



**CONVOY OF HOPE<sup>®</sup>, Inc.**

# ANNUAL REPORT



**2014**

**Program Highlights  
Incredible Supporters  
2014 Financials**



*Ensuring their*  
**FUTURES**

## A word from the Founders

Nutritious food, education and clean water have an amazing way of changing things for the better. Countless times in 2014 we saw how these basics of life transformed children, families and even entire communities.

Last year, we laid the groundwork for our long-range plan to ensure the futures of hundreds of thousands of people trapped in the cycle of poverty.

With the momentum we built in 2014, we will continue to provide life-transforming care for every child in our Children's Feeding Initiative, every woman we train to start her own business, every farmer we equip to grow food, every family at our Community Events or at one of our Rural Compassion events, and every survivor of a disaster we respond to this year.

From a financial perspective, supporters led us to our best non-major-disaster year to date. That allowed us to respond to 22 disasters where we repaired, replaced or rebuilt 514 homes. We also held our 1,000<sup>th</sup> community event and shipped 60 million pounds of food and supplies throughout the world, which included the distribution of more than 51 million meals to nearly 150,000 children in 11 nations.

In 2015, we look forward to working with you to ensure the futures of many more people.

God bless,



**Hal, Dave, Steve Donaldson**  
Co-Founders  
**CONVOY OF HOPE**, Inc.

# 2014

Program Highlights  
Incredible Supporters  
2014 Financials

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*Learn our 5-year strategy.*



## Volunteers drive our work

More than 27,000 volunteers supported Convoy of Hope in 2014 through our initiatives in the United States and abroad, serving a combined 211,489 hours. That's an amazing amount of time spent doing good!

Adam Shawley, 30, has been a regular volunteer for Convoy of Hope's Hands of Hope program for the past six years.

"When I first started volunteering, I fell in love with the work of Convoy of Hope," says Shawley. "Knowing thousands of kids are being fed and being a part of that is incredible."

Shawley says whether it is helping to distribute TOMS shoes for Convoy of Hope's Rural Compassion Initiative or sorting and packing food, he's committed to being a Convoy of Hope volunteer.

"Volunteering here has made me realize how many people around the world need our help and that a little bit of hard work can go a long way to help others," he says.

# 27<sup>K</sup>

Volunteers served  
with us in 2014



## Our Loyal SUPPORTERS

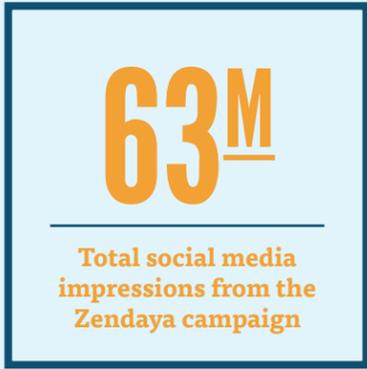
*"Volunteering here has made me realize how many people around the world need our help and that a little bit of hard work can go a long way to help others."*

Adam Shawley  
Hands of Hope lead  
volunteer



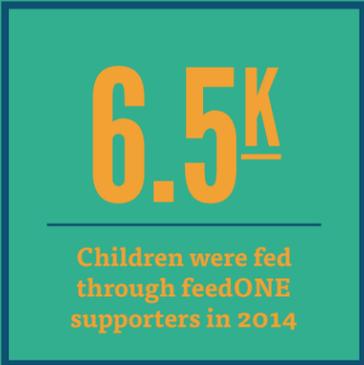
## Hollywood Records' platinum-selling artist and Disney star Zendaya celebrated her birthday by feeding kids

In September, Zendaya challenged her fans to help her raise enough money to feed children in three villages in Haiti, Tanzania and the Philippines. She exceeded her goal, receiving more than \$25,000 and raising awareness for Convoy of Hope with the help of Kobe Bryant, Kirstie Alley and others.



## New supporters help feed tens of thousands

In 2014 you gave more than \$792,000 to fight hunger around the world. That's triple the support we had in 2013! That money put nutritious food in the hungry bellies of more than 6,500 kids. This would not have been accomplished without the support of our friends like you who actively help us reach kids around the world. Your gifts provide the support to procure and deliver food to thousands of amazing children in 11 countries.



