



# Re-Imagine

2022 - 2027 Strategic Plan



# Re-Imagine

## Strategic Planning Report

World Renew's Christian faith is not just a part of what we do. It is who we are. And it emerges from every aspect of our work. Our faith means we operate from a motive of Christ's compassion. We do not seek to be the Saviour but to point people to the Saviour whose love compels us.



**OUR FAITH** means we trust in God's strength and not our own to renew and reconcile all things to be as He desires. It means we work as servants in prayer and humility to understand how God is already at work in a person or community and not to just bring our own plans for people to implement.

We see each person as valued in God's eyes. We believe that everyone can contribute to a community's development. We do not impose our beliefs on others and do not exclude anyone because of their beliefs. We prayerfully rely on God's guidance in all our interactions.

Our faith guides us in partnering with churches or Christian organisations and encouraging them to intentionally help those who are at the highest risk. But our faith also acknowledges that God's grace can work through institutions that are not faith-based to address the complex issues behind poverty and injustice.

As World Renew approaches our 60th anniversary, we invite you to join us in a five-year story, building momentum to touch the lives of millions of people — people who could otherwise be out of reach — with the power to change the story of their lives.



# Executive Summary

During the lifetime and scope of this strategic plan, World Renew will reach its 60th anniversary.

**WE REMAIN ROOTED** in the values that have shaped us and in our faith-driven belief that a more just and sustainable world is God's desire. Our world has changed beyond recognition since our founding in 1962, and continues to change at a pace and scale that is unprecedented. Emerging from the midst of a pandemic, the interconnectedness of global challenges has never been more evident. We firmly believe that our organisation is called to this work and that our impact must meet these challenges.

Conflict, climate change, and the ongoing effects of COVID-19 on food security, health, economic opportunity, gender equality, and essential service delivery, together, in their intersectionality, represent an existential and unprecedented threat to the planet, the communities we serve, and the gains that have been made in poverty eradication.

There are many complex challenges, but our response remains simple. We work with partners who understand their own contexts and who, together with communities, can develop programmes that get at the root causes of issues. This work tackles injustices, inequalities, and unsustainable approaches, and results in lives transformed lives—both in our domestic (North American) work and globally.

Inequality is growing in many regions. Structural and systemic racism is pervasive and exists everywhere. Gender inequality remains solidly entrenched across the world, resulting in gross violations of the rights of women and girls and hindering

collective development and social progress. Our commitment to building a Beloved Community includes a continued examination of and investment in our own culture, our people, and our systems, to ensure we are inclusive, agile and resilient in an uncertain and ever more complex world. Central to this work must be a strong focus on diversity, inclusion, empowerment, and accountability, internally and externally exemplified through our commitment to being and living as a fellowship of faith and to achieving Core Humanitarian Standard certification. Through this commitment and intentionality, we honour each person as an image-bearer of God.

With the rapid growth and development in technology and communication and the mobilisation of an increasingly informed and active citizenry who can effectively shape the decisions of governments, corporations, and global institutions, the potential for social, economic, and environmental change is greater than ever. In response to this and the world as it is now, we are making strategic choices over the coming years that will allow us to be responsive to this intersectional context and will position us to be a leading humanitarian and development organisation in the countries where we are present.

**We work with partners who understand their own contexts and who, together with communities, can develop programs that get at the root causes of issues.**

# The Fundamentals of Who We Are

**“Doing justice, loving mercy, and serving Christ”**

And what does the Lord require of you? To act justly and to love mercy and to walk humbly with your God. **Micah 6:8**



## Vision

World Renew envisions a world where people experience and extend Christ's compassion and live together in hope as God's community.

## Mission

Compelled by God's deep passion for justice and mercy, World Renew joins communities around the world to renew hope, reconcile lives, and restore creation.



# Our Values







## Faith

We seek to understand God's will in all we do. We encourage a worldview of faith and trust in God who can give a hope-filled energy for each person to fulfill His purpose.

## Effectiveness

We are innovative, resourceful, and continual learners with partners, communities, and donors to ensure timely, appropriate, proactive, and excellent interventions.

## People Flourishing

We treat each person equally as an image-bearer of God, including partners, in decisions and plans and in pursuit of the fullness of life that God has promised and intended.

