



 international needs
transformed lives, changed communities



Strategic Framework

| 2025 – 2027 |

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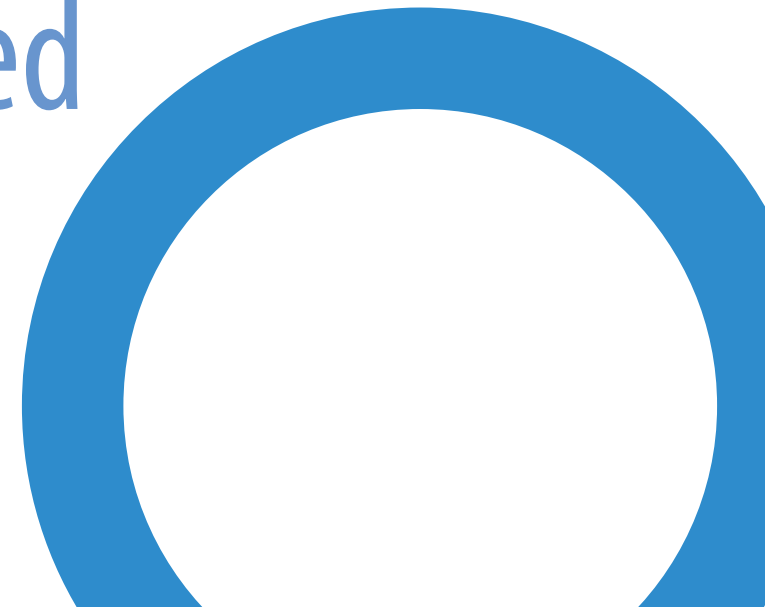
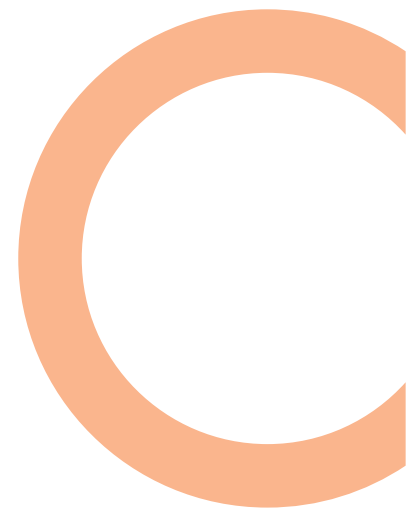
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Appendix 3 2024 Strategy Review Map

Purpose Statement

International Needs is a
worldwide partnership
of Christian organisations
fulfilling the
commission of Jesus Christ
supporting each other to see
lives transformed
and whole
communities changed.



Executive Summary

As a global partnership of Christian organizations, we remain committed to fulfilling the commission of Jesus Christ. Our purpose remains unwavering: to see lives transformed and whole communities changed, where people thrive spiritually, emotionally, physically, and materially. As we begin a new chapter, our strategic framework for 2025-2027 builds upon the foundational priorities that guided our previous strategic focus (Appendix 1). To ensure clarity and consistency, we have also defined key terms used in this framework (Appendix 2). Our strategy is anchored on three key objectives =

[1] Leadership and Talent Development, [2] Ministry Effectiveness and [3] Ministry Growth.

We will prioritize Leadership and Talent Development, including spiritual formation, cultivating current leaders and nurturing a new generation to ensure seamless succession and sustainable growth. To support our leaders and teams, we will pursue Ministry Effectiveness, relentlessly seeking operational excellence and elevating our standards. This commitment to excellence will empower us to make a greater impact and expand our reach.

Ultimately, our goal is Ministry Growth, purposefully reaching more people and expanding our resources. We will achieve this by remaining steadfast in our Christian values, empowering passionate national leaders with our inspiring vision, and adopting context-based ministry approaches.

Through our combined efforts and a shared sense of purpose, we will strengthen International Needs sustainably. We are confident that our global ministry partnership will shine as a beacon of hope, reflecting God's glory as we harness the wisdom of experience and encourage the dynamism of innovation.



Strategic Objectives



We will intentionally develop current leaders, and cultivate a new generation of leaders, ensuring a seamless succession that harnesses the wisdom of experience and encourages the dynamism of innovation.



We will relentlessly pursue operational excellence and pioneering innovation, elevating our standards and sharpening our processes, to demonstrate a high level of professionalism in every aspect of our organization



We will purposefully aim to strengthen IN sustainably through the growth of resources and impact reaching more people with the Gospel in practical and holistic ways. We will pursue exponential growth guided by our Christian foundations driven by our IN Purpose

Who We Are

A Support Global Partner:

Is a national, indigenous ministry comprising a governing board and ministry leader.