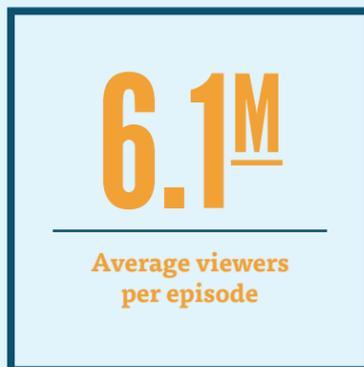
## Kevin Jonas competes on *Celebrity Apprentice* benefiting Convoy of Hope

In November, Jonas took to Twitter to make a special announcement:



We are grateful for our continued partnership with the Jonas family.

**THE CELEBRITY APPRENTICE**



## Friends take the Limitless challenge to bring help and hope to others

Our end-of-year Limitless campaign saw thousands of supporters rally around an unprecedented opportunity — an anonymous donor offered to match any gift.

Our supporters took the challenge and helped raise more than \$2.1 million (including the matching gift).

Funds are at work, helping children and families throughout the world. We are so thankful for every friend who supported our work of stomping out poverty and hunger.



## Hope Society members leave a lasting legacy

Two years ago, a small business owner — and Convoy of Hope supporter — in California offered to match any gift his employees gave to Convoy.

One employee named Walter gave \$100 and did some research on the financial efficiency and effectiveness of our work around the world.

He liked what he saw and gave a second \$100 gift. After the second gift, he received a thank-you call from a Convoy volunteer. He was impressed: he'd never been thanked personally by an organization he had donated to before.

He decided to include our organization in his estate plan — a gift that is expected to be around \$400,000, pending future growth of assets.

Walter is one of many people who have chosen to include our organization in their will or estate plan. The future gifts Convoy can count on ensure the futures of children in 10 countries around the world.





# Our PARTNERS


## Hope takes teamwork

Convoy of Hope's partners are crucial to our work responding to disasters, hosting community events and implementing life-changing feeding initiatives throughout the world.

In 2014, we received \$87.9 million in gifts-in-kind and were able to distribute more than \$81 million in product to children and families in need all over the world.

We empower like-minded organizations that do good work among the poor and suffering in their communities. This is accomplished by providing such friends with food, water, supplies and much more.

# \$81M

Worth of product distributed in 2014



# CONVOY OF HOPE® CHILDREN'S FEEDING

*Hope begins with a meal.*

51<sup>M</sup>

Meals served to  
children in 2014

***In 2014, we fed more than 147,000 children in 11 nations — the Philippines, El Salvador, Nicaragua, Honduras, the Dominican Republic, Haiti, Kenya, Ethiopia, Guatemala, South Africa and Tanzania.***

## Promise in Ethiopia

In a poverty-stricken slum of Addis Ababa, Ethiopia, where crime is rampant and life is a daily struggle, five-year-old Biniam's life has changed dramatically since being fed at school.

He lives in a makeshift shack of plastic tarps and bamboo with his mother, Genet. She graduated from the Women's Empowerment Initiative and now sells tiny biscuits on the street for money. Her life is also much easier because she knows that Biniam is getting nutritious meals.

Genet says she will no longer accept a life of poverty for Biniam.

"I am looking forward to our lives changing," she says. "Transformation has begun for my son. I have never had a way to feed Biniam very much at all, let alone healthy food like this. Convoy of Hope is doing so much for my family."



# CONVOY OF HOPE® WOMEN'S EMPOWERMENT

*Hope for every woman.*



**1,667**

Participants enrolled  
in 2014

***Women in seven countries are trained in workforce skills and are given entrepreneurial training and seed capital to start a business. They are also educated on disease prevention and health and life skills. This allows them to make strategic, independent life choices so they become financially autonomous and are able to feed and care for their children.***

## **Building a future**

Mariel was sexually abused at the age of 13 and gave birth to her first baby. By age 18, she had three children. When we started training her she was living in abject poverty, with 10 children and no way to provide for them.

"I borrowed money from people every day to feed my children," she says, as tears stream down her face. Mariel was desperate for a change in her life.

As she completed her training and began her startup business, Typhoon Rammasun hit the Philippines and destroyed her home.

But not even that could discourage her. She rebuilt, and today the income she generates from her poultry farm allows her to provide a home, food and education for her children.

Mariel knows what it's like to have hope now.



