Mennonite Economic Development Associates

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EIN: 23-7398678
Report Generated on: 11/17/2023

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Mennonite Economic Development Associates

aka MEDA
Lancaster, PA
meda.org
(800)665-7026

MISSION

MEDA – Mennonite Economic Development Associates – is an international economic development organization that creates business solutions to poverty. Since 1953, MEDA has been creating business solutions to poverty that are sustainable, scalable, measurable and replicable. MEDA has worked in over 70 countries providing technical assistance and access to capital to farmers and entrepreneurs to grow successful livelihoods and businesses.

MEDA began as an association of Mennonite business people who believed they were called to be faithful in generously sharing their abilities and resources. Continuing in that Christian tradition, MEDA welcomes all who share our values and want to join us in our mission.

EIN
23-7398678

RULING YEAR
1981

IRS SUBSECTION
501(c)(3) Public Charity

FOUNDING YEAR
1953

MAIN ADDRESS
33 N Market St. Ste. 400 Lancaster, PA 17603-3805

CONTACT
Vicki Loree, Director, Marketing and Constituent Engagement vloree@meda.org

CEO/PRESIDENT
Dorothy Nyambi

BOARD CHAIR
Greg Gaeddert

SUBJECT AREA
Economic development
- Entrepreneurship
- International development
- International economics and trade

NTEE Code
International Economic Development (Q32)
PROGRAMS

1. Market Systems
   Population(s) served:

2. Impact Investment
   Population(s) served:

3. Gender Equality and Social Inclusion
   Population(s) served:

4. Environment and Climate Change
   Population(s) served:

5. Inclusive Financial Services
   Population(s) served:

POPULATIONS SERVED

1. Women and girls
2. Low-income people
3. Self-employed people
4. Farmers

COMPLIANCE

- IRS Pub 78 Verified as of November 2023
- IRS BMF 509(a) (1) as of November 13, 2023
- A-133 Audit Required/Performed?
- Conflict of Interest Policy
- Written whistleblower policy
- Section 509(a)(1) organization as referred to in Section 170(b)(1)(A)(vi)

TRANSPARENCY MEASURES

- Board Practices Reported? (X)
- Diversity Data Reported?
- Number of Independent Board Members 18
Programs & Results

PROGRAMS

Source: Self-Reported by Organization, June 2023

Market Systems

Population(s) Served: n/a

We design and put in place programs and provide technical support to enable excluded communities to participate in markets. Our work considers the social, political, and cultural contexts of each country and the barriers that each group face. Through this approach, we successfully empower more people to participate in agri-food market systems.

Environment and Climate Change

Population(s) Served: n/a

MEDA conducts environmental assessments through its Environmental Management System (EMS) to ensure our work alleviates poverty in an environmentally sustainable manner. We work with businesses, entrepreneurs, and local partners to enable their businesses and livelihoods to adapt to environmental and climate change risks. We also promote sustainable waste and energy-use practices within our offices around the world.

Impact Investment

Population(s) Served: n/a

MEDA began as an investment in Sarona Dairy over 67 years ago and continues to play a leading role in impact investing. We finance and invest in companies and funds and work to strengthen systems to enable small and medium sized enterprises to grow and thrive. MEDA also offers various investment and finance training opportunities for its clients and raises debt and equity from investors.

Gender Equality and Social Inclusion

Population(s) Served: n/a

MEDA is a leader in incorporating excluded groups, especially women, youth, and ethnic minorities into mainstream market systems. We partner with local businesses and organizations to deliver the support and services that allow disadvantaged groups to contribute to and benefit from economic growth. MEDA also works with local partners whose in-depth knowledge improves our services and programs. Our focus on incorporating traditionally excluded people into the economy is related to our core aspect of respect.

Inclusive Financial Services

Population(s) Served: n/a

Since its founding, inclusive finance has been an important aspect of MEDA’s mission. We strengthen microfinance institutions through investments, loan capital, and capacity building and provide microloans and banking services to our clients to fuel their businesses and livelihoods.
RESULTS

Number of donations made by board members

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Donations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>63</td>
</tr>
<tr>
<td>2021</td>
<td>42</td>
</tr>
<tr>
<td>2020</td>
<td>46</td>
</tr>
</tbody>
</table>

Population(s) Served: No target populations selected

Notes: Buy-in and trust from our board is partially indicated by their willingness to give financially in addition to the time they spend helping to guide our organization.
CHARTING IMPACT

What is the organization aiming to accomplish?