Works with Lead Global Partners to agree upon scope of programs and projects along with budgets.

Informs and engages current and potential donors to offer support for programs and projects with other partners within the network.

A Lead Global Partner:

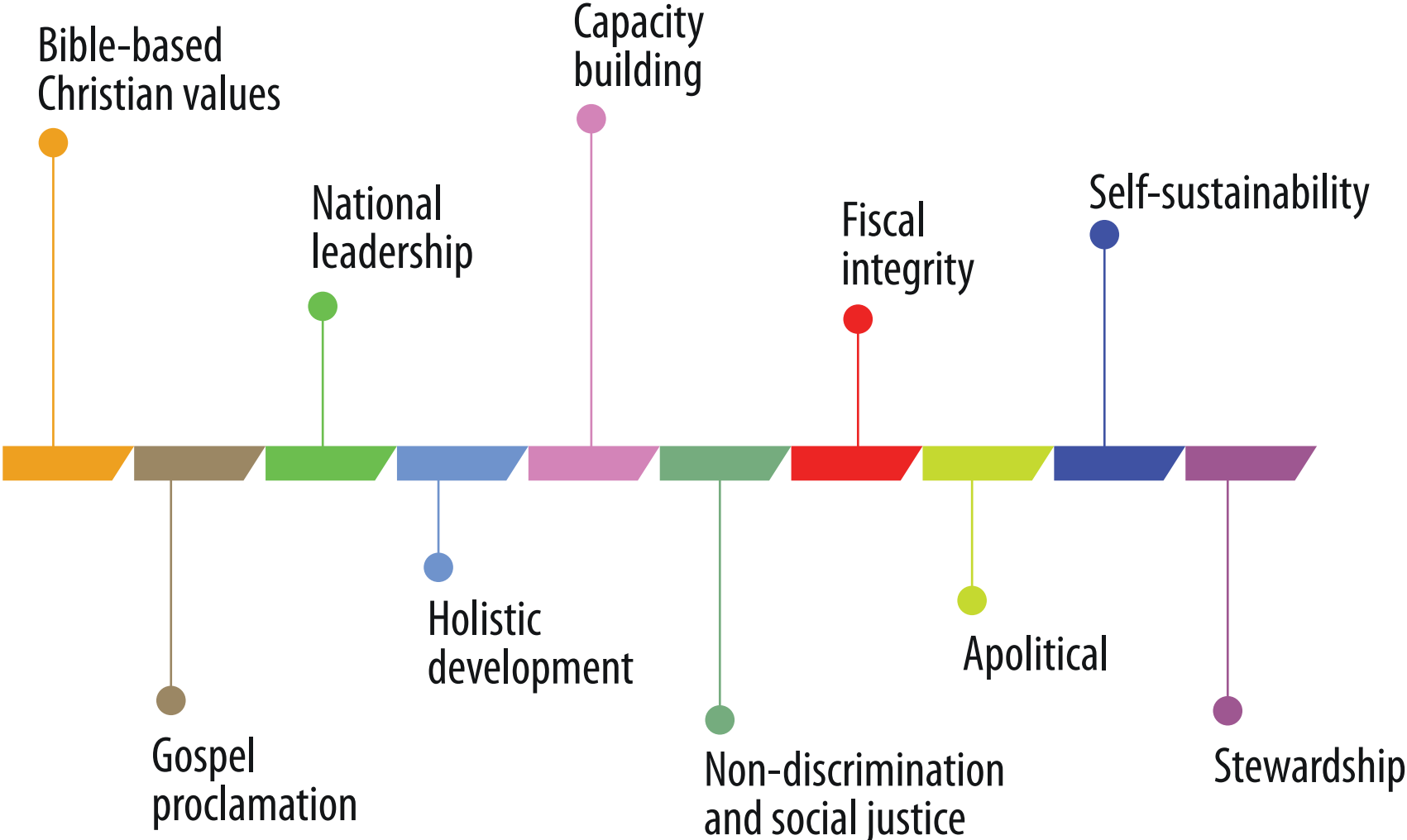
Is a national, indigenous ministry comprising at least governing board members and a ministry leader.

Envisions, and identifies needs for gospel transformation and offers culturally appropriate ways to meet those needs.

Maintains systems for financial accountability and measurement of program outcomes.



Our Values



Where We Are

The last 50 years has witnessed vast changes and shifts in global mission.

