

tearfund

Canada

# Strategic Plan

## 2025 – 2028

### Excel and Propel

'For Christs' love compels us...'

2 Cor. 5: 14-15



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# 1. Executive Summary

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This strategic plan outlines Tearfund Canada's bold direction for 2025–2028, under the banner of **Excel and Propel**. It is the culmination of extensive contextual analysis, foundational review, organizational self-assessment, and prayerful discernment. It articulates our unique calling as a faith-driven organization working through the local church to bring holistic transformation to the most vulnerable.

Our strategy commits us to deepening our programmatic impact, strengthening internal systems, and scaling up Church & Community Transformation (CCT) through a unified and energized team. We are setting ambitious targets — including reaching 400,000 people — that will require excellence in execution and Spirit-led momentum.

## 2. Our Strategic Theme: *Excel and Propel*

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As we move into a new chapter, Tearfund Canada embraces a bold and motivating theme: **Excel and Propel**.

This theme emerged from heartfelt staff reflections on where God is leading us. It captures our shared desire to honour what has been built—and to press forward with faith, excellence, and momentum.

To *excel* is to rise above mediocrity. It reflects our commitment to:

- **Pursue excellence** in all that we do—from program delivery and partner relationships to supporter engagement and internal systems.
- **Refine and sharpen** our strategies, tools, and mindsets, always learning, improving, and holding ourselves to the highest standards.
- **Steward our mission faithfully**, ensuring that our work reflects God's character: just, loving, excellent, and worthy of trust.

"Excel" reminds us that excellence is not optional for those who serve a God of excellence. It is both an act of worship and a requirement for impact. Colossians 3:23 exhorts us: "Whatever you do, work heartily, as for the Lord and not for men."

To *propel* is to move forward with purpose and energy. It reflects our determination to:

- **Keep advancing**, not sitting in comfort or complacency.
- **Grow with vision**, allowing God to stretch our faith and impact beyond what we can see or imagine.
- **Act with faith and courage**, launching into the future with trust in God's promises and an eagerness to respond to His call.

“Propel” is about momentum. We can’t stop and we won’t stop! It’s about being Spirit-led risk-takers—ready to act, ready to innovate, and ready to follow God into new spaces and deeper partnerships. 1 John 4:11 points to the source of our desire to be propelled: “Beloved, if God so loved us, we also ought to love one another.” The Love of Jesus propels us to action as in 2 Corinthians 5:14-15 which firmly identifies our driving force: “...for Christ’s love compels us...”

Together, **Excel and Propel** is more than a slogan. It is our shared posture—looking back with gratitude, digging deep with excellence, and moving ahead with a Spirit-filled sense of calling and courage.

## 3. Who We Are

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Tearfund Canada is a Christ-centred international relief and development organization that partners with churches and local communities to end poverty. We are one of nine members in the global Tearfund Family and are one of 15 members of the Canadian Foodgrains Bank (CFGB); as such, we benefit from shared learning, coordinated strategies, and a united commitment to transformation.

Our distinctiveness lies in our model: we work with local Christian organizations to mobilize local churches to become agents of restoration in their communities, recognizing that poverty is rooted in four broken relationships: Man with God, Man with himself, Man with others, and Man with creation. This faith-rooted, community-led approach ensures sustainable development that addresses both spiritual and physical poverty. We work in fragile and food-insecure regions, equipping local partners to deliver long-term change regardless of race, religion, ethnicity, or gender.