## Stewardship

We are grateful recipients of God's gifts to us. We steward these gifts with wisdom, integrity, accountability, and systems of reporting that honour both the intent of the donors and the flourishing of people in communities.

# Our Culture

World Renew's culture is a product of our Christian roots as a ministry born out of the Christian Reformed Church.

Sixty years of Christian service work in emergency relief, community development, and supporting refugees reflects the fundamentals of who we are from Micah 6:8. As God's people we seek to be humble in our ministry of serving those experiencing poverty and suffering with compassion and practical deeds. We work with our faithful and generous supporters in North America who give with their hearts, knowing that God's grace has been generously extended to them. These individuals in churches, businesses, and institutions entrust their funding to World Renew to live out a shared vision. In our communities around the world, we are called to uplift the dignity of each person we serve and see in our neighbours the face of Christ.

We as World Renew reflect in our organisation and all its activities from our desks to the fields, the generosity of God's grace, to ensure that the table is big enough for all to work in partnership and collaboration.

## Walking Humbly

As humble servants of God, we work to uphold the dignity of community members we serve. The projects are owned and operated not for our benefit, but for the benefit of those who we serve. The tasks and responsibilities of the stakeholders may be different, but we respect and live out the belief that this is not something we do alone. Through God's Spirit and prayer, we seek a posture of service not entitlement.

## Clarity in Decision-Making

In working together as peers, teams, countries, and stakeholders, we recognise that good functional communication is required. Our work system and process must be both effective and efficient, inclusive and relevant to the communities that we serve. The practical aspects of who does what, when, and how must be clearly understood by all the stakeholders involved in any action. We do not seek perfection as the master builder, but as Christ's hands and feet we expect that our decisions are reasonable and uphold our values. Our decisions must be rooted in our values, practical in service, and effective in their outcomes.

## Healthy Collaboration

Both the process and the ends are important to World Renew. Our organisational culture is reflected in our planning and programme process. Healthy collaboration means that the diversity of cultures and voices in our communities must be respected and heard before, during, and after our programmes are implemented. Our collaborative work must be timely, relevant, and reasonable to the scale of the resources being invested.

## Increasing Autonomy & Accountability

World Renew has teams present in all of the countries where we work long term, as well as in countries where work is defined by a limited term (disaster response). Individual staff and teams are given the autonomy to carry out the work in accordance with the norms and culture of the community. The individual staff and teams are also required to be accountable in how the work is carried out and how it fulfills the overall ministry of World Renew. We uphold all relevant professional standards for our areas of work, respect local and international laws, and ensure that our actions are of the highest Christian standards and merit.



# The External View:

## Drivers of Increasing Global Fragility

### Climate

Climate change is increasing the number and intensity of natural disasters and is rapidly increasing the speed of environmental degradation and biodiversity loss, threatening the lives and livelihoods of millions of people. Climate change impacts play out disproportionately across the world. They increase pressure on water and food systems, exaggerate existing vulnerabilities, and create new ones. Hunger is increasing. Those living in fragile and conflict-affected states are hit hardest by climate variations because they are more vulnerable to the damaging effects and have fewer coping mechanisms and resilience. The impacts of these stressors have been further exacerbated by COVID-19.

### Conflict

Conflict and displacement are growing in both scale and duration, with disproportionate effects on women, girls, and the most vulnerable in society. The United Nations Office for the Coordination

of Humanitarian Affairs (OCHA) in the *Global Humanitarian Overview 2021* predicted that conflict will be the primary driver of acute hunger for 77 million people in 22 countries. They also estimated that the number of acutely food-insecure people could be 270 million as we enter 2022. Increasingly protracted crises have created a new definition of state: “fragile states.” By 2030, it is estimated that over 60 percent of those experiencing extreme poverty will live in fragile states. We anticipate that conflict in Eastern Europe, between two of the worlds’ largest grain producers, will continue to increase pressure on households in terms of food pricing and availability, and we see no sign of a reduction in this global bottleneck in the near future.

### COVID-19

The pandemic has set back progress in almost every area of human development. The setbacks in food security, health, economic growth, gender justice, and education will persist. In 2021, more than 235 million people around the world needed humanitarian assistance. (Source: UN OCHA, *Global Humanitarian Overview 2021*) This is a 40 percent increase in the number of people needing assistance since March 2020. This rapid and alarming growth is a result of the wide-ranging impact of COVID-19 on food, health and nutrition, livelihoods, and social protection systems. Acute global food insecurity, which was already at a record global high prior to the COVID-19 pandemic, has risen significantly due to its impact of COVID-19 on food production and distribution. The pandemic has also resulted in substantial reductions in household income and disruption in remittance flows from migrant workers to their families in the Global South.