- The percentage of Christians globally is still the same at 33%.
- The world population has tripled from two billion to seven billion.
- The decline of Christianity in the Middle East, North Africa, and Western Europe.
- The rise of post-modern materialism and consumerism in the West.
- The centre of gravity of Christianity has shifted to the majority World (Africa, Asia and Latin America).
- Mission is now polycentric and not unidirectional. From everywhere to everywhere.
- International Needs was birthed after the first Lausanne Meeting in 1974.
- International Needs has become a well-established global Christian development organisation.
- As interconnected yet autonomous partners, we have a flat structure, allowing us to act swiftly.
- Growth and expansion with around 2,500 staff and volunteers serving in more than 30 countries.
- We have the privilege of touching over 20,000 lives each week.

Our Approach

From the start the ministry focus was holistic, expressed as Evangelism, Discipleship, and Compassionate Care.

We want people to know both the saving grace of Jesus and also His compassion – our desire is to see people thrive – spiritually, emotionally, physically, and materially.

We see our holistic mission in six main ways:



Agriculture & Livelihoods



Water, Sanitation & Hygiene (WASH)



Education



Health & Medical Services



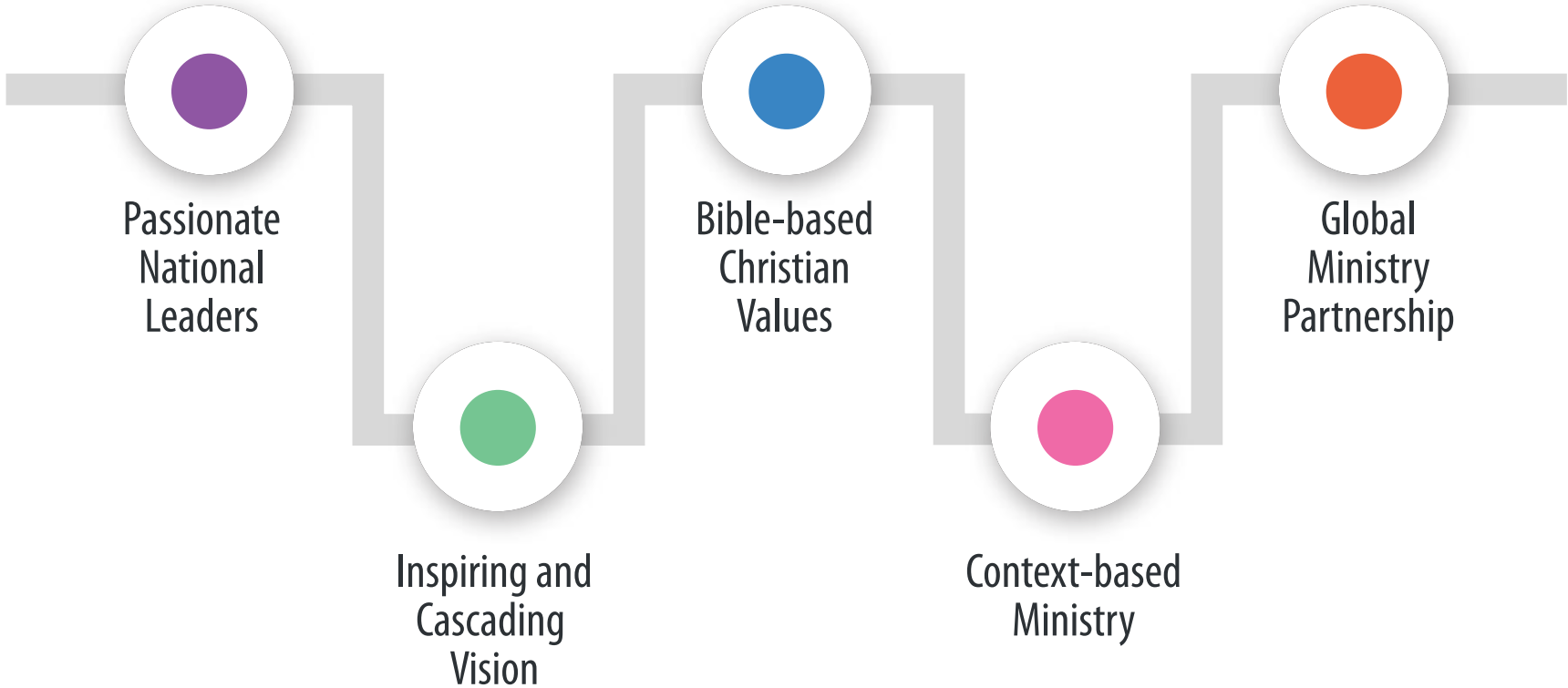
Church Ministry & Gospel Outreach



Advocacy & Social Justice

How We Got Here

Throughout our 50 years of ministry, certain threads of gold have shone brightly through the braided cord of our partnership.

