



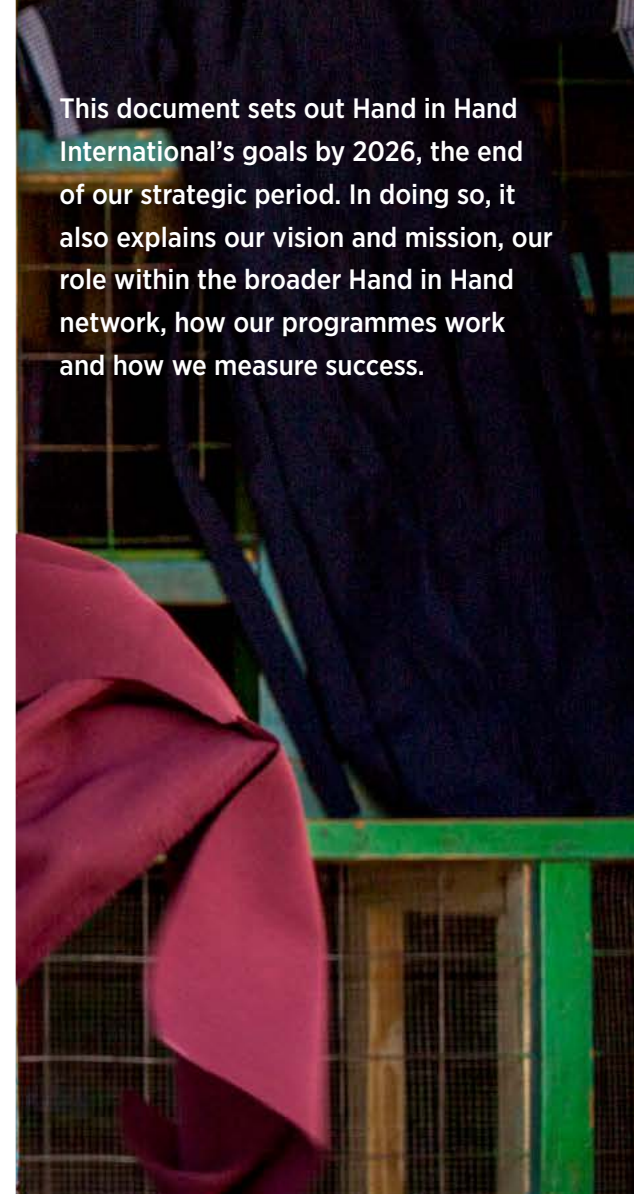
HAND IN HAND
INTERNATIONAL

OUR GOALS BY 2026





This document sets out Hand in Hand International's goals by 2026, the end of our strategic period. In doing so, it also explains our vision and mission, our role within the broader Hand in Hand network, how our programmes work and how we measure success.



VISION AND MISSION

Vision

Our vision is a world where every woman has the power and the means to raise herself and her family out of poverty.

Mission

Our mission is to change lives by empowering women to beat the odds and succeed as entrepreneurs.



Odette with daughter Ishimwe | Tailor | Kiziguro, Rwanda

THE HAND IN HAND NETWORK AND OUR ROLE WITHIN IT

Hand in Hand International is part of the Hand in Hand network, which launched in 2003 in rural Tamil Nadu, India. In the years since, we've grown to fight poverty in 10 countries and counting, buoyed by the success of some 3.25 million members as of August 2021, almost all of them women.

From the beginning, our growth has been driven by the global south, for the global south. Hand in Hand India led the way, training staff at Hand in Hand Afghanistan and Hand in Hand Eastern Africa (Kenya) on the theory and practice of our job creation model at the time of their launch. More recently, teams from Hand in Hand Eastern Africa travelled to Rwanda and Tanzania to establish programmes there, training field staff, providing shared administrative services such as finance and HR, and following up with monitoring and evaluation.