# CONVOY OF HOPE® AGRICULTURE

*Hope in every harvest.*



4.1M

meals have been  
purchased locally in  
Haiti

***Impoverished farmers and individual families are provided with education, training, tools and seed capital to produce life-sustaining crops in their local culture. Through this initiative in Haiti, more than 4 million meals have been acquired from farmers for our Children's Feeding Initiative. This stimulates local economies and provides income for families while providing nutritious food for children.***

## Starting with soil

Farmers we train and equip receive education, training, tools and virus-resistant seeds. In communities in Haiti where the initiative flourishes, dormant fields have been transformed into lush gardens and the new farming techniques have improved the soil, which means it is better able to withstand the weather, pests and viruses.

The initiative made great strides in El Salvador in 2014. Pastor Fidel Fuentes from El Salvador says that, thanks to the agricultural support from Convoy of Hope, he's seen a significant increase in income through the cultivation of papayas.

"This has fostered hope in my heart," says Fuentes. "Now I can grow papayas over a larger area, generate even more income and support my family."



# CONVOY OF HOPE® COMMUNITY EVENTS

*Hope starts here.*

**1,000<sup>TH</sup>**

Community Event  
held in Las Vegas

**Forty-one cities throughout the world experienced a Convoy of Hope Community Event. Guests of honor received free groceries, health and dental screenings, new shoes, haircuts, family portraits and much more.**

## Hope in Las Vegas

Many working poor families struggle to put food on the table. Tens of thousands of families attend our community events each year for simply that — their next meal.

Justin and Vivian attended our 1,000th Community Event in Las Vegas. They both work full-time jobs to support their four children and a fifth, whom they assumed guardianship for.

“We won’t let anybody go hungry,” says Justin. “Even if we might not have a lot to give.”

The family was among five families who received a special gift basket as part of our celebration.

“It’s a huge blessing,” says Vivian, of the event and basket. “We came for a turkey, but got so much more.”

Oftentimes, it all starts with a meal.





Jamie and Kaylee

# CONVOY OF HOPE® DISASTER SERVICES

*Hope in every storm.*

514

Homes rebuilt or repaired in 2014

*Since 1998, we have responded to hundreds of natural disasters in the United States and around the world, including 22 disasters in 2014. Our goal is to supply food, water, emergency supplies and long-term solutions to families reeling from tragedy. Additionally, we provide debris removal and cleanup services to storm survivors.*

## A fresh start in Moore

Every night, millions of people sit down for a family dinner. It may seem routine, but for thousands, it is anything but.

For Jamie and her teenage daughter, Kaylee — survivors of the EF-5 tornado that devastated Moore, Okla., in 2013 — it means having somewhere to call “home.”

In 2014, Convoy of Hope and our partners gave the mother and daughter keys to a brand new house. Just a year prior, the home that had been in their family for generations was destroyed.

Surrounded by family, friends and city officials, tears filled Jamie’s eyes as she walked into the house for the first time.

“We can have family dinners here now,” Jamie says proudly as she stands in her new kitchen. “Welcome to our new home.”





# CONVOY OF HOPE® RURAL COMPASSION

*Hope for rural America.*

43<sup>k</sup>

Pairs of shoes  
distributed in 2014

**Rural churches and organizations are resourced and empowered to strengthen their communities. In 2014, more than 12,000 backpacks stocked with supplies were distributed to children in impoverished communities across the U.S.**

## Fighting the weight of poverty

Michael, a fourth-grade boy, smiled as he slid his feet into his new shoes. “I’ve never had a new pair before,” he says.

The shoes Michael had been wearing were held together with superglue — the only solution his teacher could come up with after Michael’s father was laid off from his job. The boys at school had been making fun of Michael for his shoes, and Michael’s father was ashamed that he couldn’t provide new shoes his son needed; the family had more pressing needs for their meager, unstable income.

Every child in the rural school received new shoes that day, but nobody beamed as brightly as Michael.



# Focus COUNTRIES

## Convoy of Hope — Europe brings help and hope to Europe, Middle East

Convoy of Hope Europe (COHEU) completed more than 250 projects in 39 European countries in 2014. Projects include long-term Adopt-a-Community programs in impoverished areas, community events, disaster relief services and other compassion initiatives.

Thirty Adopt-a-Community program events were held. Of those, nine events were held in countries COHEU had never previously worked in. These events drew thousands: two events in Belgium saw more than 6,300 attendants. Guests were supplied with food, clothing and much more.

