Vision
20/20

HOPE INTERNATIONAL’S 2016–2019 STRATEGIC PLAN SUMMARY
We will listen and actively respond to the voices of our stakeholders while exploring HOPE’s role in catalyzing transformation across the four domains.
A community of stakeholders collectively IMPACTED

FOUR DOMAINS OF IMPACT

**SPIRITUAL**

- **CLIENTS**
  - Clients have grown closer to Jesus Christ, evidenced by active discipleship and increased knowledge of Him and Scripture.
    - (Client Survey)

- **FIELD PARTNERS**
  - Partners have grown closer to Jesus Christ and have grown in their effectiveness in making disciples.
    - (Field Partner Survey*)

- **DONORS**
  - Donors have grown in their walk with Christ.
    - (Annual Donor Survey)

- **STAFF**
  - Staff have grown in their walk with Christ, evidenced by the fruit of the Spirit and active discipleship.
    - (Inspirational Leadership Score, Best Christian Workplace Annual Survey**)}

**MATERIAL**

- **CLIENTS**
  - Clients have experienced material progress and are exhibiting improved stewardship, generosity, and financial management skills.
    - (Client Survey)

- **FIELD PARTNERS**
  - Partners have improved capacity to sustainably fulfill their missions.
    - (Field Partner Survey*)

- **DONORS**
  - Donors have a greater understanding of the world and God’s heart for the vulnerable.
    - (Annual Donor Survey)

- **STAFF**
  - Staff have experienced material sufficiency and are exhibiting greater stewardship, generosity, and financial management.
    - (Rewarding Compensation Score, Best Christian Workplace Annual Survey**)}

**PERSONAL**

- **CLIENTS**
  - Clients have greater dignity and hope for the future as well as an increased awareness of personal giftedness.
    - (Client Survey)

- **FIELD PARTNERS**
  - Partners have greater passion for pursuing holistic ministry and unity within the body of Christ through their calling.
    - (Field Partner Survey*)

- **DONORS**
  - Donors have a greater understanding of how to use what’s in their hands to glorify God.
    - (Tracking Open Hands Resources*)

- **STAFF**
  - Staff have an increased awareness of personal calling and giftedness and have greater hope for the future.
    - (Life-Giving Work and Uplifting Growth Scores, Best Christian Workplace Annual Survey**)}

**SOCIAL**

- **CLIENTS**
  - Clients have strong relationships with fellow group members and program staff while exhibiting greater care and service.
    - (Client Survey)

- **FIELD PARTNERS**
  - Partners are actively loving their neighbors and modeling restoration within their communities.
    - (Field Partner Survey*)

- **DONORS**
  - Donors have been supported by HOPE in their walk with Christ regardless of their financial support.
    - (Annual Donor Survey)

- **STAFF**
  - Staff have stronger relationships with each other and exhibit greater empathy and service.
    - (Healthy Communication and Fantastic Teams Scores, Best Christian Workplace Annual Survey**)}

*NOTE: Items in parentheses are the tools used to measure desired impact. * Indicates future tools and initiatives. ** A field version of the Best Christian Workplace survey is being researched.
Increased IMPACT through three pillars

CHRIST-CENTERED

We are committed to following Christ’s example of discipleship with clients, partners, donors, and staff. We also believe in equipping the local church to fulfill its mission. We remain committed to building a Christ-centered culture in our programs worldwide, which means the Gospel is central to our work, Scripture is the foundation, and the Holy Spirit is our guide. We follow Christ’s call to serve the marginalized and the underserved.

QUALITY

We seek to ensure the highest level of quality and integrity in every area of our work. We strive for institutional excellence by pursuing operational sustainability, investing in technology, and constantly improving our processes. We believe that deep, long-lasting, grace-filled relationships foster change, so we seek to create relationships that exhibit these qualities.

GROWTH

We will invest in high-quality microenterprise development programs, which will allow us to expand our outreach into underserved communities. We operate with open hands, seeking to broaden the conversation with other organizations to help witness the coming of the Kingdom of God. We seek to bring more people into contact with the mission of HOPE via donor relationships.
Strategic objectives for achieving **IMPACT**

### CHRIST-CENTERED
- Recruit and retain missionally aligned staff
- Disciple and train
- Deepen spiritual integration within regular operations
- Serve and engage churches in meaningful partnerships

### QUALITY
- Operate with excellence
- Intentionally listen to all stakeholders
- Comply with risk appetite statement
- Implement robust technological support systems

### GROWTH
- Expand and deepen outreach
- Increase retention rates
- Innovate with products and services
- Share and collaborate with open hands
## CHRIST-CENTERED

### RECRUIT AND RETAIN MISSIONALLY ALIGNED STAFF

<table>
<thead>
<tr>
<th>Year</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>Every field program has hiring committees following best practices to enhance mission fulfillment of the program with each new hire</td>
</tr>
<tr>
<td>2016–2019</td>
<td>Annual staff retention above 93 percent</td>
</tr>
<tr>
<td>2017</td>
<td>Conduct <em>Mission True</em> assessments in each program</td>
</tr>
</tbody>
</table>

