FRIENDSHIP BRIDGE
Empower Women. Eliminate Poverty.

2022 Annual Report



Dear friends,

It is with great pleasure and pride that we present to you the 2022 annual report for Friendship Bridge. This year has been a remarkable journey of growth, innovation, and profound social impact, solidifying our commitment to empowering Guatemalan women to build a better life. 2022 marked the end of an era for Friendship Bridge, as our former President & CEO, Karen Larson, retired after 13 years. Even as Karen prepared to pass the reins to new leadership, Friendship Bridge stayed on track with the goals of our Strategic Plan during its second year of implementation.

There are so many things to be proud of related to growth, social impact, awards, and organizational transparency, on which we offer more detail in this 2022 Annual Report. For example:

- We were named the #1 Best Place to Work® for Women (pg. 12) in addition to being ranked as an overall Great Place to Work®. It is important to note that many microfinance organizations do not receive external awards—the fact that we are being recognized can be credited to the high standards of our staff.
- We implemented the **Poverty Stoplight** (pg. 15), designed to help our clients holistically assess their living conditions and quality of life. As a result, our clients were able to identify concrete actions for improvement, on which they continue to work with our support.
- We opened a new branch office in the highland city of Cobán, allowing us to reach a completely new department of Guatemala where we did not have representation before (pg. 6).
- Our total loan portfolio has grown significantly, enabling us to provide vital financial services to an increased number of aspiring women entrepreneurs and small businesses in Guatemala. We disbursed nearly $25 million in loans to over 34 thousand women during 2022, reaching a year-end gross loan portfolio of $13 million, a 25% increase over 2021 and the largest portfolio in the history of Friendship Bridge (pg. 17).
- We piloted the Blended Learning program (pg. 8), a virtual option for individual learning so that clients could reinforce Non-Formal Education concepts in between monthly Trust Bank meetings. This option offers another avenue to continually address the digital divide that our clients face. Increasing digital literacy of Guatemalan women living in poverty is of paramount importance, as it not only empowers them with access to essential resources, education, and opportunities, but also fosters gender equality and socioeconomic progress for the country as a whole.

(continued on next page)



In addition, our newest program, *Bridge to Success* (pg. 9), finished its first full year in 2022. The progress of clients who have enrolled in the program is clear: at the half-year check-in of their action plans, 94% had progressed towards meeting their goals, and 63% of *Entrepreneurs* with more than six months in the program were able to add new products or services to their businesses. We look forward to growing this program even more in coming years, and we are honored that you are on this journey with us.

None of these accomplishments would have been possible without the collective efforts of our exceptional team. We extend our heartfelt gratitude to our dedicated employees, who work tirelessly to serve our clients and uphold our organization's values. Their unwavering commitment, expertise, and passion have been instrumental in our success.

As we celebrate this year's achievements, we also remain acutely aware of the challenges that lie ahead. The socio-economic and political landscape continues to evolve, and we must stay agile and adaptive to meet the changing needs of our clients. We will continue to invest in our people, embrace innovation, and foster collaborations that amplify our impact in the communities we serve.

On behalf of the entire staff and Board of Directors, we thank you for your continued support—your trust and confidence in our organization have been the driving force behind our success. We are eager to build on our past successes while ushering Friendship Bridge into a new era. Together, we are transforming Guatemalan women's lives, nurturing their dreams, and empowering women to choose their own path in a more inclusive and prosperous future.

With sincere gratitude,



Tracie Cordeiro
President & CEO (as of 2023)



Susie Miller
Board of Directors Chair

About Tracie

Tracie joined Friendship Bridge five years ago as Friendship Bridge's Chief Financial Officer, bringing with her a strong track record of success in the nonprofit sector. Throughout these years, she has had the opportunity to work closely with staff and clients in Guatemala to gain an in-depth understanding of the unique challenges they face in the country. Tracie is a CPA, fluent in English and Spanish, and brings 25 years of valuable finance and leadership experience to the CEO role. Before joining Friendship Bridge, she helped lead the finance and procurement area of Opera Australia, a 100-million-dollar nonprofit organization, for 11 years. Prior to that, she worked in finance and leadership positions for Honeywell and KPMG in the U.S., Europe, and Asia Pacific, where she gained deep, technical experience in finance, accounting, and audit, working in both English and Spanish across a diverse portfolio of organizations. A Wisconsin native, wife, and mother of two girls, Tracie is a summa cum laude graduate of Arizona State University with a BA in accounting and a minor in Spanish.

To learn more about Tracie, click here to watch *A Fireside Chat with Tracie Cordeiro.*

GET TO KNOW TRACIE



What We Do

Friendship Bridge is a nonprofit social enterprise creating opportunities that empower Guatemalan women to build a better life. We utilize the tools of microcredit, education, and preventive health services to support our clients in building resilience and pursuing their chosen opportunities. We call this *Microcredit Plus.*

WATCH OUR IMPACT VIDEO

External Recognition

Friendship Bridge received international recognition in 2022! Here are some highlights:

Friendship Bridge earned a 4-star rating, the highest rating possible, from Charity Navigator for our third consecutive year, which shows our commitment to accountability and transparency. This exceptional rating sets us apart from other nonprofits.

GIVE WITH CONFIDENCE

We ranked first in Best Places to Work for Women™ in Central America and the Caribbean in 2022, among 25 other multinational organizations that participated including Cisco Systems Costa Rica and 3M.

SEE PG. 12

We earned a 2022 Platinum Seal of Transparency with Candid *(formerly Guidestar)*. This outstanding designation proves you can support our work with trust and confidence.

VIEW OUR PROFILE

Cerise SPI, a social performance audit conducted annually, resulted in an outstanding score for 2022 of 82 points, significantly better than the prior year (67 points) and above industry average (69).

SEE PG. 14

Friendship Bridge ranked third in Latin American and Caribbean countries in the world's first microfinance social performance index against 72 other microfinance institutions in 41 countries.

SEE PG. 13

2022 marked our third year being certified as a Great Place to Work® in Central America and the Caribbean. See how we rose above 100+ other organizations.

SEE OUR RANKINGS

Our Theory of *Change*

Friendship Bridge has always been committed to making a transformative social impact in the lives of Guatemalan women, their families, and their communities. Over the years, we have dedicated resources to closely evaluate our work and to ensure Friendship Bridge is on track to achieving its mission. This allows us to continuously learn how to improve program design and delivery. With our mission and vision as the guiding light for the organization, we define our Theory of Change through the metaphor of a tree. The trees below represent the two distinct client segments we serve: *Dreamers* and *Entrepreneurs*. The roots are our products and services (or interventions), and the leaves are the outcomes we expect to achieve.