## 4. Our Vision, Mission, and Values

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### Our Vision

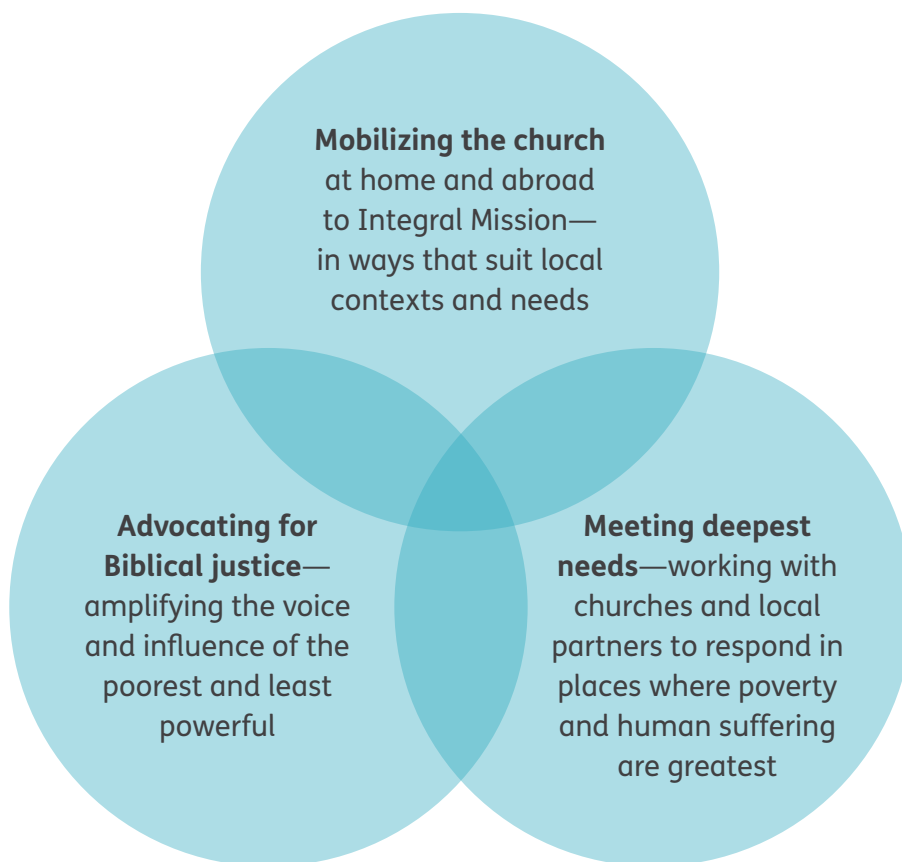
 **To see people freed from poverty, living transformed lives, and reaching their God-given potential.**

The Tearfund family’s **shared Vision** is: “the local and global church transforming lives, communities and society”. This vision is based on our beliefs that:

- The root causes of poverty are broken relationships – with God, self, others and the environment, *and*
- God has uniquely called the church<sup>1</sup> to bear good news that creates hope and action to restore and transform these relationships, as a manifestation of the Kingdom of God (we call this Integral Mission).

<sup>1</sup> The Tearfund Family views ‘the church’ as the many forms of communities of Christian believers

Each Tearfund family member is committed to fulfilling its own calling to this vision by:



## Our Mission

 To partner with churches and communities to bring restoration to those living in poverty and need.

### Guiding Values:

- **Follow Jesus:** Grounded in the example and teachings of Jesus Christ.
- **Church-Based:** The local church is central to lasting change.
- **Holistic:** We address physical, spiritual, social, and environmental dimensions.
- **Collaborative:** We work in partnership with others to amplify impact.
- **Long-term:** We invest in deep, lasting transformation.
- **Maximizing Impact:** We measure and pursue meaningful, scalable outcomes.



As part of the Tearfund Family, Tearfund Canada also adheres to the “Tearfund Family Values and Behaviours”:

- **Christ-centred:** We are Christ-centred, grounded in our Christian identity.
- **Partnership:** Across all areas of our work, we partner with faith- and church-based organizations to achieve lasting change.
- **Relationship:** We consider each other’s interests and the relationship with the Family in our actions.
- **Collaboration:** We collaborate and maintain unity while embracing our unique distinctives.

## Driving Force:

Tearfund Canada brings together spiritual renewal and sustainable development to transform lives through the local church.

This Driving Force directs how we design programs, engage supporters, and make decisions. It keeps us aligned with our Christian identity and purpose, ensuring long-term impact through local partnerships and Integral Mission. Tearfund Canada's Driving Force is its unique blend of biblical mandate, strategic focus, and organizational strengths. At its core, Tearfund is guided by the Great Commandment and the Great Commission, lived out through faith-rooted, church-based, and community-led transformation.

*Tearfund Canada is driven by the Biblical imperative of the transforming of lives according to the Great Commandment and the Great Commission, propelled forward by its strong capabilities in localization and the integration of Integral Mission transformation.*



## 5. Strategic Context

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### External Environment

We are operating in an increasingly complex and volatile global landscape. Key external forces shaping our strategy include:

- **Climate crisis:** Disasters and environmental degradation are undermining food systems.
- **Economic instability:** Inflation, donor fatigue, and shifting priorities among institutional funders.
- **Conflict and fragility:** Worsening humanitarian needs in politically unstable regions.
- **Digital acceleration:** Growing demand for digital engagement and transparency.
- **Sectoral competition:** Increased competition among NGOs for donor attention and funding.