A young man with short dark hair is looking down at a plant in a field. He is wearing a dark shirt with white stripes on the sleeve. The background is a blurred field of green plants.

# Our Goal

## What Will We Achieve In The World?

World Renew exists to increase the capacity of communities and missional partners to engage in transformative practices that improve, in sustainable ways, the well-being of people made vulnerable by circumstances of poverty, disaster, or injustice, in a manner that is consistent with available resources.

World Renew seeks to ignite the belief that transformative change is possible and that change can be brought about by a community working together to set right our relationship with creation.

### Renewed Hope

Power shifted  
through agency and  
empowerment

### Reconciled Lives

Communities live  
and thrive together

### Restored Creation

People are in harmony  
with the environment

# Our Areas of Impact

Our programme interventions are built on in-depth contextual and systems analysis to plan the most appropriate and effective responses and sectors of response in a given context. Our commitment to quality programming means that we leverage the potential of a multi-sectoral approach across land, water, and social systems to maximise impact and to ensure that the needs and voices of those most affected by poverty are at the forefront of our analysis and interventions.





## Food

From 2005 until 2014, the number of undernourished people in the world steadily decreased, from 811 million to 607 million. However, levels of global undernourishment have increased since. The Food and Agriculture Organisation (FAO) estimates that between 720 and 811 million people will be undernourished in 2022 (an increase of nearly 161 million from 2019). Growing undernourishment is placing severe doubt on the ability of the international community to achieve Sustainable Development Goal #2, “Zero Hunger,” by 2030.

### OUR STARTING POINT:

-  **244,000** PEOPLE PROVIDED WITH LIFE-SAVING FOOD
-  **154,000** PEOPLE (64% FEMALE, 36% MALE) WERE ENGAGED IN FOOD SECURITY PROJECTS IN FY 20-21
-  **18,455** FARMERS WERE TRAINED IN SUSTAINABLE AGRICULTURE
-  **630,000** PEOPLE INCREASED FOOD SECURITY IN THE LAST 10 YEARS

 **210,000** PEOPLE IMPROVED FARMING PRACTICES IN THE LAST 10 YEARS

 **1,086** COMMUNITIES LEARNED TO PROTECT AGAINST CLIMATE ADAPTION TECHNIQUES AND BOOSTED CROP PRODUCTION WITH DROUGHT-RESISTANT CROPS, IRRIGATION, AND IMPROVED LIVESTOCK-RAISING

Using a food systems lens, we will focus our evidence gathering and our programmes that offer solutions to the key intersectional challenges presented to communities by COVID-19, climate change, and conflict and on the impact they have on hunger and food security. We will use this evidence and experience as the basis for driving and influencing our work to create lasting reductions in the prevalence of undernourishment.


**OUR GOAL:** Our goal in food access is to reach one million more people over the next five years with the benefits of productive, climate-smart, sustainable farming methods that boost health and livelihoods.



## Economic Opportunity

The global economy is expected to grow, but at the same time the economic system is under increasing pressure to reform. Recent economic growth (50 years) has been achieved at the expense of the environment. Wealth is being concentrated in the hands of a shrinking minority while the population of the Majority World is growing exponentially. The richest one percent owns nearly half of all global wealth. While absolute poverty has decreased, the World Economic Forum finds that the rate of decline has slowed. The wealth generated by economic growth is not distributed sustainably, either globally or at a national level. There is growing unanimity about the need for reform, but views vary about its scope and what should be set as the highest priority: growth, well-being, or improving the state of the environment?

### OUR STARTING POINT:

 **120,000** PEOPLE BENEFITED DIRECTLY AND INDIRECTLY FROM 1,250 SAVINGS GROUPS IN 17 COUNTRIES

 **3,095** PEOPLE PARTICIPATED IN SMALL BUSINESS AND INCOME GENERATING ACTIVITIES

 **535** NEW BUSINESSES FORMED AND 3,100 SCALED UP

In response to the recent concentration of global wealth, World Renew will continue to deliver increased access to economic opportunity from sustainable livelihood systems for all participants in our target communities. We will do this through our integrated economic empowerment interventions. These are holistic interventions that integrate savings and loans groups with support for agriculture, health, and women's empowerment, ensuring the engagement of youth and people with disabilities. Our programme interventions will continue to increase women's decision making, improve gender equality, and reduce gender-based violence and early marriage.