VIEW OUR 2021-25 STRATEGIC PLAN (English / Spanish)

Dreamer Tree Necessity-Driven Businesses

Impact

- Participate in decisions about their health
- Participate in decisions about their income
- Improved economic well-being
- Improved conditions at home
- Children in school, both more and longer

Plus Services

- Non-Formal Education
- *Health for Life*
- *Women's Agricultural Credit & Training*
- *Advanced Business Training*

Financial Services

- Group Loans
- Parallel Loans
- *Chanim-Chanim* Loans



Entrepreneur Tree Livelihood-Sustaining Businesses

Impact

- Create employment
- Increased income and/or assets
- Increased leadership at home, in her business, and in her community

Plus Services

- Business development and mentor services
- Market and peer-to-peer connections
- Handmade by Friendship Bridge®

Financial Services

- Individual Loans
- Lines of Credit



Impact Statement + Strategic Plan Goals

We will build trusting relationships with our clients and employees. We will provide suitable products and services and operational excellence. As a result, our clients will experience a combination of increased resilience, improved empowerment, and business development.

Seeds of Empowerment

Norma (*pictured below*), a mother of six, joined a Trust Bank 12 years ago. "My dad used to say that women didn't need to go to school, and it was a waste of money to invest in them," Norma remembered. Her family works together to grow strawberries, cabbage, and onions on four acres of leased land. They have two full-time employees year-round, plus several others during the harvest season. Norma utilizes her loans to purchase seeds and a drip irrigation system, which helps conserve water.

"The training received throughout the years has helped. Sometimes we think that no one understands us, but when we come to the [Trust Bank] meeting, we realize that many of us face similar situations, and we comfort each other," Norma said. "Thank you, Friendship Bridge, for trusting women farmers. Many organizations do not give us loans because they say it is risky, but we also have the right to get ahead."



NORMA
Friendship Bridge agriculture client

Impact²

Our strategy will have a multiplier effect by serving two distinct client segments and doubling our revenue and operations by 2025, thus exponentially impacting an even greater number of Guatemalan women, families, and their communities.

1. **Responsible Growth**
   Use strategic targeting to acquire new clients and geographies, improve client retention rates, and expand the reach and depth of our programs and services.
   SEE PG. 6

2. **Innovation and Technology**
   Be a nimble, responsive, and learning organization that is quick to respond to client and market needs. New technologies will allow both Friendship Bridge and our clients to prosper. SEE PG. 8

3. ***Bridge to Success***
   Provide appropriate products and services to *Entrepreneur* clients to support the creation and/or expansion of their businesses, increase empowerment, activate business development, and create jobs in the rural areas of Guatemala. SEE PG. 9

4. **Social Impact**
   Contribute to creating positive generational change and community transformation for clients, their families, and Friendship Bridge employees. SEE PG. 12

Goal #1

Responsible Growth

Use strategic targeting to acquire new clients and geographies, improve retention rates, and expand the reach and depth of our programs and services.

Achievements

OPERATIONS

- Expanded our geographic coverage to the Alta Verapaz department by opening up a new branch in Cobán.
- Our Loan Officers served and visited on average three Trust Banks per day, providing communities with credit and education services.

CREDIT

- Served nearly 34 thousand clients, 5% more than in 2021.
- Disbursed nearly $25 million in loans, a 22% increase from previous year, ending the year with a $13 million loan portfolio—the largest portfolio in the history of Friendship Bridge.
- Maintained our position as having one of the highest quality loan portfolios in the region and the industry, with 2022 write-offs representing less than 1% of our average gross loan portfolio.

INSTITUTIONAL ACHIEVEMENTS

- Raised $1.7 million in new investor funding and loans rolled over to support the growth of the portfolio by 23% in 2022.
- Funded record-breaking $2.9 million on the Kiva platform.

In 2022, Friendship Bridge operated 11 branch offices and 2 satellite locations across 13 departments within Guatemala to reach even more women in rural areas.

VIEW MAP ON BACK PAGE 26

Empowering Individuals, Empowering Change

In 2007, Marta Julia seized an opportunity to join Friendship Bridge, where she initially served as a Credit & Education Facilitator. Her dedication and talent propelled her along her career path, ultimately leading to her current position in which she leads a team of four and coordinates with multiple departments. Friendship Bridge has allowed Marta Julia to pursue higher education while working; she has earned a degree in Business Administration and completed the first year of a master's program. "As a woman myself, I am acutely aware of the societal limitations imposed by machismo, making Friendship Bridge's mission deeply meaningful to me," she said.

MARTA JULIA
Credit Analysis Coordinator



Goal #1
continued

HANDMADE ® by FRIENDSHIP BRIDGE

Handmade by Friendship Bridge® is a social enterprise business that supports our artisan clients with acquiring the skills, education, learning experiences, and technical assistance they need to reach their potential and independently sell their handmade products in local, national, and international markets.

WATCH HANDMADE BY FRIENDSHIP BRIDGE® VIDEO

- Artisan clients in the program provided employment to 127 people during the year.
- Over 16 thousand products sold for more than $140 thousand.
- Launched our **Master Weavers Collection** and celebrated the 19 talented artisans who created it with an exhibition opening in Denver, Colorado.





SHOP NOW

at HANDMADEBY FRIENDSHIPBRIDGE.ORG

Stitching Success

As a girl, Martina accompanied her father to the market several times a week; as a result, she only received three years of formal education. In 2016, she joined Handmade by Friendship Bridge® with aspirations of expanding her textile business. In the program, she learned about budgeting, consistent measurements, color scheme, and international market requirements. Her dedication and newfound knowledge spurred significant growth in her customer base, prompting her husband to become her business partner and for her to employ three of her adult children.

Presently, Martina sells a wide range of products on the **Handmade by Friendship Bridge® website**. She joined the *Bridge to Success* program in 2022 to further develop her business skills. "Thank you, Friendship Bridge, for covering not only the financial needs we have," Martina said, "but also our business needs and our needs as women."



MARTINA
Friendship Bridge artisan client

Goal #2

Innovation and Technology

Be a nimble, responsive, and learning organization that is quick to respond to client and market needs. New technologies will allow both Friendship Bridge and our clients to prosper.

