



**OPPORTUNITY
INTERNATIONAL
AUSTRALIA**

ANNUAL REVIEW
2014



OPPORTUNITY
International
AUSTRALIA



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CHAIRMAN'S FOREWORD

Dear Opportunity family

Today there are more than 2 billion people worldwide living without nutritious food, clean drinking water, proper shelter, adequate healthcare or decent education. Their circumstances mean they live in slums, scavenge for food and contract preventable illnesses far too easily. They live without hope for a brighter future.

"Opportunity exists to bring about a measure of justice, dignity and purpose for families living in poverty. We provide a hand up with a small loan so a mother can grow a business, earn an income, pay for her family's basic needs and walk boldly into the future."

In the past year, Opportunity reinforced its global alliance with The Opportunity International Network's support members. We now participate in a global management team leading the way forward, improving organisational efficiency and sharing increased resources. Working more closely together will help drive the expansion of our programs to have an even greater impact.

Opportunity has always relied on partnerships with local organisations in the countries where we work in order to best meet the needs of families living in poverty. I want to acknowledge and thank all our program partners for their passion and commitment to seeing families empowered through innovative programs funded by your life-changing donations.

The Opportunity family encompasses our staff, volunteers, Ambassadors, Board and Council members, program partners and many individual, corporate and institutional supporters, all of whom are passionate about helping families break the poverty cycle. Thank you to everyone for your contribution towards achieving Opportunity's vision.

Warmly



Edward Kerr
Chairman



FROM THE CHIEF EXECUTIVE OFFICER

Dear friends

When you give, you are transforming lives in more ways than you may think.

In 2014, you have **invested in 2.8 million mothers** living in poverty. With small loans as little as \$70, mothers can start businesses, earn incomes and give their children futures filled with hope. But that's not all.

You have also **built healthy communities**. The training of health leaders in India has meant more than 290,000 families can learn basic health and hygiene practices, while in Indonesia, transformation facilitators have helped over 10 communities better access their basic needs like nutritious food and clean drinking water.

As well as that, you have **created leaders** in Ghana, helping unemployed youth rise up and learn a trade that will equip them to start small businesses in the future. Likewise, entrepreneurs in China can lead the way and create jobs for the most vulnerable in their communities.

You have also **delivered innovation** so that farmers in the Philippines can use improved farming techniques to grow better crops, and those with savings accounts in India can use mobile phones to monitor their cash flow.

And finally – you have **enhanced impact**. You have helped us measure the impact of our programs to ensure your giving is making a real difference in families' lives.

A real difference to families like Riza's. Riza (pictured on the cover) is a grandmother who lives in Dumaguete City in the Philippines with her husband and two of her four children. Her husband is a barber, but as his eyesight weakens, Riza has taken on more responsibilities to provide for her family. From 6am to 8pm, she makes soap, bakes bread and prepares food for sale in her local community.

And if that's not enough, Riza has diversified into sewing sanitary napkins. Thanks to a small loan of just Php.3,000 (A\$87) to buy cloth, Riza makes reusable and affordable sanitary napkins with a borrowed sewing machine. It's enabled her to increase her income by 25% so that she can provide for her children's daily needs and keep sending them to school.

One day Riza hopes to buy her own sewing machine and expand her business so she can train local women to sew sanitary napkins as well. She's working hard to get enough stock together to market her products to girls at local schools to reduce the days they miss class or drop out just because they can't access safe and adequate sanitation facilities.

Thank you for every donation that has brought hope to families and communities like Riza's. As more mothers put food on the table, send their children to school and transform their families' futures, generations to come will no longer have to live in poverty – and that means more than you can imagine.

With sincere thanks



Robert Dunn
Chief Executive Officer



“There is a lot of poverty in my village. With a small loan of Rs.8,000 (A\$164) and some savings I purchased some buffaloes. Now I can make between Rs.500-1,000 (A\$10.30-\$20.60) a day for my family. We have been able to feed our children and have meals ourselves! I want my children to study so they can decide what they want to do.”

Panchratni, a mother-of-six and buffalo farm owner from India



ABOUT OPPORTUNITY

Opportunity was started by Australian entrepreneur David Bussau when he gave \$50 to a poor farmer named Ketut in Indonesia close to 40 years ago. With this \$50, Ketut was able to buy a sewing machine and start a tailoring business, earning a regular income and helping his family leave poverty behind. Ketut went on to run an import/export business and own a fleet of taxis, providing employment for other people in his community, too.

Today, Opportunity enables you to have the same kind of impact in the lives of families in need. In partnership with The Opportunity International Network (with support members in the United States, United Kingdom, Canada and Germany), your support is currently helping families out of poverty in 20 countries around the world.

INSPIRED BY CHRIST

In the gospel of Luke, Jesus tells a crowd the story of the ‘Good Samaritan’. The parable talks of a man who was mugged by some robbers, beaten and left to die on the side of the road. Three people come across the man, but only one stops – the Samaritan. On such a dangerous road, all three had their reasons to keep going, but only the Samaritan pushed his reasons aside to help. Opportunity aims to be like the Samaritan. Moved with compassion, he pushed aside cross-cultural boundaries to show real and costly love to someone in desperate need. In the stories of Jesus’ life, we see the same character displayed. Rather than focusing on evangelism, discipleship or church planting (roles that other organisations are fulfilling), we see our role as responding to one of Jesus’ main messages – to love our neighbour as ourselves. 1 John 3:16 says: “This is how we know what love is – Jesus Christ laid down his life for us. So, we also ought to lay down our lives for others.” Opportunity is trying to answer this call.



By investing in a mother living in poverty, you can help her use a small loan to start her own business. For a family in a developing country who can’t afford the basics, a loan as small as \$70 can be life changing. With your hand up through Opportunity International Australia, mothers can put food on the table, send their children to school and transform their families’ futures for generations. With 98% of loans repaid and then recycled, your impact continues year after year.

OUR VISION

A world in which all people have the opportunity to achieve a life free from poverty, with dignity and purpose.

OUR MISSION

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

OUR 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.

OUR VALUES

- Commitment to families in need
- Humility
- Respect
- Integrity
- Stewardship
- Transformation.

SMALL LOANS, BIG CHANGES

A small loan can start a journey of transformation for a family living in poverty, giving a mother the tools she needs to transform her family's life, her children's futures and her community.

With a small loan to start her own business, she can begin to earn a regular income and provide for her children. But the changes don't stop there – as well as small loans, microfinance empowers families with savings accounts, microinsurance, micropensions, remittance services and valuable training.

By the end of 2014, 2.8 million families were embarking on this journey thanks to a hand up from someone like you.



Meet **Maria**. She lives with her husband and two children in a makeshift home in a rural area of Indonesia.



Determined to transform her family's future, she applies for a **small loan of \$200** to help her **set up a stall** selling fruits and vegetables at a nearby market.



At the same time, Maria opens a **microsavings account** where she can begin to save for the future. She takes out **microinsurance** in case of an emergency.



She receives **vital training** on business, leadership and life skills.

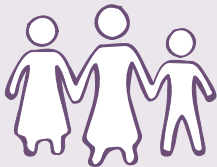


The **business grows**, giving Maria a regular income to **provide for the daily needs of her family**.



Her children are now able to **eat nutritious meals, access medicine** when they're sick and can even **begin to go to school**. The family is able to put a proper roof on their home and install a toilet.

THE JOURNEY OF TRANSFORMATION



With new hope for her children's futures, Maria begins saving for them to go to university. **She can now help others in her community**, employing people in her business and becoming a local leader.

98%

Maria repays her loan (**98% of Opportunity's loans are repaid**). It's recycled to give more mothers a hand up out of poverty.

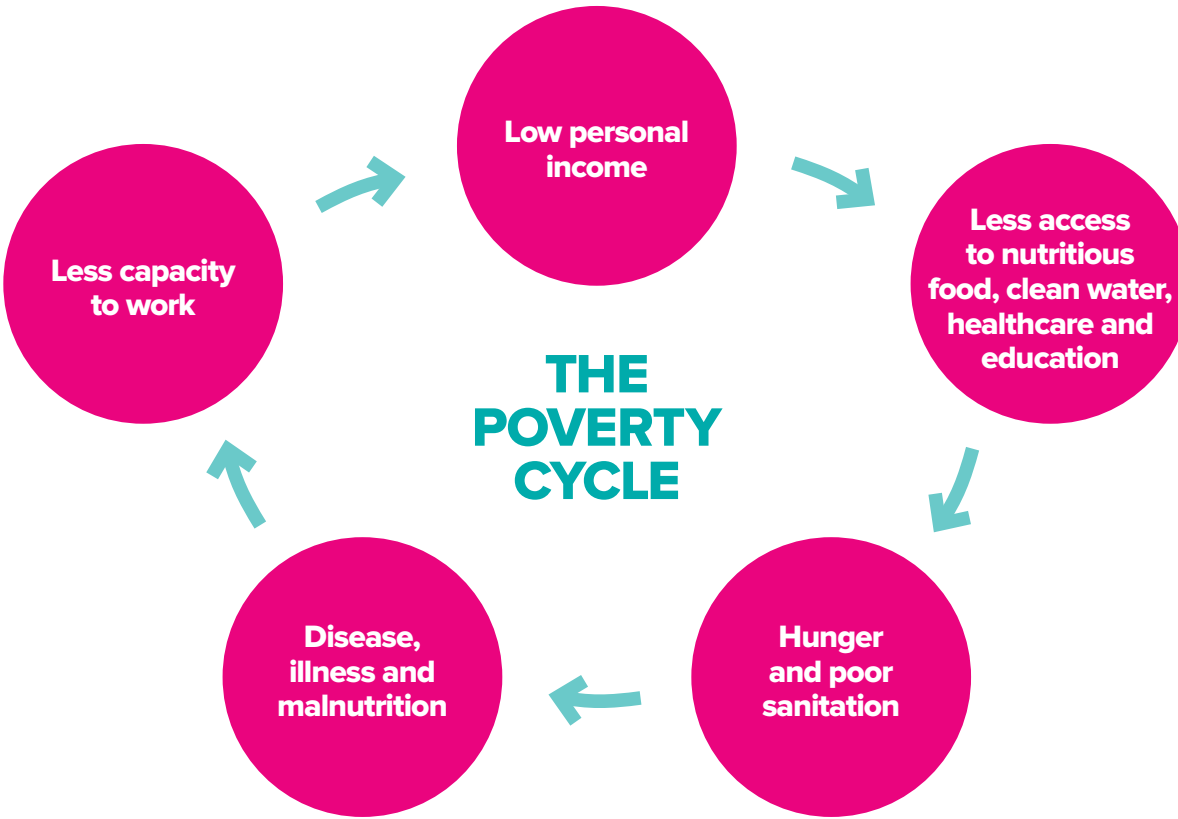
BREAKING THE POVERTY CYCLE

The poverty cycle can be defined as a set of events that bring about poverty – a phenomenon that is likely to continue unless outside intervention occurs. Without a hand up, families can be trapped in the poverty cycle for generations.

Around the world there are 2.8 billion people living on less than \$2 a day. But poverty goes beyond a low income. It

means you have limited access to your basic needs, such as nutritious food, clean water, healthcare and education.

You are also more likely to experience hunger and poor sanitation and develop preventable illnesses, diminishing your capacity to work. As this cycle repeats itself, it is clear to see why families living in poverty struggle to survive.



Sources: China Daily, Ghana Statistical Service, UNICEF, United Nations

THE POVERTY CYCLE IN NUMBERS

1 in 2

people practice open defecation in **India**

23%

of urban dwellers live in slums in **Indonesia**

Nearly one-third

of children under 5 are moderately to severely underweight in the **Philippines**

60%

of the unemployed in **Ghana** are aged 15-24

298 million

people don't have access to clean water in **China**

Your hand up through a small loan means a family no longer has to be limited by these conditions. With her own business, a mother is able to provide her family with their basic needs and transform their future for generations to come.

A SUSTAINABLE SOLUTION

Underpinned by sound economics, microfinance is one of the few services for the poor that can be self-sustaining – creating a lasting and cost-effective solution to poverty. The power of your donation is magnified – helping more families work their way out of poverty and transform their lives. And for every new donation you make, more families in need are able to take their first step on the pathway out of poverty.

THE MULTIPLIER EFFECT

Every \$1 invested in Opportunity becomes \$6 at work over five years. Our program partners leverage donations to increase available loan funds, which loan recipients repay and we reinvest back into more families in need.

