



**International Care Ministries  
2012-13 ANNUAL REPORT**



**INTERNATIONAL CARE MINISTRIES (ICM)** has been serving the poor in the Philippines since 1992.

At ICM, we believe that no one should live in abject poverty. With the right training, resources and support, the strongholds of poverty can be broken.

In the last few years, ICM has reached one-third of a million ultrapoor people with life-changing, community-based, holistic education. Our programs create measurable improvement in families and whole regions across the Visayas and Mindanao. This wide impact is possible due to ICM's unique approach of partnering with the existing infrastructure of local churches found in most Philippine slum communities.

After our four-month VHL (Values, Health, Livelihood) training program, ICM participants experience:

- 85% reduction in reported physical abuse in homes
- 22% reduction in serious illnesses
- 61% increase in household income

ICM provides help, inspires hope and creates change.

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1.4 BILLION  
people  
around the world  
live on  
LESS THAN  
**US\$1.25**  
per day.

## The Philippines

12th most populated  
country in the world



### TOTAL POPULATION:

94 Million **US\$6.50** PER CAPITA  
DAILY GDP

### POPULATION LIVING IN POVERTY:

25 Million **<US\$0.75** PER  
DAY

### POPULATION LIVING IN SUBSISTENCE:

10 Million **<US\$0.54** PER  
DAY

## AREAS OF OPERATION

ICM brings hope to those living below subsistence throughout Central and Southern Philippines, with bases in seven locations. With a generous grant from a US foundation, last year we began serving in the poorest province in the Philippines – Zamboanga Del Norte.

Manila CEO Office

## OUR PROVINCES

Total Population 11,853,927  
In Poverty 4,650,326 39%  
In Subsistence **2,071,129** 17%

Family Members  
benefitting from  
ICM Programs:  
(% of target population)

2009-10	50,031	2%
2010-11	66,109	3%
2011-12	98,830	5%
2012-13 projected	115,373	6%
<b>TOTAL</b>	<b>330,343</b>	<b>16%</b>

### PALAWAN

Population: 682,152  
In Poverty: 273,648 (30%)  
In Subsistence: 122,749 (13%)

6

### NEGROS ORIENTAL

Population: 1,319,599  
In Poverty: 522,873 (40%)  
In Subsistence: 252,936 (19%)

2

### ZAMBOANGA DEL NORTE

Population: 907,238  
In Poverty: 617,057 (62%)  
In Subsistence: 383,554 (38%)

7

### KORONADAL

Population: 3,072,751  
In Poverty: 1,042,243 (34%)  
In Subsistence: 395,548 (13%)

5

1

### NEGROS OCCIDENTAL

Population: 2,869,766  
In Poverty: 915,157 (32%)  
In Subsistence: 274,645 (10%)

3

### BOHOL

Population: 1,230,110  
In Poverty: 589,257 (48%)  
In Subsistence: 310,244 (25%)

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### GENERAL SANTOS

Population: 1,772,311  
In Poverty: 690,091 (39%)  
In Subsistence: 331,453 (19%)

## Participant Profile

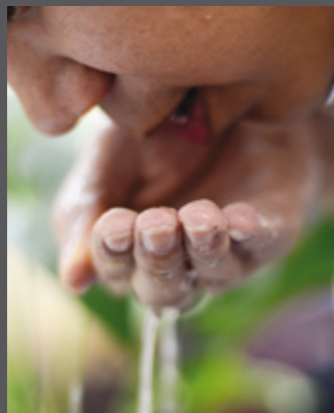
Our intention at ICM is to help those living at the absolute bottom of the economic ladder – those living in subsistence. Subsistence means only having enough money to pay for food – nothing else. People living in such destitution usually live in a state of hopelessness with no power to affect change. ICM gives them hope to believe that change is possible.

In order to be sure we are reaching these most vulnerable families, we use a poverty scorecard to select participants. We also conduct regular pre and post interviews of those in our programs. These 18,000 surveys from 963 communities yield two million data points, giving ICM an unparalleled ability to measure impact and improve effectiveness.



# 44¢

average  
daily income



# 61%

do nothing to  
purify their water



# 97%

use charcoal to  
cook food



# 27%

go hungry at least  
once a week



# 11%

of mothers have  
had one child die



# 4%

have had more  
than one child die



# 30%

walk at least 50m  
to get water



# 1.8%

household  
members over 65

## The Heart of ICM

Every year, ICM is able to enhance the lives of more than 100,000 men, women and children with programs that serve the poor. This reach is only possible due to our strategy of partnering with the existing infrastructure of local churches found in slums and villages across the Philippines. ICM staff members come alongside this network of more than 2,500 church leaders and their congregations, empowering them to more effectively serve their communities. Driven by a compassionate commitment to improve the well-being of those living around them, ICM's partner pastors and ICM staff members are the heart of ICM and the key to our effectiveness.

### PARTNER PASTORS

Because they live in the slums themselves, our dedicated partner pastors understand the hardships and challenges of being poor. This gives them credibility with those they invite to participate in ICM's programs.

- ▶ In order to host an ICM program, pastors recruit five "counselors" from their churches who help facilitate the training and follow-up. This team receives monthly training from ICM to equip and encourage them as they serve.
- ▶ Each week, counselors visit families in their homes to encourage application of lessons as they model the new practices in their own lives.
- ▶ Once weekly classes begin, the pastors teach the optional values portion of the training.

Over the course of the 16-week training, the collaborating church community becomes a social support network for participants, which is sustained long after ICM's programs conclude.



"The most powerful way to create change is using peers as teachers. So many NGOs use professionals from the capital cities as their teachers and there is enormous cultural distance from their recipients. People in ICM are peers of the people you are trying to reach."

*Peter Clark, M (Public Policy) Harvard, PhD (Social Science) Cornell*



### ICM STAFF

ICM's devoted team of Filipinos sacrificially serve the poor day after day. Most of our staff continue to live in the slums with ICM participants. As peers, ICM men and women serve with humble compassion, not out of pity.

