

impact

WINTER 2010



Opportunity International
GIVING THE POOR A WORKING CHANCE

Savings today

Opportunity International operates banks and deposit-taking institutions in nine countries: Ghana, Malawi, Mozambique, Rwanda, Uganda, Philippines, Macedonia, Russia and Serbia. In 2010, deposit-taking institutions will be opened in four more countries including Colombia, Democratic Republic of the Congo, Kenya and Tanzania, where the need for financial services is great. Opportunity is working toward the day when all clients can make deposits at bank branches, at mobile banks, or via ATMs and point-of-sale devices in rural markets, farm shops and other communal locations in their neighborhoods.

\$112 average deposit balance

491,511 savings accounts

\$54.8 million in deposits

44% increase in savings accounts in Ghana in 2009

111% increase in savings accounts in Rwanda in 2009

OPPORTUNITY INTERNATIONAL'S
GROWTH OF SAVINGS ACCOUNTS IN AFRICA



Catherine Dailes, 37, with her one-year-old daughter, makes a withdrawal from her savings account at an Opportunity Malawi bank branch. She also uses Opportunity loans to build her business selling kitchenwares.

From savings to sustainability

Imagine your world without a savings account. You carry cash receipts or your weekly pay in your pocket, knowing that you may be robbed. If you manage to arrive home safely, you hide your cash and pray that no one will find it and steal it. Your savings doesn't grow as fast as it could if you earned interest on it. And it isn't contributing to your community's economic growth, because it's not being lent to others.

Studies show that if given the opportunity, low-income families are eager to place their savings with a stable financial institution. Savings give clients a cushion against hard times, and the ability to build assets and increase financial security over the long term. That's why Opportunity is opening banks across the developing world that will provide savings and other financial services to people who haven't had access until now.

According to the World Bank, an estimated 3.5 billion people worldwide lack access to formal financial services. Less than 20 percent of households in most sub-Saharan countries have a bank account, in part because only a small percentage of the population can produce the necessary identification documents. Opportunity banks remove the obstacles for people living in poverty who want to open an account. Fingerprint biometric technology provides a secure way to bank, even for those who are illiterate or lack formal identification. Opportunity's deposit-taking institutions offer competitive interest rates, low initial deposits and minimum balances, and very few transaction fees. *(continued on page 2)*

INSIDE

CEO Corner	2
Smart Giving with Chuck Day	4
OptINnow™	5
Board of Governors	7



CEO Corner

with
Kadita "A.T." Tshibaka

The statistics are staggering...three billion people, nearly half the world's population, live on less than \$2 per day; more than 40 million people are infected with HIV/AIDS; 835 million men, women and children are chronically hungry. It would be simple to conclude that you're only one individual and that you can't do anything to make a real difference.

You may have heard about Opportunity's "Banking on Africa" Campaign, with its vision to reach 30 million people in Africa by 2015 with life-changing financial services. What's so exciting is that the majority of the funding for this initiative will come from our clients' own savings deposits. As our cover story explains, we are putting the community's own resources to work to build up individuals and to create vibrant, local economies.

And that's where you can make a real difference. Your gifts will help lay the foundation for this work and will be multiplied again and again as they are combined with our clients' own deposits. They will enable us to create value-added programs like agricultural lending and education finance, and expand our technology to reach the world's most remote areas. With your support, many more families will have access to the financial services they need to fulfill their God-given potential.

We are excited about the potential for our clients on the African continent. Africa's economies, after decades of stagnation, are expected to resume expanding an average of 6% annually. We are living in a time of unprecedented wealth, technology and information. We have the tools to reverse the shameful tide of poverty not only in Africa, but in Latin America, Asia, wherever chronic poverty beckons us.

During this Christmas season, we want to express our appreciation for your past contributions and for your continued support. On behalf of all of us at Opportunity and our clients around the world, thank you and God bless you!

