.

As part of our longer-term response, Lutheran World Relief, with funding from USAID, launched an effort to repair hundreds of residences damaged by the blast. The

Returning Evacuees to Urban Residences Now (RETURN) project reached low-income families who needed to make manageable repairs, such as replacing doors or windows, that would enable them to quickly move back home. We surpassed our initial goal of assisting 700 families, and far exceeded that number, repairing more than 1,900 residences and helping more than 8,000 evacuees to return home.

In an effort to jump-start business recovery, Lutheran World Relief partnered with the Georges N. Frem Foundation, a Lebanese NGO, to provide assistance to 90 mostly women-led small businesses. These businesses, which include mini-markets, hair salons, auto repair shops, boutiques and bakeries, typically have between one and five employees and represent the backbone of the local economy. Building on the success of this work, Lutheran World Relief continues to provide assistance to small businesses, enabling them to repair the remaining damage, replace lost assets and acquire new tools to regain and expand their market share.

We expect our efforts in Lebanon to expand as the country endures an unprecedented fiscal crisis, political crisis and the ongoing toll of the COVID-19 pandemic. ○

Hannah Graham appointed managing director of CGA Technologies

Hannah Graham, an international development professional with a decade of experience specializing in the design and delivery of education and cash systems, was appointed managing director of CGA Technologies in July 2021, overseeing staff across South Sudan, Kenya, Sierra Leone, Malawi, Somalia, Tanzania, Uganda and Zambia.

Hannah succeeded founder Charlie Goldsmith, who had requested a return to full-time technical work within the firm.

“I share the Corus International board’s confidence that Hannah has the right combination of technical and functional skills, and the commitment to the poor to be a ‘good shepherd’ for this firm and to deliver high quality, impactful work for our clients and the communities we serve,” Charlie said.

Hannah assumed leadership after serving in senior management, directing projects and overseeing staff wellbeing and professional development. She joined CGA Technologies in 2011 after completing an M.A. in Conflict, Security and Development from King’s College, London.

She initially worked with the South Sudan team to support public sector reform, and then on the Girls’ Education South Sudan (GESS) program. In 2015, Hannah became country lead for Kenya, building up the firm’s work there from a standing start. This included the design and oversight of cash transfer support to girls in and around refugee camps in northern Kenya under the Kenya Equity in Education Project (KEEP II) and its successor project, LEAP — the first projects in Kenya to provide cash to refugees.



Since 2018, Hannah has served as projects director, based in the U.K. but working closely with both Kenya and Sierra Leone teams. In Sierra Leone, Hannah oversaw work supporting human resources for health reform, leading a payroll-cleaning exercise that saved the Government of Sierra Leone £238,000 GBP within the first six months. She designed and managed the pilot Sierra Leone Education Attendance Monitoring System for teachers under the Teaching Service Commission.

Beyond her work on projects and programs, Hannah has played a crucial role in the firm’s organizational development. She is the diversity, equity and inclusion officer for CGA Technologies and company-wide safeguarding focal point, having redeveloped its ethics policy to reflect international best practices.

Under Hannah’s leadership, CGA Technologies continues to deliver scalable, sustainable technology solutions, even in the most fragile and challenging places. ○



IMA reached vulnerable populations in South Sudan through emergency health and nutrition services

Since 2014, health workers at nine IMA-run mobile clinics and 26 outreach sites in the extremely remote Greater Upper Nile and Jonglei regions reached women, men and children in desperate need of health care. Much of the population are IDPs, internally displaced people who fled violent conflict in their home villages. From 2014 to October 2020, health workers screened more than 144,500 children for malnutrition, conducted more than 89,900 outpatient consultations, and reached more than 45,400 community members with health education messaging.

CHANGING LIVES THROUGH HOLISTIC, INTEGRATED NUTRITION SERVICES

Four-year-old Nyakuoth's mother was incredibly concerned and desperate for help. Her baby girl had been seriously ill for weeks, experiencing vomiting, diarrhea, lethargy and a poor appetite. The family lives in the village of Guadit, in Jonglei

state of South Sudan, where since 2014, IMA World Health has run an outpatient treatment center supported by USAID's Office of U.S. Foreign Disaster Assistance (OFDA).

During a weekly outreach visit in a nearby village, a nutrition officer screened Nyakuoth and many other children for malnutrition. Project staff used MUAC tapes, which measure upper-arm circumference to indicate the nutritional status of a child or adult. Nyakuoth's MUAC measurement was 3.7 inches, and she weighed only 11 pounds — putting her in the zone for severe acute malnutrition. Project staff brought her to the outpatient treatment center in a nearby town, where they discovered that the malnutrition was causing other medical complications. Nyakuoth also had edema, anemia, a respiratory tract infection and a fever of 102 F.