- ▶ Our health and livelihood trainers travel daily to different squatter communities to engage families in learning.
- ▶ Our medical teams treat hundreds of patients every day at our medical clinics.
- ▶ ICM network leaders hold monthly training for our partner pastors, encouraging them as they serve.
- ▶ Our gardeners keep our demo-farms producing worms, soil and seeds.

These men and women work tirelessly to bring help, hope and change to the poor every day.



## VALUES IMPACT

↓ **85%**  
REPORTED  
PHYSICAL ABUSE

↑ **30%** VERY TRUSTING OF  
LOCAL GOV'T OFFICIALS  
↓ **69%** SERIOUS DISPUTES  
IN THE COMMUNITY  
↓ **23%** REPORTED  
SUBSTANCE ABUSE

## HEALTH IMPACT

↓ **22%**  
REPORTED  
SERIOUS ILLNESSES

↓ **26%** PEOPLE WHO EAT LESS  
THAN 3 MEALS A DAY  
↓ **18%** GO TO BED HUNGRY AT  
LEAST ONCE A WEEK  
↓ **15%** DO NOTHING TO PURIFY  
THEIR WATER

## LIVELIHOOD IMPACT

↑ **61%**  
REPORTED  
HOUSEHOLD INCOME

↓ **20%** HOMES WITHOUT  
ELECTRICITY  
↓ **47%** HOMES WITH  
SCRAP WALLS  
↓ **39%** HOMES WITH  
NO ACCESS TO TOILETS



“I have learned right things from wrong. I want to send my children to school no matter how hard it will be. We won't let them work while studying so they can focus well.”

38-year-old Josephine has five children. She supports her family by weaving mats.



“I didn't realize that many of my children's illnesses were due to bad hygiene. I'm happy my kids are now eating healthy food that I can grow.”

Anabelle is now keeping her home clean. She's also growing vegetables.



“Things have greatly improved for my family. I believe there is hope for our future.”

Emily has started her own small shop selling fruits, vegetables and spices. Emily, her husband, and their five children live in Bacolod.

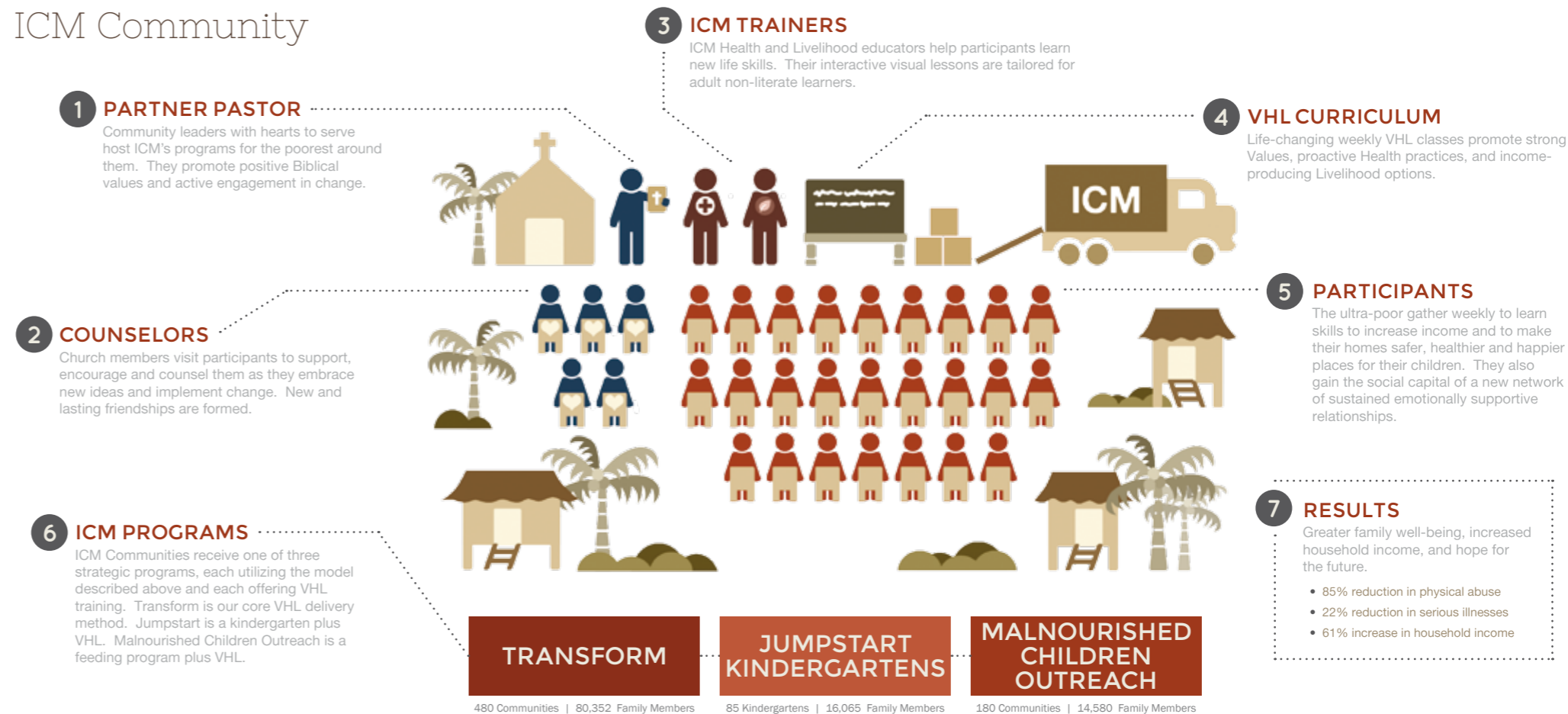
## The Strategy for Transformation

Poverty is more than a simple lack of income. The poor are hard-pressed to make progress toward a better life because they are limited in their ability to access assets like health care, jobs, education, adequate nutrition, clean water, sanitation and social networks. Most have grown up knowing nothing but poverty. They struggle to believe they have the capacity to change their world.

The solution to poverty then, must start with a change of heart. People need to believe that there is hope for a better future. The goal of ICM is just that. To bring people living in the dire conditions of poverty the training, resources and support they need to believe that a better future is possible.