**OUR GOAL:** Our goal in economic opportunity is to help 700,000 more people benefit from financial stability programmes that provide the skills, knowledge, and opportunities they need to have sustainable incomes and decent work.



## Health

As populations continue to rapidly expand, particularly in the Majority World, global health issues and our response to them will only grow more important in the years ahead. The COVID-19 pandemic provides an opportunity for us to institutionalise global responses to global health challenges, particularly as countries and economies around the world become more connected. Growing wealth and trade have the potential to make important improvements to human health, but there are also new threats driven by continued and growing inequality and poverty and particularly in inequality in healthcare provision and access to critical interventions like vaccines across the Global South. As a result, new infectious diseases and stubborn chronic conditions will present challenges for many years to come.

### OUR STARTING POINT:

- ♥ **140,000** HOUSEHOLDS FORMED  
1,700 COMMUNITY GROUPS AND  
WORKED WITH MORE THAN 2,400  
COMMUNITY HEALTH VOLUNTEERS
- ♥ **1,700,000** CHILDREN BENEFITED  
FROM HEALTH INTERVENTIONS IN  
THE LAST DECADE
- ♥ **150,000** WOMEN WERE TRAINED  
TO PREVENT CHILD STUNTING IN  
THE FIRST 1,000 DAYS OF LIFE

We recognise the continued importance of our work in health, in particular strengthening healthcare systems to improve access to good maternal child healthcare as well as improved nutrition and public health services. We will continue to leverage our extensive experience in community organising, using innovative best practices like the development of People's Institutions to promote high participation, community ownership, and the capacity to access and connect with existing structures, such as health and government clinics, school committees, and government agencies. We will upskill our staff and partners with technical expertise in community organisation, training Community Health Volunteers, participatory methodologies, barrier analysis, and collaborating with government health institutes, clinics, and health care providers for the betterment of all, particularly women and girls.

**OUR GOAL:** In health intervention, our goal is to support the health and well-being of one million more women and children around the world, which in turn empowers and strengthens entire communities.



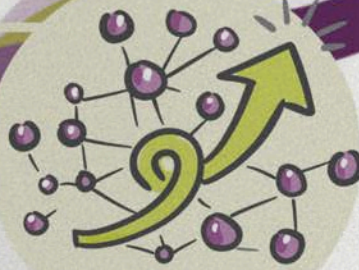


# Our Approach



## Impact Framework

### OUR APPROACHES



"We (seek to) understand and change systems"



"We work with others (partnership)"



"We focus on communities at the centre"



"We are accountable"

### OUR PROGRAMMATIC DNA

- Community Development
- Disaster Response
- Justice

Domestically (North America)



ners"

**VISION**

World Renew envisions a world where people experience and extend Christ's compassion and live together in hope as God's community.

**MISSION**

Compelled by God's deep passion for justice and mercy, World Renew joins communities around the world to renew hope, reconcile lives, and restore creation.

RESTORE CREATION

ishing, Stewardship



"We shift power"

le"

CHANGE

Internationally

**GOAL**

Renewed hope, reconciled lives and restored creation



Power shifted through agency & empowerment

People are in harmony with the environment

Communities live & thrive together

Food



**AREAS OF IMPACT FOCUS**

Land, water and social systems



Economic



Health

**TRENDS**

Covid

Climate

Conflict





# Our Priorities: Strengthening Impact

World Renew has decided on seven impact priorities that are intended to:

- **Strengthen and enable our approaches to our areas of impact**
- **Meet the opportunities presented by the trends identified**
- **Shape and inform process in the next five years**

## 1. Continue to Deepen our Capacity and Culture for Accountability

World Renew has progressed significantly through its accountability journey and readily recognises the multi-faceted nature of where and to whom we are accountable. This needs to continue and to be ingrained in a culture where we will be honest, ethical, professional and open to critique and examination. We are respectful of the trust placed in us by the communities we serve, our partners, and those who fund and support our work. We will listen and respond to concerns, supported by strong feedback and complaints-handling mechanisms. We will monitor programme implementation effectively, carefully considering the results and reflecting on the unintended positive and negative effects of our work. We will do this in collaboration with our partners and community members, and we will use this information to adapt our work as needed and most of all to ensure that we do no harm.