Additionally, COHEU disaster relief services supported a feeding program for 12,000 Syrian refugees near Amman, Jordan, and laid groundwork to support another 2,000 refugees in Bulgaria.

### United States

A majority of the poor counties in the United States are rural communities. Our Rural Compassion Initiative battles this by providing backpacks, shoes, care kits, training and empowerment to local churches and organizations that bring transformation to impoverished communities.

### Kenya

In the community of Olgumi, 10 women learned skills and started businesses that provided sustainable incomes to feed and care for their families. More than 2,600 children are being fed nutritious meals in our Children's Feeding Initiative.

### Ethiopia

After the new school year began, the Children's Feeding Initiative expanded to include 1,290 children.

### Haiti

Our Agriculture Initiative continues to flourish and is active in two program centers with a total of 600 participants, 54% of whom are women. More than 62,000 children are regularly fed and cared for in our Children's Feeding Initiative.

### South Africa

More than 8,600 children are enrolled in our Children's Feeding Initiative in 96 program centers, including 12 orphanages.

### Nicaragua

In addition to feeding more than 6,100 children, our team responded to a magnitude 7.5 earthquake by distributing much-needed supplies in the area.

### Honduras

We're now feeding more than 2,600 children in Honduras every school day.

### Guatemala

More than 20,000 children are fed in Guatemala in 183 program centers.

### El Salvador

120 women have completed training and received startup capital to start their own businesses. More than 10,000 children are being fed every school day.

### The Philippines

25 Micro+ beneficiaries graduated and received seed capital. We feed more than 27,000 children every school day, making the Philippines initiative one of our largest in the world.

# EXPLORING Tanzania

IN-COUNTRY DIRECTOR  
Elianchea Shang'a

ACTIVE SINCE  
January 2013

NUMBER OF STAFF  
10 Full-time

PROGRAM CENTERS  
15 total

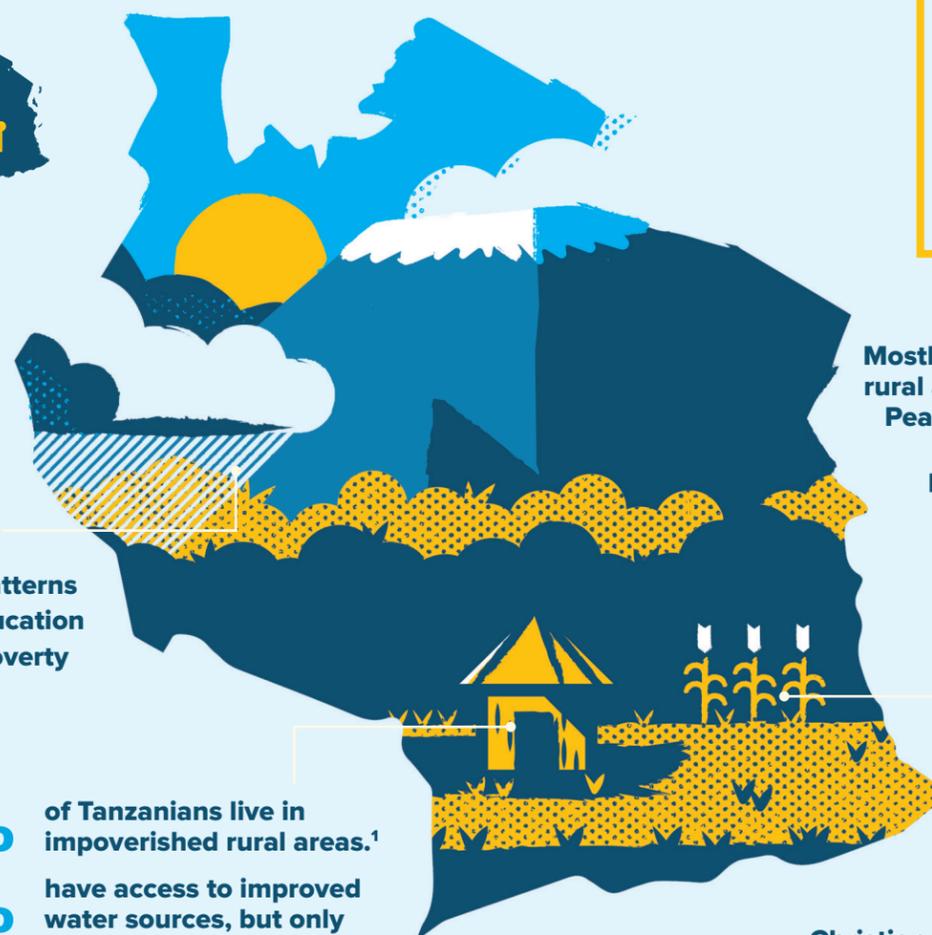
LOCATION  
East Africa

POPULATION  
46 million  
(2012 census)