Through the experience gained over the past 20 years, ICM has developed a holistic, community-based model to fight poverty that produces real, sustainable and resource-efficient results. The centerpiece of that approach is our VHL education curriculum. By itself, it's a good training program. But when delivered through a sustained community of people who genuinely care and provide help with tangible needs, we are seeing measurable change in families and whole communities.

## Picture of an ICM Community





## TRANSFORM



## TRANSFORM

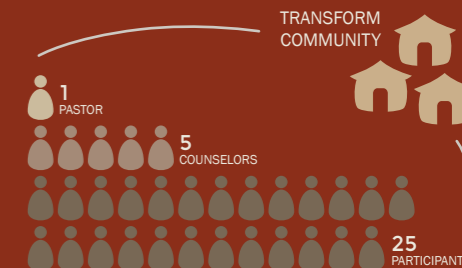
2012-13 Targets: 480 Communities | 14,880 Participants | 80,352 Family Members

ICM's Transform Program gathers 25 families in each community to attend ICM's 16-week VHL (Values, Health and Livelihood) practical life skills training course. The training is taught by ICM staff and is hosted in a local church in the slum. The pastor and five counselors do home visits to encourage application of lessons. Each week, participating families receive nutritious food packages. They can also access ICM's Medical Care Clinics, where they receive assessments, medications and referrals for free or reduced-price medical procedures with local hospitals and doctors. ICM staff members assist participants in obtaining important marriage and birth certificates necessary for government programs, including public school.

**Cost per Community (Cash)**      PhP 65,000 / HK\$ 12,000 / US\$ 1,500  
**Annual Cost**      PhP 76.5M / HK\$ 14.2M / US\$1.8M

"ICM works in an integrated way, drawing on the heart of development, the soul of faith and the head of business to generate results that we wouldn't get with only development, only faith or only business. *In my 26 years in this work, I've never seen a more promising approach to fighting poverty.*"

*David Larson, Int'l Project Manager (Asia & Near East), Cross International*



### PROGRAM COMPONENTS

- + 16-Week VHL Education Curriculum
- + Regular Home Visits
- + Weekly Food Supplements
- + Birth and Marriage Certificates
- + Medical Clinic Services

2011-12 IMPACT





“Because of Transform, I have a new community of friends in my barangay and that makes me happy,” says Nenita. “My neighbors, who also attended the VHL lessons, are more respectful of each other. People are communicating with each other nicely, unlike before.”

## Social Capital

ICM is committed to connecting people with people. The social networks that develop through Transform groups become places where trust, reciprocity and confidence can grow. These sustained relationships are safety nets for the poor and foster hope for a better future.

“Social capital is used among the poor to insure themselves against shocks, such as bad health, inclement weather or government cutbacks and to pool their resources, such as food, credit or child care. In addition to enabling poor people to start up small enterprises and increase their income, informal relationships often mean the difference between day-to-day survival and despair.”

*World Bank (2011)*



“It’s very convenient for us to use,” says Rodolfo of his new tippy-tap. Improving access to safe water and sanitation leads to healthier families and communities.

## Health

The two biggest killers of children in the developing world today are diarrheal disease and respiratory tract infections. The simple act of washing hands with soap can cut diarrhea risk by almost half, and respiratory tract infection by a third. This makes hand-washing a better option for disease prevention than any single vaccine.



(1) 50% started organic farms



(2) 70% sold cleaning products

(3) 30% sold snack products



(4) 8% started worm farms (vermiculture)

## Livelihood

The biggest challenge facing those living in poverty is attaining a sustainable livelihood. ICM’s hands-on livelihood training module provides instruction in financial literacy as well as specific job skills. As participants apply these lessons to start their own organic farms or small businesses, they learn that small investments in time and effort in the present can reap much larger benefits in the future. Not only do participants earn new income streams from their efforts but their successes also empower them to pursue other avenues of income generation. Increased social capital plus better health plus new skills learned through VHL all add up to an overall improvement in well-being for families. This positive change is accelerated into the future.

Based on our follow-up surveys of participants conducted one year after programs conclude:

- ▶ **19%** further increase in household income
- ▶ **50%** further decrease in those who eat less than 3 meals a day
- ▶ **66%** further decrease in homes with scrap walls
- ▶ **41%** further decrease in homes with no access to toilets
- ▶ **54%** further decrease in homes without electricity

## A Farmer's Story

At the age of 18, Eusibio suffered a violent machete attack and lost not only the use of one arm, but also his hope of ever climbing out of poverty. Desperate to support his family, he scavenged garbage and took odd jobs making charcoal, further damaging his health and his spirit.

When ICM's Transform program was offered through a local church in his community, Eusibio decided to join. With gusto he applied the new farming methods learned in the livelihood classes and he began cultivating a small vegetable garden next to his home. His hard work paid off and soon he was feeding his family with his produce.

But Eusibio wasn't satisfied. Encouraged by its success, he approached his landowner and got permission to farm more land. With his one functioning arm, Eusibio cleared a full hectare (2.5 acres) of very hilly and rocky terrain. His determination to support his family paid off. Soon he was growing enough vegetables to feed his family and still earn a stable monthly income of US\$200. This is enough to keep his six children in school. Over time, Eusibio plans to enlarge his farm to seven hectares (17 acres). He and his family are now facing the future with hope.

*Eusibio's family in 2009 (photos 1 & 2, this page)  
and in 2012 (photos 3 to 5, opposite page)*



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# JUMPSTART KINDERGARTENS



## JUMPSTART KINDERGARTENS

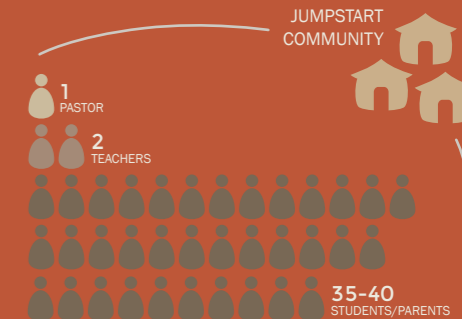
2012-13 Targets: 85 Kindergartens | 2,975 Students | 16,065 Family Members

ICM's Jumpstart Kindergartens give marginalized children an academic "jumpstart" on their lifetime of learning. We provide our students with the skills they need to excel when they move up to first grade in public school. We help children gain a strong academic foundation, but we also instill in our students a love of learning, an expectation of success, and the self-discipline they will need to succeed in their future studies. Jumpstart students historically perform at the top of their classes once they enter public school.

