



## Managing Director, Ground Up Investing Job Description

**Job Title** Managing Director, Ground Up Investing (MDGUI)

**Level and Grade:** AVP - 110

**Job Type:** Full-time position

**Reporting Manager:** Corus President & CEO

**Subsidiary:** Ground Up Investing (GUI)

**Office Location:** Baltimore or Washington DC

**Date:** 08/01/2025

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### About Corus International:

Corus International is the parent of a family of world-class organizations working to deliver the holistic, lasting solutions needed to end extreme poverty once and for all. We are a global leader in international development, with 150 years of combined experience across our brands. Our nonprofit and for-profit subsidiaries include IMA World Health and its fundraising brand Corus World Health, Lutheran World Relief, CGA Technologies, Ground Up Investing, and Farmers Market Brands. Our more than 400 employees around the globe are experts in their fields and dedicated to helping the world's most vulnerable people break the cycle of poverty and lead healthy lives.

At Corus we believe that good only grows stronger and we reflect that belief in our workplace culture. We value every employee's specialized area of expertise and nurture professional growth. We promote an engaging and supportive work environment, where employees feel enabled and driven to innovate, learn and collaborate. And because our subsidiaries often function as partners, our employees have the opportunity to work across our enterprise family.

Further details about the organization can be found at <https://corusinternational.org>

**About GUI:** Ground Up Investing (GUI), a subsidiary of Corus International, is an impact investing company launched in 2017 that has primarily focused on transforming agrifood systems at the first mile of agricultural supply chains in frontier markets. GUI aims to generate economic impact in the forms of higher income, better jobs and more equitable trading relationships for smallholder farming based communities, while building resilient landscapes through practices such as regenerative agriculture. GUI pursues these goals through investments in start-ups and small and medium-sized agricultural enterprises – which GUI sees as critical engines to innovation and disruption of the status quo that has historically offered little value capture at origin. GUI provides equity and debt through diverse financial instruments as an impact-first, patient capital partner.

Unique to impact investing, GUI is an owner / operator, having launched Mountain Harvest, a specialty coffee processing company and exporter based in Uganda. Having scaled the company for over 8 years, GUI has valuable insights into operating, growing, and financing agriSMEs in emerging markets.

GUI has embraced additional alternative approaches to impact investments where it aligns with Corus donor funded programs, including in Lebanon where it has pursued gender lens invested by backing women founders, including an investment in an agricultural SME and an edtech startup. GUI has also begun to explore investments in the health sector where Corus has significant history, technical acumen, and a global footprint in some of the world's most fragile settings through IMA Health.

## Job Overview:

### Position Description:

Corus is at a unique position as it seeks to transform from a traditional INGO to a dynamic development social enterprise, a transition that has been underway since the merger of Lutheran World Relief and IMA Health, the creation of Ground Up Investing and the acquisition of CGA Technologies, a data management consultancy. Together, these entities draw on unique capabilities and implementation models for addressing the root causes of poverty and constraints to social development.

Today, the legacy development industry is being replaced by approaches that blend traditional donor-funded models with client-centered product and services delivery, with clients including host country governments and agencies along with corporate and private sector stakeholders. In this vein, GUI plays a central part as it seeks to build businesses and allocate capital to private enterprises that support economic and social development.

The **Managing Director of Ground Up Investing (MDGUI)** oversees the strategic direction of the business, working with the GUI team to ensure growth and achievement of the company's goals while engaging closely with Corus leadership to align objectives and realize business synergies. Core duties include the development and execution of the strategic plan, collaborating with Corus's leadership team and GUI's Investment Advisory Committee (an external panel comprised of experts in various fields that advises GUI investments and strategies), identifying new funding partner opportunities, and developing and managing internal and external relationships.

### Role Dynamics:

To be successful, the individual should be an innovative and creative strategizer with strong leadership, influence and managerial skills, a good communicator, and a confident and goal-oriented executive. The Director should have a compelling background in business. The role affords the following prospects:

1. Updating and revising GUI's business model and strategy that incorporates the new vision of Corus to diversify product and service offerings to clients such as governments or private sector partners (for instance multinationals). The candidate should have a passion for business approaches to achieve positive development outcomes – i.e., supporting a client centered approach with governments or through private enterprise.
2. The MDGUI is expected to work with other Corus Managing Directors (largely organized by geographic regions with technical heads in a matrix structure) to pursue new business opportunities, which could include new business launches, consulting services, or development project integration. As one of Corus's five operating entities, how GUI leverages its work with the other entities is a strategic opportunity.
3. Closely related, seize opportunities to leverage the unique assets of the Corus "platform," including country office footprints, access to donor (institutional or public) resources, technical teams in health, agronomy / ag-development, and education to build an investment portfolio and / or to launch new businesses.
4. Participation in search and assessment of opportunities for roll-ups and acquisitions to strengthen Corus product / services offerings.
5. Development of services / product offerings around access to financial services (non-MFI) for donor-funded or corporate sponsored investment readiness or acceleration programs for high growth SMEs / startups.
6. Communicate externally on how GUI and Corus represent an alternative and effective new model for achieving sustainable and locally driven development results

