



2019 Statement of ROI

THE RETURN ON INVESTMENT CREATED BY **SUPPORTING INDIGENOUS LEADERS**,
A PROGRAM OF **DOULOS PARTNERS**,
FOR THE YEAR ENDING DECEMBER 31, 2019

Prepared by:

CALVIN EDWARDS
& COMPANY

Maximizing the Good of Giving



for:

ROI Ministry

780 Old Roswell Place
Suite 100
Roswell, GA 30076

in collaboration with:

Doulos Partners

700 Montgomery Highway
Suite 100
Birmingham, AL 35216

June 2020



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NOTICE

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Introduction

ROI Ministry (ROIM) seeks to find, support, and promote ministries that have high levels of impact per dollar invested. These organizations proclaim the gospel, bring people to faith, or help the poor and needy in the name of Christ—and do so in very effective ways, thus ensuring a high return on investment (ROI) for kingdom giving.

Each year, since 2011, ROIM has identified and published its list of “Top 10” ministries that operated programs in the prior year that reaped significant outcomes with the finances entrusted to them. For 2020, the list includes **Doulos Partners** and its program, **Supporting Indigenous Leaders**.

Calvin Edwards & Company (CEC), a philanthropic advisory firm in Atlanta, GA, has extensive experience calculating ROI, and performing similar analyses, for many organizations worldwide. ROIM has engaged CEC to conduct a professional, third-party review and ROI calculation of each “Top 10” ministry program since 2014. CEC was not engaged to identify the ministry programs or verify that their ROI exceeds others’.

In addition to considering kingdom “return,” ROIM has adopted 18 standards that “Top 10” ministries should meet. These are presented in Appendix A. How Global Media Outreach and its program align with these standards is indicated on the following pages with color-coded symbols.

The Confidence Rating presented on page 5 indicates CEC’s estimated confidence that the ROI calculation is reasonably accurate. It is based on (i) findings when the organization’s claims pertaining to compliance with standards were examined, and (ii) analysis of the quality of the data and explanations provided to perform the calculation.

Doulos Partners completed the application process for its program, Supporting Indigenous Leaders, and it was selected by ROIM from a pool of applicants. This *2019 Statement of ROI*, created by CEC, constitutes an independent verification that the program efficiently and effectively used funds in 2019 to reach the lost with the gospel.

Doulos Partners

LEGAL NAME

Doulos Partners (DP)

ADDRESS

700 Montgomery Highway
Suite 100
Birmingham, AL 35216

TELEPHONE

205.314.3135

WEBSITE

www.doulospartners.org

MISSION

"Doulos Partners exists to empower the indigenous to take the gospel further and faster to the ends of the earth."

GEOGRAPHIC FOCUS

76 countries in Africa, Asia, and Latin America.

STRATEGY

To empower the indigenous to take the gospel further and faster to the ends of the earth, DP invests in like-minded ministries by paying the salaries of indigenous leaders, training them, praying for them, and supporting them through short-term mission trips.

STATEMENT OF FAITH

1 Yes, consistent with historic Christian creeds

LAUSANNE COVENANT

2 Yes, subscribes to the Covenant

LEADERSHIP FAITH COMMITMENT

3 Leadership manifests a personal commitment to Jesus and is actively involved in a church.

NUMBER OF PAID STAFF

4.5

BOARD

4 Seventeen members

INDEPENDENCE

5 Sixteen members are independent; the CEO is also a board member.

BOARD DONORS

All have contributed within the past 12 months; the board and administrative team cover all administrative expenses.

MEETING FREQUENCY

6 Quarterly

SENIOR EXECUTIVE



David Johnson, founder and CEO, previously worked for 14 years in the corporate world. In 1988 he transitioned into full-time ministry.

He has served on six church staffs, including as an executive pastor and as a senior pastor. Mr. Johnson has a BA in religion with a minor in business from the University of Mobile.

EMAIL

djohnson@doulospartners.org

AUDITED FINANCIAL STATEMENTS

7 No; a compilation report is provided by Graham, Brown & Dutton, PC, according to GAAP.

TRANSPARENCY

8 **10** Yes, financial statements are made available to the board monthly and to the public upon request.

