



2016

**ANNUAL REPORT**



**OPPORTUNITY**  
International  
CANADA



# LETTER FROM THE CEO

## DALE PATTERSON PRESIDENT & CEO

**VISION** Our vision is a world in which all people have the opportunity to achieve a life free from poverty, with dignity and purpose.

**MISSION** By providing financial solutions and training, we empower people living in poverty to transform their lives, their children's futures and their communities.

**MOTIVATION** We respond to Jesus Christ's call to love and serve the poor. We seek to emulate the Good Samaritan, whose compassion crossed ethnic groups and religions. We serve all people regardless of race, faith, ethnicity and gender.

Dear Friends:

It is a pleasure once again to address you and share with you the progress and opportunities you have made possible over the last year.

Because of your partnership and generosity, women like Amparo Gonzalez in Nicaragua (pictured bottom right) have been able to create bright futures for their families. With support from Opportunity, Amparo grew a small, struggling clothing stall into a thriving business that gave her the resources to send her kids to school. After years of hard work, all three of her children are now pursuing university educations, studying systems engineering, information technology, and medicine. They have careers and opportunities ahead of them that were unimaginable for Amparo.

When I consider Amparo's story, I am struck most by her words: "Opportunity feels like a family." And indeed it does, for both our partners in the field, and all of us here in Canada.

This year, our Opportunity family experienced a number of changes that we believe will prepare us for ongoing success and impact moving forward. We adjusted our fiscal year (previously July 1 to June 30) to a more conventional calendar year. This switch will allow us to be in line with our global partners and better synchronize our planning schedules.

In August, we hosted the First Annual OIC Latin America Implementing Partners Strategic Development conference in Nicaragua. This conference brought together leaders from each of Opportunity Canada's five Latin American partners to discuss their business development plans, and reflect and strategize around their priority projects.

We continued our investment in Education Finance, making it possible for more children to access high-quality education around the world. As part of this initiative, we introduced the pilot of the "Least of These" (LOT) Program, which provides resources for schools to embrace children with developmental challenges in the Dominican Republic. We extend our heartfelt gratitude to Janelle Lassonde for her leadership of the Opportunity International Global Education Finance Task Force. We also thank Stephen and Paul Verhoeff for their extensive commitment and creative contribution to the LOT Project.

As well, we extend our thanks to Canadian donors like Mark and Lynn DuMerton who have enabled Opportunity Canada to strengthen communities in Bihar, India. Their contributions fund a project that provides small business loans, health education and improved access to clean water and sanitation.

Closer to home, our Opportunity Canada family welcomed Stan Pauls from Manitoba and Lise Struthers from Ontario to our Board of Directors, as well as Ed Temple and Alison Chapman to our professional staff. I extend my heartfelt thanks to all of our committed staff members, as well as their spouses, and to our entire Board, under the leadership of our Chair, Bob Lawless, for their leadership, service and insight as we work together to serve our clients in the developing world. I also want to thank our departing Board members, Laura Hughes, Erika Coetzer and Graham Dare, for their service and commitment to Opportunity International Canada.

In my travels, I am often asked the question, "Is Opportunity in the business of ministry or in the business of microfinance?" and I am pleased to say, "Opportunity is in the business of ministry to those living in poverty, using microfinance as its vehicle." It's transformational, and we see that in not only the lives of the clients we serve, but also the lives of the Canadians who so generously provide the resources.

On behalf of our clients, thank you for joining us on this journey.

In His service together,  
**Dale Patterson**  
President/CEO, Opportunity International Canada