Achievements

TECHNOLOGY FOR CLIENTS

- Launched the Blended Learning pilot program in two branches in Nebaj and Huehuetenango.
- Clients interacted with a chatbot "Doña Chila" through WhatsApp both individually and in their groups, reaching 4,669 clients.
- This program will be expanded using WhatsApp in 2023 to reinforce Non-Formal Education topics between monthly meetings and to increase the digital literacy of our clients, helping to bridge the digital divide in rural and indigenous communities.

INSTITUTIONAL DIGITAL TRANSFORMATION

- Made 16 thousand effective outbound calls by our call center to collect feedback and maintain relationships with clients in Spanish as well as three Mayan languages: K'iche, Kaqchikel, and Mam. This continuous, direct communication with clients provided information on service quality, program effectiveness, and improvement opportunities.
- Implemented the Poverty Stoplight using a mobile-based app to evaluate clients' living conditions and their ambitions, which confirmed we are reaching our target market of women living in poverty and provided insight as to how clients specifically want to improve their living conditions.

Combining Tradition with Technology

Rosario graduated college with a degree in social work, but always had a passion for design and fashion. She began designing her own clothes, combining traditional details from her community, Zunil, with modern clothing. She joined Friendship Bridge in 2022, and received training on how to use social media. "I learned that [social] networks can help identify potential customers, publicize different products, and [highlight] uses of products," Rosario said. "Now I use social networks with clearer ideas for my business." Rosario's plans are to grow her brand, to cover the market in Quetzaltenango, and reach strategic places in Guatemala where there is an influx of tourism. "[Before], I wasn't uploading photos of my products, but now I understand that I have to, because people from other parts of the world may be interested in my products. We must use technology to our advantage."



ROSARIO
Friendship Bridge artisan client

Goal #3

Bridge to Success

Provide appropriate products and services to *Entrepreneur* clients to support the expansion of their businesses, increase empowerment and leadership, activate business development, and create jobs in rural areas of Guatemala.

WATCH *BRIDGE TO SUCCESS* VIDEO



Achievements

- Finished our first full year of the program with 177 clients participating and disbursed over half a million dollars in individual loans over the course of the year.
- Hosted the first networking event, attended by 74 women entrepreneurs who had the opportunity to connect with each other to generate new business ideas and opportunities.

  WATCH NETWORKING EVENT VIDEO

- Clients with more than four months in the program **increased their income by 24% and profits by 31%** on average.
- Clients with more than six months in the program **increased the number of employees by 28%** on average.
- 98% of our clients reported experiencing business growth or improvement in various crucial areas, including increased sales, expanded inventory, enhanced assets, a broader client base, strengthened business controls, improved client service, and even the addition of new store locations.
- Overwhelming majority (94%) of clients are "satisfied or totally satisfied" with the program, firmly placing their trust in the powerful synergy of training, loan officer support, and credit.

Bridge to Success



MAYRA
***Bridge to Success* client**

Paving a Path to Success

Mayra had alcoholic parents and never went to school. She married at 15, had two children by 18, then later separated from her unfaithful husband, leaving her with five children to support. She started her own construction materials business, Transportes López, with her eldest children, but needed financial help to continue growing the business. After ten years in her Trust Bank, Mayra enrolled in the *Bridge to Success* program and secured the largest loan ever disbursed by Friendship Bridge. She crafted a business plan through intensive training sessions with her local business developer and identified five goals:

1. Acquire an excavator;
2. Purchase a 17-ton truck;
3. Complete renovating three rooms;
4. Procure doors and windows for these rooms; and
5. Prepare the rooms for rental purposes.

Mayra has already achieved four of these goals.

"During training at Friendship Bridge, I have learned about the importance of business diversification because if one business is slow, the other [one] can help," Mayra said. "I am an illiterate woman, but [have become] a successful businesswoman. I have a great team: my children. They are my greatest inspiration and my success."

▸ SEE HER STORY

Bridge to Success
(continued)





Women's Entrepreneur Awards

In December, Friendship Bridge hosted the second annual Women's Entrepreneur Awards with 179 women participating—a 220% increase compared to the previous year. Awards were given in three categories: *Successful Entrepreneur*, *Exemplary Client*, and *Remarkable Woman*.

Cash awards ranged from $250 to $2 thousand, accompanied by additional in-kind benefits generously provided by seven sponsors. These benefits included individual workshops, participation in the ***Bridge to Success*** training program, and a comprehensive business branding package. The top three award winners included:



Elena

- *Successful Entrepreneur* winner
- Butcher shop Carnicería González

Elena invested her cash award to buy two bulls.



Anna

- *Remarkable Woman* winner
- Q'Argua craft food store

Anna invested her cash award to purchase raw materials to meet a wholesale order.



Juana

- *Exemplary Client* winner
- Small chicken farm, a candle shop, and a traditional clothing business

Juana invested her cash award to start a new business selling pans and kitchen tools in the community market, purchase raw materials for her clothing business, and improve her kitchen to avoid smoke and contamination-based illnesses.

"As part of the award, I participated in a neuromarketing workshop that helped me to envision innovative products for my clients. Thank you, Friendship Bridge, for helping me to achieve my dreams!"

ELENA
***Successful Entrepreneur* winner**

Goal #4
Social Impact

Contribute to creating positive generational change and community transformation for clients, their families, and Friendship Bridge employees.

Achievements

INSTITUTIONAL CULTURE

- Friendship Bridge was named by Great Place to Work®:

  #1 Best Place to Work for Women™ in Central America and the Caribbean 2022

  Best Workplaces™ in Guatemala 2022

  Best Workplaces™ in Central America 2022
- Continued our commitment to gender equality with 55% of internal promotions going to women.
- Women made up 54% of management positions and 57% of all staff positions across the organization.
- Offered a tuition reimbursement program to employees; 38 employees took advantage of this benefit, with two employees achieving their bachelor's degree.
- Friendship University, our internal training program, offered over 24 thousand total hours of training with nearly 150 training topics, including in-person classroom and virtual training.
- Raised $1 million from generous donors to build a best-in-class corporate university that will be called UAmistad, to both train existing employees and recruit young adults in the rural areas where Friendship Bridge works.

Personal Growth, Collective Change

In 2006, Friendship Bridge staff visited Francisco's high school. They were in the process of changing the IT system and required the assistance of young individuals for data entry tasks. Francisco eagerly applied, and this marked the beginning of his journey with Friendship Bridge. Starting as a data entry clerk, he gradually advanced through nine different positions before achieving his current role. He cherishes the opportunities he's had to explore Guatemala, building connections with clients and understanding their unique needs. "At Friendship Bridge, we are more than just a team; we are a family," Francisco said. Among his many professional accomplishments, Francisco takes pride in obtaining a master's degree in Business Administration and earning international certifications, including one in leadership. One of the most profound lessons he's learned over the years has been recognizing the value of people. "We have brought immense value to the lives of many individuals... numerous employees, including myself, have grown alongside this organization."