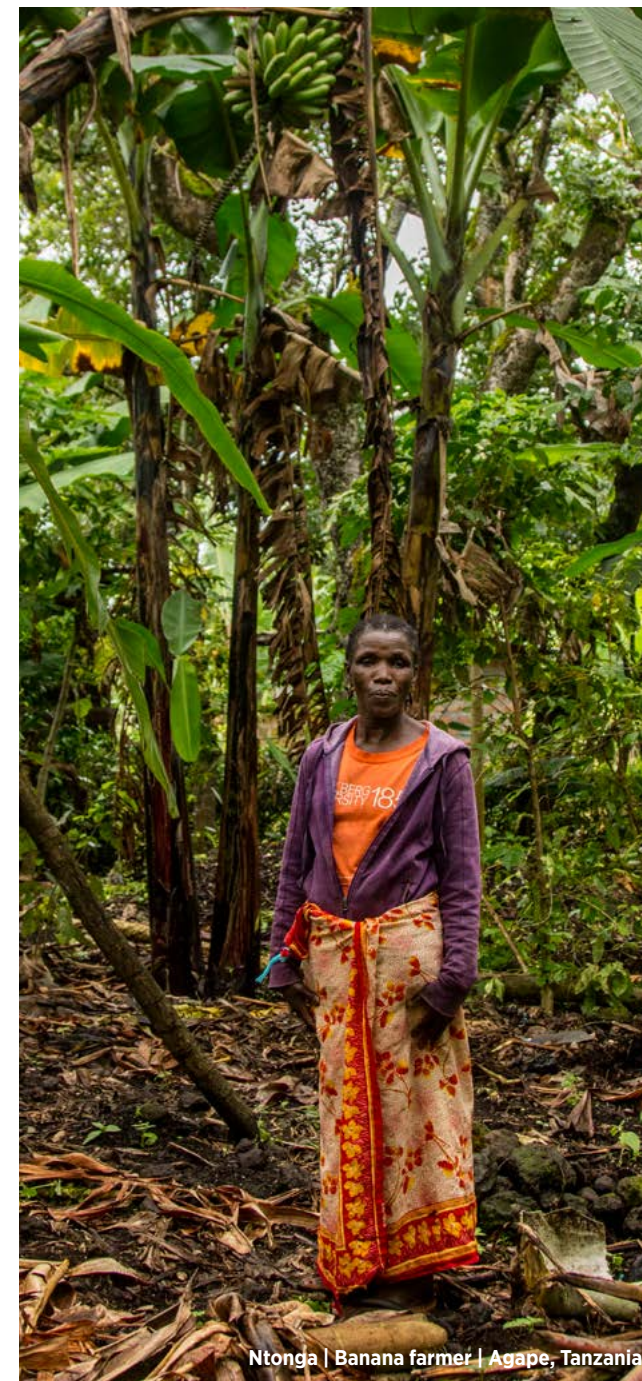
Each of Hand in Hand's network delivery operations is independent: registered in their own countries and directed by their own boards. Operations in the UK, Sweden, the US and Germany, also independent, provide fundraising and in some cases technical programme support, as well as impact monitoring and evaluation. The network does not employ Western staff in operating countries, deferring instead to local knowledge and expertise, but is nevertheless bound together by strong governance ties. Hand in Hand International holds ex-officio seats on the boards of the operating organisations we support.

Hand in Hand International: our role

Hand in Hand International, a registered UK charity based in London, was established in 2006 with a focus on raising funds. Today, we work with colleagues across the Hand in Hand network, particularly Afghanistan and East Africa, to sustainably scale up and deepen impact in four areas:

1. Raising funds
2. Maximising programmes' impact
3. Generating and sharing evidence
4. Achieving recognition for our work

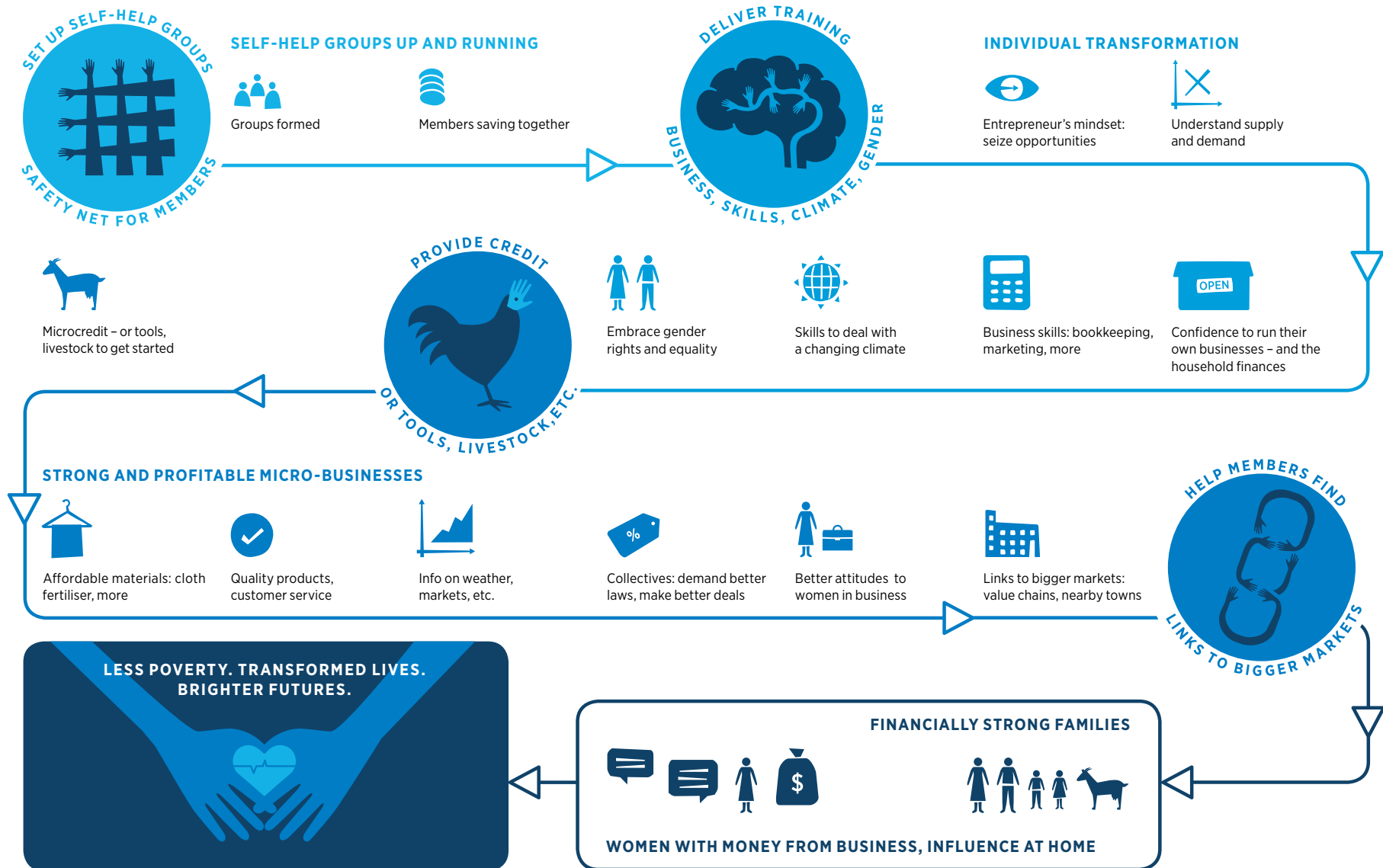
These four areas complement each other, forming a virtuous circle.