## 2. Enable Innovation

We will enable innovation by strengthening our use of technology, creating space for purpose driven collaboration and fostering a culture that encourages taking creative risks. We commit to promoting innovative and agile use of technology as both a programme function itself and in administrative support to programming. Technology is not only to be understood as an operational function of the organisation but also a critical programming capacity. We recognise that innovation often occurs when varied perspectives, skills sets, and personalities converge around a singular purpose. Collaboration supports innovation. We accept that innovation implies risk. We will ensure that risk is borne by World Renew and not by our partners, communities, or individuals. Our culture will celebrate the learning that comes from “failure” by ensuring that all efforts, whether successful or challenging, seek to identify critical lessons learnt.



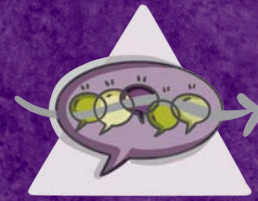
## 3. Improve Agility

Our world is marked by increasingly rapid change. Our organisational agility and our ability to navigate uncertainty is crucial. This means investing in our culture, people, technology, systems, and standards. In response, we will implement more efficient and effective systems and processes that create space for innovation while enhancing accountability. We will develop support systems that enable and enhance programme impact. And we will balance delegated, expedient decision-making with the risks related to compliance and regulations. Our work should be guided and evaluated by agreed-upon metrics.



## 4. Sharp Focus, Clear Contexts, Strong Programming Results

We will focus and organise our programming strategies around the key drivers that shape the contextual considerations in our communities and countries of operation. We will consolidate our resources in countries where we have the most opportunity for impact. We will recognise where programming is occurring in North America and hold it to the same standards, processes, and evaluation as all other organisational programming. We will gather evidence and learning around interventions that offer solutions to key challenges related to climate change, conflict, and COVID-19 and use these to inform our work. We will strengthen our capacity to prepare for and respond to disaster, within and outside of our countries of long-term operation. We will better resource our partners and programmes, both financially and with human resources, to strengthen field programme support.



## 5. Coherence Not Conformity

Central to achieving sharper focus and stronger and more effective ways of working is strengthening our efforts toward organisational coherence. Cohesion is always in tension with contextualization. Contextualization is critical in our work but has too often been driven by individual preferences, work styles, or worldview rather than those of our target communities or partners. This is privilege. With the Impact Framework, we aim to infuse this whole-of-organisation approach with shared strategies and ways of working to bring unity of purpose, overcome challenges, and seek new solutions. In addition to ending practices of individualization, we will start new practices that improve our internal communications (E.g. create “pools of shared meaning” rather than just “pools of shared information.”) and address the structural incoherence of the community development voice.





## 6. Shift Power



We recognise that power is unequal. World Renew, from its history and geography, has power. Constantly naming, recognising, and acknowledging that power is essential. We also recognise that there is shared calling to this work, from supporters to partners. This is both an honour and our responsibility. With an ultimate goal of shared power, we desire to deliberately shift our power to partners and communities. We will strengthen the quality of our relationships with our partners by fostering more open and honest dialogue and strengthening feedback mechanisms from partners that go beyond ministry teams. We will adopt a range of partnership models that are clearly articulated. Partnerships will change over time, with partners increasing their leadership and visibility in how we work. We will focus and commit more of our resources and decision making in communities, with our partners, and in support of our country programmes, including through the equitable recruitment, compensation, and development of local staff.

## 7. Boldly Articulate Our Organisational Identity



The global pandemic has surfaced and made visible injustices and inequalities while deepening needs. World Renew's mission remains highly relevant. This has been noted throughout our work from all stakeholders. But to be effective, we need to be confident and unified in our organisational identity. Boldly stepping into challenging spaces and conversations requires a firm understanding of who we were, are now, and are becoming. World Renew's heritage is of the Christian Reformed Church in North America. We celebrate this as an intrinsic part of our identity, recognising it as the source of much of the theological foundation for our development work and support for our ministry. The increased diversity of World Renew staff means that we are now an organisation of many identities, including gender, faith, race, and culture. We welcome and celebrate this as "our partners and community members come from all walks of life and so do we, and that's our strength. We draw on the differences in who we are, what we've experienced, and how we think." As an organisation we recognise, affirm and celebrate this blessing and the richness it brings to our collective identity. We must courageously claim these identities and centre them within us in a manner that supports people flourishing.





