



2019
Annual Report



**Global
Communities**
Partners for Good



MEET GLOBAL COMMUNITIES

Global Communities is a global development organization committed to working in partnership with communities worldwide to bring about sustainable, impactful changes that improve the lives and livelihoods of the vulnerable.

We believe that the people who understand their needs best are the people of the community itself. We make a difference by engaging with communities, governments, the private sector and civil society as partners for good, bringing together complementary strengths and shared responsibilities to work toward common goals.

Global Communities, a 501(c)(3) non-profit, non-political organization, was founded in 1952 as the Cooperative Housing Foundation, and until 2012, we were known as CHF International.



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Letter from the CHAIRMAN of the BOARD

The development and humanitarian worlds are always a challenging environment, perhaps more so in recent years when awards are less frequent and the unexpected occurs. The impact of our work is constantly tested, and entrepreneurship and responsiveness are critical. Our interventions require not only building on the success of existing programs, but also looking at opportunities to broaden and deepen our work.

Two major developments in 2019 speak to our capability in responding to challenges and managing them skillfully. The first is the Digni-Loo, a low-cost, long-lasting, hygienic sanitation product that we developed in partnership with the plastics company Duraplast Ghana. WASH for Health advised the Government of Ghana on its 2018 Guidelines for Targeting the Poor and Vulnerable for Basic Sanitation Services. These guidelines acknowledge the critical role of public and private financial support and technical oversight to transform sanitation in developing countries. The Ghanaian government subsequently negotiated with Duraplast Ghana to purchase 20,000 Digni-Loo units for delivery to poor rural households in a new model of public-private cooperation to scale up basic sanitation.

The Digni-Loo has been widely acclaimed in-country for its potential to bring widespread basic sanitation to the rural and urban poor, and is being rolled out in other countries in West Africa and elsewhere that face challenges to achieving and maintaining open defecation-free status. In Ghana and elsewhere we continue to see great progress ensuring our partners get the training, tools and

support to advocate for and in their communities. Partnering with local leadership can pay substantial dividends in an area where our beneficiaries have shown great skill and capacity.

The tremendous work of the Vitas Group is showing a similar impact in the many countries it serves. With its operation of a vast network of microfinance companies in Jordan, Lebanon, Palestine, Iraq, Romania, and Egypt, Vitas is actively positioning itself to become a digitally enabled network of small enterprise financial providers with ready expansion to new markets. Vitas also aims to leverage data and technology to sustain growth and stay competitive, explore new markets, and test the feasibility of a cross-country digital lending platform.

Vitas has invested \$1.5 million for an IT innovation hub, where agile teams are developing new systems. Vitas is modernizing existing processes to increase efficiency and improve customer experience, and explore new markets where there is demand for digital products. This digitization builds on the Vitas Group's commitment to provide financial products and services that put client

needs first and foremost, by being flexible and responsive to their current and future needs, and to engaging and retaining new clients as well. And in all of this, there is always a core development focus on providing financial inclusion to those who are disadvantaged by a lack of access to credit.

Both the Digni-Loo and Vitas Group demonstrate the instrumental role of Global Communities in developing community-led policies and interventions. We can look forward to even more innovative solutions from Global Communities as we adapt to evolving situations that truly help the world's most vulnerable communities.



*Governor Richard F. Celeste, Chair
Global Communities Board of Trustees*

UNDER THE USAID WASH FOR HEALTH PROGRAM,

Global Communities' Alberto Wilde, Chief of Party for the USAID WASH for Health program in Ghana, invented the Digni-Loo—an affordable, durable and reusable plastic latrine slab that is both visually appealing and easy to install and maintain. Global Communities partnered with Duraplast Ghana Ltd. to produce the latrine prototypes.



Letter from the PRESIDENT & CEO

This past year has seen increasingly complex challenges around the world, but the capacities and expertise of Global Communities mean we have a vital role to play in meeting exactly these challenges.

Every day, our innovative, dedicated staff works side by side with vulnerable communities and underserved populations, strengthening resilience and bolstering recovery. Global Communities' programs and projects promote social cohesion and community empowerment across a diverse range of sectors and geographies. Each challenge may be different, but we bring just the right combination of technical expertise and robust community engagement to design and deliver solutions that truly change lives.

When we work with local leaders and community partners, the journey toward improved lives and livelihoods is their journey; we just help to lay forth the road map and provide the technical assistance. This community-driven approach relies on the inherent dignity and hard-earned wisdom of communities to know what works best for them, as well as Global Communities' experience and expertise to maximize impact. Together, we create a path to truly sustainable progress.

As we aligned our interventions with the considerable strategic shift by the largest bilateral and multilateral donors toward greater emphasis on humanitarian assistance, we put greater focus on stabilization and other efforts at the complex nexus between humanitarian assistance and development support. Global Communities continues to play an important role in the Middle East, where our extensive humanitarian assistance programs are saving lives in some of the most vulnerable communities in Syria and Yemen. Our

Syria Response Strategy responds to the needs of refugees and internally displaced populations in Syria, Iraq, Turkey, Jordan and Lebanon. We engage with communities and organizations in the region to assist Syrians fleeing their homes cope with the challenges of meeting their basic human needs, and providing protection to the most vulnerable in this crisis wherever they are able to shelter. We do this with a focus on dual accountability – to both the communities we are committed to serve and to the donors who entrust us to be wise and effective stewards of their precious resources.

Our work to engage and empower vulnerable communities and improve peoples' lives and livelihoods goes well beyond the Middle East. In Sri Lanka, for example, we implement the USAID-funded Social Cohesion and Reconciliation (SCORE) program, a conflict resolution project that brings ethnic and religious factions together, creating the enabling environment for longer-lasting

peace. SCORE strengthens local governments and community-based organizations that provide critical services to these communities, and increases opportunities for youth and women to exercise leadership in promoting responsible citizenship and reconciliation. In Honduras, our work focuses on reducing disease such as malaria and tuberculosis, as well as maintaining watersheds to enable farmers to produce their crops, stay on their cherished land, and reduce the need to migrate elsewhere. In Ghana, we are promoting Community-Led Total Sanitation through our WASH for Health programs, which are critical in guarding against the spread of pandemic diseases. These are but a few examples of the diverse work we do across 25 countries to lift communities out of poverty and honor the inherent dignity of all people everywhere.

To achieve greater impact with broader reach and efficiency requires greater scale. In 2019, we embarked on serious discussions with Project Concern International (PCI) and, as of the publication of this Annual Report, are now merged in a combined organization, enhancing our capacity

to bring sustainable change to tens of millions more people in more than 35 countries. In this report a year from now, I look forward to sharing more about our evolution together with PCI to become one of the most dynamic U.S.-based international non-governmental organizations in the world.



*David A. Weiss, President and CEO
Global Communities*



THROUGH THE USAID PARTNERSHIP FOR ADVANCING

Community-based Services (PACS) program in Liberia, WASH entrepreneurs were trained in construction, rehabilitation, repairs, and routine maintenance of wells and household latrines and in basic business skills.



Where WE WORK



GLOBAL SUCCESSES IN 2019:

440

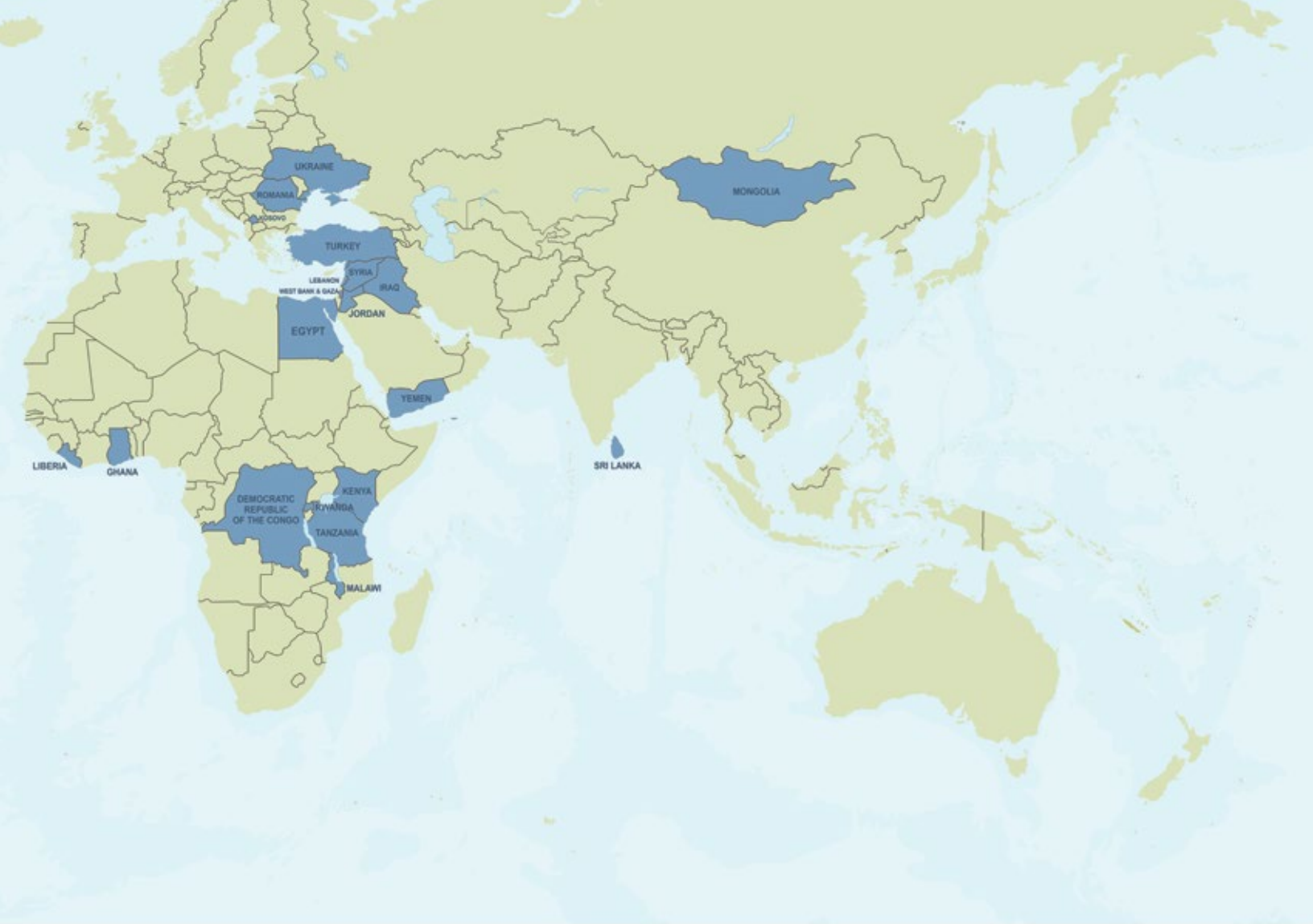
Global Communities supported and trained over **30** national government departments and over **440** local, regional or municipal governments to meet the needs of their constituent communities.