ACCOUNTING CONTROLS

10 Yes, internal accounting controls have been implemented.

RESPONSIVENESS

11 Acceptable; responded to questions with no significant delays or gaps.

501(C)(3)

12 April 2008

DONATION DEDUCTIBILITY

Yes, U.S.

LATEST FORM 990 FILING

2019

FOUNDED

13 2008

LEGAL RELATIONSHIP TO OTHER ENTITIES

None

PROGRAM COMPONENTS

DP supports indigenous leaders as they do the work of:

✓ **EVANGELISM**—sharing the gospel one-on-one; preaching in schools, prisons, house churches, store fronts, and publicly.



Several churches in Rwanda joining in an evangelistic event organized by DP.

✓ **DISCIPLESHIP**—training new converts in the truths of the Bible, and providing Bibles in their languages.

✓ **CHURCH PLANTING**—helping gather converts into new churches.

STATEMENT OF FINANCIAL POSITION, 12/31/19

Assets	\$83,944
Liabilities	\$1,012
Net assets	\$82,932

Source: Unaudited financial statement.

A Statement of Financial Position is the balance sheet of a nonprofit organization.

STATEMENT OF ACTIVITIES, 1/1/19 – 12/31/19

Revenue	\$1,261,979
Expenses	\$1,189,020
Net income	\$72,959

Source: Unaudited financial statement.

A Statement of Activities is the income statement or profit & loss statement of a nonprofit organization.

MINISTRY UNIQUENESS

DP finds and supports indigenous ministries with proven results, functioning as a mission "mutual fund," with all donations, since inception, going 100% to the field.

Supporting Indigenous Leaders

PROGRAM PURPOSE

DP is a single-program ministry; therefore, the program purpose is the same as the organization's purpose, to empower the indigenous to take the gospel further and faster to the ends of the earth.

PROGRAM STRATEGY

The program strategy also replicates the organization's strategy. To empower the indigenous to take the gospel further and faster to the ends of the earth, DP invests in like-minded ministries by paying the salaries of indigenous leaders, training them, praying for them, and supporting them through short-term mission trips.

PROGRAM DESCRIPTION

DP supports indigenous leaders by providing financial resources, leadership development, prayer support, short-term field visits from donors, and ministry tools such as mules, bicycles, portable solar-powered sound systems, gospel flip charts, and copies of the "JESUS" film. In 2019 DP did this through partnership with four ministries that have a proven track record for reaching the lost:

- ✓ New Generations, headquartered in San Jose, CA, serving in Africa, Asia, and Europe
- ✓ Big Life Ministries, headquartered in Fort Myers, FL, serving in South America and Central, South, and Southeast Asia
- ✓ DOOR International, headquartered in Zeeland, MI, serving in Africa, Asia, and Europe
- ✓ Reaching Souls International, headquartered in Oklahoma City, OK, serving in Latin America, Africa, and Asia.

DP vets each ministry partner on an ongoing basis, both from its headquarters and through annual field visits.



DP board member Rusty Favorite baptizes a new believer in Cuba.

Each ministry partner follows the same model: paying the salaries of indigenous leaders and supporting them in their work. These indigenous leaders go into villages where many have never heard the gospel and use a variety of methods to evangelize. They then pray with those who accept the gospel message and train some to be "Timothys"—disciples who train others and thus multiply evangelists. The salaried leaders and the Timothys work

together to plant churches. Often a leader or a Timothy will pastor up to three churches, discipling those in the

churches and encouraging local pastors to arise and take over church leadership.

Funds from DP go directly to pay the salaries of indigenous leaders, to train them both theologically and practically, and provide them with ministry tools.

RATIONALE FOR THE STRATEGY

Identifying existing indigenous ministries that are proven to be effective and fruitful, and then giving funds and other resources to sustain and expand their work, creates leverage and is cost effective.

