



## ON THE COVER:

**Mariane Mukangaruye, Rwanda**

When Mariane's husband abandoned her with 10 children and no income, she felt "poor and miserable." But she jumped at the invitation to join a savings group, where she started saving 58 cents a month toward her dreams to pay school fees for her children, feed them two meals a day, provide health care for them, teach them about God, and buy land for farming and raising animals. Today, Mariane proudly shares how she has not only achieved these dreams but also "regained hope for life," deepening her relationship with God through His Word.

Watch "*What's in Your Hands?*" to learn how clients like Mariane are using what God has already provided to help restore areas of brokenness:

[www.hopeinternational.org/hands](http://www.hopeinternational.org/hands)



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INTERNATIONAL

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**2014**  
ANNUAL REPORT





MISSION

To invest in the dreams of families in the world’s underserved communities as we proclaim and live the Gospel.

METHOD

We share the hope of Christ as we provide biblically based training, savings services, and loans that restore dignity and break the cycle of poverty.

MOTIVATION

The love of Jesus Christ motivates us to identify with those living in poverty and be His hands and feet as we strive to glorify God.

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Unless otherwise noted, HOPE statistics are as of December 2014. Client data are based on information reported as of March 2015 and may be subject to adjustment.

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BURUNDI

Dear friends,

As the political crisis in Ukraine intensified last year, Andre, managing director of HOPE Ukraine, commented, “When other organizations are pulling out of the country, it speaks volumes to the entrepreneurs we serve that we’re still here.”

From our founding, HOPE has been drawn to stand with families in underserved areas, believing that great impact is possible in places of great challenge. With war in Ukraine, violence in Burundi, and typhoons in the Philippines, the families we serve continue to face very real difficulties.

Yet in the midst of these challenges, God is clearly at work. By God’s grace, we now see parents providing food for their families, children attending school, communities growing strong, and hearts responding to the Good News of Jesus. Lives are being transformed!

With a fresh sense of the importance of our mission, we continue to focus on remaining Christ-centered, serving with excellence, and growing to impact even more families:

Christ-centeredness

- In 2014, HOPE strengthened ties with the local Church: Our savings and credit association program grew to partner with 17 denominations and ministries in eight countries.
- Two countries piloted Discovery Bible Studies, opt-in groups led by local pastors for clients interested in deeper discipleship and Bible study.

Quality

- HOPE received Charity Navigator’s highest rating for the seventh consecutive year, an honor achieved by only the top 2 percent of U.S. nonprofits.
- In the past five years, 98 percent of loans have been repaid. Though some HOPE-network microfinance institutions fell behind projections, overall, we reached 88 percent self-sufficiency.

Growth

- The HOPE network grew to serve over 750,000 clients—150,000 more than last year.
- A record number of supporters helped us raise \$14.4 million, a 23 percent increase from 2013.

On a personal note, 2014 marked my 10th year with HOPE International. Looking back on the past decade, I’m increasingly grateful for everyone who has walked alongside us in this journey. Thank you for your prayers, your friendship, and your generous support of those we serve.

May the Lord continue to “*strengthen your hearts in every good work and word*” (2 Thessalonians 2:17 NASB).



Peter Greer, President & CEO





## Year in review

HOPE International had much to celebrate in 2014. As the second year in HOPE's three-year strategic plan, it brought significant progress in each major objective: Christ-centeredness, quality, and growth. In this annual report, we celebrate that progress through key metrics, but even more, we celebrate evidence of *God's goodness in the lives of families* served by the HOPE network:

- *Faustin in Rwanda says that despite challenges, God has "good plans for us" (p. 11).*
- *Miguelina in the Dominican Republic shares that "God is the one who supplies" (p. 15).*
- *Jean in Malawi now has confidence that "God does not fail" (p. 21).*

We rejoice to see clients, staff, partners, churches, and supporters from around the world uniting their skills and dreams as they together proclaim the name and works of the Lord.

*"Give praise to the Lord, proclaim his name; make known among the nations what he has done."*

1 Chronicles 16:8

## STRATEGIC PLAN HIGHLIGHTS

The order of HOPE's 2013-2015 strategic plan goals—Christ-centeredness, quality, and growth—is intentional. Our greatest desire is to share the Good News of Jesus. Because we serve Christ, we want to work with excellence. And as we build Christ-centered, quality programs, we seek growth. This year's annual report is structured around these three goals.



### CHRIST-CENTEREDNESS

We strive to follow Christ's example and commit to honoring Him in all our work.



### QUALITY

Called by Christ to work with excellence, we pursue quality in all we do.



### GROWTH

We seek to empower more people through Christ-centered financial services.

## 2014 MILESTONES



Among HOPE-managed programs, 70 percent have strong church partnerships actively discipling clients.



In the past five years, 98 percent of loans in the HOPE network have been repaid.



The HOPE network grew to serve 756,178 clients, a 24 percent increase over the previous year.



HOPE piloted opt-in Bible studies in partnership with local churches for clients interested in deeper discipleship.



For the second year, HOPE was named a Best Christian Workplace, scoring in the top 10 percent of organizations surveyed.



HOPE's mission was fueled by 4,734 generous supporters in 2014, driving a 23 percent fundraising increase.



## THE GREATEST COMMANDMENT

"Love the Lord your God. ... Love your neighbor as yourself."

MATTHEW 22:37-39

## THE GREAT COMMISSION

"Therefore go and make disciples of all nations."

MATTHEW 28:19

## Why we serve

At HOPE International, we love because Christ first loved us. Knowing God's heart for restoring brokenness, we're motivated by the Greatest Commandment and the Great Commission: to love God, love our neighbor, and make disciples of all nations.

*We rejoice as we witness lives transformed by the Gospel.* Through Christ-centered microenterprise development, clients like Digna, Miguelina, and Jean Marie, whose stories you'll read in this report, are using the gifts and talents God has placed in their hands to tackle poverty, help their families flourish, and share Christ's love in their communities.

*"Dear friends, let us love one another, for love comes from God. Everyone who loves has been born of God and knows God."*

1 John 4:7

2.2 BILLION PEOPLE  
AROUND THE WORLD



LIVE ON LESS THAN  
\$2 A DAY



OFTEN LACKING ACCESS TO ADEQUATE FOOD, SHELTER, AND EMPLOYMENT OPPORTUNITIES



Population of low- and middle-income countries with a savings account

### SERVING FAMILIES IN POVERTY

In the developing world, where few formal jobs are available, many families don't have access to the financial services that could help them invest in their businesses and save for the future. To get by, many borrow from coercive loan sharks or subsist on handouts from others, perpetuating the cycle of poverty. Dependent on charity and trapped in feelings of hopelessness, capable men and women begin to believe they have nothing in their hands, that they are unable to provide for their families.



Microfinance institution clients served by Christian organizations\*

\*Based on data provided by the largest Christian microfinance networks

### OFFERING WHAT'S IN OUR HANDS

Instead of providing charity, HOPE comes alongside families as they recognize the gifts God has placed in their hands—their time, dreams, and talents. We invest in these gifts with tools and financial services, empowering clients to put their God-given skills and creativity to work.

Believing that poverty is not just about a lack of material resources, we invite HOPE-network clients—through fellowship, Bible study, and discipleship—to find their true worth in a loving Savior. With Christ at the center of our work, microenterprise development addresses families' physical needs and introduces them to the love of Christ.



DOMINICAN REPUBLIC



# How we serve

*In obedience to Christ's command to love our neighbor and go to the nations, HOPE International provides discipleship opportunities, training, a safe place to save, and small loans. Through these services, we're seeing men and women empowered to tackle poverty, run thriving businesses, grow in their relationships with God, and become providers in their families and communities.*

*"Let each of you look not only to his own interests, but also to the interests of others."*

Philippians 2:4 (ESV)



## A HOLISTIC APPROACH



### DISCIPLESHIP

Through regular interactions with clients, staff members share the Gospel, facilitate Bible studies, and invite clients to experience lasting transformation through a relationship with Jesus Christ.



### TRAINING

Because many clients have had limited access to formal education, HOPE's network offers biblically based training, mentoring, and coaching to help clients start or expand their businesses.



