



**WHAT A DIFFERENCE YOU'VE MADE**  
Operation Mobilization USA  
ANNUAL REPORT 2021



**Do you have a passion to see God's love and goodness expressed in every corner of the world?** To see His Kingdom made visible in places where few or no Jesus followers live?

We do, too.

Over the last few years, we have experienced God's divine prompting to pursue an incredibly bold vision; one that has the potential to change the global landscape. We've responded to this call by following His lead, embarking on a journey that we believe can create a movement with a scope never seen before.

Created in the image of God, we are all uniquely designed to represent Him in the world and to do so through every part of our lives. Our created purpose then, is to be signposts to God and His Kingdom, making it visible to those around us in the everyday of life, through our presence, work and words. Each time another aspect of God's Kingdom is revealed to those around us, they are drawn closer to Him and communities begin to change. We want to see signposts everywhere so everyone can experience His goodness.

As we celebrate another amazing year, we give thanks for the many partners who have journeyed with us over the past six decades. Looking ahead, we invite you to explore the critical role you can play in the year to come – the one for which you were created.



*Andrew*

**ANDREW SCOTT**, OM USA President and CEO

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*In the same way that each handmade jug is unique, so are we uniquely created to fulfill God's purpose in our lives.*





# Made for This

In Genesis 1 and 2 we see that God created His people to do good work in and for the world, reflecting our Creator and cultivating Kingdom flourishing in every place. This is God's Mission. Living on mission then is the way of life for all God's people, living as designed by God and following Jesus in everyday moments.

When we work with excellence and integrity, we bring value to our community and create vibrancy. These

vibrant communities grow when believers live out the gospel with a holistic view of life; doing good work, being deeply rooted in the places we live and teaching others to do likewise by example. Vibrancy and vocation go hand in hand.

Whether we live and work as a doctor in Dubai, a teacher in Seattle or construction worker in Hanoi, we are all created for—and therefore called to — God's Kingdom purposes.



*A doctor demonstrates God's love and goodness to those she encounters through excellence in her vocation.*





# Our Approach: Mission Pillar Priorities

God is moving in profound ways and at warp speed.

We are poised to catch His tailwind by pursuing a revolutionary strategy. Our vision is to catalyze 25,000 vibrant communities of Jesus followers every year by 2030.

**By God's grace we will achieve this "holy ambition" by focusing on three pillars:**



Go Boldly



Sow Broadly



Transform Totally



# 3 billion people

are alive today who have not had the opportunity to experience the good news of Jesus lived out in their community.

Every day over **60,000** are added to their number.

This is unacceptable.

**Worldwide, OM has established a new “holy ambition” embraced by all workers. It declares that by 2030, OM seeks to catalyze **25,000** new vibrant communities of Jesus followers.**



*Team members in Ukraine pray for a man during a house church service.*





PILLAR 1:

# Go Boldly

## Activating the whole church to be full participants in the mission of God

The church in the majority world has grown dramatically and is now twice the size of the church in the West. A new, global workforce of unprecedented size has emerged. They are ready to step in, but the historic construct of missions does not necessarily fit their context.

At the same time, we are seeing a generational and global shift in thinking that points to a more holistic view of life, where vocation is central to how we can live out the gospel.

This means that many who have felt excused or excluded now can see themselves living on mission with God.

In the midst of this, we also recognize the critical role of those who come to faith within the people we are seeking to reach. **With no need to learn language and culture or establish a locally sustainable lifestyle, their impact can be immediate.** Same-culture workers naturally become the main workforce as local vibrant communities of Jesus followers begin to multiply.







Life Impact  
Go Boldly

# Sharing truth with neighbors in South Asia

An OM team in South Asia empowers local believers to expand God's kingdom by training them in church planting methods. To see long term change among the least reached communities, the team raises up **local disciples who will stay in the community long term**. The work begins by discipling and mobilizing existing churches. These believers are then sent into least reached communities to minister in ways that are simple, reproducible and effective.

In partnership with several other like-minded organizations, we are pioneering a smartphone app to measure and celebrate fruit born out of OM's frontline ministry, especially in South Asia. This technology will be used as a stewardship and learning tool. The offline-capable app helps track our efforts and the fruit God is growing in some of the most remote places in the world.