### Internal Assessment

Tearfund Canada conducted a thorough internal review, including staff workshops and performance audits. Findings revealed:

- Strong alignment around mission and values.
- A need for improved systems integration and data management.
- Gaps in operational efficiency and cross-department collaboration.
- Opportunities for brand growth and donor retention.
- High staff commitment to service, but uneven capacity in digital and adaptive tools.

## 6. Strategic Implications

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Given the external and internal assessments, and considering the intent of our foundational documents, we have identified strategic implications that shape our next three years:

- Tearfund must **integrate** climate resilience, environmental justice, and community empowerment into programming, addressing poverty's root causes.
- Tearfund Canada must be **digitally equipped** to scale its mission effectively.
- **Donor engagement:** Strategies should focus on engaging younger Christians, diaspora communities, and environmentally conscious supporters through storytelling, digital platforms, and innovative funding mechanisms like legacy giving and corporate partnerships.
- **Program delivery excellence** must be matched with **operational excellence**.

- **Community-building and advocacy:** Tearfund can combat societal loneliness by fostering donor and supporter connections while interweaving environmental care with hunger alleviation. Advocacy for food security and disaster resilience is essential.
- We must **lead with our distinctiveness** as a faith-rooted, church-based NGO.
- Tearfund must emphasize the value and necessity to all our **partnerships**: accelerating and leveraging our domestic and international partners as both the source and the purpose of our activities, creating the genuine movements of change that address poverty.
- **Church leadership and localization:** Empowering local leaders and expanding the CCT framework will drive impactful localized solutions. Expansions should prioritize high-need regions and new initiatives, like small-scale irrigation for disaster resilience.
- Strategic growth is only possible with **internal alignment** and shared ownership.
- **Long-term vision:** Tearfund aims to establish itself as a leader in community transformation by 2030, emphasizing revenue growth and strengthened partnerships.

## 7. Strategic Positioning

We are positioning Tearfund Canada as a **leader in faith-integrated, community-driven development**. Our brand will be strengthened through consistent storytelling, partner-driven evidence of impact, and greater visibility within the global Tearfund Family.

Our aim is to become known as a trusted partner to:

- Partners and Churches in the Global South seeking sustainable impact.
- Canadian supporters desiring spiritually grounded generosity.
- Institutional funders valuing scale, sustainability, and accountability.

Our commitment to "Excel and Propel" means that we are pursuing both **excellence in delivery** and **momentum in execution**. Tearfund aims to not only meet current challenges but also position itself for future growth and success in its humanitarian efforts. We are building systems — not for their own sake, but to better serve the local church and community.





## 8. Our Big Goal (BHAG)

The Tearfund Canada Big Hairy Audacious Goal (BHAG)<sup>2</sup> is a long-term strategic goal that's ambitious, compelling, and pushes us to achieve something significant and challenging.

**Empower the church, communities, and local partners to take united action that enables 400,000 people to sustainably break free from poverty by 2028.**

This bold goal is both a call to action and a commitment to accountability. It is grounded in our faith, strategy, and operational roadmap. It is motivated by Jesus' love which propels us to action.

### Tearfund's Golden Circle\*



*\*Leadership expert Simon Sinek created the Golden Circle theory which explains how leaders can inspire cooperation, trust and change in a business based on his research into how the most successful organizations think, act and communicate if they start with "why" rather than the more traditional "what". By clarifying our Golden Circle, Tearfund is aiming to inspire our supporters and partners and demonstrate our distinct value proposition clearly. The neuroscience behind the Golden Circle theory is that humans respond best when messages communicate with those parts of their brain that control emotions, behavior, and decision-making, therefore it is important that we define and start our messaging with Tearfund's "why" statement.*

*2 Coined by Jim Collins and Jerry Porras in their book "Built to Last," a BHAG is designed to inspire and energize an organization to reach for a higher level of achievement. Here's a more detailed explanation:*

**Big:** BHAGs are large, ambitious goals that require significant effort and resources to achieve.

**Hairy:** They are challenging and complex, often pushing the boundaries of what's currently possible.

**Audacious:** They are bold and daring, requiring a leap of faith and a belief in the possibility of success.

**Goal:** BHAGs are specific, measurable, achievable, relevant, and time-bound, providing a clear direction for the organization.

Tearfund Canada's Vivid Description of its envisioned future can be written in the form of a press release in 3 to 5 years' time as follows.