# BOARD 2016

## OPPORTUNITY INTERNATIONAL CANADA BOARD

**Wally Budgell**

President  
Robertson Bright  
Mississauga, ON

**Erika Coetzer**

Philanthropist and Photographer  
Toronto, ON

**Graham Dare**

Co-Chairman, Board of Directors  
Dare Foods, Inc.  
Kitchener, ON

**John de Bruyn**

President  
John de Bruyn  
Professional Corporation  
Canmore, AB

**Laura Hughes**

Director  
Playacan Projects  
Calgary, AB

**Robert J Lawless, Chair**

Retired Chairman, President and CEO  
McCormick & Co. Inc.  
London, ON

**Heiner Ophardt**

Owner  
Ophardt Hygiene Technologies Inc.  
Arisdorf, Switzerland

**Stan Pauls**

Vice President of Sales and Marketing  
Décor Cabinets  
Morden, MB

**David Stiller**

Founder  
Opportunity International Canada  
London, ON

**Lise Owen Struthers**

Director  
Not For Profit  
Oakville, ON

**Paul Verhoeff**

President  
Advance Flooring Inc.  
Calgary, AB

**Bill Watson**

Chief Operations Officer (Asia), Retired  
Husky Oil  
Calgary, AB

**Rod Wilkinson**

Barrister & Solicitor  
Carscallen LLP  
Calgary, AB

**HONOURARY DIRECTOR****David Bussau**

Honorary Director  
Co-founder  
Opportunity International Australia



**Amparo Gonzalez**  
Nicaragua



**Berta Honduras**



# TRANSFORMATION

## WE ARE IN THE BUSINESS OF TRANSFORMATION

Opportunity International Canada is a charity driven by the belief that everyone has the right to live their lives with dignity. We all deserve to hold our heads high, to send our children to school, to have a say in our households. But without access to financial services, a better life may be just out of reach.

Nearly 1 billion people in the world are like Paula (pictured)—driven, eager for change, working for her family, but can't get the traction she needs to escape poverty. She has an entrepreneurial spirit without a businessman's bank account. She already has a plan. She just needs an opportunity.



Paula Diaz,  
Restaurateur, Honduras

### WHO WE WORK FOR

We call them “clients” because we’re here to serve them. All of our clients receive the tools to maximize their potential, run their own business and protect their hard-earned income. We invest in them because when they work their way out of poverty, they drive change for generations to come.

### SOLUTIONS THAT LAST

Opportunity International provides our clients with financial solutions and training that enable sustainable life change.

#### LOANS

Providing much-needed capital to stabilize and expand small businesses. Loans are tailored to clients' needs, are paid back at a 99% repayment rate and then are reloaned to another entrepreneur. \$1 donated is leveraged to become \$6 over the course of five years.

#### SAVINGS

Enabling clients to build a safety net with their hard-earned money.

#### INSURANCE

Protecting against disasters that can cause permanent setbacks.

#### TRAINING

Teaching financial literacy and business management. Our clients learn to save for the future, utilize and repay loans, and manage their cash flow.

#### NETWORKS

Connecting clients with helpful local partners and organizations, including experts in education and agriculture.

#### TECHNOLOGY

Innovating so that even the most remote clients can use their basic cell phones to safely protect, manage and transfer their money.

# CLIENT STORY

## SILDA BUSTAMANTE

Silda Bustamante's bright blue stall in the center of the park in Jinotega, Nicaragua, always seems to draw a crowd. Selling coffee, empanadas and other snacks, Silda's business attracts business people, students and passersby all day long.

When she started the business 20 years ago, she had a tiny kiosk with a small refrigerator, offering soda and packaged snacks to her customers. Pepsi noticed her selling products and approached her with a deal at the same time that the government was remodeling the park: sell Pepsi products, and we'll build you a shop. Silda agreed.

Meanwhile, a woman Silda knew taught her to make empanadas and other local snacks – which sparked an idea for Silda's future.

Armed with a new, larger store and an idea to introduce hot food to her business, she began partnering with Opportunity in 2004. Over the last 13 years, she has received 25 loans to purchase inventory, expand her shop, and offer new products to her customers. Through these investments, she has grown her business and been able to save for her future.

In addition to school fees for her children, Silda has been able to completely remodel her home, thanks to the income from her store. She built a new roof and floor, and expanded her space. Best of all, she paid for herself to go back to school – and graduated with a degree in accounting!

Now, Silda is dreaming of new goals for the future. She wants to build a general store near her home to sell shoes and clothes so that she can diversify her income. In addition, she would like to expand the park stall to have tables and chairs so that it can operate like a full restaurant. Already, she has three employees, including her mother, but she hopes that as the business grows, she will be able to create even more jobs for her neighbours.

Each day, she wakes up at 4am to start cooking at home, then works in the shop from 6am to 6pm. She treats her customers with patience and respect, and always listens to their suggestions for how to improve her business. Because of her customer service, her clients are faithful and recommend her shop to their friends. And of course, Silda says that she makes the best coffee around, which doesn't hurt either!