**730** local volunteers trained and mobilized through 39 CPM (Church Planting Multiplication) trainings

**134,644** gospel packets distributed to least reached households

**21,360** homes followed up after the distribution

**388** least reached people put their faith in Jesus

**29** new fellowships formed



*Cellphones are common, even in remote areas, and provide an ideal means to reach people with God's Word.*





PILLAR 2:

# Sow Broadly

## Using digital, emerging and legacy media to share the gospel

We live in an exceptionally exciting time — an era where technology is making it possible for every living person to have access to the written or spoken Word.

From social media, video platforms and influencer-driven strategies, to print, television and radio, we are able to sow the gospel more broadly and relevantly than ever before.

This pillar is built on sharing Christ's love by using the right channels to touch the right hearts at the right time.

More than 80% of the people in the world who do not yet know Jesus also do not know a Jesus follower.

Together we can change this statistic.



*OM team members trek into the remote mountains to take the good news to those who otherwise may never hear.*





Life Impact  
Sow Broadly



*This young boy hears the book of Matthew on his radio for the first time.*

# Reaching Afghans through the airwaves

OM's Pamir Ministry has broadcast the message of Jesus over radio waves into Afghanistan for almost 30 years and it started TV broadcasts in 2010. In recent years, the team has also developed a variety of social media platforms to take the good news even wider.

Afghan followers of Jesus are His light in the darkness of these times. One man told us, "A local mullah said to me, 'You must be reading the Quran and praying a lot, because your face is shining.' But I knew why, it's because in Christ I am light and salt." He has studied the Bible regularly with us.

- 730** half-hour programs broadcast in 2021
- 68%** increase in callers in response to programs and ads compared to prior year
- 94%** increase in digital portions of scripture, worship songs and other content from first 6 months of 2021 to second half of 2021
- 3258** conversations with
- 1090** Afghans in 2021





PILLAR 3:

# Transform Totally

## Bringing physical, spiritual, social and emotional healing to all people

We believe the gospel has the power to fully transform the lives of those living in deep physical and spiritual poverty.

Our near- and same-culture workers live out a holistic gospel that demonstrates God's love for the whole person – mind, body and spirit. This pillar drives major societal impact, from education, medical care and vocational training to anti-trafficking initiatives and disaster relief.

If we are to bring the whole gospel, we need to engage with people not only on a 'spiritual' level, but also address physical, social or emotional needs.

Similarly, if we are only addressing social, physical or emotional needs but are not providing a pathway to faith then we are being neither integral nor holistic in our gospel approach. Much of this happens at a personal and relational level, and quite naturally.

When people are blessed with the hope, joy, peace and grace only Jesus can provide, His love has the potential to spread like wildfire.

*Deep relationships develop as Albanian workers demonstrate the love of Jesus and disciple others in the Balkan region.*







# Self help groups in Zambia



From once struggling just to survive to now leading in their community, Self Help Group (SHG) members in the village of Katete are forever changed. An OM team started the SHG in 2016 among the most vulnerable women of the village. The group meets twice a week to learn how to associate with people, use the resources around them and incorporate the Word of God into everything they do. The women started recognizing their own talents and building up their confidence.

Self-Help is not just a name, it's their own experience. Before SHG, some of these families could barely provide food for their children. Sending them to school was far beyond their abilities. Golden Kateya, the SHG coordinator, shared that the ladies are now able to provide full meals for their families and their children are in school. The group also began to think about community development and now wants to build a clinic for the village.

**18** new groups including

**211** women added in 2021

**103** total groups running with

**1166** women as members

**1000's** of lives changed

*Self-help groups give women dignity and confidence as they learn to become earners and provide for their families.*



# Where We Serve

## Our Global Reach:

While transformative work continues around the world, we believe God is leading us to focus especially – to put a “spotlight” – on the least reached in five key regions: the Sahel, Arabian Peninsula, North Caucasus, South Asia and Mekong regions.