\$1 = \$6



A DONATION IS RECEIVED

Microfinance provides a sustainable solution to poverty. By giving small loans instead of hand-outs, Opportunity is able to best steward your donations. For each dollar you invest in our work with families living in poverty, more than one dollar will end up in the hands of those who need it most.

FUNDS ARE LEVERAGED

Once received, funds are usually leveraged by our program partners. The funds you provide are used as an indication of financial strength – enabling our program partners to borrow more money from other lenders. These combined funds are then available to loan to a larger number of families, maximising the impact of your initial donation.

RECYCLING TAKES PLACE

Loans are recycled, ensuring that your money is continually at work. Opportunity has a loan repayment rate of 98%, meaning that once a client repays their loan, it is re-lent to someone else. This next loan will also be repaid and so on. Recycling means that more mothers are able to start businesses and begin to work their way out of poverty – using what are essentially the same funds.

COSTS ARE REDUCED

Leveraging and recycling of loans mean that the one-off costs it takes for Opportunity to run our programs represents a continually diminishing proportion of your donation. There are no more costs, but your donation remains at work, increasing your impact.

IMPACT IS INCREASED

As loan recipients create successful businesses, their profits will have a ripple effect. With an increased income, a family can begin to afford nutritious food, proper shelter, medical care and education for their children. Plus, as businesses expand, many go on to employ others – creating jobs for people in the community and boosting the local economy.



2014 AT A GLANCE

RAISE FUNDS

- Raised a total of \$7.9 million through individual donations, corporate giving and government grants
- Refreshed our national Ambassador program with 47 Ambassadors advocating on behalf of families living in poverty and raising \$181,650
- Received support from the Opportunity Council – influential Australians who share their wisdom with us and speak on our behalf (read the full list of members on page 40)
- Travelled alongside supporters to India and the Philippines so that they could see firsthand the changes happening in the lives of families leaving poverty behind
- Saw people across the country ‘cook up some change’ and help build healthy communities in India through our annual *Food for Thought* campaign
- Raised \$132,247 in honour of International Women's Day with a visit from Amina Mendez, the daughter of a Filipino loan recipient who went on to study at university in the United States
- Hosted a *Breaking the Poverty Cycle* event series to raise awareness of the difference small loans can make in families' lives.

REFRESH OPPORTUNITY'S BRAND

- Launched our new global brand identity and website alongside The Opportunity International Network
- Received television, print, online and radio media coverage, helping us share the story of our work and encourage more Australians to reach out to families in need
- Ensured compliance with best practices of the Australian Council for International Development and the Fundraising Institute of Australia.

DEVELOP A COMPLEMENTARY SERVICES STRATEGY

- Built healthy communities in India by training 1,908 health leaders who have educated over 290,000 families with basic health practices that save lives
- Developed a complementary services strategy and partnerships with organisations that are providing additional services to families, including water, sanitation, health and adult literacy. We've also developed processes to effectively identify and manage new projects that align with our vision and strategic priorities.

GROW AND STRENGTHEN EXISTING PROGRAMS

- Helped provide small loans and other services to 2.8 million mothers in Asia, helping them start small businesses and leave poverty behind
- Disbursed \$19.7 million to our programs around the world
- Delivered innovation to 17,504 farmers in the Philippines with agricultural loans so they can better manage their cash flow, with an additional 100 farmers trained in innovative ways to add value to their crops
- Explored how digital technology can help provide additional financial services like remittances
- Created leaders in Ghana by giving young people the opportunity to learn a trade and receive business and life skills training so they can start small businesses.

DIVERSIFY OUR FUNDING BASE TO INCLUDE STRUCTURED CAPITAL

- Developed the structure of a groundbreaking Australian social debt fund to be launched in 2015 as a means of further expanding our programs.

STRENGTHEN SOCIAL PERFORMANCE MANAGEMENT AND AUDIT AND RISK FUNCTIONS ACROSS GLOBAL PROGRAMS

- Built on pioneering work in Social Performance Management to better understand program risk and impact.

DEVELOP INFORMATION TECHNOLOGY SYSTEMS AND CAPABILITY FOR SOCIAL PERFORMANCE MANAGEMENT

- Enhanced the impact of our programs through the continued implementation of Social Performance Management, including automating data management tasks to lower the barriers for program partners to adopt this important program.

“With my income getting better, I am sure I can pay for my children to go to university. My hope is that they will have a bright future!”

Marince, mother-of-two from Indonesia



INVEST IN A MOTHER

By helping a mother buy a sewing machine to start a tailoring business or seeds to start a farm, small loans enable families to earn regular incomes and leave poverty behind.

In the countries where we work, mothers are more likely to be involved in running their own small businesses. Many fathers take up employment where they can, but earning only a few dollars a day, their income is often not enough to provide for the family.

By investing in a mother, your giving has meant she can:

- Start a small business with a small loan and earn a regular income
- Open a savings account, obtain insurance and apply for a pension scheme
- Afford her family's basic needs such as nutritious food, proper shelter and education for her children
- Gain confidence, dignity and hope for the future.



YOUR SUPPORT IN ACTION



\$19,659,810 invested

in mothers like Susana
(see page 15) across Asia.



2,836,310 mothers

with small loans to start businesses
in Asia.



2,411,711 families

with access to savings accounts in India
and Indonesia, enabling them to plan for
the future and safeguard themselves in
emergencies.



4,984,569 people

covered by microinsurance in India,
Indonesia and the Philippines, helping
families be less vulnerable in times of
hardship.



665,553 families

with access to micropensions in
India, giving them more security in
their later years.

BUILDING BUSINESSES



CRAFTERS: A small loan
buys raw materials like
bamboo to create baskets
or clay to make pots.



FARMERS: A small loan buys
seeds to start a vegetable
garden or animals to breed
and start a livestock farm.



STORE OWNERS: A small
loan buys popular items like
snacks and drinks to sell at
a roadside shop.

MOVING FORWARD

With your support, Opportunity is working to reach 3.4 million families with a hand up throughout Asia in 2015. Through small loans to start businesses alongside savings, pensions and insurance, more mothers can transform their families' futures for generations.

Our goal is to further develop healthy growing programs in Asia by growing our India program, expanding into unreached communities in Indonesia and refining our programs in the Philippines to give even more families hope of a brighter future.

“Now paying for my children's school fees is not a problem because I am saving some of my income to pay for their education. With the income from the small loan, we could buy a motorcycle to help my husband take the vegetables to the market and send our children to school. I hope that my business will keep running well so that I am able to send my children to university and that they will be successful in the future.”

Susana, mother-of-six and market stall holder from Indonesia

COMMUNITY SPOTLIGHT: INDONESIA

Roboaba, Indonesia, is a community of 915 people. The majority of households have five to six family members.

Out of the 256 households in Roboaba, only 80 use electricity, 30 use solar energy and the rest use oil lamps. Just 112 households have a toilet but there are 15 public toilets around the village.

If you lived in Roboaba, you would most likely go home to a house with palm leaves for a roof and palm branches for walls. Kitchens are usually in a separate location since most people still use stone furnaces for cooking. Your staple meal would be beans with palm sugar.

Many people cultivate paddy fields in the rainy season as well as raise pigs and goats.

There are 75 wells in the village, however, in the dry season from June to October, water is limited so the government is looking into constructing a dam. There are also two water springs for washing and farming.

As there is no public transport in Roboaba, those who are fortunate enough to be able to attend high school have to walk 7km to the nearest town, Seba. School runs from 7.15am-1pm from Monday to Saturday, which means children need to leave home at 5am to make their classes.

Thanks to your support, mothers in Roboaba are using small loans to grow farms, vegetable stalls or trading kiosks, giving them a reliable income to afford nutritious food, improved shelter, transport and education for their children.

Thank you for investing in mothers in villages like Roboaba so they can begin to use small loans to turn their lives around.



WHERE WE'RE WORKING

SUSANA'S STORY

Susana, a mother-of-six from the small town of Petu, Indonesia, used to live in a makeshift hut with palm branches for walls, palm leaves for a roof and no electricity.

She often struggled to afford her children's school fees. Without any means of transport, her young children were forced to walk a long way to get to school.

But with a small loan of Rp.750,000 (A\$77), Susana purchased stock to start a kiosk at her home. Not long after, her husband Daniel was able to plant a small vegetable garden and Susana decided to turn her business into a vegetable stall, travelling to the Kupang markets, 30 minutes away, to sell the fresh produce.

Each day, Susana wakes at 5am to take care of her family and water the vegetable garden. She then collects the vegetables and cleans them ready to sell at the markets from 3-6pm.

Thanks to someone like you giving her family a hand up in the form of a small loan, Susana currently earns Rp.400,000 (A\$41) a day.

"Since I received a loan, my husband and I could install electricity in our house and renovate the home with a cement floor and tin roof."

However, the most important change in Susana's family was the hope of giving her children brighter futures.

"Now paying for my children's school fees is not a problem because I am saving some of my income to pay for their education. With the income from the small loan, we could buy a motorcycle to help my husband take the vegetables to the market and send our children to school. I hope that my business will keep running well so that I am able to send my children to university and that they will be successful in the future."

"I am so thankful for your help," she says.



BUILD HEALTHY COMMUNITIES

It can be difficult to get ahead in a rural village or slum community. Limited infrastructure means families struggle each day to access clean water, proper toilets and sanitation or medicine when they're sick.

In India, a project training local women to become community health leaders is changing that. Educated in illness prevention, basic first aid and nutrition, these local health leaders are able to train hundreds of households in their villages, improving the wellbeing of whole communities.

In the Philippines, much-needed support after Typhoon Haiyan enabled families to rebuild their homes and their lives.

In Indonesia, training and transformation facilitators have been supporting local communities with projects to improve access to basic needs such as nutritious food and clean drinking water.

By building healthy communities, your giving has provided:

- Health, hygiene and illness education
- Improved clean water and sanitation practices
- New homes for families devastated by Typhoon Haiyan.



YOUR SUPPORT IN ACTION



1,908 women

trained as health leaders in India, reaching over 290,000 families with basic health practices that save lives.



913 houses

rebuilt after Typhoon Haiyan in the Philippines.



33,870 families

accessing hospitals in India.



8,386 toilets

built in India through the provision of water and sanitation loans.



5 facilitators

working in more than 10 communities across Indonesia running projects such as well rehabilitation and home gardening to improve access to nutritious food and clean drinking water.



37,767 sanitary napkins

produced and sold in India, improving the health of women and girls.

THE ROLE OF A COMMUNITY HEALTH LEADER



DELIVER BASIC HEALTH AND NUTRITION TRAINING:

Reach 200 families with education to keep them healthy.



IMPROVE ACCESS TO HOSPITALS:

Form health groups that give families discounted care at partner hospitals.



IMPROVE ACCESS TO HEALTH SERVICES AND PRODUCTS:

Distribute small loans for toilets and water pumps, and supply healthcare items such as sanitary napkins and prescription glasses.



PROVIDE LONG-TERM SUSTAINABLE SUPPORT TO THEIR COMMUNITY:

Earn a commission for facilitating access to health-related products and services.

MOVING FORWARD

By 2016, we're aiming to reach 660,000 families with health education in India.

We'll also expand the complementary services we provide in addition to microfinance – programs in health, education, water, clean energy and agriculture to continue building healthy communities for the families that call them home.

By 2016, we also aim to establish the Opportunity Disaster Microfinance Facility to be accessed in case of emergencies such as the 2013 Typhoon Haiyan in the Philippines. This will enable us to respond to families effectively and efficiently in times of great need.

“I have become bold after receiving training to become a health leader. I have received a lot of respect now which I never got as a housewife. I want my children to become bold, wise women who are capable of managing their own lives.”

Sabira, mother-of-two and community health leader from India

COMMUNITY SPOTLIGHT: INDIA

Located in the northern state of Bihar, India, Bhabua has a population of around 1,500 people. Most of its homes are made of bricks or compacted mud and straw.

If you lived in Bhabua, you would most likely eat rice for breakfast, and again for dinner along with vegetables and sometimes daal (a type of lentil curry). You would source your drinking water from a hand pump if you were fortunate enough to have one.

Though the school is in walking distance from most homes, the nearest hospital is 45 minutes away. It's a challenge for anyone who needs urgent medical attention, as no one in the village owns private transport with the exception of a few bullocks and carts.

As is the case for many villages with high poverty rates, a lack of health and sanitation facilities means people are more likely to suffer from preventable illnesses such as diarrhoea, which can be deadly for children. There's also a higher rate of maternal and infant mortality compared to most other states in India.