### SAVINGS

Clients regularly save money to stabilize household income, provide a safety net in emergencies, start or expand businesses, or pay for household expenses such as school fees.



### SMALL LOANS

As they access much-needed capital, clients can launch or expand businesses by purchasing productive assets, buying supplies in bulk, improving inventory, or investing in improvements.

## OUR MODEL

HOPE International is a network of HOPE-managed and partner organizations serving in 17 countries worldwide\* through two models:



**Savings and credit associations (SCAs)** are groups of individuals who save their money together. As they build a secure sum of money, members often take out loans from their group to pay for household expenses or invest in businesses.



**Microfinance institutions (MFIs)** are banks specifically designed to serve entrepreneurs in poverty by providing small loans and other financial services to help men and women invest in their businesses and provide for their families.

*\*See foldout for more on the HOPE network.*

*"For those who have nothing, HOPE raises [them] up and ... revives them, showing them that life isn't over and that with HOPE you can move past where you are."*

Jean Djembo, HOPE Congo Client





*"The savings group has had a tremendous impact in my community."*

## A group with a purpose

It took some persistence, but Arvin—a savings facilitator for HOPE's partner, the Center for Community Transformation—persevered. After multiple visits to a quiet hillside community in Tagaytay, Philippines, he finally persuaded a small group of residents to form a savings group. With many of them employed intermittently and hovering near the national poverty line, it was difficult enough to provide for their families' basic needs, much less save for the future.

But as they started saving together, the group slowly realized how much they could achieve through regularly setting aside small amounts of money. Though quite a few members dropped out of the first 12-month saving cycle, the second cycle retained 100 percent of its members. By the end of the third cycle, each member averaged an astonishing \$250 in savings.

### FROM SKEPTICISM TO STRATEGY

It was Digna Nibay, the group's president, who convinced them to take the next big step. Recognizing a demand for laundry services in the local resort community, she proposed the group buy three washing machines, and they started washing linens for a large retreat center.

Just a year later, the business has grown to employ 26 women full-time and also helps provide income for 18 moto-taxi drivers who deliver laundry. Group members have used their savings to send children to college, buy appliances, make significant home improvements, and launch additional businesses.

But when members talk about the changes they've seen, they don't just talk about financial returns. Digna shares: "The savings group has had a tremendous impact in my community."

### AN ANSWER TO PRAYER

While boredom used to drive women in the neighborhood to start drinking, gambling, and sometimes even fighting by sundown, the laundry business has given them a sense of purpose. They now spend Friday nights at a Bible study run by a local pastor. The group cares for members who fall ill and finds work for those who lose jobs. Because of their example, almost everyone in their neighborhood has joined a group, and even their children are saving. Digna rejoices, "Today, it's not just me who puts aside money, but all members of my family!"

For Digna, this is no coincidence. Years before she started saving, she prayed for a way to introduce her family to Christ. Today, many in her extended family have joined savings groups, where they are learning how to study the Bible, pray, and understand the Gospel. Digna marvels at what God has done and praises Him for answering her prayers through these savings groups.

*"This is the confidence we have in approaching God: that if we ask anything according to his will, he hears us."*

1 John 5:14





# Christ-centeredness

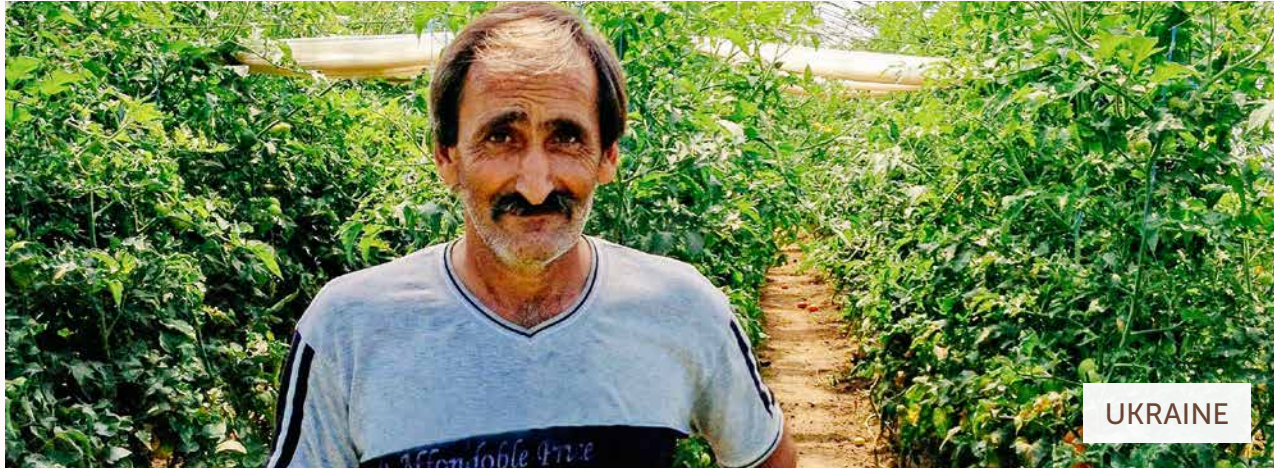
At HOPE International, we believe that only as we abide in Christ can we truly reflect Him in all areas of our work. Recognizing our dependence on Him, we made the first objective in our strategic plan *to keep Christ central in all our activities*—with staff, clients, church partners, and supporters.

*“Abide in me, and I in you. As the branch cannot bear fruit by itself, unless it abides in the vine, neither can you, unless you abide in me.”*

John 15:4 (ESV)



DOMINICAN REPUBLIC



UKRAINE

## ABIDING WITH FAMILIES IN UKRAINE

In 2014, Ukraine faced significant challenges with brutal fighting in two eastern regions and a deepening economic crisis. In this difficult time, many HOPE Ukraine clients shared their mounting concerns with staff members, giving loan officers like Svetlana the opportunity to again share the hope of the Gospel with clients they’ve worked with for years. “People are frightened and terrified. We try to support and encourage them, pray for them, and give words of hope,” she shares.

This readiness to share the Gospel reflects HOPE Ukraine’s emphasis on discipleship, encouraging staff members to grow in their relationship with Christ. From this foundation, they are better equipped to be salt and light in the lives of HOPE Ukraine clients as they together face the difficult realities of war and economic uncertainty.

*“When other organizations are pulling out of the country, it speaks volumes to the entrepreneurs we serve that we’re still here.”*

Andre Barkov, HOPE Ukraine  
Managing Director

## FINDING HOPE IN CHRIST

At HOPE, we believe that true restoration happens as we heed Christ’s call to abide in Him. Through worship, prayer, and studying the Word, HOPE-network clients grow in their faith and find strength to tackle challenges in their lives.



*“Even though we go through hard times—like when my shop was robbed—my family and I are comforted by the Word of God, and we know that He has good plans for us.”*

Faustin, HOPE Rwanda



*“Before we save [our money], we pray and share the Word of God. This has helped me grow in my personal spiritual life.”*

Marthe, HOPE Burundi



*“There will be some days when you don’t have good sales and the Lord encourages you, saying, ‘Don’t get discouraged. I’m there with you, and I will never leave you. I’ll never abandon you.’”*

Sophie, HOPE Congo

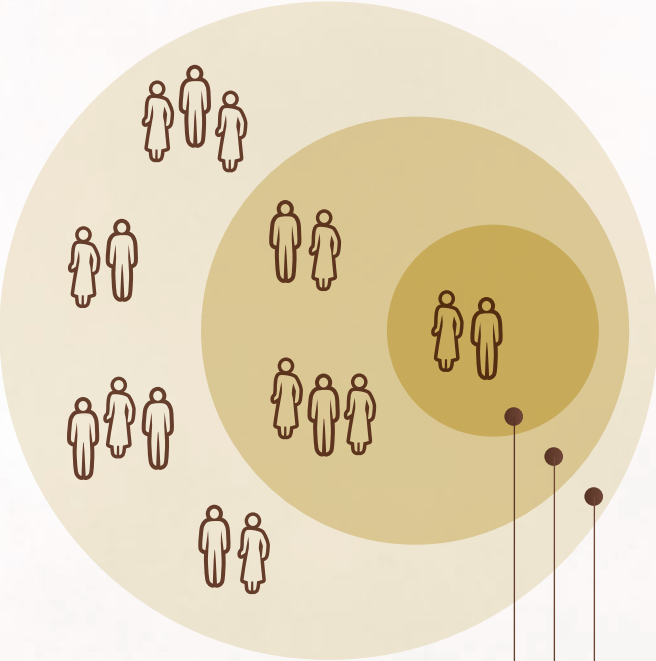




# Making disciples

HOPE International desires to see men and women around the world *find their soul's satisfaction in Christ* and become dignified, hope-filled providers in their families and communities. Following Jesus' Great Commission, we start with mutual discipleship among staff members. We also integrate prayer and time in the Word into client meetings and offer additional opportunities for Bible study in partnership with local churches. By employing this model, we believe the love of Christ will continue to spread powerfully across generations as disciples make other disciples.