**5,000+** Workers  
**118** Countries  
**60+** Years  
**One Gospel**

<b>AFRICA</b> Angola Chad Ghana Madagascar Malawi Mozambique Namibia South Africa Tanzania Zambia Zimbabwe	Malaysia Mongolia Myanmar Philippines Singapore South Korea Taiwan Thailand	<b>MIDDLE EAST NORTH AFRICA</b> Algeria Bahrain Egypt Iraq Israel Jordan Kuwait Lebanon	Oman Qatar Saudi Arabia Syria United Arab Emirates Yemen	Faroe Islands Finland France Germany Greece Hungary Ireland Italy Kosovo Macedonia Moldova Montenegro Netherlands Norway Poland Portugal Romania	Russia Slovakia Spain Sweden Switzerland Ukraine United Kingdom	Ecuador El Salvador Guatemala Honduras Mexico Panama Paraguay Peru Uruguay	Dominican Republic Jamaica New Zealand Papua New Guinea Trinidad and Tobago United States
<b>EAST ASIA</b> Cambodia Hong Kong Japan	<b>WEST, CENTRAL &amp; SOUTH ASIA</b> Afghanistan Bangladesh Iran Kazakhstan Morocco			<b>EUROPE</b> Albania Austria Belgium Bosnia & Herzegovina Bulgaria Czech Republic Denmark	<b>LATIN AMERICA</b> Argentina Bolivia Brazil Chile Colombia Costa Rica	<b>OCEANIA NORTH AMERICA</b> Australia The Bahamas Barbados Canada	<i>Other countries not listed for security purposes.</i>

OM Workers serving here
  Spotlight Regions







REGION 1:

# Sahel

The Sahel Initiative is designed to mobilize, train and send African workers to reach unreached people groups in the Sahel region. Our aim is to activate, energize and equip 200 churches in the broader Sahel region so we may help mobilize local believers to intentionally share their faith with other villages that have no witness.

There are few known Jesus followers across this 3100-mile belt of land. In 2021, OM sent five families to Niger and Senegal. They are learning the local language and implementing business ideas to provide sustainability and credibility. The OMers will live out their daily lives in a way that reflects Jesus’s love and invite on-going discussion. OM provides small business consulting to help local Jesus followers earn a sustainable living while they share the gospel message throughout the country and support to Jesus followers seeking to be Jesus’ hands and feet by providing physical aid and engaging in need.

## Life Impact

Peter from Zambia has been working with OM in Africa for over 15 years. During that time, he learned Arabic and French. His language ability enabled him to make friends with a traditionally nomadic race of herdsman, who have experienced tribal conflict and massive climate change. Peter’s open and friendly attitude gave him opportunities to start a women’s project, give English lessons, organize sports, and to make relationships – all from the central point of the OM premises in Chad. To keep this work going, the OM team is in need of regular financial support.

This small OM team is dedicated to making friendships with local people and helping them come to know the God they love. The office premises are the central point where the team meet, host English lessons and other projects, and carry out the necessary admin that keeps the team working. “If we could receive regular support to pay for the premises, that would be a huge relief to the team,” said one team worker. “It would enable us to carry on our ministries and tell other believers what God is doing here regularly, instead of having to stop-start activities in order to raise money to pay bills.”



Families like this one are mobilizing to neighboring least reached countries to live, work and share their faith in an authentic way.

- \$10,200** annual amount needed to maintain this ministry center
- \$150** monthly amount needed for internet connectivity and security
- 5** near-culture families sent out to prepare the way for future workers coming in 2022





REGION 2:

# Arabian Peninsula

The Arabian Gulf states have a total population of more than 59 million people. Living throughout the Arabian Peninsula (AP) are expatriate workers from all over the world. OM is focusing on the 30 million Gulf Arabs who are much less reached with the gospel. We seek to work among the Gulf Arabs to see vibrant communities established among them.

We support and encourage Jesus followers in the AP who seek to authentically live out their faith among those who do not know Jesus. We come alongside those who seek to pray for and bless people living in the AP and look for opportunities to answer questions about what Christians really believe.

Working side by side with local professionals creates plenty of opportunity to demonstrate Kingdom values in daily life.



## Life Impact

College sweethearts Clara\* and Evan\* knew they wanted to serve God full-time overseas. Evan began seeking a job in the Arabian Peninsula (AP), recognizing a massive opportunity to live, work and raise his young family in a region where there are few known followers of Jesus.