MEDA is an international economic development organization that ‘creates business solutions to poverty’. MEDA aims to contribute to the sustainable development goal of poverty elimination by creating or sustaining decent work opportunities for half a million people, especially women and youth, by 2030.

For over 70 years, MEDA has promoted the belief that all people deserve the opportunity to earn a livelihood and that entrepreneurship is a powerful driver on the path to alleviate poverty.

MEDA is focusing efforts on agri-food market systems in the Global South. This strategic direction is guided by the belief that agricultural development is a powerful tool to stop extreme poverty, boost prosperity and ensure food security for millions of households. Agri-business is a priority area and MEDA has contributed innovations and relevant solutions for small- and medium-sized enterprises for decades.

MEDA's mandate is to invest in rural populations in the Global South and enable inclusive and sustainable transformation of agri-food market systems.

MEDA also recognizes that the road to poverty elimination is not straight nor simple. There are many contributing factors that must be considered and or addressed in order to bring about sustainable change. MEDA also works to alleviate the impacts of inequality, climate change, and exclusion from markets in the effort to create sustainable, positive change in the lives of our clients.

What are the organization's key strategies for making this happen?

MEDA has identified four strategic pillars to guide the ways of working with partners within our countries and sectors of operations. They are summarize by the four Ps, namely:

i. Programming: MEDA designs and implements initiatives that are focused on women and youth in agri-food systems with the goal of creating decent work opportunities.

ii. Processes: MEDA continues to develop long-term programming and partnerships in focused-regions and make disciplined decisions.

iii. Proof of Performance: MEDA continues to put our clients first, ensuring that metrics help them make better decisions and remain accountable to stakeholders.

iv. Positioning: MEDA continues to learn from our successes and failures and share our learnings in innovative finance, agri-food systems, and private sector engagement.

Specifically, MEDA pursues systems-level change by broadening our scope beyond immediate project-bound work to sustainable alliances that achieve impact at scale. MEDA is partnering with global development agents, governments and sector stakeholders in the countries of operations to advance equality and help transcend poverty through decent work opportunities.

MEDA works to address the structures that trap people in poverty using a market systems approach. Drawing on our areas of technical expertise, we work to create an enduring foundation for income and community prosperity through decent work opportunities.

MEDA embraces a shared voice committed to empowering the Global South. This is reflected in MEDA’s communication, program development, implementation, evaluation, operations, philanthropy, and governance. MEDA believes that success is sustained when it
is based on the local context. Through this shift in our way of working, we continue to build conditions for self-reliance and economic freedom wherever we work.

Further, to achieve our ambitious agenda, MEDA’s work aligns with six of the Sustainable Development Goals, namely:

i. SDG 1: No Poverty  
ii. SDG 2: No hunger  
iii. SDG 5: Gender Equality  
iv. SDG 8: Decent work and economic growth  
v. SDG 13: Climate Action  
vi. SDG 17: Partnerships for the Goals

In this regard, MEDA is committed to the following cross-cutting themes:

• Anti-racism, gender equality and social inclusion
• Innovation and technology adoption
• Partnerships and contextual knowledge
• Environmental sustainability and climate action

What are the organization's capabilities for doing this?

MEDA has strong financial, technical and management capabilities to design and implement interventions, which are aligned with its strategic goal of creating decent work opportunities for women and youth. Specifically, MEDA has five technical units:

1. Market systems
2. Impact Investing
3. Financial Inclusion
4. Gender Equality and Social Inclusion
5. Environment and Climate Change

In addition to these technical competencies, MEDA has dedicated Monitoring and Impact Measurement Department that gathers data to understand whether our interventions are achieving the results we expected, what can we learn from them and which approaches need to be refined to help our clients reach their true potential.

What have and haven't they accomplished so far?

With seven decades of operation, the MEDA team has consistently overcome relevant development challenges with creative ideas, new concepts, and thoughtful, sustainable programming and products.

MEDA has developed unique investment tools and systems such as impact investing, market systems approaches and blended finance; and continues to be a leader in the social impact financial solutions.

