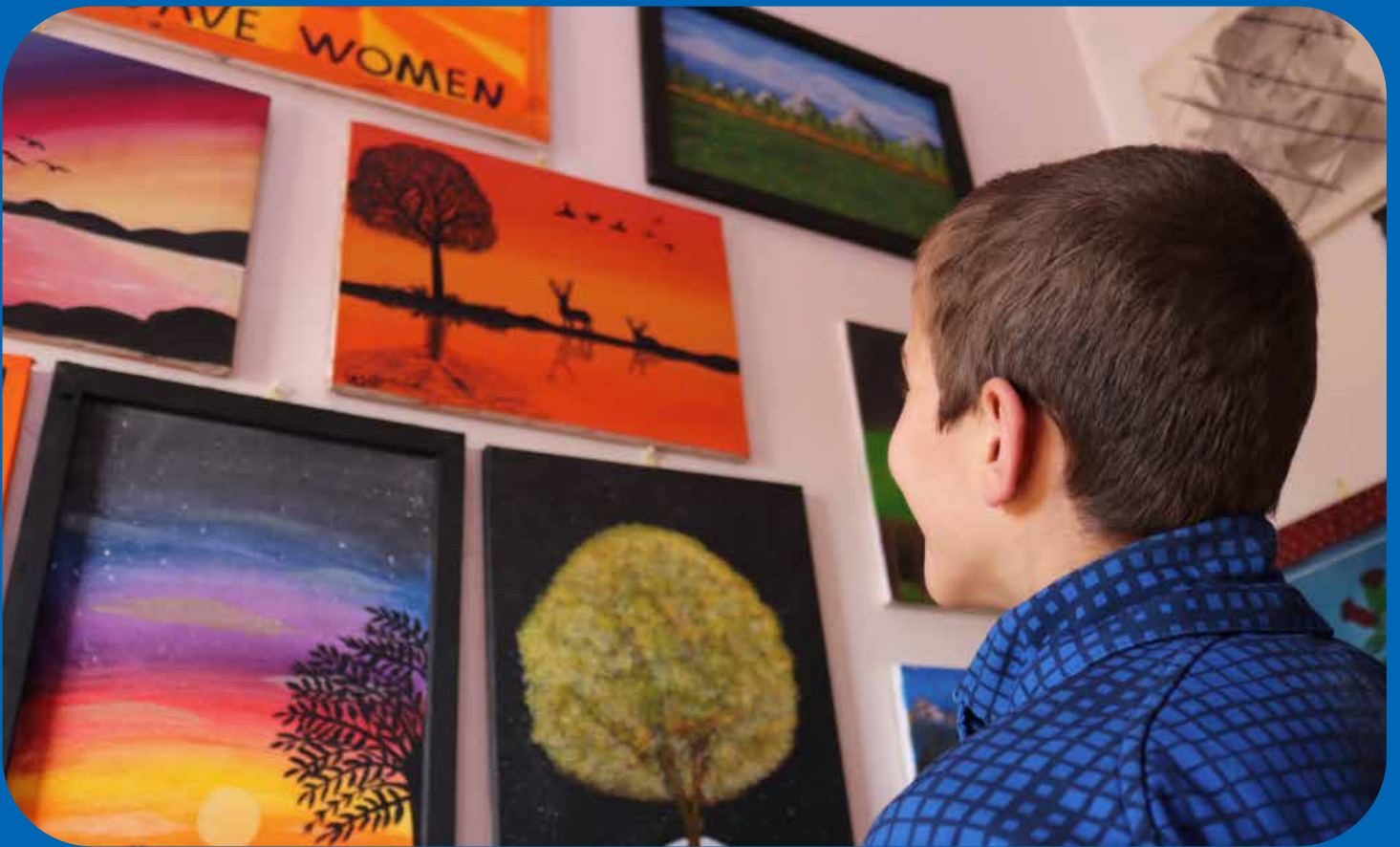


Annual Report 2023

IMPACT RECAP



Dignity

Humility

Creativity

Integrity

Connection



About Us

What We Do

From climate change and cross-border conflicts to the growing inequities left behind by the COVID-19 pandemic, the world faced multiple and complex challenges in 2023. Drawing from over seven decades of learnings, Global Communities partnered with local leaders, governments, civil society and the private sector to face these problems directly with compassion, innovation and an eye toward lasting, locally-powered impact. Across five continents, in nearly 30 countries and alongside thousands of communities, we helped to create meaningful and measurable change in service to our vision of a more just, prosperous and equitable world.





Where We Worked in 2023

Middle East

Iraq* Turkey
Jordan* West Bank/Gaza*
Lebanon* Yemen
Syria

Europe & Asia

India
Indonesia
Kosovo
Romania*
Ukraine
Sri Lanka



The Americas

Argentina
Brazil
Colombia
Guatemala
Honduras
Mexico
Nicaragua
United States

Africa

Botswana Kenya
DRC Madagascar
Egypt Tanzania
Ethiopia Zambia
Ghana

**In these countries, Global Communities lends to micro-, small and medium-sized enterprises to increase financial inclusion and create jobs under our for-profit subsidiary, Vitas Group.*



Mission & Vision

Our Mission

We bring together local ingenuity and global insights to save lives, advance equity and secure strong futures.

Our Vision

A more just, prosperous and equitable global community.

We envision a world of expanded opportunity, where crises give way to resilience and all people thrive. We work to build this better world with a spirit of constant innovation and a commitment to confront historic barriers to dignity, equity and inclusion.

Values

DIGNITY

We respect the dignity and humanity of every individual and are committed to equity, inclusion and justice in everything we do.

HUMILITY

We are transparent when we make mistakes, trust the wisdom of the communities we serve and seek to preserve the natural environment.

CREATIVITY

We are curious, seek to innovate and embrace a spirit of experimentation.

INTEGRITY

We consistently hold ourselves and each other to delivering excellence and to the highest professional and ethical standards.

CONNECTION

We actively collaborate with all our stakeholders to improve understanding of complex issues and catalyze lasting change.



Dear friends,

Looking back on 2023, I am filled with gratitude and pride for the extraordinary strides we have made under the leadership of our CEO, Carrie Hessler-Radelet, in her first full year at the helm. Carrie's leadership has not only steered us through complex challenges but has also laid a robust foundation for Global Communities' future, marking a year of significant growth and strategic development.

Last year, we took decisive steps to operationalize our Strategic Vision for 2030, aligning our actions with our vision of a more just, prosperous and equitable global community. This vision, now set into motion, embodies our commitment to not only dream of a better world but to actively forge it through our concerted efforts every day.

Our achievements in localization in 2023 highlight our dedication to enhancing our leadership and ensuring our initiatives are deeply interconnected with the communities we serve. These steps forward in our organizational structure and strategy are crucial as we navigate the complexities of our mission in nearly 30 countries.

At the heart of Global Communities is the mission to bridge the divide between traditional humanitarian assistance and sustainable development. This past year has showcased our adaptability and resilience, responding swiftly to the dynamic needs of communities affected by conflicts and crisis such as Ukraine, Gaza, Syria and Türkiye. Our capacity to innovate, pivot and implement community-driven solutions stands as a testament to the collective strength and diversity of our global team.

Carrie's inaugural year as CEO has invigorated our shared commitment to advancing equity, saving lives and securing strong futures globally. Her leadership inspires us to transcend boundaries, innovate and deepen our impact worldwide.

As we move forward, I know we will continue to harness our collective expertise, draw upon local ingenuity and global insights, and stay true to the communities at the core of our work. Together we are not just responding to the challenges of today but actively shaping the future we all believe in.

Thank you for your unwavering support and for being an integral part of our global community. Here's to continuing our impactful journey together.

With deepest appreciation,



John Potter
Chair, Board of Trustees



Dear Friends,

As we reflect on the challenges of 2023, it is clear that we, as human beings inhabiting a fragile planet, face extraordinary challenges that test our resilience, compassion and adaptability. Despite these trials, we remain inspired by the talent and tenacity of the communities we serve, which brings us hope and strengthens our commitment to our global mission. Our accomplishments this year — from responding to crises in Syria, Türkiye, Ukraine and Gaza to our pioneering financial inclusion and global development work across the globe — demonstrate our capacity to adapt and evolve in a complex and rapidly changing world.

We are laser-focused on our mission of bringing together local ingenuity and global insights to save lives, advance equity and secure strong futures. The first part of that statement — bringing together local ingenuity and global insights — speaks to our commitment to locally-led development and the critical partnership that is at the center of the way we work. The second part of that statement — saving lives, advancing equity and securing strong futures — speaks to our unique capabilities in humanitarian assistance, sustainable development and financial inclusion, all of which enable us to pivot when needs on the ground change.

Deep relationships of trust are at the heart of our work. As an example, our team members and partner communities in Ukraine remain profoundly affected by the ongoing war with Russia. Since 2018, we have worked hand in hand with Ukrainian municipal governments to build their capacity as government resources and decision-making were decentralized as part of a shift towards democratic governance. These six years of shared commitment provided the foundation for us to rapidly pivot from development programming in a stable environment to crisis response and humanitarian aid when conflict erupted. Our ability to help communities plan for their long-term development while meeting the needs of a nation at war are evidence of Global Communities' agility in adapting to rapidly changing circumstances and our commitment to meeting the needs of an increasingly fragile world.