*"If you abide in my word, you are truly my disciples."*  
John 8:31 (ESV)



## HOPE'S SPIRITUAL INTEGRATION MODEL

- 1 Disciple staff members
- 2 Disciple clients in regular operations
- 3 Partner with the local Church to make disciples who multiply

## TIME IN THE WORD

Seeking to disciple clients across the HOPE network, we build time in God's Word into the structure of regular group meetings. This structure, known as the 5W's\*, divides each meeting into five sections: welcome, worship, Word, work, and wrap-up.

This time in the Word is rich with discussion and encouragement, equipping members to apply biblical truths in their businesses and everyday lives. We've seen God use this time in transformative ways.

Carolina, a client with HOPE's partner in the Dominican Republic, Esperanza International, remembers her group's study of Psalm 37. Carolina credits this group time in the Word with deepening her relationship with God, saying, "It has permitted me to dedicate myself more, to take more time for God, and to develop through worship, which I love."

\*The 5W's model was first designed by HOPE's partner in the Philippines, the Center for Community Transformation.



## GOING DEEPER

Looking to offer opportunities for deeper discipleship, HOPE programs in the Republic of Congo and the Democratic Republic of Congo recently piloted Discovery Bible Studies. These optional studies, led by local church leaders outside regular HOPE repayment meetings, offer clients tools to go deeper in their understanding and application of God's Word. Continuing these studies, we hope to equip clients as they lead others in Bible study, becoming disciples who make disciples.



## EQUIPPING FOR HOLISTIC CHANGE

Isaie Ndayizeye, HOPE Rwanda's spiritual integration coordinator, is passionate about keeping discipleship at the center of staff's interactions with clients and local church partners. Seeing his work as missional, he says, "This is my calling and Great Commission assigned by Jesus Christ. ... I am always touched to hear testimonies of members who say that this program helped them to know Jesus Christ."

Isaie is excited to equip local churches as partners in discipleship, from facilitating savings groups in their congregations to using these groups as tools for evangelism. Envisioning holistic change, Isaie desires "that savings members not only save money for their future but also save their lives for the Kingdom of God."



*"There are good times and bad times. ... I always have peace because God is the one who supplies."*

## Building on a firm foundation

On any given day, Miguelina Padilla's home is a flurry of activity. She operates a busy hair salon and used clothing and shoe store, occupying the front of her home, while the church Miguelina and her husband started a few years ago meets on the side. The church also hosts community bank meetings for Esperanza International, HOPE's partner in the Dominican Republic.

### A STRONG FOUNDATION

Having previously lost her home and business when the space her family rented was sold, Miguelina understands the value of stable home ownership. When the Padillas built their own home in 2008, they could not afford to install a roof, electricity, or a bathroom. But Miguelina dreamed of improving their home and reopening her hair salon, and she says Esperanza came at the right time. She used small loans to purchase salon products and equipment, declaring, "I'm going to work now, doing what I know how to do."

With subsequent loans and training from Esperanza, Miguelina expanded into selling used clothing and shoes and invested in her family's home. She and her husband are installing a new cement foundation and walls. These improvements will allow the Padillas to eventually increase the floor space of Miguelina's businesses and their church.

Miguelina invests in others as well: She helped a friend from a neighboring town begin her own business, providing her with a hair-washing sink and blow dryer that she paid back over time.

Miguelina says she was happy to help a fellow entrepreneur, little by little, just as she herself started with the help of others.

### ANCHORED ON THE SOLID ROCK

Open with what God has placed in her hands, Miguelina sees her space as a channel for ministry and generosity, and she and her husband are passionate about inviting customers to their church so they can hear the Gospel. "God sends people here," she says. "If God makes it clear that I should give someone shoes, or a shirt, or a dress, I do it right away."

Miguelina uses the income from her businesses to support her two children and pay her own way through university, where she studies psychology. With two years of completed study, Miguelina dreams of becoming a psychologist. Rosaura, her loan officer, shares about her recent changes: "Miguelina truly has been transformed. ... When she started [with Esperanza] she didn't have hope; she had nothing." Miguelina's dedication to God, family, business, and church is evident, and she's clearly anchored her foundation on the Solid Rock, sharing: "There are good times and bad times. ... I always have peace because God is the one who supplies."

*"When a flood came, the torrent struck that house but could not shake it, because it was well built."*

Luke 6:48



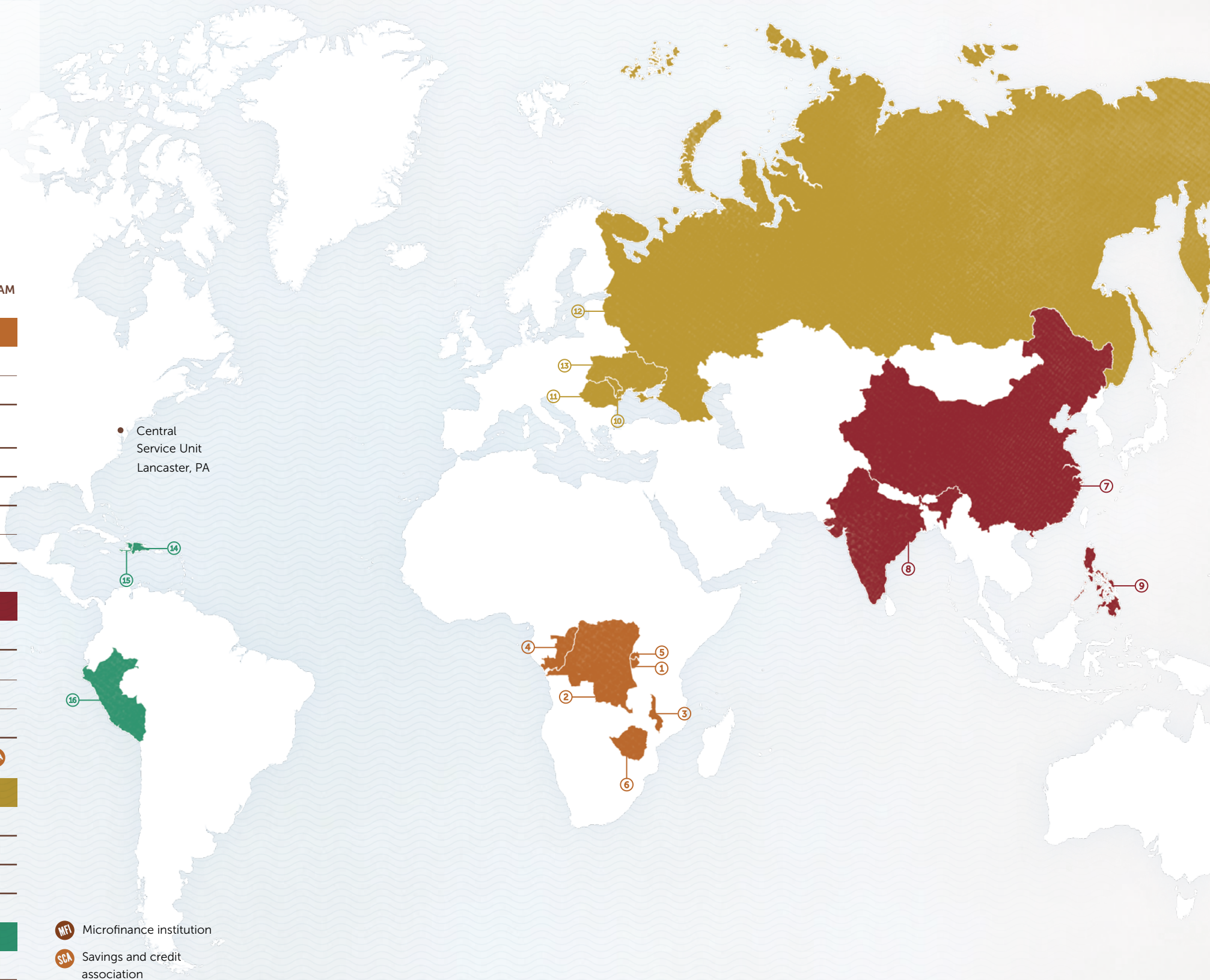
See where the HOPE network serves in the world!