1,500,000

We supported **1.5 million** people in over **7,300** communities to help them direct their own livelihoods.

1,663

We supported over **800** local organizations and over **1,663** local businesses.



\$428,000,000+

We loaned or facilitated over **115,000** loans worth over **\$428,000,000** to entrepreneurs, homeowners, and small and medium enterprises.

54,000

We developed over **643** public-private partnerships and trained more than **54,000** people to help them improve their livelihoods.

451,000

We helped to generate over **451,000** days of employment and inspired over **31,000** people to volunteer in their communities.

Our
IMPACT

Our VALUES



Genuine

Employee: Sarah Fanous
Position: Innovation and Strategic Projects Manager
Subsidiary: Partners for Good
Location: Jordan

“In the 16 months since she joined Partners for Good, Sarah has been able to fulfill all the promises she made; she has sought outcomes which satisfy needs and not expectations; and she has enhanced and maximized local value to communities and local actors through her work on the four Partners for Good self-funding projects she leads. She operates based on mutual trust and respect, and she seeks out ways to complement the work that other colleagues and partners are doing. Her skills and capacities are always employed in the right direction. She created the corporate identity of PFG, which reflected positively on how staff and partners see it. Her leadership to our flagship youth entrepreneurship support project “Mesh Mostaheel” television show resulted in PFG winning Global Communities’ One Good Idea competition to replicate the concept in Sri Lanka in collaboration with the You Lead project there. Her style of leadership represents a natural genuine leader who is driven by the cause and so passionate on what she is doing.”

~ Waleed Al Tarawneh, Chief of Party, Partners for Good



Committed

Employee: Arsim Nimanaj
Position: Team Lead for Youth Mobilization
Program: Up to Youth
Location: Pristina, Kosovo

“Arsim first joined the USAID Kosovo Up to Youth Activity, first as a start-up consultant and continuing today as the Objective One Team Lead on mobilizing youth to be positive forces for change. He demonstrates his commitment to Global Communities in many ways: through his tireless support and collaboration with colleagues, his significant support toward the empowerment of youth who are at risk to social exclusion, and his devotion to on-the-job learning opportunities. Arsim conducts himself in a manner befitting the true connection with Global Communities, which ensures continuity in the important work of Up to Youth.”

~ Daniel Cruz, Chief of Party, USAID Kosovo Up to Youth



Connected

Employee: Natalia Safronova
Position: Program Officer
Program: Decentralization Offering Better Results and Efficiency (DOBRE)
Location: Ukraine

“Natalia Safronova works tirelessly to improve life in rural Ukrainian communities. She ensures success by connecting people, building strong relationships and networks where few previously existed; bringing together disparate parts of the community and nurturing their growth and collaboration.

Usually traveling over horrendous roads, Natalia regularly visits her communities, not just the populous center, but the remote, far-flung and sparsely populated villages. She helps citizens – no matter where they reside or their status in the community – connect with their local government and other citizens. Facilitating working groups in her communities on different topics (local economic development, service delivery, etc.), she ensures the inclusion of the most remote and vulnerable from the community. She finds ways to create and sustain partnerships between government, businesses, civil society and others. When a community undertakes a project, she knows it must impact every village and citizen. Everyone in the community must benefit, or no one can. She helps communities connect and build their social fabric, block by block, for long-term peace, prosperity and positive change.”

~ Barry Reed, Chief of Party, DOBRE





Purposeful

Employee: Nagarajah Sathiyaruban
Position: Monitoring, Evaluation and Learning Officer
Program: Social Cohesion and Reconciliation Activity
(SCORE)
Location: Sri Lanka

“Nagarajah Sathiyaruban provides M&E assistance and support in areas related to social cohesion, reconciliation and peacebuilding to ensure evidence of the project activities that produce the end results and adopt reflective best practices that respond within the Sri Lankan context and to USAID objectives for the SCORE project. He has long-term experience in this particular technical area of work; he possesses a wide skill set including data handling, monitoring and evaluation; and he is very keen to connect the activities as per the SCORE indicators.

He has proven his skills through managing the requirements of monitoring, evaluation and learning for SCORE while based in the field, especially during the first year of program implementation. Sathiyaruban is very dedicated and committed to achieving the project goals and he is a good team player who is very supportive of every member of the team.”

~ Jeyathevan Kaarththigeyan, Chief of Party, SCORE



What WE DO





Global PROJECTS





HUMANITARIAN ASSISTANCE

Lifesaving Aid for the Most Vulnerable

Global Communities provides lifesaving assistance and care to displaced persons and those made vulnerable by conflict in Syria and Yemen, two countries that have experienced many years of internal violence. Delivering aid and running projects across complex and shifting areas of conflict requires a high level of flexibility in planning, coordination, and response. At times, shelling and violence interrupted this work as Global Communities puts safety and security of our partners, staff and beneficiaries at the forefront.

Global Communities brings to its work in Yemen and Syria a deep and nuanced understanding of the context, as well as local capacities and resources to address community needs and build resilience amongst target communities. In all of this work, the needs of the community come first. These are a few of the results of our programs in 2019.

Syria

The outcomes of our work go beyond the statistics of how much water we supplied to more than 160,000 people in communities and displaced persons camps in northwest Syria or how many mills and bakeries have been rehabilitated in northeast Syria. Global Communities' work includes providing children with safe spaces and women and girls the physical and mental space to talk about their needs and safety.

As one father said: "Before participating in CFS (Child Friendly Space), my son was not interacting with the other children or playing with them, but he has started attending the activities in the center together with the other children, and he enjoys playing with them and has benefited greatly."

With its partners in northwest Syria, Global Communities delivered lifesaving food assistance through the U.S. Food for Peace program in fiscal

year 2019 to over 11,000 households, a total of 55,000 individuals, who had been displaced from their homes due to war and arrived at camps or other informal settlements in northwest Syria near the border with Turkey. These programs give priority to female-headed households and families with pregnant and lactating mothers, in addition to the sick, elderly and those with disabilities.

In partnership with the USAID Office of U.S. Foreign Disaster Assistance, each month Global Communities supplies 100.2 million liters of chlorinated water, removes 4.2 million liters of sewage, and provides hygiene promotion services to all internally displaced persons camps where we work, with the ultimate aim to prevent outbreaks of communicable diseases.

In northeast Syria, the USAID-funded BREAD program rehabilitated three mills and 13 bakeries, ultimately benefiting 34,000 people. Global Communities partners worked with local committees, who were at first skeptical that the project would be successful. The project included deliveries of wheat to mills, and flour and yeast to bakeries, as well as training to those who would take over their operation.

Yemen

Years of conflict left millions of people in desperate humanitarian need in Yemen. The political context and needs in Yemen are very different in the north and south. While only parts of Yemen have been on the frontlines of the civil war, every governorate has felt its effects. Over the past five years, Global Communities has responded to humanitarian needs in Yemen through the distribution of food and non-food items. These projects also promoted early recovery through the distribution of livestock and agricultural inputs to rebuild assets and

improve food security, increase access to water and sanitation infrastructure, improve good hygiene practices, and enhance household incomes by providing marketable vocational skills and establishing asset-building groups.

Integrated Modalities to Promote Agricultural, Cash-for-Work, and Training in Yemen (IMPACT Yemen) is an integrated, holistic approach to bolstering food security and livelihoods, improving WASH outcomes and promoting economic opportunities.