From savings to sustainability *(continued from cover)*

Opportunity uses the accumulated savings to provide business loans to other people living in poverty, thereby increasing local economic development. Clients become equal partners in the transformation of their families and neighbors using their own capital. For the bank, taking deposits can have a positive effect on client retention. It also can result in dramatically lower interest rates on loans and can increase a bank's operational sustainability. In the end, savings benefit everyone.

GLOBAL EXPERTS IN OUR RANKS



Doug Pond

Doug Pond joined Opportunity Mozambique last year as executive director of outreach development. He teams with Opportunity in the U.S., U.K., Germany and Canada to help raise funds for expansion, implement funded projects and monitor their performance. He also works with technical

assistance providers in agriculture, housing and health services to provide holistic solutions for clients, and with Opportunity's field managers to develop innovative strategies for impacting more people.

During the last decade, Doug started four enterprises which provided a range of business services in the U.S., Europe, Vietnam, China and India. Prior to that, he spent 10 years at ABN AMRO Bank. He says, "At Opportunity, we often talk about transforming our clients' lives and we do, but I too have been transformed by the experience of serving here. My life now has more purpose and meaning than I ever could have imagined, and for this, I feel deeply blessed."



Teddy Ajiku

For women in Uganda, as in many developing countries, hardships are not only financial; they struggle for access to education, employment and property rights. It is within this very challenging culture that Teddy Ajiku has served as an Opportunity Uganda loan officer, loan supervisor, branch manager and

now international education liaison. While hosting Opportunity supporters on Insight Trips, Teddy is often stopped by clients who want to update their former loan officer on their businesses and their personal triumphs. She has a B.A. in social sciences and is able to communicate with clients in three languages: English, Luganda and Lugisu.

Before coming to Opportunity Uganda in May 2000, Teddy gained experience in high-profile commercial banks including Barclays, Standard Chartered and Umeme Uganda, Ltd. She says she is excited about Opportunity Uganda's new banking license and the growth and hope that will come from savings deposits and other new products.



Rep. Gregory W. Meeks completes an application to open a savings account with Opportunity Rwanda.

U.S. government shows support

“There will be much more microfinance to come from this administration,” promised Secretary of State Hillary Clinton during the swearing in of microfinance leader Maria Otero as the United States Under Secretary of State for Democracy and Global Affairs.

Secretary Clinton mentioned the virtues of microfinance during her own confirmation hearings. She said, “I’ve seen firsthand how small loans given to poor women to start small businesses can raise standards of living and transform local economies.” She and her daughter, Chelsea, visited Opportunity Zimbabwe in the late 1990s.

This fall, a U.S. House of Representatives delegation led by Rep. Gregory W. Meeks (D-NY) toured the Opportunity bank in Rwanda and met with staff and clients to learn more about the need to expand banking services in sub-Saharan Africa.

Typhoon recovery continues

One month ago, several typhoons struck the Philippines, claiming the lives of over 50 Opportunity International clients and immediate family members. Over 159,000 clients and 200 field staff are struggling to recover from the devastation. Many of their homes and businesses were swept away by rapidly rising floodwaters. Opportunity is expediting weather-indexed crop insurance payments for agricultural clients, and is working with other clients to restructure their loans and assess their future needs.



Clients are living on their rooftops or in evacuation centers until the water recedes (left).

Opportunity is distributing clothing and personal care items to clients (right).



Caterpillar’s Steve Rich (center left) and Santosh Singh with Arul Jothi Trust Group

Caterpillar visits Opportunity India

Caterpillar executives in Chennai, India, met with the Arul Jothi (which means “a light”) Trust Group earlier this fall. The Opportunity India clients, whose businesses range from sari sales to tailoring and bread making, are on their third loan cycle, with an average loan size of \$225. A Caterpillar Foundation grant is helping to provide financial services for approximately 175,000 entrepreneurs in the developing world. Even more will be achieved over time due to a special matching challenge to employees and retirees of Caterpillar Inc. and its dealers, inviting them to come alongside this important work.