When the family landed in the AP, they were ready to share God's love. For Evan, that meant long hours working hard and talking to co-workers about his faith. For Clara, now a stay-at-home-mom, it meant engaging with people through everyday encounters.

One of these connections sparked a deep friendship. At one point the husband shared that he had watched a Christian film about Jesus several times when it aired in Gulf cinemas. "I have all these questions," he said, "but I wanted to ask a Christian. I didn't want to ask a Muslim these questions." "He had been waiting 11 years to ask these questions about Jesus to a true believer," Clara emphasized.

\*names changed

**24** Gulf Arabs trained in apologetics to reach Muslims last year

**300+** in regular communication as a result of social media campaigns

**100+** attending virtual prayer conferences

**21** workers mobilized to work in their profession and live their lives out for Jesus in a foreign context in 2021





REGION 3:

# North Caucasus

The North Caucasus is the southern part of the Russian Federation and is the most unreached area of Russia. It is home to over five million people, including more than 40 ethnic groups who have never heard the true gospel. There are few known Jesus followers.

OM comes alongside Jesus followers who move to the North Caucasus to work and share their faith and life with local people. To find more skilled workers and professionals who will go to the region, OM is liaising with churches across Russia to encourage men and women to investigate how they, too, could serve God through their jobs among a people group who don't know Him.



*Knowing Kristina is a Jesus follower, clients feel free to ask spiritual questions in an everyday setting.*

## Life Impact

Kristina\* grew up in a Christian family in Russia and dreamed of living a meaningful life as she grew older. She began looking for information about mission training and dedicated her life to serving the Lord. After going through REACH (an OM missions discipleship training program), she moved to the North Caucasus region. She became a Brow Master and began working as an eyebrow artist in a local salon.

“For women here it is essential to look beautiful, this service is very appealing to them.” Kristina sees this not just as a job or a way to earn money. It is an opportunity to share the gospel and be an example to other people. “My hairdresser co-worker always recommends her clients to me, and she also tells them that I am Christian,” she said. “It helps me to easily start a conversation about God with women in the salon.” Kristina’s clients and co-workers see a strong testimony in her work ethic and attitude towards people.

*\*name changed*

- 20** students went through REACH training in Russia during 2021 to prepare for a life of sharing their faith in Jesus
- 11** of those now are working in the Caucasus region
- 28** students have joined the Russian REACH program for 2022





REGION 4:

# South Asia

The Spotlight Region of South Asia is made up of North India, Pakistan and Bangladesh. According to the Joshua Project, these countries are three of the top five nations with the highest number of unreached people groups in the world. There are very few known Jesus followers among 1.7 billion people.

OM, sometimes in partnership with other organizations, equips Jesus followers to make a difference in the lives of many South Asians through practical training programs like computer skills, tailoring, English and electric wiring. These activities allow believers to develop relationships with the trainees and disciple those who express spiritual interest. OM also raises emergency aid in response to natural disasters in the region, allowing believers to be the hands and feet of Jesus to those in need.

These families were given aid and hope after a disastrous cyclone hit their region.



## Life Impact

In addition to being severely impacted by the third wave of COVID-19, the West Bengal region of India was hit by a strong tropical cyclone in May 2021. At least 1,100 villages in West Bengal were submerged by flooding, displacing about 500,000 people. OM worked with our local partner, Nicodemus Trust, to aim relief efforts at restoring the lives of those profoundly affected by the cyclone. Our humanitarian response was primarily focused on health, early recovery, food security and quick restoration of damaged houses. Families were given dry ration and food kits, tarpaulins and mosquito nets.

They were also given hope for a better future. During one distribution, Farhan\*, an OM worker, met Muhammad. Later, Muhammad came to the OM worker’s home to ask: “Why did you help me? Because no one was helping us when we didn’t have food at home. So why are you?” Farhan shared about Jesus and invited Muhammad to join a bible fellowship group at his home later. Muhammad brought his young daughter to the meeting and began attending regularly. Now, he has decided to follow Jesus. “This is the beautiful story we have,” Farhan shared. “People need food, but they also need hope.”

