



**20
25**

Annual Report

Local Churches. Lasting Change.

WHO WE ARE

EQUIPPING LOCAL CHURCHES TO TRANSFORM THEIR COMMUNITIES.

Since 1986, International Cooperating Ministries (ICM) has partnered with indigenous church leaders to build healthy, thriving local churches that serve as anchors of hope in their communities. We come alongside pastors to strengthen congregations through leadership development, practical ministry tools, and support for establishing safe, sustainable places to gather and grow.

Healthy churches are vital to lasting transformation. When local leaders are equipped and congregations are strengthened, churches become stable centers of worship, care, and service; able to meet both spiritual and practical needs in their neighborhoods. From the inside out, these churches help bring renewal to families, communities, and future generations.

We believe the most enduring change happens through local leadership and church health. When pastors are resourced and supported, churches grow stronger; when churches are strong, they multiply; and when churches multiply, communities are served with compassion, dignity, and hope.

OUR VISION REMAINS SIMPLE AND BOLD:

A healthy church within walking distance of everyone in the world.



Dear Friends,

This year, we witnessed again what happens when local churches are built to lead. In communities facing uncertainty and need, pastors disciplined believers, families found care, and neighbors encountered the hope of Christ. Your prayers and generosity made it possible to equip congregations with places to gather and tools to grow, while indigenous leaders carried the work forward with courage and faith.

Because of partners like you, over 14,000 churches have been built, and over 27 million disciples are engaged in *Foundations*. Behind each number is a story: a pastor equipped, a small group multiplied, a community served in Jesus' name.

As we enter our 40th year, our aim is straightforward: we look toward equipping hundreds more congregations in 2026 to serve as centers of hope and transformation, and to multiply that impact across regions. Thank you for standing with us. God is using your investment through local churches to change the world.

With gratitude and hope,

Janice Allen
President & CEO

Acceleration & Access

Expanding the reach of the local church by creating access where it's needed most.

14,036

TOTAL CHURCHES

809 

CHURCH PROJECTS

Started in 2025

NEW COUNTRIES REACHED



KOSOVO



CHAD

*5 New projects between both countries



27,378,167

SCRIPTURE ENGAGED DISCIPLES

If each person impacted by ICM took up one square mile, the occupied space would be **larger than the Indian Ocean** by over 100,000 square miles.

These bricks are part of a church project in Africa.