# Our Organisation

Our Considerations: Fit For Purpose And Future Ready





## 1. Invest in Productive Organisational Processes

We will build collaborative internal systems that are shared and utilised across the whole organisation to improve our processes and procedures and to streamline our work, allowing us to achieve results while economising on time and effort. This process will allow us to identify the organisation's stress points and find ways to "work smarter." As we do, we will evaluate the need, priority, and the timing, or pace of change, so that each staff and department's workload is manageable and allows for high productivity. We will identify activities that should decrease or stop because they have less value added than other priorities.



## 2. Discern Structural Changes

We will transform our structure from a series of silos to one that allows for distinct but collaborative teams that function well across borders, systems, and work tasks. We will engage with and welcome constructive voices to inform our decision making.



### 3. Invest in Information, Technology, and Knowledge Management Systems

We will invest in a smartly designed team structure for strategic information systems and technology leadership that can benefit all of World Renew. This includes World Renew's knowledge management system, processes, and protocol changes that are in the Core Humanitarian Standards action plan. For example, we will provide staff with a single source for the information they need to be most effective in their positions. This requires that we continue to support initiatives to modernise World Renew systems and continue to resource them with staff time and budget to ensure that they can be fully implemented for the benefit of all.



### 4. Make Evidence Based Strategic Decisions

We will develop a budgeting and planning process that is clearly aligned according to our strategic priorities with properly informed revenue and expenditure projections identified for each priority. We will improve our capacity to evaluate the mid-term and long-term return on investment, or cost-benefit, of our different fundraising activities, constituency activities and programme impact activities across our teams and regions to inform our budget decisions.



### 5. Favour Decentralised Investments

We will assess the work, needs, and resources required to best accomplish our work in the five regions. This will include considering which staff resources and roles would be more productive if retained in North America, and which would be more productive if decentralised. We will increase resourcing and autonomy to our field teams and their partners to allow for increased localised decision making in relation to programming, managing of funds, and seeking grants and resources locally.



# Our Funding Sources

## Our Goal: Diverse and Growing

“Fundraising is a VERY concrete way to help the Kingdom of God come about.”

**Henri Nouwen** - A Spirituality of Fundraising

**IT IS IN THE KINGDOM OF GOD** that the Lord supplies all that humanity needs to thrive and flourish. Any organisational fundraising strategy that is centred around Christian faith and God’s work must be approached, and thought of, as a valuable form of ministry that connects people and their resources to the conversion and transformational work that God desires for His creation. Fundraising as a form of ministry includes conversion opportunities through the proclamation of human need and the invitation to participate in World Renew’s vision and mission.

Fundraising walks a delicate balance between community-identified opportunities for transformation and what our current and future donors are passionate about and willing to give money towards. We can’t have one without the other. We CAN, however, walk with our donors to help them understand transformational models of development. We can work to build their passion to address injustice.

To deliver the strategic goals outlined in this plan we require diversified, stable, and sustainable levels of funding from private donors, churches, and institutional partners. These are the “three sources” on which our fundraising strategy is built – institutional grants, individual donations, and support from our church constituency.



# Guiding Statements of World Renew Fundraising Activities:

- We desire, and take action, to contribute to a beloved community, with equality and justice at its heart.
- Project participants, staff, and donors are each created in the image of God. One is not above the other.
- Engage donors, stakeholders, and audiences in the mission of World Renew, pulling them into deeper engagement and financial support.
- Cultivate relationships with donors to increase their engagement with the ministry; resulting in increased giving and ministry enhancement.
- Be a catalysing force that invites gospel communities, in ever-increasing capacity, to the transformative mission of World Renew.
- World Renew's Fundraising Strategy will be Data-Informed and Donor-Centred, providing exceptional customer service and ethical communications.
- Provide a donor experience that enhances the giving experience and the spiritual experience.
- World Renew will have an integrated fundraising strategy that remains aligned and focused on the Imagine More - Comprehensive Impact Campaign.