*\*name changed*

**\$23** buys a 55 pound food pack to feed a family for 2 weeks

**975** families blessed with a food pack and temporary shelter





REGION 5:

# Mekong

OM teams in the five Mekong region countries are partnering together to see every household within reach of a vibrant community of Jesus followers. Most, if not all, of the region lives under the influence of Buddhism. The vast majority of these people have never heard of Jesus, nor have they ever met a Jesus follower.

From distributing food to people who are homeless to visiting children with special needs to organizing and sponsoring educational programs for children affected by poverty, OM team members and partners seek to show God’s love in action and develop relationships with people in need. People who participate in the programs have opportunity to interact with believers—many for the first time—and through developing trusting relationships, can learn about Jesus.



Distributing food packages provides an opportunity to ask these women about their lives and establish a relationship.

## Life Impact

“When I first became national director of OM in Myanmar, and I looked at OM’s vision to see communities of Jesus followers where there were none, my first thought was: ‘Okay, who do we train here in Myanmar?’” Khai shared. Over the next several years, he led the team to shift from primarily relying on foreign volunteers and working in the capital city to raising up, and partnering with, dozens of local Jesus followers with a passion for those who do not yet know about Jesus. Many of these local believers already lived in remote places.

“Foreigners come and go, and their language is limited,” Khai explained. “But if the foreigners can come and train us and stand behind us, we can send our own people out into hard places in our own country – to our own people.”

Through the biblically based missional training that Khai and others have provided over the past few years for believers in Myanmar, twelve new gatherings of Jesus followers have formed and continue to grow in parts of the country that previously had no churches. These pockets of hope have been formed in communities that seem to have been forgotten by others. But God has not forgotten them.

Sadly, Khai was one of our workers who was lost to COVID-19 during 2021. Because of Khai’s vision and work, there is a solid foundation on which to build.

**12** new house churches have been established in areas where there were none

**5000** people expected to be impacted in 2022



# OM USA Financials<sup>1</sup>

## INCOME STATEMENT (IN US\$ THOUSANDS)

	2021	2020	2019
<b>INCOME:</b>			
CONTRIBUTIONS:	30,518	29,171	28,135
INVESTMENT INCOME:	489	155	177
OTHER INCOME:	2,492	1,178	1,060
<b>TOTAL:</b>	<b>33,499</b>	<b>30,504</b>	<b>29,372</b>
<b>EXPENSES:</b>			
INT'L MINISTRY:	20,746	18,059	16,659
OTHER MINISTRY:	7,388	7,440	8,332
GENERAL & ADMIN:	2,706	2,616	2,543
FUNDRAISING:	2,860	2,982	2,521
<b>TOTAL:</b>	<b>33,700</b>	<b>31,097</b>	<b>30,055</b>
<b>CHANGE IN NET ASSETS:</b>	<b>(201)</b>	<b>(593)</b>	<b>(683)</b>

## ASSETS, LIABILITIES & NET ASSETS (IN US\$ THOUSANDS)

<b>ASSETS:</b>			
CASH & INVESTMENTS:	5,522	7,120	4,386
OTHER CURRENT ASSETS:	647	120	910
FIXED ASSETS:	3,021	3,452	3,873
<b>TOTAL:</b>	<b>9,190</b>	<b>10,692</b>	<b>9,169</b>
<b>LIABILITIES &amp; NET ASSETS:</b>			
LIABILITIES:	2,053	3,354	1,238
NET ASSETS:	7,137	7,338	7,931
<b>TOTAL:</b>	<b>9,190</b>	<b>10,692</b>	<b>9,169</b>

<sup>1</sup> Fiscal year runs Oct 1 to Sept 30

# OM International Financials<sup>3</sup>

## INCOME STATEMENT (IN US\$ THOUSANDS)

	2021 <sup>4</sup>	2020	2019
<b>INCOME:</b>			
CONTRIBUTIONS:	79,855	78,190	79,080
SALES (NET):	3,503	5,362	5,070
OTHER INCOME:	5,578	6,008	8,898
<b>TOTAL:</b>	<b>88,936</b>	<b>89,560</b>	<b>93,048</b>
<b>EXPENSES:</b>			
PERSONNEL:	50,709	51,963	52,367
MINISTRY (NON-PERSONNEL):	14,315	14,845	19,196
PROPERTY & OFFICE:	13,815	12,996	17,893
FINANCE & OTHER:	3,692	4,262	4,517
<b>TOTAL:</b>	<b>82,531</b>	<b>84,066</b>	<b>93,974</b>
<b>CHANGE IN NET ASSETS:</b>	<b>6,405</b>	<b>5,494</b>	<b>(925)</b>