FRANCISCO
Senior Operations Manager

Goal #4
continued

Social Impact
(continued)



CLIENT IMPACT

- Third-party research by our partners at **60 Decibels** included Friendship Bridge in its Microfinance Benchmark for social impact, and revealed that Friendship Bridge is a "top performer" in impact performance, specifically in poverty reach, quality of life, and client satisfaction. **SEE DETAILS**
- Conducted the first Poverty Stoplight survey to understand our clients' quality of life and to work with them in the areas they want to prioritize. **SEE PG. 20**

NON-FORMAL EDUCATION

Non-Formal Education is a critical component of Friendship Bridge's Microcredit Plus program. While microcredit provides our clients with a hand up for their businesses, education provides them with an asset for life — skills and knowledge to create sustainable change for themselves, their children, and their communities.

- Nearly 15,000 clients participated in **Non-Formal Education** per month over the course of the year, receiving topics focused on personal finance, empowerment, women's health and mental health.

HEALTH FOR LIFE

- Expanded our ***Health for Life*** program to two more branches for a total of six branches, serving a total of 4,658 clients with preventive health services and 37 complex cases with follow-up care.
- 35% of our clients in the health program chose a family planning method. By choosing when to have children, families can better plan their resources and invest in education, livelihoods, and income-generating activities. This can lead to improved economic stability and opportunities, allowing families to break the cycle of poverty and achieve long-term development.
- In the Mental Health pilot, 42 clients benefited from telephone therapy sessions with a trained psychologist to discuss a range of issues such as economic stress, domestic violence, conflict with family or partner, self-confidence and self-control, dealing with grief, the migration of family members, and depression.

WOMEN'S AGRICULTURE CREDIT & TRAINING

- Expanded our *Women's Agriculture Credit & Training* program to Huehuetenango.
- Implemented 16 field schools, offering training to 571 clients and three client promoters in our agriculture program.
- Rolled out an animal husbandry pilot, supporting an additional 618 clients. Most of these clients raise chickens and pigs, along with some cattle and sheep farmers, and were trained in prevention of livestock disease/illness, construction of animal enclosures, and correct feeding procedures.

Social Performance

Friendship Bridge has a Monitoring, Evaluation, and Learning (MEL) framework to provide regular insights into how programs are working. It also provides critical information regarding our progress against our social objectives and keeps the organization client-centric and mission-driven. Our approach is to use a combination of industry-standard tools for benchmarking, internal tools for program insights, and third-party evaluations to have robust and reliable information.

SOCIAL PERFORMANCE AUDIT RESULTS

- The Cerise SPI serves as a social audit evaluation that Friendship Bridge uses to assess our implementation of Universal Standards for Social Performance Management. It aims to achieve three primary goals: a) analyze social performance practices to identify strengths and areas for improvement, b) identify tools and resources that can assist in addressing any existing gaps, and c) enhance social performance capacity through ongoing development and training.
- SPI evaluates six main categories ("Dimensions") of management:
    1. Define and monitor social strategy
    2. Commitment to social goals
    3. Design of appropriate services for clients
    4. Treat clients responsibly
    5. Treat employees responsibly
    6. Balance financial and social performance
- Friendship Bridge attained an impressive overall result of 82%, surpassing last year's 68% and earning an "Excellent" rating.

The results highlight that Friendship Bridge continues to demonstrate excellence in Social Performance Management.



CLIENT ADVISORY EXECUTIVE COMMITTEE

Each year, we continually enhance our products and services in response to our clients' needs. Our Client Advisory Committee (CAC), comprising 162 clients spread across 10 branches, plays a crucial role in guiding our leadership team and Board of Directors in making significant decisions that will impact them.

Throughout 2022, the CAC convened three times, providing invaluable feedback on our Blended Learning and Non-Formal Education programs, marketing tools, and action plans for Poverty Stoplight. Additionally, we conducted specialized training for the CAC members to foster their leadership abilities and equip them with the skills to effectively manage their loans and increase their sales through social media channels.

EDUCATION AND SOCIAL PERFORMANCE COMMITTEE

Carmen Velasco
Director of ALCANZAR and Co-Founder of Pro Mujer

Anna de la Cruz
Research and Evaluation Professional

Leigh Fiske
Professor of Social Entrepreneurship at Leeds School of Business, University of Colorado

Cara S. Forster
Independent Consultant and Social Performance Task Force Secretariat Member

Jessica Jones
Assistant Professor at University of Tennessee Knoxville

Sarah Sterling
Executive Director of Entrepreneurship, SOCAP Global

Social Performance *(continued)*

POVERTY STOPLIGHT®

poverty stoplight

In 2022, Friendship Bridge implemented the Poverty Stoplight, with the poverty elimination methodology of Fundación Paraguaya. It is designed to help clients holistically assess their living conditions and quality of life in order for them to identify concrete actions for improvement.

The Stoplight is comprised of 31 indicators, many of which are from the Multidimensional Poverty Index developed by the UNDP and Oxford University, which are organized into six different dimensions: **Income & Employment, Health & Environment, Housing & Infrastructure, Education & Culture, Self Reflection & Motivation**, and **Organization & Participation**.

Using illustrations and the colors of a traffic light to indicate an acceptable situation (non-poverty) in **green**, one that needs improvement (poverty) in **yellow**, and an unacceptable one (extreme poverty) in **red**, Friendship Bridge clients selected the color that best reflected their situation for each indicator. 759 Friendship Bridge clients (a representative, randomly selected sample) participated in the Poverty Stoplight process. After completing a survey, clients were provided a Life Map—a tool that allows them to see their current condition and establish priorities for areas on which they want to work.

OUTCOMES

In this survey, we discovered the top poverty indicators that clients wanted to prioritize for improvement, including savings, waste management, planning for and bouncing back from shocks, as well as income and assets. Clients individually chose these indicators and devised their own action plan to work on improving them. In turn, Friendship Bridge developed initiatives to assist them, aligning institutional priorities with client priorities. The Poverty Stoplight assessment also confirmed that Friendship Bridge effectively targets and serves a disadvantaged population in Guatemala, reaching those who are relatively poorer compared to the national average.