**IN THE NEXT FIVE YEARS**, the funding environment for organisations like World Renew is uncertain. High compliance funding models from institutional donors are changing to deliver on promises made in relation to localization and the Grand Bargain. Globally, funding from governments and institutions is insecure and it is anticipated that the first few years of this plan will see further challenges due to post-pandemic austerity and the possible impact on International Aid and Development budgets from a contraction in domestic revenues.

Despite these uncertainties, World Renew goes into this strategic plan cycle with high levels of financial support from our constituency and a strong growth in support from private individuals and foundations, coupled with a growing institutional donor base at partner and country office levels. Grants awarded in Asia, East Africa, and Latin America in this past year illustrates that we are well positioned for sustained growth across all these areas in the coming years.



# Our Consideration

## Stable and Sustainable

### Our Goal

**Our goal is that World Renew will have stable and sustainable annual income to allow us to deliver our programmes and achieve the greatest impact possible with the support available to us.**

We will seek funding through a range of modalities, demonstrating our expertise and our track record in achieving transformative change in people's lives in the most efficient, effective, and equitable manner.

This income will come from a strong, diversified portfolio of private and public donors and an increased supporter base from a constituency both within and beyond the CRCNA. We will also increase capacity support to our country teams and local partners to strengthen their ability to directly access funding from donors locally in the countries and communities where we work.

Growing our private donor base is central to our strategy. Strong levels of private donations give us

flexibility to continue to implement life-changing programmes and invest in structures to ensure the organisation is strong and secure in the future.

We will be ambitious in accessing funding from institutions, both government and non-government, while also advocating for increased funding streams to go directly to local organisations, such as our partners across the world. Building on our strong relationships with institutional and network partners and our reputation for quality "grass roots" programming, our ambition is to build a solid channel of multi-annual funding, while also supporting partners and country offices to directly access new sources of funding.



## How We Will Achieve Our Goals

Continuing to grow our support requires strengthening the personal connection of our constituency in North America with both our global and domestic programming. Our guiding strategies are a focus on donor recruitment and retention, through increased prominence and visibility of World Renew across all donor contexts. We will continue to build connections with our current and new supporters through telling the stories of the communities and lives we have helped to transform. We have had to and will continue to do this in new and innovative ways that have built our engagement levels with donors during the global pandemic.

In a changing and more secular world, we will remain relevant to our existing supporters by staying grounded in our faith, while also growing our support among new, more diverse audiences, who are all linked by shared values and a common belief in biblical justice.



## The Key Shifts Required to Deliver Our Goal:

- We will, as a key priority and in our strong commitment to “shift power,” support our local partners to diversify their funding base. We will work in all our networks and with our peer organisations to advocate for increased levels of funding to be made accessible to local organisations everywhere.
- We must appeal to a support base that is segmented by identities and interests but has strong faith and values-based engagement on key issues of global injustice. Targeting, retaining, and engaging these key audiences, with donor-centred customer service, will be critical to ensuring sustained support for our programming and delivering on our strategic aims and impact.
- We shall strengthen and maintain a culture where all staff are empowered to support fundraising in ways appropriate to them.
- We will build on our strong relationships with a core group of institutional partners and continue to work to address the most pressing issues of our time. We will strengthen our key partnerships, alliances, and consortia, focusing on complementary skills and expertise, to ensure increased and stable (multi-year) funding across our shared programmatic portfolio.
- To create the best ROI possible, we will develop reporting structures that inform fundraising, increase efficiencies, and demonstrate ethical stewardship of the resources that have been entrusted to World Renew.





# Imagine More!

“Doing justice, loving mercy, and serving Christ”

**THE YEAR 2022 MARKS THE 60TH ANNIVERSARY OF WORLD RENEW’S KINGDOM WORK ON EARTH.** Much has been accomplished and many lives have been transformed. As a faith community, we Imagine More because we have a God who does more than what we ask or imagine. God has shown this to World Renew in the past sixty years and we know that God will be faithful in the future. World Renew is committed to our call, empowered by God’s Spirit within us and our ministry partners.

We dedicate this five-year strategic plan to God, saying:

*Now to God who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us, to God be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen. **Ephesians 3:20-21***







 WorldRenew