ICM's Jumpstart starts with a 10-month academic curriculum, taught by one trained teacher and one assistant, which prepares students for entry into first grade. Each student receives a daily hot lunch and a snack, prepared by the mothers. Sometimes this is the only meal they eat each day. The kids also get medical checks, which include deworming, vitamins and health monitoring throughout the year. We provide classroom set up for each school and we give each child a school uniform, backpack and school supplies. The kids thrive as they learn their lessons, do arts and crafts, sing new songs, and grow to love learning.

But the children aren't the only ones who benefit. The families of each Jumpstart Kindergarten are invited to participate in ICM's 16-week VHL Training, so they can learn new skills to provide cleaner, healthier and happier homes for their children. The whole family benefits from the Jumpstart program.

**Cost per Kindergarten (Cash)**      PhP 265,000 / HK\$ 50,000 / US\$ 6,500  
**Annual Cost**                                      PhP 33.5M / HK\$ 6.2M / US\$796K



### PROGRAM COMPONENTS

- + 10-Month Academic Curriculum
- + Daily Hot Meals
- + Medical Checks + Deworming
- + Supplies and Classroom Setup
- + VHL Education for Parents

**2011-12 IMPACT**

**ABC 80** KINDERGARTENS  
**1,799** GRADUATES  
**3,316** SCHOLARS  
**1,360** PARENTS IN VHL



Five year old Julius is an ICM Jumpstart Kindergartener in Bohol. His parents, who only graduated from 6th grade, are seasonal farm laborers. They earn barely enough to support their three children. At school, Julius likes to help clean up after lunch and at home he enjoys helping to cook rice. His teacher and his father say that he is getting better at behaving. He wants to be a policeman when he grows up.

## Significant Jumpstart Changes

### Dual Stream Classes

ICM's kindergartens have always operated on a full day schedule for 25 students. But during the 2011-12 school year, ICM operated four of our 80 kindergartens on an experimental dual stream schedule, where one group of 15 students met during the morning and another group of 15 students met in the afternoon. The experiment was successful: children on the half-day schedule achieved similar accademic progress as children on the full-day schedule.

Therefore, during the 2012-13 school year, ICM will operate all of our Jumpstart Kindergartens on a dual stream schedule with two classes of between 15-20 children each -- one in the morning and one in the afternoon. As a result, Jumpstart Kindergartens are now able to serve more children for only a minor increase in cost. Up to 40 children in each school (instead of 25 children) will now receive a jumpstart on a lifetime of learning.

### Department of Education Endorsement

The Philippine Department of Education (DepEd) has been very supportive of ICM's efforts to improve education among ultrapoor children. In May 2012, ICM signed a milestone memorandum of agreement with DepEd. Now all of ICM's Jumpstart Kindergartens are officially recognized by the government. ICM is the first non-government organization in the Philippines to form a public-private partnership with DepEd in kindergarten provision.

*"One extra year of schooling decreases the chances a child will spend their life in poverty.... An extra year of female schooling reduces fertility rates by 10%.... Each extra year of a mother's schooling reduces the probability of infant mortality by 5% to 10%."*

*UNESCO (2010)*

## Elementary Scholarships

Research by the Asian Development Bank indicates that a child in poverty who receives no education has a 53% chance of remaining in poverty as an adult. With an elementary education, this falls to 35%. A high school diploma brings the chance of remaining in poverty down to 20%. With each additional level of schooling reached, the poverty incidence falls. With this in mind, ICM provides scholarships for all Jumpstart graduates who matriculate into their local schools.

ICM elementary scholars receive financial assistance to help with public school fees and the various hidden costs of education. Students also receive accident insurance. In order to keep the scholarship, first graders must keep their marks above 75% and those in grades two to six must keep their marks above 80%. All first grade scholars, as well as older struggling students, receive Saturday homework help to ensure their success in public school. In 2012-13, ICM will have about 4,500 elementary scholars.

### ICM's First Jumpstart Graduates

ICM opened its first kindergartens in June 2005. Since then, ICM has stayed engaged in their schooling. We are thrilled to announce that in March 2012, ICM's first batch of kindergarteners graduated from elementary school. In June 2012, they entered secondary school! Here are a few of those first graduates:



All three of Fe and Rolando's children are ICM elementary scholars. This year, 10 year old Mary Jane has excelled in grade five, receiving top honors and actively participating in the debating, dance and glee clubs at her school. Mary Jane's two sisters, eight-year old Rubi and five-year old Maechelle are also receiving honors and awards in their classes. Fe and Rolando are extremely grateful that because of ICM, their intelligent girls are able to thrive at school.



# MALNOURISHED CHILDREN OUTREACH



## MALNOURISHED CHILDREN OUTREACH

2012-13 Targets: 180 Communities | 2,700 Participants | 14,580 Family Members

The problem of malnutrition among children in the Philippines is serious. UNICEF studies estimate that malnutrition is an underlying condition in more than a third of deaths of children younger than five. Severely wasted children, those with a low weight for height ratio, experience a mortality rate nine times higher than the normal population.

To address these sobering statistics, ICM developed the Malnourished Children Outreach (MCO), a feeding program for acutely malnourished children. The program provides daily (five days/week) nutrition support in the form of protein and micronutrient fortified rice-based meals for four months for children suffering from malnutrition. The children also receive vitamin A and deworming medications, both proven interventions to reduce malnutrition.

In addition to feeding the children, the MCO engages parents in our participatory Values, Health and Livelihood education, which is tailored to address underlying causes of malnutrition. The training includes topics such as sanitation, food hygiene, early childhood nutrition, disease prevention and management, and family planning. We also teach home-based vegetable production and opportunities to increase income by developing small businesses.