# Where we serve

HOPE International has a heart for underserved areas—places where poverty stifles dreams, where the love of Christ isn’t known. In some cases, we start a *HOPE-managed* program; in others, we *partner* with an existing Christ-centered ministry. Together, the HOPE network consists of *microfinance institutions* (MFIs) and *savings and credit associations* (SCAs) working throughout Africa, Asia, Eastern Europe, and Latin America.

COUNTRY	NAME	HOPE OR PARTNER	PROGRAM TYPE
AFRICA			
① Burundi	HOPE Burundi	HOPE	SCA
	Turame Community Finance	Partner	MFI
② Democratic Republic of Congo	HOPE DRC	HOPE	MFI
③ Malawi	HOPE Malawi	HOPE	SCA
④ Republic of Congo	HOPE Congo	HOPE	MFI
⑤ Rwanda	HOPE Rwanda	HOPE	SCA
	Urwego Opportunity Bank	Partner	MFI
⑥ Zimbabwe	Central Baptist Church	Partner	SCA
ASIA*			
⑦ China	HOPE China	HOPE	MFI
⑧ India	India Central**	Partner	SCA
	India East**	Partner	SCA
	India West**	Partner	SCA
⑨ Philippines	Center for Community Transformation	Partner	MFI SCA
EASTERN EUROPE			
⑩ Moldova	Invest-Credit	Partner	MFI
⑪ Romania	ROMCOM	Partner	MFI
⑫ Russia	HOPE Russia	HOPE	MFI
⑬ Ukraine	HOPE Ukraine	HOPE	MFI
LATIN AMERICA			
⑭ Dominican Republic	Esperanza International	Partner	MFI
⑮ Haiti	HOPE Haiti	HOPE	SCA
	Esperanza International	Partner	MFI
⑯ Peru	Comas CMA Church	Partner	SCA



MFI Microfinance institution  
SCA Savings and credit association

\*HOPE also works in a country in Central Asia whose name has been withheld for security.

\*\*Partner name withheld for security.



# Quality

Because HOPE International is called to be Christ-centered, we want every element of our work to be completed with excellence. Whether we're introducing new loan products, conducting client surveys, or discipling clients, *we want to do it well*. Using the skills and experience God has given us, we continually seek to serve in more effective, sustainable, and cost-efficient ways.

*"He gave them these orders: 'You must serve faithfully and wholeheartedly in the fear of the LORD.'"*

2 Chronicles 19:9

## SUSTAINABILITY



## COST-EFFICIENCY



## INVESTING IN EXCELLENCE

Because HOPE desires to grow to serve many more families in the years to come, *we must prepare diligently*, building strong people, products, systems, and networks.

### PEOPLE



We believe it is imperative that we faithfully hire, train, disciple, and develop staff members to remain true to our mission.

*"Our ability to accomplish our mission is directly tied to our ability to recruit and retain excellent and passionate staff members. We invest deeply in our team, knowing each person is essential to helping us remain true to our purpose."*

Peter Greer, President & CEO

### PRODUCTS



Whether we're providing loans for business growth in China, savings services for income smoothing in Zimbabwe, or agricultural loans for farmers in Ukraine, HOPE's financial services are client-focused and rooted in relationships.

*"When we think about creating products for our clients, we want to work backwards, looking first at customer needs and desires before anything else."*

Dave Wasik, Vice President of Operations

### SYSTEMS



We focus on strong policies, controls, and reporting structures—and we have assembled strong internal audit, compliance, and quality assurance teams—to help us serve clients well.

*"Strong systems provide a critical framework for quality and enable healthy, cost-efficient growth without jeopardizing our Christ-centered mission."*

Cathi Linch, HOPE International Board of Directors, Enterprise Risk Management Committee

### NETWORKS



As a network of like-minded ministries operating across five continents, we've seen that working together translates to deeper impact. We support one another through lateral learning visits, training, prayer support, and technical assistance.

*"We're stronger together. As the HOPE network strives toward a common goal, we learn from each other, encourage one another, and sharpen each other."*

Jesse Casler, Vice President of Finance & Administration

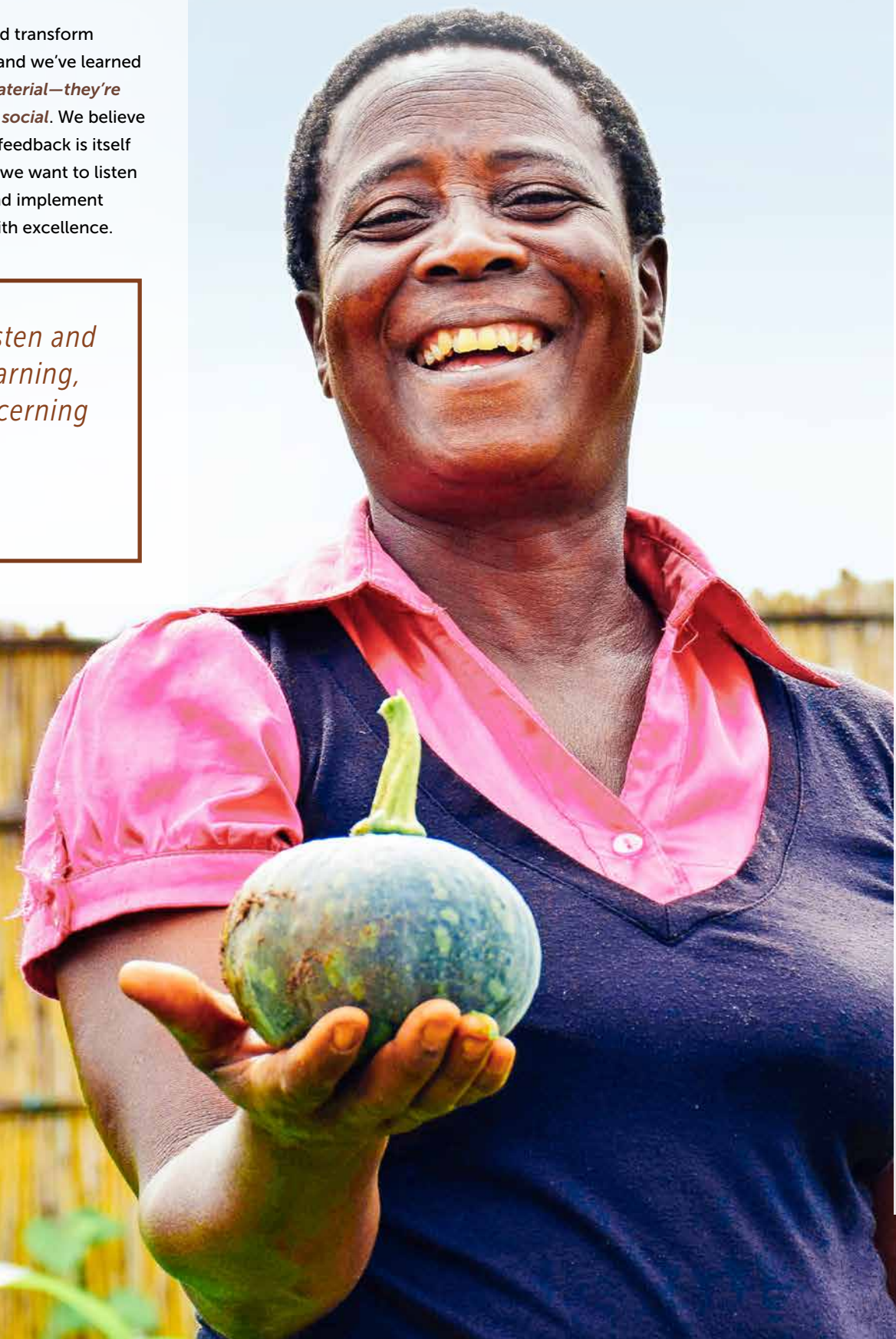


# Listening to clients

At HOPE, we long to see God transform the lives of those we serve, and we've learned *these changes aren't just material—they're also spiritual, personal, and social*. We believe the act of asking clients for feedback is itself a way of honoring them, so we want to listen well, gain understanding, and implement changes in order to serve with excellence.

