

# Organisational Strategy 2026-30





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# Who we are

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## Our Vision

To see lives lived in fullness and hope with lasting transformation in small and disadvantaged communities.

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## Our Mission

We work with Christian-led organisations around the world to empower their communities to overcome social disadvantage. Together, we spark a lasting impact which restores dignity, builds sustainable livelihoods, and creates opportunities for generations to come.



## The Heart of our Mission

Women caught in sexual exploitation. Generations of families in remote villages growing up illiterate. Subsistence farmers battling depleted soil. These stories reflect the physical, emotional, and spiritual elements of poverty and dependency.

Many communities experience shame, powerlessness, and isolation, making it difficult for them to see a way forward or believe in their ability to succeed. Yet every community has immense potential, with talents and local resources that can be harnessed to overcome disadvantage.

Project Possible is dedicated to shifting the power in international partnerships. We believe that stronger, more resilient communities are built through equitable partnerships with local organisations.

Through our collaboration with these organisations, we strengthen their independence and robustness, which amplifies the lasting impact of their work. Together, we are catalysing sustainable change.

# Our Theory of Change

We often define the state of 'poverty' as a lack of material things, but when you ask people in this situation how they define poverty, they say: I feel powerless, ashamed, inferior, less than human.

We work with partners to inspire mindset change, so that individuals and communities facing disadvantage and a lack of opportunity can recognise their worth, develop their resilience, and gain a firm footing from which they can dream long term.

We do this by supporting locally led, affordable, and sustainable initiatives. We also empower partners to identify the local resources available to them and utilise them to build their organisational longevity.

The lasting impact is the strengthening of communities to meet their own needs. As more individuals and organisations gain the tools to flourish, they help build stronger, resilient communities that create further opportunities for generations to come.



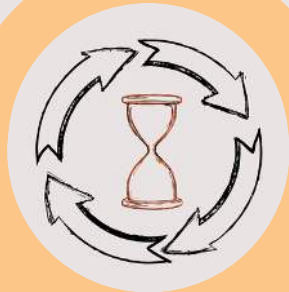
# Our Five Strategic Outcomes

Our Christian calling to 'Act justly, to love mercy and to walk humbly with our God' (Micah 6:8) shapes our whole mission and purpose. We map out our response to that calling in this strategy.



## Outcome 1 Developing with Dignity

Addressing systemic imbalances and ensuring in all our relationships everyone recognises they can contribute and no one has too little to give.



## Outcome 2 Sustainable Projects

Come alongside partner organisations in planning and implementing results-focused, well-managed projects that are locally owned and built on an increasing level of local resourcing.



## Outcome 3 Self-reliant Partners

Embed a sustainable mindset and actions into the fabric of our partners' organisations, enabling them to strengthen their autonomy.



## Outcome 4 Strengthened Communities

As participants develop greater resilience (outcome 2) and partners grow their autonomy (outcome 3), it has a ripple effect in their communities.



## Outcome 5 Sustained Mission

Determined to see the mission of Project Possible continue for the long-term.

# Outcome 1

## Developing with Dignity



An unhealthy dependency mindset negatively affects both supporters and those being supported, reinforcing the belief that disadvantaged individuals lack resources and need external help. This perspective stems from historical power imbalances in aid and Christian missions, where well-intentioned actions sometimes caused harm.

Project Possible aims to challenge this narrative by addressing systemic imbalances and promoting a more equitable mindset in cross-cultural relationships. Moreover, we adopt an “asset-based” model rather than a “needs-based” approach. This empowers individuals to recognise their worth in Christ and harness their existing skills and resources to drive sustainable change from within their communities.

### How will we do this?

#### 1.1 Review and embed a dependency-free best practice in our organisation

We will reflect deeply as an organisation about our history and our attitudes in partnership through personal and collective learning.

We will actively pursue and embed a culture and mindset of equity.



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## 1.2 Develop opportunities for discussing dependency in our partnerships

All existing and potential partners will engage in dialogue on the themes of disadvantage and unhealthy dependency.

We will facilitate workshops, such as the 'Changing the way we take action' and 'Lasting Impact' (capacity strengthening), to encourage our partners to evaluate their mindset and offer tools and resources to break free from a dependency mindset.

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## 1.3 Demonstrate clear messaging to our supporters

We will weave into all our communications with our funders, supporters, and other stakeholders the importance of applying an asset-based approach with participants and their communities.

Grow and foster a community of like-minded individuals and organisations that support developing with dignity.



We're moving beyond dependency by empowering communities to recognise their worth and drive lasting change.