### Key Result Areas:

The success of this role is measured by the following, which could be expanded or prioritized according to the candidate's profile and their vision for the growth of GUI's investing practice and business:

- Development of a strategic roadmap for significantly scaling the impact of GUI while implementing a business model that generates income and puts GUI on a path to sustainability.
- As part of this strategy, expand the capital base by securing new sources of capital, which could be a combination of philanthropic, investment, and debt funding, or establishing single purpose vehicles to fund new businesses. *(Note, one approach to this strategy has been initiated with the design and*

*launch of a fundraising campaign for the “First Mile Fund,” a blended capital facility. This could be continued.)*

- Development of a capital allocation plan for ongoing Corus support that provides impact, programming, and financial return on investment of allocated funds.
- Formulation and execution of a diversification strategy to expand investing into new economic development sectors and / or health and could include geographic expansion (and / or prioritization).
- Strengthened GUI collaboration and integration across the range of Corus entities.
- Strong team performance through attracting, retaining, and nurturing a high-functioning team and organizing team members into the most effective fashion (to include global footprint in primary markets).

### **Roles and Responsibilities:**

- Assess the current strategic plan and vision for GUI and develop refinements and a roadmap for execution – or a new plan.
- Collaborate with Corus leadership and senior staff, the staff of GUI, and the Investment Advisory Committee to identify, create, and implement strategic initiatives to achieve business objectives.
- Identify potential sources of additional philanthropic capital and investment capital.
- Work with the Office of the COO and President's Office in raising additional resources or supporting new revenue-generating activities (e.g., acquiring or launching new businesses).
- Monitor investment operations and global portfolio and ensure employees and business practices comply with regulatory and legal requirements.
- Develop partnerships with relevant external stakeholders.
- Represent Corus with peer organizations and DFI's to broaden Corus's representation and visibility in the development sector and represent GUI and Corus at corporate and industry events in ways that strengthen the brand and communicate the company's message.
- Identify potential risks and opportunities within the organization and its portfolio to protect business interests.
- Gain the confidence and trust of the Investment Advisory Committee, develop plans for further defining its roles, maximizing its value to the organization, and recruiting new members with the aim of diversification, as needed.
- Report to the Corus Board annually on the financial health of GUI and progress in implementing the strategic plan.

### **Supervisory:**

This role supervises the following positions:

- Senior Director of Finance
- Senior Manager, Impact Investing
- Managing Director, Farmers Market Brands
- Mountain Harvest, as Board Director and key relationship manager with the Managing Director
- Senior Manager, Coffee Quality, Marketing & Sales (currently full-time with Mountain Harvest)

### **Education & Experience / Networks:**

- Bachelor's degree in Finance, Business Administration, or a related field.
- 15+ years of professional experience including leadership / operating positions in private businesses and investing in emerging markets; familiarity with the international development sector.

- Background and strong familiarity with the agricultural sector and international trade; familiarity with emerging technologies and the health sector are pluses.
- A track record in fundraising, ideally for impact investing or from corporate and / or private capital sources for investment or international development programs or validated strong networks with high level contacts with strategically aligned funders / investors.
- Connections to DFIs, multilateral organizations, corporate CSR / philanthropic initiatives a plus.
- Experience in setting up and launching businesses.

### Key Competencies:

- A demonstrated understanding of global development trends and modalities, particularly but not limited to rural economic development and agricultural supply chains,
- A proven record of strong collaboration and interpersonal and leadership skills, leading staff and being part of a team-oriented culture.
- Strong relationship-building and networking skills, including a demonstrated ability to initiate and build relationships with internal and external stakeholders.
- Excellent verbal and written communication skills; a passion and ability to align the organization's mission with new business and philanthropic activities.
- Must be able to plan, organize, develop, implement, and interpret organizational goals, objectives, policies, and procedures.
- Must demonstrate flexibility in approaching problems.
- Adaptive attitude towards quick environment changes, with high level of resilience, commitment, and focus.
- Excellent English written and oral skills. Knowledge of French or Spanish a plus.
- Demonstrated experience working with a multicultural workforce with sensitivity and appreciation of cultural differences.

### Working Conditions, Travel and Environment

- Willingness to travel 15% or more annually, including to insecure and difficult environments.
- This position must be able to travel as required for standard domestic and international business purposes. While performing the duties of this job in different locations, the employee may be exposed to precarious settings under high security risks and/or very basic living conditions and extreme weather conditions, as well as to infectious diseases.

### As a member of the Corus Family, each employee is expected to:

- Foster a work environment where everyone feels valued and included.
- Support employees' evaluation and promotion processes based on skills and performance.
- Promote a safe, secure, and respectful environment for all members of Corus family, stakeholders in general, and particularly for the communities we serve.
- Follow Corus Code of Conduct helping to prevent any type of abuse including workplace harassment, sexual abuse and exploitation, and trafficking in persons.

Adhere to the Organizational Core Values

*Corus International prohibits discrimination and harassment of any type and affords equal employment opportunities to employees and applicants without regard to race, color, religion, sex, age, national origin, disability status, sexual orientation, protected veteran status, or any other characteristic protected by U.S. or International law.*