



Strategic plan summary

2021 – 2025



Santa Tejada
DOMINICAN REPUBLIC (ESPERANZA INTERNATIONAL)



STRATEGIC OBJECTIVES: THE OPPORTUNITY WE SEE

We see many responding to Christ's call to serve the least-served. Leaders are looking to the margins of their communities and asking how they can reach out to those who are disenfranchised and excluded by others. With deep gratitude for how Christ has reached out to us, we are committed to going further and deeper in Christ's call to come alongside **FRONTIER** communities who have been left out—spiritually, socially, or systematically.

We hear women and men sharing their dreams for their families. In particular, we hear their desire to build homes and to invest in agriculture to provide for their communities. We are eager to continue listening to those we serve and to respond with **PROGRAM INNOVATION** that helps them achieve their dreams. The COVID-19 pandemic has taught us that, in a changing world, we must continue to find new ways to serve.

We see the tremendous blessing **PARTNERSHIP** has been throughout our organizational history, which has only been heightened by the COVID-19 pandemic. We see more mission-aligned opportunities to link arms to pursue a calling higher than any one organization's agenda, and we believe that sharing our experience and learning from our fellow laborers in the Kingdom is the best approach to fulfilling our mission.





Our mission is to invest in the dreams of families in the world's underserved communities as we proclaim and live the Gospel.

From 2021 through 2025, we will:



FRONTIERS

**Expand our
boundaries to serve
the least-served**



PROGRAM INNOVATION

**Listen and find new
ways to respond to
those we serve**



PARTNERSHIP

**Strengthen our Kingdom-
minded network while
expanding collaboration**

So that those we serve will:



Grow closer
to Christ

SPIRITUAL



Develop stronger
relationships

RELATIONAL



Affirm their
God-given dignity

PERSONAL



Break the cycle of
material poverty

MATERIAL



FRONTIERS

Expand our boundaries to serve the least-served

Key result: **Serve 20 new frontiers by end of 2025**



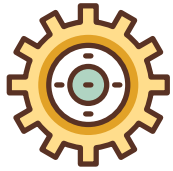
Since 1997, HOPE International has focused on serving underserved communities.

Our program leaders have consistently sought out communities at the margins, inspiring a goal in our last strategic plan to serve 10 unreached and underserved communities. Praise be to God who led us above and beyond that goal.

We are eager to expand to serve more communities at the frontiers and **intentionally reach least-served groups of people who have historically experienced exclusion**. As our regular operations continue to grow, we also want to include these least-served communities as a subset of overall growth.

Whether they have **limited exposure to the Gospel**, are **socially excluded** due to stigma or marginalization, or are **systematically excluded** due to historical or legal restrictions, conflicts, or geographic isolation, serving the least-served will require us to develop or adapt programmatic approaches to fit unique contexts. We are committed to this calling.





PROGRAM INNOVATION

Listen and find new ways to respond to those we serve

Key result: **Design & test 30 new initiatives by end of 2025**, with an emphasis on agriculture and housing finance