But thanks to your support, families are being equipped with good health and hygiene practices through the training of community health leaders like Sabira (see next page).

Building healthy communities in places like Bhabua means that those with small loans can sustain the health and productivity they need to see their businesses flourish, and ultimately, their families' basic needs met. In Bhabua, many of these businesses are agricultural, such as tending milking animals, or small shops that sell everyday items to locals.

Thank you for building healthy communities in villages like Bhabua, India!



SABIRA'S STORY

Sabira is a mother-of-two from Vennakkara in Kerala, India. She is also a trained community health leader. Every day she performs blood pressure and blood sugar tests for those in her community who require check-ups. And she loves it:

"I was not working before I received a loan. But after receiving training as a community health leader, I am getting the dual benefit of an income and the chance to do a service to my community."

Just after her husband, Faizal, bought an auto-rickshaw to start a taxi business, Sabira took out a small loan of Rs.8,000 (A\$165) to help him get the business off the ground. It was through the loan that she found out about the health leader program.

As a health leader, Sabira earns Rs.4,000 (A\$82) a month. She can afford a good education for her children and doesn't have to worry about how she'll provide for her family's needs.

Sabira feels empowered by her participation in the community health leader program and dreams of the same for her daughters Fathima and Subaida:

"I have become bold after receiving training to become a health leader. I have received a lot of respect now which I never got as a housewife. I want my children to become bold, wise women who are capable of managing their own lives."

She says a "big thank you" to everyone who helped her get to where she is today.



CREATE LEADERS

Local leaders require training to identify families in need who may benefit from small loans. All of Opportunity's program partners utilise local staffing because they have the best understanding of the needs in their area.

In the same way, training is key for people to make the most of small loans – especially for those who have had limited education. In Ghana, a trade apprenticeship program is offering new opportunities to disadvantaged youths, training them in anything from mechanics to hairdressing. With their new skills, they are able to start their own businesses and work towards more secure futures.

In China, our work focuses on growing local businesses so community leaders can create jobs for marginalised people in poor communities – empowering the elderly and people with disabilities with regular incomes to provide for themselves and their families.

By focusing on the leadership of a community, your giving has meant:

- Young people have been empowered to learn a trade in Ghana
- Loan officers have been trained and leaders in microfinance have been created
- Businesses in China have been able to take on more marginalised community members as employees
- Programs have been grown and refined to ensure they're sustainable and meeting people's needs.



YOUR SUPPORT IN ACTION



70 young people

are currently enrolled as youth apprentices in Ghana.



336 young people

are attending business and life skills training in India.



103,180 jobs

have been created or sustained in China.



Capacity building

has occurred at local partners to ensure they are well equipped to reach out to more and more families in need.

LEARNING A TRADE



TAILORING: Apprentices learn how to measure and sew items of clothing.



MOTOR MECHANICS: Apprentices learn how combustion engines work, how to assemble and reassemble parts and troubleshoot or replace damaged equipment.



CARPENTRY: Apprentices learn basic woodwork skills like measurement, handling equipment and building items like walls and floors.

MOVING FORWARD

2015 will see more young people in Ghana equipped with the skills and training they need to learn trades and start small businesses through the Youth Apprenticeship Program. Life skills training will also be offered alongside the trades, educating young people on important health and safety issues, such as AIDS and Ebola.

We'll continue to work alongside all our program partners in India, the Philippines, Indonesia, China and Ghana, strengthening their operations and helping them reach more families in need.

“I was offered a big chance. I want to use this opportunity and support my family through my own tailoring business.”

Agnes, 21-year-old apprentice from Ghana

AGNES' STORY

Agnes grew up in Koforidua, the agricultural and commercial centre of eastern Ghana. When Agnes was seven years old, her parents sent her to live with her aunt so she could attend primary school. As smallholder farmers, they struggled to properly provide for their eight children.

Agnes loved school and dreamed of becoming an accountant. But when she reached high school, she was forced to drop out because her parents could no longer afford to pay the fees.

She returned home to work on her family's farm. Despite the setbacks she had faced, she was not willing to give up her hope for a better future.

It was her church pastor who told her about the Youth Apprenticeship Program. Agnes put forward her application the very next day!

With an interest in crafts, she asked Linda, a local tailor, to take her on as an apprentice. Impressed with her motivation and determination to succeed, Linda agreed to train her and support her. Agnes has just completed her second year of the apprenticeship. Linda says:

"Agnes is a really good apprentice. She is kind and respectful. She works fast and exact and she has a great will to succeed. I am convinced that she will own the final exams."

Flourishing in the apprenticeship, Agnes also enjoys going to the business workshops offered, covering topics such as business management, bookkeeping and customer care.

"I make decisions with more awareness now... The business workshops are helpful for my future because I want to set up my own business. I was offered a big chance. I want to use this opportunity and support my family through my own tailoring business," she says.



WHERE WE'RE WORKING



YANG'S STORY

Yang epitomises the heart of a social entrepreneur.

After working in handbag factories in Jiangyin and Wuxi, China, he knew he could meet a need closer to home:

"I wondered if I could start a similar business using surplus labour in my home town, since many middle-aged women and the elderly were unemployed."

In 2011, Yang started a handbag manufacturing business in his home town of Suyu.

At the beginning, the business was very small and Yang worked hard to secure orders from overseas. It wasn't until a friend introduced him to Opportunity that he could obtain the additional capital he needed to expand the business.

With a series of small loans, Yang now employs around 200 people aged between 50 and 70 and 300 people aged between 20 and 40. His business produces 200,000 bags a year, which are exported to Yemen and South Africa.

His employees earn about 700-800 yuan (A\$143-163) per month, helping them provide for themselves and their families.

"Now they can earn some income, and the work improves their health."

In the future, Yang wants to empower more people in his community to leave poverty behind, having already expanded his business into multiple villages.



WHERE WE'RE WORKING



DELIVER INNOVATION

In developing countries, families are often unable to access the tools they need to leave poverty behind because of barriers like geographic isolation. By supporting innovations in areas such as technology or access to markets, you're helping to close these gaps.

Your support helps deliver innovations in:

- Mobile savings and loans
- Remittance technology
- Market linkages
- Social connectedness.



YOUR SUPPORT IN ACTION



17,504 farmers

have crop insurance and tailored agricultural loans in the Philippines.



247,552 people

are monitoring their savings accounts on their mobile phones in India.



100 farmers

trained in innovative ways to add value to their crops in the Philippines.



Digital money ecosystem

explored to help offer additional financial services like remittances in the Philippines.

INNOVATIONS FOR FARMERS IN THE PHILIPPINES



DETAILED MARKET RESEARCH:

Popular crops have been identified such as ginger, onion, coconut and calamansi (a type of lime) thanks to detailed market research that recognised demand for the produce from bigger markets.



TRAINING AND RESOURCES:

The supply and training on the proper use of fertiliser saw ginger growers triple their yield over a year.



CASH FLOW MANAGEMENT:

Through crop insurance and tailored agricultural loans designed around the harvest cycle of crops, farmers have greater financial security.

MOVING FORWARD

In 2015, we will continue to deliver innovation to farmers in the Philippines through training, market linkages and agricultural loans, helping them increase their incomes and provide for their families.

We'll also continue working to create a digital money ecosystem for over 400,000 Filipino families by 2017. This will enable families to access their loans, savings and remittances digitally, improving financial inclusion and cash flow, and ultimately increasing the impact of your generous giving.

“Now we have a sure place where we can get some financial support instead of borrowing money from other people. I can now provide for my children’s needs, their school fees and sometimes the special things they want.”

Raquel, mother-of-two and farmer from the Philippines

COMMUNITY SPOTLIGHT: PHILIPPINES

The village of Tabulac in the Philippines is a community of 1,132 people. The average household is made up of four to five family members.

Most families in Tabulac live in small houses with two rooms and some are lucky enough to have electricity and a toilet.

A staple meal in Tabulac is vegetables and dried fish. If you can afford it, you would buy meat from the markets. Most people have vegetable gardens or farms to grow their own fresh produce.

Drinking water can be bought at the markets but most people use a hand pump (pictured) for drinking water and washing.

Tabulac has one health centre to treat illnesses such as fevers or chickenpox, the main health issues in the village. For more serious illnesses, families have to travel into the city for clinics and hospitals. There is one day care centre and one elementary school for children to attend. If you wanted to continue on to high school, you would have to travel into the city.

It's a warm climate in Tabulac and like many villages in the Philippines, natural disasters such as typhoons are common. Without adequate shelter, houses are destroyed and so are farms, which are some families' only source of income.

Thanks to your support, families in Tabulac are using loans to start small businesses or improve the quality of the produce from their farms. With a reliable income to afford their families' daily needs and savings to secure their futures, people in Tabulac are beginning to break the poverty cycle for future generations.



WHERE WE'RE WORKING



RAQUEL'S STORY

Raquel is a farmer and mother-of-two from Tabulac in San Jose City, Philippines. For years it was hard for her to find the money she needed to maintain the family's small farm and earn what she needed to properly provide for her children.

But a small loan made a big change in her family's life:

"Now we have a sure place where we can get some financial support instead of borrowing money from other people. I can now provide for my children's needs, their school fees, and sometimes the special things they want."

Today, Raquel earns Php.56,250 (A\$1,646) a quarter selling rice, onions and other vegetables cultivated on her farm.

As well as earning a greater income than she could have imagined, Raquel also has savings and insurance as a safeguard in case something happens to her family – securing her family's future.

With new hope and opportunity, Raquel feels she can dream big for her children:

"I hope that both of my children will finish college and be successful. That is every parent's wish."

To you she says:

"Thank you for being there to help us. I hope you will not grow tired supporting people like us as small loans allow us to have a greater income and support our families."

Thank you for delivering innovation to mothers like Raquel.



ENHANCE IMPACT

When your goal is to give families a hand up out of poverty, you want to be sure that what you're doing is making a real difference. Opportunity is a market leader in Social Performance Management, an innovative way of understanding, measuring and assessing the impact your support is having on families living in poverty. In doing so, we're able to refine programs, ensure best practice is in place and enhance our positive impact on communities in need.

Through Social Performance Management, we aim to answer three key questions about your support:

- Are we reaching people in need?
- Are we meeting their needs?
- Are we transforming their lives? If so, how?



YOUR SUPPORT IN ACTION

BUILDING CAPACITY
IN PARTNERS

IMPLEMENTING
BEST PRACTICES



UNDERSTANDING CLIENT NEEDS



Better targeting

UNDERSTANDING CLIENT
TRANSFORMATION



Better outcomes for our clients



15 program partners

across India, the Philippines and Indonesia made progress in implementing Social Performance Management.



2 program partners

are working towards achieving SMART Certification (the most rigorous accreditation in the provision of client-focused microfinance services), ensuring 580,000 families are receiving the best quality of services.



160,000 families

have been surveyed to collect data that allows us to better understand their needs and level of poverty when they join our programs.



10 program partners

are using the Progress out of Poverty Index (a poverty measurement tool) to better understand the poverty levels of families and track their movement out of poverty.

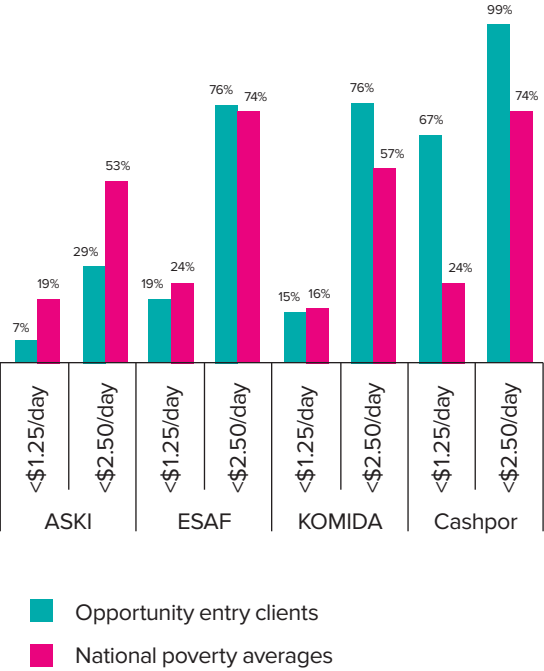
“Our Social Performance Management program puts the needs of the families we serve at the centre of everything we do. Our intention is to continually see improving outcomes for the families we serve, made possible through the use of consistent and comprehensive social data. A big component of the program is working with our local partners to implement best practices in the delivery of microfinance services. The end goal is to enhance, and maximise, your impact.”