MEDA has directly impacted over 4.5 million individuals through our agri-business projects since 1953. This includes benefitting an estimated 2.8 million women — (62%) of the total.

Specifically, in the decade (2010–2020) alone, MEDA has implemented 122 initiatives in 50 countries, benefitting 2 million clients (directly) including women and youth.

In all of these initiatives MEDA has employed our technical framework to realize impactful and sustainable agriculture and agri-
business solutions.

Over this period, we have also collaborated with over 9600 public, civil-society, private and international partners.

Programming Results over the years

i. Access to financial literacy and Inclusion
In a typical MEDA agri-business project that also includes financial literacy and inclusion, there is a 73% increase in people with access to appropriate financial tools.

ii. Increased productivity
The median rate of increase for crop productivity is 66% with MEDA projects

iii. Sustainable Livelihoods
At least 127million jobs have been created directly from MEDA projects in the past 50 years3

What’s Next?
In the years leading up to 2025, which closes our current strategic period, MEDA is focused on the making significant strides in the following areas relating to the 4 strategic Pillars.

1) Positioning

Enhanced Corporate Visibility
• Engaging new donors and partners to join agri-food market systems development.
• Influencing agri-food policy.
• Developing partnerships that boost brand visibility.

Embedded Innovation
• Proactively engaging Global South partners to pursue innovative, appropriate solutions to poverty
• Capturing improvements in impact, scale, and efficiency of client enterprises.
• Becoming thought leaders in our niche area by sharing relevant and useful insights and create impact in agri-food market systems

2) Programming

Sharper Focus
• Become a recognized leader in improving decent work in agri-food market systems.
• Gain expertise in high value crop market systems of focus countries.

Systems Level Impact
• Conduct rigorous agri-food market systems assessments guide our work.
• Measure systems level change.
• Secure longer-term partnerships with donors and stakeholders.

Alignment of Impact Investment
• Global staff, donors, partners, and clients share impact investing knowledge and convene stakeholders for system level impacts.
• Prioritize capital for agri-food market systems where we work.

Resource Diversification
• Broaden our donor base.
• Motivate institutional donors to make longer-term commitments for systems level change.
Financials

FISCAL YEAR START: 07/01
FISCAL YEAR END: 06/30
✓ Financials audited by an independent accountant

Financials Quick View

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenue, gains, and other support per audited financial</td>
<td>$14,802,817</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>statements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total expenses and losses per audited financial statements</td>
<td>$10,655,445</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surpluses in last 5 years</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Negative Net Assets in past 5 years</td>
<td>0</td>
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Financial Trends Analysis

Business Model Indicators

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<tr>
<th>Profitability</th>
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<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted surplus (deficit) before depreciation</td>
<td>$1,237,544</td>
<td>$2,106,134</td>
<td>-$762,588</td>
<td>$755,206</td>
<td>$4,165,642</td>
</tr>
<tr>
<td>As a % of expenses</td>
<td>13.5%</td>
<td>17.6%</td>
<td>-7.6%</td>
<td>9.2%</td>
<td>39.2%</td>
</tr>
<tr>
<td>Unrestricted surplus (deficit) after depreciation</td>
<td>$1,229,894</td>
<td>$2,102,287</td>
<td>-$772,278</td>
<td>$737,949</td>
<td>$4,147,372</td>
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<tr>
<td>As a % of expenses</td>
<td>13.4%</td>
<td>17.5%</td>
<td>-7.7%</td>
<td>9.0%</td>
<td>38.9%</td>
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</table>

Revenue Composition

<table>
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<tr>
<th>Description</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenue (unrestricted &amp; restricted)</td>
<td>$10,412,342</td>
<td>$14,082,886</td>
<td>$9,261,338</td>
<td>$8,967,684</td>
<td>$14,802,817</td>
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</table>