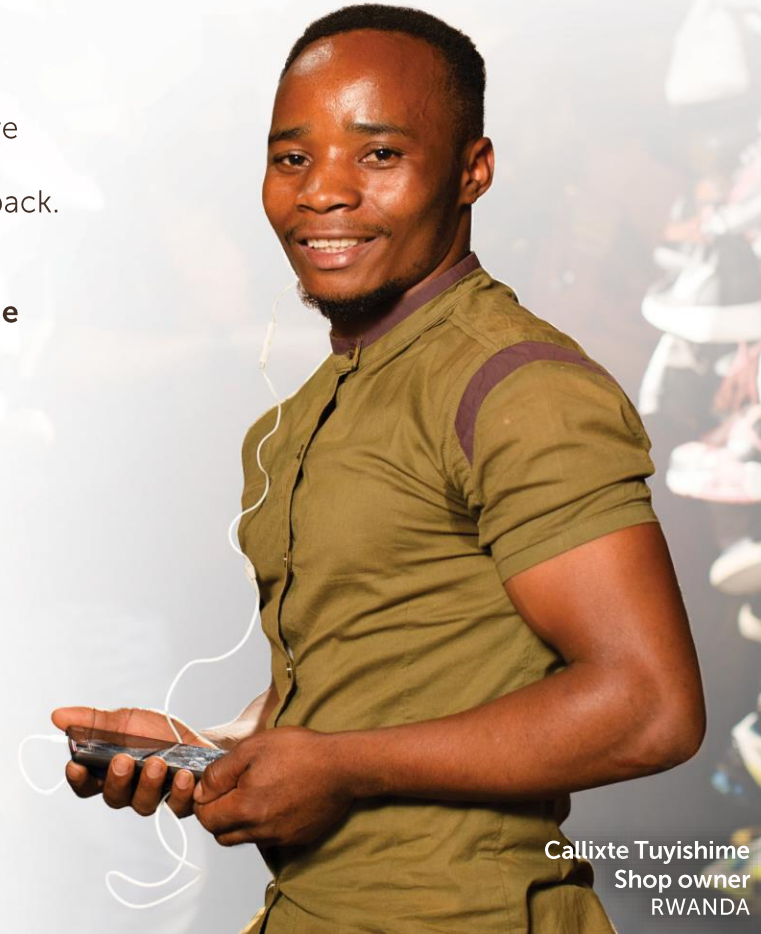


In the last five years, HOPE International has significantly improved how we listen to our partners and those we serve. With stronger processes, we are now better equipped to improve our services directly in response to feedback.

We are excited to set a new objective that focuses on exploring and developing **new initiatives to improve service to our field partners and the men and women we serve.**

These new initiatives might include pilots for new products, adaptations to existing services, new models to serve the least-served, or new or improved systems for back-end processes. In each case, the opportunity must respond to the perspective or feedback of an end user and directly deliver new or increased value.

For example, we have consistently heard from those we serve the desire to own their own home or land and to develop agriculture. We are excited to explore how we might innovate to respond to these dreams.



Callixte Tuyishime
Shop owner
RWANDA



PARTNERSHIP

Strengthen our Kingdom-minded network while expanding collaboration

Key result: Add 50 new partners by end of 2025

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▼

50
▼



Implementing partners
remaining

From the beginning, HOPE International has chosen to operate as a network of partners, believing the wisdom of the African proverb that states, *"If you want to go fast, go alone. If you want to go far, go together."*

We are eager to deepen our commitment to Kingdom-minded partnership in the next five years. We want to strengthen our existing network by **improving how we support and learn from each other**. And we want to **invite new partners into the HOPE network** to increase collaboration, catalyze learning, and grow our reach.

New partnerships added through this objective will primarily focus on increasing savings group partnerships with church denominations as well as global and local nonprofit organizations like Compassion International and 410 Bridge Kenya. We will also increase our partnerships with likeminded microfinance institutions and complementary service partners like Plant with Purpose.





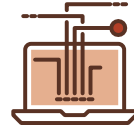
PEOPLE

Grow our global team's capacity and engagement

Key result

80% of programs achieve flourishing score for staff engagement and HR function

We want staff to grow and flourish at HOPE. We will keep ourselves accountable to this through an HR Scorecard that will monitor staff retention, Christ-centered recruitment, succession planning, staff development in necessary expertise, and staff engagement.



SYSTEMS

Improve our technology infrastructure and data management

Key result

Achieve target technology maturity levels across 5 key disciplines

We will address the key areas of development needed to bolster our core operational systems while improving the quality and management of financial and operational data to drive timely, data-driven decision-making.



FUNDING

Expand our funding sources to strengthen the HOPE network

Key result

Generate \$200 million in global funding, including \$50 million through operational revenue

We are excited to increase HOPE's financial support through domestic and international fundraising, capital campaigns, estate gifts, and HOPE Global Investments. Operational revenue comes from those we serve repaying their loans, as well as returns on financial investments. We are eager to expand our funding sources to support HOPE's work.

*O God, You guide the meek in judgment
and cause light to shine in the darkness for the godly:
Grant us, in all our doubts and uncertainties,
the grace to ask what You would have us do,
that the Spirit of wisdom may save us from all false choices,
and that in Your light we may see light,
and in Your straight path we may not stumble;
through Jesus Christ our Lord.*

Amen.

Adaptation of the "Prayer for Guidance" from The Book of Common Prayer