Similarly, the war in Gaza has underscored the importance of our longstanding presence and strong

relationships of trust. We have worked in the West Bank and Gaza since 1994, supporting food security, water and sanitation and financial inclusion. Our presence there and our incredibly committed and capable local staff enabled us to pivot our activities when war erupted. As the primary implementing partner of the World Food Programme (WFP), we have reached more than 1 million people with life-sustaining food parcels, with each parcel providing a fortnight's sustenance for a family of five. Expanding our collaboration with WFP, we have initiated hot meals programs, supported the delivery of lipid-based nutrient supplements to children at high risk and supported bread distribution through bakeries and local shops.

Our programs were significantly challenged by operational difficulties due to interrupted border crossings, limited transportation and security risks. Despite these challenges, our team persisted with distribution of lifesaving food and commodities, and at significant risks to themselves. In addition to the WFP aid, we have also provided other forms of assistance funded by different donors, including winterization vouchers and materials, hygiene kits and more rounds of hot meals, reaching tens of thousands of families and individuals.

These examples demonstrate our broader commitment to addressing the multifaceted needs of communities, whether in crisis or stability. From Jordan and Palestine to Guatemala, Ethiopia or Sri Lanka, our vision to build a more just, prosperous and equitable world inspires us and drives us forward.

Looking ahead, we're enthusiastic about further integrating development finance into our already rich portfolio of humanitarian assistance and sustainable development, as part of our broader commitment to operationalizing our Strategic Vision for 2030. We believe that this three-pronged portfolio gives us strength to meet the needs of the communities we accompany along their pathway to resilience.

Finally, this year we will focus even more intently on locally-led development and supporting our partner nations, civil society and communities to achieve their power and potential as leaders in their own future. Global Communities seeks to be a leader and a role model in



the locally-led development movement. It will take time and significant investment in our system, processes, human resources and business model planning to prepare for and more fully live into that leadership role.

Part of that journey involves examining the ways in which our current strategies, structures, processes, norms and cultures may unintentionally perpetuate imbalances in power between the Global North and our partner communities. We are beginning to take steps to actively shift power towards our own local staff, local partners and the communities we serve. This work re-affirms our foundational commitment to DE&I as we continually seek to live into our values. We are at the beginning of that journey and following concrete operational strategies as we prepare for the future we envision.

We are so grateful for your support as we work together to meet the dynamic needs of an increasingly fragile and

changing world. Our 2023 achievements are the result of our collective effort, built on the strength of our team, partners and communities. Together, we have navigated the intricate complexities of this moment in time. Our journey towards a more just, prosperous and equitable global community continues unabated, fueled by your unwavering support and dedication.

Thank you for your commitment to our shared vision.

With warmest regards,

Handwritten signature of Carrie Hessler-Radelet in black ink.

Carrie Hessler-Radelet
President & CEO



The Americas

REGIONAL ACHIEVEMENTS



Argentina

Argentina faced a brutal year in 2023, with inflation exceeding 211% and nearly 42% of the population struggling to make ends meet each day. To address the reality on the ground, Global Communities focused on equipping grassroots leaders and organizations with the skills and resources needed to drive positive change where they live and work.

Since 2018, we have partnered with the John Deere Foundation to implement the [Sowing Futures \(Sembrando Futuros\) program](#). The goal is to improve vulnerable communities near John Deere factories by engaging young people and collaborating with local institutions on social development projects of their own design.

In 2023 alone, Sowing Futures and its partners helped improve the lives, schools and neighborhoods of more than 11,000 people in Granadero Baigorria and Las Rosas. While activities ranged from urban reforestation and substance abuse prevention to college and career readiness, one project of note was the establishment of community kitchens in sports clubs managed by specially trained civilian volunteers.

Notable Numbers:

- **122,430** – Food rations delivered to 2,460 children and young people
- **19,767** – Volunteer hours served by 1,224 corporate and community volunteers supporting 6 communities in the region
- **11,064** – People who benefited from Sowing Futures projects
- **7,466** – Young people who participated in Sowing Futures activities
- **49** – Private and public partnerships formed

Valued Voices



The kids show us so much love, and it does me good to see their faces light up when they get here and see the snack waiting for them.”

Esther, community kitchen volunteer



I realized that this act of afforestation that I was a part of was going to be something that future generations in my city were going to enjoy.”

Sebastián, John Deere employee and volunteer

Brazil

In recent years, rising temperatures, little rainfall and lack of access to machinery have led to poor yields and reduced profits for smallholder farmers in Brazil's Northeast region. To help promote sustainable agriculture, empower rural producers and strengthen the corn production chain, Global Communities and its partners are implementing the Prospera program.

Prospera expanded its operations to two additional states in 2023, bringing its total reach to four states in Brazil: Pernambuco, Ceará, Alagoas and Paraíba. The program supports farmers with modern technology and inputs to increase and sustain their yields. As a result, many are staying and farming locally rather than migrating to cities to pursue other economic prospects. Through a partnership with Corteva Agriscience, Prospera also provides technical assistance to an agriculture program boosting rural entrepreneurship and strengthening food security and income generation for women farmers in Brazil.

The Recycle Project (Projeto Reciclar) — aimed at improving the living and working conditions of trash collectors — also advanced in 2023 with the signing of a cooperation agreement between Global

Communities, the John Deere Foundation and the Banco do Brasil Foundation. The partnership aims to mobilize millions of reais in resources to build an operations facility for the recyclers' cooperative and expand the project's socio-environmental impact beyond the city of Montenegro.

On another front, Brazil's Ministry of Culture approved the My First Childhood (Minha Primeira Infância) Project, with implementation scheduled in three cities in 2024. The project aims to provide cultural activities to support the development of hundreds of children (ages 0–6 years old) and early childhood educational professionals from 7 public institutions with funding from John Deere and Massey Ferguson.

We also provided consultancies for structuring the social strategies and corporate volunteer programs of two private organizations committed to the environmental, social and governance (ESG) agenda. Learn more about the social assessments we conducted for Lwart Soluções Ambientais (Lwart Environmental Solutions) and BP Bunge Bioenergia in our Notable Numbers.

Notable Numbers:

- **11,000** – Small rural farmers trained and equipped with tools and resources to modernize their agricultural practices, boost their yields and build long-term resilience
- **1,600** – Children ages 0–6, their family members and early childhood education professionals who will benefit from the My First Childhood Project that was approved in 2023
- **80** – Percentage of Projeto Reciclar participants who are black female heads of households



Valued Voices:



If you work in [the city] you can earn money, but when you work hand in hand with Prospera, you can develop the region."

- Antônio Albédo Soares, farmer and Prospera program participant



For us, this cooperative will be very gratifying, because the staff will have a place to work with recyclable materials. We are often discriminated against and humiliated in the streets, so the cooperative will bring a lot of dignity. For us, it will be very good."

- Pedra Olina da Silva, trash recycler and Projeto Reciclar participant

Guatemala

Over the past two decades, Global Communities has worked tirelessly to meet the immediate humanitarian needs of Guatemalan communities while simultaneously laying the groundwork for long-term resilience and development. In 2023 – through a combination of emergency response, sustainable solutions and creative partnerships in Huehuetenango and beyond – we made significant strides in improving the lives of those most vulnerable to poverty, malnutrition and the impacts of natural disasters.

In Guatemala’s Western Highlands, prolonged periods of drought, the long-lasting economic effects of the COVID-19 pandemic, and increasingly severe hurricane seasons have left many Indigenous families struggling to access nutritious food due to crop failures, lack of income and limited access to markets. High levels of malnutrition among children in the region are of particular concern, with rates of stunting and wasting well above national averages.

With funding from the United States Agency for International Development’s Bureau for Humanitarian Assistance, Global Communities worked to address these challenges through the Podemos (“We Can”) program. One aspect of our approach was the

distribution of multi-purpose cash assistance, which helped to enhance food security in the region and provide more than 4,800 households with critical support to meet their basic needs. We also helped promote economic recovery by assisting participants with establishing savings and loans groups and supporting small productive enterprises.

In addition to providing meals to thousands of students, our school feeding and education programs also integrated activities around bilingual literacy (Spanish–Mayan languages), nutrition, family/ local agriculture and women’s empowerment. By purchasing food locally, we helped link 21 farmers (women and men) to schools, thus increasing their incomes and diversifying their production. Global Communities also ensured the proper accreditation of 21 agricultural suppliers by relevant government authorities.

Another important 2023 achievement was a strategic endeavor aimed at enhancing the capacities of Guatemala’s disaster risk reduction and response agency (SECONRED). Key outcomes included the development of institutional communication plans, national education programs and updated guides for municipal instances of disaster risk management.