Smart Giving

with
Chuck Day

As a tumultuous 2009 draws to a close, we all have much for which to be thankful. Here are some tips on how to make the most of the “Season of Giving.”

- For family estate planning, you can give up to \$13,000 this year tax-free to as many individuals as you want. Married couples can give up to \$26,000 per person.
- For charitable gifts, the rise in the stock market can make gifts of stock attractive. You can deduct the current, fair market value of the stock instead of your original cost basis, and avoid all capital gains taxes. To receive these benefits, you must own the stock for at least one year and one day before giving it to charity.
- Individuals age 70 ½ or older can give up to \$100,000 to charity tax-free from their Individual Retirement Accounts (IRAs).
- You can take advantage of the increasing popularity of Donor Advised Funds by opening an account and funding it before Dec. 31. This account can serve as your personal charitable gift fund, and offers unique tax benefits and simple, flexible giving options.
- Your charitable gift must be either postmarked or received by the charity no later than Dec. 31.

For more information about any aspect of estate planning or charitable giving, please contact Chuck Day, Opportunity’s director of gift planning services, at cday@opportunity.org or directly at (630) 242-4136.

WON honors Goldman Sachs

The Women’s Opportunity Network (WON) honored Goldman Sachs’ *10,000 Women* initiative with the International Women’s Leadership Award at a special evening event at the Katzen Arts Center in Washington, D.C. in early November. Kim Azzarelli, vice president, Office of Corporate Engagement, accepted the award, which recognizes people and organizations whose humanitarian contributions reflect Opportunity’s values and vision.

Goldman Sachs’ innovative program provides 10,000 underserved women around the world with a business and management education that fosters greater shared economic growth. Opportunity has partnered with Goldman Sachs to create the *10,000 Women* “Emerging Leaders Program,” which will train hundreds of promising young African women for careers in microfinance.

WON also honored Teddy Ajiku for her exceptional commitment and service to Opportunity Uganda (see story on page 2), as well as the many dedicated women staff and leaders in the field worldwide who bring hope to the poor each and every day.



International Women’s Leadership Award

Opportunity presents CGI commitment



Kadita “A.T.” Tshibaka (left) with President Bill Clinton at the Clinton Global Initiative this September

Opportunity International President & CEO Kadita “A.T.” Tshibaka had the distinct privilege of presenting the organization’s Banking on Education commitment at the Clinton Global Initiative’s Fifth Annual Meeting in New York in September. The initiative offers tuition savings accounts and school fee loans to help make education affordable for parents of school-age children in the developing world. In addition, the Banking on Education program provides loans for entrepreneurs who wish to start or expand private schools for children in impoverished neighborhoods. As part of the commitment, Opportunity will expand its education finance program from five to 10 countries over the next 24 months.

HOLIDAY GIFTS THAT KEEP ON GIVING

Gift cards

This Christmas, Betty Jane “BJ” Hess will take her grandchildren on a shopping expedition to OptINnow.org instead of to the nearest shopping mall. BJ, who serves as vice chair of Opportunity International’s Board of Directors, has purchased OptINnow gift cards for Ashley, 10, and Amy, 7. Together, they’ll explore client stories on the website and then choose an entrepreneur to support with a loan. BJ also is planning to purchase holiday gift cards for her eight other grandchildren. “We’ll have the fun of shopping and helping people at the same time,” she says.



You, too, can share the Opportunity International story by purchasing OptINnow gift cards this holiday season. A gift card is a simple, thoughtful way to engage family, friends or business associates in the work of Opportunity. Each gift card can be purchased in denominations of \$25 and comes in seasonal packaging. The recipient can go to optinnow.org and use the gift card to fund a microloan. When the loan is repaid, it’s loaned again and again to help many more people start or build businesses to work their way out of poverty.



Betty Jane “BJ” Hess with granddaughters Ashley (left) and Amy

Group giving



A Trust Group in Tanzania shows their enthusiasm for OptINnow. Young Ambassadors for Opportunity developed a group giving page at optinnow.org to raise funds for Tanzania through their participation in a half-marathon.