*"Let the wise listen and add to their learning, and let the discerning get guidance."*

Proverbs 1:5



## "I WILL TELL OF THE KINDNESSES OF THE LORD."

Isaiah 63:7

Jean Katunga (pictured) from Malawi shares how she's been transformed as a member of her savings group:

**SPIRITUAL**

*"My knowledge and understanding of the Scriptures as the living Word of God speaking directly to me has increased greatly through the sharing of the Word."*

**PERSONAL**

*"I do not consider challenges in my life as stumbling blocks but rather God's instruments to grow my faith. Previously I used to rush into quitting ... but now I face challenges happily knowing that God does not fail."*

**SOCIAL**

*"This program has introduced me to a totally different world of working together, sharing experiences, and trusting one another."*

**MATERIAL**

*"Before this program ... I always felt that what I get is too little to save, but that mindset has completely left me, and I am able to save and manage my finances diligently now."*

MALAWI

## THE LISTENING PROCESS



### 1. ASK

Tools to help us listen




We gather feedback through the HOPE Quotient, a holistic, longitudinal survey that uses 100 questions and client focus groups to explore how clients have changed. Clients also share feedback through customer satisfaction surveys and market research in the field.



### 2. ANALYZE

Learning more about clients

Three insights we've gained about the families we serve:

- 94% of new SCA members in Malawi do not have electricity. 
- 50% of new SCA members in Burundi rarely or never had enough to eat in the year prior to joining. 
- 99% of SCA members in Burundi, Malawi, and Rwanda reported they are eager for additional training. 



### 3. APPLY

Responding to feedback

Two ways we're using feedback to improve:

- ① Selecting the location of our second office in the Republic of Congo
- ② Introducing a new flexible business loan product in the Democratic Republic of Congo



*"Being surrounded by other Christians in my everyday life, learning together how to do business, assisted me in understanding that in all we do, we must involve God."*

## An abundant harvest

A role model in his community, Jean Marie Habyarimana owns the only restaurant in his small town in southern Rwanda, and he's been recognized by the leaders of his district for exemplary farming practices. But in all his success, Jean Marie points first to his deepening relationship with God: "I was a Christian before joining Urwego, but being surrounded by other Christians in my everyday life, learning together how to do business, assisted me in understanding that in all we do, we must involve God."

### ENRICHING THE SOIL

Though Jean Marie is passionate about farming, the soil in his community makes it hard to grow anything but coffee. To improve its fertility, Jean Marie used loans from Urwego Opportunity Bank, HOPE's local partner, to buy two cows, two pigs, and eight chickens. By using their manure to improve the soil, Jean Marie has seen his fields produce abundant crops of beans, potatoes, cassava, bananas, and sweet potatoes.

Jean Marie is also a model of sustainability. Before using manure as fertilizer, he first puts it through a biogas processor, which turns the gas into cooking fuel for his family. Even Jean Marie's businesses flow into one another, as crops and milk from his farm supply the restaurant, while scraps from the restaurant feed his livestock.

Jean Marie dreams of buying a car for his businesses, outgrowing the bicycle he currently uses to transport goods from his farm to his restaurant. With the increased mobility of a car, he plans to

expand his businesses, buying seeds and other supplies wholesale and distributing them to other farmers in his community.

### FLOURISHING RELATIONSHIPS

In juggling two successful businesses, Jean Marie works closely with his wife, Esperance, who operates the restaurant when Jean Marie is busy at the farm. But this wasn't always the case, and Jean Marie credits Urwego's holistic training with helping him value his wife as a partner not just in their home, but also in business.

With their business profits, Jean Marie and Esperance care for their five children—and they also provide for 11 orphans. Remembering a time when he had trouble feeding his own family, Jean Marie gives generously when he sees a need in the community, including giving piglets from his own herd to help his neighbors improve their soil.

Jean Marie has become a leader in his church, and he's currently being disciplined through deeper study of the Word. He values the relationships he's built through Urwego for the way they've helped him grow spiritually. "I see the loan officers as my relatives," he says. "In Christ, we are all siblings."

*"For as the soil makes the sprout come up and a garden causes seeds to grow, so the Sovereign Lord will make righteousness and praise spring up before all nations."*