Nyakuoth and her mother were admitted to the nearest stabilization center. During their time at the stabilization center, Nyakuoth's mother received training on hygiene and sanitation, proper breastfeeding techniques, nutrition and gardening. The family also received therapeutic dietary supplements including enriched flour, pulses and sorghum to nurse the child back to health.

After only three weeks, Nyakuoth weighed 21 pounds and her MUAC measurement increased to 4.4 inches. In addition, all the medical complications that she had been experiencing from her malnutrition had resolved significantly. The family was able to be discharged.

"I couldn't believe that my 4-year-old daughter could come back to life. This is unbelievable, but now I am convinced that there is nothing more important than the treatment in the facility, which resulted in alleviating the suffering of my daughter from malnutrition," Nyakuoth's mother said, expressing her happiness to have her daughter restored to health.

Nyakuoth's father also expressed his gratitude for the project, saying, "I am indebted to this project for saving my daughter's life. Without these health and nutrition services, I would have lost my daughter. I have now realized that I will be a health and nutrition messenger to my fellow community members."

HEALTH CARE REACHING REMOTE AREAS WITH MEDICINES, MOBILE CLINICS

When violence erupted throughout South Sudan, and many were forced to flee their homes, the few existing clinics in Ayod county became quickly overwhelmed with the influx of IDPs.

An IMA-led assessment of health facilities found that centers were drastically under-resourced, lacking with medicines and supplies to treat both common and critical illnesses. To reach Jiech, an extremely remote village in desperate need, IMA arranged a charter plane and local transporters to deliver medicine and supplies. With no roads to the village, the local team traveled on foot carrying about 500 pounds of medical equipment with them, including IV fluids, fixed-dose-combination medicine (ACT) to treat malaria, malaria rapid diagnostic tests, painkillers, antibiotics and wound dressing materials. The team even carried tables, chairs and water containers for the mobile clinic. They delivered enough medicine so that the clinic would be well-stocked throughout the rainy season, when transportation becomes even more difficult due to annual flooding.

ENSURING CONTINUITY OF CARE

In addition to nutrition services and primary health care, IMA provided disability and trauma referral, as well as screening for gender-based violence and psychosocial needs.

IMA worked in coordination with local partners Christian Mission for Development, Nile Hope and the John Dau Foundation, as well as the State Ministries of Health, County Health Departments and the leadership of Malakal, Fashoda, Manyo, Pigi, Fangak, Ayod and Duk counties. Together, we developed and strengthened the capacity of local organizations and governments to provide ongoing care for their most vulnerable populations. ○



Jumba Martin for Corus

Reflections on five years of catalytic investment through Ground Up Investing

When we established Ground Up Investing in 2017, our vision was to augment and transform traditional grant-based development programming. Now, five years later, our assumption that investment in private enterprise leads to lasting economic prosperity is proving true.

By the end of 2021, Ground Up Investing had invested in nine companies, each with a specialized niche along a variety of value chains that support marginalized farmers. These companies source products from smallholder farmers in 12 countries in Africa and South America, and the farmers receive 15% to 30% over local market prices.

For the majority of our portfolio companies, Ground Up Investing's investment is catalytic: We are the first outside investor, providing more patient, risk-tolerant, and flexible capital than traditional investors and other impact investors.

Two of our recent investments, both in 2021, illustrate the vast expanse of that chain. Colombia-based **Biodiversal** transforms organic waste from local communities into fertilizer that revitalizes agricultural soils. Ecuadorian chocolate producer **To'ak Chocolate** has leveraged the luxury chocolate market to fund the protection of tropical rainforests and the propagation of an ancient variety of cacao that was on the verge of extinction.

The entrepreneurs we are backing are challenging the status quo by doing business with small-scale farmers in ways that have the potential to increase incomes, improve quality of life, and help farming communities adapt to climate change through regenerative and sustainable agricultural practices.

Our approach is inclusive and our strength stems from melding the expertise of our entrepreneurs with the insights of our in-country experts. Perhaps most importantly, freed from the constraints of traditional timebound projects, our portfolio companies can be agile, able to rapidly respond to a fast-changing marketplace and sustain their commitment to their communities.

Through our direct-trade company **Farmers Market Brands**, which sells ethically traded products directly to consumers in the U.S., we offer coffee sourced from **Mountain Harvest**. The Ugandan coffee company was our initial investment and is now wholly owned by Ground Up Investing and effectively serves as our in-house incubator of core organizational systems and know-how for smallholder-based agribusinesses.

In the coming years, we expect that Ground Up Investing will continue to unlock opportunities for long term economic development, bringing in new cohorts of high potential companies and maximizing impact-driven business models. ○



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