Expense Composition

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>18.6%</td>
<td>14.8%</td>
<td>15.2%</td>
<td>14.8%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>15.9%</td>
<td>11.9%</td>
<td>14.6%</td>
<td>19.7%</td>
<td>18.5%</td>
</tr>
<tr>
<td>Occupancy</td>
<td>1.0%</td>
<td>0.8%</td>
<td>0.8%</td>
<td>1.0%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Interest</td>
<td>3.8%</td>
<td>3.0%</td>
<td>4.3%</td>
<td>3.1%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Pass-Through</td>
<td>4.9%</td>
<td>12.1%</td>
<td>4.8%</td>
<td>7.8%</td>
<td>0.8%</td>
</tr>
<tr>
<td>All other expenses</td>
<td>55.8%</td>
<td>57.4%</td>
<td>60.4%</td>
<td>53.6%</td>
<td>67.9%</td>
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</table>
Financial Trends Analysis, continued

Moving Toward Full Cost Coverage

<table>
<thead>
<tr>
<th>Full Cost Components (estimated)</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Expenses (after depreciation)</td>
<td>$9,182,448</td>
<td>$11,980,599</td>
<td>$10,033,616</td>
<td>$8,229,735</td>
<td>$10,655,445</td>
</tr>
<tr>
<td>One Month of Savings</td>
<td>$764,567</td>
<td>$998,063</td>
<td>$835,327</td>
<td>$684,373</td>
<td>$886,431</td>
</tr>
<tr>
<td>Debt Principal Repayment</td>
<td>$0</td>
<td>$0</td>
<td>$2,616,560</td>
<td>$0</td>
<td>$5,994,530</td>
</tr>
<tr>
<td>Fixed Asset Additions</td>
<td>$0</td>
<td>$0</td>
<td>$85,159</td>
<td>$673,209</td>
<td>$0</td>
</tr>
<tr>
<td>Total Full Costs (estimated)</td>
<td>$9,947,015</td>
<td>$12,978,662</td>
<td>$13,570,662</td>
<td>$9,587,317</td>
<td>$17,536,406</td>
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</tbody>
</table>

Capital Structure Indicators

Liquidity

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Months of cash</td>
<td>8.4</td>
<td>6.5</td>
<td>11.2</td>
<td>7.6</td>
<td>5.7</td>
</tr>
<tr>
<td>Months of cash and investments</td>
<td>31.4</td>
<td>26.6</td>
<td>33.5</td>
<td>40.4</td>
<td>25.8</td>
</tr>
<tr>
<td>Months of estimated liquid unrestricted net assets</td>
<td>12.1</td>
<td>11.4</td>
<td>12.6</td>
<td>15.5</td>
<td>16.6</td>
</tr>
</tbody>
</table>

Balance Sheet Composition

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$6,452,171</td>
<td>$6,500,601</td>
<td>$9,363,595</td>
<td>$5,168,576</td>
<td>$5,089,429</td>
</tr>
<tr>
<td>Investments</td>
<td>$17,539,100</td>
<td>$20,062,434</td>
<td>$18,654,128</td>
<td>$22,450,736</td>
<td>$17,757,178</td>
</tr>
<tr>
<td>Receivables</td>
<td>$5,666,437</td>
<td>$6,869,436</td>
<td>$2,380,106</td>
<td>$2,080,139</td>
<td>$2,629,686</td>
</tr>
<tr>
<td>Gross land, buildings, and equipment (LBE)</td>
<td>$59,994</td>
<td>$51,275</td>
<td>$105,787</td>
<td>$769,818</td>
<td>$769,818</td>
</tr>
<tr>
<td>Accumulated depreciation (% of LBE)</td>
<td>90.7%</td>
<td>96.7%</td>
<td>27.0%</td>
<td>4.8%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Liabilities (as % of assets)</td>
<td>68.8%</td>
<td>66.2%</td>
<td>65.3%</td>
<td>62.9%</td>
<td>41.1%</td>
</tr>
<tr>
<td>Unrestricted net assets</td>
<td>$9,252,995</td>
<td>$11,355,282</td>
<td>$10,583,004</td>
<td>$11,320,953</td>
<td>$15,468,325</td>
</tr>
<tr>
<td>Temporarily restricted net assets</td>
<td>$0</td>
<td>$0</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Permanently restricted net assets</td>
<td>$0</td>
<td>$0</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Total restricted net assets</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Total net assets</td>
<td>$9,252,995</td>
<td>$11,355,282</td>
<td>$10,583,004</td>
<td>$11,320,953</td>
<td>$15,468,325</td>
</tr>
</tbody>
</table>

Key Data Checks

<table>
<thead>
<tr>
<th>Material Data Errors</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
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<tbody>
<tr>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

Note: This issue is relevant to a small number of organizations: The nonprofit subject(s) of this report may have affiliates. The Form 990 data may not include information about any or all potential affiliates. If an organization does have affiliates and these affiliates have substantial financial activity, the financial data in this report may not present a comprehensive picture of the nonprofit's financial condition. Please consult the 990s of any potentially related affiliates for additional information.