CURRENT STATUS

In 2019 DP expanded its work to refugees, unengaged unreached people groups (UUPGs), and the deaf.

PROGRAM IMPACT

From ministry inception through the end of 2019, the national leaders and Timothys have initiated 7,272,111 decisions for Christ. This has resulted in 24,250 church plants, with an aggregate attendance of 4,363,267.

OUTPUT

14 The program generated the following output in FY 2019:

- ✓ paid salaries and expenses for 1,092 national evangelism leaders

PRIMARY OUTCOME

15 The return generated by this program is expressed in terms of professions of faith. These are counted when someone prays with an indigenous leader to receive Christ. The ROI calculation on the following page is based on this outcome.

SECONDARY OUTCOMES

- 15** Also, the program generates the following outcomes:
- ✓ **CHURCHES PLANTED.** A church is defined as a group of at least 15 people that meets on a weekly basis and has a pastor. Some churches have hundreds of people.
 - ✓ **TIMOTHYS TRAINED.** A Timothy is a Christian worker who works through a certification program and, upon completion, joins with the indigenous leader who trained them, to reach more with the gospel. Timothys are not salaried.

The metrics associated with these outcomes are reported below the ROI calculation on the following page.

EXPENSE TRACKING

16 DP tracks costs associated with program outputs and outcomes.

DONOR REPORTING FREQUENCY

17 Monthly

DONOR ACCESS

18 Yes

Return on Investment Calculation

OUTCOME ACHIEVED

In 2019, DP’s program, Supporting Indigenous Leaders, resulted in 866,419 professions of faith. A “profession of faith” is defined as someone praying with an indigenous leader to receive Christ. Professions of faith are the result of personal evangelism and preaching in schools, prisons, and open-air markets.

Professions of Faith
866,419

DATA COLLECTION METHOD

Indigenous church planters keep track of the number of professions of faith and churches planted, and provide regular reports to regional leaders. Statistics are compiled and provided to national leaders, who provide them to their U.S. headquarters. The U.S. partner ministry either (i) reports the number of outcomes resulting from DP’s contribution, or (ii) provides data, which varies by partner, from which DP calculates the number of outcomes. DP also does frequent field visits to confirm outcomes and data integrity.

COST OF ACHIEVING THE OUTCOME

The cost to achieve this outcome was \$785,101. The program cost includes no overhead or administrative costs because DP’s board members and leadership team fully cover these (the remaining \$403,919 of DP’s 2019 expenses). Program costs consist of grants made to DP’s partner ministries, and DP staff travel to preach, baptize, train, and hold accountability meetings. DP has an agreement with its partner ministries that all donated funds go directly to their program expenses.

Program Cost
\$785,101

COST PER OUTCOME

Therefore, the cost per outcome is:

$$\text{\$785,101 program cost} \div \text{866,419 professions of faith} = \text{\$0.91}$$

Calvin Edwards & Company calculated DP’s cost per outcome for prior years: 2018, \$0.51, 2017, \$0.61; 2016, \$0.53; 2015, \$0.57; 2014, \$0.60.

Cost Per Outcome
\$0.91 per profession of faith

RETURN ON INVESTMENT

The return on investment of a \$1,000 investment by a donor would be:

$$\text{\$1,000 investment} \div \text{\$0.91}^1 \text{ cost per profession of faith} =$$

Return on \$1,000 Investment
1,104 professions of faith

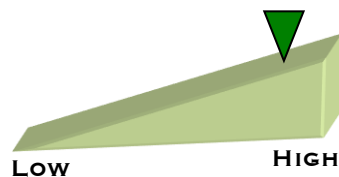
SECONDARY OUTCOMES

In addition, the program had the following secondary outcomes:

2,720 churches planted
2,184 Timothys trained²

CONFIDENCE RATING

CEC’s estimated confidence that the ROI calculation is reasonably accurate is³:



¹ The exact number used for this calculation was 0.9061.

² This number is an estimate based on field experience and first-hand observation, related to the average number of Timothys trained per indigenous leader per year.