*Tearfund Canada stands as a beacon of transformation and hope, embodying the heart of Christ in communities across the globe. Churches and local organizations, once struggling to drive change, are now equipped, activated and empowered with the resources, training, and spiritual guidance to lead sustainable development efforts from within. In rural villages and marginalized communities, testimonies of restored relationships—with God, self, others, and creation—abound, echoing the transformative power of the Gospel.*

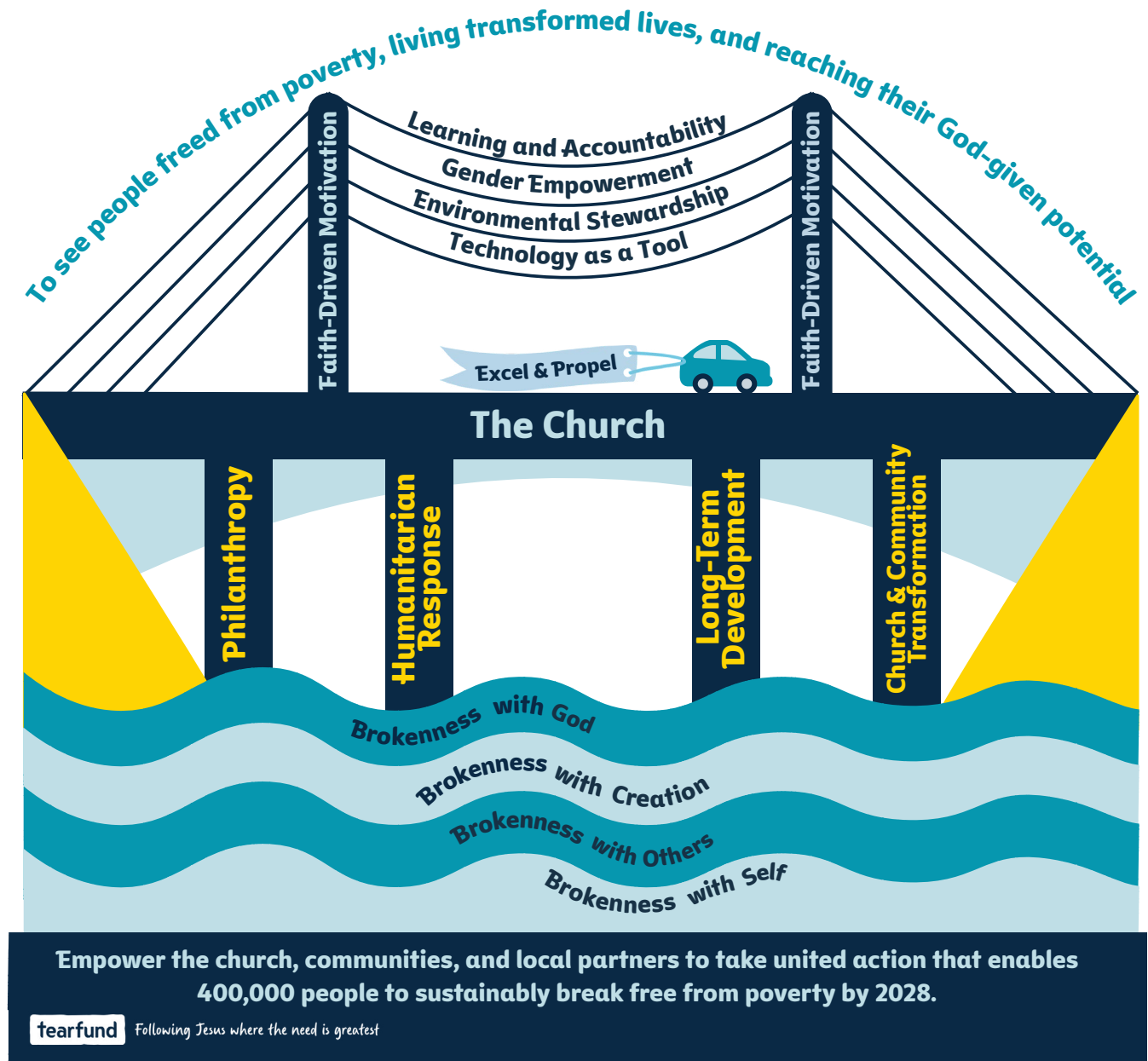
*Entire communities showcase measurable improvements in physical, emotional, social, and spiritual well-being. Families are thriving as they gain access to sustainable livelihoods, through improved agricultural practices, savings groups, and targeted learnings. Marginalized groups, once overlooked, now find their voices amplified through innovative programs designed with their needs at the forefront.*