Notable Numbers:

- **\$1.9+ million** – Multi-purpose cash assistance distributed to 4,846 families living in poverty and extreme poverty or at risk of malnutrition, with illnesses, disabilities or senior citizens
- **52,621** – Students who participated in school feeding and education programs
- 19,976 – Families who are participating in the generation of water management improvement plans for their communities
- **2,364** – Women participating in 160 savings and loans groups
- **2,028** – Women who received prenatal and postnatal care at Casa Materna, a shelter for women with high-risk pregnancies near the Regional Hospital of Huehuetenango
- **893** – Educators who were certified in the use of literacy teaching methods
- **579** – Households that benefited from floor, wall or roof repairs to ensure safety and well-being (525 homes with USAID funds; 54 homes with funds from USAID and CEMPRO)
- **304** – Income-generating enterprises supported (44% – fruit tree plantation; 28% – livestock activities; 18% – agricultural activities; 9% – mushroom production; 1% – forest nursery)
- **18** – Municipal governments, alongside 54 communities, who signed letters of understanding and collaboration to strengthen their capacities for the management and administration of WASH systems

Valued Voices:



At the beginning, everything seemed like a dream. Now, we see that it is possible with the ideas they gave."

– Elsa, Podemos program participant



Thanks to the support [Podemos has] given me and my family, now I do not need to travel far to find work with my children."

– Juana, Podemos program participant

Honduras

Global Communities has been working side-by-side with Hondurans for more than 30 years to build stable, resilient communities through programs focused on water and sanitation, disease mitigation, support for good governance and economic recovery.

According to the National Survey of Demography and Health, only 50% of households in Honduras have access to quality water free of Escherichia coli (E. Coli). Consuming this polluted water can result in severe illness, especially among children under five years of age, those with compromised immune systems and the elderly. Over the last two years, because of the COVID-19 pandemic and Hurricanes Eta and Iota, the situation has only worsened in the country.

According to the 2024 Humanitarian Response plan for Honduras, 2.8 million people or 27% of the population need humanitarian assistance. In 2023, human mobility tripled compared to 2022, as more Hondurans were driven from their homes by extreme poverty, gang violence and food insecurity caused by climate change. Over 20% of the population also faced emergency levels of food insecurity, as price inflation and climate unpredictability have made it more difficult for populations that depend on subsistence farming to live off the land.

In 2023, with support from the United States Agency for International Development's Bureau for Humanitarian Assistance, we repaired and restored 36 drinking water systems, benefiting more than 31,000 people. We also worked with local water management boards to teach them how to provide adequate maintenance and care of the systems, ensuring a steady supply of safe drinking water.

Although access to safe drinking water is important, raising awareness about good hygiene practices is also fundamental to the health and well-being of communities. Recognizing this, Global Communities trained 106 people to serve as hygiene promotion volunteers. As a result, more than 18,000 people received information and education on effective handwashing, good hygiene practices and other ways to prevent waterborne diseases.

In July 2023, we launched the COVID-19 Community Vaccination Brigades Project to expand vaccination coverage in the municipalities of Choloma and Villanueva, in the Department of Cortés. The project was funded by the Centers for Disease Control and Prevention and The Task Force for Global Health and carried out in collaboration with the Ministry of Health. A team of 30 vaccinators focused on identifying and vaccinating individuals who had not been vaccinated or those with incomplete vaccination records, particularly prioritizing groups such as children under five, the elderly and those with underlying health conditions. By project's end, nearly 63,600 doses of vaccines were administered, encompassing both COVID-19 and other essential vaccinations.

Finally, Global Communities continued to be at the forefront of eliminating malaria in Honduras in partnership with the Ministry of Health. Under the National Honduras Malaria Elimination Strategy, more than 169,355 people directly benefited from services provided in high transmission areas.





Notable Numbers:

- **63,600** – Doses of vaccines administered, including COVID-19 and other essential vaccinations
- **31,000** – Individuals who gained improved access to clean drinking water through water system rehabilitations
- **20,465** – Insecticide-treated mosquito nets installed and 4,627 homes received a cycle of indoor residual spraying to protect residents from malaria
- **1,545** – Households received multi-purpose cash assistance, helping cushion the blow of increasing inflation and food insecurity
- **18,000** – People received information and education on effective handwashing and good hygiene practices

Valued Voices:

“Before, we had to carry water by bicycle, which put the physical safety of my family in question. Now, we will be able to do the housework like cooking, washing clothes and bathing my children without any problem.”

– Brenda, Honduras program participant

“You made the decision to support us since nobody had laid eyes on us after the hurricanes. You came to give life and joy, once again, to our community that was destroyed.”

– Rosa, Honduras program participant

United States

We implement a diverse portfolio of programming in San Diego, California, where our U.S. team is recognized as a trusted partner, thought leader and convener of coalitions across sectors and health and social issue areas. This includes birth equity and maternal health, disease prevention and response, water and sanitation, and migrant and binational health care.

In 2023, as part of our Healthy Start project, our team began answering a regional “breastfeeding warmline” – a vital telephone resource for breastfeeding health education, support and referrals in five different languages. This initiative reinforces our presence as the go-to resource for multilingual community health services.

We also secured a new healthcare reimbursement contract that will fund at least two new full-time employees in 2024, including a Birth Equity Navigator and a Housing Navigator. This will allow the team to directly address the significant housing needs of San Diego communities for the first time and echoes the origins of Global Communities as a cooperative housing actor.

Notable Numbers:

- **2,600** – Visits with pregnant and postpartum families, helping to ensure they have everything they need for a healthy baby
- **120** – Pack n plays or cribs provided to families to ensure babies have a safe place to sleep
- **117** – Mothers who were provided with doula support, which is proven to reduce the risk of birth complications
- **95** – Percentage of program clients who have at least one or more risk factors, including experiencing poverty, teen pregnancy, unstable housing or homelessness, domestic violence or military deployment
- **78** – Group activities, reaching more than 880 people
- **67** new parent support group activities focused on lactation support and child development
- **11** Community Action Network events, reaching more than 280 people
- **60** – Percentage of program clients who are refugees and asylum seekers from countries including Somalia, Haiti and Afghanistan
- **34** – Percentage of clients who received midwife care, which is proven to reduce the risk of birth complications and unnecessary c-sections



Valued Voices:



As a first-time mom without any family to support us and dealing with postpartum depression, my Navigator gave me an opportunity to feel heard and seen.”

- Healthy Start client



They surrounded me with so much love it was overwhelming. They were very helpful with tips on breastfeeding, and they guided me as sisters, not healthcare workers.”

- Healthy Start client



Africa

REGIONAL ACHIEVEMENTS



Ethiopia

The Resilience in Pastoral Areas South (RIPA South) project completed its fourth year of programming in Ethiopia. The five-year initiative, which is funded by the United States Agency for International Development, is helping to address many of the root causes of vulnerability for pastoral communities and improve their ability to mitigate, adapt to and recover from conflict- and climate-related shocks and stressors.

In 2023, Global Communities continued to build upon and expand RIPA South's successes across five zones in Ethiopia. Under the emergency response component of the project, we worked with local communities to restore water access, deliver cash assistance to households in need, and provide veterinary care to livestock.

We also launched an initiative in several communities to restore rangeland through regenerative grazing. Pastoralists were trained to adopt a grazing strategy that promotes soil regeneration and fertility enhancement through the animals' hoof movements and waste. The regeneration of the degraded grazing lands, restoration of moisture in the soil and newly sprouted healthy grasses indicate that this new approach has great potential for expansion due to its success.

Additionally, we established partnerships with nine private sector entities that created important linkages with young adults transitioning out of pastoralism to help diversify job opportunities. Through these new relationships, individuals received coaching, support and cost-sharing as they pursued sustainable alternative business ventures.

Notable Numbers:

- **3,787** – Transitioning out of Pastoralism (ToPs) participants who received business development and value chain group formation training, so together they could pursue economic activities such as livestock fattening and trade, beekeeping and commercial fodder production
- **1,221** – New pastoralist households trained to utilize the AfriScout mobile application to better plan and coordinate grazing and share geo-located alerts among others
- **547** – New Women Empowered savings groups established through RIPA South to promote financial inclusion and the social and economic empowerment of women
- **429** – Community members, leaders and government experts trained in regenerative grazing techniques, which promotes sustainable livestock and agricultural management

Valued Voices:



No milk, no meat, no water, no food in the house. I do not want to remember that again. ... Thank you all who supported us during this hard time."

– Kula, RIPA South program participant



The fodder helped me to mitigate the drought. I am able to feed my child and myself during the drought season."

– Lokody, RIPA South program participant

Ghana

In 2023, Global Communities continued to build on over a decade of experience creating sustainable improvements in water and sanitation access in Ghana. Currently, we are implementing the Enhancing Water, Sanitation and Hygiene (En-WASH) Activity, funded by the United States Agency for International Development (USAID).

Although the Government of Ghana has made significant process, 80% of diseases in Ghana are caused by unsafe water and poor sanitation. Urban-rural disparities continue for safe water access and sanitation infrastructure, especially in the north, where only 44% of households have improved water sources. Women, who often benefit most from improved WASH, bear the burden of water collection while being largely excluded from decision-making.

Through En-WASH, which began in October 2021 and will continue through September 2026, it is anticipated 300,000 people will gain access to basic sanitation services, and 250,000 people will gain access to basic drinking water services in the Northern, Upper East, Upper West, Northeast, Savannah and Oti Regions. Additionally, En-WASH is supporting metropolitan, municipal and district assemblies (MMDAs) to enable 70% of target communities to be certified as Open Defecation Free and 60% of households to adopt and sustain improved WASH practices.