Some of IMPACT Yemen's early wins:

- Provided agricultural seeds and tools for 1,000 farmers (300 in the south and 700 in the north)
- Repaired 78 km of irrigation systems that brought water to 144 hectares of farm land
- Provided 840 households with three goats and enough fodder to feed them for four months, and trained 74 community animal health care workers
- Organized 42 women-owned asset-building groups, 17 in the south and 25 in the north, as part of the Early Recovery and Market Systems project

- Trained 75 hygiene promoters, 25 in the north and 50 in the south, and distributed 500 hygiene kits
- Provided vocational training for 650 unemployed youth in entrepreneurship, employment and financial literacy, 250 in the north and 400 in the south

Running parallel to IMPACT Yemen is Yemen Emergency Food Assistance (YEFA) funded by USAID's Office of Food for Peace. The YEFA Program provides lifesaving food assistance to 45,920 beneficiaries in the most vulnerable host communities and internally displaced households in the targeted governorates through market-based interventions using food vouchers and food baskets. The food baskets consist of 75 kgs of whole wheat flour, ten kgs of red beans, 8 liters of vegetable oil, 2.5 kgs of sugar and 1 kg of salt – enough to meet 80 percent of a family's food needs for a month.

Continued Recovery, Emergency Assistance, and Training Engagement (CREATE) in Yemen met the food security, livelihoods, economic recovery, and water, sanitation, and hygiene (WASH) needs of 173,996 individuals in ten districts in southern Yemen.

Creating Change for Al Qubayta

Al Qubayta is located in a mountainous area without access to basic services. Residents, including women and children, have had to travel for five hours to access health facilities and markets. Many in need of medical attention lost their lives along the route as they could not make it to the nearest health facility in time.

This changed when the CREATE cash-for-work project, in consultation with community members, prioritized paving the road that links their villages with the neighboring health facility and the local market.

With assistance from Global Communities engineers, the community proposed two shortcut roads linking the villages to reduce the distance to just over three kilometers. The two roads were constructed through a cash-for-work project. After 44 days of work, the roads were completed successfully. The village was linked with the hospital and the market, and the residents can now access the basic services facilities in less than one hour.



160,000

Syrians received fresh water

55,000

Syrians received lifesaving food assistance via the U.S. Food for Peace program



173,996

Yemeni citizens received sanitation, water, food security & livelihood support



IMPACT FOR SUSTAINABILITY:

Beneficiaries in Yemen receiving food assistance **45,920**

Yemeni farmers receiving critical seeds & tools **1,000**

Hygiene promoters trained on proper sanitation practices **75**



WORKING WITH YOUTH

Giving Youth a Voice

Jordan: USAID YouthPower

USAID YouthPower is a five-year program funded by the United States Agency for International Development. The program aims to achieve improved opportunities, well-being, and civic engagement for more than 20,000 youth in Jordan. Global Communities facilitates groundbreaking dialogue between youth and local communities in Jordan. The program is centered on three core activities. At-risk youth between the ages of 10 and 29 attend the intensive Transformational Learning program designed by Global Communities to engage them in exploring agency, life skills, critical thinking, gender and inclusion, and leadership, among other topics. The youth then engage their local institutions to map the availability, quality, and relevance of services in 60 communities across the country. With those activities as a foundation, participant youth are further challenged to develop and implement community engagement programming, aimed at furthering dialogue, creating awareness, advocating for important issues, and solving problems the youth see as being important to their futures.

Improving Lives at Household and Community Levels

On the night of September 17, 2012, with only the pajamas he was wearing, Waleed Al-Hadidi walked out of his home in Syria and joined 600 other refugees headed to the Jordanian border to seek asylum, in silence and under cover of darkness. He was 22.

Now 29, Waleed speaks confidently and passionately about his experiences. He glows when he speaks of his happy marriage to a Syrian woman he knew from home with a young son and daughter. Today they live in Sahab, a community

near the capital where he works whatever part-time opportunities he can find. He recalls the fear of being seen as an outsider in Jordan, particularly by authorities, and unable to feel at home.

Other youth first introduced Waleed to USAID's YouthPower activity at a local community center. Building from his previous volunteer experience, he quickly became a distinguished participant. He received training in community mapping, where youth speak to local community members and organizations to understand the resources and needs of their community in order to design youth-led initiatives. Initially he was worried that officials would not want to speak with a youth, particularly a refugee, and his experiences in Syria further colored his views. However, officials' eagerness to engage with him about their services and areas for improvement heartened him. For Waleed, community mapping revealed resources he was previously unaware of and helped address gaps he personally felt, like the lack of communal gathering space.

Community mapping also provided Waleed with the confidence and skills he needed to meet with local officials, including how to dress and hold a professional meeting. Perhaps most importantly, he says, was learning how to respond to conflict and accept when others disagree, skills he now applies to his family life. He says the activity also allowed him to reflect on his personal growth since leaving Syria; he is proud of how far he has come in dealing with his anger and frustration. Through USAID YouthPower, he came to see the importance of youth in a culture that traditionally values elders as decision makers and knowledge keepers. He now believes youth hold the power and responsibility to create change in their communities.



WALEED

received training in community mapping through the USAID YouthPower program, which involves learning how to conduct professional meetings with local officials. The experience has contributed to his confidence and has given him a chance to work on his personal growth and conflict management skills.

Waleed hopes to one day live in a place where his wife can finish her law degree and pursue her career, but he now views this community as home and expresses his commitment to supporting its development, no matter where life may lead him.

Strengthening Communities by Educating Youth

Laith Eshebat, 26, and Balqis Eshebat, 23, are a dynamic brother and sister duo from Ghor Al-Safi, a community near the shores of the Dead Sea marked by limited opportunities and a stretched education system. Laith describes a situation of overcrowded classrooms and parents, often uneducated themselves, who are unable to provide their children with the academic support they need to succeed. Balqis, a teacher, says that when students don't grasp the schoolwork, the entire community is impacted by absenteeism, drop-outs, and vulnerability to negative influences.

Laith and Balqis personally experienced the challenges of the system while growing up. Laith became a USAID YouthPower participant in 2018, motivated by the unique youth-led approach of the

program, and is now a trained facilitator. He was already an active volunteer in his community, but he observed that most projects focused mainly on short-term solutions rather than root causes. When community mapping highlighted the systemic education challenges and gaps in afterschool support, Laith and his peers were determined to make changes that would enable their community's next generation to succeed in school.

The team designed an initiative to provide afterschool English and Arabic lessons to students ages 10-12. They met with parents, local leaders, and the principal to develop plans, and they secured a venue and teachers, including Balqis. She used her prior teaching experience to assess the greatest gaps in student learning and to design a corresponding curriculum for the afterschool program. She also created pre- and post-evaluations to measure the program's success. Afterschool classes were held daily over four weeks for 40 students. The classes had a 100 percent attendance rate, and students showed an average 40 percent improvement in performance. Families also noticed a positive change in their



BALQIS AND LAITH

are using skills learned through the USAID YouthPower program to help combat systemic education challenges and gaps in afterschool programs.

children, and the team has been overwhelmed by the demand from additional families for more programming. Teachers are pleased to see the difference in their classrooms too, but they recognize this is only the beginning for true success to occur.

Moving forward, the team plans to use an in-kind grant from USAID YouthPower to provide laptops for computer lessons and expand the program to more students. They are also designing a system to collect minimum fees for the program to cover the cost of school supplies and sustain the program beyond YouthPower. Laith and Balqis express their hope that the program will inspire others to give a bit of their time to support education for the benefit of their communities.

Expanding Libraries and Advancing Community Learning

In Amman's Jabal Al Naser neighborhood, a team of visionary youth are working to transform a small space into a quality public library for their

community. Five years ago, their library downsized to its current location – two small rooms that only display children's books alongside child-sized furniture. The space echoes with the noise of traffic and people outside, and most residents are unaware the library still exists at all. In contrast, about an hour away by bus is the Abdul Hammed Shoman Public Library, a prestigious and well-stocked library offering recent publications, technology and quiet study space. The burdens of cost and time to reach it are insurmountable for many, but its membership model inspired the youth in Jabal Al Naser, who sought to recreate a similar resource in their own community.

Ahlam Khalil, 24, and Mahmoud Naser Allah, 22, are two members of the core team of youth leading the library initiative, who acted to meet the interests and needs of their community. The team presented their research and ideas to the Ministry of Culture, and quickly secured a commitment of 4,000 new library books. They are now in the process of contacting other libraries for book donations and

have a work plan, teams of youth, and supplies ready to transform the space in the coming months. In addition to new paint, shelves, and furniture, they also have plans to breathe new life into the space through events like children's visits, storytelling, resume workshops, and book discussions.

Mahmoud says he feels that everyone should volunteer to make a difference in their community, but it is important to keep in mind that change takes time. Ahlam adds that by starting early, youth can accomplish a lot to support both their community and professional growth, and highlights that this type of youth-led initiative is empowering for everyone, especially girls.

But in addition to the practical plans they are building from, Mahmoud and Ahlam are quick to point out that the ambition for this project doesn't stop with this one space. They already have plans to replicate the project in a second space in their community, and USAID YouthPower has connected the team to a group of youth in Al-Jafer, a city in Ma'an Governorate that has never had a library. The team will share their knowledge with Al-Jafer youth and coordinate with partners in Amman to facilitate book donations, and once complete, the youth will have an exchange visit to admire their final products.

AHLAM AND MAHMOUD

are youth volunteers working toward collecting new books and supplies to transform a small local library into a greater resource for the community.