*Partnerships with churches, both locally and globally, have multiplied significantly, creating a network of faith-driven transformations that transcend borders. Tearfund Canada's expertise in poverty relief, infused with biblical values, is recognized by other organizations and stakeholders, who are eager to collaborate and learn from its approach. Together, these partnerships are creating waves of change, fostering a unified mission to address all aspects of poverty and build flourishing communities rooted in Gospel truth.*

*Tearfund Canada's vision remains firmly rooted in faith and Kingdom principles. As it steps boldly into an uncertain future, it does so with confidence and humility, trusting that God's provision will continue to drive its efforts to serve the least of these.*



## 9. Strategic Pillars to achieve this BHAG



### A. Philanthropy

Philanthropy is not just a funding stream—it is a vital part of mission fulfillment. We aim to inspire and unite donors, supporters, and the church around a shared vision.

### **Strategic Objectives:**

- Achieve a 20% increase in revenue by 2028.
- Raise brand awareness by 20% through integrated marketing.
- Enhance donor engagement through personalized storytelling and digital platforms.

### **Tactics**

- Launch multi-channel donor campaigns.
- Develop new partnerships with institutional and faith-based funders.
- Expand monthly giving and legacy giving programs.

## **B. Humanitarian Response**

We will expand our capacity to respond to humanitarian emergencies, including natural disasters and conflict-driven crises, with an emphasis on trauma recovery and long-term, resilience-building solutions.

### **Core Responses:**

- Provide humanitarian assistance to 60,000 people.
- Deliver trauma healing programs to 200,000 individuals.
- Partner with local churches and communities in post-disaster recovery.

### **Strategic Goals:**

- Provide life-saving support in the first hours of sudden-onset emergencies and in protracted crises.
- Build local capacity for disaster preparedness and recovery.

## **C. Long-Term Development**

Our long-term development strategy focuses on climate resilience, food security, and economic empowerment through sustainable agriculture and savings groups.

### **Key Initiatives:**

- **Nature-based solutions:** Restore 10,000 hectares of degraded land through reforestation and ecosystem governance.
- **Agriculture and livelihoods:** Provide sustainable agriculture training impacting 100,000 farmers and family members (with a 40% focus on women)
- **Savings groups:** Form 3,000 groups to support 48,000 women and youth in building economic resilience.

### **Expected Impacts:**

- Increased food security and household income.
- Strengthened resilience to climate shocks.
- Greater community ownership and sustainability.



## D. Church & Community Transformation (CCT)

This pillar focuses on equipping local churches to lead holistic transformation in their communities. We aim to empower 700 churches to engage in community transformation processes, addressing both physical and spiritual needs.

### Key Activities:

- Train and mobilize churches to lead local development.
- Foster spiritual renewal alongside socio-economic change.
- Strengthen partnerships between churches and community stakeholders.

### Target Outcomes:

- 700 churches activated as change agents.
- Measurable improvements in community well-being.
- Enhanced church capacity to sustain development efforts.

# 10. Cross-Cutting Themes



The bedrock of our work is:

### Faith-Driven Motivation:

- Center all our work on biblical justice, compassion, and prayer.
- Support spiritual formation for staff, partners, and church leaders.

Throughout our work, we will emphasize:

### Learning and Accountability:

- Strengthen monitoring, evaluation, and learning (MEAL), using data to adapt and improve programs.
- Staff and partner capacity building.

### Gender Empowerment:

- Promote equality by engaging men and women in program design.
- Expand access to resources and training for women and youth.

### Environmental Stewardship:

- Promote sustainable practices that regenerate rather than deplete.
- Integrate climate resilience across all programming.

### Technology as a Tool:

- Adopt digital systems to enhance transparency, learning, and efficiency—without letting technology dominate our narrative.

# 11. Engagement

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## Engagement and Services: Supporters and Implementing Partners

Tearfund Canada's approach to engagement is shaped by its core Mission, Values, and Driving Force. It ensures alignment between those we serve, those who support us, and our commitment to Christ-centred, holistic transformation.

### Engaging Supporters

#### Who we engage:

- Churches, denominations, and Christian organizations aligned with our mission.
- Individual Christians and faith-based communities passionate about biblical justice.
- Donors who value faith-rooted, sustainable impact.
- Christian institutions and foundations committed to Gospel-centred development.
- Specifically, we will invest aggressively to expand and maintain leadership with farmers, churches, and well-aligned individuals and foundations to strengthen our position, optimize resource use, and sustain our mission-driven impact effectively.

