Corus Organizational Goals – FY22-FY25

The overall goals for Corus, aligned with Corus’ strategic direction and priorities include:

<table>
<thead>
<tr>
<th>Impact</th>
<th>Deliver holistic, lasting solutions to overcome the interconnected challenges of poverty, health care access, education and climate change</th>
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<tbody>
<tr>
<td></td>
<td><strong>Resource Mobilization and Financial Sustainability</strong></td>
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<td>Mobilize resources from a diverse array of sources to ensure fiscal health and sustainable growth to achieve Corus’ urgent mission</td>
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<td>Influence</td>
<td>Effect change as an innovative thought leader to disrupt the greater landscape to move beyond traditional development programming</td>
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<td><strong>People, Learning and Culture</strong></td>
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<td>Develop and retain a mission-driven; holistic thinking; innovative and agile; engaging and supportive global workforce</td>
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<td><strong>Organizational Effectiveness</strong></td>
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<td>Strengthen and align Corus strategy, systems and structures to support successful program work and enable future growth</td>
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Following the overall goals, updated priorities and key activities include:

**I. Impact:**

**HEALTH**

1.1 Maximize impact of the MOMENTUM program on the entire Corus family
   - Secure maximum number of buy-ins, execute high-quality and impactful programming, and build reputation and influence in systems strengthening in fragile environments.
   - Leverage achievements, lessons learned and capabilities across countries and programs.

1.2 In partnership with local and national change agents, co-create innovative ideas and strategies to deliver improved health outcomes efficiently and effectively
   - Successfully launch high-quality and impactful IHSD project in Haiti and position to transition by year 3 to local partners.
   - Drive impact in localization by strengthening local and national government and non-government partnerships, capacities and systems.

**LIVELIHOODS & ECONOMIC DEVELOPMENT**

1.3 Strengthen technical capabilities and reputation for livelihoods programming
   - Implement and test theory of change for livelihoods to demonstrate proof of value proposition in integrating impact investments with traditional livelihoods programming.
   - Successfully start-up and deliver USDA cacao project in Nigeria.
   - Continue transition of GUI from incubation to growth stage including testing new investment instruments and adding new countries and crops to the portfolio.
HUMANITARIAN ASSISTANCE
1.4 Solidify Corus capacity in and contributions to internationally recognized humanitarian responses and conversations particularly in and around protracted crises and fragile states
   o Continue to develop, document and implement capabilities and approaches to deliver market-based* and resiliency programming directly and through local partners.
   o Enable and scale-up sectoral and technical expertise and competencies for HA response of program staff in priority countries (Emergency Food Security and Nutrition, Resilient Livelihoods and Health in Emergencies).

EDUCATION
1.5 Strengthen access to quality education by building and supporting education data systems that drive enrollment, attendance, learning and accountability
   o Improve equity in education through increased enrollment of marginalized groups and improved gender balance in partnership with local and national governments.

CLIMATE
1.6 Promote climate smart agriculture, disaster risk reduction, global health security and private sector partnerships to protect the environment, increase climate adaptation and mitigation practices and build resilience
1.7 Develop and launch the Corus Climate Works Initiative to strengthen climate capabilities

HOLISTIC PROGRAMMING
1.8 Continue to pursue a multi-faceted approach to programming for holistic, lasting solutions
   o Layer and integrate across sectors and geographies.
   o Elevate and integrate key principles of gender equity, bespoke design, inclusivity, data-driven, collective action and empowering approach.

II. Resource Mobilization and Financial Sustainability:
2.1 Increase Corus’ win rate and dollar volume on grants and contracts
   o Conduct early positioning and capturing for multi-million dollar funding opportunities and secure $20M plus in new institutional donor annualized revenue in FY23.
   o Foster collaborative initiatives among LWR, IMA, CGA and GUI including identifying four institutional funding opportunities in partnership with Corus family subsidiaries.
   o Drive localization by developing a strategic approach to sub to local entities, strengthening local partner relationships and co-positioning for funding opportunities.
   o Strengthen institutional relationships between country offices and USAID Missions.

2.2 Diversify institutional funding sources
   o Develop an engagement strategy for non-USG donors and foundations.
   o Operationalize and position Corus Solutions to contribute substantially and strategically to Corus’ ability to partner with a wide range of donors.

2.3 Realize strong growth in individual and legacy gifts and long-term fundraising positioning
   o Continue goal to double unrestricted giving from 2019-2024, with target of $35.7 million in FY23 (year 4 of 5-year plan)

*Dictated by market functionality, elasticity, responsiveness and feasibility to implement different operational modalities (eg. Cash, vouchers, etc.)
III. Influence:

3.1 Expand new capabilities, expertise and capacity to support viable alternative approaches and for a more holistic approach to development

- Build relationships and network with like-minded changemakers to opportunistically grow pool of potential acquisitions and partnerships beyond the climate change sector.
- Develop a strategy and begin to build a network for a Corus to advance our mission through a role in the rapidly expanding “Environmental, Social, and Corporate Governance (ESG)” area.

3.2 Disrupt the dominant system of international development to push growing transformation of the emerging system toward the INGO of the Future

- Influence and demonstrate a shift toward new alternative approaches (holistic, locally led, catalytic capital, technologies).
- Capture and grow awareness of the Corus impact story through convincing data beyond the project level to increase impact and to position Corus as an INGO of the future.

IV. People, Learning and Culture:

4.1 Create and implement a talent development and growth plan with a focus on identifying and building local talent and adding new core competencies for Corus

- Develop a vision and strategy for an increasingly globalized workforce.

4.2 Continue to use values, strategic concepts, culture map and DEI vision to build Corus culture

- Continued implementation of Diversity, Equity and Inclusion initiative.
- Develop a new performance management system.

4.3 Develop effective knowledge management roadmap for the Corus family

- Capture impact data across sectors, programs and projects across the organization and build out the technology to capture, analyze and visualize data.
- Develop processes and programs to ensure learning and technical expertise is shared across countries, regions and programs.
- Identify, document and exchange key models, capabilities, learning and evidence for communicating Corus’ value proposition.

V. Organizational Effectiveness:

5.1 Ensure systems, processes and capabilities are built and strengthened for both the current Corus family and for the current state of the world

- Identify, create and implement more efficient, flexible and agile business processes, policies and decision making to reflect and increase decentralization.
- Build capacity across the organization to manage large and diverse portfolio of funders.
- Research and test new ways of working to align with the INGO of the Future philosophy.