



Vision 20/20

HOPE INTERNATIONAL'S 2016–2019
STRATEGIC PLAN SUMMARY



IMPACT INTENTIONAL, HOLISTIC, POSITIVE TRANSFORMATION EXPERIENCED IN RELATIONSHIP WITH HOPE

*We will listen and actively respond to the voices of our **stakeholders** while exploring HOPE's role in catalyzing transformation across the **four domains**.*

STAKEHOLDERS



CLIENTS



Field
PARTNERS



DONORS
& supporting partners

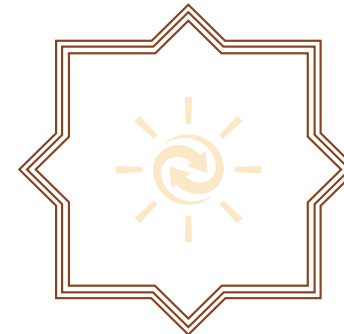


STAFF

FOUR DOMAINS

SPIRITUAL

MATERIAL



SOCIAL

PERSONAL

A community of stakeholders collectively IMPACTED

FOUR DOMAINS OF IMPACT

HOPE STAKEHOLDER GROUPS



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 & supporting partners

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**)*

Clients have experienced material progress and are exhibiting improved stewardship, generosity, and financial management skills.

(Client Survey)

Partners have improved capacity to sustainably fulfill their missions.

(Field Partner Survey)*

Donors have a greater understanding of the world and God's heart for the vulnerable.

(Annual Donor Survey)

Staff have experienced material sufficiency and are exhibiting greater stewardship, generosity, and financial management.

*(Rewarding Compensation Score, Best Christian Workplace Annual Survey**)*

Clients have greater dignity and hope for the future as well as an increased awareness of personal giftedness.

(Client Survey)

Partners have greater passion for pursuing holistic ministry and unity within the body of Christ through their calling.

(Field Partner Survey)*

Donors have a greater understanding of how to use what's in their hands to glorify God.

(Tracking Open Hands Resources)*

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**)*

Clients have strong relationships with fellow group members and program staff while exhibiting greater care and service.

(Client Survey)

Partners are actively loving their neighbors and modeling restoration within their communities.

(Field Partner Survey)*

Donors have been supported by HOPE in their walk with Christ regardless of their financial support.

(Annual Donor Survey)

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



(A)

Recruit and retain missionally aligned staff

(B)

Disciple and train

(C)

Deepen spiritual integration within regular operations

(D)

Serve and engage churches in meaningful partnerships



QUALITY



(E)

Operate with excellence

(F)

Intentionally listen to all stakeholders

(G)

Comply with risk appetite statement

(H)

Implement robust technological support systems



GROWTH



(I)

Expand and deepen outreach

(J)

Increase retention rates

(K)

Innovate with products and services

(L)

Share and collaborate with open hands



CHRIST-CENTERED

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- | | | | |
|---|---|-----------|---|
| A | RECRUIT AND
RETAIN
MISSIONALLY
ALIGNED STAFF | 2016 | • Every field program has hiring committees following best practices to enhance mission fulfillment of the program with each new hire |
| | | 2016–2019 | • Annual staff retention above 93 percent |
| | | 2017 | • Conduct <i>Mission True</i> assessments in each program |
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- | | | | |
|---|-----------------------|-----------|--|
| B | DISCIPLE AND
TRAIN | 2016–2019 | • All programs and departments create and follow an annual staff discipleship plan |
| | | 2016–2019 | • All clients have the opportunity to be deeply disciplined by at least one strong, missionally aligned community of faith, preferably the local church or a local church planting/discipleship ministry |
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- | | | | |
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| C | DEEPEN SPIRITUAL
INTEGRATION
WITHIN REGULAR
OPERATIONS | 2016 | • Every new and existing savings and loan product has an intentional spiritual integration strategy |
| | | 2016–2019 | • Maintain an up-to-date, clear, auditable plan for effectively incorporating the Word into regular operations |
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- | | | | |
|---|--|-----------|---|
| D | SERVE AND
ENGAGE
CHURCHES IN
MEANINGFUL
PARTNERSHIPS | 2016–2019 | • 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 |
| | | 2016 | • Develop and articulate a cohesive strategy to effectively engage the U.S. Church |

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

(E) OPERATE WITH EXCELLENCE	2016–2019	<ul style="list-style-type: none">• In mature savings group programs, decrease HOPE's contribution per member by 10 percent annually
	2016–2019	<ul style="list-style-type: none">• All microfinance institutions (MFIs) have portfolio-at-risk (PAR) >30 below 4 percent
	2016–2019	<ul style="list-style-type: none">• All small-and-medium-enterprise (SME) lending portfolios have portfolio-at-risk (PAR) >90 below 4 percent*
	2016–2017	<ul style="list-style-type: none">• 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 2018	<ul style="list-style-type: none">• All MFIs at 100 percent operational self-sufficiency (80 percent by 2016)• Train and equip 100 percent of local church partners in 1) savings group program operational leadership, 2) financial management, 3) financial sustainability plan
(F) INTENTIONALLY LISTEN TO ALL STAKEHOLDERS	2016–2019	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Survey donors, event attendees, and trip participants at least annually; 20,000 face-to-face donor meetings over a four-year period
	2016–2019	<ul style="list-style-type: none">• Conduct 20 focused listening sessions annually with highly engaged partners to learn more about their experience with HOPE
	2018	<ul style="list-style-type: none">• Use client survey results from all programs to identify and prioritize products, services, and markets that have the greatest client impact
(G) COMPLY WITH RISK APPETITE STATEMENT	2016–2019	<ul style="list-style-type: none">• Ensure HOPE's overall risk stays within the parameters defined by the Risk Appetite Statement
	2017–2018	<ul style="list-style-type: none">• Conduct risk ratings in every MFI (2017) and savings group program (2018) and every two years thereafter
(H) IMPLEMENT ROBUST TECHNOLOGICAL SUPPORT SYSTEMS	2016–2019	<ul style="list-style-type: none">• Implement four field-inspired IT improvements per year
	2017	<ul style="list-style-type: none">• Fully roll out a unified banking software package (three MFIs by 2016)
	2018	<ul style="list-style-type: none">• 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

I EXPAND AND DEEPEN OUTREACH	2016–2019 2016–2019 2019 2019 2019	<ul style="list-style-type: none"> • Grow number of monthly givers by 25 percent annually • Grow development income by \$1.75M annually • Serve 1.25M clients network-wide** • Hold \$40M in savings network-wide ** • Hold \$75M in loan portfolio outstanding network-wide
J INCREASE RETENTION RATES	2016–2019 2017 2017	<ul style="list-style-type: none"> • 50 percent donor retention rate** • 80 percent one-year microfinance institution (MFI) retention rate • 90 percent of savings groups complete initial stage; 80 percent active one year after finishing initial stage
K INNOVATE WITH PRODUCTS AND SERVICES	2017 2018 2019 2019	<ul style="list-style-type: none"> • Roll out small-and-medium-enterprise (SME) network-wide*** • Provide 50,000 clients with relevant advanced training services • Roll out SME lending to all MFIs, with advanced training and discipleship model targeted to the SME business owner.* • Support Christ-centered microenterprise development (MED) products and services in five restricted-access contexts and five markets not served by MED providers
L SHARE AND COLLABORATE WITH OPEN HANDS	2016 2016–2019 2017–2019	<ul style="list-style-type: none"> • Implement online sharing portal with easily accessible resources • Positively impact 50 organizations over four-year period • Track satisfaction of interaction with HOPE and impact of resources provided by HOPE

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*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.