**Cost per Community (Cash)**      PhP 50,000 / HK\$ 10,000 / US\$ 1,250  
**Annual Cost**      PhP 15.2M / HK\$ 2.8M / US\$ 362K



### PROGRAM COMPONENTS

- + Daily Nutritious Meals
- + Monitoring of Height and Weight
- + Medical Checks
- + Birth and Marriage Certificates
- + VHL Education for Parents

**2011-12 IMPACT**

- 215** COMMUNITIES
- 2,249** CHILDREN
- 269,202** MEALS
- 25%** AVERAGE WEIGHT GAIN

## Long-lasting Results

The charts at the right show the distribution of wasting scores (weight-for-height) of MCO children on admission, at the end of the four-month feeding program and follow-up. The green lines represent the World Health Organization standard distribution of weight-for-height in a healthy population. The red lines show the weight-for-height distribution of ICM's MCO children. Children with standard deviations of -2 to -3 below mean are considered moderately wasted and are at three times greater risk of death. Severely wasted children at -3 and below, experience increased mortality at nine times the healthy population.

The graphs demonstrate that ICM's MCO program is saving lives. By the end of our four-month feeding, 93% of children have achieved a healthy weight. The small percentages of children who remain severely wasted receive a health check-up and are enrolled in a home-based feeding program until they achieve a healthy weight. Long term follow up (3 to 10 months after program completion) demonstrates that almost all of the children maintain or improve their weight following completion of the MCO.

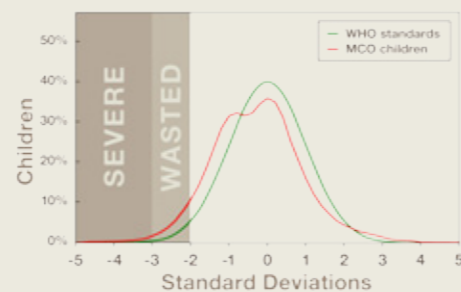
“Early malnutrition can lead to long-term damage, including lower cognitive achievement and reduced grade attainment... Hunger not only threatens lives, but also undermines cognitive development and affects children's future capacity.”

UNESCO (2010)

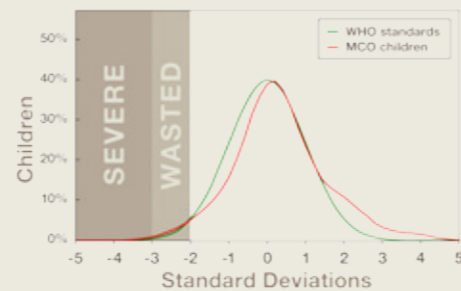
### Before Program



### At Completion of Program



### 3-10 Months After Program



## FOUR MONTHS OF FEEDING

### Gerriane (14 months old)



**BEFORE**

Severely Wasted (6 kg / 13.2 lbs)



**AFTER**

Slightly Below Normal (8 kg / 17.6 lbs)

### Princess (17 months old)



**BEFORE**

Wasted (7.1 kg / 15.6 lbs)



**AFTER**

Normal (9.3 kg / 20.5 lbs)

### Reych Andrew (15 months old)



**BEFORE**

Wasted (6.5 kg / 14.3 lbs)



**AFTER**

Above Normal (9.5 kg / 20.9 lbs)

### Evonnie (12 months old)



**BEFORE**

Wasted (5.6 kg / 12.3 lbs)



**AFTER**

Above Normal (8 kg / 17.6 lbs)



## MERCY PROGRAMS

## MERCY PROGRAMS

In the course of running our strategic programs, ICM often becomes aware of families with medical concerns that they are unable to address on their own. ICM's Mercy Programs provide special assistance to help those in need.

### Care Clinics

ICM operates medical clinics for the poor at five of its seven bases of operation. After consulting with ICM doctors to assess problems, indigent patients are treated and provided with necessary medications. When specialist procedures are required, patients are referred to partnering doctors and nonprofit organizations who provide medical services at minimal cost. ICM also offers Open Air Clinics to our Partner Pastor network, which not only help people unable to access medical care but also enable pastors to build the relationships needed to launch strategic programs.

### Special Medical Cases

ICM's Special Medical Case (SMC) program benefits hundreds of patients who cannot afford critical medical procedures and services. Common cases treated include premature births, hernias, imperforated anuses, and eye disorders.

### Treatment Packages

New in 2012-13, ICM creates treatment packages for our sickest participants. These packages contain health education materials, medications, soap, blankets, fortified food and a checklist for treatment. Each package is designed to address a prevalent medical condition experienced by the poor: malnutrition, maternal/newborn care, tuberculosis, dehydration, diarrhea and asthma. Our Treatment Packages mean that the poor have ready access to quality health care when they need it most.

### PARTNERSHIPS TO REDUCE MEDICAL COSTS

In 2012 we updated clinic practices and provided staff training to raise awareness of government health services available for the poor. We invested in developing stronger relationships with partnering doctors and special medical missions. As a result, last year ICM expended only US\$7,307 on SMCs but ICM participants received medical procedures worth US\$99,420. These partnerships therefore allow ICM to multiply the impact of its medical spending by 13 fold.