ACCELERATION & ACCESS

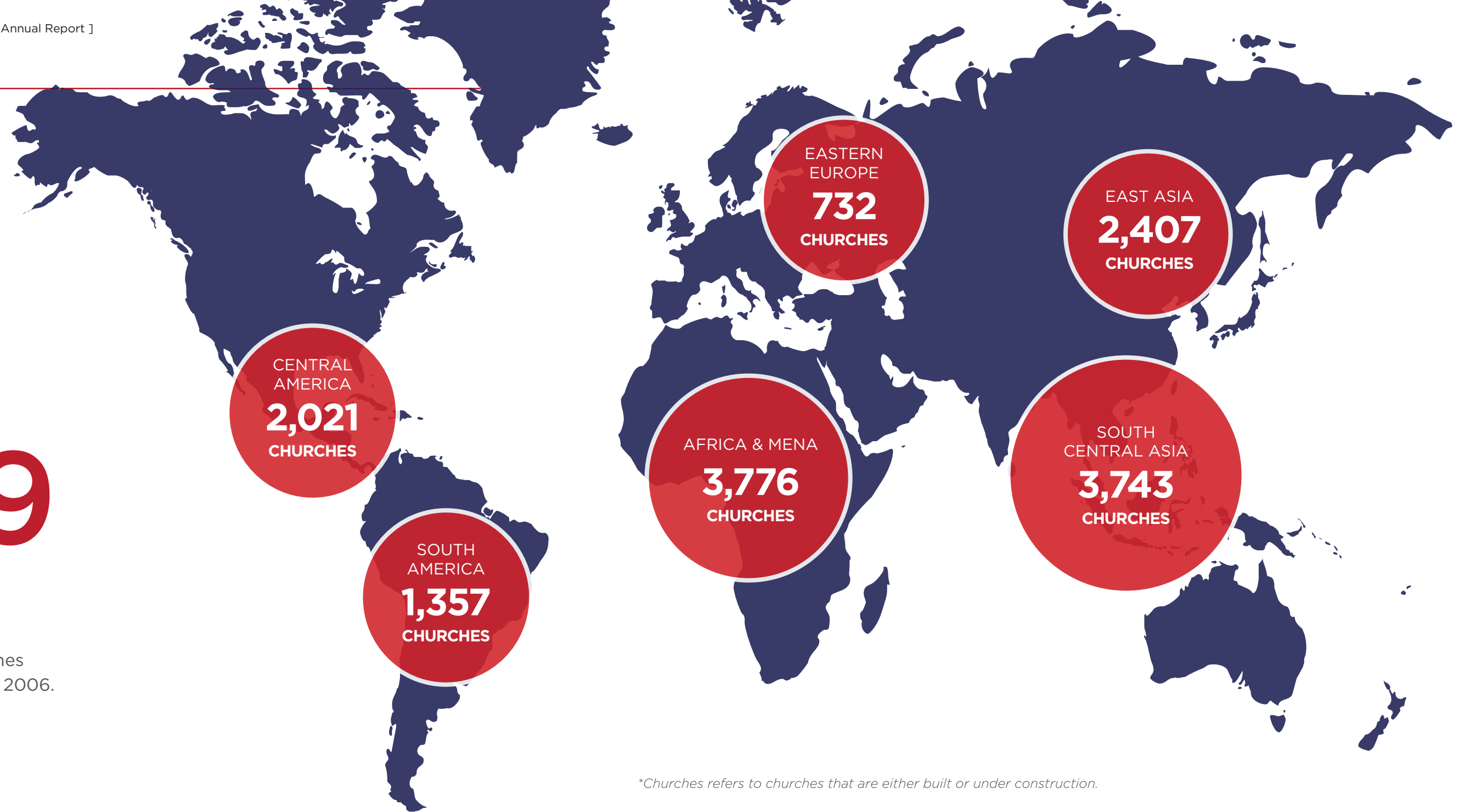
REGIONS & REACH

Where We Serve

32,909

CHURCHES PLANTED

Regional totals reflect ICM-partnered church buildings; 32,909 represents total new churches planted through ICM's broader ministry since 2006.



*Churches refers to churches that are either built or under construction.

ACCELERATION & ACCESS

A CHURCH STRENGTHENED FROM WITHIN

Where a Local Church Becomes the Answer

In a remote village in South Central Asia, a small congregation faced the kind of moment that ends most rural churches. Their pastor was gone. The nearest believers were hours away. For many in the village, this church was the only place within walking distance where the Gospel was preached.

The congregation had a choice: close the doors or step forward in faith.

They chose faith. One of their own, a woman named Priya*, answered the call to lead. There was just one problem. Priya had never learned to read.

This is the reality in thousands of communities ICM serves. A healthy church within walking distance is not just a building, it requires an equipped leader, a disciplined congregation, and a permanent place to gather. Remove any one of these, and the church falters. For forty years, ICM has built its model around all three: coming alongside indigenous pastors with leadership development, equipping believers through Foundations discipleship, and partnering with congregations to establish permanent worship spaces.

Priya leaned on the Scripture she had memorized and the Foundations training she had received. Week after week, she shepherded her church. Then one morning, she opened her Bible and discovered she could read. She calls it a miracle, and the congregation calls it a turning point.

Today, that church gathers in a permanent building. Priya continues to lead. New believers are being disciplined, and the congregation is already shaping leaders who will plant the next church in the next village.

This is church multiplication at work: one equipped leader, one healthy church, one community at a time. Until a healthy church stands within walking distance of everyone in the world.

*For security reasons, her name has been changed and a general image is used.



A women's small group meeting in South Central Asia.

Strategy & Sustainability

Building intentional systems that strengthen the local church and fuel lasting multiplication.

WHY WE INVEST

At ICM, the way we invest reflects what we believe about the Church and what we believe produces lasting transformation.

We do not chase short-term results or one-time outcomes. Instead, we invest where multiplication, sustainability, and local ownership create impact that endures long after a project is complete.



We invest where multiplication, sustainability, and local ownership

CREATE IMPACT.



INVESTING IN **CHURCH LEADERS**

We believe healthy churches are led by equipped, confident pastors who know their communities and are called to serve them.

When we invest in church leaders, we strengthen far more than a single congregation. Pastors disciple believers, mentor new leaders, and shepherd churches through seasons of growth and challenge. An equipped leader becomes a catalyst for discipleship, unity, and multiplication.

By coming alongside indigenous pastors with training and support, we help ensure the church remains rooted, resilient, and capable of growing the Kingdom from within the community.

INVESTING IN **LOCAL CHURCHES**

A church building is more than a structure, it is a visible and trusted center of hope.

In many communities, the local church becomes the place where people gather not only to worship, but to learn, receive care, and find belonging. A safe, permanent place of worship strengthens a congregation's witness and provides stability in regions facing uncertainty or crisis.