When she reflects on her success and accomplishments, Silda is quick to note her gratitude to Opportunity. "Opportunity has been an unconditional help," she says. "When people have confidence in your work, you can work without worrying."



# THE IMPACT OF

INVESTING IN OPPORTUNITY GLOBALLY

**\$1.6**  
BILLION

VALUE  
OF LOANS  
MADE IN  
2016

**9.6M**  
CLIENTS

**\$1=\$6**  
IN LOANS OVER  
5 YEARS

**95%**  
OF LOANS MADE  
TO WOMEN

INVESTING IN  
1 WOMAN  
WITH A LOAN EVERY  
7 SECONDS

**99%**  
LOAN REPAYMENT  
RATE

**4.7M** CLIENTS  
WITH LOANS

**\$239**  
AVERAGE FIRST  
LOAN TO A TRUST  
GROUP MEMBER

**\$215M**  
VALUE OF  
CLIENTS'  
SAVINGS

**5.9M** CLIENTS WITH SAVINGS,  
MANY FOR THE VERY FIRST TIME

WITH AN AVERAGE BALANCE OF \$38

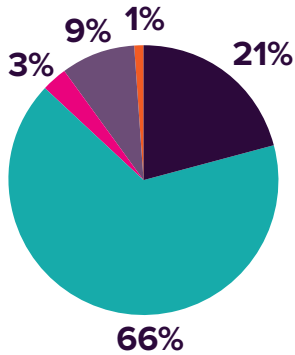
AS OF DECEMBER 31, 2016

# OPPORTUNITY INTERNATIONAL CANADA

JANUARY 1, 2016 – DECEMBER 31, 2016

## WHERE OUR FUNDING COMES FROM

\$8,473,852 received in 2016

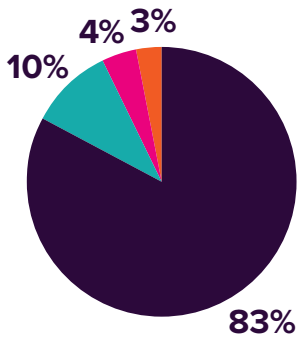


- DONATIONS FROM INDIVIDUALS
- CANADIAN PRIVATE FOUNDATIONS AND CHARITIES
- GLOBAL FOUNDATIONS
- CANADIAN INSTITUTIONAL DONORS
- OTHER



## HOW THE FUNDS ARE SPENT

\$8,282,355 in expenses and international disbursements for 2016

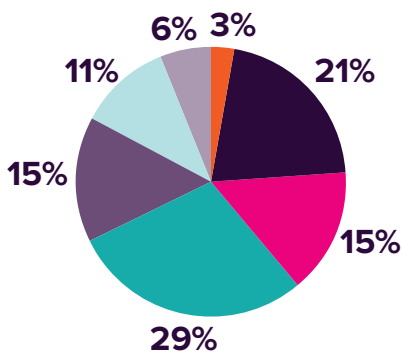


- INTERNATIONAL PROGRAMS
- FUNDRAISING
- G&A
- AWARENESS/PUBLIC EDUCATION



## INTERNATIONAL PROGRAMS

\$6,868,316 in international disbursements and program monitoring/oversight in 2016



- FINANCIAL LITERACY AND TRAINING
- MICROFINANCE OUTREACH (BRANCH OPERATIONS)
- MICROFINANCE EXPANSION (LOAN FUNDS)
- MICROFINANCE INNOVATION
- AGRICULTURAL FINANCE
- EDUCATION FINANCE
- PROGRAM OVERSIGHT AND MONITORING



Download our complete 2016 audited financial statements at [www.opportunityinternational.ca/2016audit](http://www.opportunityinternational.ca/2016audit)



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Opportunity International provides access to savings, small business loans, insurance and training to millions of people working their way out of poverty in the developing world. Clients in more than 20 countries use these financial services to start or expand a business, provide for their families, create jobs for their neighbours and build a safety net for the future. Opportunity International is a registered charity and serves all people regardless of race, religion, ethnicity or gender.

Opportunity International Canada is a registered Canadian charity #877516385RR0001.