Sri Lanka: Youth Social Media Group

The USAID-funded Social Cohesion and Reconciliation Activity (SCORE) provided training to 28 youth leaders from diverse ethnic backgrounds in the Monaragala District to counter the spread of fake news and hate speech online that became rampant following the Easter Sunday bombings. The group learned how to educate people on deciphering legitimate from fake news, in part by becoming savvy about news sources and photos, and what to do when they see coverage they know is disingenuous and intended to incite violence. In addition to receiving social media training, participants learned to play an advocacy

role in their communities to raise awareness about important community issues through the positive use of digital and social media.

The participants verified social media posts with responsible government departments to curtail the spread of misinformation and worked with local authorities to identify possible ethnic tensions resulting from misinformation on social media.

Months later, this activity continues with a national focus. Because social media is one of the most influential factors for youth, this SCORE-trained social media group is working on disseminating positive social media content which promotes social cohesion and reconciliation. At a recent

meeting in Monaragala, youth in their late teens and early 20s came together to discuss their advocacy work. While their technological skills are advanced and they are socially aware, they lack professional training on social media ethics to bring about tangible changes on social media platforms. Through SCORE, they have the chance to hone their skills while building community cohesion through social media.

Members of the group share their messages on social media platforms and encourage each other to develop and share positive content. They also encourage other youth to question the content they are seeing to ensure they are differentiating between fiction and fact. They are all from rural villages in the Monaragala area, so their equipment and expertise levels vary, but regardless, they socialize with and learn from youth of other ethnic backgrounds.

The group has already produced four videos that cover current social issues affecting youth in their communities and have built strong friendships that help support vulnerable communities. The group, which includes some disabled members, is also committed to identifying disabled youth who are isolated to help integrate them into society and create awareness through social media on the challenges they face. Rural areas in Sri Lanka have limited infrastructure for people with disabilities, and unemployment among youth is high in Monaragala. "We have a responsibility to spread this knowledge among other youth," said one participant at a recent meeting. "We have learned we can do many things by working together. Each of us has specific talents and skills and this gave us a chance to identify them. Right now, two of us have started a business with what we learned from SCORE. The vision is to do social networking, make money and invest in social welfare."

The Monaragala youth leaders have gone on to expand their network to similar youth groups trained by SCORE in Jaffna, Ampara and Batticaloa districts. Their Facebook group can be seen here: www.facebook.com/YouthForSCORE



SOCIAL MEDIA TRAINING

participants practice how to make video clips. In the future, the youth plan to make documentaries of their stories.



GROUP DISCUSSIONS

during SCORE's social media training. Participants learned how to educate others on deciphering the differences between genuine and fake news on social media posts.



TRAINING PARTICIPANTS SPEND TIME

together during a break from training activities. Participants came from diverse ethnic backgrounds and were able to learn from one another.



COMMUNITY DEVELOPMENT

Mobilizing Community Volunteers in Argentina

In the five years since Sowing Futures opened its doors in Horizontina, Brazil, the program has expanded to support John Deere home communities in seven locations across Brazil and Argentina. The program has supported 34 John Deere home communities, trained more than 2,382 community, institutional and youth leaders, engaged 9,516 youth in program activities, leveraged 73,101 civic and corporate volunteer hours and mobilized more than 172,150 community participation hours. With Sowing Futures technical support, John Deere Argentina and Brazil have increased the number of volunteer hours from approximately 4,500 hours in 2017 to 16,500 hours in 2019, significantly increasing John Deere's presence in home communities and solidifying relationships with community and institutional actors.

Even before the Sowing Futures program's arrival in Baigorria, Argentina, it was always a dream for the 422 school to have a place to practice sports and gather. This dream is not uncommon in other schools throughout the city, where three high schools serve all of Baigorria's youth. These schools typically must find other places for students to practice sports, which creates issues with transporting kids and taking responsibility for students outside of school grounds.

When Ricardo Donoso, 422 school Vice Principal, first heard about Sowing Futures, he thought that it would be just another program with a lot of promises but little to show for it. Nonetheless, he took a risk and reached out to program staff and proposed the idea for turning his and the school's dream of an outdoor multi-use sports court into a reality.

YOUTH ENJOY

the sport court constructed by John Deere volunteers through the Sowing Futures program.



With Sowing Futures support, Ricardo and other school officials began to articulate a plan and reached out to a diverse group of stakeholders, including parents, students, local businesses and the city hall to establish partnerships for the court's construction.

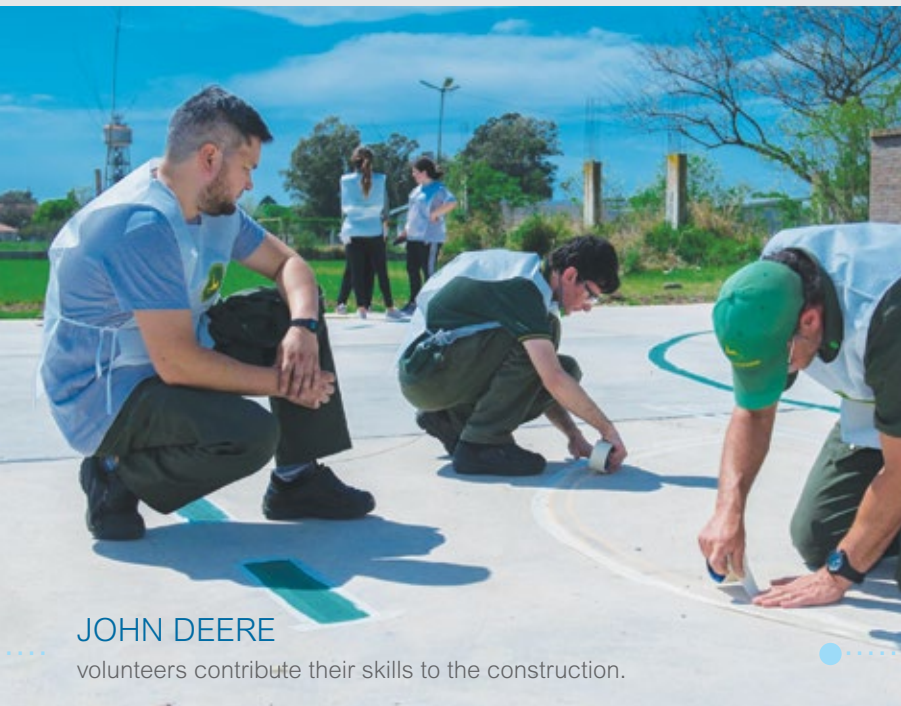
The first thing the school did to raise awareness and funds for the project was hold a "bingo" event with the support of 48 volunteers. Close to 350 members of the broader school community participated in the bingo event, which raised approximately 210,000 pesos. Funds from the fundraising event, together with a seed grant from Sowing Futures and donations from local businesses, were enough to build the sports court.

The school mobilized community volunteers and Sowing Futures brought in John Deere volunteers to paint the court. Soon after, the court was ready for its inaugural event and school officials and students agreed to hold an inter-collegial field day to gather students across Bagorria's three public high schools.

The tournament was a huge success and diversity and inclusion were the event's big winners. The tournament ended with lots of hugs, shared experiences and, perhaps most importantly, a shared commitment from all three school principals to work together in 2020 to provide more opportunities to integrate students and offer support in key areas such as diversity and inclusion.

IMPACT FOR SUSTAINABILITY:

John Deere home communities	34
Youth engaged in program activities	9,516
Civic and corporate volunteer hours	73,101



JOHN DEERE

volunteers contribute their skills to the construction.



422 SCHOOL'S

recreational space prior to construction.



WASH

Creating a Market for Sanitation

In Ghana, Global Communities created an environment for a successful poor-inclusive market-based approach to address the challenge of open defecation and sustainable latrines in rural areas. This initiative started in 2016 and is an ongoing effort between the USAID WASH for Health project implemented by Global Communities; Duraplast, a Ghanaian plastics manufacturing company; the Government of Ghana; and other rural sanitation stakeholders.

The lack of basic hygiene is known to contribute to poor health of all in the community, especially children who are vulnerable to diarrhea, and often results in stunting and wasting since they do not fully benefit from the nutrition in their food. The statistics are grim. In 2016, more than 4,700 Ghanaians died from diarrheal disease. In 2011, 13 percent of children in Ghana were moderately or severely underweight, 23 percent were too short for their age and 6 percent were too thin. Just two years ago, 23.5 million people in Ghana lacked access to basic sanitation services, and 5.2 million people practiced open defecation.

Alberto Wilde, the Global Communities Chief of Party for the USAID WASH for Health program in Ghana, observed that improved latrines in open defecation-free (ODF) communities were often in disrepair. The latrine platforms and superstructures were originally made using local materials such as bamboo and mud. This was in line with Community-Led Total Sanitation theory, which emphasizes that all sanitation services should be funded by the households and built with locally available materials without any subsidy. But in practice, communities were losing their ODF status because the latrines deteriorated and were no longer functioning. Communities could not maintain latrines build from cheap, short-lived materials.

In order to make household latrines more accessible, Global Communities, under the WASH for Health program, over two years designed the Digni-Loo, an affordable, durable and reusable plastic latrine slab that is both visually appealing and easy to install and maintain. Priced at approximately \$81, the Digni-Loo costs approximately 80% less than traditional latrines and is more durable and hygienic than traditional latrines.