Isaiah 61:11





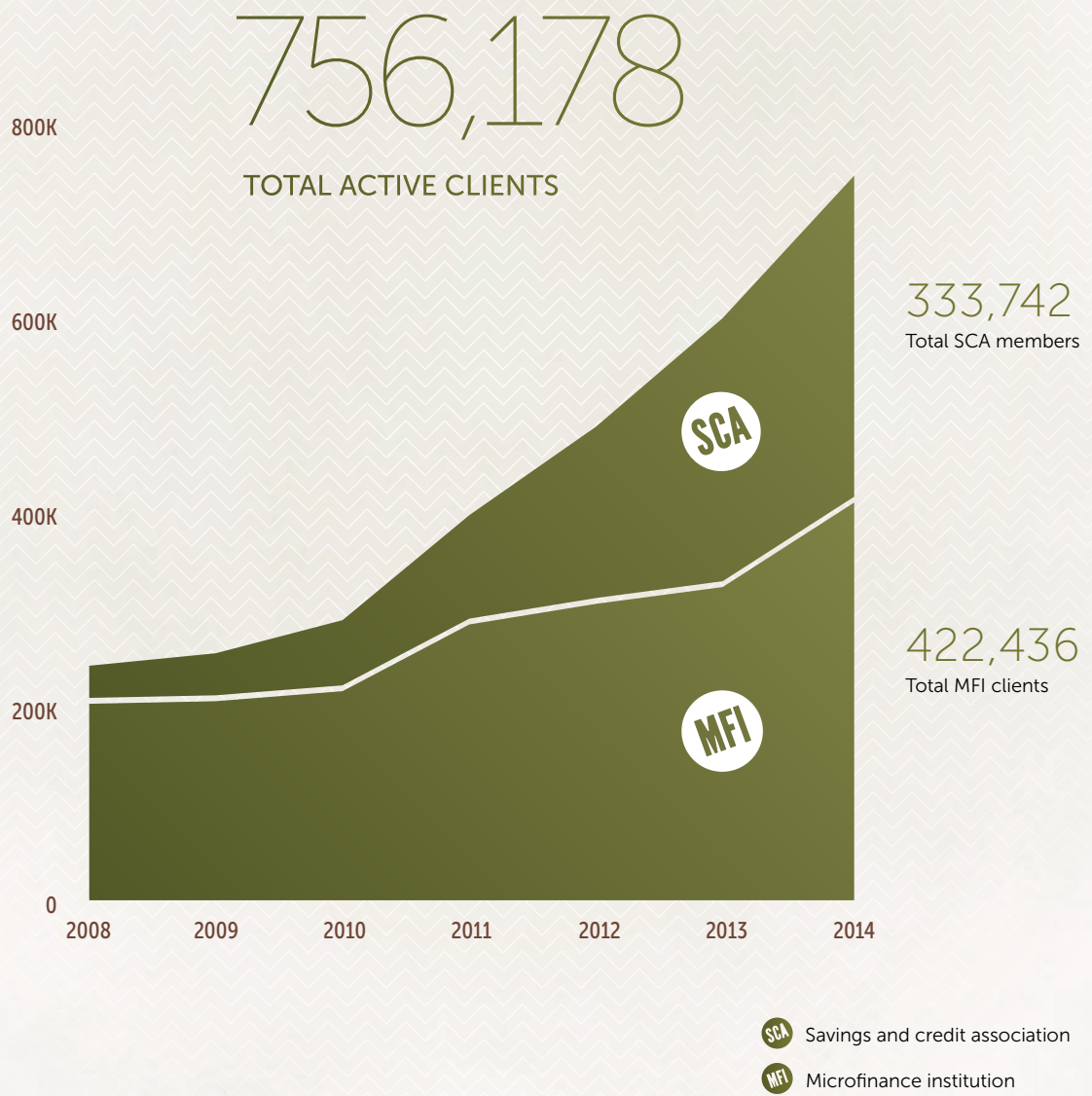
# Growth

As we're rooted in Christ and confident of quality, HOPE International seeks growth to serve more families in underserved communities. We believe our model of sharing the love of Christ through quality financial services is incredibly effective, and *we desire to see more men and women freed to invest in their dreams.*

We grow first by deepening our reach where we already serve and then by expanding to new areas. Thanks to God's faithfulness, the number of clients in the HOPE network grew by 24 percent in 2014, positioning us to meet our goal of serving 1 million families by the end of 2015.

*"Not to us, Lord, not to us but to your name be the glory, because of your love and faithfulness."*

Psalm 115:1



## GROWING BY FAITH

 <b>\$7,596,755</b> Total savings	 <b>\$3,099,895</b> Group loans outstanding	 <b>\$22.76</b> Average savings per member
 <b>\$22,475,400</b> Total savings	 <b>\$39,157,504</b> Net portfolio outstanding	 <b>\$387.91</b> Average loan disbursed

## OPENING A SECOND BRANCH IN CONGO

In response to client feedback, and after months of praying, dreaming, and planning, HOPE Congo launched a second branch in Brazzaville, the capital city of the Republic of Congo. The new Bifouiti branch is strategically located near the city's largest market, where roughly **50 percent of clients** do business. The move helped HOPE Congo provide better customer service and grow to serve over **7,000 entrepreneurs**, who are putting **\$2 million to work** in their businesses.



*"One of the biggest benefits of the new branch is that we're closer to clients. And if we're serious about investing in their dreams, that's exactly where we need to be."*

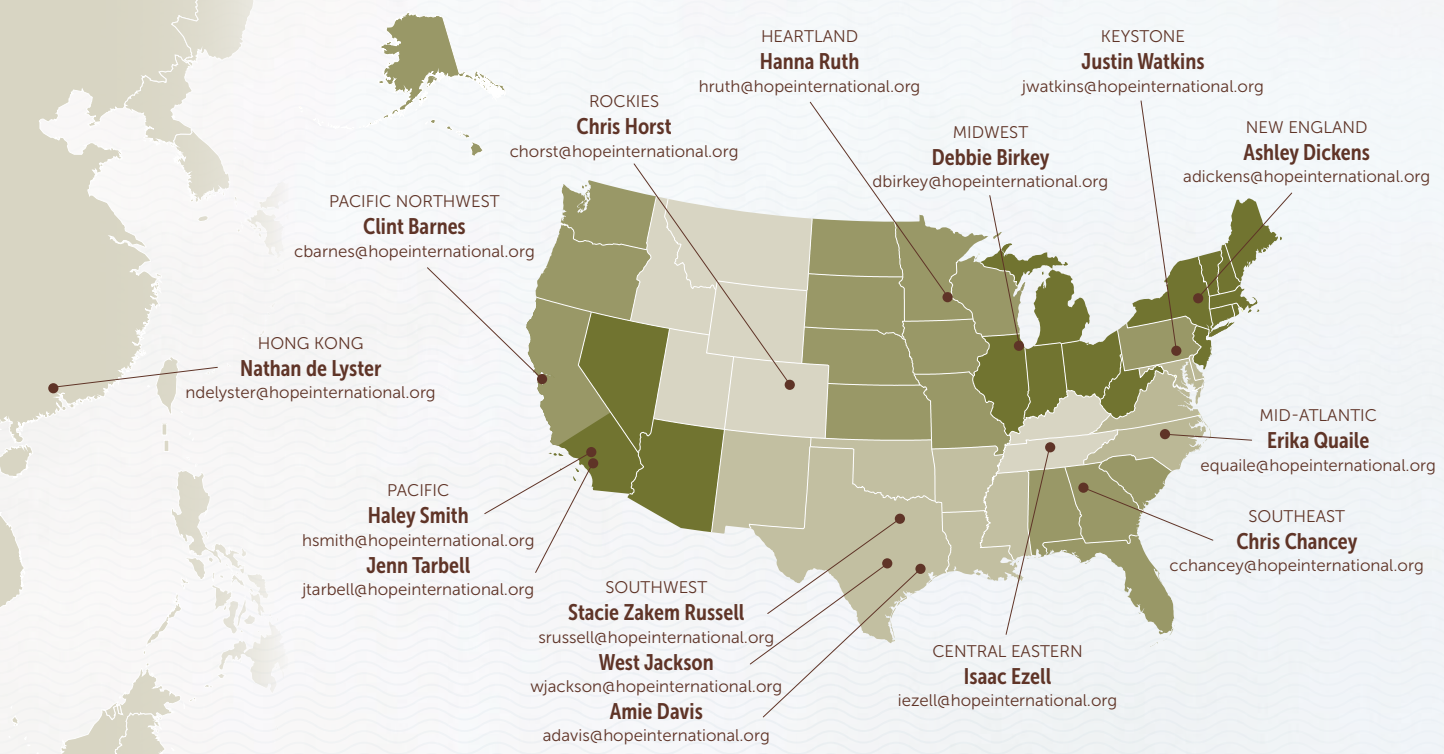
Micah Crist, HOPE Congo  
Managing Director

## PARTNERING IN INDIA

In July, HOPE officially launched a third savings and credit association (SCA) partnership in India with a strong, like-minded partner. In its first month, the program formed **17 groups** with **239 clients**. Already seeing the benefit of saving small amounts, one new member shared, "I am really surprised how far a little bit ... adds up and how it can be such a blessing!"







WE WANT TO HEAR FROM YOU!

Use the map above to connect with a HOPE representative in your region.

Co-laborers in ministry

It is incredible to witness, time and again, God providing “immeasurably more than all we ask or imagine” (Ephesians 3:20). In 2014, **4,734 supporters**, our co-laborers, gave **16,906 gifts** to invest in the dreams of over 750,000 families worldwide. This generosity empowered families to grow closer to Christ, invest in their businesses, and save for the future.

*“We celebrate not the work of our own hands, but God’s good provision and the openhandedness of His people.”*

Chris Horst, Vice President of Development

*“This service that you perform is not only supplying the needs of the Lord’s people but is also overflowing in many expressions of thanks to God.”*

2 Corinthians 9:12

CREATIVE GENEROSITY



FLYJOY

Orange City, IA

FLYJOY makes delicious snack bars, and they’ve built a business model that directly incorporates generosity, giving 10 percent of all profits to HOPE’s work. Knowing the challenges of being an entrepreneur, founder Curtis Bomgaars resonates with HOPE’s mission: “HOPE provides the support and freedom each client needs in order to not only grow their business, but to also grow as individuals.”



ZACHARY MCARDLE

Credit Analyst, M&T Bank, Buffalo, NY

Passionate about HOPE’s work since his economics class at Messiah College, Zach loves how microenterprise “unlocks people’s creative potential to support themselves.” He decided to turn his goal of completing an Ironman into a fundraiser for HOPE’s work, setting a goal of \$25 for each mile of the 140.6-mile race. He raised \$3,603, taking him four miles past the finish line!