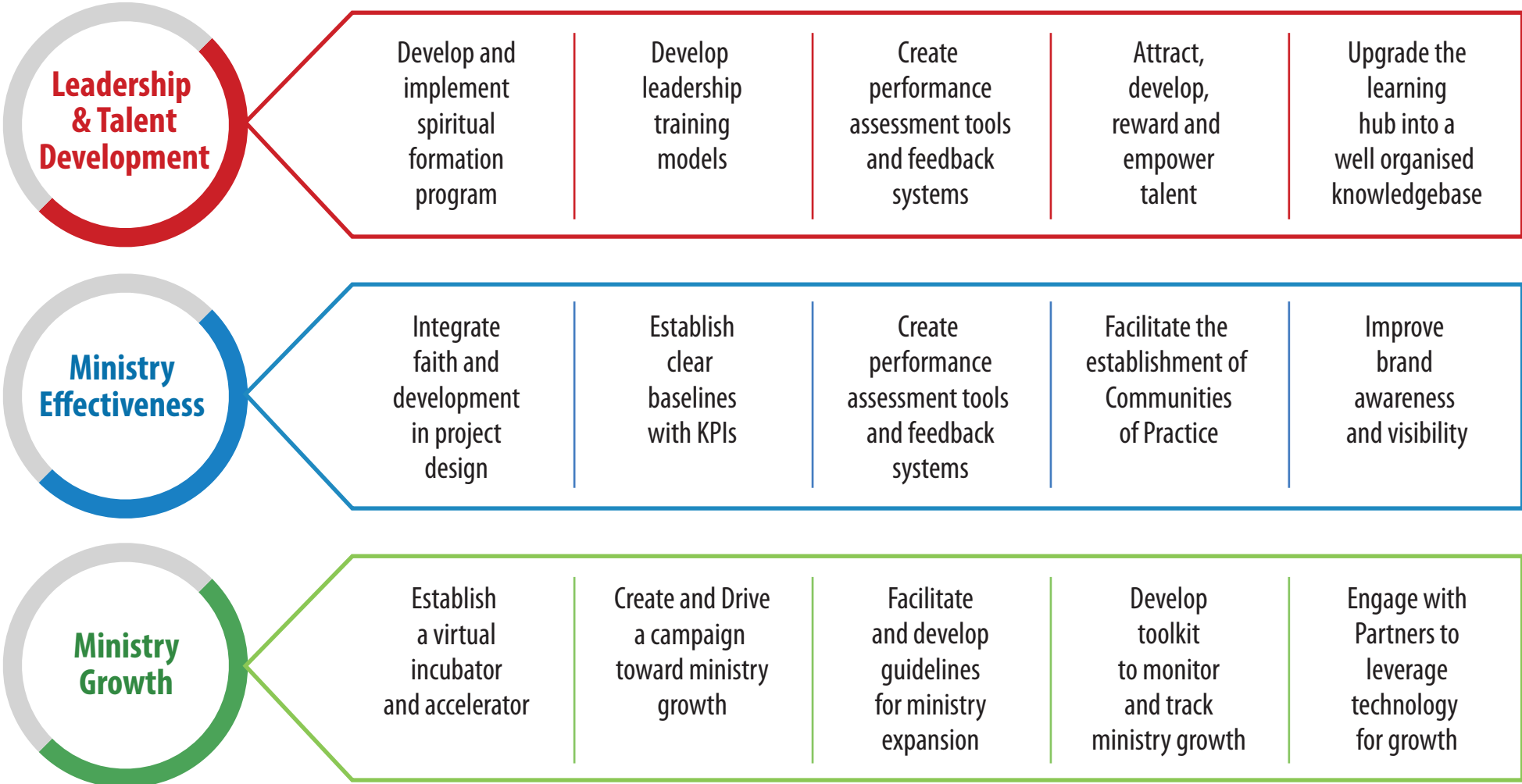




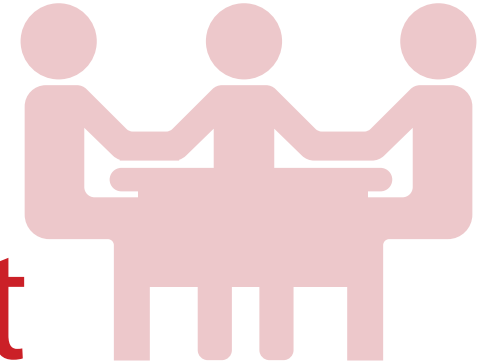
AREAS OF FOCUS

FOR THE GLOBAL OFFICE

Strategic Framework Map for Global Office (2025 – 2027)