▸ READ THE REPORT

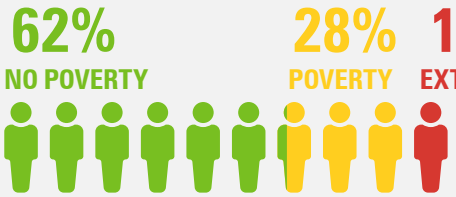




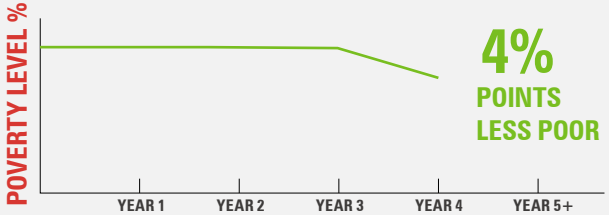


Social Performance *(continued)*

OTHER POVERTY STOPLIGHT® OUTCOMES



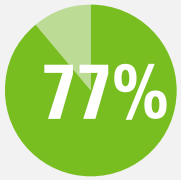
62% of the client indicators were in green (no poverty), 28% in yellow (poverty), and 10% in red (extreme poverty).



Longer-term clients (four or more loan cycles with Friendship Bridge) were 4% points less poor than newer clients (in cycles one, two, and three) and continued a downward trend from there. Longer-term clients also had better conditions than new clients for every indicator.

The most frequently-celebrated achievements by clients

- INCOME
- WATER
- SELF-ESTEEM
- SAVINGS
- CREDIT



AUTONOMY OVER HEALTH & BUSINESS

The dimension with the highest green rate for clients was self-reflection & motivation with the indicators of autonomy over health and business being the highest number of greens.

The dimension with the highest extreme poverty rate was organization & participation (20%). In this dimension, the indicator with the highest number of reds is the group indicator (participation in a community group).



MARÍA
Facilitator

Fueling Self-Confidence

"[The Stoplight] shows women they have value. One of the indicators is about integrity and motivation. We help them see their achievements [and] tell them, 'Look, this is what you have achieved—we are so proud of you!' They [often] are unaware what [they have] accomplished. It has helped us realize that the driving force for each client is her children."

Financials

Statements of Financial Position as of December 31, 2022 and 2021

Assets	2022	2021
CURRENT ASSETS		
Cash and cash equivalents	$792,779	$1,790,740
Investments	1,840,272	1,592,761
Loans receivable, net of allowance and noncurrent portion	12,393,472	9,891,707
Loan interest receivable, net of allowance	286,051	231,027
Accounts and pledges receivable	129,043	228,180
Prepaid expenses and other assets	95,411	74,403
TOTAL CURRENT ASSETS	15,537,028	13,808,818
PROPERTY AND EQUIPMENT		
Furniture and equipment	154,056	139,101
Computers and related equipment	408,112	293,557
Vehicles	149,652	97,762
Leasehold improvements	130,752	105,634
Less: accumulated depreciation and amortization	(545,930)	(474,420)
NET PROPERTY AND EQUIPMENT	296,642	161,634
NONCURRENT ASSETS		
Loans receivable, net of current portion	151,282	32,033
Security deposits	33,111	21,205
Right-of-use asset, net	356,713	-
TOTAL NONCURRENT ASSETS	541,106	53,238
TOTAL ASSETS	$16,374,776	$14,023,690

Liabilities and Net Assets	2022	2021
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	$1,141,757	$926,297
Accrued salaries and related benefits	391,205	440,952
Deferred revenue	86,765	58,235
Loans payable	2,534,318	1,571,214
Operating lease liability	140,579	-
TOTAL CURRENT LIABILITIES	4,294,624	2,996,698
NONCURRENT LIABILITIES		
Loans payable, net of current portion	5,459,176	4,827,916
Operating lease liability, net of current portion	223,756	-
TOTAL NONCURRENT LIABILITIES	5,682,932	4,827,916
TOTAL LIABILITIES	$9,977,556	$7,824,614
NET ASSETS		
Without donor restrictions	5,486,638	5,323,470
With donor restrictions	910,582	875,606
TOTAL NET ASSETS	6,397,220	6,199,076
TOTAL LIABILITIES AND NET ASSETS	$16,374,776	$14,023,690

Finance Committee

Ledy Garcia-Eckstein – *Chair*
Antonieta Del Cid de Bonilla
Steve Ellis
Valorie Hall
Kusi Hornberger
Jackie Johnson – *Investment Advisor*
Paul Kovach
Paolo Leiva
Steve Miller
Andres Molina

Audit Committee

Maryann Hunter – *Chair*
Geoffrey Hoyl
Erin Moran
Dan Thomas

Credit Committee

Dan Thomas – *Chair*
Tyler Clark
Anna Collier
Ledy Garcia-Eckstein
Matilde Olazabal
Paolo Leiva
Charlotte Wells

Financials

Statements of Activities and Changes in Net Assets
for the years ended December 31, 2022 and 2021

	2022	2021
SOURCES OF REVENUE		
Loan interest and fees	5,905,015	$5,038,978
Grants and contributions (including gifts in-kind)	1,696,441	1,388,051
Fundraising events, sales and other income	286,962	170,356
Interest and investment income	46,448	133,334
TOTAL REVENUE	7,934,866	6,730,719

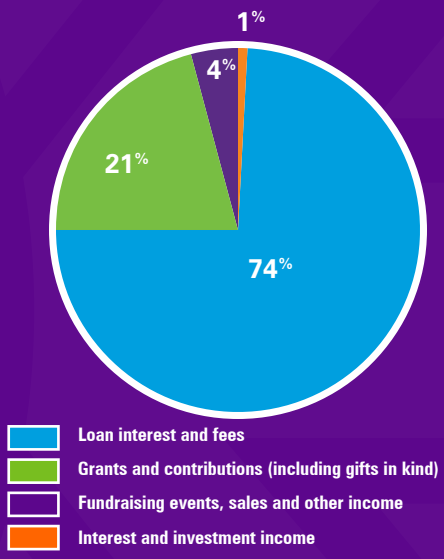
Expenses

PROGRAM SERVICES		
Financial Services	4,228,631	3,713,667
Plus Services	2,505,296	2,236,838
TOTAL PROGRAM SERVICES	6,733,927	5,950,505
SUPPORTING SERVICES		
General and Administrative	580,876	564,930
Fundraising	235,090	223,006
TOTAL SUPPORTING SERVICES	815,966	787,936
TOTAL EXPENSES	7,549,893	6,738,441