- Formulas for key metrics
- Key Revenue & Expense Data from Form 990
- Key Balance Sheet Data from Form 990
Operations

Source: Self-Reported by Organization, June 2023

**CEO/PRESIDENT**

Dorothy Nyambi

**NUMBER OF EMPLOYEES**

Source: IRS Form 990

![Graph showing number of employees over years]

**BOARD CHAIR**

Greg Gaeddert
### OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES

**FISCAL YEAR 2022**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dorothy Nyambi</td>
<td>President/CEO, MEDA</td>
<td>$0</td>
<td>$0</td>
<td>$170,306</td>
</tr>
<tr>
<td>Jamie Alvarez</td>
<td>Board Officer, Treasurer</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Verda Beachey</td>
<td>Board Officer, Secretary</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Greg Gaeddert</td>
<td>Board Officer, Chair</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Karin Krahn</td>
<td>Board Director</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Joyce Bontrager-Lehman</td>
<td>Board Director</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Gary Leis</td>
<td>Board Director</td>
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<td>$0</td>
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<tr>
<td>James Miller</td>
<td>Board Director</td>
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<tr>
<td>Myrl Nofziger</td>
<td>Board Director</td>
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<td>$0</td>
<td>$0</td>
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<tr>
<td>Jenny Shantz</td>
<td>Board Director</td>
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<tr>
<td>Yvonne Sieber</td>
<td>Board Director</td>
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<td>$0</td>
<td>$0</td>
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<tr>
<td>Jeremy Showalter</td>
<td>Board Officer, Vice Chair</td>
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<tr>
<td>Marianne Unruh</td>
<td>Board Director</td>
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<tr>
<td>Crystal Weaver</td>
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<td>Andreas Quiring</td>
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<tr>
<td>Elke Horsch</td>
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<tr>
<td>Bethany Fosdyck</td>
<td>Board Director</td>
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<tr>
<td>Rob Schlegel</td>
<td>Board Director</td>
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<tr>
<td>Ferdinand Rempel Warkentin</td>
<td>Board Director</td>
<td>$0</td>
<td>$0</td>
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</tr>
</tbody>
</table>
# OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES

## FISCAL YEAR 2021

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dorothy Nyambi</td>
<td>President/CEO, MEDA</td>
<td>$0</td>
<td>$0</td>
<td>$156,531</td>
</tr>
<tr>
<td>Jamie Alvarez</td>
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<td>$0</td>
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<tr>
<td>Verda Beachey</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Greg Gaeddert</td>
<td>Board Officer, Vice Chair</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Karin Krahn</td>
<td>Board Officer, Treasurer</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Joyce Bontrager-Lehman</td>
<td>Board Director</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Gary Leis</td>
<td>Board Officer, Secretary</td>
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<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Rick Martin</td>
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<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>James Miller</td>
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<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Myrl Nofziger</td>
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</tr>
<tr>
<td>John Schroeder</td>
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<td>$0</td>
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<tr>
<td>Jenny Shantz</td>
<td>Board Director, Chair</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Yvonne Sieber</td>
<td>Board Director</td>
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<td>$0</td>
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</tr>
<tr>
<td>Jeremy Showalter</td>
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<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Dallas Steiner</td>
<td>Board Director</td>
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<td>$0</td>
<td>$0</td>
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<tr>
<td>Marianne Unruh</td>
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<td>$0</td>
<td>$0</td>
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<tr>
<td>Crystal Weaver</td>
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<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Andreas Quiring</td>
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<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Elke Horsch</td>
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<td>$0</td>
<td>$0</td>
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<tr>
<td>Bethany Fosdyck</td>
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<td>$0</td>
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</table>
# OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES

## FISCAL YEAR 2020

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dorothy Nyambi</td>
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<td>$0</td>
<td>$0</td>
<td>$156,395</td>
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<tr>
<td>Gerald Morrison</td>
<td>Chief Financial Officer, MEDA</td>
<td>$0</td>
<td>$0</td>
<td>$135,944</td>
</tr>
<tr>
<td>Of Directors Please See Attached Listing</td>
<td>N/A</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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</table>
## OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES
### FISCAL YEAR 2019

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allan Sauder</td>
<td>President, MEDA</td>
<td>$0</td>
<td>$0</td>
<td>$173,768</td>
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<tr>
<td>Gerald Morrison</td>
<td>Chief Financial Officer, MEDA</td>
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<td>$0</td>
<td>$141,208</td>
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</table>
OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES
FISCAL YEAR 2018

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allan Sauder</td>
<td>President, MEDA</td>
<td>$0</td>
<td>$0</td>
<td>$172,460</td>
</tr>
<tr>
<td>Gerald Morrison</td>
<td>Chief Financial Officer, MEDA</td>
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<td>$0</td>
<td>$131,743</td>
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<tr>
<td>See Attached Listing Of Directors</td>
<td>N/A</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>
### HIGHEST PAID EMPLOYEES
#### FISCAL YEAR 2022

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
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</thead>
<tbody>
<tr>
<td>Claude Clodomir</td>
<td>Chief of Party, Haiti, MEDA</td>
<td>$261,128</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Michael White</td>
<td>Chief Marketing &amp; Development Officer, MEDA</td>
<td>$0</td>
<td>$0</td>
<td>$132,013</td>
</tr>
<tr>
<td>Thomas McCormack</td>
<td>Country Director, Ethiopia, MEDA</td>
<td>$129,969</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>Derek Cameron</td>
<td>Sr. Vice President, Global Programs, MEDA</td>
<td>$0</td>
<td>$0</td>
<td>$127,459</td>
</tr>
<tr>
<td>Millie Gadbois</td>
<td>Country Director, Senegal, MEDA</td>
<td>$120,791</td>
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<td>$0</td>
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### HIGHEST PAID EMPLOYEES
#### FISCAL YEAR 2021

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael White</td>
<td>Chief Marketing &amp; Development Officer, MEDA</td>
<td>$0</td>
<td>$0</td>
<td>$118,654</td>
</tr>
<tr>
<td>Michael Miller</td>
<td>Sr. Director, Resource Development, MEDA</td>
<td>$116,778</td>
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<td>$0</td>
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<tr>
<td>Thomas McCormack</td>
<td>Country Director, Ethiopia, MEDA</td>
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<tr>
<td>Rachel Hess</td>
<td>Sr. Regional Director, ESCA, MEDA</td>
<td>$115,904</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>Jessica Villanueva</td>
<td>Technical Director, Impact Investment, MEDA</td>
<td>$110,422</td>
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<td>$0</td>
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### HIGHEST PAID EMPLOYEES
#### FISCAL YEAR 2020

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
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<tbody>
<tr>
<td>Kim Pityn</td>
<td>Chief Operations Officer, MEDA</td>
<td>$0</td>
<td>$0</td>
<td>$143,233</td>
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<tr>
<td>Jerome Quigley</td>
<td>Sr. Vice-President, Operations, MEDA</td>
<td>$0</td>
<td>$0</td>
<td>$135,907</td>
</tr>
<tr>
<td>Linda Jones</td>
<td>Vice-President, Partnerships &amp; Innovation, MEDA</td>
<td>$0</td>
<td>$0</td>
<td>$124,265</td>
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<tr>
<td>Thomas McCormack</td>
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<td>$120,580</td>
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<td>$0</td>
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<tr>
<td>Michael White</td>
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### HIGHEST PAID EMPLOYEES
#### FISCAL YEAR 2019

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
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<td>$0</td>
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<td>Jerome Quigley</td>
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<td>$0</td>
<td>$0</td>
<td>$137,297</td>
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<tr>
<td>Irene Burns</td>
<td>Sr. Director, West Africa/MENA Programs, MEDA</td>
<td>$130,683</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>Thomas McCormack</td>
<td>Country Director, MEDA</td>
<td>$124,478</td>
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<td>Karen Walsh</td>
<td>Country Director, MEDA</td>
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### HIGHEST PAID EMPLOYEES
#### FISCAL YEAR 2018