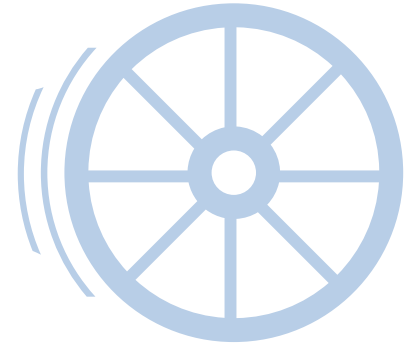


Leadership & Talent Development



- Develop and implement a spiritual formation program for staff and leaders.
- Develop leadership training modules for current and next-generation leaders.
- Create or adopt performance assessment tools and feedback systems.
- Attract, develop, reward and empower talent.
- Upgrade the learning hub to make it more user friendly, providing modular training programs, and a well-organised knowledgebase.

Ministry Effectiveness

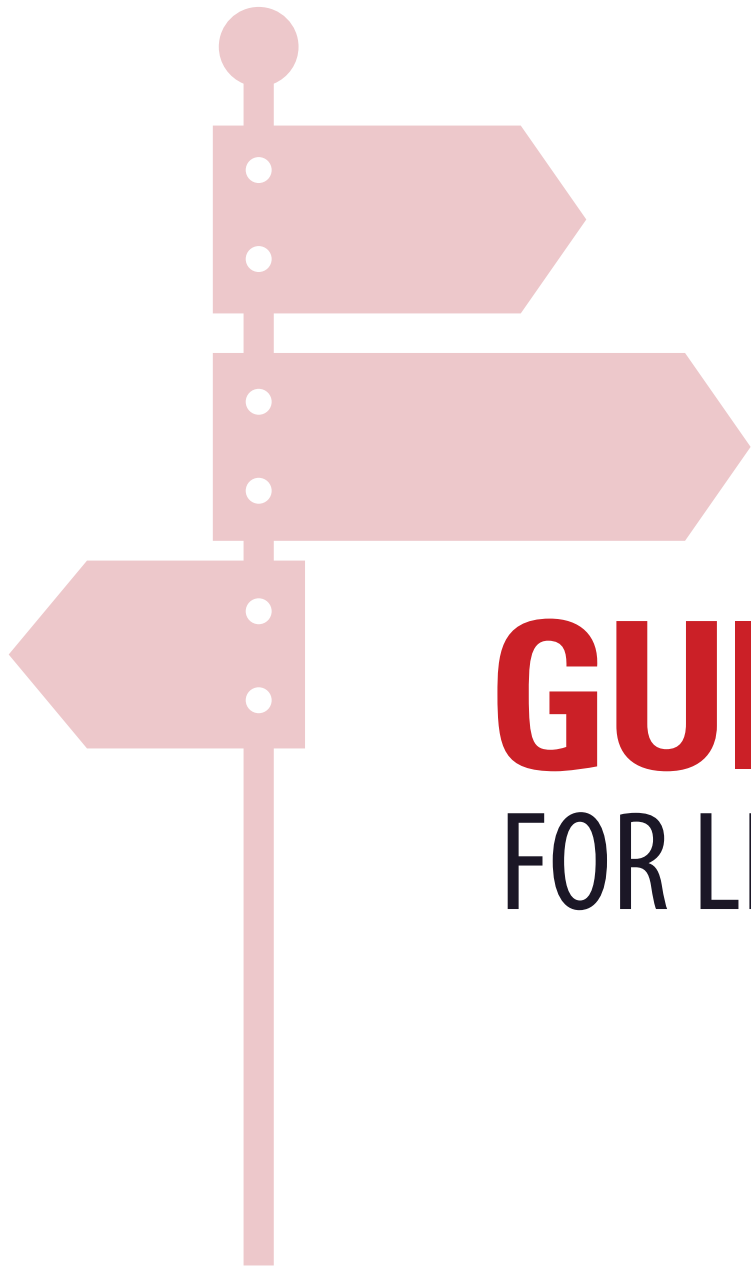


- Integrate faith and development in project design.
- Establish clear baselines with resultant Key Performance Indicators.
- Develop tools and templates to track effectiveness of ministry practices.
- Facilitate the establishment of Communities of Practice for operations to improve standards, practices and growth.
- Improve brand awareness and visibility of International Needs, to position the organisation to attract talent and ministry partners in the short-term and long-term.