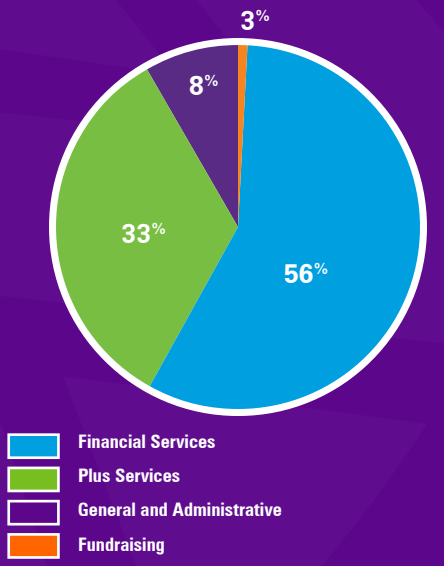
	2022	2021
OTHER ITEMS		
Forgiveness of debt[1]	-	263,415
Currency gain (loss)	(186,829)	116,517
TOTAL OTHER ITEMS	(186,829)	379,932
CHANGES IN NET ASSETS	198,144	372,210
NET ASSETS AT BEGINNING OF YEAR	$6,199,076	$5,826,866
NET ASSETS AT END OF YEAR	$6,397,220	$6,199,076

[1] Friendship Bridge received two tranches of loan proceeds in the amount of $131,778 and $131,637 under the Paycheck Protection Program and used the proceeds for purposes consistent with the Paycheck Protection Program. Friendship Bridge met the conditions for forgiveness of the full value of both loans and recorded revenue from forgiveness of debt, which is included in the Statement of Activities and Changes in Net Assets under Other Items.

Sources of Revenue



Use of Funds



Financial Transparency: Our financials are audited every year and made available online.

>> VIEW ALL PAST FINANCIAL REPORTS

Board Members + Leadership


Susie Miller


Susan Zimmermann


Caroline Rodriguez


Maryann Hunter


James F. Wood


Antonieta Del Cid de Bonilla


Ledy García-Eckstein


Geoffrey Hoyl


Diane Kane, M.D.


Paolo Leiva


Meryle J. Melnicoff, Ph.D.


Steve Miller


María Matilde Olazábal


Carolina Roca


Dan Thomas

Board Members

Susie Miller – *Board Chair*
Susan Zimmermann – *Vice Chair*
Caroline Rodriguez – *Secretary*
Maryann Hunter – *Treasurer*
James F. Wood – *Immediate Past Chair*
Antonieta Del Cid de Bonilla
Ledy García-Eckstein
Geoffrey Hoyl
Diane Kane, M.D.
Paolo Leiva
Meryle J. Melnicoff, Ph.D.
Steve Miller
María Matilde Olazábal
Carolina Roca
Dan Thomas

Leadership Team

Tracie Cordeiro
President & CEO

Victor Contreras
Chief Personnel Services Officer

Nicole Eubanks
Chief Development Officer

Francisco Meletz
Senior Operations Manager

Caitlin Scott
Chief Strategy Officer

Roberto Silvestre
Chief Financial & Risk Officer

Founders

Connie Ning
Ted Ning
Mimi Schlumberger

Advisors

Chris Dunford
Co-Chair – Freedom from Hunger
Sandy Younghans

Development Committee

Caroline Rodriguez – *Chair*
Natalie Buratti
Paul Kovach
Susie Miller
Sandy Younghans
Susan Zimmermann
Jennifer Zwief







SUSTAINABLE DEVELOPMENT GOALS

No Poverty

We provide microcredit to women living in poverty so they can invest in their small businesses and create jobs in their communities. Nearly half (48%) of all new clients live below the National Poverty Line and earn less than $3.68/day. After their third loan cycle, the rate drops to 45%, and the trend continues downward the longer they are in our programs.

Decent Work and Economic Growth

According to **Microfinance Opportunities Financial Diaries**' research of more than 100 countries, Guatemala is in second-to-last place for women's participation in decisions over the use of money in the household. However, 95% of Friendship Bridge clients say they participate with their spouses in making decisions on how to use their business income. After participating in the *Bridge to Success* program for four months, the clients have improved their business income by 24% and profits by 31% on average. Moreover, 33% of the clients with more than six months in the program generated employment for their communities or families.

Quality Education

We provide both the education and financial means for our clients to become successful business entrepreneurs in a country with one of the highest disparities between rich and poor in Latin America.

Why We Support Friendship Bridge

VOLUNTEER/DONOR

Betty Toguchi



"Friendship Bridge is an organization that supports and publicizes the unique artistic ability of the Mayan women. We admire their weaving abilities based on ancient traditions. Friendship Bridge helps them adapt their output to modern sensibilities. Training through workshops develops their craftsmanship to make their products marketable. Friendship Bridge gives them an avenue to sell their products and provide money for themselves and their families.

[My husband] Roger and I have provided funds for the Master Weavers [exhibit] to showcase the best weavers from several villages. We are also supporting an [upcoming] beading exhibit. We believe so much in the wonderful character of these women that Friendship Bridge creates a mechanism for them to flourish."

INVESTOR

Patrick Flynn



"For Kiva, Friendship Bridge represents an ideal partner delivering high impact and low-risk opportunities for our lending community. During the 16 years of our partnership, Friendship Bridge has consistently been one of our most impactful partners providing essential non-financial services that, when combined with financial access, help empower and demonstrably improve the livelihoods of their women clients.

We look forward to working with Friendship Bridge for another 16 years as they continue to pursue both tried-and-true and innovative ways to help women build a better life. Whether it be targeting women below the poverty line through Trust Banks or identifying and supporting women community leaders with their *Bridge to Success* [program], we know our community of lenders will be happy with the results."

DONORS

Richard Schirmer & Florence Walraven



"Friendship Bridge represents to me and my wife the opportunity to support many of our lifelong pursuits… the empowerment of women, a push for gender equality, a financial hand-up to women entrepreneurs, an education in business and health for willing participants, and programs targeted to improve the lives of families.

We returned to Guatemala after years of travel and after seeing numerous organizations in southeast Asia that were committed to the empowerment of women and marginalized communities. We were looking for an organization in Guatemala that shared our goals and was actively engaged in doing the work. We saw the sign above the office in Panajachel on Santander and we were welcomed in. We have been so impressed by the mission of Friendship Bridge, its programs, the amazing staff, and the appreciative clients who demonstrate daily the success of the organization."

VOLUNTEER

Terry Gibson



"My wife and I traveled to Guatemala for almost two decades, and were even adopted by a village in the Peten. We saw firsthand how just a small opportunity can drastically improve life in rural communities. Health care, education, and sometimes even just shoes become possible when Friendship Bridge arrives in a village.