Calum Scott, Global Impact Director, Opportunity International Australia

YOUR SUPPORT IN ACTION

ARE WE REACHING THOSE IN NEED?

Reviewing the four program partners that have the most developed systems for analysing and reporting social data shows that Cashpor and ESAF, based in India, and KOMIDA, based in Indonesia, have a larger proportion of entry clients in poverty than the national poverty averages of their countries. At ASKI, based in the Philippines, we are working to improve its outreach to people in need so that more new clients targeted will be below the national poverty average.



PROGRAM INNOVATIONS

INDUSTRY COLLABORATION AND STANDARDISED REPORTING

We worked in collaboration with CERISE (a microfinance knowledge network) to integrate our social reporting needs into an industry-wide tool called SPI4. SPI4 aims to streamline social performance assessment and decrease the reporting burden on microfinance institutions by integrating global social performance and reporting standards. It provides a common language for all stakeholders to talk about social performance. Opportunity is the first global investor to integrate its reporting needs into such a tool.

DEVELOPING ELECTRONIC DATA CAPTURE

In 2014, one of our program partners in India, Samhita, designed, developed and piloted a tablet-based data capture system to replace paper systems using affordable tablets with the objective of incorporating social information and data to the mobile devices. We are working with Samhita to consider how this solution might be adapted and rolled out to other partners.

MONITORING CLIENT SATISFACTION – NET PROMOTER SCORE

In order to know if the families we serve are satisfied with our products and services, our program partners offer mechanisms for client feedback that can provide information about products, services, their delivery and how they are perceived by the recipients. To enable regular monitoring of client satisfaction, we have piloted a management tool – more commonly used in the commercial sector – called the Net Promoter Score (NPS) which asks loan recipients one simple question:

How likely is it that you would recommend [this microfinance organisation] to a friend or colleague?

Customers can respond on a scale from 1-10 and the NPS is calculated based on client responses. Program partner ASKI in the Philippines was the first partner in Asia to pilot this tool and pilot results showed a very positive NPS of +72. This tool will enable ASKI to monitor client satisfaction levels on an ongoing basis, enabling them to use client insights to improve products and services and the way they are delivered.

MOVING FORWARD

Having begun in India in 2009, Opportunity’s Social Performance Management program is now global, with more than 20 participating partners across Africa, Eastern Europe, the Philippines, India and Indonesia. Our goal is for every program partner in The Opportunity International Network (over 40 organisations) to pursue a common framework for social performance.

We are continuing to provide technical assistance and capacity building to all our program partners, helping them understand the benefits of having relevant client information to use in decision-making and ensuring they are effectively balancing financial and social performance.

Having developed a global reporting tool, in 2015 we are working towards collecting consistent and standard data from our various partners and regions in The Opportunity International Network.

PARTNER CASE STUDY

TOWARDS EXCELLENCE IN SOCIAL PERFORMANCE

In 2013, one of Opportunity’s program partners in the Philippines, ASKI, participated in a beta test for the recently launched Universal Standards for Social Performance Management. This exercise aimed to do two things:

- Test the Universal Standards and their application
- Understand ASKI’s level of compliance with the Universal Standards.

The results from this initial assessment showed that ASKI had good practices in place, but it also had areas for improvement. During 2014, the provision of technical assistance helped target each of these areas.

After 12 months of work, ASKI is in the process of attaining SMART certification which will illustrate its compliance with all client protection practices, a recognition achieved by very few microfinance providers worldwide.

As part of the assistance provided, ASKI’s Board and management team were mentored and coached by social performance experts, guiding them on how to use the data for decision-making and how to monitor the implementation of best practices on an ongoing basis.

ASKI is the first of our program partners to produce a social performance dashboard and present quarterly results to its Board. The dashboard presents results on the various social metrics set by ASKI, guided by Opportunity’s social performance framework. Today, ASKI has gathered and reported on social data over three quarters in 2014, which gives management and Board members the opportunity to see trends and discuss strategies going forward.

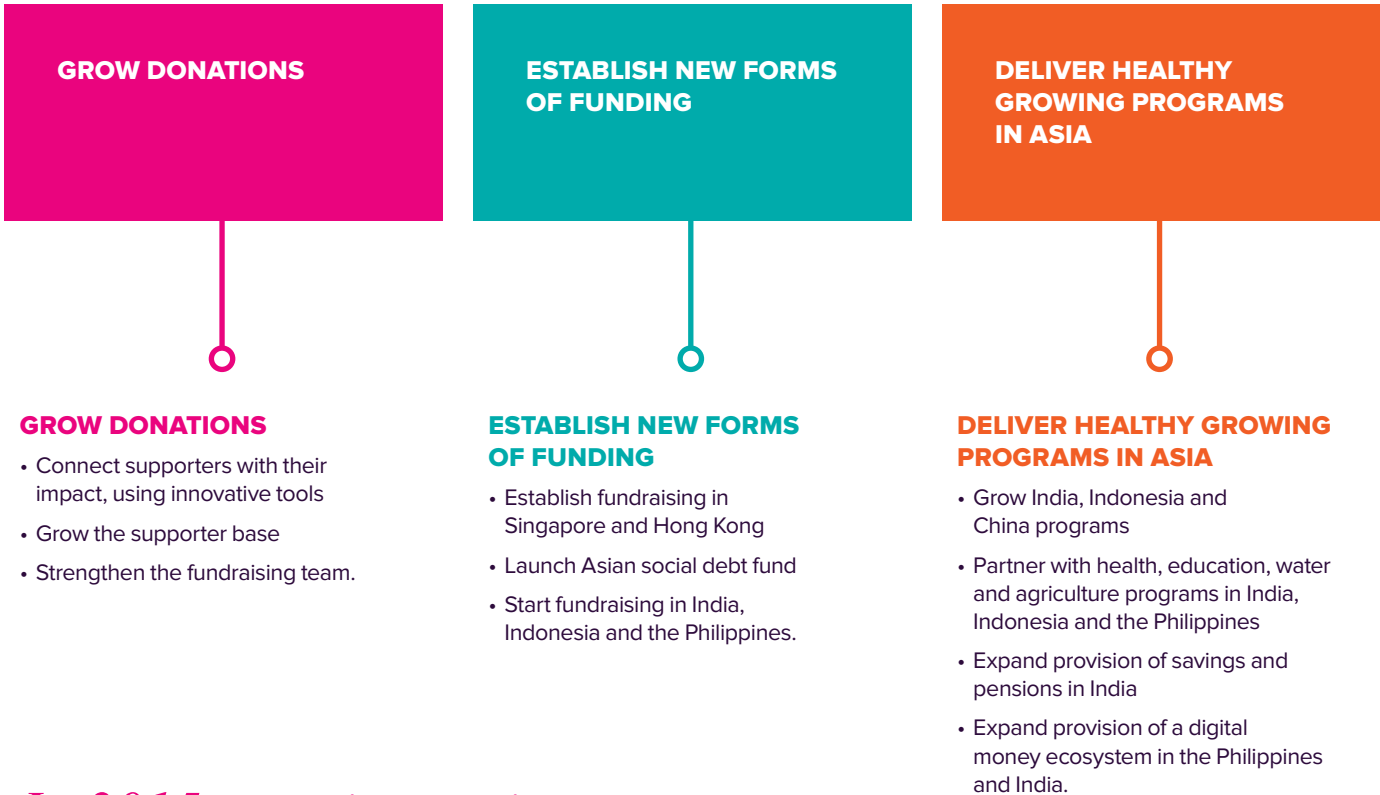
As a socially focused organisation, ASKI wants to ensure it is making decisions that will maximise benefits for the families it serves while not jeopardising organisational sustainability. Opportunity’s support is helping ASKI find solutions to ensure a balance is achieved.



GOALS FOR 2015 AND BEYOND

Opportunity's mission is to empower people living in poverty to transform their lives, their children's futures and their communities. Our vision is a world in which all people have the opportunity to live a life free from poverty, with dignity and purpose. In order to make this vision a reality, we seek to help as many people as possible in as many areas of their lives as possible – the greatest good for the greatest number of people. Opportunity endeavours to do this in the most sustainable and effective way.

To achieve this, Opportunity's Leadership Team has developed a comprehensive organisational strategy that details the projects that will be undertaken and the outcomes expected. The following is a summary of our strategic plan currently in progress. Success in meeting these outcomes is assessed regularly by our Board and Leadership Team members.



In 2015, we aim to give 3.4 million families a hand up out of poverty.

THANK YOU

To all our supporters, Ambassadors, volunteers, staff, Board and Council members – thank you for all that you do to give a hand up to families in need.

Your generosity transforms the lives of families for generations to come.



OUR SUPPORTERS

2014 HIGHLIGHTS

\$7.9 million

the total value of donations and government grants received

2,792

the total number of supporters

644

Seeds of Opportunity monthly givers

\$413,348

provided through pro bono support

2,600

families given a hand up through Ambassador fundraising

2,348

Facebook likes, 919 Twitter followers and 513 LinkedIn followers

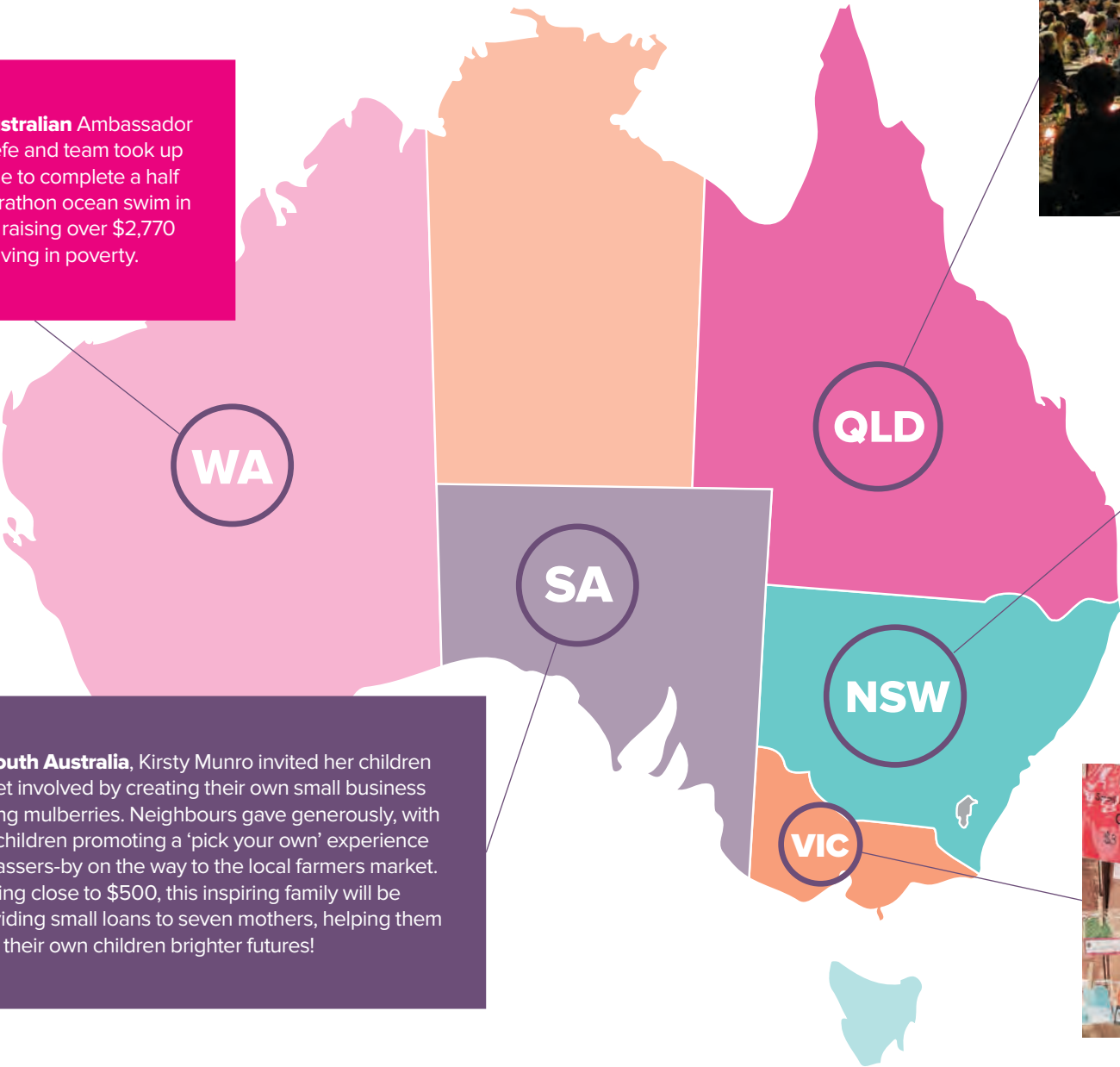
See how a few of our supporters around Australia got creative while giving back this year...