Global Communities took a market-based approach by working with the government, the private sector, communities and other development partners on a wide range of market engagement activities. A network of micro-entrepreneur distributors received three to five units to sell for which they made 10% profit. They very quickly realized that the Digni-Loo was selling well and these sales jumpstarted their capacity to order more Digni-Loo units.

In order to reach all of the community, the market was segmented into three – those who could afford to pay, those who needed credit to purchase sanitation products, and those who needed subsidies. A “game-changer” in this process was the Government of Ghana’s decision to reform its Community-Led Total Sanitation strategy to allow and promote targeted subsidies for the poorest households who could not afford to purchase a durable and hygienic latrine, and who are part of a community that has been verified as ODF.

Since 2017, over 27,000 Digni-Loos have been sold to individual consumers and installed for poor households as part of the WASH for Health program. An emerging and promising market has been created for a market-based solution to rural sanitation needs for sustainable, durable, affordable and hygienic latrines.



A FAMILY IN GHANA STANDS PROUDLY

in front of their new Digni-Loo. The Digni-Loo costs 80% less than traditional latrines. A household only needs to dig a pit near their home, install the latrine (which has an adjustable plastic lining to reinforce weak pits), attach the plastic vent pipe, and construct privacy walls.

IMPACT FOR SUSTAINABILITY:

18,880

Number of handwashing facilities (tippy-taps) constructed

< 80%

Digni-Loo costs 80% less than traditional latrines

29,858

Number of Digni-Loos installed since 2017





AGRICULTURE

Bringing Water to the Dry Corridor for Farming and Health

For Honduras, a reliable water supply in the impoverished, dry south is the key to prosperity that keeps families together, stabilizes vulnerable communities and gives its most capable people reason to stay in the region. “We have the land, but without water, we have nothing,” a Honduran farmer involved in the USAID-funded COSECHA project said.

Farming in Honduras’ dry south can be a daunting task, but with development of an efficient irrigation system with assistance from the U.S. government and Global Communities, small farmers are able to harvest more cycles of crops and raise their standard of living. The entire region’s economy benefits from turning around the annual drought.

A large percentage of Honduran migrants are people leaving the Dry Corridor because they cannot make a living off the land. However, with a stable water supply, no longer are the elderly and children left to tend the land. Qualified adults can stay in the communities to run institutions such as schools and clinics, and provide basic services

such as sanitation, water, and road maintenance. Although improved nutrition was not a stated goal of the project, the water supply also allows for crop diversification; adding melons, beans, and vegetables to the traditional staple of corn.

Global Communities worked with these farmers and other community members to construct ten reservoirs to hold water from the rainy season. During the normally fallow dry season, new drip irrigation systems now carry water to rows of crops. The small-scale water projects are cost effective, too. One hectare integrated with irrigation provides permanent work for five people, at an estimated cost of \$15,000 for a 40,000-cubic-meter reservoir. The Honduran government plans to construct hundreds of these small water systems across the country.

The COSECHA water supply project is one of many lifesaving community-led projects Global Communities has carried out in Honduras for more than 30 years.





FARMERS REAP THE BENEFITS FROM

watershed management and new reservoirs in Honduras' Dry Corridor that enable sustainable production of corn, watermelon, squash, beans, and other vegetables in a region where only one crop a year had been possible.





GOVERNANCE

Improving Citizen Engagement through the DOBRE Project

Since 2016, Global Communities has helped local governments in Ukraine manage new responsibilities following the government's wide-scale decentralization efforts, which brought new power to thousands of towns, villages and settlements. The USAID-funded Decentralization Offering Better Results and Efficiency (DOBRE) project helps build the capacity of local governments to more effectively manage resources and deliver services that respond to community priorities. At the same time, DOBRE improves citizen engagement and oversight of local governance through these Consolidated Communities (CCs).

USAID's DOBRE program has been working with Ivanivska CC, made up of several towns and villages numbering more than 5,000 people. It is a farming community that relies heavily on agricultural output. It sought to improve service delivery and strengthen economic conditions in the oblast. With DOBRE support, Ivanivska CC has

renovated community meeting areas and built new playgrounds and sports areas. The community is also working to develop an agricultural production center for small farm holders and is planning to establish a dryer for agricultural products that community members can share.

In recent years, many CCs have struggled with a significant reduction of water resources due to severe drought conditions. Many local farms and ponds dried up completely. Entire communities had no choice but to carry water from wells, regardless of their location and availability of well water, since a centralized water supply no longer existed in the community villages. Community residents, now empowered by their combined resources, began exploring a solution. DOBRE engaged community leaders and learned what would best assist the villagers. To this end, DOBRE purchased all needed construction materials including water pipes for Sorotske and Ivanivka villages. Community members participated in all



STUDENTS AT THE
Zavodska Art School welcome guests by playing music in their newly renovated building.

construction works, including digging trenches using an excavator; laying water pipes in the trenches and connecting them; and filling the trenches.

Furthermore, though the CC funded the construction out of its own budget, the project served as an additional reason to apply for a drinking water fund, which was ultimately granted. The fund allowed the community to modernize one water tower and build four new ones in Ivanivka, Gleshava and Ilavche villages, so that all community residents can have equal access to the clean water. Such results speak to the successes of decentralization reform, resulting in consolidated communities being better equipped to tackle the most pressing issues locally.

The Zavodska CC was formed by consolidating two local councils, Zavodske Town and neighboring Uhryn village, with a combined population of approximately 4,300. With DOBRE support, Zavodska CC implemented renovation of a community council room, installed a sports playground, and will soon complete an entrepreneurship support center for youth.

Additionally, DOBRE has helped renovate the Zavodska Youth Art School, which was built more than 25 years ago and therefore in need of serious repair. The old building became unsuitable to hold classes in, especially in winter. USAID DOBRE invested \$33,670, procuring construction materials and equipment for the Art School. The Zavodska CC Council invested \$16,000 in materials and labor. The CC conducted repairs in the Youth Art School room.

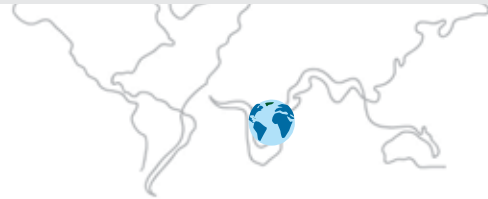
The newly renovated Youth Culture and Art Center opened its doors in December 2019, and is one of the top schools in the oblast. Today more than 140 children enjoy the learning process in the newly repaired and comfortable premises. There are music and theater groups and choreography programs, along with a fitness group for adults.

The head of the Zavodska CC says that remodeling one of the biggest houses of culture in the oblast was an incredibly ambitious idea, and that thanks to USAID and other involved partners, they were able to manage such a complicated project. He adds: "We are truly proud, that even in such a small community as ours, children can develop their artistic talents on a quality level."

USAID MISSION DIRECTOR AND

Ivanivska Consolidated Community head cut the ribbon for the opening of a new water supply system at a health care facility.





COOPERATIVES

CLEAR Opens a Door to Women Engineers and Entrepreneurs

Global Communities is continuing its Cooperative Development legacy in Kenya through the Cooperative Leadership, Engagement, Advocacy, and Research (CLEAR) program. CLEAR is working to develop Worker/Owner Cooperatives to improve livelihoods, particularly of women and youth. Worker/Owner Cooperatives are businesses owned, governed, and operated by the workers. They are value-driven and put the needs of the workers and community at the forefront. CLEAR is developing Worker/Owner Cooperatives, also called “Service Cooperatives,” because they offer a unique opportunity for people, particularly women and youth in urban settings, to engage with the cooperative business model.

One of CLEAR’s main objectives is to improve cooperative business performance. These activities include education for co-operators and public sector stakeholders about the Worker/

Owner Business Model; individualized training and mentorship on Cooperative Business; and use of the Cooperative Performance Index to identify challenges and map growth over time.

The Women in Sustainable Energy and Entrepreneurship (WISEe) Cooperative, a women-led service cooperative, began its Nairobi-based operations in 2015. Its membership is comprised of women engineers, technicians, trainers and entrepreneurs working in the renewable energy sub-sector in Kenya. WISEe has structured its operations in three distinct components: Training, Installation, and Networking.

- 1. Training:** Training is the bedrock of the Cooperative’s activities with the aim of increasing the number of women technicians in the solar electricity installation space. WISEe provides technical training and the training-of-trainers (TOTs). Following training,



TINDI SITATI,

CLEAR Collaborations, Learning and Adaptation (CLA) Officer, speaks at the annual Hands On the Future youth entrepreneurship event in Nairobi. CLEAR works to support the cooperative business model among urban youth populations.

the Cooperative Society guides members through the licensing process and provides mentorship to ensure hard and soft skills are transferred effectively.

2. **Installation:** The Cooperative's core business activity is solar photovoltaics installation. Trainees get hands-on field experience under supervision of qualified women technicians. Apprenticeship is a mandatory requirement for licensing, and the cooperative helps connect women with qualified technicians and provide skilled labor for projects.
3. **Networking:** WISEe is actively engaged in seeking partnerships with like-minded organizations to achieve its objectives along the solar energy value chain.