Friendship Bridge provides that critical link across the international economic divide that lifts hard-working families out of poverty. We love the products available online and share the link every time someone compliments how stylish we look in our Guatemalan-made accessories. Thank you, Friendship Bridge!"

Get Involved

Subscribe to our newsletter, become a volunteer, and join our community.

SUBSCRIBE

Donors

Donors $25,000 & Up

Jeff Broadhurst
Crawley Family Foundation
Peter & Ellen Durst
Walter and Ursula Eberspacher Foundation
Evergreen Circle
Genesee Circle
Harvey Family Foundation
Christy & Geoffrey Hoyl
Marilyn Lone Endowment for Artisans at Friendship Bridge
Roberts Family Fund
Linked Foundation
Virginia Wellington Cabot Foundation
Whole Planet Foundation

$10,000 - $24,999

AMB Foundation
Anonymous
Antelope Valley Circle
Jane Armstrong, In Memory of Judy Snyder
Central Coast Circle
Cynda Collins Arsenault, Arsenault Family Foundation
Linda Bailey
Bancker-Williams Foundation
AnnaMaria Begemann & Michael Morter
Boulder Circle
Laurie & Bob Dolian
Dunn Family Charitable Foundation
Foothills Circle
Green Waves Fund
Felicity Hannay & James Wood
Katie Kitchen & Paul Kovach
Brandi & Dave Mason, Buechele Family Fund
Susie & John Miller
Mequon Circle
Shawn & Alex Neville
Martha Records & Richard Rinaldi
San Antonio Circle
Scoob Trust Foundation
Betty Chambers Toguchi & Roger Toguchi
Target Corporation
Florence Walraven & Dick Schirmer
Women's Worldwide Web (W4)

$5,000 - $9,999

Anonymous
Karen & Scot Barker
Betsey & Kenneth Cheitlin
Brenda Duno
Paula & Charlie Farrell
Nancy & Mark Foster
Joe Gillach, Sr.
Adrea D. Heebe
Patricia Foley Hinnen & Capital Sisters International
Dr. Diane & Andy Kane
Gale & Ward Lewis
Nance & Ramon Jose Lopez
Helen Ostruske & David Ringo
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So Cal Circle
Cathy Summer & Steve Ellis
Jan & Susan Suwinski, Suwinski Family Foundation
Susan Zimmermann & Paul Phillips

$2,500 - $4,999

April Fund
Tom Axner
Angie & Matthew Brand
Carly Carlson
Governor & Mrs. Jim Edgar
Green Fund
Kim Higgins, Bamboo Trading Company
Michelle & Hugh Harvey
Maryann & Ken Hunter
Terri & Peter Konrad
Ruth Krebs & Peter Mannetti
James and Tanya Mahood Foundation
Meryle Melnicoff & Joseph Busler
Steven Miller
Francy & Lary Milner
Oconomowoc Circle
Sara & Paul Petit
Patty Petry & Daryl Smith
Genie & Ameet Ravital
Kelly & Steve Reynoldson
Caroline Rodriguez
Salida Circle
Charlotte Shifrin
Jody & David Smith, David C. Smith Family Fund
Bridget McLernon Sykes
Carmela Weber & Dave Secunda

$1,000 - $2,499

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Cris & Gary Aboussie
Susan & Albert Adams
Jamie Alpert
Delia Armstrong
Ayudar Foundation
Karen Bernardi, The Bernardi Group Coldwell Banker
Eric Blank
Rachel Bloombaum & Scott Hamilton
Liddy & Wynne Breeden
Barbara & Chris Christoffersen
Lisa & Mark Coffey
Scott Colby, Architectural Concepts
Linda & Mark Colville
Community Foundation of Boulder
Chice Davison
Kelly & Don Degnan
Karen & Keith Dierking
From You Flowers
Charlotte Gagne
Helen & Robb Gair
Ledy R García-Eckstein
Gelman, Rosenberg & Freedman
Graham Gibbard
Sharon Grant & Steve Ghan
Kathy Happ
Paula Hock
Forouz & Bruce Hogarth
Dan Japha
Jackie Johnson
Deborah Klein & Art + Soul Gallery
Amie Knox & Jim Kelley
Lisa Kuhn & Mark Fraioli
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Molly Niven
Stephanie Padilla
Denise Peine
Yolanda Perez & John Dauer
Sandra Place
Jacqueline Pugh
Susan Porter-Green & Timothy Green
Helen & Dan Quinn
Sara Ransford, Arches Foundation
Paula & Steve Richards
Cathy & Dennis Rundle
Bonnie Russell-Bushaw
Barbara & Dan Thomas
Leigh Shapleigh
Ardis Strieby
Susan Stirrat
Lisa & Bill Sykes
Margaret Thompson & Catherine Volland
Alison Vigers
Donna & Peter Wasilkoff
Linda & Willian Warren
Cheryl Wilfong & Bill McKim
FD Wilkins
Tina Winzent
Kathie Younghans & Amicas
Pamela Zanotelli
Yorkfield Presbyterian Church

In-Kind Donors

Sharon & Terry Barrett
Capital Sisters International
Terry Cekola
Penelope Curtis
Louisa Davis
East West Partners
Jo-Nell Labbienti
Constancia Leshin
Susie and John Miller
Pacific Office Automation
Ann & John Parker
Kiva
Carolina Vasan

In-Kind Sponsors for the Women's Entrepreneur Awards 2022

Gold Sponsor
Philip Wilson from Ecofiltro Guatemala

Gold Sponsor
María Pineda

Gold Sponsor
Patricia Orantes

Gold Sponsor
Maryella de Menéndez from Fundación Héroes

Silver Sponsor
Asociación de Emprendedores de Guatemala (ASEGUA)

Silver Sponsor
Catherin Chomali

Thank you to an additional 650 donors who collectively contributed over $112 thousand to further our mission.

Committees + Groups

Cada Mes Club Donors

Members of the Cada Mes Club donate on a monthly basis to reflect the monthly Trust Bank meetings our clients attend, where they make loan payments and participate in Non-Formal Education sessions.