#### Who we do not engage:

- Individuals or organizations misaligned with our Christian identity.
- Donors requiring us to compromise faith-based messaging.
- Supporters focused solely on transactional metrics over spiritual and holistic transformation.

### Engaging Project Participants

#### Our Implementing Partners serve:

- Vulnerable communities in extreme poverty, especially rural populations.
- Disaster-affected individuals needing emergency relief and long-term recovery.
- Smallholder farmers needing training in sustainable agriculture.
- Marginalized groups often excluded from other aid efforts.
- Local churches and Christian partners in the Global South who have existing institutional strength, or the potential to grow their capacity through Tearfund support.

#### Who they do not engage:

- Privileged communities without material or spiritual needs.
- Groups seeking only material aid without openness to holistic transformation..
- Local churches and Christian partners in the Global South with whom partnership would present excessive risk.

## Services to Supporters

Tearfund Canada will:

- Provide services which are carefully designed to foster meaningful engagement, inspire ongoing support, and align supporters with Tearfund's vision of Christ-centred transformation.
- Provide biblically rooted program updates and opportunities for Gospel-aligned engagement.
- Equip supporters through theological tools, prayer networks, and learning resources to enhance their spiritual growth.
- Promote the philanthropic purpose of the Canadian church as a movement of ministry, and promote customised giving and generosity as worship
- Foster relationships between Canadian and Global South churches.
- Provide speaker services and offer clear reporting on impact, transformation stories, and stewardship.
- Avoid secularized approaches, over-promising, or transactional-only donor experiences.

## Services to Project Participants

Tearfund Canada's Implementing Partners will:

- Deliver programs that promote restored relationships with God, self, others, and creation.
- Work through local churches to build community resilience and self-reliance.
- Design inclusive programs with local input and cultural sensitivity.
- Integrate disaster response with long-term recovery and discipleship.
- Uphold the Gospel as central to all development efforts.

Tearfund will not implement programs that undermine dignity, bypass local leadership, separate faith from development, or foster dependency.

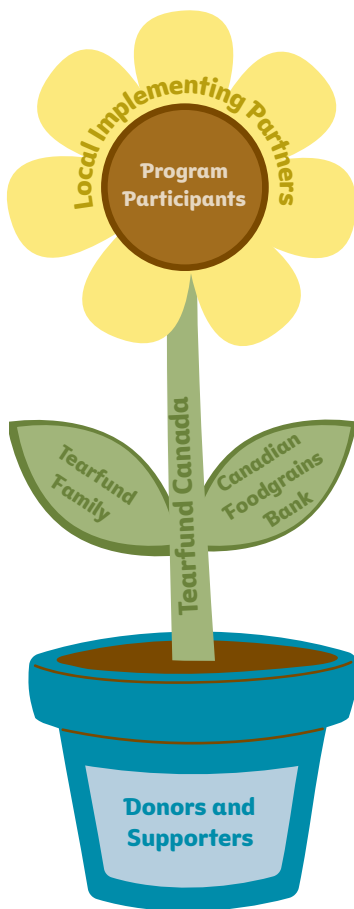
Considering Tearfund's Vision, Mission, and Driving Force, and considering contextual factors that favour our investments towards poverty reduction, priority sector focus areas from 2025 – 2028 include:

1. Church & Community Transformation (CCT)
2. Organizing self-management saving groups and financial services
3. Strengthening skills in agricultural practices, food production, and environmental preservation
4. Providing necessities of life for disaster victims and recovery efforts
5. Creation care and environmental stewardship
6. Trauma healing and counseling - sexual gender-based violence prevention and response (SGBV)
7. Capacity-building initiatives

## 12. Operational Strategy

Tearfund aims to not only meet current challenges but also position itself for future growth and success in its efforts to empower the church, communities, and local partners to take united action that enables 400,000 people to sustainably break free from poverty by 2028.

### Program Delivery Strategies



Participants as the pistil (centre)  
—supported by the petals all around them, the area that bears seeds.

7 petals for 7 partners, petals protect and support the pistil until it is big enough to produce seeds.

Tearfund as the stem and main networks as the leaves supporting the head of the flower (stem directs the head of the flower to the sun, supports physically, and acts as a nutrient channel) The leaves bring in sunlight and create energy for the plant.