In **Western Australian** Ambassador Steve O'Keefe and team took up the challenge to complete a half extreme marathon ocean swim in Hong Kong, raising over \$2,770 for families living in poverty.



In **South Australia**, Kirsty Munro invited her children to get involved by creating their own small business selling mulberries. Neighbours gave generously, with the children promoting a 'pick your own' experience to passers-by on the way to the local farmers market. Raising close to \$500, this inspiring family will be providing small loans to seven mothers, helping them give their own children brighter futures!



In **Queensland**, Ambassador Charlotte Knowlman staged an inspiring 'Opera Under the Gums' event. More than 190 guests gathered for drinks, canapés and entertainment from 'Operatif', raising an incredible \$28,141 for our programs. That equates to helping more than 400 families out of poverty!



A team of **New South Wales** Ambassadors hosted a fun-filled trivia night in Sydney. Amongst the laughter, food and drinks, teams put their heads together to take on the trivia master and battle it out to be crowned the 2014 trivia champions. Our thanks to Kieren Parker, Charles Weiser, Peter Griffith and Andrew Baechle for putting on this fantastic event to raise much-needed funds and awareness for families in poverty.



In **Victoria**, Projec10 is a school program created by Opportunity supporter Alisa Pont that encourages primary-school-aged children to start their own businesses with \$10. The funds they raise by doing activities such as baking cupcakes or washing cars is then used to provide small loans to families in need!

OUR PARTNERS

To our corporate partners, thank you for all the support and resources you have given to help families break the poverty cycle.

- 4Impact Group
- Allen and Overy
- BlueChip Communication
- Clifford Chance
- Herbert Smith Freehills
- HMW Partners Chartered Accountants
- Independence Studios
- Indicium Technology Group
- King and Wood Mallesons
- KPMG
- Jetabroad
- Macquarie Group Foundation
- Morgans
- Pilgrim International Communication Group
- PwC Foundation
- RogenSI
- Salesforce
- Silver Chef
- Westpac Group

To the Australian Government and the Australian Council for International Development, we thank you for your ongoing support and assistance, enabling us to continue to reach out to families in poverty around the world.

GOVERNANCE

To succeed in development, trust and accountability are key. Good governance is a means of staying accountable and remaining worthy of this trust with all of our stakeholders – including supporters, the families in poverty that we serve, members, volunteers, employees and program partners. While our values (see page 5) illustrate the importance of accountability, our governance policies outline how this is maintained.

Opportunity is a company limited by guarantee, with a Constitution and set of By-Laws that outline our purpose, objectives and how income is to be applied. Our Board of Directors also abide by a Board Charter and Directors' Code of Conduct which can be found on our website.

Opportunity has internal processes to ensure we comply with various state and federal legislation and regulations and remain up to date with any amendments that impact our operations. Particular areas of focus include the Corporations Act, the Australian Charities and Not-for-Profits Commission and the Australian Taxation Office which has granted Opportunity Deductible Gift Recipient (DGR) status, exemption from Income Tax and provided concessions for Fringe Benefits Tax and GST. Opportunity also complies with privacy legislation, workplace health and safety regulations, various state and federal fundraising and charities legislation and employment law.

Opportunity holds full accreditation with the Australian Government through the Department of Foreign Affairs and Trade. The rigorous accreditation process provides the Australian Government and general public with confidence that it is funding a professional, well-managed organisation capable of delivering good development outcomes.

We are also a member of the Australian Council for International Development (ACFID), the peak body for aid

and development organisations, and a signatory to the ACFID Code of Conduct which defines minimum standards of governance, financial management and accountability. The Code aims to ensure effective development outcomes and increase stakeholder trust by enhancing transparency and accountability. Information about the Code and how to make a complaint about possible breaches can be found at www.acfid.asn.au

In accordance with the ACFID Code of Conduct and consistent with principles of basic human rights, Opportunity places a high importance on the dignity, values, history, religion and culture of the people with whom we work. We are a not-for-profit organisation that exists to serve people living in poverty and we aim to build empowering, respectful and trusting relationships.

Opportunity assists people in poverty without regard to race, faith, ethnicity or gender. Funds are not used to promote a particular religious adherence. Funds and other resources designated for specific purposes will be used only for those purposes. We oppose, and will not be a knowing party to, wrongdoing, corruption, bribery or other financial impropriety in any of our activities. Opportunity has a process for handling any complaints about our organisation. If you have a complaint, please direct it to our Company Secretary on (+61) 2 9270 3300 or companysecretary@opportunity.org.au

Opportunity also recognises, and aims to comply with, the Fundraising Institute of Australia's Principles and Standards of Fundraising Practice, including the Code of Ethics and Professional Conduct. These standards set out guidelines for ethical, accountable and transparent fundraising.

Opportunity is a member of The Opportunity International Network and a signatory to the Strategic Alliance Agreement between Opportunity International Australia, Opportunity International UK and Opportunity International US. The agreement promotes greater efficiency and

coordination for global fundraising, budgeting, information technology and allocation of funds. This global structure provides the framework for a strong, unified organisation driving the expansion of our services to help even more people living in poverty around the world.

The Opportunity International Network also promotes and supports industry-wide initiatives aimed at raising standards across the microfinance industry including client protection, pricing transparency and social performance.

FUNCTIONS OF THE BOARD OF DIRECTORS

The Board of Directors is responsible for the governance of Opportunity including the oversight of the organisation, strategic planning, assessment of management capacity and input into (and approval of) policies. The Board has delegated the responsibility of management, operation and administration to the Leadership Team, with whom it has open access to discuss current and future business issues, risks and strategies.

The functions of the Board include the following:

- Input into, approval and monitoring of, strategy, business plans, financial and other reporting including budgets and financial objectives
- Input into, and monitoring of, fundraising, operations and performance objectives
- Approving and monitoring major capital expenditure, investments, loans and grants
- Reviewing and monitoring internal control and accountability systems
- Reviewing codes of conduct and legal compliance
- Appointing and removing Directors, the Chief Executive Officer and the Company Secretary
- Monitoring management's performance.

The Chair is responsible for leading the Board, ensuring Directors are properly briefed in all matters relevant to their role and responsibilities, facilitating Board discussions and managing the Board's relationship with management. The Chief Executive Officer, who is a Director, is responsible for implementing strategies and policies.

The Board has established an Appointments and Compensation Committee, an Audit and Risk Committee and a Revenue Committee as efficient mechanisms for the detailed examination of practices in these areas.

The Board regularly reviews its overall performance, as well as the performance of its committees, individual Directors and the Chief Executive Officer.

RISK MANAGEMENT

Opportunity has implemented a formal risk identification and management process in order to minimise risk and ensure that key risks are being managed appropriately.

The Board is responsible for reviewing and overseeing systems of internal control and risk management. In identifying areas of significant operational or strategic risk and putting in place arrangements to manage those risks, the Board relies on the advice and expertise of the Audit and Risk Committee and the Leadership Team.

Our Risk Management Policy provides a framework to ensure financial, operational and management systems support the identification and management of risks. These risks could challenge the achievement of Opportunity's, or our program partners', objectives.

Opportunity carefully considers external country level risks – political, economic and social – as well as partner- and project-level risks before starting new work or continuing work in our focus countries. Some identified risks in development work include the difficulty for

partner organisations to obtain funding for their programs, governance and leadership succession issues, challenges of geographical isolation or environmental instability, regulatory uncertainty and social and political instability.

Risks are identified through regular examination of operations and activities by the Leadership Team. Risk exposure and control mechanisms are presented to the Board, together with mitigation and improvement strategies. Regular monitoring of risks and risk management is conducted by the Leadership Team and the Audit and Risk Committee.

OUR POLICIES

Like any well-governed organisation, Opportunity places great emphasis on ensuring it has appropriate policies and procedures. Amongst the many we work by, Opportunity has the following policies and procedures in place:

- Privacy
- Anti-bribery and corruption
- Whistleblowing
- Child protection
- Human rights
- Investments, partnerships and program management
- Risk management
- Conflict of interest
- Delegation of authority
- Travel and travel risk management
- Employee policies covering staff conduct, remuneration, training and development.



BOARD OF DIRECTORS

As at April 2015

Opportunity’s Directors generously offer their time, experience and expertise to help us reach out to families living in poverty. We are so grateful for their support and guidance.

EDWARD KERR BA LLB
Chair

Director since May 2006, Chair since November 2013

Edward (Ted) Kerr is the Chair of Opportunity International Australia and is the Lead Director on the Opportunity Global Board. He was previously the Chief Executive Officer of The Australian Charities Fund, a not-for-profit organisation that partners with employers and charities to facilitate ongoing community impact through engaged employee giving. Prior to this he had a 32-year career as a lawyer. After working for Sly & Russell and the Commonwealth Bank of Australia, Ted was a partner in the Sydney office of Mallesons Stephen Jaques (now named King & Wood Mallesons) for 22 years, where he specialised in derivatives and consumer credit law.

JOANNA WHITE B.COMM, MBA, GAICD
Deputy Chair

Director since February 2011, Deputy Chair since August 2013

Joanna White is the Managing Director – Corporate and Commercial Finance at the Commonwealth Bank of Australia. Previously she held a number of roles at the National Australia Bank, including General Manager Business Management – Business Banking and State General Manager SA/NT, as well as heading up the group’s Corporate Responsibility function. Prior to that, Joanna was the Chief Executive Officer of The Australian Charities Fund, an organisation she founded with colleagues from Bain & Company, where she had been a strategy consultant. Joanna is a former Vice President of YWCA NSW and President of the Harvard Club of Australia.

ROBERT DUNN BA (Hons)
Chief Executive Officer

Director since August 2008

Robert Dunn joined Opportunity in November 2006 as Chief Financial Officer, before becoming Chief Executive Officer and Director in 2008. He is also the Chairman of Opportunity’s Indian subsidiary, Dia Vikas Capital. Robert serves on the Boards of the Port Authority of New South Wales, BaptistCare NSW & ACT and is Vice President NSW of the Australian Philippines Business Council. He is a member of the Australian Institute of Company Directors and of the Institute of Chartered Accountants in Australia. Prior to joining Opportunity, Robert was the Finance Director with Patrick Corporation for 14 years. He has also worked for Dart Corporation and Price Waterhouse.

SUZANNE ARDAGH BA, MBA, MAICD
Director from December 2012 to March 2015

Suzanne Ardagh has been the International and WA Division Manager for the Australian Institute of Company Directors since 2007. Having started her career working with the Department of Foreign Affairs and Trade with postings to Vienna and Mexico City, she has also held positions with the WA-based conglomerate Wesfarmers and has worked in the tertiary education sector at RMIT International University Vietnam. Suzanne is on the Board of the Perth International Arts Festival. Previously she has been on the Board of the contemporary arts organisation IASKA, Musica Viva and Ready to Work – a not-for-profit organisation which helps disadvantaged women enter the workforce.

VIV BENJAMIN
Director since August 2013

Viv Benjamin was, until late 2014, Chief Executive Officer of Oaktree Foundation, Australia’s first and largest youth-run organisation tackling global poverty, with over 100,000 members. Viv was also Co-Chair of Make Poverty History, a

coalition of more than 70 international aid and development organisations. As well as regular visits to the Philippines, Viv’s work has taken her to the slums of India and Bangladesh, villages of Nepal and Rwanda, school projects in Cambodia and East Timor, urban settlements of Papua New Guinea and South Africa and beyond. Since 2008, Viv has been a Board Director of both the Oaktree Foundation and Mustard Leadership Australia.

GREG HAMMOND BA (Hons), LLB (Hons), ThA (Hons)
Director since March 2015

Greg Hammond has over 30 years’ experience as a lawyer specialising in banking and the governance, supervision and regulation of Australia’s financial system. He was a partner of King & Wood Mallesons (and its predecessor firm, Mallesons Stephen Jaques) for over 27 years, retiring from the firm in 2014. His current roles include being an Honorary Fellow with the Applied Finance Centre at Macquarie University, a Director of the Australian College of Theology, G&C Mutual Bank and Olive Tree Media, and a member of the Glebe Administration Board (the trustee of the Diocesan Endowment for the Anglican Diocese of Sydney).