Members elected to form WISEe in 2018 and the Cooperative was officially registered in early 2019. As part of WISEe's registration, the Nairobi County Cooperative Development Officer, having attended CLEAR and EMIRGE (Global Communities' previous program in Kenya) trainings, referred WISEe to CLEAR. While WISEe required capacity-building support in the areas of service provision,

operations, marketing and management, CLEAR felt they had great potential and dedication to the model. With CLEAR's guidance and training, WISEe decided to hire an administrator and bookkeeper to support its growing operations. In collaboration with CLEAR, WISEe also developed partnerships with Strathmore University, which provides office space and access to U.S.- based NGOs, Remote Energy and We Share Solar. These partnerships demonstrate WISEe's great potential to grow and succeed. WISEe members are its owners and its workers; they have a board of directors and a total of 29 members to date.

WISEe is a telling example of how the Worker/ Owner Cooperative business model can provide employment opportunities for women and youth. Not only are the women their own bosses, but they are excelling in a field that is male-dominated. WISEe is building a skilled and empowered work force by giving young female entrepreneurs an opportunity to learn from expert women technicians.





“

When we work with local leaders and community partners, the journey toward improved lives and livelihoods is their journey; we just help to lay forth the road map and provide the technical assistance.

”



FINANCIAL INCLUSION

Financing Women-Owned Businesses and Embracing Financial Technology

Jordan Loan Guaranty Facility

The Jordan Loan Guaranty Facility (JLGF), a \$250 million Loan Guaranty Facility operated by Global Communities, and established with the support and guaranty coverage from USAID and the Overseas Private Investment Corporation, made more than 650 loan guarantees between 2012 and 2019. These loan guarantees enabled small and medium enterprises (SMEs) to access over \$265 million in loans and helped promote sustainable economic growth while diversifying the economy.

Over one-quarter of the loans guaranteed by JLGF supported businesses in governorates outside Amman, which is critical since families living beyond the capital city are often extremely underserved. In addition, 16 percent of loans supported women-owned businesses, and 7 percent went to start-up businesses.

The project helped to create more than 8,000 new jobs across the country. The facility also provided thousands of hours of training on SME credit analysis to over 500 banking employees, and improved business owners' financial management capacity with the help of additional training for nearly 900 SME entrepreneurs and managers.

Studio Be Design Hub

Rania Abukhader, a graphic designer, is an entrepreneur who took her business from idea to reality through JLGF loan guarantees and its business training program. Rania always wanted to start her own business and in 2017 she opened Studio Be Design Hub. Today, her graphic design and technology training company employs six women and has trained over 600 women and youths.

"It was rough in the beginning," Rania said, when she realized her original business plan to teach teens employable skills would not sustain the company. A loan of \$85,000, facilitated by JLGF, gave Studio Be a year to shift its business plan and enabled her to keep paying her employees.

During that year, she made two significant changes: She opened the workshops for adults as well as youth and she opened an in-house commercial graphic design service that brings in income beyond the fees for the workshops.

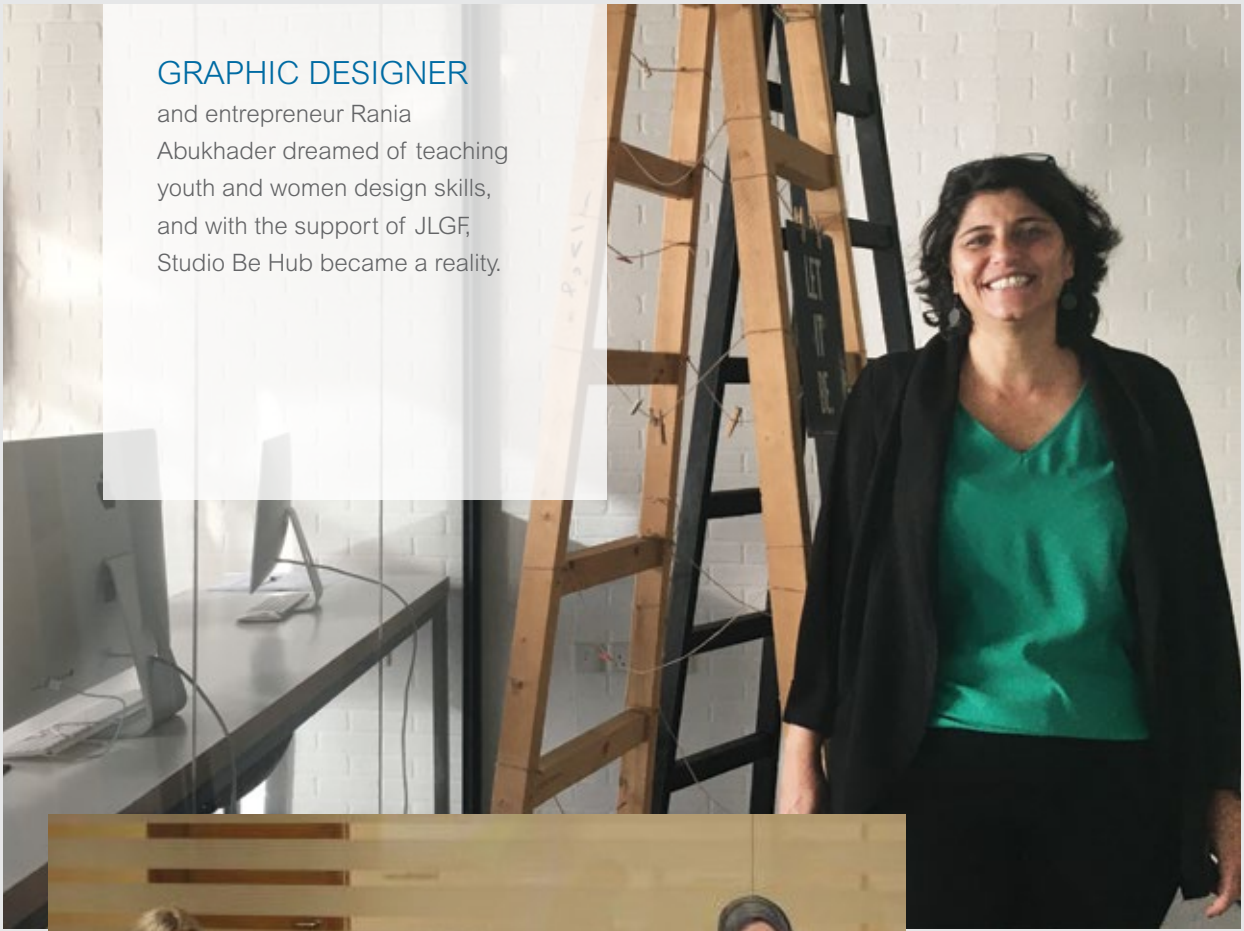
With changes in Jordanian laws that enable women to get licenses to work from home, Rania and Studio Be are creating entrepreneurial opportunities for women. "It's a wonderful project, especially for the women," she said.

"We aim to be Jordan's go-to place when it comes to combining technology with digital arts and creativity," she said. Studio Be Hub's recent digital workshops for adults range from the Art of Portrait Photography and Lighting, to Graphic Design, and How-to-Crete Killer Presentations and Reports.

Young people can still learn everything from 3-D Art and Printing to Radio Production at Studio Be's Digital Summer camp. But Rania's nimble shift at a crucial point in the development of her business, and the financing that made it possible, enabled her to reach more students and bring economic empowerment to women.

GRAPHIC DESIGNER

and entrepreneur Rania Abukhader dreamed of teaching youth and women design skills, and with the support of JLGf, Studio Be Hub became a reality.



JLGF HELD TRAININGS

where SME entrepreneurs improved their skills in financial management, budgeting, and analysis of potential business decisions based on financial outcomes.

IMPACT FOR SUSTAINABILITY:

Loan guarantees made between 2012 and 2019 **650**

Loans available to small and medium enterprises **\$265 M**

Jobs created throughout Jordan during the program **8,000**



VITAS GROUP IS A FOR-PROFIT HOLDING COMPANY

that operates a network of non-bank financial services companies. With more than 20 years of successfully lending to small businesses across the Middle East, Vitas offers investors unique exposure to emerging markets and is the only such network in the region.

Vitas Group: Digitization for Small Enterprise Financial Providers

The Vitas Group, a wholly owned subsidiary of Global Communities, is a for-profit holding company that operates a network of microfinance companies in Jordan, Lebanon, Palestine, Iraq, Romania, and Egypt. Since 2004, Vitas companies have disbursed more than \$3 billion to more than 1 million customers with an annual default rate below two percent. Vitas consistently ranks among the top three microfinance institutions in terms of market share, according to portfolio size in its respective markets.

Digital technology and mobile phones are now the primary drivers of financial inclusion all over the world. Because mobile accounts have propelled financial inclusion in the last five years, it is imperative for Vitas to focus on the building blocks that connect Vitas and its small business customers to a more digitally powered financial ecosystem. Small businesses are the engines of job creation and local economic growth, and as the global economy evolves, it is vital that Vitas owns the responsibility of financial partners and ensure its customers are not left behind.

Vitas Group is actively positioning itself to become a digitally enabled network of small enterprise financial providers with ready expansion to new markets. Vitas also aims to leverage data and technology to sustain growth and stay competitive, explore new markets (geography as well as customer segments) via a Vitas Digital product line, and test the feasibility of a cross-country digital lending platform.