Ministry Growth



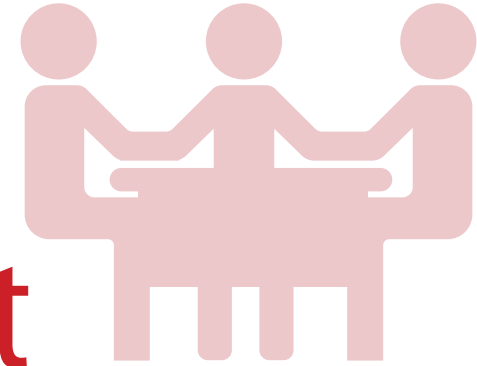
- Establish a virtual incubator to nurture and develop social enterprise initiatives.
- Create and drive a campaign to motivate Partners to work towards ministry growth and financial sustainability in particular.
- Facilitate and develop guidelines for ministry expansion into new Partner countries.
- Develop tools and templates to facilitate ministry growth readiness of partners.
- Engage with Partners to discuss or assist with ministry growth plans.



GUIDANCE

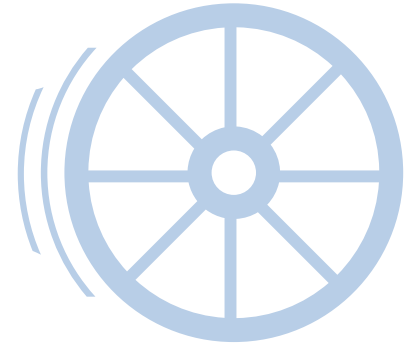
FOR LEAD PARTNERS

Leadership & Talent Development



- Create talent discovery and development plan (recruit, train, mentor, coach, reward and empower next generation of leaders).
- Conduct annual blind / 360-degree feedback using appropriate mechanisms/channels to evaluate performance.
- Utilize toolkit and resources developed by Global Office.
- Utilize and participate in capacity development programs to address gaps to promote continuous learning.
- Develop internal communication plan to encourage on-going communication, and feedback with stakeholders.

Ministry Effectiveness



- Comply with accountability framework and policies to increase trust and credibility.
- Demonstrate on-going transparency by adhering to good operational and governance practices.
- Utilize existing and new tools to track, monitor, and ensure agreed KPIs are met on projects.
- Participate in scheduled engagements with Communities of Practice.
- Brand positioning, packaging and presenting the ministry to attract potential next generation leaders and support partners.

Ministry Growth



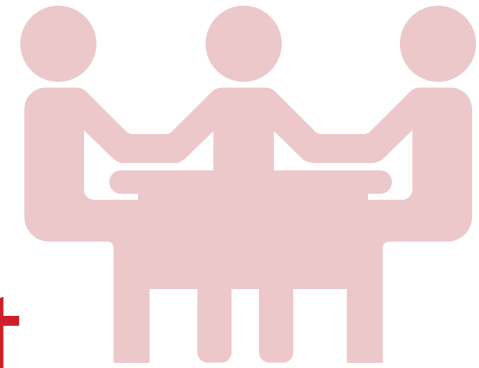
- Develop and discuss strategic plans to accelerate ministry growth.
- Financial Sustainability
 - Develop business plans to engage in viable social enterprises to attain financial sustainability.
 - Attract new funding / collaborators / sponsors through
 - Development of self-sustaining programs with broader appeal
 - External communications and advocacy
 - Raise a new crop of sponsors by empowering program participants to become a loyal Alumni group.
- Undertake periodic resilience and adaptability checks.



GUIDANCE

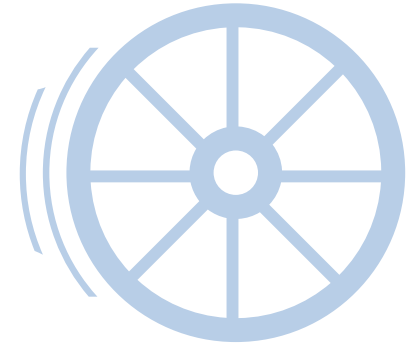
FOR SUPPORT PARTNERS

Leadership & Talent Development



- Create talent discovery and development plan (recruit, train, mentor, coach, reward and empower next generation of leaders).
- Conduct annual blind / 360-degree feedback using appropriate mechanisms/channels to evaluate performance.
- Utilize toolkit and resources developed by Global Office.
- Utilize and participate in capacity development programs to address gaps to promote continuous learning.
- Develop internal communication plan to encourage on-going communication, feedback with stakeholders.