We invest in local churches because permanent presence enables consistent discipleship, sustained outreach, and a faithful response to community needs.

STRATEGY & SUSTAINABILITY

INVESTING IN HOPE CENTERS

Churches are most effective when they serve the whole person.

Hope Centers and local outreach programs allow congregations to meet practical needs, education, food security, counseling, and care, while staying anchored in the Gospel. These ministries emerge from the church, are led by local believers, and reflect the real needs of the community.

We invest in these efforts because compassionate service builds trust, opens doors for discipleship, and allows the church to live out Christ's love in tangible ways.

INVESTING IN DISCIPLESHIP

Lasting transformation requires more than attendance, it requires formation.

Through *Foundations* and other discipleship resources delivered physically, digitally, and through guided learning, believers are equipped to understand Scripture, grow in faith, and teach others. These tools make discipleship accessible across cultures, literacy levels, and geographic boundaries.

We invest in discipleship because growing believers grows the Church and growing churches transform communities for generations.

This congregation worships in South America because of the support from donors like you.

THE RESULT: MULTIPLICATION

When leaders are trained, churches are equipped, and believers are discipled, multiplication follows.

This is why our investments focus on people, presence, and perseverance.
And why the impact continues long after the initial gift is given.

“Go make disciples of all nations”

MATTHEW 28:19



STRATEGY & SUSTAINABILITY

TRANSFORMING GENERATIONS

A Hope Centers Ripple Effect

Rosa* owned several bars in her Belizean community. She had never set foot inside a church. For most of her life, the Gospel had simply never reached her. Not because no one had tried, but because there was no healthy church nearby ready to receive her when she was ready to come.

Then her son Mateo met Jesus.

He encountered Him at an ICM Hope Center, an expanded ministry space attached to a local partner church. A Hope Center exists for exactly this reason: when a congregation grows healthy enough that its ministry outgrows its walls, the church needs room to serve the whole person, children, families, the hurting, the curious. Hope Centers are not separate programs. They are the local church, extended.

Mateo began praying for his mother. His pastor encouraged him. And because the church was close, permanent, and led by an equipped indigenous pastor, it was ready when Rosa's heart began to open.

She came. She stayed. She placed her faith in Jesus and was baptized alongside her son. As her faith deepened, she closed the bars she owned. The same local church that welcomed her now walks with her through discipleship and community.

This is what ICM's model is designed to produce. A permanent church building anchors the congregation. A trained pastor leads it. Foundations discipleship forms new believers. And a Hope Center multiplies the church's reach into the families and households around it.

One church. One Hope Center. One family transformed, and a community that now has a healthy church within walking distance, ready for whoever comes next.

*Names changed for privacy.



A hope center under construction in Belize.

Milestones & Momentum

Highlights from the Year

TRUSTED STEWARDSHIP

We are proud of continued accreditation by the Evangelical Council for Financial Accountability (ECFA), four stars from Charity Navigator, and to have earned GuideStar's Platinum Transparency seal (by Candid), reflecting our commitment to financial integrity and transparency.



SAMARITAN'S PURSE

This year, we are grateful to begin a growing partnership with Samaritan's Purse, working together to construct multiple church buildings in communities with limited access to permanent places of worship. This collaboration strengthens local congregations by providing stable, lasting spaces where churches can gather, serve, and stand as visible centers of hope.

NEW COUNTRY

This year, we celebrate the start of new church building projects in Chad, marking the beginning of a long-term presence for local congregations in this country. Located in north-central Africa and home to nearly 20 million people, Chad's vast geography and limited infrastructure make the establishment of permanent church buildings a critical step toward stability and hope for communities.

ARABIC LMS LAUNCH

The launch of our Arabic Learning Management System expands access to discipleship in regions where on-the-ground ministry is limited due to sensitivity. By delivering secure, scalable training digitally, churches and leaders can continue to grow and be equipped, even in places where physical presence is not possible.

**View this and more at foundations.icm.org*



MONTHLY GIVING

Through Groundbreakers, ICM equips local churches with permanent worship spaces and practical resources that strengthen indigenous leadership and long-term ministry impact. In 2025, ICM strengthened this sustainability model by launching its first comprehensive monthly giving strategy. Establishing recurring partnership as a key driver of steady growth, deeper engagement, and long-term impact for the global Church. This digital-first approach strengthened donor relationships and ensured more consistent support for church construction and ministry worldwide.

MILESTONES & MOMENTUM

MOMENTUM BEGINS WITH ACCESS

Equipping Local Evangelists to Reach the Unreached

In a remote region of West Africa, a respected religious leader had a dream. Jesus appeared to him, and he woke up with questions he could not answer alone. He had no Bible. He knew no Christians. He prayed into the silence, asking God to show him what it meant to follow this Jesus.