LANGUAGE  
Swahili  
(+ over 120 tribal languages)



Dodoma



COMMON CHALLENGES

- Drought
- Changing seasonal weather patterns
- Lack of education
- Extreme poverty

Mostly conservative, rural and traditional. Peace and stability are strong political values.

VALUES

COMMON FOODS

- Ugali
- Rice
- Chapati
- Beans
- Milk

STATS

- 90% of Tanzanians live in impoverished rural areas.<sup>1</sup>
- 45% have access to improved water sources, but only
- 21% have access to improved sanitation facilities.<sup>1</sup>

Christian, Muslim, Hindu  
Faith is strong, regardless of religion.

RELIGION

### ACTIVE INITIATIVES & PROGRAMS



Children's Feeding  
5 Children's Feeding program centers



Women's Empowerment  
3 Micro+ women's groups  
8 Empowered Girls clubs



Agriculture  
3 Agriculture program centers for farmers, widows and students

<sup>1</sup>Source: <http://www.ruralpovertyportal.org/en/country/statistics/tags/tanzania>

*In 2014, we celebrated*  
**70,000,000**  
*people served since 1994.*



# Our TEAM

A dynamic team comprised of experts from their fields is necessary for the work Convoy of Hope does around the world. Even more importantly, their experience, skill sets and knowledge is their passion for helping those in need.



## Ambassadors

- A Dr. Don Argue**  
Ambassador at Large
- B Anne Beiler**  
*Founder, Auntie Anne's, Inc.*
- C Mike McClafflin**  
Special Assistant to the President of Convoy of Hope
- D Kevin Jonas, Sr.**  
*Principal, Jonas Group*  
Honorary Chairman of Convoy of Hope
- E Dr. Thomas Trask**  
Chairman of Global Prayer Initiative

## Board of Directors

- Brad Rosenberg**  
Chairman
- Tom Carter**
- Aaron Cole**
- Barry Corey, Ph.D.**
- David Cribbs**
- Court Durkalski**  
Vice Chairman
- Dominick Garcia**
- Randy Hurst**
- Michael L. Kern, III, CFA**  
Treasurer
- Kay Logsdon**
- Ossie Mills**
- Brad Trask**  
Secretary

## Dishan Wickramaratne

- Nick Garza**
- Cheryl Jamison**
- Klayton Ko**
- Kirk Yamaguchi**

## Co-Founders

- Hal Donaldson**  
President & Co-Founder
- Dave Donaldson**  
Co-Founder
- Steve Donaldson**  
Senior Director of Rural America & Co-Founder

## Vice Presidents

- Keith Boucher**  
Sr. VP — Chief of Staff
- Kary Kingsland**  
Sr. VP — U.S. Program and Disaster Services
- Dan Clark**  
Philanthropy
- Terri Hasdorff**  
Government Relations
- Terry Hoggard**  
International Program

## Erick Meier

- Kirk Noonan**  
Creative Communications
- Tammy Raby**  
Human Resources
- Michael Redmon**  
Community Events

## Randy Rich

- Jeff Roman**  
Creative Marketing & feedONE

## Rick Waggoner

## International Directors



## A Joshua Alemayehu

## B Bryan Burr

## C Andrea Frey Metzger

## Senior Management

- Bruce Headley**  
Director of Strategic Relationships
- Tim Kotras**  
Sr. Director of Information Technology
- Mark Metzger**  
Sr. Director of Finance & Chief Financial Officer
- Jeff Neal**  
Sr. Director of Corporate Relations

## D Iris Fugon

## E Pablo Gomez

## F Raul Manuel

## G Winny Menendez

## Jeff Nene

## Kevin Rose

## Ron Showers

## H Daudi Msseemaa

## I Elianhea Shang'A

## J Lookens Pickering

## Jeff Swaim

## Tami Trivitt

## Jaimie Trussell

# 2014 FINANCIALS



## COH earns 4-star rating

Convoy of Hope has earned its twelfth consecutive 4-star rating from Charity Navigator. Receiving four out of a possible four stars indicates that an organization adheres to good governance and other best practices that minimize the chance of unethical activities and consistently executes its mission in a fiscally responsible way.