To reach this goal, Vitas Group has invested \$1.5 million to set up Vitas Lab and an IT innovation hub in Serbia, where agile teams are being set up to develop new systems. Vitas also plans to modernize existing processes to increase efficiency and improve customer experience, and to explore new market segments where there is demand for primarily digital products or channels. This will enhance competitiveness within the ecosystem in each of Vitas' markets which are increasingly going digital.

Vitas is also looking to enhance its customer-centric approach by focusing on the interaction between the customer relationship officer and the client, competitive turnaround, loyalty and other products that respond to client needs. Digitization will not only allow Vitas to reduce turnaround time for both new and repeat loans; it will also allow customers to access a full suite of financial products to grow their livelihoods. It will empower Vitas Group to use data for decision-making at all levels (for marketing campaigns, retention, targeted customer outreach, and tailored services).

Existing Vitas subsidiaries will be the first to see the benefits of this technological modernization. We expect the outcome will help Vitas find new clients, offer them new types of loans and partner with third parties to enhance service delivery, product offerings and cross-selling opportunities. Vitas sees digital transformation and technological innovation not as a goal in itself, but as a means to better position them to serve new markets in a shorter amount of time and continue to be a leader in financial inclusion.

IMPACT FOR SUSTAINABILITY:

Loans by Vitas since 2004 to 1 million customers **\$3 B**

Annual default rate for Vitas loans **< 2%**

Vitas investment to set up Vitas Lab and IT innovation **\$1.5 M**



ECONOMIC DEVELOPMENT

Responsible Gold Mining in the Democratic Republic of Congo

What more can be done for established industry and governments to work collaboratively with miners of artisanal and small-scale mines to find a safe, productive and economically viable way of making the system work? This is one of the driving questions behind the plan to create a responsible and self-sustaining supply chain for gold mined in eastern Democratic Republic of Congo. Global Communities is working alongside the Congolese government to answer that question.

The USAID-funded CVCFG (Commercially Viable Conflict-Free Gold), which is led by Global Communities, focuses on artisanally mined gold sourced from eastern DRC. External partner Levin Sources is providing the mining sector expertise to make sure that the project is grounded in artisanal and small-scale mining (ASM) reality, lives up to Organisation for Economic Co-operation and Development (OECD) and the Code of Risk-Mitigation for artisanal and small-scale miners engaging in Formal Trade (CRAFT) standards and that there is a downstream market for Congolese gold.

Through this project, Global Communities seeks to:

- Work with Congolese authorities and existing regulation and standards to create the right conditions for a responsibly sourced artisanal gold supply.
- Ensure the people of the DRC benefit from their own natural resources.
- Improve safety and working conditions for miners and other stakeholders in the supply chain in the DRC.

Global Communities kickstarted this initiative with a research phase, interviewing manufacturers, refiners and jewelers to better understand the dynamics of this complex environment. The key finding is that actors along the whole length of the supply chain need to work together for the project to succeed. The re-research shows that the mid-downstream market demands robust risk mitigation and management, in compliance with sector standards, to support trade in responsible ASM gold. Being clear about the program's approach to due diligence and what supply chain actors need to do to be due diligence-ready for the market is crucial. In order to engage quickly, the mid-downstream market needs a detailed and ongoing understanding of the upstream market and supply chain: the needs and expectations of ASM gold communities, miners and traders, and the barriers they face. Global Communities is working with local partners to ensure that their engagement with the supply chain is robust and fruitful.

Additionally, strengthening linkages between upstream and midstream supply chains ensures activities are steered by the entire market system that functions from mine to consumer, rather than in isolated silos. Given the challenges in eastern DRC, stakeholders and supply chain actors need to commit to continual improvement of a system that can deliver an increasingly commercially viable supply of gold. This necessitates continuous monitoring, evaluation and learning and a clear feedback loop between the program, the government of the DRC and the market systems actors.



THE USAID-FUNDED CVCFG

program team meets with potential cooperative collaborator, COOMIAGWE cooperative, at the Nankankere artisanal gold mining site in South Kivu (top). The team attends another site visit to Nyamurale (below).





CLIMATESMART TASK FORCE

Increasing Global Communities' Environmental Awareness

The Global Communities ClimateSmart Task Force is committed to promoting environmentally responsible and sustainable actions and solutions in our offices worldwide. The task force, since its inception in 2017, closely operates under the same values that Global Communities adheres to in all of its endeavors. It is committed to conducting business in socially responsible and sustainable ways; it is purposeful in reducing, reusing and recycling resources and wastes; it is connected to like-minded organizations and individuals, sharing green knowledge and challenges, and combining efforts; and it is genuine in believing that by working together it can make Global Communities a more environmentally conscious place to work.

The task force achieved several goals in 2019:

1. Expanded Composting. In early 2019, the task force worked to expand the number of compost bins and the list of organic materials that can be composted, and hired a compost company to pick up our organic materials. At the same time, the

Green Team conducted all-staff training on what is and isn't compostable, and placed clear signage in each compost with this message.

2. Earth Day Celebration. For Earth Day 2019, the task force hosted an expanded celebration that included all tenants from our office building which serves as HQ. The featured speaker was Noah Greenwald, an expert in endangered species protection from the Center for Biological Diversity. Rather than fly Mr. Greenwald to our Silver Spring office for his presentation, the Green Team piped him in via webinar from his office in Portland, Oregon.

3. Green Business Certification by Montgomery County in June 2019. Under our Certification the following actions were implemented:

- *Plastic-Free Workplace.* We eliminated single-use plastic kitchenware, bottles, straws and the like from our workplace. This included the elimination from our office of single-use plastic

DOUG WEISBURGER,
Senior Planning Specialist
from Montgomery County,
delivers Global Communities
Green Business Certificate.



coffee pods commonly known as K-Cups. This effort goes to a broader societal challenge of keeping plastic out of human and animal food chains and out of our oceans.

- *Green Purchasing Policies.* Global Communities recognizes that our purchases have inherent environmental and social impacts, and that we should make purchasing decisions that embody and promote our commitment to social responsibility and sustainability.
- *Environmental Awareness Programs.* The Green Team hosts brown bags and develops webinars to increase headquarters and field office awareness about environmental and sustainability issues. This includes a presentation in November 2019 on food security challenges looking into the future by the World Resources Institute and a showing of the film *Mission Blue* in January 2020 on the challenges facing our oceans.
- *Employee Onboarding.* The Green Team provides onboarding information to every new employee, highlighting green initiatives and what they can do to make our workplace greener.

- *Food Event Guidelines.* The purpose of this document, promulgated in November 2019, was to provide staff with guidelines for ordering food, working with food vendors, and overseeing food deliveries and cleanup to ensure waste going to the landfill, especially food waste, is minimized.
- *Carbon Offsets.* The Green Team, working with the Finance Department, arranged for employees and consultants who travel internationally to be able to donate from their reimbursement up to \$10 per trip. Global Communities will match the donation amount from its unrestricted resources.

4. External Learning Outreach. In September 2019, the Green Team, in collaboration with representatives from World Resources Institute and Americares, pitched a proposal to Humentum, a global training association, to deliver Organizational Sustainability training via its online learning platform. Humentum accepted this proposal, and the training is scheduled to be delivered after the pandemic shutdown ends and offices reopen. At the same time, InterAction, a global advocacy association, approached the Green Team to deliver this same training via webinar to its membership in June 2020.



GREEN TEAM

member Morgan Dodson mans an information booth during the 2019 Earth Day Celebration held at Global Communities' headquarters.



VOLUNTEERS

Essential to Global Communities' Accomplishments

Volunteers are essential to accomplishing the work of Global Communities, whether they are from the countries and neighborhoods where programs take place or are from farther away. In 2019, Global Communities' projects relied on over 35,000 community volunteers who contributed their time, energy and innovative ideas to make possible the community development at the core of Global Communities.

Global Communities Visiting International Professional (VIP) program has brought experts in their fields to work in more than 30 countries since it began in 1997.

In 2019, Jack Borkowski, a graduate student in Georgetown University's Global Human Development Program, volunteered with the Ghana RING program to work on water and sanitation. Jack was previously a Peace Corps volunteer in Ukraine where he worked with youth and families affected by HIV/AIDS with a grant from PEPFAR.

Jack's work in Ghana resulted in two learning briefs: "A Market-based, Pro-poor Approach to Rural Sanitation," written with Eduardo Perez, Global Communities' technical expert on Water, Sanitation and Hygiene (WASH), and "What Makes Ghanaians More Likely to Stop Open Defecation and Build Latrines?" based on the research and report by Drs. Miriam Harter and Hans-Joachim Mosler at the Swiss Federal Institute of Aquatic Science and Technology.

Jack contributed to research on the Global Communities initiative to bring communities to open defecation-free (ODF) status, which started in

2016 and is an ongoing effort between the USAID WASH for Health project implemented by Global Communities; Duraplast, a Ghanaian plastics manufacturing company; the Government of Ghana; and other rural stakeholders.

In order to make household latrines more accessible, Global Communities, under the WASH for Health program, designed the Digni-Loo, an affordable, durable, and reusable plastic latrine slab that is both visually appealing and easy to install and maintain.

The report found that the role of an NGO as an engager, facilitator, and enabler for a market-based approach appears to have more promise for scale and sustainability than the traditional role of NGOs directly implementing a sanitation marketing approach.