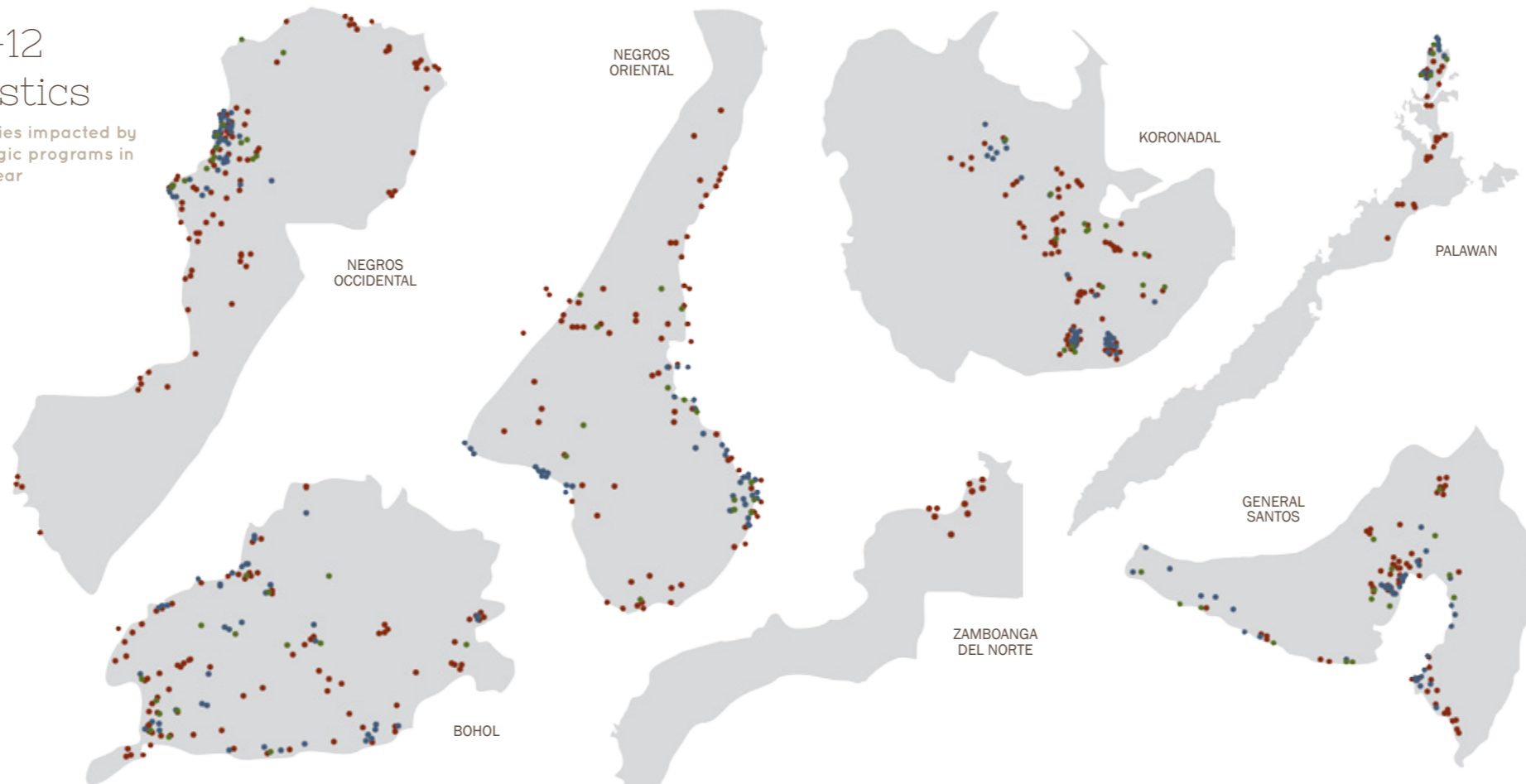
2011-12 IMPACT	<b>11,746</b> Patients in Care Clinics
	<b>10,197</b> Patients in Open-Air Clinics
	<b>24</b> Special Medical Cases
	<b>672</b> Regular SMC Patients
	<b>949</b> Emergency Patients

**OPPOSITE PAGE:** 41-year old Felipa constantly worried about the mass that was growing in her abdomen. When a local pastor brought her to ICM, she was able to have the cyst removed. "I am forever grateful to the Lord because of ICM." Felipa lives in Bohol, where she supports her family by weaving nipa mats.



# 2011-12 Statistics

Communities impacted by ICM strategic programs in the past year



● TRANSFORM

476 COMMUNITIES

59,119 FAMILY MEMBERS

10,948 PARTICIPANTS

3,014,814 MEALS

● JUMPSTART KINDERGARTENS

80 KINDERGARTENS

27,621 FAMILY MEMBERS

1,799 GRADUATES

1,360 VHL PARENTS

3,316 SCHOLARS

266,460 MEALS

● MALNOURISHED CHILDREN OUTREACH

215 COMMUNITIES

12,090 FAMILY MEMBERS

2,239 CHILDREN

269,202 MEALS

**TOTAL REACH**  
DURING 2011-2012

**98,830**  
FAMILY MEMBERS

# IMPACT SUMMARY



NEGROS OCCIDENTAL



NEGROS ORIENTAL



BOHOL



KORONADAL



PALAWAN



ZAMBOANGA DEL NORTE



GENERAL SANTOS

# STAFF & GOVERNANCE

## PHILIPPINE LEADERSHIP

ICM's work is made possible by a team of 295 Filipinos in the Visayas and Mindanao who work from our seven bases of operation. Philippine operations are overseen and coordinated by Co-CEO's Dan Owens and Helen Turner, along with their Executive Committee made up of regional area heads and strategic program heads.



**Dan Owens**

Co-Chief Executive Officer  
Chief Administrative Officer



**Helen Turner**

Co-Chief Executive Officer  
Chief Operations Officer



**Herman Moldez**

Chief Training Officer



**John Enguana**

Founding Member



**Johnny Tapuz**

Chair of ICMFI



**Jackie Banasing**

Co-Director of Education



**Minori Nagatomo**

Co-Director of Education



**Daniel Mayhugh**

Director of Livelihood



**Danilo Mijares**

Area Head  
Negros Occidental



**Samuel Templado**

Area Head  
Negros Oriental



**Primo Sistual**

Area Head  
Bohol and Palawan



**Evren Managuit**

Area Head  
General Santos



**Jonathan Sanchez**

Area Head  
Koronadal



**David Duela**

Area Head  
Zamboanga del Norte

## INTERNATIONAL BOARD OF DIRECTORS

ICM's highly engaged board of directors provides strategic direction and development oversight.



**David Sutherland**

Chairman of ICM Board  
Chief Financial Officer  
*Morgan Stanley Asia*



**Charles Caldwell**

Director, Human Resources  
*English Schools Foundation*



**Lily Ng**

Financial Consultant



**Harry Turner**

Chief Executive Officer  
*Opportunity International*  
*Global Microfinance Ops.*



**Malcolm Wood**

Executive Director  
Head of Investment Strategy  
*MSSB Australia*



**Jovi Zalamea**

Executive Director  
*Goldman Sachs*

## BOARD OF ADVISORS

ICM benefits from the generous counsel of a wide range of professionals. Members of the Board of Advisors are committed to assist ICM with their wisdom and due diligence.