During 2023, our En-WASH team focused on strengthening the capacity of local government officials, school administrators and health facilities to efficiently plan, budget, implement and monitor WASH services. We also worked with the Government of Ghana and MMDAs to attract more private companies to invest in WASH services, particularly in rural areas. Within the communities we serve, we focused on educating civil society and faith-based organizations as well as village savings and loans associations on positive WASH behaviors and advocating for more public resources for WASH.

By year's end, the En-WASH team also completed a Gender Equality and Social Inclusion (GESI) Analysis to better understand gender norms and power dynamics which influence the accessibility, responsiveness and sustainability of WASH services in northern Ghana.

Notable Numbers:

- **57,958** – People who gained access to safe water with the completion of 15 mechanized boreholes and 13 NUMA systems
- **4,320** – People who gained access to safely managed latrines
- **757** – Latrine artisans trained in collaboration with our project partners, APDO and TFHO
- **212** – Savings and loans associations established with our support and technical assistance
- **2** – Boxes of Aquatabs (water purification tablets) distributed to treat 1,280,000 liters of water in 3 northern regions affected by flooding



Valued Voices:



Today, because of this water system, the issue of cholera and skin rashes are no more."

- Alex Kwaku Osei, Huniso community leader



We no longer trek for hours in search of water. It's right here, within our reach. This project is a blessing, a game-changer."

- Barikisu, Mandari community member

Kenya

In 2023, Global Communities completed the fifth and final year of Cooperative Leadership, Engagement, Advocacy and Research (CLEAR), a Cooperative Development Program funded by the U.S. Agency for International Development. Against the backdrop of a new government administration prioritizing cooperative and Micro-, Small and Medium-sized Enterprises (MSMEs) as engines for growth, CLEAR assumed a leading role in supporting national and county governments in shaping the cooperative sector agenda and enhancing intergovernmental coordination in Kenya.

A primary focus was on promoting sustainable partnerships to ensure continued advocacy and support for worker cooperatives beyond the program's duration. This effort resulted in 15 more counties completing their county cooperative policies in fiscal year 2023. CLEAR also increased the number of cooperatives it supports by 10 for a total number of 19.

Responding to the demand for enhanced education and learning opportunities, CLEAR launched a series of educational videos covering various aspects of cooperatives, including policy, legislation, management, governance, marketing, gender and worker cooperatives. The project also officially handed over the Worker Cooperative Management Course to the Cooperative University of Kenya for ongoing implementation and impact.

Other close-out activities included completing a five-year longitudinal research effort in partnership with the United States International University (USIU) Africa. This important milestone was marked by a stakeholder meeting to confirm the relevance and validity of the research findings. Additionally, 40 participants from cooperatives, local governments, other stakeholders and USAID attended the Project Closing Learning Forum, which reinforced the imperative to scale up operations of the worker model in Kenya and set the stage for future expansion and impact.

Finally, in October 2023, Global Communities announced a new five-year award from USAID to implement CLEAR+ in Kenya and Guatemala. The program will strengthen the cooperative sectors in both countries through improved legal frameworks, advocacy and learning, with a special focus on women and youth engaged in the gig economy and service sectors.

Notable Numbers:

- **4,168** – Cooperative members who received coaching from CLEAR to enhance their business performance
- **797** – Stakeholders who attended public participation forums in Nyeri and Kilifi Counties
- **388** – Youth entrepreneurs who graduated from the Youth Entrepreneurship Round Table (YERT)
- **108** – People from 28 counties who participated in the public policy learning forum co-hosted with Strathmore University
- **15** – Counties which completed their county cooperative policies with support from CLEAR



Valued Voices:



The cooperative allows us to be our own bosses. It allows youth to have clear job opportunities and jobs that we can do with passion."

– John Karika, Secretary of Transparency Auto Worker Cooperative



[Global Communities]' support will definitely go a long way in promoting the growth and development of cooperatives in Kenya."

– Patrick Kilemi, Principal Secretary, State Department for Cooperatives

Madagascar

In February 2023, Global Communities and its consortium of partners in Madagascar began serving the first school meals supported by Mianatra (“Learn” in Malagasy), a McGovern–Dole International Food for Education and Child Nutrition project funded by the U.S. Department of Agriculture.

In partnership with Catholic Relief Services and FHI360, we are providing support to the Government of Madagascar to improve literacy among school-age children and provide nutritious daily school meals in the Androy region. Communities in the region face significant challenges, including food shortages and ongoing drought, which has disproportionate impacts on the health and nutrition of vulnerable people, including school-age children. Literacy rates and school attendance are also historically low in the region. Prior to Mianatra’s activities, the average attendance rate for primary school students was less than 60% and only 6.5% of second grade students were able to read and understand text.

To establish good relationships with local authorities and start full implementation of project activities without restrictions, Global Communities signed a partnership agreement with the Ministry of Education and obtained country registration in 2023. We also helped participating schools lay the groundwork for successful outcomes by equipping their kitchens with fuel-efficient stoves, building or rehabilitating safe food storage rooms, setting up reading corners and school gardens, and training teachers on improved literacy teaching and learning methods.

Over the life of the project, Mianatra will continue to provide local supervision, coaching and ongoing support to ensure school communities have the capacity to manage school feeding and improved literacy education. Mianatra is currently recognized by the Direction Régionale de l’Education National (DREN) as the benchmark for quality of intervention among other projects and agencies operating in the region.

Notable Numbers:

- **1,466,840** – Daily school meals served, reaching 33,702 students in 131 schools
- **508** – Preschool and primary school teachers who were trained in improved literacy teaching and learning methods
- **128** – Reading corners established and supplied with books adapted to all grade levels
- **100** – Savings and loans groups that were created, including a total of 2,321 members (1,549 women; 772 men)
- **100** – School gardens that were set up to contribute healthy local vegetables for the students’ meals
- **17** – Rainwater catchment systems that were rehabilitated or constructed, allowing for the storage of 175 cubic meters of water (about the same amount as an Olympic-sized swimming pool)



Tanzania

Global Communities is building on more than 10 years of implementing integrated school feeding projects in close collaboration with the Government of Tanzania. In 2023, with funding from the United States Department of Agriculture’s McGovern–Dole International Food for Education and Child Nutrition Program, we began leading the coordination of Pamoja Tuwalishe (“Together, Let’s Feed Them” in Swahili).

Over the life of the project, Pamoja Tuwalishe will support 367 schools and communities in the Dodoma and Mara regions to operationalize the country’s National School Feeding Guidelines and implement activities that can be replicated in additional schools and communities. Our approach is focused on strengthening existing capacities and systems, and enhancing collaboration between the local governments, schools and communities to improve the overall learning experience of more than 315,000 students.

In 2023, key achievements including helping 120 new schools develop their own action plans for the upcoming year, starting with the construction and upgrading of infrastructure needed to prepare quality school meals safely and consistently. We also negotiated and signed project agreements with the Mara and Dodoma Regional Governments. These agreements create a framework that ensures all stakeholders understand their roles, responsibilities and contributions, easing the collaboration required to effectively prepare for and implement school feeding together.

Another key project achievement was securing a warehouse in Dodoma that has the capacity to store 1,670 metric tons of food commodities and additional space for non-food items. We hired a team of professional to upgrade the facilities and equip it to store USDA-donated commodities for Pamoja Tuwalishe.

Finally, we developed an innovative Digital Information & Learning System that provides local governments and schools with on-demand access to information, guidance, training materials and tools that will help them implement and monitor their school feeding activities.

Zambia

In 2023, Global Communities served as the institutional capacity strengthening partner to Project Concern Zambia (PCZ) and its three local sub-grantees on the Empowered Children and Adolescents Program (ECAP II) funded by the United States Agency for International Development (USAID) with support from the President's Emergency Plan for AIDS Relief (PEPFAR).