Less than 1% of the charities Charity Navigator rates have received at least 12 consecutive 4-star evaluations. This indicates that Convoy of Hope outperforms most other charities in America.

**“We are proud to announce Convoy of Hope has earned our twelfth consecutive 4-star rating. This ‘exceptional’ designation from Charity Navigator differentiates Convoy of Hope from its peers and demonstrates to the public it is worthy of their trust.”**

**Ken Berger**  
*President & CEO of Charity Navigator*



*\*Financial numbers in the following pages are unaudited as of May 2015.*

# 2014 total revenue \$112 MILLION

## 2014 Revenue (%)



Gifts-In-Kind (79%)  
Cash Contributions (21%)  
Other Income (<1%)

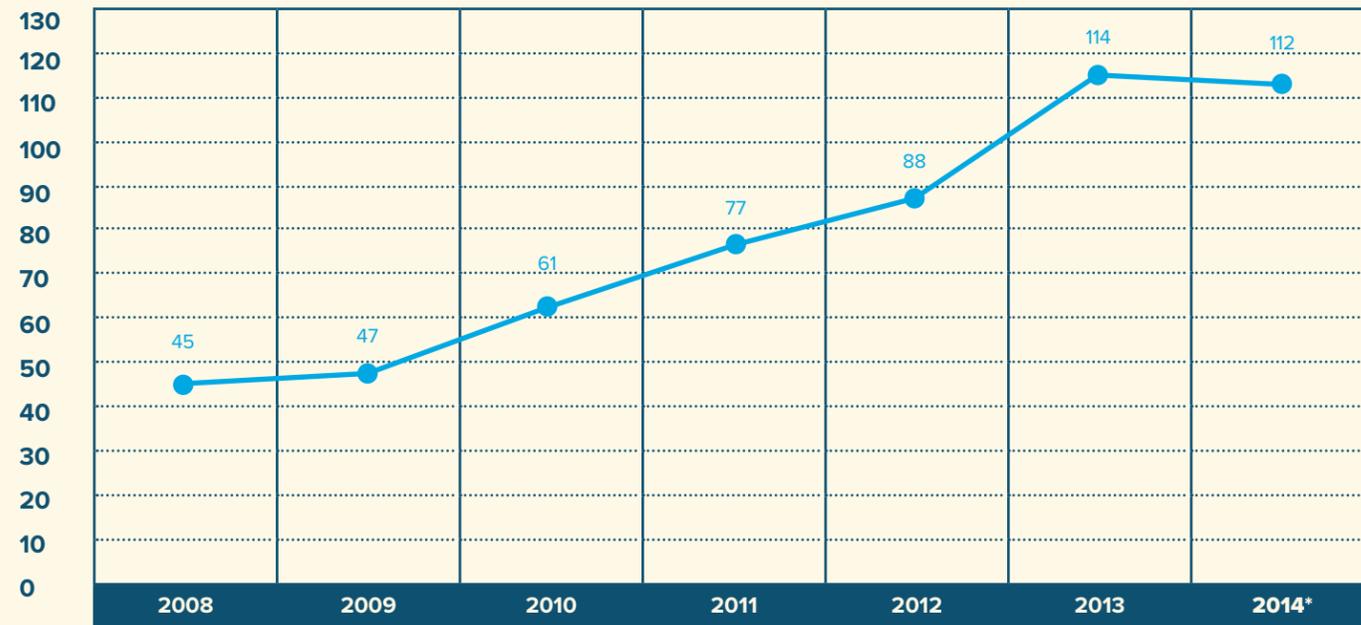
## 2014 Expenses (%)



Program Services (88%)  
Fundraising (8%)  
Support Services (4%)