³ The rating refers to CEC’s confidence in numbers provided to CEC by DP. CEC does not have information on which to base a confidence rating pertaining to numbers provided to DP by its partners.

APPENDIX A

ROI Ministry Standards

ROI Ministry has established 18 standards—13 for the organization and 5 for the program on which “return on investment” is calculated—that it expects its “Top 10” ministries to meet. These standards are strongly recommended, though ROIM recognizes that circumstances may exist where variations are warranted. The organization’s compliance to these standards is shown on pages 2 and 3, by numbered, colored symbols.

STANDARDS FOR THE ORGANIZATION

CHRISTIAN

1. The organization has a statement of faith consistent with historic Christian creeds.
2. The organization subscribes to The Lausanne Covenant of 1974.
3. The organization’s leadership manifests a personal commitment to Jesus Christ and is actively involved in a local church congregation.

GOVERNANCE

4. The organization has an active board of directors with at least five members.
5. The board has no more than two non-independent members, and it has at least four independent members for every one non-independent member. An independent member is one who is not an employee or contractor, has no familial relation to any employee, and has no familial relation to another board member.
6. The board meets at least two times per year and at least one of those meetings is in-person.

FINANCIAL

7. The organization prepares financial statements according to GAAP and complies with FASB standards.
8. Financial statements are provided to the board on a regular schedule.
9. The organization has implemented internal accounting controls to prevent and detect fraud and financial misstatements, including:
 - a. Opening mail and receiving checks, preparation of bank deposits, and recording accounting entries are separated duties performed by different persons or by two persons who monitor each other’s work.
 - b. Reporting any variations from GAAP reporting requirements within financial statements.
 - c. Having financial statements prepared by an accountant without undue influence from management.

TRANSPARENCY

10. The organization makes its financial statements or Form 990 available to the public.
11. The organization responds appropriately to external requests for information.

LEGAL

12. The organization has 501(c)(3) tax-exempt status with the IRS.
13. The organization has existed in its current form for at least three years.

STANDARDS FOR THE PROGRAM

PROGRAM EFFECTIVENESS

14. Outputs for the program are measured and reported to its donors.
15. At least one primary outcome for the program is identified, and possibly some secondary outcomes, and efforts are made to measure or estimate these.
16. Costs associated with program outputs and outcomes are tracked.

REPORTING & ACCESS

17. The organization reports to its donors on the program’s progress and performance at least semi-annually.
18. The organization provides donors access to the program’s operations.

ROI Ministry used the professional services of Calvin Edwards & Company to develop these standards. Ver. 1.4, May 2020

APPENDIX B

Principles for Calculating Return on Investment

There is not a well-established, standard method to calculate ROI for nonprofit organizations. When doing so, many issues arise, largely related to calculating the cost of generating outcomes. Calvin Edwards & Company used the principles below in the calculation presented.

1. ROI is calculated on a discrete program of a ministry. In some cases, a program may involve the whole ministry—this is a “single-program ministry.”
2. The metric for the “return” is the primary outcome of the program.
3. A program may also have secondary outcomes or outputs.
4. The secondary outcomes or outputs are also reported numerically, if available. However, the program cost is not split among outcomes; that is, multiple ROI statistics are not calculated.
5. Program costs include all direct and indirect program costs, including non-cash costs such as depreciation of equipment used for the program, amortization of product development costs, etc.
6. Also, all appropriate overhead is included in the program cost:
 - a. Program overhead—sometimes a ministry tracks overhead attributable to a program; if so, it is included
 - b. Ministry overhead—a proportion of the ministry’s overhead that matches program costs as a proportion of total expenses (for a single-program ministry this is 100%)
7. In some rare cases, all overhead is pre-funded by the board or one or more specific donors. In this case, others’ investments do not fund overhead, and it is excluded from the program cost (see point 9 below).
8. All financial numbers are derived from the ministry’s financial statements; if estimates are used, those estimates are based on financial statements.
9. There may be times when the principles stated here cannot or should not be applied; in these cases, the *Statement of ROI* states the variation, reason, and alternate calculation employed.