Greg Anderson

Nick and Terri Appel

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Michael and Entela Benz

Stephen and Pam Birkett

Michael Birley and Anne Sawyer

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Jonathan and Dorothy Cheng

Bong and Maribel Consing

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Lyn and Teresa Fox

Marc Geary

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KT and Daphne Kuok

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## NATIONAL LEADERS

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Daniel Owens *Co CEO & CAO*

Herman Moldez *Chief Training Officer*

Daniel Mayhugh *Director for Livelihood*

Minori Nagatomo *Co-Director for Education*

Arthur Gonzaga *Director for Human Resources*

Edyline Ramos *Director for Finance*

Dr. Melinda Gill *Medical Advisor*

Kathryn Zamora *National Health Services Officer*

Anna Mayhugh *SMC Support*

Robinson King *Communications Manager*

Roberto Santiago *IT Lead*

### PROVINCES

Jackie Banasing *Co-Director for Education (Bacolod Office)*

Juanito Policios *Livelihood Project Officer (Gensan Office)*

Zaldy Rodriguez *Director for Metrics (Bacolod Office)*

Eva Rodriguez *Social Worker National (Bohol Office)*

Annie Tapuz *Donor Communications National (Bacolod Office)*

Laila Natapol *Travel Officer (Bacolod Office)*

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*Donor Relations*

Peter Fry

Daphne Kuok

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Mike Small

Lawrence Tuck

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Josh Avrick

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Nika Shum

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Louise Joachimowski

Michal Joachimowski

Erin Manfredi

Merryl Tan



## NOTES

In 2009-10, ICM's strategic programs reached 50k people, increasing to 75k and 98k in subsequent years. In 2012-13, ICM intends to reach 115k people, a 17% increase compared to last year and a 130% increase on our impact only three years ago.

ICM substantially increased the size of its operations while reducing support expenses from 10% to 9% of overall expenses.

## Exchange Rates:

2013: US\$1 = HK\$7.78 = PHP 42

2012: US\$1 = HK\$7.82 = PHP 43

## 2011-12 ACTUAL FINANCIAL RESULTS

Year Ended May 31, 2012 (in '000s)

	Philippine Peso (PHP)	HK Dollars (HK\$)	US Dollars (US\$)	
TRANSFORM	68,211	12,402	1,586	44%
Feeding	42,004	7,637	977	
VHL	26,207	4,765	609	
JUMPSTART	30,446	5,536	707	20%
Kindergartens	19,276	3,505	448	
VHL for Parents	6,592	1,199	153	
Scholarships	4,578	832	106	
MCO	6,134	1,115	143	4%
PROGRAM DEVELOPMENT	16,138	2,934	375	10%
MERCY	14,419	2,622	335	9%
SUPPORT	14,988	2,725	349	10%
CAPITAL (Vehicles, Office)	3,994	726	93	3%
<b>TOTAL ACTUAL</b>	<b>PHP 154,330</b>	<b>HK\$ 28,060</b>	<b>US\$ 3,588</b>	<b>100%</b>

## 2012-13 BUDGET

Year Ending May 31, 2013 (in '000s)

	Philippine Peso (PHP)	HK Dollars (HK\$)	US Dollars (US\$)	
TRANSFORM	76,537	14,174	1,822	36%
Feeding	49,329	9,135	1,175	
VHL	27,208	5,039	648	
JUMPSTART	42,144	7,804	1,003	20%
Kindergartens	27,545	5,101	656	
VHL for Parents	5,912	1,095	140	
Scholarships	8,687	1,608	207	
MCO	15,197	2,814	362	7%
PROGRAM DEVELOPMENT	19,524	3,616	465	9%
MERCY	38,168	7,068	909	18%
SUPPORT	18,260	3,381	435	9%
CAPITAL (Vehicles, Office)	2,983	552	71	1%
<b>TOTAL BUDGET</b>	<b>PHP 212,813</b>	<b>HK\$ 39,410</b>	<b>US\$ 5,067</b>	<b>100%</b>

## NOTES

ICM's increased budget is primarily attributable to a massive increase in donated food. Value of anti-malnutrition food expended in the 2011-12 actuals was US\$1.086M and the value of that food in the 2012-13 budget is US\$2.055M.

Last year, ICM's cash budget was US\$2.730M, but our cash expenses were only US\$2.503M - 8% below budget.

In 2012-13, ICM's cash budget is US\$3.011M, a 10% increase from last year's cash budget and a 20% increase from last year's cash actuals.

These pages consolidate the results of two ICM Philippine charities (ICM Foundation Inc. and ICM Manila), but exclude modest costs from Hong Kong and the USA. Non-Philippine costs are supported by designated donations (including banquet tables and donations from the Board of Directors), allowing virtually all other donations to go straight to the Philippines.

ICM's financial statements are audited by SGV & Co., the largest accounting firm in the Philippines and an affiliate of Ernst and Young LLP. All of ICM's audited statements are available on request. ICM's books are open to our donors. Any questions about finances? Just ask.

"I was shocked the first time I saw their office. Who knew that they could put on such a slick, professional event with so little."

"The thing that is so impressive is that they do so much with so little - their administrative ratio is incredibly low."

"Their low overhead is one of the things that makes them stand-out, that's for sure."