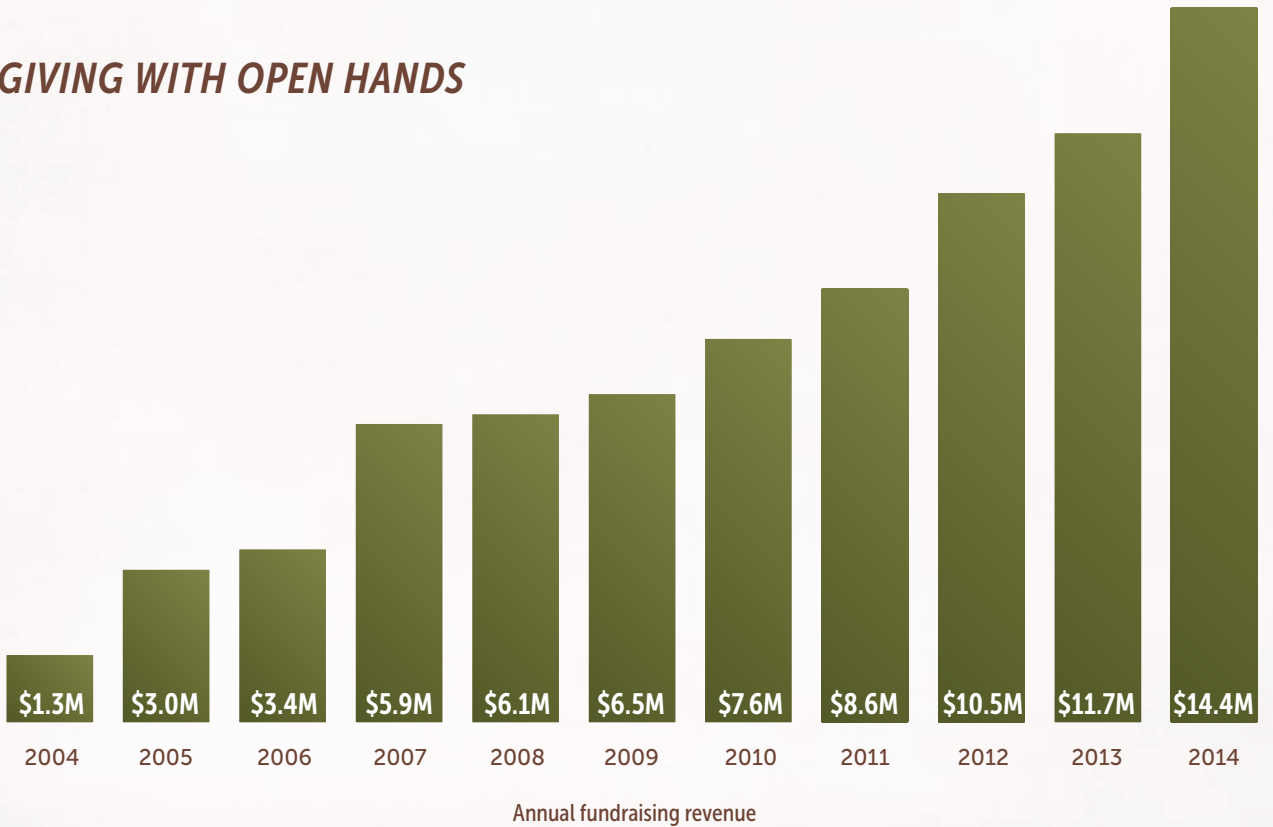


WILLOWDALE CHAPEL

Kennett Square, PA

Learning about HOPE’s Christ-centered microenterprise model, students from Willowdale Chapel’s fourth and fifth grade discipleship group each took out a \$20 loan to invest in an entrepreneurial endeavor, from crafts to cupcakes. They brought the fruits of their labor to sell at the church’s Christmas market, raising over \$4,707 for entrepreneurs in the Democratic Republic of Congo.

GIVING WITH OPEN HANDS



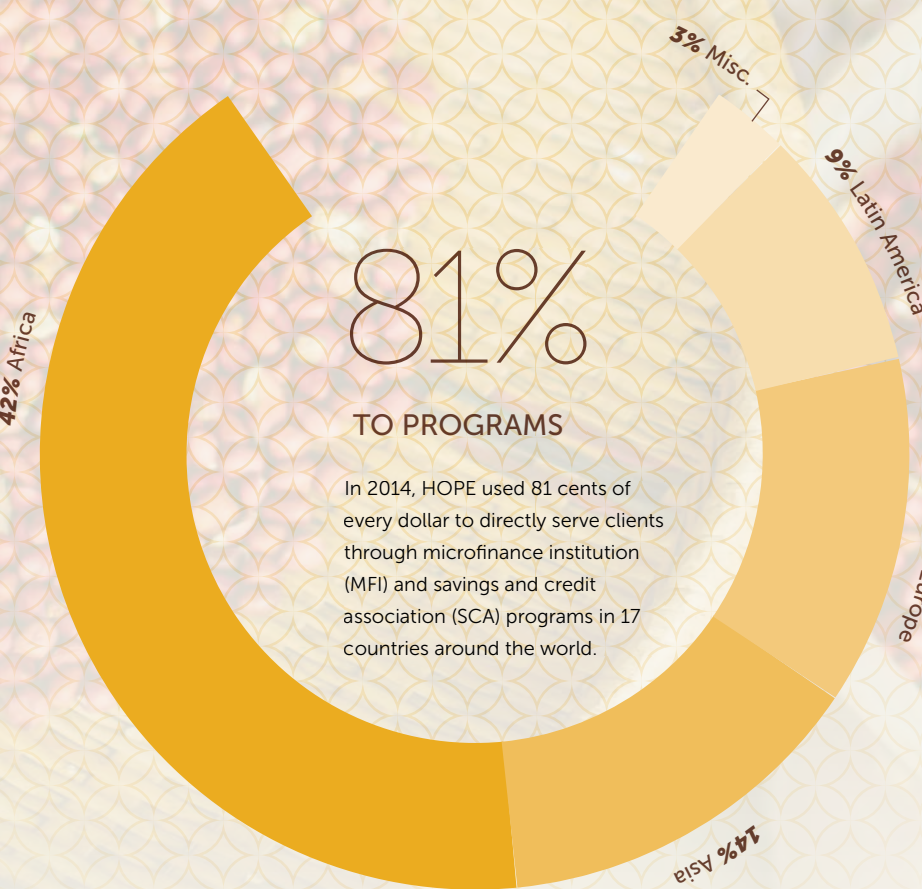


# Financials

As HOPE International continued serving in challenging and underserved places around the world, we grew to impact even more families—over 750,000 clients network-wide in 2014. By God’s faithfulness and *an uncompromising focus on financial stewardship*, HOPE continues to provide clients with financial services that help them experience lasting, holistic transformation through Christ. HOPE’s stewardship is evident in key performance and financial health indicators and in how we invest the funds entrusted to us.

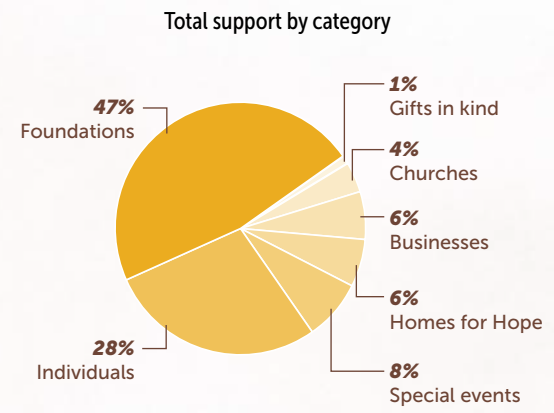
*“Each of you should use whatever gift you have received to serve others, as faithful stewards of God’s grace in its various forms.”*

1 Peter 4:10



## STEWARDING EVERY GOOD GIFT

Total contributions grew by 23 percent in 2014, and HOPE’s supporter base continued to diversify. This growth represents increases in each category of supporters: individuals, churches, businesses, foundations, and Homes for Hope.



### Homebuilders reinforcing impact

Twelve homebuilders and their trade partners across the U.S. and Canada donated an impressive \$900,000 to HOPE from home sales through the Homes for Hope program.