Opportunity Coffee Club

Ward Brehm, *White Man Walking* author and Opportunity International Governor, is the co-founder of Equal World Coffee, which partners with Opportunity to help clients grow their businesses and repay their loans. The Opportunity Coffee Club supports the same Rwandan coffee farmers served by Opportunity.

As board chair of the U.S. African Development Foundation, Ward came across a coffee cooperative of mostly women farmers, all survivors of the Rwandan genocide. The manager told him they couldn’t get fair prices for their award-winning coffee and gave him two bags of coffee to test. Ward says, “Out of that, Equal World Coffee was born.”

Calling the Opportunity Coffee Club a “triple-win situation,” he says, “It creates a market for the farmers’ coffee and pays them what it’s worth. It funds the important work Opportunity is doing in Rwanda. And the coffee is great. All it takes is a sip or two to realize that this is world class coffee.”

Fair trade coffee from Rwanda is one of the finest in the world due to climate, soil and elevation. Prices start at \$9.95 for a 12 oz. bag of premium specialty coffee. Thirty percent of each purchase goes to help Opportunity clients work their way out of poverty. To order, go to opportunity.org/coffeeclub.



Coffee cherries grown in Rwanda are some of the finest in the world.

SPREADING THE WORD

In Minneapolis/St. Paul

Meet Peter Deanovic, chair of the Minneapolis/St. Paul chapter of Young Ambassadors for Opportunity (YAO). By day, he invests in commercial real estate throughout the U.S. for CarVal Investors. The YAO chapter hosted a summer event for 60 people at Canterbury Park in Shakopee, Minn., to raise awareness and funds for Opportunity's work. In September, Peter journeyed with 20 other YAO members to visit operations in Tanzania and Rwanda. After witnessing the first loan distribution of a temporary office in Arusha, Tanzania, he said, "It's exciting to see the energy and hope that a loan brings. I walked away with a greater appreciation for the complexities of delivering financial services in a country where the need is so staggering."



YAO members (from left) Christopher Manno, Tom Palecek and Peter Deanovic outside Opportunity Rwanda's Nyamata Branch

In Chicago

Supporters Irene Pritzker, Susan Gillette, and Betsy Perdue, who served as moderator, represented Opportunity International on a panel at the Chicago Global Donor Network's 6th annual conference, "Opportunity in Tough Times," in October. Their discussion centered around the value-added microfinance products that Opportunity provides, as well as the importance of partnerships. Susan spoke on the savings, insurance and agricultural initiatives, while Irene presented information on Opportunity's new partnership with the IDP Foundation Rising Schools. The program boosts the development of very poor private schools for disadvantaged children in rural and urban areas throughout Ghana.



In Phoenix and Malibu

Jay Milbrandt (left), director of the Global Justice Program at Pepperdine University in Malibu, Calif., led a Q&A session on microfinance with Opportunity International's Kadita "A.T." Tshibaka (right) in late October. The CEO encouraged Pepperdine business and law school students to consider careers in the microfinance field and to become involved with Opportunity. Later that week, Kadita spoke on emerging market risks and rewards at a luncheon hosted by the Phoenix Committee on Foreign Relations. He also met with almost 100 people gathered at the home of supporters Bob and Faith Falkner in Paradise Valley, Ariz.

Governors Conference highlights

The Governors Conference, "Share her story, change your world," was held in early October in Oak Brook, Ill. Based on buzz from the 196 Governors and guests in attendance, Governors won't want to miss the next gathering on March 19-20, 2010 in Phoenix, Ariz. Meet Governors from around the country, hear the latest developments from our leadership, participate in a variety of breakout sessions and create an even richer, more meaningful Opportunity story for yourself! For more on the recent conference, visit opportunity.org/bogprivate.



Opportunity Governor Ward Brehm delivers keynote address

CALENDAR

Upates from the Field

Quarterly conference call with
Global Leadership Team
December 8, 2009, 11 a.m. CST

Board of Governors Conference

March 19-20, 2010
Phoenix, Ariz.