Ministry Effectiveness



- Comply with accountability framework and policies to increase trust and credibility.
- Demonstrate on-going transparency by adhering to good operational and governance practices.
- Utilize existing and new tools to track, monitor, and ensure agreed KPIs are met.
- Increase awareness and visibility
 - Drive awareness and visibility on relevant digital platforms
 - Ensure visibility and recall
 - Maintain active social media platforms
 - Use content and influencer marketing to increase followers, and encourage engagement

Ministry Growth



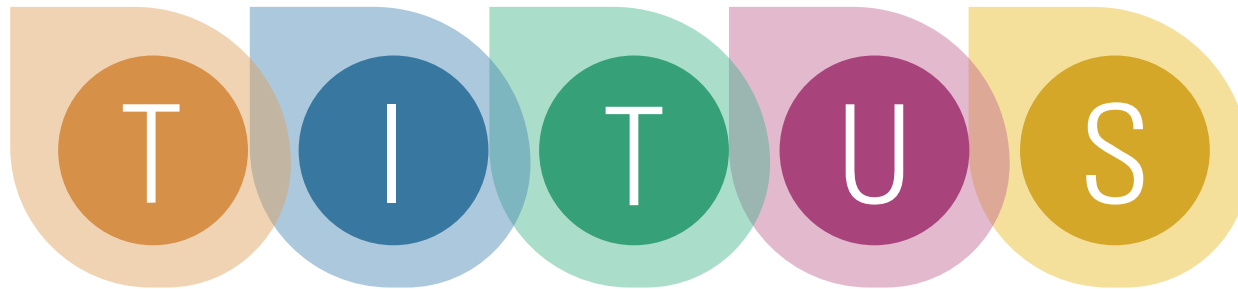
- Diversify funding sources and develop donor sustainability plans to retain current donors and attract new donors.
- Invest in social enterprise ventures and other self-sustaining programs.
- Conduct periodic financial health and sustainability assessments.
- Use advocacy to counter increasing nationalism and encourage continued support for the global IN vision.
- Adopt emerging causes of interest to donors that are aligned with the core values of IN
 - Empowering women, improving health outcomes, providing decent work, eradicating poverty, and other globally adopted goals.

Conclusion

- Together, we embark on a bold journey to transform lives and change communities.
- Our strategic framework harnesses the power of passionate national leaders, inspiring vision, biblical values, context-based ministry, and a global partnership.
- As we strive for sustainable impact, we remember that our work is not just about projects, but about people.
- Every life transformed, every community improved, and every leader empowered brings us closer to God's vision of a world restored.
- Let us unite, pray, and labour together, inspired by our vision and enduring values.

Appendix 1

Foundational Priorities



Strategic Aim 1

Testify

As partners, we desire to disciple people to Christ by demonstrating the personal, practical and life-changing love of Jesus Christ at home and across the world, ensuring that the Gospel remains at the heart of everything we do.

Priorities

- Encourage each other to appropriately and creatively build ways to convey the love of Jesus in all programmes and projects.
- Identify opportunities for partnership with all Global Partner local churches to facilitate growth in Christian discipleship.

Strategic Aim 2

Innovate

As partners, we seek to use best practices to enhance our operational processes and capabilities, while respecting partner autonomy and remaining true to our purpose and values; placing special emphasis on mutual accountability through sharing information, resources, and expertise.

Priorities

- Develop effective leadership, cooperation and coordination of efforts through stronger support, counsel, mentoring, communication and access to expertise within the Partnership.
- Utilize the most appropriate and accessible technology to facilitate mutual support and discussion in the development, implementation, monitoring and evaluation of all programmes and projects.

Strategic Aim 3

Transform

As partners who believe in the transformational love of Jesus and guidance of the Holy Spirit, we desire to actively seek opportunities to improve the well-being of families, communities and peoples through existing ministries and by establishing new partnerships in collaboration with local leaders.

Priorities

- Intentionally promote the fundamental principle that personal transformation happens at all levels of the partnership and touches the lives of everyone from those who serve to those who fund and support, and ultimately to beneficiaries and participants.
- Encourage Partners to develop outcome-focused programmes and projects.
- Identify opportunities that strengthen and expand existing ministry partnerships to deliver greater impact.
- Develop effective means of identifying and acting upon new opportunities for the partners to Global Partners and the development of new Associate Partners.

Strategic Aim 4

Unify

As partners, we desire to work together to foster and consolidate worldwide Christian partnerships that develop and grow mutually beneficial relationships and transformational leadership, in the strong belief that we are all equal in the sight of God and committed to learning from one another in both our faith and practice.

Priorities

- Build capacity for effective co-ministry.
- While acknowledging and honoring the role of the Lead Partner to lead a project, where multiple Support Partners are engaged in the project, appoint a Principal Support Partner in order to minimize complexity and the risk of duplication of efforts and waste of resources.
- Promote clarity in bi/multi-lateral agreements with respect to expectations, roles, responsibilities, fees, and financial accountability.
- Encourage individuals and Partners to take responsibility for effective communication and build stronger relationships.