BARBARA LUPIENT BA, MBA
Director since November 2013

Barbara Lupient also serves on the Opportunity International US and the global Opportunity Inc. Boards and has served on the Opportunity International Nicaragua Board. She first joined The Opportunity International Network in 2006, resonating with our mission of empowering people living in poverty to transform their lives. Based in the United States, Barbara serves as Chairman of the Board of several family-held businesses. She has also served as a Board Director for a bank, hospital, university, several not-for-profits and community organisations as well as a Director on the General Motors Council.

JOHN O’CONNOR BSc (Hons), FCA
Director since April 2013

John O’Connor is a former partner of PricewaterhouseCoopers (PwC), where he spent 34 years, including 24 years as an audit partner. He retired from PwC in March 2013. During his time with PwC, John’s roles included Managing Partner of PwC Perth and leading the Assurance practice in Perth. He has extensive global experience having worked with clients in Canada, India, USA, South Africa, Zambia, the Philippines and Indonesia. John is a non-executive Director on the Board of Anglicare WA, a not-for-profit organisation based in Perth. He is a Fellow of the Institute of Chartered Accountants in Australia and also a Fellow of the Australian Institute of Company Directors.

SCOTT PARRY-JONES
Director from February 2008 to May 2014

Scott Parry-Jones owns a software company which he founded in the early 1980s. In 2004, he was invited by David Bussau to co-found and direct a groundbreaking enterprise development program in the Democratic People’s Republic of Korea (North Korea). Scott is also a Board member of Focus on the Family Australia, a Council member of his local church and an active mentor.

CONNIE RIDLEY BA, MBA
Director from February 2005 to May 2014

Connie Ridley has a consulting business which utilises her background in finance and securitisation. Connie gives much of her time to assist others – she is a Life Governor for the Royal Children’s Hospital Melbourne, Chair of Emerge Women and the Children’s Support Network. She also speaks nationally on behalf of women and the poor.

SUZANNE WILLIAMS BSc (Hons), LLB, FAICD
Director since May 2010

For the last 13 years, Suzanne has been a Senior Client Partner with the international talent management solutions business Korn Ferry International. Prior to joining Korn Ferry, Suzanne was the General Counsel and Corporate Secretary for the Sydney Organising Committee for the Olympic Games for five years. Suzanne has also been a Partner in a national law firm and gained Board experience as a Director of the Football Federation of Australia and as Deputy President of Kambala School.

FOUNDER

DAVID BUSSAU AM

David Bussau AM is a pioneer of microfinance, having co-founded The Opportunity International Network. He now provides consultancy services to governments, multinationals and other organisations. David was awarded the Ernst & Young Australian Entrepreneur of the Year in 2003, the ACFID Human Rights Award in 2006, the Beta Gamma Sigma Award for Entrepreneurship in 2007 and was also named Senior Australian of the Year in 2008.



“While Opportunity invests in mothers, mothers invest in their children. Mothers ensure the small loan they receive has a big impact on the next generation. I can’t think of a better way to break the poverty cycle. You can see the hope in their children’s eyes.”

Suzanne Williams, Opportunity Board Director

COUNCIL

As at April 2015

The Council is a small group of respected and influential Australians who share their wisdom and experience with Opportunity, advocating on our behalf and encouraging others to get involved. Known as leaders in business or public service sectors, they enable us to increase our profile and fundraising efforts in order to help even more families leave poverty behind.

We are so grateful to all of these inspiring people for their valued partnership – thank you for all that you do.

EDWARD KERR
Chairman

Please see list of Board of Directors on page 38.

HON. JOHN ANDERSON AO

Former Deputy Prime Minister of Australia and leader of the National Party of Australia 1999-2005, Member for Gwydir NSW 1989-2005 and now farmer and grazier in north-western NSW.

KEVIN BAILEY

Member of the Prime Minister's Community Business Partnership and Director of a number of philanthropic organisations, former Head of Philanthropic Services at Shadforth Financial Group and past Director of the Financial Planning Association.

MALCOLM BROOMHEAD

Director of BHP Billiton, Chairman of Asciano, Director of Walter Eliza Hall Institute for Medical Research and Chair of Kilfinan Australia. Former Managing Director and Chief Executive Officer of Orica, former Director of Coates Hire Group.

PETER CADWALLADER

Executive Chairman of the Intercontinental Shipping and Investment Group, Chairman of Many Rivers Microfinance Ltd and former Director of Opportunity.

ALLAN ENGLISH

Founder and Executive Chairman of Silver Chef Ltd, Founder and Director of English Family Foundation. Philanthropy Leader of the Year in 2014 and Ernst & Young Entrepreneur of the Year (Northern Region) in 2006. Member of the Australian Centre for Philanthropy and Non-Profit Studies Advisory Board.

GREG HUTCHINSON AM

Senior advisor and former Partner and Director of Bain & Company, founding Chief Executive Officer and current Deputy Chairman of The Australian Charities Fund, Director of GoodStart Early Learning.

MICHAEL KASPROWICZ

Current Director of Cricket Australia Board. Former Australian cricketer and President of Australian Cricketer's Association. Ambassador for Brisbane and Founder and Director of Venture India, a specialist consulting firm in Indian business relations.

HON. KRISTINA KENEALLY

Former Premier of NSW 2009-2011 and former Member for Heffron NSW. Presenter for Sky News Australia, Patron of the Stillbirth Foundation Australia and Director of Souths Cares.

PAUL MCCLINTOCK AO

Chairman of Myer Holdings Ltd, I-MED Australia and NSW Ports, and Director of St Vincent's Health Australia. Secretary to Cabinet and Head of the Cabinet Policy Unit in the Australian Government 2000-2003.

CHRIS SADLER

Former Chairman of Opportunity, Board Member of Alpha International and Alpha USA. Member of Alpha's Global Executive Group.

ROSA STORELLI

Former Principal of a leading independent girls school and former Deputy Chancellor of the University of Melbourne. Currently an Adjunct Professor in Education at La Trobe University.

ANDREW TYNDALE

Founder and Director of Grace Mutual and Propeller Projects, Director of Bupa Australia, Director of Good360, Chairman of The Funding Network and former Chairman of Opportunity.

LEIGH WARNICK

Barrister in Perth.

TERRY WINTERS

Former Chairman of Opportunity and The Opportunity International Network, current Chairman of Converge International incorporating ResolutionsRTK, Intelledox and Seeing Machines Ltd. Director of Redflex Holdings Ltd and Australian Home Care Services; formerly a Director of Opportunity US, Optus and Multiple Sclerosis Ltd.

Opportunity would like to thank and acknowledge George Savvides for his service as a past member of the Council.

"In 2013, I visited Opportunity's work in Delhi, India. Seeing firsthand the impact of small loans, empowering parents to meet the needs of their children, was so rewarding. Kids can dream of becoming whatever they want in the future, whether it is sportspeople or teachers, because they know their parents can afford to give them an education. It's the way it should be."

Michael Kasprowicz, Opportunity Council member



OUR PEOPLE

LEADERSHIP TEAM As at April 2015

Opportunity’s leadership team is a group of talented, experienced and dedicated individuals who are committed to transforming the lives of families living in poverty.

CHIEF EXECUTIVE OFFICER

Robert Dunn (joined in 2006)

Please see the list of Board of Directors on page 38.

CHIEF FINANCIAL OFFICER

Karen Kandur (joined in 2007)

As Opportunity’s Chief Financial Officer since 2012, Karen has enhanced the organisation’s back office functions in human resources, finance, information technology, risk and compliance. She has been a key driver of Opportunity’s performance management system, recognised as one of the best in Australia’s not-for-profit sector. She is committed to learning, at both organisational and individual levels, initiating and designing our volunteer program. Her expertise as a business manager is complemented by her qualifications as a Chartered Accountant, holding a Masters in International Social Development and Executive Masters of Business Administration.

COMMUNICATIONS DIRECTOR

Rebekah Van Zyl (joined in 2007)

Rebekah became Communications Director in 2013, leading the communications team as it supports the organisation with a range of communications activities, including online, publications, brand, media relations, direct mail and film. She previously held a number of editing, subediting and writing roles with various home, food and lifestyle magazines under the NewsLifeMedia and ACP Magazines stables.

COMMUNITY DEVELOPMENT AND INDONESIA COUNTRY DIRECTOR

Simon Lynch (joined in 1996)

Simon oversees Opportunity’s Community Development programs as well as directing expansion across Indonesia. He has 16 years’ experience in development, having strengthened microfinance institutions throughout Asia. Simon is on the Board of Baptist World Aid and has previously worked for The Opportunity International Network as its Senior Technical Services Director and at Qantas.

COMPANY SECRETARY

Kathleen Hill (joined in 2003)

In addition to being the Company Secretary, Kathleen serves as the Executive Assistant to the Chief Executive Officer. She has over 20 years’ experience providing business advice, administrative support and project management across a range of industries. A key focus of her role is helping the Chief Executive Officer and Board of Directors increase their efficiency, effectiveness and productivity.

GLOBAL IMPACT DIRECTOR

Calum Scott (joined in 2007)

Calum promotes a structured program of capacity building measures and industry best practices – also known as Social Performance Management – with Opportunity’s program partners, helping them measure and increase the positive impact we’re having on families living in poverty. Having previously worked as an economist for the Scottish Government and the National Health Service, he holds a BAcc in Accounting and Political Economy.

INDIA COUNTRY DIRECTOR

KC Ranjani (joined in 2007, based in India)

Ranjani leads Opportunity’s programs in India. She is a financial services and development specialist with over 20 years’ experience. While at the Small Industries Development Bank of India, Ranjani helped develop India’s microfinance sector. Following that, Ranjani was the Senior Microfinance Specialist at MicroSave. She holds a postgraduate degree in Bank Management.

INVESTMENT SERVICES DIRECTOR

Rebecca Parkinson (joined in 2005)

Rebecca supports the delivery of new and existing microfinance programs and investments, providing advice that enables mission-aligned deals. Working closely with Opportunity’s country directors, she oversees our investment portfolio and risk management, and assesses and reports on portfolio health. Having previously worked with Citigroup Investment Bank and Qantas, Rebecca is a qualified Certified Practising Accountant and holds a Masters in Development Studies.

NATIONAL FUNDRAISING DIRECTOR

Sarah Marino (joined in 2011)

Sarah became National Fundraising Director in 2015. With a passion for empowering women, she leads the donor relations team as they seek meaningful partnerships with individual and institutional supporters in collaboration with The Opportunity International Network. Sarah has worked in philanthropy for 13 years, previously for an international children’s service foundation and award-winning arts organisations. She has a Masters in Business Administration specialising in Corporate Social Responsibility from the University of San Francisco.

PHILANTHROPY DIRECTOR

Andrew Philp (joined in 2015)

Andrew leads our fundraising, marketing and communications teams to increase our revenue in Australia. He has an impressive background in developing and implementing innovative fundraising programs to drive significant revenue growth for not-for-profit organisations. Previously Andrew has been the National Manager, Major Supporters at World Vision Australia, the Managing Director of Planet Give Solutions and Public Relations Officer for The Salvation Army.

PHILIPPINES COUNTRY DIRECTOR

Mark Daniels (joined in 1998, based in the Philippines)

Mark is responsible for managing programs in the Philippines, which includes project relationship management, resource allocation, oversight of technical assistance delivery plus project monitoring and evaluation activities. Mark is Opportunity’s Board representative on a number of microfinance NGOs, a microfinance thrift bank and a remittance company in the Philippines. He has also undertaken consulting work for some large multinationals, integrating microfinance into their community development programs. Mark is a Certified Practising Accountant and previously worked for PricewaterhouseCoopers.

PROGRAMS DIRECTOR AND GLOBAL CHIEF STRATEGIST

Chris Murdoch (joined in 2006)

Chris oversees the design and management of our Asia programs and since 2014 has also led the development and implementation of Opportunity’s global strategic agenda. This includes more active capitalisation and management of Opportunity’s Africa portfolio and the development, capitalisation and management of Opportunity’s innovation portfolio. This work covers the application of mobile technology and mobile money, and partnering with non-financial domain specialists to provide health, education, water and sanitation services to clients utilising the microfinance distribution platform. Chris also plays a leading role in diversifying Opportunity’s global capital resources.

Opportunity would like to thank our previous Donor Relations Director, Michelle Taylor, for her years of passionate work raising funds for families living in poverty.

STAFF

In all areas of our work, Opportunity staff strive to embody the organisation’s six core values:

- Commitment to the poor
- Humility
- Respect
- Integrity
- Stewardship
- Transformation.