Longtime Global Communities VIP volunteer Henry Tennenbaum produced three videos in 2019 highlighting the work in the Agribusiness Investment for Market Stimulation (AIMS) cooperative programs in Kenya, Tanzania and Malawi and a documentary for the USAID Resilience in Northern Ghana (RING) program that seeks to combat malnutrition, especially among children under age 5 and mothers. Henry brings to Global Communities programs the benefit of his more than 40 years' experience in journalism, news presentation, and public relations and nine Emmy awards. Over the past six years, he has filmed in Kenya, Ghana, Malawi, Rwanda, Tanzania, Haiti and Mongolia.



JACK BORKOWSKI

and Global Communities Monitoring and Evaluation specialist Enoch Mintah visit communities in Central Ghana that have achieved open defecation-free status.

HENRY TENNENBAUM

films a documentary on the USAID AIMS program at the West Kilimanjaro Dairy in Tanzania.



Our PARTNERS

Partner Organizations

Acción Médica Cristiana	Centro de Promoción en Salud y Asistencia Familiar	International Rescue Committee	Project NOW Community Action Agency
AEE Rwanda	CHF Management & Consulting Services Egypt SAE	Iraq Microfinance Network	RCS Global Upstream Ltd.
African Aurora Business Network LLC	City of Moline Planning & Development Department	Jordan River Foundation	Red de Mujeres Chontaleñas
AFRIEL Youth Network	Community Health Care	Kaizen Company	RisCo Servicii Financiare
American Red Cross	Cultural Practice	Kenya Girl Guides Association	Safety Broker
Antares Capital Advisors	Democracy at Work Initiative (DAWI)	Khoury Foundation	Sanabel Microfinance Network
Artisans Association of Ghana	Diócesis de Montelíbano	Kiva Microfunds	SEEP network
Asociación de Mujeres Jóvenes Luchadora	DUHAMIC-ADRI	Lebanese Microfinance Association	Shanthiham Association for Health and Counseling
Asociacion Kukulcan	East Africa Grain Council	LENS	Sharakeh—Palestinian Microfinance Network
Asociación de Mujeres Afrolatinoamericanas, Afrocaribeñas y de la Diáspora	Ecoanalítica	Levin Sources	Silatech
Asociacion Nacional de Personas Viviendo con VIH/SIDA en Honduras	EcoVentures International	Liban Post	Social Boost
Asociación para el Progreso y el Desarrollo Rural	Efecty	Liga de la Lactancia Materna de Honduras	Stephens Parkview Neighborhood Group
Asociación para la Sobrevivencia y el Desarrollo Local	EPR	LINC, LLC	St. John's Community Centre
Asociacion por del Desarrollo Municipal AVSI	ESC Ingénieurs-Conseils	Lincoln-Irving Elementary School	Strathmore University
Bee	Etisalat Mobile	Management Systems International	Tanmeyah—Jordan Microfinance Network
Be Girl	Federación Nicaraguense de Asociaciones de Personas con Discapacidad	Mercado on Fifth	The Greater Quad Cities Hispanic Chamber of Commerce
Better Chain	Florecente Association	MIMAT	The Jordanian Hashemite Fund for Human Development
BINAA	Foundation in Support of Local Democracy	Moline Community Development Corporation	The Portland Trust
Biroul de Credit SA	Frankfurt School of Finance & Management	Moline School District	The Manoff Group
Black Hawk College	Funcentra	Moonshot CVE	The Microfinance Centre Network
blueEnergy	Fundación Amanecer	National Democratic Institute	Trinity UnityPoint Health
Bluefields Indian Caribbean University	Fundación Cerro Matoso	National Organization for Peer Education	UCLBP
Boafo Republic	Fundación de Mujeres de San Miguelito	National Peace Council	Ukraine Crisis Media Center
Boys and Girls Club of the Mississippi Valley	Fundación Proboquilla	Opportunities Industrialization Centre Ghana	United States International University - Africa
Build Change	Fundación SAHED	Overseas Cooperative Development Council	University for Development Studies
Butterworth Center & Deere-Wiman House	Fundación Surtigas	Palladium Group	University of Illinois Extension
CARITAS Rwanda	FUNREDMUCH	Palomares Social Justice Center	University of Iowa
Carter Center	FXB Rwanda	Partners for Good	Urban Institute
Cemprende	Habitat for Humanity	Partners in Health	US Overseas Cooperative Development Council
Centro Alexander von Humboldt	Hola America Media Group	Pastoral Social de Montelíbano	Western Illinois University
Centro de Estudios y Promoción Social	Instituto de Estudios Estratégicos y Políticas Públicas	PayPoint	YWCA
Centro de Formación Acceso	Instituto de Investigaciones y Gestión Social	Peer Educators Network (PEN)	ZebraPay
	International Executive Service Corps	Plan International	
		Population Services International	
		Programa de las Naciones Unidas para el Desarrollo	



Corporations and Foundations

Al Quds Bank
 Al Rafah Microfinance Bank
 Al Watany Bank, Egypt
 Alliance for a Green Revolution in Africa
 Arab Bank, Jordan
 Ascentra Credit Union
 Bamboo Financial Inclusion Fund
 Banca Comercială Română / Erste Group
 Bank Al-Etihad, Jordan
 Bank of Palestine
 BHP Billiton Sustainable Communities
 BPE Partners
 Cairo Amman Bank
 Calvert Impact Capital
 Capital Bank of Jordan
 Cardno Emerging Markets
 Cash United s.a.l.
 Caterpillar
 Commercial International Bank
 CoopEst
 Corteva Agriscience
 Credit Libanais s.a.l.
 Duraplast
 Egyptian Arab Land Bank
 Emergent Vernacular Architecture
 European Investment Fund
 Fransabank
 Global Microfinance Fund
 Hapke Family Foundation
 Hotel Conrad Cartagena
 Hotel Hilton
 Hotel Kaimary
 Hotel Unión Plaza
 Housing Bank for Trade and Finance, Iraq
 Housing Bank for Trade and Finance, Jordan
 Huella Digital
 IFB Finwest SA
 Jammal Trust Bank
 John Deere Co.
 John Deere Foundation
 John Snow International
 Jordan Ahli Bank
 Jordan Kuwait Bank
 Mastercard Foundation
 National Bank of Kuwait
 Oikocredit
 Palestinian Fund for Employment
 Quds Bank
 Raiffeisen Bank
 ResponsAbility Finance
 R&R Construction S.A.
 SARADAR Bank s.a.l.
 Société Générale Banque de Jordanie
 Symbiotics SA
 Triodos
 Unilever Ghana Foundation
 Vodafone Mobile
 Zain

Government and Multilateral

European Commission
 European Investment Fund
 Global Fund to Fight AIDS, Tuberculosis and Malaria
 Government of Colombia
 Agencia Nacional para la Superación de la Pobreza Extrema (ANSPE)
 Agencia para la Reincorporación y la Normalización – ARN
 Departamento para la Prosperidad Social
 Servicio Nacional Aprendizaje (SENA)
 Government of Honduras
 Comisionado Nacional de los Derechos Humanos (CONDAEH)
 Instituto de Conservación Forestal (ICF)
 INVEST-H
 Secretary of Health
 SESAL
 Unidad Administradora de Fondos de Cooperación Externos (UAFCE)
 International Finance Corporation
 Mancomunidad COLOSUCA
 Mancomunidad Consejo Intermunicipal (CAFEG)
 Mancomunidad Cuencas del Río San Juan (MANCURISJ)
 Mancomunidad de Municipios del Sur del Departamento de La Paz (MANSURPAZ)
 Mancomunidad de Municipios Lencas de la Sierra de La Paz (MAMLESIP)
 Mancomunidad del Suroeste de Lempira (MANCOSOL)
 Mancomunidad Lenca Eramaní (MANLE)
 Mayor's Office of Cartagena
 Overseas Private Investment Corporation
 SANAD Fund for MSME
 United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)
 United Nations World Food Programme (UNWFP)
 United States Agency for International Development (USAID)
 United States Department of Agriculture (USDA)
 United States Department of State
 World Bank Group



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Our LEADERSHIP



Our FINANCIALS

Global Communities takes pride in being responsible and effective stewards of our donors' funds. We have among the tightest financial controls in the NGO community and undergo regular and thorough external reviews. We have been a low-risk auditee for the past eight years and have received an unqualified/unmodified audit opinion during that period. Furthermore, we annually engage with an external audit firm to conduct an independent review or audit for all our international locations to ensure that our field offices are in compliance with our policies and procedures.

Combined Statement of Activities and Changes in Net Assets for the Year Ending September 30, 2019.

Revenue and Support

Grants and Contributions	\$94,518,262
Contracts	\$20,750,569
In-Kind Contributions	\$79,112
Interest and Investment Income	\$68,422,619
Other Income	\$1,085,269
Total Revenues	\$184,855,831

Expenses

Program Services	\$92,913,665
Capital Assistance	\$53,042,979
General and Administrative	\$21,808,360
Total Expenses	\$167,765,004

Balance Sheet

Assets	\$407,928,113
Liabilities	\$239,550,989
Net Assets	
With Donor Restrictions	\$27,393,132
Without Donor Restrictions	\$140,983,992
	\$168,377,124

“

It is our mission to create long-lasting, positive and community-led change that improves the lives and livelihoods of vulnerable people across the globe.

”



**Global
Communities**
Partners for Good

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