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<thead>
<tr>
<th>Name</th>
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</thead>
<tbody>
<tr>
<td>Kim Pityn</td>
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<td>$113,475</td>
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## Contractors

**FISCAL YEAR 2022**

<table>
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<tr>
<th>Name</th>
<th>Address</th>
<th>Type of Service</th>
<th>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sarona Asset Management Inc</td>
<td>The Catalyst Commons, Kitchener N2G 4XB</td>
<td>investment management</td>
<td>$385,959</td>
</tr>
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</table>

## Contractors

**FISCAL YEAR 2021**

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Type of Service</th>
<th>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sarona Asset Management Inc</td>
<td>The Catalyst Commons, Kitchener N2G 4XB</td>
<td>investment management</td>
<td>$464,898</td>
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## Contractors

**FISCAL YEAR 2020**

<table>
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<tr>
<th>Name</th>
<th>Address</th>
<th>Type of Service</th>
<th>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sarona Asset Management Inc</td>
<td>55 Victoria St N, Kitchener, ON N2H 5B7</td>
<td>investment management</td>
<td>$512,797</td>
</tr>
</tbody>
</table>
Organizational Demographics

Who works and leads organizations that serve our diverse communities? This organization has voluntarily shared information to answer this important question and to support sector-wide learning. GuideStar partnered on this section with CHANGE Philanthropy and Equity in the Center.

Leadership

The organization’s leader identifies as:

- **Race & Ethnicity**: Black/African American
- **Gender Identity**: Female, Not transgender (cisgender)
- **Sexual Orientation**: Decline to state
- **Disability Status**: Person without a disability

### Race & Ethnicity

<table>
<thead>
<tr>
<th>Category</th>
<th>Board Members</th>
<th>Senior Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian/Asian American</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>0%</td>
<td>17%</td>
</tr>
<tr>
<td>Hispanic/Latino/Latinx</td>
<td>5%</td>
<td>0%</td>
</tr>
<tr>
<td>Middle Eastern/North African</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Native American/Indian/Alaska</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Native Hawaiian/Pacific Islander</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>White/Caucasian/European</td>
<td>0%</td>
<td>63%</td>
</tr>
<tr>
<td>Multi-Racial/Multi-Ethnic (2+ races/ethnicities)</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>People who prefer to identify with another race or ethnicity</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Unknown or ethnicity</td>
<td>0%</td>
<td>0%</td>
</tr>
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</table>

### Gender Identity

<table>
<thead>
<tr>
<th>Category</th>
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<th>Senior Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>50%</td>
<td>67%</td>
</tr>
<tr>
<td>Male</td>
<td>50%</td>
<td>33%</td>
</tr>
<tr>
<td>Non-binary</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Unknown or decline to state</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

### Sexual Orientation

No data

### Disability

No data.
Equity Strategies  Last Updated: 03/16/2023

Candid partnered with Equity in the Center - a project that works to shift mindsets, practices, and systems within the social sector to increase racial equity - to create this section. Learn More

Data

✓ We review compensation data across the organization (and by staff levels) to identify disparities by race.

✓ We disaggregate data to adjust programming goals to keep pace with changing needs of the communities we support.

✓ We employ non-traditional ways of gathering feedback on programs and trainings, which may include interviews, roundtables, and external reviews with/by community stakeholders.

Policies and processes

✓ We use a vetting process to identify vendors and partners that share our commitment to race equity.

✓ We have a promotion process that anticipates and mitigates implicit and explicit biases about people of color serving in leadership positions.

✓ We seek individuals from various race backgrounds for board and executive director/CEO positions within our organization.

✓ We help senior leadership understand how to be inclusive leaders with learning approaches that emphasize reflection, iteration, and adaptability.