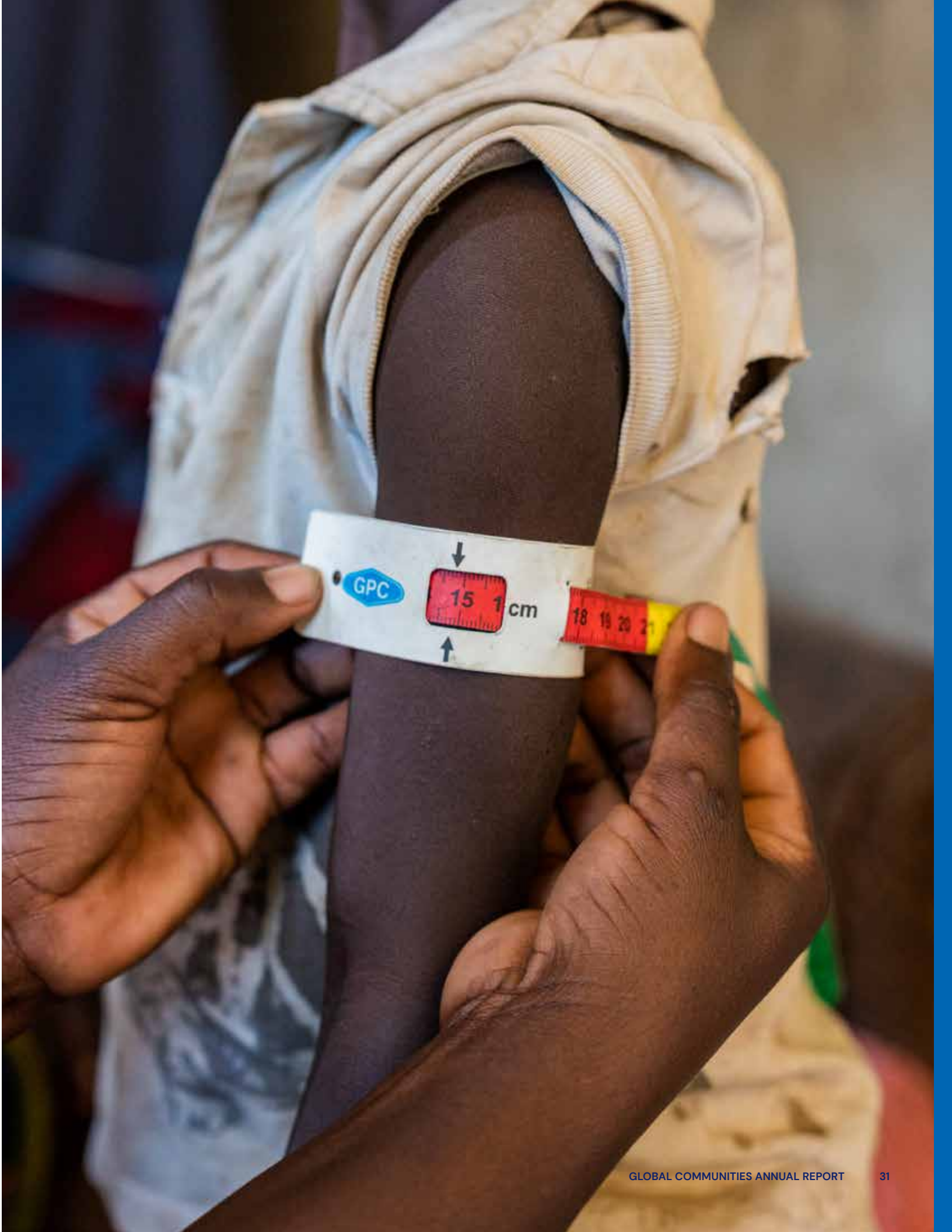
The goal of the program, which runs until 2025, is to mitigate the impact of HIV and improve the health and well-being of vulnerable children and adolescents (VCA) across two provinces in Zambia (Central and Southern). ECAP II is PCZ's first award as a prime implementer, following an intentional process by Global Communities to transition our Zambia branch office to an independent, locally registered entity governed and managed by Zambians.

Under ECAP II, Global Communities worked to strengthen the ability of both PCZ and the project's consortium to improve and expand service delivery while managing new and increased resources effectively. This included providing project oversight and supporting PCZ with developing and implementing strong internal systems, policies and procedures to ensure sound financial management and compliance across the consortium.

Key activities included conducting Organization Capacity Assessments for PCZ and all ECAP II sub-grantees. Using the assessment results, we supported the partners with identifying opportunities for organization change, learning and development across 10 technical and programmatic domains.

Global Communities also supported PCZ with resource mobilization, business sustainability and development efforts, including the coordination of a Business Planning and Resource Mobilization workshop. Topics included business planning, communications and branding, proposal development and budgeting as well as private sector mapping and engagement. The workshop enabled PCZ to identify its strengths, weaknesses, opportunities, and threats while updating the organization's sustainability plan to reflect learning from the workshop.

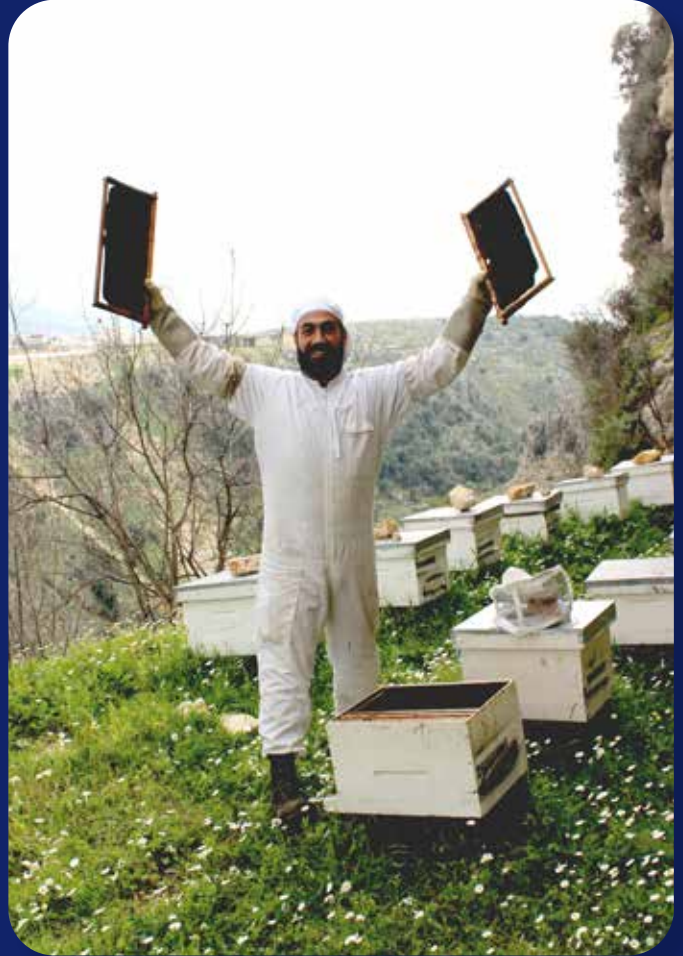
Additionally, as part of ECAP II's household economic strengthening interventions, Global Communities provided technical assistance to PCZ in rolling out a program that helps households caring for more than 23,000 vulnerable children and adolescents to form and/or strengthen savings groups. The program draws on Global Communities' innovative Women Empowered (WE) methodology, so we provided virtual and in-person trainings to PCZ staff and community facilitators on training of trainers, mobile data collection and improving the quality of WE groups. By the end of fiscal year 2023, community facilitators supported the formation of 561 WE groups with a total membership of 28,018 women and men. This exceeded the project's target for number of WE groups by 153%.





Middle East

REGIONAL ACHIEVEMENTS



Vitas | Iraq, Jordan, Lebanon and Palestine

Vitas Group (Vitas), a for-profit subsidiary of Global Communities, continued its work lending to micro-, small and medium-sized enterprises (MSMEs) in the Middle East. In addition to maintaining their commitment to lending, Vitas also embraced innovation by developing new digital products and partnerships. Licensed by Central Banks, Vitas operates a unique network of microfinance companies with a proven track record of over 20 years of experience. Throughout 2023, Vitas provided a variety of loan products in Iraq, Jordan, Lebanon and Palestine.

Iraq

Vitas Iraq demonstrated significant strides in its mission to foster economic growth and empower communities through accessible financial services by disbursing a total of 13,509 business loans. This service facilitated the establishment and expansion of enterprises across various sectors. Additionally, Vitas Iraq made significant strides in advancing its operations, particularly in marketing, digitization and lending last year. There was a pivotal transition to lending using the local currency (Iraqi dinar) rather than the United States dollar, aligning more closely with the needs of clients. Moreover, Vitas Iraq's collaboration with Zain Cash proved instrumental in enhancing the loan repayment process.

Embracing digital innovation, Vitas Iraq implemented an efficient loan app called Zain Cash. This app is the largest digital wallet of Iraq and is focused on digitizing the loan repayment process. Zain Cash works by bolstering client communication through streamlined notifications and fortified loan verification via OTP authentication. Additionally, Zain Cash allows clients to manage all the details of their active loans in an interactive app format.

All told, these initiatives underscore Vitas Iraq's commitment to adaptability and client-centric solutions.



Vitas | Iraq, Jordan, Lebanon and Palestine continued

Jordan

Vitas Jordan introduced new features on its innovative Tijarah platform to improve transparency and convenience for customers. Tijarah is a communications channel where buyers and sellers request goods and receive invoices. Through the platform, customers can apply for specific loan products like working capital and revolving loans. Customers and suppliers can monitor pending loans and withdrawal requests.

New features introduced on Tijarah include a loan calculator and information on Vitas' loan products that are available within the app. Now, customers can view their credit limit, loan history, amortization tables and deduction tables. Additionally, a page with helpful links to relevant information has also been added to the platform.

Lebanon

Vitas Lebanon began developing two new strategic partnerships in 2023. The first was with the World Bank on the Building Beirut Business Back & Better (B5) project. This project will add new portfolio funding in response to the growing market need by MSMEs for financing in fresh funds. In addition to its lending activities, the B5 project continued to support 633 businesses impacted by the 2020 Beirut blast, 30% of which are women-led. The second new partnership was with Proparco, a subsidiary of the Agence Française de Développement (AFD) Group, for a new guarantee facility that covers the risk of new loans issued up to \$2.75 million.