## ASSETS, LIABILITIES & NET ASSETS (IN US\$ THOUSANDS)

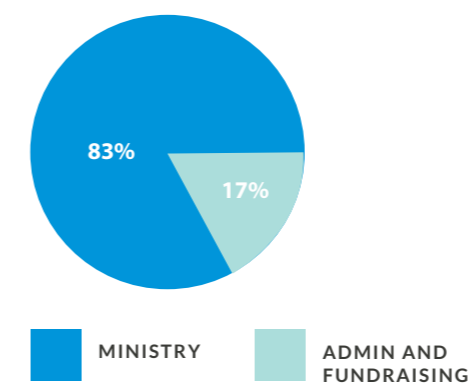
<b>ASSETS:</b>			
CASH & INVESTMENTS:	56,841	54,938	43,455
OTHER CURRENT ASSETS:	4,210	3,490	5,078
FIXED ASSETS:	45,673	43,097	43,365
<b>TOTAL:</b>	<b>106,724</b>	<b>101,525</b>	<b>91,898</b>
<b>LIABILITIES &amp; NET ASSETS:</b>			
LIABILITIES:	10,842	12,674	10,166
NET ASSETS:	95,882	88,851	81,732
<b>TOTAL:</b>	<b>106,724</b>	<b>101,525</b>	<b>91,898</b>

<sup>2</sup> OM USA distribution 2021  
<sup>3</sup> Fiscal year runs Jan 1 to Dec 31  
<sup>4</sup> Preliminary, unaudited figures

## Key Highlights in 2021

- 7% increase in total giving through the US office compared to prior year
- 13% increase in gifts from individuals compared to prior year
- 12% increase in giving to fields and projects compared to prior year

## FUNCTIONAL EXPENSES<sup>2</sup>





# OM Leadership

## OM GLOBAL BOARD

**Paul Hynam**  
Barbados  
*Chairman*

**Goh Wei-Leong**  
Singapore  
*Vice Chairman*

**Julyan Lidstone**  
United Kingdom  
*Board Secretary*

**Lawrence Tong**  
Singapore  
*International Director*

**Shura Facanha**  
Ecuador

**Bert van de Haar**  
Netherlands

**Mary Lederleitner**  
United States

**Zenaida Maramara**  
Philippines

**Calisto Odede**  
Kenya

**Grant Porter**  
Australia

**Kelvin Samwata**  
Zambia

**Jon Seeley**  
Australia

**Holly Steward**  
United States

**Albert Teh**  
Malaysia

## OM USA BOARD

**DeeDee Wilson**  
Tyrone, Georgia  
*Chairperson*

**Rick Hicks**  
Mission Viejo, California  
*Vice Chair*

**Jim Owens**  
Newport Beach, California  
*Secretary/Treasurer*

**James Bustraan**  
Orlando, FL

**Dr. Ray Charles**  
Reisterstown, Maryland

**Litia Jones**  
Atlanta, Georgia

**Margaret Kim**  
Brooklyn, New York

**Andrew Scott**  
Tyrone, Georgia

**Harvey Thiessen**  
Ontario, Canada

## OM USA EXECUTIVE TEAM



**Andrew Scott**  
*President and CEO*



**Matt Benson**  
*Senior Vice President*



**Dana Brennan**  
*Vice President*



**John Cerniglia**  
*CFRE, Senior Vice President*



**Chris Fedelem**  
*Senior Vice President*



**Brian Miller**  
*Vice President*



**David Sexton**  
*CFO*



**Todd Shinabarger**  
*CIO*



**Jonathan Thiessen**  
*Senior Vice President*



**Alberta Wray**  
*Vice President*