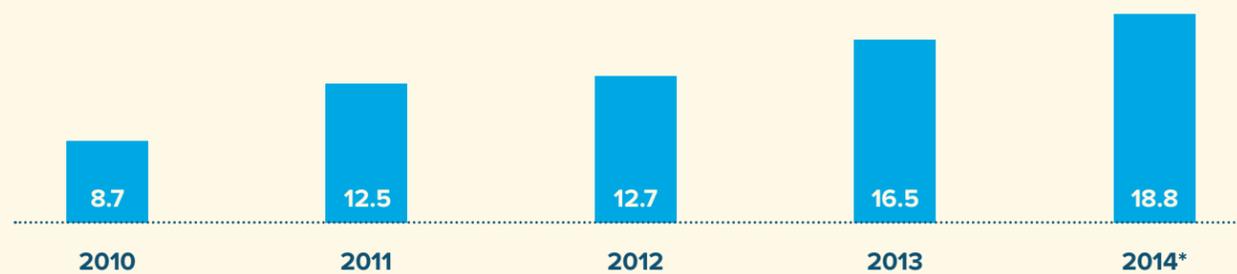
## Total Revenue — Cash and Gifts-In-Kind (in millions)

● Total Revenue Trend



Revenue Sources (in millions)	2010	2011	2012	2013	2014*
Private Cash Contributions	18.6	20.0	16.0	24.3	23.2
Public Contributions	0.4	0.1	0.1	—	—
Gifts-In-Kind	41.3	55.5	71.0	88.1	88.0
Other Income	1.0	0.9	0.9	1.8	.8
<b>TOTAL REVENUE</b>	<b>61.3</b>	<b>76.5</b>	<b>88.0</b>	<b>114.2</b>	<b>112.0</b>

Operating Expenses (in millions)	2010	2011	2012	2013	2014*
Program Services	47.9	64.6	78.6	91.7	95.3
Fundraising	3.2	4.7	5.7	7.5	9.1
Support Services	2.6	2.7	3.3	3.8	3.8
<b>TOTAL OPERATING EXPENSES</b>	<b>53.7</b>	<b>72.0</b>	<b>87.6</b>	<b>103.0</b>	<b>108.2</b>



■ Non-disaster Related Cash Gifts (in millions)

At Convoy of Hope, our pledge is to maintain an effective ministry by being good stewards of the resources entrusted to us. We have a responsibility to maintain integrity and openness in our financial practices. Therefore, we are committed to fulfilling the following standards:

- We are governed by a responsible Board of Directors. Our Board establishes policies, sets budgets, oversees operations and reviews organizational accomplishments.
- Our financial statements are prepared in accordance with generally accepted accounting principles.
- We obtain an annual audit in accordance with generally accepted auditing

standards by an independent public accounting firm, BKD, LLP and professional tax services by BKD, LLP.

- Our Board appoints an audit committee to review the annual audit.
- Contributions to Convoy of Hope are tax deductible to the full extent allowed by law.

Convoy of Hope is a recipient of the prestigious Four Star Charity Award from Charity Navigator, and Convoy of Hope has been accepted as a Best of America by the Independent Charities of America.

Convoy of Hope is a member of the Evangelical Council for Financial Accountability (ECFA) and the Accord (Formerly AERDO).

At Convoy of Hope, accountability and transparency are an integral part of everything we do. From every donor restricted donation, Convoy of Hope's Board of Directors may allocate between 12% and 20% of that donation to cover support service and fundraising costs. If restricted donations exceed the need of the crisis, the capacity to respond to a crisis and/or when local conditions prevent effective assistance, Convoy of Hope's Board of Directors may reallocate these funds to help Convoy of Hope fulfill its global mission of helping children and families in need.



# 200,000 *by 2020*

## **2014 set baseline for an ambitious 5-year goal**

*There is enough food in the world to feed everyone on this planet. In many places where food is scarce, it's just a matter of getting the food there — and we're experts at doing that. We're also convinced that the key to breaking the cycles of economic, physical and spiritual poverty starts with our Children's Feeding Initiative.*

*By offering nutritious meals, clean drinking water, nutrition and hygiene education, medicine and care, emotional and spiritual care, job training for women, and the seeds and know-how for local farmers to feed their families and communities, we create transformational baselines that crush generational cycles of poverty and hunger.*

*By 2020 our goal is to have 200,000 children enrolled in our Children's Feeding Initiative. With your continued support this goal will be reached — and entire communities will be set free from poverty and hunger.*



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[give.convoyofhope.org](http://give.convoyofhope.org)