Vitas Lebanon also partnered with Michel Issa Foundation (MIF) for Local Development, to support and finance MSMEs in various sectors in the Mount Lebanon and Jbeil areas. Under this partnership, loans were dispersed in United States dollars to pilot test foreign currency lending after the recent Lebanese financial crisis.



Palestine

The first nine months of 2023 were some of the most successful times in Vitas Palestine's 30-year history. Vitas Palestine had 20,085 clients (an 18% increase), a portfolio of \$70,659,245 (an 11% increase), and digital loans were 15% of the portfolio. Vitas Palestine's successful new digital loan product, which allows borrowers to complete most of their loans online, drove this growth. Additionally, Vitas Palestine built stronger relationships with funders, with a loan from Proparco in France and a guaranty facility from FMO, the Dutch government development bank.

After the start of the Palestinian and Israeli war on Oct. 7, Vitas Palestine ceased all work in Gaza and maintained limited operations in the West Bank. The company is prepared to support reconstruction, economic recovery and lending for small businesses and housing repairs in Gaza once the war ends. Vitas Palestine has been lending in Gaza for almost 30 years, through several violent conflicts, and will continue its work once conditions allow.

Notable Numbers:

- **\$99 million** – Total amount of loans disbursed to 5,177 clients in Jordan
- **\$1.74 million** – Total support secured from the International Organization for Migration for economic development in Iraq
- **20,085** – Number of Vitas Palestine clients (an 18% increase from 2022)
- **44** – Percentage of Vitas Jordan clients who reported an improved capacity to pay for their children's education



Palestine (The West Bank & Gaza)

After the start of the Israel/Palestinian War on Oct. 7, 2023, Global Communities launched a rapid response to the humanitarian crisis and began serving as the World Food Programme's main implementing partner outside of United Nations Relief and Works Agency (UNRWA) centers. By the end of December 2023, we distributed over 77,249 food parcels, serving 386,245 affected individuals. Each parcel provided two weeks of support for a family of five.

Through funds provided by the Bank of Palestine, we also distributed winterization vouchers to 1,000 households in early December, enabling families to purchase much-needed clothing ahead of the colder months. The Palestine Islamic Bank provided Global Communities with \$50,000 to provide hot meals to 9,000 internally displaced people in southern Gaza.

Prior to the war in Gaza, Global Communities was implementing a variety of programming to improve quality of life and economic opportunities for the Palestinian people. With funding from the United States Agency for International Development (USAID), we increased access to facilities and services for safe domestic water and improved sanitation through the Gaza Household WASH (GHW) program.

Under the USAID-funded Active Citizenry Activity (ACA), we also supported efforts to increase citizens' civic participation as they advocated for positive changes in the West Bank (including East Jerusalem) and Gaza. This initiative supported citizens, civil society actors, independent media organizations, unions and other relevant stakeholders to hold public institutions accountable, foster social and political advancement, and improve overall living conditions and prosperity.

Finally, in collaboration with the Swedish International Development Cooperation Agency (Sida), we focused on improving income levels, securing productive employment, and encouraging inclusive economic expansion, particularly for women and youth. We achieved this by bolstering the competitive spirit and growth of Palestine's micro-, small and medium-sized enterprises.

**Note: All programs were put on hold after the start of the Israel/Palestinian War on Oct. 7, 2023, and then resumed activities in April 2024.*

Notable Numbers

- **\$95 million** – Total value of two new USAID-funded programs awarded to Global Communities in September 2023 to promote resilient livelihoods in Gaza and empower women to become change agents within their communities
- **\$3.62 million** – Total value of 21 grants awarded by the Active Citizenry Activity that will benefit nearly 29,000 Palestinians in the areas of human rights and rule of law, combating gender-based violence, and promoting women's economic empowerment
- **77,249** – Food parcels distributed during the Israel/Palestinian War, reaching 386,245 affected individuals
- **3,845** – Households reached with 3,500 hygiene kits and 350 winterization kits



جمعية وفاق

Syria

Global Communities began providing humanitarian assistance in Syria in 2014, following the start of an armed conflict that has lasted more than a decade and uprooted more than half of the country's population. In 2023, we continued to address the most pressing humanitarian needs of Syrian host communities and internally displaced people while planning for a sustainable recovery. Our teams persevered despite myriad challenges, including a 7.8 magnitude earthquake that devastated parts of southern Türkiye and Northwest Syria.

To help meet the needs of the most vulnerable, our programming focused heavily on increasing food security through food and agricultural assistance and improving living conditions through critical protection, WASH and shelter interventions. We also aimed to support the basic needs individuals affected by the earthquake through multi-purpose cash assistance. Key donors included the United States Agency for International Development (USAID), USAID's Bureau for Humanitarian Assistance, and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA).

Agriculture once accounted for 80% of employment in Syria, but the conflict has devastated the country's agricultural economy. With funding from USAID, we implemented the Supporting Livelihoods in Syria

(SLS) program. Over the course of five years, we focused on strengthening agricultural and livestock production, livelihood opportunities and value chains critical to food security. We also helped improve water management irrigation and land use techniques in Northern Syria. Although SLS concluded in 2023, our work will continue to positively impact the region's wheat, fodder and livestock value chain for years to come.

For the past seven years, Global Communities has been providing Gender-Based Violence in Emergencies (GBViE) services in the displaced persons camp in northwest Syria, where there are no services provided by local institutions. In 2023, with private funding from the Rockefeller Foundation and proceeds from a private gala, we established or reconstructed child-friendly spaces as well as women and girls' safe spaces with exercise equipment, education supplies and other cosmetic improvements designed to promote protection, empowerment and psychological well-being. Additionally, our Empowering Women and Girls II program – funded by the Neeley Foundation – provided GBV and protection services to women and girls in Northern Syria. This included establishing a mentorship program and Women's Committees as well as providing life skills training and informal education opportunities.

Notable Numbers

- **\$6,684,475** – Amount of multi-purpose cash assistance disbursed to 21,479 households in Northwest Syria
- **217,892** – Women and girls reached with comprehensive protection and gender-based violence risk mitigation services
- **141,229** – Internally displaced people in Atmeh camp who benefited from essential WASH services, including regular water supply, water quality control and waste collection
- **110,303** – Food baskets distributed to 14,717 households in Northeast Syria, benefiting 93,172 individuals
- **6,540** – Households reached with winterization assistance
- **442** – Percentage increase of wheat seed yields for target farmers, from 1.2 metric tons per hectare to 6.5 metric tons per hectare



Yemen

In 2023, Global Communities continued addressing the most pressing humanitarian needs of Yemeni host communities and internally displaced people while planning for a sustainable recovery.

After more than nine years of conflict, millions of people in Yemen are suffering from the compounded effects of armed violence, ongoing economic crisis and disrupted public services. Being largely reliant on imported foods and goods, Yemen is extremely vulnerable to fluctuations in global prices. The Yemeni rial has continued to depreciate in southern areas of Yemen, contributing to further increases in already above-average prices of food and non-food commodities, and reducing household purchasing power. More than 80% of the country's population struggles to access food, safe drinking water and adequate health services, while nearly 90% of the population has no access to publicly supplied electricity.

Throughout the course of 2023, our team faced significant challenges — including inflation, commodity shortages and shrinking funding — but still provided impactful support through two programs funded by the United States Agency for International Development's Bureau for Humanitarian Assistance.

Our Emergency Food and Nutrition Assistance (EFNA I and EFNA II) programs aimed to address the urgent food insecurity, nutrition, and water, sanitation and hygiene (WASH) needs of crisis-affected individuals in Al Azariq, Ash Shu'ayb, Al Dali and Qa'atabah districts of Al Dhale'e governorate. As a result of these efforts, more than 68,810 individuals received monthly food assistance, and program participants redeemed vouchers totaling more than \$3 million in USD value. Additionally, 25,130 individuals received WASH non-food item assistance, and 12,326 individuals learned about behavior change interventions to improve infant and young child feeding practices.

Read our [Pass the Mic interview](#) with Tefera Mekonnen, Senior Monitoring & Evaluation Manager in Global Communities' Yemen Office, to learn how successful data utilization led to improvements in the delivery of this assistance.

Notable Numbers

- **\$3,007,941** – Total USD value of vouchers redeemed by program participants
- **68,810** – Individuals who received monthly food assistance
- **25,130** – Individuals who received WASH non-food item assistance
- **12,326** – Individuals who learned about behavior change interventions to improve infant and young child feeding practices
- **9,416** – Children under the age of 5 and pregnant and lactating who were screened for malnutrition; all moderate acute malnutrition and severe acute malnutrition cases were referred to the nutritional treatment center and recovered.





Europe & Asia

REGIONAL ACHIEVEMENTS



India

In 2023, we continued to build on our decades-long history in India by providing technical support and guidance to Project Concern International (PCI) India, which is an independent organization localized by Global Communities. Over the course of the year, PCI India reached 15.3 million people to effect multidimensional and sustainable change, formulating and implementing evidence-based solutions to address complex problems related to health and nutrition, livelihoods, gender and climate change.