Ntonga | Banana farmer | Agape, Tanzania

HOW WE WORK

Hand in Hand works in four key stages, helping our members pick up 15 new attitudes, skills and behaviours along the way. By the time they're done, the outcome is threefold: less poverty, transformed lives and brighter futures.



HOW WE MEASURE SUCCESS

At Hand in Hand, we believe eliminating poverty means two things: financially strong families who can withstand a bad harvest or unexpected medical bill and women with the money – and power – to make decisions for themselves and their families.

To make sure we're helping our members achieve both, we measure the following outcomes, in line with the United Nations Sustainable Development Goals (SDGs).



Increase in income

30% increase in monthly net enterprise income

They say money is power. At Hand in Hand, we believe money is empowerment: the key that unlocks a life of opportunity and self-determination that is every woman's basic human right.

If money is the key and jobs aren't forthcoming, how can women earn an income? The answer is entrepreneurship, and for Hand in Hand's members at the so-called bottom of the pyramid, even a modest business can be life-changing. That's why we target an average increase in monthly net enterprise income of at least 30 percent across our projects network-wide.



Enterprise survival rate

80% of enterprises still running after a year

By teaching our members the skills they need to run their own micro-enterprises, Hand in Hand necessarily puts sustainability at the core of our work. What good is a livelihood that doesn't stand the test of time?

In our most recent relevant poll, 80 percent of our members said their micro-enterprises were still operational – and poised for growth – twelve months after the end of their programme. Looking forward, we'll continue to grow our evidence base by speaking to members at longer and longer intervals after our programmes conclude.



Able to withstand financial shocks

95% of members have savings to see them through a rainy day

It doesn't take a crisis on the scale of coronavirus to knock families in the developing world off course. In the communities where Hand in Hand works, a bad harvest or unexpected medical bill can spiral into a lifetime of debt. That's why we target levels of individual savings that enable our members to deal with a financial shock without borrowing money or selling assets. In Kenya, for example, 95 percent of our members had savings to help them cope when the country locked down during coronavirus.



Women's decision-making at home

80% of women members have more freedom and influence at home

Empowering women to make decisions about what they own, where they go and how they manage their health is a worthy end all on its own. But when women are empowered to make their own decisions, whole families and communities win.

Supporting women entrepreneurs to earn their own income – and to decide how they spend it – means more children in school, and more families with access to healthcare. That's why we target rates of women's household decision-making in line with or surpassing national averages. In Afghanistan, 99 percent of our members said they had more influence at home.

OUR GOALS BY 2026

Create
5.2m jobs
that lift women
and their families out of poverty



Boosting
bargaining power



Accelerating past
the poverty line



Planting the seeds
for planet-friendly
agriculture



Best-in-class
digital data



Sector-beating
team



US \$25 million
a year in funds raised

- By 2026, we aim to create **5.2m jobs** that lift women and their families out of poverty. We will do this by supporting **80,000 women** a year spread out across **five countries** to beat the odds and succeed as entrepreneurs.
- **Seven in 10** of them will set out on a journey as successful start-up entrepreneurs, turning a decent profit for the very first time.
- The remaining **3 in 10** will go even further and increase their business net income **well above the poverty line** in the countries where they live.
- **Eight in 10** of them will increase their bargaining power at home and at work.
- And we'll develop a model for how the farmers among them can become leaders in **planet-friendly agriculture**, turning a profit today and thriving in future.
- To make it all happen, we'll build out our high-performing, sector-leading team, **8 in 10** of whom will recommend Hand in Hand as an **employer of choice**.
- Together, they'll raise just under **US \$25 million** a year.
- And not just collect, but act on digital **data in all our key projects**.