The donors and supporters as the base and foundation of the system (the soil and the nutrients required to keep the stem in the right turgor pressure).

Tearfund's Program Delivery Strategy focuses on implementing high-impact, locally led, and sustainable initiatives that address poverty and injustice in the most vulnerable communities. Our program delivery is funded by our generous supporters and driven by long-term partnerships with national organizations, deep collaboration with local churches, and a steadfast commitment to quality, localization, and partnership. Program Delivery Strategies are a strategic foundation that help bridge the gap between Tearfund's strategic vision and the practical implementation of community-based programs, ensuring that our resources, partnerships, and methodologies are aligned to achieve transformative, lasting outcomes. Program delivery strategies that Tearfund will prioritise from 2025 – 2028 include:



- Invest in a small number of long-term partnerships with national, Christian or Church-affiliated organizations that are locally led, deeply rooted in their communities, and positioned to lead transformational change to ensure deep impact and long-term sustainability.
- Champion localization by shifting power and responsibility to local actors, reducing reliance on intermediaries, and working directly with national partners who control their own finances and program design.
- Strengthen program quality and partner capacity through regular organizational assessments, joint capacity-building initiatives, and close, trust-based relationships that include in-person visits, coaching, and shared learning.
- Prioritize Church & Community Transformation (CCT), recognizing the global Church as the largest and most trusted network for delivering sustainable, community-led development.
- Leverage strategic alliances within the Tearfund Family and CFGB to enhance our financial capacity, technical quality, visibility, and program reach, enabling a rapid and effective response to both humanitarian crises and long-term development needs.

## Business Strategies

Tearfund's Business Strategies refer to strategies that are focused on the practical execution of the broader Strategic Positioning and Roadmap for Tearfund, ensuring that all resources are effectively utilized to produce optimal outcomes. They involve aligning various functions within Tearfund, such as marketing, human resources, and finance, to improve both efficiency and effectiveness. Business Strategies help bridge the gap between the overall strategic objectives of Tearfund, and the tangible execution needed to realize those objectives. Business strategies that Tearfund will prioritise from 2025 – 2028 include:

- Develop a strong brand identity rooted in faith and impact, positioning ourselves as a mobilization and equipping agency, emphasizing our expertise in localization, showcasing the synergy of our distinct elements, and promoting our holistic impact across four dimensions of poverty.
- Grow and diversify donor relationships, increasing private donations to match CFGB – related revenues.
- Invest in digital donor journeys featuring strategic segmentation of donor groups and campaign automation. Prioritize data-driven channels and expand digital and social media investments.
- Expand influence through deepened church partnerships and strategic public engagement.

## Core Processes

Core Processes refer to the strategic planning and implementation of comprehensive internal systems and workflows that optimize the efficiency, effectiveness, and impact of Tearfund's core functions and processes. The focus is on refining processes to ensure alignment with Tearfund's Driving Force and Core Values, enhancing stakeholder relationships, and leveraging both technology and human resources for sustainable growth. Operational strategies aim to streamline operational processes, reduce barriers, and maximize Tearfund's ability to deliver transformative change and achieve strategic goals. Core Processes that Tearfund will prioritise from 2025 – 2028 include:

- Establish Kingdom Impact Indicators to measure the changes and impact of our efforts in tackling poverty in ways that are more aligned to our multidimensional theory of poverty.
- Develop robust 360 feedback mechanisms for supporter, partner, and community input and build internal capacity for MEAL and adaptive learning.
- Optimize direct mail, digital lead generation, social media and other fundraising campaigns through enhanced data utilization, leveraging technology, embracing multi-channel approaches, and improving internal coordination.
- Further mature major giving and legacy/planned giving programs and enhance church-based and monthly/annual giving programs by capitalizing on donor segmentation, standardizing processes, and developing standardized tools and CRM-backed processes.
- Build out the "Tearfund Champions" volunteer program and enhance Tearfund's donor stewardship program.