God's answer walked down his road.

Two evangelists — trained, sent, and supported by a local ICM partner church — were traveling through his village. He confronted them, told them of his dream, and asked who this Jesus was. They recognized his spiritual hunger immediately. They shared the Gospel, walked him through his questions, and that day he placed his trust in Christ.

This moment did not happen by chance. It happened because a healthy church existed within reach. Close enough to send evangelists, equipped enough to disciple a new believer, and permanent enough to sustain what God was starting.

This is the ICM model in motion. We invest in church leaders who train evangelists. We invest in local churches that become sending bases for the Gospel. We invest in discipleship so that new believers are not left alone. And we invest in permanent worship spaces so that when someone like this leader says yes to Jesus, there is a church ready to receive him and a congregation ready to grow alongside him.

As a trusted voice in his community, this new believer opened doors no outsider could. Conversations spread. Others began seeking Christ. What started with one dream is now a growing movement rooted in local leadership, sustained by the local church, and multiplying outward.

This is how church multiplication happens: not one conversion at a time, but one healthy church at a time. Each church planted becomes a launching point for the next. Each equipped pastor raises up the next generation of leaders. Each Foundations disciple becomes a discipler. **Until a healthy church stands within walking distance of everyone in the world.**



A church under construction in West Africa.

MILESTONES & MOMENTUM

2025 IN FOCUS

In a single year, local churches partnered with ICM to expand the Gospel's reach across 111 countries. Every number below is a seed. A congregation that will disciple, multiply, and plant the next church.

111

COUNTRIES WITH PROJECTS

809

CHURCH PROJECTS STARTED

762

CHURCH PROJECTS FINISHED

1.49M

Sq
Ft.

WORSHIP SPACE ADDED

Through strategic investment and global collaboration, ICM continues to strengthen local leaders and infrastructure, advancing its vision to build thriving churches worldwide.



MILESTONES & MOMENTUM

REACHING 40 YEARS OF IMPACT

Since 1986

Every number below began as a single church, a single pastor, a single disciple. For forty years, faithful investment in local leadership has compounded into a global movement. Led not by ICM, but by the local churches ICM was built to serve.



14,036

TOTAL CHURCH PROJECTS



32,909

CONGREGATIONS PLANTED

HOW 14,036 BECOMES 32,909

A healthy church doesn't just serve — it multiplies. The pastor trained this year will train the next. The church planted this year will plant the next. This is the compounding power of the local church, and it is why ICM invests where multiplication, sustainability, and local ownership create impact that endures.



27 Million

SCRIPTURE ENGAGED DISCIPLES

**40 years ago, ICM started with 0*

114.3k

LEARNING MANAGEMENT SYSTEM (LMS)

3.85 M

DIGITAL DISCIPLESHIP

5.32 M

RADIO BROADCAST

18.14 M

PHYSICAL DISCIPLESHIP



1.9 Million

TOTAL CHURCH MEMBERS

295

INDIGENOUS PARTNERS

40,245

PASTORS TRAINED

**Using ICM resources*

195k

ACTIVE SMALL GROUPS

1,975

ORPHANAGES & HOPE CENTERS

Financial Stewardship

How Resources Were Used

ICM is deeply committed to ensuring that every dollar entrusted to the ministry is stewarded with discipline, transparency, and a clear focus on mission impact. ICM's 2025 audit affirmed our financial accountability and integrity. This year, ICM was once again accredited by ECFA (Evangelical Council for Financial Accountability), an organization that verifies high standards of financial integrity, board governance and stewardship. Our goal is to maximize deployment of resources to the field through careful cost management and rigorous financial oversight. We commit to steward the resources entrusted to us and remain deeply grateful for the generosity and partnership of our faithful donors.

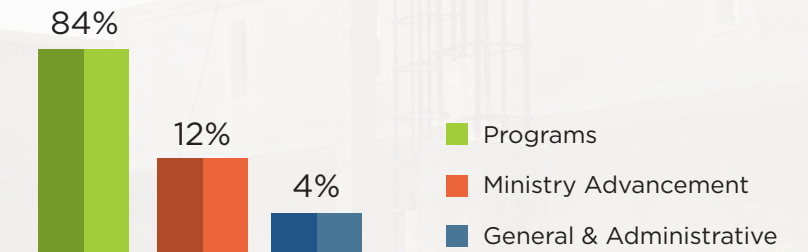


A church under construction in Africa.