## GIVING BACK

Through HOPE’s philanthropic dividend policy, HOPE-managed MFIs give a portion of profits to local Christ-centered children’s ministries. This commitment began with the Tomorrow Clubs, a ministry that now reaches over 13,300 children in seven countries.

In Congo, HOPE’s program supports Good Friend Ministry, an organization providing local orphans with Gospel-centered programs and meals. Micah Crist, HOPE Congo managing director, notes: *“This is a way we can invest in future generations.”*

## COMMITTED TO UNDERSERVED PLACES

Every HOPE-managed program experienced extreme currency devaluation in 2014, with the exception of HOPE Democratic Republic of Congo, whose portfolio is tied to the U.S. dollar. Had our programs not been affected by this devaluation (due to issues such as political instability, war, and ongoing conflict between neighboring countries), HOPE’s year-end gross loan portfolio would have increased 45 percent. We remain committed to the families served by these programs and trust fully in God’s provision for future years.



Member of the Evangelical Council for Financial Accountability



Awarded four stars by Charity Navigator

## EXECUTIVE TEAM

- PETER GREER President & CEO
- JESSE CASLER Vice President of Finance & Administration
- CHRIS HORST Vice President of Development
- KEVIN TORDOFF Vice President of Marketing
- DAVE WASIK Vice President of Operations
- CHRISTINE BAINGANA Africa SCA Regional Director
- JEFF BROWN Art Director
- MATTHEW ROHRS Director of Spiritual Integration
- SARAH RUTT Finance and Strategy Specialist
- PHIL SMITH Director of SCAs
- JENN TARBELL Regional Development Director

## BOARD OF DIRECTORS

- JEFF RUTT Founder & Chair of the Board; Founder & CEO, Keystone Custom Homes
- DOUGLAS BOLLES Senior Vice President, Southside Bank
- CHRISTOPHER CRANE CEO, Edify
- JAMES DEITCH Co-founder & CEO, TeraVerde Financial LLC
- PETER GREER President & CEO, HOPE International
- DENNIS HOLLINGER President & Colman M. Mockler Distinguished Professor of Christian Ethics, Gordon-Conwell Theological Seminary
- BRIAN LEWIS Principal, Cereus Partners Inc.
- CATHI LINCH Financial Operations Leader & Treasurer, Edmond campus of LifeChurch.tv
- ANDRÉ MANN Managing Principal, Sovereign’s Capital
- KATIE NIENOW Vice President of Business Development, Juntos Finanzas
- TIMOTHY SNOW Executive Pastor, University Presbyterian Church





# Financials

## CONSOLIDATED SCHEDULE OF ACTIVITIES

FOR THE YEARS ENDED DECEMBER 31, 2014, AND DECEMBER 31, 2013

SUPPORT & REVENUE	2014	2013	\$ CHANGE	% CHANGE
<b>SUPPORT</b>				
Individuals	\$4,049,661	\$3,818,833	\$230,828	6%
Businesses	851,674	554,753	296,921	54%
Foundations	6,750,217	5,418,866	1,331,351	25%
Churches	562,392	485,176	77,216	16%
Homes for Hope	900,000	350,000	550,000	157%
Government	0	0	0	0%
Special event revenue (net of expenses)	1,102,892	900,585	202,307	22%
Gifts in kind	182,870	198,316	(15,446)	-8%
<b>TOTAL SUPPORT</b>	<b>\$14,399,706</b>	<b>\$11,726,529</b>	<b>\$2,673,177</b>	<b>23%</b>
<b>REVENUE</b>				
Microfinance income <sup>Ⓐ</sup>	2,285,706	2,409,499	(123,793)	-5%
Foreign currency translation loss <sup>Ⓑ</sup>	(1,396,285)	(15,225)	(1,381,060)	-9,071%
Investment and other losses <sup>Ⓒ</sup>	(151,839)	(114,314)	(37,525)	-33%
<b>TOTAL SUPPORT &amp; REVENUE</b>	<b>\$15,137,288</b>	<b>\$14,006,489</b>	<b>\$1,130,799</b>	<b>8%</b>
<b>EXPENSES &amp; PROGRAM INVESTMENTS</b>				
Program services & investments	12,697,694	10,946,047	1,751,647	16%
Management, general, & fundraising	2,660,427	2,056,798	603,629	29%
<b>TOTAL EXPENSES &amp; PROGRAM INVESTMENTS</b>	<b>\$15,358,121</b>	<b>\$13,002,845</b>	<b>\$2,355,276</b>	<b>18%</b>
Funding of board-designated reserve <sup>Ⓓ</sup>	(567,879)	818,000	(1,385,879)	-169%
<b>NET</b>	<b>\$347,046</b>	<b>\$185,644</b>	<b>\$161,402</b>	<b>87%</b>

## CONSOLIDATED SCHEDULE OF FINANCIAL POSITION

AS OF DECEMBER 31, 2014, AND DECEMBER 31, 2013

ASSETS	2014	2013
U.S. cash & cash equivalents: unrestricted	\$918,543	\$707,520
Field cash & cash equivalents: unrestricted	969,461	1,408,401
Client savings <sup>Ⓔ</sup>	1,457,761	998,274
Restricted cash	693,916	1,074,744
Contributions & pledges receivable	1,580,931	1,590,505
Prepaid expenses & other assets	356,271	341,301
Interest receivable	16,831	55,890
MFI loans receivable, net <sup>Ⓕ</sup>	3,666,342	4,851,781
<b>TOTAL CURRENT ASSETS</b>	<b>\$9,660,056</b>	<b>\$11,028,416</b>
Board-designated and operating reserves	3,678,246	3,328,141
Property & equipment (net of accumulated depreciation)	719,922	667,733
Long-term loans receivable, net	332,730	472,580
Investment in MFIs & other assets	6,284,574	3,933,950
<b>TOTAL ASSETS</b>	<b>\$20,675,528</b>	<b>\$19,430,820</b>
<b>LIABILITIES &amp; NET ASSETS</b>		
<b>LIABILITIES</b>		
Client savings deposits	1,457,761	998,274
Accounts payable & accrued expenses	469,856	588,960
Other liabilities	281,320	139,093
Current portion of loans payable & interest payable	711,897	365,267
Notes payable	100,000	854,269
<b>TOTAL LIABILITIES</b>	<b>\$3,020,834</b>	<b>\$2,945,863</b>
<b>TOTAL NET ASSETS</b>	<b>\$17,654,694</b>	<b>\$16,484,957</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$20,675,528</b>	<b>\$19,430,820</b>

Financial statements are unaudited. Audited financials will be posted at [www.hopeinternational.org](http://www.hopeinternational.org) when they become available.

For the year ended December 31, 2014, HOPE International consolidated Higher Impact Properties; Hope Global Investment Fund; HOPE-managed microfinance institutions (MFIs) in the Republic of Congo (Congo), Democratic Republic of Congo (DRC), Ukraine, and Russia; and savings and credit association (SCA) programs in Burundi, Malawi, and Rwanda. HOPE also consolidated nine months of activity for the Central Asia MFI prior to divesting it to a new partner.

<sup>Ⓐ</sup> The decrease reflects the impact of devalued currency in HOPE programs and showing only nine months of activity for Central Asia.

<sup>Ⓑ</sup> The deficit of \$1.4 million is not a true cash loss but instead reflects the impact of foreign exchange losses in HOPE programs. Political instability

in Ukraine was the primary driver behind unusually high foreign exchange losses in 2014.

<sup>Ⓒ</sup> The deficit reflects HOPE's operating loss in Urwego Opportunity Bank, HOPE's microfinance partner in Rwanda.

<sup>Ⓓ</sup> While we rely fully on God's provision, HOPE's board has deemed it prudent to keep an amount equivalent to 70 days of operating cash in reserve, a reduction from 2013.

<sup>Ⓔ</sup> Consists of client savings held by HOPE Congo and HOPE DRC. Across the network, total client savings grew to \$30 million.

<sup>Ⓕ</sup> HOPE is a network of organizations—including partners that are not consolidated on our balance sheet—and we contribute financially to their growth. Net portfolio network-wide was approximately \$42.3 million.