### DISCIPLE AND TRAIN

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016–2019</td>
<td>All programs and departments create and follow an annual staff discipleship plan</td>
</tr>
<tr>
<td>2016–2019</td>
<td>All clients have the opportunity to be deeply discipled by at least one strong, missionally aligned community of faith, preferably the local church or a local church planting/discipleship ministry</td>
</tr>
</tbody>
</table>

### DEEPEN SPIRITUAL INTEGRATION WITHIN REGULAR OPERATIONS

<table>
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<tr>
<th>Year 1</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>Every new and existing savings and loan product has an intentional spiritual integration strategy</td>
</tr>
<tr>
<td>2016–2019</td>
<td>Maintain an up-to-date, clear, auditable plan for effectively incorporating the Word into regular operations</td>
</tr>
</tbody>
</table>

### SERVE AND ENGAGE CHURCHES IN MEANINGFUL PARTNERSHIPS

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<tr>
<th>Year 1</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016–2019</td>
<td>Define and pilot a savings group program discipleship strategy and methodology with one denominational partner in each country in 2016, and fully implement it with all denominational partners by 2019</td>
</tr>
<tr>
<td>2016</td>
<td>Develop and articulate a cohesive strategy to effectively engage the U.S. Church</td>
</tr>
</tbody>
</table>

*NOTE: Objectives related to total clients, total savings, and total loan portfolio outstanding apply to the whole network of programs (HOPE-managed and partner), while all other objectives apply to HOPE-managed programs only. We offer all tools and services to our partners as well. We plan to complete all objectives by the end of the stated calendar year.*
QUALITY

**OPERATE WITH EXCELLENCE**

- **2016–2019** • In mature savings group programs, decrease HOPE’s contribution per member by 10 percent annually
- **2016–2019** • All microfinance institutions (MFIs) have portfolio-at-risk (PAR) >30 below 4 percent
- **2016–2019** • All small-and-medium-enterprise (SME) lending portfolios have portfolio-at-risk (PAR) >90 below 4 percent*
- **2016–2017** • Implement local church partnership strategy, which provides a road map for partner operational sustainability, including a focus on fully equipping partners for savings group program leadership
- **2017** • All MFIs at 100 percent operational self-sufficiency (80 percent by 2016)
- **2018** • Train and equip 100 percent of local church partners in 1) savings group program operational leadership, 2) financial management, 3) financial sustainability plan

**INTENTIONALLY LISTEN TO ALL STAKEHOLDERS**

- **2016–2019** • Central Service Unit (CSU) annually recognized as a Best Christian Workplace; HOPE-initiated equivalent survey rolled out to all field staff, with consistent annual improvement for CSU and all programs
- **2016–2019** • Survey donors, event attendees, and trip participants at least annually; 20,000 face-to-face donor meetings over a four-year period
- **2016–2019** • Conduct 20 focused listening sessions annually with highly engaged partners to learn more about their experience with HOPE
- **2018** • Use client survey results from all programs to identify and prioritize products, services, and markets that have the greatest client impact

**COMPLY WITH RISK APPETITE STATEMENT**

- **2016–2019** • Ensure HOPE’s overall risk stays within the parameters defined by the Risk Appetite Statement
- **2017–2018** • Conduct risk ratings in every MFI (2017) and savings group program (2018) and every two years thereafter

**IMPLEMENT ROBUST TECHNOLOGICAL SUPPORT SYSTEMS**

- **2016–2019** • Implement four field-inspired IT improvements per year
- **2017** • Fully roll out a unified banking software package (three MFIs by 2016)
- **2018** • Replace all financial reporting, budgeting, and analysis with a new software package

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*This goal was added to the original plan.*
GROWTH

EXPAND AND DEEPEN OUTREACH

2016–2019 • Grow number of monthly givers by 25 percent annually
2016–2019 • Grow development income by $1.75M annually
2019 • Serve 1.25M clients network-wide**
2019 • Hold $40M in savings network-wide **
2019 • Hold $75M in loan portfolio outstanding network-wide

INCREASE RETENTION RATES

2016–2019 • 50 percent donor retention rate**
2017 • 80 percent one-year microfinance institution (MFI) retention rate
2017 • 90 percent of savings groups complete initial stage;
80 percent active one year after finishing initial stage

INNOVATE WITH PRODUCTS AND SERVICES

2017 • Roll out small-and-medium-enterprise (SME) network-wide***
2018 • Provide 50,000 clients with relevant advanced training services
2019 • Roll out SME lending to all MFIs, with advanced training and discipleship model targeted
to the SME business owner.*
2019 • Support Christ-centered microenterprise development (MED) products and services in
five restricted-access contexts and five markets not served by MED providers

SHARE AND COLLABORATE WITH OPEN HANDS

2016 • Implement online sharing portal with easily accessible resources
2016–2019 • Positively impact 50 organizations over four-year period
2017–2019 • Track satisfaction of interaction with HOPE and impact of resources provided by HOPE

NOTE: Objectives related to total clients, total savings, and total loan portfolio outstanding apply to the whole network of programs (HOPE-managed and partner), while all other objectives apply to HOPE-managed programs only. We offer all tools and services to our partners as well. We plan to complete all objectives by the end of the stated calendar year.

*This goal was added to the original plan. ** This goal was adjusted downward to reflect more conservative definitions of clients and donor retention.
*** This goal applies to programs with existing individual lending products as of 2016.