At the end of 2014, Opportunity had 13 part-time staff and 18 full-time staff in Australia as well as two in the Philippines and the Dia Vikas team in India.

Staff are supported through training and professional development, which increases individual skills as well as the capability of Opportunity as a whole – helping to push the organisation forward and give even more families in need a hand up.



“In my last trip to the Philippines I met Tita, an inspiring entrepreneur and mother-of-three who has received Opportunity loans for the past 10 years. Tita ran her own restaurant until recently when she shut it down because of health issues. Needing another way to provide for her family’s daily needs, she used her loan to help her husband open a mechanic and repairs shop. The thing that stood out to me about Tita was the sense of empowerment she experienced. Even though she couldn’t continue with her restaurant, she was instrumental in setting up her husband’s business and now cooks meals for his four employees as part of their wage. Tita took me to the shop where she introduced me to her husband and two of the men working there. Her sense of pride was hard to hide.”

Tatiana Peralta (pictured right), Opportunity’s Project Manager – Programs

OUR PEOPLE

AMBASSADORS

Ambassadors use their influence and expertise to support Opportunity's work by advocating and fundraising on behalf of families in need.

For undertaking personal challenges like swimming across the English Channel and organising gala dinners and events, we thank our Ambassadors for their passion and support.

Ambassadors raised \$181,650 in 2014 which gives more than 2,600 families a hand up out of poverty!

VOLUNTEERS

Volunteers play a huge role in the day-to-day operations of Opportunity.

In 2014, we had 30 volunteers who collectively contributed more than 6,000 hours to our work, providing vitals skills and expertise in a range of areas across the organisation.

We offer volunteer internships of four-month cycles as well as one-day-a-week volunteers who stay for a longer period of time.

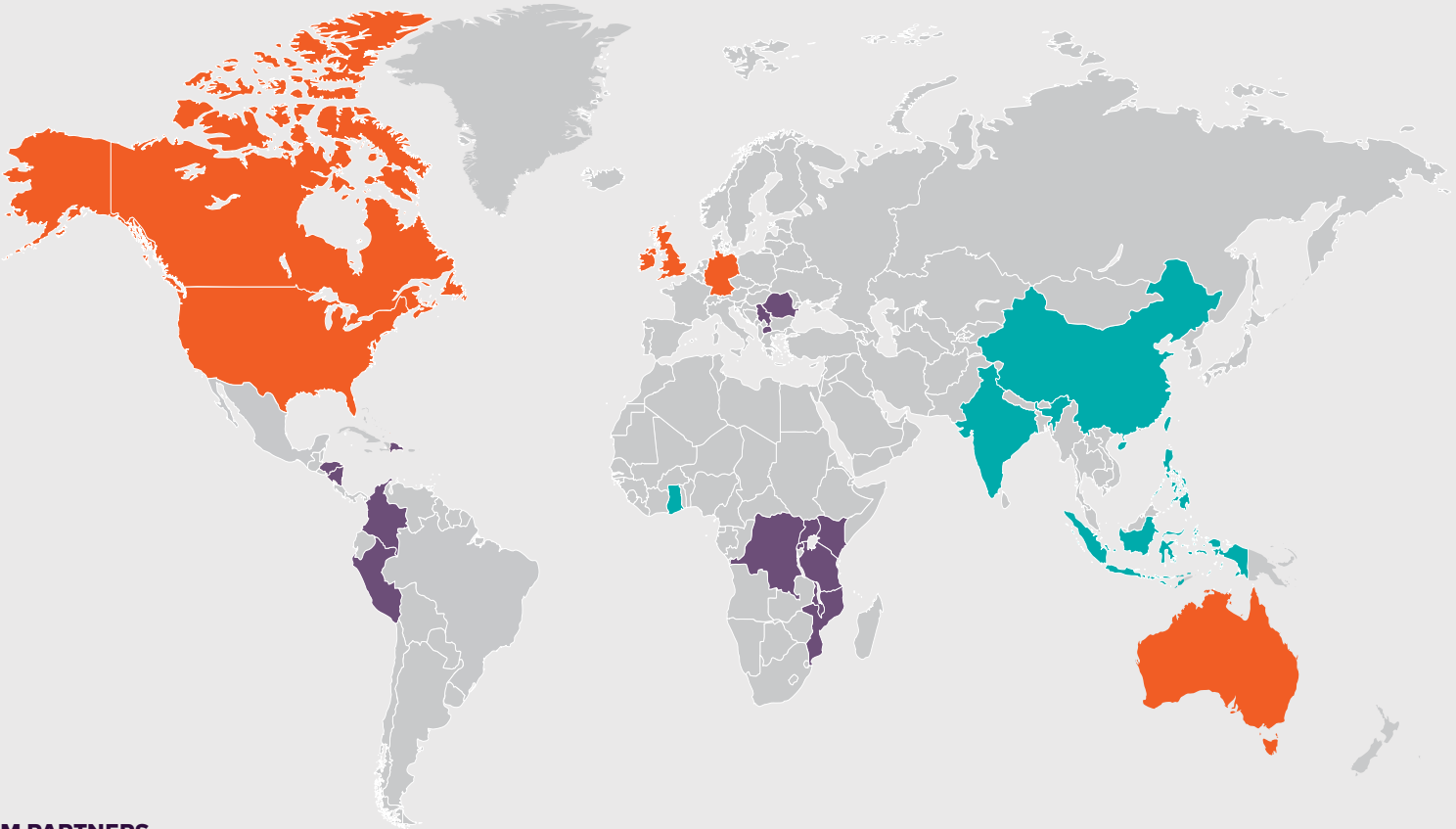
We are so grateful for the commitment of our volunteers – our work would not be possible without them.



OUR GLOBAL IMPACT

Helping you give a hand up to families living in poverty, Opportunity International Australia belongs to The Opportunity International Network that operates in 20 countries worldwide.

Opportunity International Australia principally supports programs in India, Indonesia, the Philippines, China and Ghana.



SUPPORT MEMBERS

- Australia
- Canada
- Germany
- United Kingdom
- United States

PROGRAM PARTNERS

AFRICA

- Democratic Republic of Congo
- Ghana
- Kenya
- Malawi

- Mozambique
- Rwanda
- Tanzania
- Uganda

ASIA

- China
- India
- Indonesia
- Philippines

EASTERN EUROPE

- Macedonia
- Romania
- Serbia

LATIN AMERICA

- Colombia
- Dominican Republic
- Honduras
- Nicaragua
- Peru

- Support members
- Opportunity International Australia programs
- Other Opportunity International Network programs

REVIEW OF OPERATIONS

- Total cash received was \$21,032,000 (2013: \$18,648,000), this included loan repayments from partners of \$10,815,000 (2013: \$7,277,000).
- Total revenue from ordinary activities decreased to \$9,769,000 (2013: \$15,712,000). This decrease was largely due to the 2013 one-off donation of shares in Opportunity International China Limited valued at \$4,322,000, together with a reduction in fundraising revenue in 2014.
- Operating expenses (including grants to international programs and excluding foreign exchange losses/gains, finance charges and impairment expenses) were \$7,661,000 (2013: \$7,432,000).
- The net surplus for the year was \$918,000 (2013: \$6,926,000). The decrease in surplus was largely due to the reduction in total revenue outlined above and the write-off of the deferred tax asset in 2014. Somewhat offsetting this was a reduction in impairments of loans and investments.

WHERE THE FUNDS COME FROM

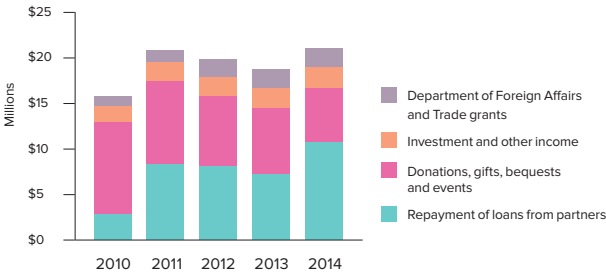


Repayment of loans from partners
Donations, gifts, bequests and events
Investment and other income
Department of Foreign Affairs and Trade grants

Definition: Illustrates the source of cash received as a percentage of total cash received.

Analysis: Cash inflows for the year from the repayment of loans from partners increased to \$10,815,000 (2013: \$7,277,000) while inflows from donations, gifts, bequests and events reduced to \$5,768,000 (2013: \$7,394,000) due to a reduction in fundraising revenue. Other inflows remained constant.

TOTAL CASH INFLOWS

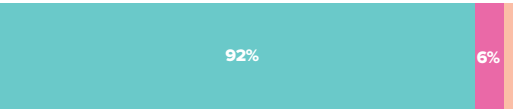


Definition: Illustrates the source of cash inflows over the past five years.

Analysis: Total cash inflows in 2014 increased 13% over 2013 due to a 49% increase in repayments of loans from partners.

Revenue from Australian Government grants remained steady in 2014 at \$2,081,000 (2013: \$2,081,000).

HOW FUNDS ARE PUT TO USE

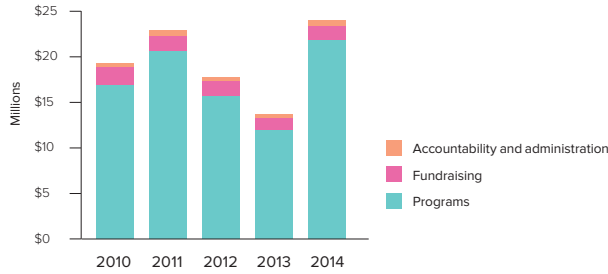


Programs
Fundraising
Accountability and administration

Definition: Illustrates where cash was spent as a percentage of total cash expenditure.

Analysis: \$21,924,000 (2013: \$11,981,000) or 92% of cash outflow was spent on our programs including funds to international programs, loans issued, program support costs and community education activities.

TOTAL CASH OUTFLOWS

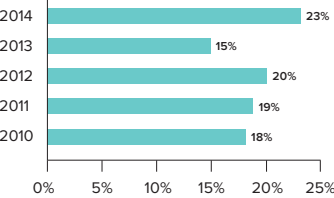


Definition: Illustrates where cash has been spent over the past five years.

Analysis: Programs expenditure includes debt and equity issued. In 2014 cash expenditure increased 75% over 2013 due to investments made in our India program.

Accountability and administration costs remained consistent with the prior year. However, fundraising expenses increased 17% primarily due to an increased spend on marketing activities.

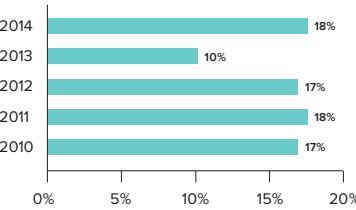
FUNDRAISING RATIO



Definition: Fundraising ratio illustrates the cost of raising donations from the public against the value of cash donations received from the public.

Analysis: Our fundraising ratio increased by 8% in 2014 over 2013 due to a 22% reduction in fundraising revenue.

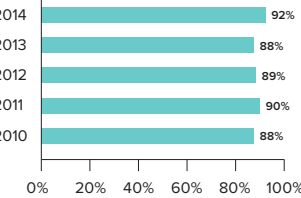
FUNDRAISING AND ADMINISTRATIVE RATIO



Definition: Fundraising and administrative ratio illustrates the total cost of raising funds together with our accountability and administration costs against all revenue received from our ordinary activities.

Analysis: To illustrate the proportion of funds not spent directly on our programs, Opportunity uses a fundraising and administrative (accountability and administration) ratio. In 2014 our fundraising and administrative ratio was in line with previous years except for 2013. In 2013 the one-off donation of shares in Opportunity International China Limited valued at \$4,322,000 increased our revenue thereby reducing this ratio.

PROGRAMS OPERATIONS EFFICIENCY



Definition: Programs operations efficiency ratio illustrates how much of our total expenditure was spent on our programs. Our programs expenditure includes funds sent to, and technical assistance provided to, partners (whether as grants, loans or equity) and the cost of monitoring and evaluating these programs. Total expenditure is programs expenses plus all other operating expenses (excluding currency gains/losses).

Analysis: The programs operations efficiency ratio shows how much of total expenditure is spent on our programs in developing countries. We believe this provides an accurate reflection of the efficiency of our operations as it includes debt and equity disbursed.

The increase in this ratio in 2014 is due to the additional equity investments made in our Indian partners in this period, as shown in the Programs Funding Flow table.

Want to know more about how your dollar keeps making a difference?

Turn to page 8.

