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** & 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**) (Client 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**) (Client 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**) (Client 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**) (Client 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.
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**.

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.

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
- Operate with excellence
- Intentionally listen to all stakeholders
- Comply with risk appetite statement
- Implement robust technological support systems
- Expand and deepen outreach
- Increase retention rates
- Innovate with products and services
- Share and collaborate with open hands
<table>
<thead>
<tr>
<th>Objective</th>
<th>Year(s)</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruit and Retain Missionally Aligned Staff</td>
<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></td>
<td>2016–2019</td>
<td>Annual staff attrition rate below 7 percent.</td>
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<tr>
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<td>2017</td>
<td>Conduct <em>Mission True</em> assessments in each program.</td>
</tr>
<tr>
<td>Disciple and Train</td>
<td>2016–2019</td>
<td>All programs and departments create and follow an annual staff discipleship plan.</td>
</tr>
<tr>
<td></td>
<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>
<tr>
<td>Deepen Spiritual Integration Within Regular Operations</td>
<td>2016</td>
<td>Every new and existing savings and loan product has an intentional spiritual integration strategy.</td>
</tr>
<tr>
<td></td>
<td>2016–2019</td>
<td>Maintain an up-to-date, clear, auditable plan for effectively incorporating the Word into regular operations.</td>
</tr>
<tr>
<td>Serve and Engage Churches in Meaningful Partnerships</td>
<td>2016–2019</td>
<td>Define and pilot a savings and credit association 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></td>
<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.
E OPERATE WITH EXCELLENCE

2016–2019
- In mature savings and credit association (SCA) programs, decrease HOPE’s contribution per member by 10 percent annually

2016–2019
- All MFIs have portfolio-at-risk (PAR) >30 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 SCA ministry leadership

2017
- All microfinance institutions (MFIs) at 100 percent operational self-sufficiency (80 percent by 2016)

2018
- Train and equip 100 percent of local church partners in 1) SCA operational leadership, 2) financial management, 3) financial sustainability plan

F 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

G 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 SCA (2018) and every two years thereafter

H 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
EXPAND AND DEEPEN OUTREACH

2016–2019
- Grow number of monthly givers by 25 percent annually
- Grow development income by $1.75M annually
- Serve 1.5M clients network-wide
- Hold $65M in savings network-wide
- Hold $75M in loan portfolio outstanding network-wide

2019
- Serve 1.5M clients network-wide
- Hold $65M in savings network-wide
- Hold $75M in loan portfolio outstanding network-wide

INCREASE RETENTION RATES

2016–2019
- 65 percent donor retention rate

2017
- 80 percent one-year microfinance institution (MFI) retention rate

2017
- 90 percent of savings and credit association (SCA) 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
- 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.