*STATEMENT OF FINANCIAL POSITION

As of December 31, 2025

Assets:	\$23,209,227
Liabilities:	\$2,736,034
Net Assets:	\$20,473,193
Total Assets & Liabilities	\$23,209,227



*STATEMENT OF FINANCIAL ACTIVITIES

As of December 31, 2025

Support & Revenue	\$32,751,802
Expenses	\$23,652,548
• Program Services	\$18,496,287
• Support Services	\$5,156,261
Change in Net Assets	\$9,099,254
Net Assets, Beginning of Year	\$11,373,939
Net Assets, End of Year	\$20,473,193

*Financials are available online: icm.org

Looking Ahead

As we look ahead, we do so with gratitude for God’s faithfulness and confidence in where He is leading. In 2026, ICM will celebrate 40 years of partnering with local leaders to build healthy churches, a milestone that inspires both reflection and renewed vision.

In the year ahead, we aim to begin construction on hundreds of new church buildings, expanding access to the Gospel in communities where the need is urgent and growing. Each church will serve as a lasting center of worship, hope, and community transformation, moving us closer to 15,000 completed church construction projects around the world.

Alongside church construction, we continue strengthening churches through expanded access to discipleship resources, including wider distribution of *Foundations*, the launch of *Foundations Essentials*, and new strategic content partnerships. As we celebrate 40 years of impact, we invite you to join us in what God is doing next: equipping local churches to grow strong and multiply for generations to come.



“Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us”

EPHESIANS 3:20



BEYOND: SINCE 1986

The 40th Anniversary of ICM will be celebrated throughout the year with a series of regional gatherings, storytelling initiatives, opportunities to engage more deeply with the mission and a cornerstone Anniversary Weekend Celebration at the ICM Headquarters. These moments will honor the legacy of the past while inviting participation in what God is doing now and preparing for what lies ahead.



Scan here for more information!

CAPITAL CAMPAIGN

The One Center, Eternal Impact Building Campaign marks a significant milestone for ICM, introducing the Rosser Center for Global Church Development as a hub where vision becomes action and action multiplies globally. More than a facility, the Rosser Center will anchor ministry efforts that equip pastors, plant churches, nurture believers, and advance the Gospel in the most unreached regions of the world.



Scan here for more information!

LOOKING AHEAD

A LEGACY THAT MULTIPLIES THE GOSPEL

The Living Stones Legacy Society

Having supported the ministry of ICM since 1997, we have had the privilege of witnessing the impact of church planting and discipleship across the world. Recently, we received a beautiful pictorial folio from ICM highlighting the completion of a new church building in China as part of a broader movement taking place throughout Southeast Asia. Seeing this tangible expression of the gospel advancing through local churches was both inspiring and deeply encouraging.

ICM's commitment to following God's call to spread the gospel, equip disciples, and see new churches led by indigenous believers continues to transform communities in meaningful and lasting ways. We are grateful for the faithful leadership and Christ-centered dedication that drives this mission forward.

Because we believe deeply in the eternal impact of this work, we have chosen to include ICM in our estate plans through the Living Stones Legacy Society. It is a joy to know that our partnership with ICM will continue helping build healthy churches and reach people with the hope of Christ for generations to come.

Daryl & Suellen Vanderwilt
Living Stones Legacy Society Members

For more information on planned giving, email plannedgiving@icm.org



IN MEMORY OF

Janet Ward Black

Janet Ward's life was a living testimony of her faith in Jesus Christ. She devoted her life to serving others. Her heart for people reflected her favorite scripture from Matthew 25: "Whatever you did for one of the least of these brothers and sisters of mine, you did for me."

Janet Ward served on ICM's board and sponsored hundreds of churches across many countries through her generosity to our mission. She walked humbly with God, loved deeply, and left behind a legacy of faith in action.



THANK YOU

To every donor, church, foundation, and partner, thank you. Your generosity equips pastors, strengthens congregations, and touches communities with the hope of the Gospel. We are honored to steward your trust and invest it where the local church can do the most good.

“Not to us, O Lord, not to us, but to your name give glory, for the sake of your steadfast love and your faithfulness.”

PSALM 115:1

“Jesus is coming back for His bride. If a building helps the bride prepare for His return by providing a place to meet, fellowship, and for outreach to the community, then it’s important that as the Body, we invest resources to ensure our brothers and sisters around the world have this. ICM enables us to do so. It brings me great joy knowing that my seed is reaping a harvest of souls, baptisms, discipleship, daughter churches, and more. God multiplies the seed in such a supernatural way through the fertile soil at ICM.”

Shandre Harasty, ICM
Donor & Board Member

A healthy church within walking distance of everyone in the world.