To prevent early and child marriages, PCI India developed a solution to work with mother-daughter dyads in the state of Jharkhand using “Social Norms Shifting Interventions” under UMANG, a program funded by the Lucille & Ronald Neely Foundation. Two separate Training of Trainers (ToT) sessions were held and covered topics such as the importance of nutrition in adolescence, promoting girls’ education and strategies for addressing child marriage. Program efforts ensured more than 250 local girls re-enrolled in school in over 21 different districts. PCI India also reported a 25% increase in the aspirations of girls to go for higher education and a 23% increase in their agency to resist early marriage. The program is now being scaled up by the state government.

With funding from the Bill & Melinda Gates Foundation (BMGF), PCI India continued to support health & nutrition and gender empowerment activities in the northern state of Bihar under the JEEViKA Technical Support (JTSP-II) program. PCI India worked in close collaboration with the state government and within women’s collective networks to empower local women to build upon and improve dietary diversity campaigns to bolster nutritional outcomes for women and young children.

Funding from BMGF also supported PCI India’s efforts to provide technical assistance to the state and district governments in Bihar around improving women’s access to entitlements and to safe and dignified employment. Since its inception, the RD + OLM / TARA project has provided a total of 4,535 women with 84,000 days of employment training and guidance.

Through direct implementation led by our local partner PCI India, Global Communities continued support to the Uttar Pradesh State Rural Livelihoods Mission (UPSRLM) program funded by BMGF. The program seeks to build the capabilities of the Rural Livelihoods Mission to scale up social mobilization with quality institution building and the integration of health and nutrition with the self-help group platform. In addition to facilitating key partnerships and developing sustainable livelihoods prototypes, PCI India supported the establishment of commodity value chains for cereals and pulses to benefit more than 5,000 households. The program also helped identify women self-help groups that can create opportunities for large-scale socioeconomic empowerment.

Finally, in partnership with the CORE Secretariat in India as well as a consortium of local district authorities, PCI India and partners launched the fifth immunization phase of the CORE Group Polio Project (CGPP), which focused on unvaccinated children under the age of 5 and pregnant women. In the most recent phase, more than 10,000 children were eligible to receive a dose in CGPP catchment areas. Over 75% of the total eligible children received their antigen. PCI India and partners provided support to local health departments in planning, identifying pockets of low coverage and organizing various social mobilization and communication activities to cover missed children. Coordinated campaigns included street plays, e-rickshaw rallies and community meetings to raise greater awareness. Global Communities served as a sub-awardee with World Vision, while direct implementation was led by PCI India.



Kosovo

Over the course of 2023, Global Communities continued working with young people aged 15–24 in 9 municipalities of Kosovo through our Up to Youth program funded by the United States Agency for International Development (USAID). The program – which began in 2019 – mobilized thousands of young people, often from marginalized backgrounds, to act as powerful agents of change in their communities, governments and local economies by training them in leadership and life skills.

Participants were also given opportunities to design and implement their own business ventures and community development projects. For example, Up to Youth’s School of Entrepreneurship teaches young people how to conduct market research, create business models, obtain financing and access mentorship opportunities while also strengthening their skills in problem solving and public speaking. In its final full program year, our implementation team also held workshops for participants on public financial management, municipal budgeting and the production of public policy papers that define youth needs to local governments and enhance democratic oversight.

As Global Communities’ approach positions young people at the center of their own development, the program also formed Youth Advisory Boards with representatives from various municipalities to advise and make decisions on programmatic activities and to ensure all interventions reflected their priority needs.

Notable Numbers

- **900** – Young people who were trained in leadership, civic action and personal development; Up To Youth welcomed an additional 154 youth to the trainings via the “Bring Your Friend” campaign.
- **86** – Young people who registered for the YouthLead platform
- **17** – Young people who were placed in external internships after engaging private sector businesses
- **9** – Meetings held with Peer Support Groups, enabling inclusion of at-risk youth outside the program and opportunities for Up To Youth participants to assume leadership roles
- **9** – Critical thinking and social media training sessions held with newly recruited program participants

Vital Voices



Thanks to Up to Youth, I no longer fear speaking out my thoughts, regardless of who is the audience, be it peers, politicians, professionals or even my professors. I am aware now that I might not always be right. However, my thoughts are important to share."

- Azize Curri-Grabanica, Up to Youth participant



Ukraine

As Russia's invasion of Ukraine continued into its second year, Global Communities remained committed to increasing the safety and well-being of the millions who have been displaced or affected by the war. By layering life-saving humanitarian interventions with long-term development assistance, our projects focused on working with Ukrainian communities to respond to the immediate crisis, set the stage for post-war reconstruction and foster lasting resilience to shocks and stresses.

Global Communities' longstanding local capacity building project continued to receive accolades in 2023. Through the Decentralization Offering Better Results and Efficiency (DOBRE) program, funded by the United States Agency for International Development (USAID), we provided emergency procurements to partner communities affected by the conflict but also returned to pre-war programming focused on service delivery improvement, youth & civic engagement, local economic development and financial management. Notably, the Ministry of Communities, Territories, and Infrastructure Development requested DOBRE's Financial Management Team to work with territorial communities in developing Comprehensive Community Recovery Programs. This methodology, through which local governments administer local restoration, was praised by the Ministry and set up for expansion beyond DOBRE.

In the spring of 2023, Global Communities recognized a widespread need for Early Recovery and Market Systems programming and initiated the Piloting Early Recovery and Livelihoods Assistance (PEARL) project through our own Strategic Investment Fund. Over the course of nine months, PEARL collected applications from Chernihiv- and Chernivtsi-based small businesses and summarily awarded microgrants within increments of \$5,000, \$12,000 and \$25,000. Examples of awardees included a pizzeria for children, organic farm, and leather goods workshop (among others). PEARL staff also provided technical assistance, as necessary, and linked all awardees into DOBRE's network of Local Economic Development beneficiaries, thus allowing for future participation in workshops and general knowledge sharing.

Throughout 2023, Global Communities partnered with USAID's Bureau for Humanitarian Assistance (BHA) to implement the Community-Led Emergency Action and Response (CLEAR) program. Under CLEAR, we leveraged our local network of civil society organizations (CSOs) to address urgent and emerging needs in shelter, water, sanitation and hygiene (WASH), and protection in conflict-affected regions of Ukraine. In an assessment of CLEAR's localization approach, each of the program's 13 partner CSOs increased their organizational capacity by 17% (on average) and increased their humanitarian project management capacity by 32% (on average).

The program culminated in January 2024, and Global Communities immediately received a follow-on award to implement CLEAR2. Notably, due to the success of our PEARL project, CLEAR2 added an Early Recovery and Market Systems element to its programming in addition to protection, shelter and WASH activities.



Notable Numbers:

- **\$4.3+ million** – Total value of emergency procurements provided to 67 territorial communities in 9 oblasts of Ukraine, including excavators, water cisterns and generators
- **\$390,000+** – Total value of microgrants issued to 43 Ukrainian small businesses; Of the small business owners who received funding, 13% are women, 12% are internally displaced people, and 11% are veterans or from a veteran household.
- **28,333** – Number of people who received CLEAR support or services in all or multiple sectors, including protection, WASH and shelter

Vital Voices:



I feel like another person, so inspired by what I do together with these children, as if I am healing on my own."

– Nadiia, art therapy instructor and CLEAR program participant



It seemed to us that we had the desire and resources to help others, but it turned out that humanitarian response is a highly complicated activity. ... If we didn't receive CLEAR's support, we would have made many mistakes."

– Zhanna, CLEAR partner and Chernihiv European CSO member



When there, I feel like I'm in the right place. I know what I'm doing, and I can see my work help."

– Anatoliy, PEARL grant recipient and director of physical rehabilitation office



We have to give people something here, something to return to... give them jobs, good jobs."

– Vasyl, PEARL grant recipient and founder of MAGOLD sewing factory



Such a project means both new jobs and newly cultivated land, [our] own ecologically clean berry, and the promotion of our community."

– Petro, DOBRE program participant and head of Pyadytska community

Vitas | Romania

Vitas Group (Vitas), a for-profit subsidiary of Global Communities, continued its work lending to micro-, small and medium-sized enterprises (MSMEs) in Eastern Europe. In addition to maintaining its commitment to lending, Vitas also embraced innovation by developing new digital products and partnerships. Licensed by Central Banks, Vitas operates a unique network of microfinance companies with a proven track record and over 20 years of experience.

In 2023, Vitas Romania proudly sponsored the Timișoara European Capital of Culture. This sponsorship enhanced brand awareness on a national and international stage while providing a platform for meaningful engagement with stakeholders and community members. The partnership aligns with Vitas Romania's corporate social responsibility strategy by emphasizing the importance of art, culture and community.

In addition to partnering with the Timișoara European Capital of Culture, Vitas Romania also sponsored Nobel Laureate Eric Maskin's visit to the University of Timișoara. Maskin is a co-recipient of the 2007 Nobel Memorial Prize in Economic Sciences, and his visit was a significant event for Romania's academic and business communities. Vitas Romania's sponsorship facilitated a series of lectures and workshops with a focus on game theory and its application in economics. This event showcased Vitas' role as a bridge between academic communities and the economic industry.

Notable Numbers

- **\$21.5 million** – Total amount of loans disbursed in 2023, resulting in a 45% portfolio growth
- **19,744** – Unique social media views of posts promoting Eric Maskin's lecture series
- **300** – Individuals who attended Eric Maskin's lecture series at the University of Timișoara





Sri Lanka

In 2023, Global Communities continued working to advance social cohesion and to improve employability opportunities for Sri Lankans through two programs funded by the United States Agency for International Development (USAID).