## Support Processes

Core Processes refers to the strategic planning and implementation of comprehensive internal systems and workflows that optimize the efficiency, effectiveness, and impact Tearfund's core functions and processes. The focus is on refining processes to ensure alignment with Tearfund's Driving Force and Core Values, enhancing stakeholder relationships, and leveraging both technology and human resources for sustainable growth. Operational strategies aim to streamline operational processes, reduce barriers, and maximize Tearfund's ability to deliver transformative change and achieve strategic goals. Support Processes that Tearfund will prioritise from 2025 – 2028 include:

- Upgrade IT systems related to support processes with cloud-based tools within Finance, HR, Enterprise Risk Management and Customer Relationship Management to automate operations, produce real-time reporting, improve internal efficiency, and foster cross-departmental coordination.
- Enhance IT infrastructure to support hybrid work and optimize internal workflows, enhance stakeholder engagement, and foster transparency and accountability.
- Foster a healthy, spiritually grounded, engaged workplace culture rooted in shared purpose fostered through the creation of a social committee, implementing standardized performance appraisals, providing bi-annual staff retreats, investing in staff capacity-building, and organizing weekly devotions.
- Collaborate with networks and partner organizations by implementing structured meeting protocols, focusing on high-impact partnerships, and leveraging strategic input in collaborative projects.



# 13. Five Transformation Projects

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Tearfund Canada has identified five core transformation projects that will enhance our internal effectiveness and external service delivery across the 2025–2028 strategic period. These projects emerged from deep organizational analysis and are foundational to achieving our BHAG.

## 1. Transformation Project #1 – Enhance Supporter Relations

This project focuses on strengthening relationships with Canadian donors, churches, and supporters. It aims to enhance engagement, improve communications, deepen relational fundraising, and improve donor retention through better systems, segmentation, and storytelling.

## 2. Transformation Project #2 – Enhance Implementing Partners / Project Participants Relations

This project is dedicated to refining our partnerships with field-based implementing partners and creating mechanisms to capture the global impact of our programs. It will include the creation of Kingdom Impact Indicators<sup>3</sup> and the ongoing prioritization of program planning, reporting, feedback mechanisms, and partnership capacity-building.

## 3. Transformation Project #3 – Enhance IT Services / Support

This initiative will modernize our technology infrastructure to support efficiency, collaboration, and data-based decision making. It includes upgrading core IT systems, investing in cloud-based solutions, improving staff digital literacy, and integrating data systems organization-wide.

## 4. Transformation Project #4 – Enhance Human Resources Services / Support

This project seeks to realign HR practices with strategic objectives, including leadership development, team cohesion, values-based culture, and performance management. It also addresses recruitment, onboarding, and staff development frameworks.

## 5. Transformation Project #5 – Enhance Financial Services / Support

This project will streamline financial systems and controls to enhance stewardship, reporting, budgeting, and compliance. It focuses on improving transparency, accountability, and operational efficiency through digitization and policy refinement.

Each project is interrelated and collectively designed to prepare Tearfund Canada for long-term effectiveness, resilience, and impact.

<sup>3</sup> Currently, Tearfund uses indicators rooted in the Multidimensional Poverty Index, which do not capture Christ-centred, Kingdom impact despite our belief that the root causes of poverty lie in the four broken relationships. Currently, no such measures exist, resulting in a lack of transparency, accountability, and the ability to celebrate spiritual/redemptive impact. Therefore, Tearfund aims to develop a common language and framework for measuring Christ-centred impact

## 14. Key Success Factors

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Our ability to achieve this plan will depend on:

- Ongoing emphasis on quality program delivery.
- Clear alignment of leadership and staff around shared goals.
- Dedicated change management support for transformation projects.
- Effective cross-functional collaboration and strengthening of organizational capacity.
- Strategic communications to stakeholders.
- Financial agility and adaptive planning.
- Strong partnerships both domestically and internationally.
- Ability to leverage technology and digital transformation.
- Risk management and resilience-building.

## 15. Key Success Metrics (by 2028)

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- 400,000 people self-report sustainable life transformation
- 700 churches mobilized in the Global South, and 500 mobilized in Canada
- Sustainable agriculture training provided to 100,000 farmers and family members
- 10,000 hectares restored
- 3,000 savings groups formed, supporting 48,000 members
- 200,000 trauma healing participants
- 60,000 emergency aid recipients
- 20% increase in revenue and brand recognition
- Full implementation of five transformation projects

In addition to the above, Tearfund will initiate the use of a comprehensive dashboard that will be reviewed quarterly to track operational indicators for each team, as a means of improving accountability, transparency, and efficiency as we move towards the accomplishment of our BHAG.



## 16. Conclusion

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As we embark on this new chapter, we reaffirm our call to empower the church and uplift the vulnerable. **Excel and Propel** is not only our banner—it is our posture. We move with faith and action, confidence and humility, ambition and reliance on God. Together, with our partners and supporters, we strive toward a world where poverty is broken, hope is restored, and lives are transformed.



# EXCEL & PROPEL

Tearfund Canada



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