LEARN MORE

Susan & Warren Albert
Jeri Aldridge
Katrine Ames
Joanne Baum
Joshua Bishop
Angie & Matthew Brand
Carly Carlson
Lauren Cockerill
Linda Daniels-Hernandez
Chice Davison
Katharine DuVivier
Mary and Doug Earle
Betty Lynn Ferguson
Janet Greenblatt
Deidre Hamilton
Nancy & Patrick Hiester
Kim Higgins, Bamboo Trading Company
Paula Hock
Kathleen Hugo
Emma Hutchens
Deborah Kershner
Lesley Levin
Meryle Melnicoff & Joseph Busler
Dana & Mike Naylor
Heather Nichols
Ann Oliver
Jeanette Pierce
Yvonne Pope
Susan Porter-Green & Timothy Green
Genie & Ameet Ravital
Kelly & Steve Reynoldson
Yvonne Roza
Susan Sims
Susan Smith-Denny & Peter Denny
Ardis Strieby
Kathie Younghans
Sandy Younghans
Pamela Zanotelli

Legacy Circle Members

The Legacy Circle consists of those taking the special step of including us in their long-term plans through an estate commitment, life-income gift, or another deferred giving arrangement.

LEARN MORE

Anonymous Members
Jane Armstrong, In Memory of Judy Snyder
AnnaMaria Begemann & Michael Morter
Linda & Mark Colville
Chice Davison
Paula & Charlie Farrell
Felicity Hannay & James Wood
Katie Kitchen & Paul Kovach
Constancia Leshin
Marie McCreery
Francy & Lary Milner
Teresa & Brice Moczygemba
Connie Newton
Mimi Schlumberger
Ardis Strieby
Florence Walraven & Dick Schirmer
Kathie Younghans
Susan Zimmermann & Paul Phillips

Gala Honoree

Karen Barker

Gala Committee Members

Rachel Bloombaum
Jill Brashear
Anita Bunch
Natalie Buratti
Betty Lynn Ferguson
Dana Hayes
Susie Miller
Molly Niven
Julia Porterfield
Caroline Rodriguez
Ardis Strieby





Gala Committee

Hosted the first in-person Building Bridges Gala in seven years, raising $240 thousand at the event.

MORE ABOUT 2022'S BUILDING BRIDGES GALA

Friendship Circles

Friendship Circles are groups of volunteers and ambassadors for Friendship Bridge who, among other things, host social gatherings, organize fundraising efforts, and help spread the word of Friendship Bridge's mission with friends and family in their local communities.

In 2022, Friendship Circles raised over $200 thousand.

WATCH THE FRIENDSHIP CIRCLE VIDEO

produced by the members of the Genesee Friendship Circle

Locations

Antelope Valley (CA)
Boulder (CO)
Central Coast (CA)
Evergreen (CO)
Foothills (CO)
Genesee (CO)
Southern California (CA)
San Antonio (TX)

Translation Volunteers

Saranya Chunduri
Penelope Curtis
Terry Gibson
Constancia Leshin
Amy Weinreich
Lorraine Valarino

Circle Leaders

Roberta Armijo Bautista
Rachel Bloombaum
Jill Brashear
Angelica Docog
Moriah Gross
Paula Hock
Deborah Kramer
Constancia Leshin
Marty Musselman
Molly Niven
Sarah Patten
Yvonne Roza
Bonnie Russell-Bushaw
Janet Swank



Yvonne Roza (left) and Marty Musselman (right), Central Coast Circle leaders

"When I went to my first Circle meeting, I immediately felt a kinship with the women involved. They were bright, strong, and full of heart. I joined immediately and discovered an organization that emulated those same qualities, but the bottom-line reason I'm involved with Friendship Bridge is the clients. Connecting with them woman-to-woman and sharing their humble lives broke my heart wide open. I saw women who are so bright, so strong, and so full of heart. Friendship Bridge's aim is to eliminate poverty, but also to empower women to live who they are."

YVONNE ROZA
Central Coast Circle

Friendship Bridge Fast Facts

100% for women

Nearly 34,000 clients served in 2022

90% rural clients

31% average increase in profit for *Entrepreneur* clients

84% increased frequency of **contributing to family decisions** because of their participation with Friendship Bridge

85% of clients reported there were **no alternatives** available to them of **comparable caliber to Friendship Bridge**



Why Guatemala?

Learn more about us and our mission on our website, friendshipbridge.org

MORE INFO

Follow Us on Social Media

@microcreditplus

@friend _ bridge

@friendshipbridgeco

@friendshipbridge

@friendshipbridge

Contact

Contact Us

US OFFICE:
405 Urban Street, Suite 140
Lakewood, CO 80228
info@friendshipbridge.org
+1 (303) 674-0717

GUATEMALA HEADQUARTERS:
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Panajachel, Sololá, Guatemala
+502 2301-4949

GUATEMALA OFFICE:
Calzada Roosevelt 22-43, Zona 11,
Nivel 15, Oficina 15A
Torre Sol, Grand Tikal Futura
Guatemala City, Guatemala
+502 2301-4949

PBX: 2301-4949



Branch Offices

- **Chimaltenango** – 1era. Calle 06-09, Zona 4, Chimaltenango
- **Cobán** – 4ta Calle 10-60, Zona 4 Cobán, Alta Verapaz
- **La Democracia (Huehuetenango)** – Frente al parque central de Camojá Grande, carretera hacia La Mesilla, La Democracia, Huehuetenango
- **Huehuetenango** – 5ta. Avenida 7-48, Zona 1, Huehuetenango
- **Mazatenango (Suchitepéquez)** – 1ra. Calle, 3-36, Zona 2, Residenciales El Relicario, Mazatenango, Suchitepéquez
- **Nebaj** – 0 Avenida 11 Calle, Cantón Jactzal
- **Quiché** – 5ta. Calle 5-09 Zona 1 Santa Cruz del Quiché
- **San Marcos** – 5ta. Avenida 11-09 Zona 1 San Marcos
- **Sololá** – 0 Calle, 5-33 Zona 1, Barrio San Antonio, Sololá
- **Quetzaltenango (Xela)** – 2da. Calle 14-09 Zona 1 Quetzaltenango
- **Santo Tomás La Unión (Suchitepéquez)** – 5ta Avenida 2-99, Zona 1, Santo Tomás La Unión Suchitepéquez

Satellite Offices

- **Chicacao** – 3ra. Avenida Zona 1, Barrio Brisas de Cutzan, Chicacao Suchitepequez (Local antiguo Juzgado)
- **Totonicapán** – Cantón Xecanchavox, San Cristóbal Totonicapán, a 3 cuadras del cruce de 4 Caminos, carretera hacia Totonicapán

FRIENDSHIP BRIDGE
Empower Women. Eliminate Poverty.
www.friendshipbridge.org

EIN: 84-1141078