2010 Insight Trips:

COLOMBIA
February 21-26, 2010

RWANDA
May 15-21, 2010

UGANDA – Mothers, Daughters, Sisters
June 19-26, 2010

COLOMBIA – Family Week
June 20-26, 2010

KENYA – Family Week
July 17-26, 2010

INDIA
August 8-13, 2010

GHANA
October 16-22, 2010

To participate in any of these events, contact
Wendy Cox, Board of Governors director,
at wcox@opportunity.org.



Diane and Rod Dammeyer (center) at school funded with Opportunity loans

Dammeyers champion Uganda

Rod and Diane Dammeyer were first introduced to Opportunity International by Governors Dick and Beth Gochnauer during a bicycling trip in Holland in 2007. Shortly afterwards, Rod took an Insight Trip to Nicaragua, where he met clients who had been truly transformed by Opportunity's financial services.

Diane said, "Rod came home with a fire lit underneath him. All he could talk about was the lady baking bread and how hard the clients worked with so few resources." Rod knew he wanted to make a substantial financial commitment and use his 40 years of financial experience to help Opportunity grow. In the spring of 2008, he took a special interest in Opportunity's new banking and education efforts in Uganda. He accepted the role of "country champion," linking up with the Women's Opportunity Network and recruiting a team of "ambassadors."

During a recent Insight Trip to Uganda, Rod and Diane visited schools funded through Opportunity's Banking on Education initiative. As they sat immersed in a sea of children, they could not ignore the need for more private schools for the poor in a country where half the population is under 16 years of age. Rod claims, "With more capital, we can provide financial support to several hundred schools in Uganda and truly impact the future for these children and their families."

In the meantime, Rod speaks at events and reaches out extensively to his business network to generate interest in Opportunity and Uganda. Diane, a professional photographer, is planning a gallery showing of images from her Insight Trips to showcase the human side of microfinance. The Dammeyers look forward to hosting educational and fundraising events with friends, sharing remembrances of their trips and encouraging others to visit Opportunity's work.

"We are doing our friends a favor by inviting them on an Insight Trip and seeing Opportunity's work at the ground level," concludes Diane. "Their lives will be positively changed forever."



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Hajala Nakubulwa is an Opportunity Uganda loan and savings client.

Income multiplies with loans and savings

Hajala Nakubulwa, 38, lives in the village of Lwanyi, about 350 km from Kampala, Uganda. She and her husband, Moses, have six children ranging in age from one to 16 years. Hajala became an Opportunity Uganda loan client in 2008, borrowing \$46 to buy 100 more chicks and feed for her poultry business. Her output increased from three to five trays of eggs per day, earning her \$11.50 daily.

With a second loan of \$138, Hajala bought two cows that produce 15 liters of milk and \$5 income each day. She used her current loan of \$231 to plant plantains in her one-acre garden and dig a fish farm, from which she earns \$32 more per week. She also makes and sells mats from dried palm leaves, for an additional \$27 income per month. Hajala has opened an account with Opportunity Uganda and is using her savings to construct rental houses, from which she is earning \$185 per month. She hopes to build enough houses to produce at least \$550 in monthly rental income.

Hajala's hard work is paying off. She is now able to cover the fees for her younger children to go to primary school and her three older ones to attend a very good boarding school. In her village, it is rare for children to make it to secondary school, but Hajala is beating all the odds.



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OPPORTUNITY INTERNATIONAL'S VISION

Our vision is a world in which all people have the opportunity to provide for their families and build a fulfilling life.

Our belief is that small-scale entrepreneurs can be big change agents in overcoming global poverty.

Our mission is to empower people to work their way out of chronic poverty, transforming their lives, their children's futures, and their communities.

Our method is to provide microfinance services, including lending, savings, insurance, and transformational training, to people in need. To do this, we build and work through sustainable, local microfinance institutions.

Our motivation is to respond to Jesus Christ's call to love and serve the poor.

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