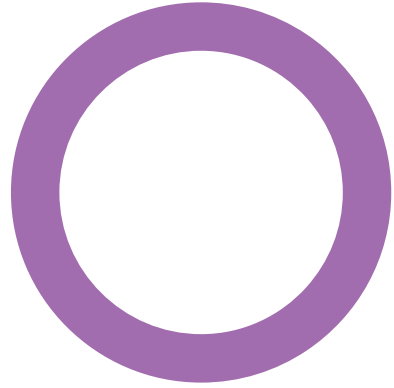
Strategic Aim 5

Sustain

As a unified partnership, we desire to make our ministries sustainable, remaining interdependent while being careful to avoid independence and dependency

Priorities

- Commit to achieve programme and project sustainability through continual improvement.
- Develop a means to encourage the sharing of successes and challenges where programmes and projects move towards sustainability.
- Integrate continuous learning and communicate this effectively within the IN Partnership.
- Develop ways to regularly refresh our knowledge of the benefits and obligations we have as members of the IN Partnership, thereby reminding us of our commitments agreed upon in the IN Constitution and Covenant of Partnership.



Appendix 2 Definitions

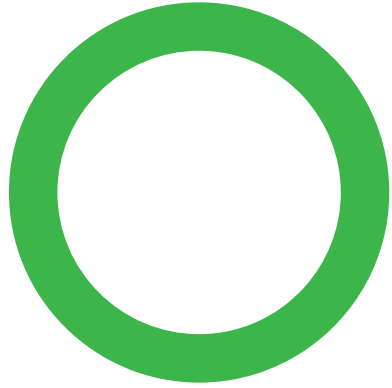


Definitions -1

- **Actions** – The specific actions we plan to do in the next 36 months to make progress toward achieving our Priorities. Each undertaking should clearly state what is to be done, who is responsible, and when it is to be completed.
- **Aims** – The ongoing, big-picture directions that we believe guide our ministry so we can fulfill our Purpose.
- **Innovation** – The intentional and effective implementation of creative ideas. (Innovation is most often confused with creativity, but innovation is not creativity. Creativity is “generating new ideas and perspectives” whereas innovation is “the intentional application of those ideas to effect positive change.” They may include ideas which have been held for some time by International Needs or others, but not necessarily implemented by International Needs.)
- **Key Performance Indicators (KPIs)** – a set of agreed-upon regular measurements to help us know if we are accomplishing our Strategic Aims, Priorities, and Actions. KPIs must be limited to a few key measurements, be well-defined, and be easily measured. Each KPI should have a target that states the desired outcome.
- **Management** – The General Secretary and the Global Office team.

Definitions-2

- **Priorities** – The most important achievements we would like to accomplish in the next 3 years to make progress toward our Strategic Aims and Objectives.
- **Purpose** – The reason God raised up and sustains International Needs. Purpose could also be called our mission or our calling.
- **Strategic Framework** – A logical way to understand how the various parts of the ministry fit together (Purpose, Values, Timeless Success Factors, Strategic Objectives, Goals, Foundational Priorities, Actions).
- **Sustainable** – Putting foundations and process in place so that the ministry can endure for the long term.
- **TITUS** – The acronym given to describe our ministry priorities and strategic aims. We see parallels in the life and ministry of Titus, an early Christian missionary, church leader, and companion and disciple of the Apostle Paul, a servant of Christ who played the roles of missionary, administrator, troubleshooter and peacemaker.
- **Values** – The fundamental principles we try to live by in our ministry. These values provide a foundation for our ministry and inform our decisions and actions.



Appendix 3

2024 Strategy Review Map

Strategy Review Map (2022– 2024)

Programmes & Projects	Complete The Link and migrate data from ECPB	Provide technical support in Grant Applications	Compile Annual Global Ministry Impact Report	Redevelop and implement new MPM	
Learning, Monitoring & Evaluation	Complete partner capacity assessments	Monitor Partner Compliance	Facilitate Learning sessions on new methodologies	Monitor Institutional Strengthening of Partners	Monitor utilization of digital resources
Marketing & Communications	Facilitate sustained partner engagements	Provide Support for digital resources	Facilitate Learning sessions on new methodologies	Produce 50th Anniversary Documentary	Gather and tell stories of transformation
Stewardship & Accountability	Process monthly inter-partner transfers	Develop and manage budgets	Complete and submit audited financial statements	Prepare management reports	
Leadership & Governance	Compile a tabulated list of Congress motions	Develop new policies and guidelines	Plan and Organise Congress 8	Facilitate The Work Of The GGAT	Track Constitutional Matters

■ Completed ■ Ongoing