PROGRAMS DISBURSEMENTS BY COUNTRY

	2014 \$'000	2013 \$'000
India	17,534	6,619
Indonesia	118	1,568
Philippines	1,711	1,361
China	296	333
Total international programs expenditure	19,659	9,881

PROGRAMS FUNDING FLOW

	2014 \$'000	2013 \$'000
Cash outflows		
Funds to international programs		
Grants and technical support	3,577	3,693
Loans issued	6,332	6,188
Equity	9,750	-
Total international programs expenditure	19,659	9,881
Program support costs	2,116	1,957
Community education	149	143
Total programs expenditure	21,924	11,981
Cash inflows		
Loans repaid	(10,815)	(7,277)
Net programs expenditure	11,109	4,704

INCOME STATEMENT For the year ended 31 December 2014

	Consolidated 2014 \$'000	Consolidated 2013 \$'000	Parent 2014 \$'000	Parent 2013 \$'000
Revenue				
Donations and gifts				
Monetary	5,680	7,366	5,680	7,366
Non-monetary	40	4,322	40	4,322
Bequests and legacies	78	10	78	10
Grants				
Department of Foreign Affairs and Trade	2,081	2,081	2,081	2,081
Other Australian	30	17	30	17
Investment income	1,849	1,893	593	143
Other income	11	23	10	18
Total revenue from ordinary activities	9,769	15,712	8,512	13,957
Expenses				
International programs				
Funds to international programs	3,577	3,693	2,066	2,576
Program support costs	2,116	1,957	2,116	1,949
Community education	149	143	149	143
Fundraising costs				
Public	1,315	1,117	1,315	1,117
Government, multilateral and private	69	55	69	55
Events expenses	20	23	20	21
Accountability and administration	415	444	415	444
Net (gain)/loss on foreign exchange	43	(53)	43	(53)
Impairment of investments and loans ¹	1,319	1,901	3,630	1,242
Total expenses from ordinary activities	9,023	9,280	9,823	7,494
Surplus/(deficit) on ordinary activities	746	6,432	(1,311)	6,463

	Consolidated 2014 \$'000	Consolidated 2013 \$'000	Parent 2014 \$'000	Parent 2013 \$'000
Share of profits from associates	1,064	385	96	44
Finance income	1,015	303	-	-
Finance charges	(789)	(28 1)	-	-
Surplus/(deficit) before tax	2,036	6,839	(1,215)	6,507
Tax (gain)/expense	1,118	(87)	-	-
Net surplus/(deficit) for the year	918	6,926	(1,215)	6,507
Foreign currency translation differences for subsidiary attributable to:				
Non-controlling interests gain/(loss)	286	349	-	-
The Parent	1,877	770	-	-
Total other comprehensive income/(loss) for the year	2,163	1,119	-	-
Total comprehensive income/(loss) for the year	3,081	8,045	(1,215)	6,507

¹ Impairment on investments and loans in the Consolidated financial statements relates to investments in microfinance partners. In the Parent financial statements this relates to a revision in the impairment estimate for Dia Vikas to more appropriately reflect the recoverable amount of the investment.

The Parent financial statements comprise figures attributable to Opportunity International Australia Limited (Opportunity) together with its interest in a joint venture. The Consolidated financial statements comprise figures attributable to Opportunity and its Indian subsidiary, Dia Vikas Capital Pvt Ltd (Dia Vikas), together with their interests in associates.

Opportunity had no transactions and therefore zero balances in the following categories: grants sourced from non-Australian institutions, revenue for international political or religious adherence promotion programs, international political or religious adherence promotion programs expenditure, domestic programs expenditure and non-monetary expenditure.

The statements on pages 48-52 comprise a Summarised Financial Report of Opportunity International Australia Limited. A full financial report is available upon request.

BALANCE SHEET As at 31 December 2014

	Consolidated 2014 \$'000	Consolidated 2013 \$'000	Parent 2014 \$'000	Parent 2013 \$'000
Assets				
Current assets				
Cash and cash equivalents	10,567	13,594	3,917	2,949
Trade and other receivables	6,571	6,461	1,550	512
Other current assets	141	159	58	109
Total current assets	17,279	20,214	5,525	3,570
Non-current assets				
Trade and other receivables	6,102	10,626	1,015	1,127
Investments in subsidiaries	-	-	32,489	35,229
Investments in associates	24,688	12,522	4,472	4,366
Other financial assets	240	246	240	246
Property, plant and equipment	610	606	82	84
Deferred tax asset	-	1,134	-	-
Total non-current assets	31,640	25,134	38,298	41,052
Total assets	48,919	45,348	43,823	44,622

	Consolidated 2014 \$'000	Consolidated 2013 \$'000	Parent 2014 \$'000	Parent 2013 \$'000
Liabilities				
Current liabilities				
Trade and other payables	349	566	207	484
Borrowings	500	-	500	-
Provisions	265	168	263	85
Total current liabilities	1,114	734	970	569
Non-current liabilities				
Provisions	299	189	204	189
Total non-current liabilities	299	189	204	189
Total liabilities	1,413	923	1,174	758
Net assets	47,506	44,425	42,649	43,864
Equity				
Retained earnings	51,441	50,331	42,649	43,864
Reserves	(5,300)	(7,177)	-	-
Non-controlling interests	1,365	1,271	-	-
Total equity	47,506	44,425	42,649	43,864

Opportunity had no transactions and therefore zero balances in the following categories: inventories, assets held for sale, investment property, intangibles, other non-current assets, current tax liabilities and other financial liabilities.

STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2014

	Translation reserve	Statutory reserve	Retained earnings	Total	Non-controlling interest	Total equity
2014 Consolidated \$'000						
Balance as at 1 January 2014	(7,208)	31	50,331	43,154	1,271	44,425
Total comprehensive income						
Surplus/(deficit)	-	-	1,110	1,110	(192)	918
<i>Other comprehensive income</i>						
Foreign currency translation differences	1,877	-	-	1,877	286	2,163
Total comprehensive income for the year	1,877	-	1,110	2,987	94	3,081
Balance as at 31 December 2014	(5,331)	31	51,441	46,141	1,365	47,506
2013 Consolidated \$'000						
Balance as at 1 January 2013	(7,978)	31	43,363	35,416	964	36,380
Total comprehensive income						
Surplus/(deficit)	-	-	6,968	6,968	(42)	6,926
<i>Other comprehensive income</i>						
Foreign currency translation differences	770	-	-	770	349	1,119
Total comprehensive income for the year	770	-	6,968	7,738	307	8,045
Balance as at 31 December 2013	(7,208)	31	50,331	43,154	1,271	44,425
2014 Parent \$'000						
Balance as at 1 January 2014	-	-	43,864	43,864	-	43,864
Total comprehensive income						
Surplus/(deficit)	-	-	(1,215)	(1,215)	-	(1,215)
<i>Other comprehensive income/(loss)</i>	-	-	-	-	-	-
Total comprehensive income/(loss) for the year	-	-	(1,215)	(1,215)	-	(1,215)
Balance as at 31 December 2014	-	-	42,649	42,649	-	42,649
2013 Parent \$'000						
Balance as at 1 January 2013	-	-	37,357	37,357	-	37,357
Total comprehensive income						
Surplus	-	-	6,507	6,507	-	6,507
<i>Other comprehensive income</i>	-	-	-	-	-	-
Total comprehensive income for the year	-	-	6,507	6,507	-	6,507
Balance as at 31 December 2013	-	-	43,864	43,864	-	43,864

STATEMENT OF CASH FLOWS

For the year ended 31 December 2014

	Consolidated 2014 \$'000	Consolidated 2013 \$'000	Parent 2014 \$'000	Parent 2013 \$'000
Cash flows from operating activities				
Receipts from donors and grantors	7,880	9,492	7,880	9,492
Payment for programs and employees	(7,933)	(7,506)	(6,420)	(6,516)
Interest received	1,831	1,873	141	123
Other income	1	4	-	-
Net cash generated by operating activities	1,779	3,863	1,601	3,099
Cash flows from investing activities				
Net investment in subsidiary	-	-	(964)	(3,357)
Investment in implementing partners	(9,750)	-	-	-
Payment for plant and equipment	(44)	(23)	(20)	(10)
Net cash used in investing activities	(9,794)	(23)	(984)	(3,367)

	Consolidated 2014 \$'000	Consolidated 2013 \$'000	Parent 2014 \$'000	Parent 2013 \$'000
Cash flows from financing activities				
Loans to implementing partners	(6,332)	(6,188)	(337)	(1,308)
Loans received	500	-	500	-
Repayment of loans from implementing partners	10,815	7,277	183	-
Net cash generated by/(used in) financing activities	4,983	1,089	346	(1,308)
Net increase/(decrease) in cash held	(3,032)	4,929	963	(1,576)
Cash at the beginning of financial year	13,594	8,663	2,949	4,523
Effects of exchange rate changes on balance of cash held in foreign currencies	5	2	5	2
Cash at the end of financial year	10,567	13,594	3,917	2,949


NOTES TO THE SUMMARISED FINANCIAL REPORT

Cash movements for specific purposes for the year ended 31 December 2014

Movement of cash received or assets held for specific purposes that is 10% or more of total revenue for the year are as follows:

Specific purpose or appeal	Available at start of year \$'000	Raised during year \$'000	Disbursed during year \$'000	Available at end of year \$'000
2014 Consolidated				
Microfinance programs in India	10,200	13,502	17,052	6,650
Indonesia Expansion	551	1,459	440	1,570
Typhoon Haiyan Recovery	74	801	797	78
Total movements for specific purposes	10,825	15,762	18,289	8,298
Total for other purposes	2,769	5,270	5,770	2,269
Total cash	13,594	21,032	24,059	10,567
2013 Consolidated				
Microfinance programs in India	6,452	13,202 ¹	9,454	10,200
TLM Growth Program	535	547	260	822
Philippines Reform Program	760	486	609	637
Total movements for specific purposes	7,747	14,235	10,323	11,659
Total for other purposes	916	4,413	3,394	1,935
Total cash	8,663	18,648	13,717	13,594

¹ Includes net gain on foreign currency translation of \$51.



Report of the independent auditor on the summary financial statements to the members of Opportunity International Australia Limited

The accompanying summary financial statements, which comprises the summary balance sheet as at 31 December 2014, the summary income statement, summary statement of changes in equity and summary statement of cash flows for the year then ended, related notes and the directors' declaration, are derived from the audited financial report of Opportunity International Australia Limited for the year ended 31 December 2014. We expressed an unmodified auditor's opinion on that financial report in our report dated 15 April 2015.

The summary financial statements do not contain all the disclosures required by Australian Auditing Standards Board applied in the preparation of the audited financial report of Opportunity International Australia Limited. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial report of Opportunity International Australia Limited.

Directors' responsibility for the summary financial statements


The directors are responsible for the preparation of a summary of the audited financial report.

Auditor's responsibility

Our responsibility is to express an opinion on the summary financial statements derived from the audited financial report of Opportunity International Australia Limited based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*.

Auditor's opinion

In our opinion, the summary financial statements derived from the audited financial report of Opportunity International Australia Limited for the year ended 31 December 2014 are consistent, in all material respects, with that audited financial report.



Cameron Roan
Partner
Sydney
17 April 2015

KPMG: an Australian partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.





Liability limited by a scheme approved under Professional Standards Legislation.





Opportunity International Australia enables you to invest in a mother living in poverty so that she can use a small loan to buy an item like a sewing machine and start a small business. For a family in a developing country who can't afford the basics, a loan as small as \$70 can be life changing. With this hand up, a mother can put food on the table, send her children to school and transform her family's future for generations. Mothers want what is best for their children, and as businesses become successful (98% of Opportunity's loans are repaid), your help means they can make their dreams for their children come true. Opportunity is motivated by Jesus Christ's call to love and serve the poor, serving all people regardless of their race, faith, ethnicity and gender. For more information, visit www.opportunity.org.au

Opportunity International Australia (Opportunity) is committed to protecting your privacy and complies with Australian privacy laws including the Privacy Act 1988 (Cth) in regard to all personal information it collects, holds, uses or discloses. Opportunity's full Privacy Policy is available at www.opportunity.org.au If you would like to know more or if you would like access to the information that Opportunity holds about you, please phone (02) 9270 3300 or toll free on 1800 812 164.

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 twitter.com/opportunityAUS
 youtube.com/opportunityaustralia
 linkedin.com/company/opportunity-international-australia

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 W: www.opportunity.org.au



ACFID
MEMBER



Australian Government
Department of Foreign Affairs and Trade