✓ We measure and then disaggregate job satisfaction and retention data by race, function, level, and/or team.
# Appendix

## Key Documents

<table>
<thead>
<tr>
<th>Type</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>IRS Forms 990</td>
<td>2022 990</td>
</tr>
<tr>
<td></td>
<td>2021 990</td>
</tr>
<tr>
<td></td>
<td>2020 990</td>
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<tr>
<td></td>
<td>2019 990</td>
</tr>
<tr>
<td></td>
<td>2018 990</td>
</tr>
<tr>
<td>IRS Forms 990T</td>
<td>2019 990T</td>
</tr>
<tr>
<td>Audited Financial Statements</td>
<td>2021 Audited Financial Statement</td>
</tr>
<tr>
<td></td>
<td>2020 Audited Financial Statement</td>
</tr>
<tr>
<td>Key Organization Documents</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Letter of Determination</td>
</tr>
<tr>
<td></td>
<td>2021 Annual Report</td>
</tr>
<tr>
<td></td>
<td>Key Revenue &amp; Expense Data from Form 990</td>
</tr>
<tr>
<td></td>
<td>Key Balance Sheet Data from Form 990</td>
</tr>
</tbody>
</table>
Mennonite Economic Development Associates
Aka MEDA
33 N Market St. Ste. 400
Lancaster, PA 17603-3805

- **Foundation Status Code**: PC*
- **Public charity described in section 509(a)(1) or (2)**

### IRS Publication 78 Details

<table>
<thead>
<tr>
<th>Organization name</th>
<th>Location</th>
<th>Most recent IRS Publication 78</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mennonite Economic Development Associates</td>
<td>Lancaster, PA</td>
<td>November 2023</td>
</tr>
</tbody>
</table>

**Deductibility status description**
A public charity (50% deductibility limitation).

**Verified with most recent Internal Revenue Bulletin**
November 13, 2023

### IRS Business Master File Details

<table>
<thead>
<tr>
<th>Organization name</th>
<th>Most recent IRS BMF</th>
<th>Reason for Non-Private Foundation Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>MENNONITE ECONOMIC DEVELOPMENT ASSOCIATES</td>
<td>November 13 2023</td>
<td>Section 509(a)(1) organization as referred to in Section 170(b)(1)(A)(vi)</td>
</tr>
</tbody>
</table>

**EIN**
23-7398678

**IRS subsection**
This organization is a **501(c)(3) Public Charity**

Ruling date
12/1981

**EIN**
23-7398678

**IRS subsection**
This organization is a **501(c)(3) Public Charity**

Ruling date
12/1981

This organization was not included in the Office of Foreign Assets Control Specially Designated Nationals (SDN) list.

On September 8, 2011, the IRS issued **regulations** which eliminated the advance ruling process for a section 501(c)(3) organization. [Learn more](#)

* The Foundation Status Code is the code that foundations are required to provide for each grantee annually on part XV of Form 990PF. Note that this code cannot be derived in some cases (e.g., supporting organizations for which 'type' can't be determined).

**IRS Revenue Procedure 2011-33** allows grantors to rely on third-party resources, such as GuideStar Charity Check, to obtain required Business Master File (BMF) data concerning a potential grantee’s public charity classification under section 509 (a) (1), (2) or (3).

GuideStar Charity Check Data Sources

- GuideStar acquires all IRS data directly from the Internal Revenue Service.
- IRS Publication 78 (Cumulative List of Organizations) lists organizations that have been recognized by the Internal Revenue Service as eligible to receive tax-deductible contributions.
- IRS Internal Revenue Bulletin (IRB) lists changes in charitable status since the last Publication 78 release. Between the release of IRS Publication 78 and the subsequent IRS Internal Revenue Bulletin, the IRB date will reflect the most recent release date of IRS Publication 78.
- IRS Business Master File lists approximately 1.7 million nonprofits registered with the IRS as tax-exempt organizations.
- The IRS Automatic Revocation of Exemption List contains organizations that have had their federal tax-exempt status automatically revoked for failing to file an annual return or notice with the IRS for three consecutive years.
- The Foundation Status Code is a value derived by mapping the codes found on the 990PF filing instructions to the corresponding codes in the IRS BMF. Note that not all codes are able to be mapped due to insufficient data.
- The Office of Foreign Assets Control (OFAC) Specially Designated Nationals (SDN) list contains organizations that are owned or controlled by targeted individuals, groups, and entities, such as terrorists or narcotics traffickers. Their assets are blocked and U.S. persons are generally prohibited from dealing with them.

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