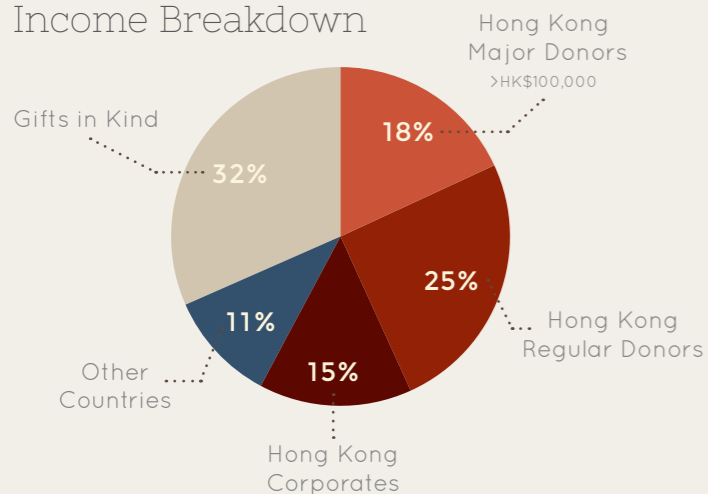
- Comments from Donors

## Partner Profile

ICM is generously supported by a wide variety of donors. While Hong Kong remains the primary ICM donor demographic (with Hong Kong individuals and Hong Kong corporates accounting for 58% of total donations), awareness of and support for ICM from donors in Australia, the USA, the Philippines, the UK and other countries is growing. In 2011-12, ICM held fundraising banquets in Hong Kong, Sydney, Manila, and Washington, D.C.

ICM runs vision trips that connect donors to the children, families and communities that their gifts support. Offered throughout the year, visitors from corporations, schools, youth groups and individual families experience the impact of ICM's work.

### Income Breakdown



### Food Partners

An important part of ICM's work is our ability to provide the poor with nutritional food. This is possible due to the generosity of two US based non-profit organizations, **Feed My Starving Children (FMSC)** and **Kids Against Hunger (KAH)**. In 2011/12, FMSC and KAH donated 721,218 packages of protein and micronutrient fortified rice-based dehydrated food representing 4,327,308 nutritious, life-giving meals. **Negros Navigation** also partners with ICM by donating free shipping of the containers of food from Manila to each of the bases.

FMSC and KAH food is used to prepare meals for all the children in our Jumpstart Kindergartens and in our MCO. We also give FMSC and KAH food to families in Transform as a way to offset income lost through attendance. Additionally, we provide FMSC and KAH food to those in our Mercy Medical Programs to improve the nutritional health of our patients and facilitate recovery.

### Top Corporate Donors

- 1 Macquarie Group Foundation
- 2 Goldman Sachs & Co.
- 3 Island ECC
- 4 BGC Hong Kong
- 5 BTIG Hong Kong

### Vision Trip Statistics

- 346** Participants  
**43** Trips  
**174** Trip Days  
**19** Nationalities

Activities included construction, feeding, home visits, and teaching.

## HOW TO GIVE

Name: \_\_\_\_\_ Mr / Mrs / Ms

Organization Name (if applicable): \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Email Address: \_\_\_\_\_ Contact Number: \_\_\_\_\_

I/We would like to support the following:

**General Donation** (*where most needed*)      One-time      Monthly     = \_\_\_\_\_

**Transform Community** (*16 week VHL, weekly food for 150+ family members*)  
 No. of Communities: \_\_\_\_\_ x PHP65,000 / HK\$12,000 / US\$1,500     = \_\_\_\_\_

**Jumpstart Kindergarten** (*10-month school for 30-40 children, VHL for parents*)  
 No. of Kindergartens: \_\_\_\_\_ x PHP265,000 / HK\$50,000 / US\$6,500     = \_\_\_\_\_  
 Preferred Kindergarten Name/s: \_\_\_\_\_

**Malnourished Children Outreach** (*Feeding for 45 malnourished kids -- three 16-week sessions, VHL for parents*)  
 No. of MCOs: \_\_\_\_\_ x PHP150,000 / HK\$30,000 / US\$3,750     = \_\_\_\_\_

**Medical Fund** (*medical treatment fund*)  
 No. of Funds: \_\_\_\_\_ x PHP215,000 / HK\$40,000 / US\$5,000     = \_\_\_\_\_

I/We would like to pay by:

**Cash**  **Bank Transfer** (We will forward the bank details/autopay form to you)

**Cheque**

Cheque Number: \_\_\_\_\_ Bank: \_\_\_\_\_

Please make payable to --

*Hong Kong residents:* "International Care Ministries Ltd." (HK tax receipts)  
"Friends of Hong Kong Charities, Inc." (HK and US tax receipts, HK\$ or US\$ amounts)

*USA residents:* "International Care Ministries, Inc."

*Philippine residents:* "International Care Ministry Foundation, Inc."

**Credit Card**

Card Type:  Visa  Mastercard  American Express

Credit Card Number: \_\_\_\_\_ Expiry Date: \_\_\_\_\_

Name on Card: \_\_\_\_\_ Validation Code: \_\_\_\_\_

Cardholder's Signature: \_\_\_\_\_

Complete Billing Address: \_\_\_\_\_

My company will MATCH MY GIFT.

Please send this form to [give@caremin.com](mailto:give@caremin.com) or to any of the addresses below together with your payment:

**Hong Kong:** ICM, GPO Box 2089, Central

**USA:** ICM, 7498 Sheridan Place, La Plata, MD 20646

**Philippines:** ICM, PO Box 280, Araneta Center, Cubao, Quezon City 1135

ICM partners with Global Development Group in Australia and with Stewardship in the UK to process tax deductible donations.

For donations requiring tax deductible receipts in either Australia or the UK, please email us at [give@caremin.com](mailto:give@caremin.com) for further details.



"When you go [on a mission trip] and see the pre-schools, it is amazing what they are doing for those kids."

"What I think is great about what ICM does is that they are so accountable. They are so data-driven. Other charities you might have concerns about how well they are using your money, but I have no worries about ICM."

"I think the people at ICM are tremendously passionate... they do so much with so little..."

"ICM's work is just undeniably impressive."

"I have been a big fan of ICM for years now. Not only is the mission so important but the professionalism of how they approach their work is unparalleled."

"They are just a great organization. They are doing really meaningful work and getting results. I work with a lot of charities but ICM is heads and shoulders above the others."

- Comments from Donors



ICM is a registered charity in the Philippines, Hong Kong and the United States.

ICM partners with Global Development Group in Australia and with Stewardship in the UK to process tax deductible donations.

Website: [www.caremin.com](http://www.caremin.com) | Email: [info@caremin.com](mailto:info@caremin.com)

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AUSTRALIA	20 Parklands Avenue, Lane Cove, Sydney 2066
UNITED KINGDOM	23 Latimer Road, Headington, Oxfordshire OX3 7PG