Under the Social Cohesion and Reconciliation (SCORE) program, we continued to support government-led initiatives at the sub-national and national levels and engaged with the Ministry of Justice (MOJ) to integrate principles of reconciliation mechanisms and peaceful coexistence in institutional processes.

During 2023, SCORE also opened a new office in the Central Highlands region to include Nuwara Eliya as an additional target district. SCORE began focusing on nearby plantation communities to provide a channel to advocate for peace and coexistence between the Malayagha Tamil community and neighboring communities. Activities included promoting community dialogue around key social, political and economic issues that influence social cohesion in Nuwara Eliya. The program also received several high-profile visits, including from U.S. Ambassador Julie Chung, USAID Mission Director Gabriel Grau and U.S. Senator Chris Van Hollen. In August 2023, SCORE received a \$1.5 million cost extension from USAID to extend the program until December 2024.

The Youth Employment and Business Empowerment (YouLead!) program aimed to increase the employability of young men and women in Sri Lanka. The program focused on conducting entrepreneurship development (ED) Training of Trainers (ToT) to guide local ED public institutions and instruct trainers at other organizations, including seven public universities and other major establishments. Each university developed entrepreneurs by conducting at least one entrepreneurship course, revising textbooks for aspiring entrepreneurs, and mentoring small and new business owners with an emphasis on female-led entrepreneurs. Other public institutes conducted over 30 additional training programs and instructed more than 400 young people. YouLead simultaneously worked with financial institutions to better evaluate project proposals and improve lending money to new businesses. Global Communities served as a sub-awardee under another U.S.-based organization. The YouLead program closed in December 2023 after completing five years of activities.

Our Partners

Catalyzing lasting change as partners for good

At Global Communities, our dynamic partnerships are anchored by a shared vision of a more just, prosperous and equitable world. Our success in driving positive, lasting change in nearly 30 countries would not be possible without investment and collaboration from a variety of individuals, foundations, corporations, governments and other groups and organizations across the public and private sectors. Learn more about the generosity of three supporters who were instrumental to our impact in 2023.

John Deere Foundation

For the past 75 years, the John Deere Foundation has been tackling some of humanity's greatest challenges by supporting the people and organizations that provide the food, fiber, fuel and infrastructure that sustain our world. And for over a decade, they've been supporting Global Communities.

Around the world, John Deere is helping farmers increase their agricultural production, supporting food banks to create access to nutrition, and giving to organizations like ours that provide food and shelter to communities in times of crisis. They're investing in education as the most powerful tool in the fight against poverty, and they're ensuring that employees have the time and resources to give back to their communities. In 2023 alone, John Deere employees contributed 261,214 volunteer service hours.

Many of those volunteer hours occurred in Brazil and Argentina, where Global Communities supports John Deere volunteers in Sowing Futures, a community-driven program focused on enhancing access to supplemental meals, providing quality education, fostering climate resilience, creating safe spaces for community cohesion, facilitating income generation and employment opportunities, and offering impactful mentoring programs for youth. To date, Sowing Futures has reached more than 121,000 people in Brazil and Argentina.

"Global Communities is an important organization to the John Deere Foundation," says Laura Eberlin, Manager of Global Citizenship and Vice President of the John Deere Foundation. "They have been able to go into rural areas very important to us and connect the community to social structures needed for advancement. They do this with a very community-minded and people centric vision for a sustainable and strong future."



K. Andrew Achterkirchen

K. Andrew Achterkirchen (Andy), a long-standing supporter of Global Communities, epitomizes philanthropy and community engagement. His journey began when he discovered Global Communities' mission while interacting with a staff member at a local event. This encounter sparked a commitment that has endured for decades. Involved with over 30 charitable organizations, Andy enjoys sharing his expertise by serving on boards and committees and providing financial support to initiatives addressing diverse community needs.



Andy started his career as an accomplished engineer in 1966, specializing in communication systems for spacecraft and aircraft. Now retired, Andy devotes his time to tutoring at the Preuss School and Barrio Logan College Institute in San Diego. He assists students in their college preparations, witnessing firsthand the transformative impact on their lives. His dedication to positive change extends to supporting causes aligned with advancing equality and social justice.

Andy's passion for exploration is matched by his commitment to making a difference locally and abroad. As a passionate traveler conversant in Spanish, he has visited 40 countries, immersing himself in diverse cultures and histories during his expeditions across the globe.

He is a beacon of philanthropy, and his generous contributions to Global Communities and beyond resonate with the spirit of global citizenship.

Corteva Agriscience

Corteva Agriscience is an agricultural technology company focused on bringing value to farmers around the world so they can increase agricultural production, produce nutritious and healthy food, and drive sustainability on their farms and in the world's food systems.



In Brazil, we've seen firsthand how Corteva is creating innovations that enable farmers to produce more with less while safeguarding the long-term sustainability of their fields for future generations. Today, one in three people in the country experiences moderate or severe food insecurity, according to the World Bank. In Northeastern Brazil, where Global Communities works, rising temperatures and shorter rainy seasons have dried the soil and reduced the farming season to just two to three months.

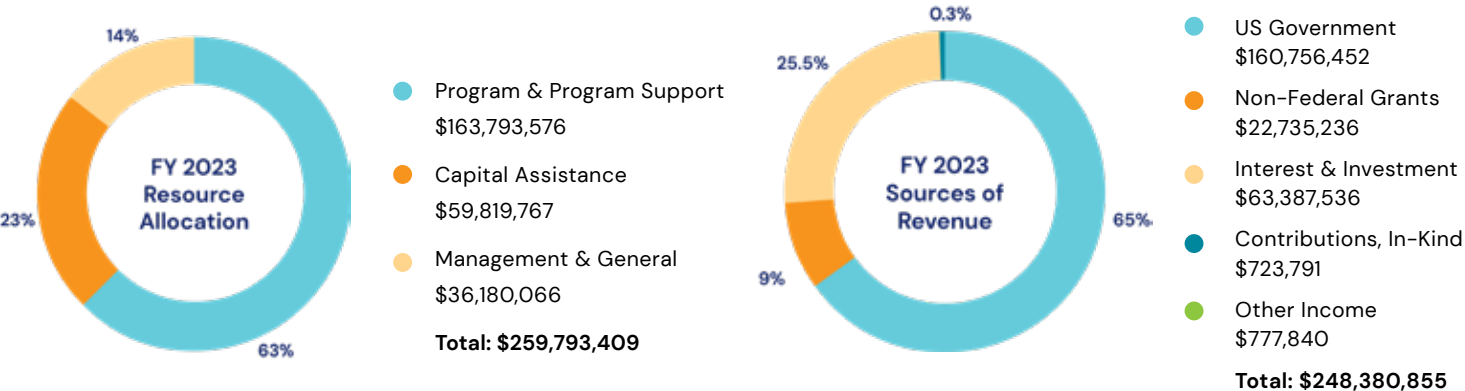
To help promote sustainable agriculture, empower rural producers and strengthen the corn production chain, Global Communities partnered with Corteva, Yara International, Massey Ferguson and other local companies on Prospera, a project that provides local farmers with hands-on training on climate-optimized corn seed, fertilizer use, application of crop-protection products, and climate-positive agriculture products. Through Prospera, small family farmers have been able to increase their yields from 15 bags/ha to 130 bags/ha. This increase in productivity means they can feed their families and their livestock, then sell the surplus grain in local markets where demand for corn is very high. In this way, program participants not only increase their food security and resilience but also increase their income by an average of about 30%. The program aims to reach 50,000 farmers by 2025.

Our Financials

Global Communities is committed to delivering essential programs both efficiently and effectively. As a careful steward of donor resources, we have earned a global reputation as a reliable, transparent partner. With among the tightest financial controls in our industry, we undergo regular, thorough external reviews and have been a low-risk auditee for more than ten consecutive years.

	FY23	FY22
Revenue	248.4	250.2
Expenses	259.8	247.5
Year End Operating Results*	-1.8	-12.6
Change in Net Assets	-11.4	2.7
Less Change in With Donor Restrictions	-9.6	15.3
Total Net Assets	169.5	181.0
Without Donor Restrictions	134.6	136.5
With Donor Restrictions*	34.9	44.5
Liquidity/Current Ratio	2.3	2.5
Program Services & Program Support*	63%	63%
Capital Assistance	23%	23%
Management & General	14%	14%

For the periods ending: Sept. 30, 2023 & Sept. 30, 2022
 Revenue, Expenses, Year End Operating Results and Net Assets are presented in Millions.



Board of Trustees

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President & Chief Executive Officer

John Potter

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Executive Committee Member

Governor Richard F. Celeste

Trustee (also served as Co-chair until Sept. 2023)

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Trustee

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Trustee

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Trustee

Nancy Plaxico

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Leocadia Zak

Trustee

Claudine Emeott

Trustee until Dec. 2023

William Lane

Trustee until Sept. 2023

William Rhodes

Trustee until March 2023



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View the digital version of our annual report at:
globalcommunities.org/AR2023



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