## How will we know we're succeeding?

- Across the organisation, every member will be able to articulate our ethos and theory of change.
- All our partners and potential partners will have a strong understanding of the Project Possible approach and be able to make a decision to work together in breaking free from unhealthy dependency and choose to take a path of autonomy.
- The difference we are making will be increasingly understood by supporters and funders, demonstrated by a growing commitment to the Project Possible community.



# Outcome 2

## Sustainable Projects



Historically, many development projects funded through overseas aid models have unintentionally sidelined community voices and leadership, limiting genuine local ownership and empowerment. Short-term funding cycles have further constrained impact by disrupting continuity and reinforcing dependency, rather than enabling sustained, long-term change.

We are seeking to work with local Christian-led organisations to support them in planning and implementing results-focused, well-managed projects that do not rely on Project Possible's long-term support.

Project Possible offers financial contributions and strategic guidance to locally owned projects built on an increasing level of local resourcing. Each project is designed with communities at the centre and an exit strategy, enabling participants from marginalised communities to build independence and resilience and create opportunities to develop their livelihoods.

### How will we do this?

#### 2.1 Agree on project plans that are community-led and build sustainability

We will co-create sustainability principles with every partner.

We will focus on grassroots projects that are affordable and sustainable, and that focus on seeing a ripple effect of impact.

Participants will be actively involved in and consulted on new project creation and development.

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## 2.2 Implement a timeframe for each project with a gradual reduction of financial contributions

We will ensure all projects have an agreed-upon end date with Project Possible.

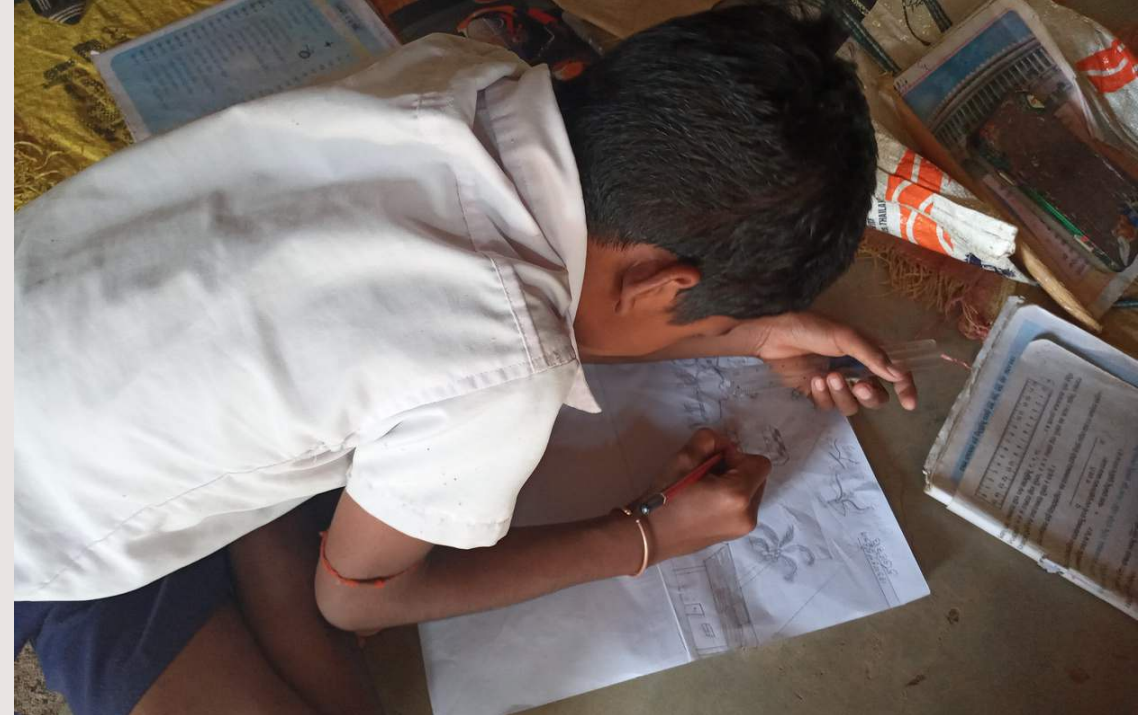
We will include a plan with each partner on reducing the scale of our financial support year on year.

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## 2.3 Embed a longer-term plan and lasting impact

We will facilitate a process that allows partners to plan over multiple years and begin to overcome the 'temporary' nature of annual external grants.

All of our partners will envision and plan their future beyond Project Possible's support.



**We're supporting locally led, results-focused projects designed with exit strategies and increasing local resourcing.**

## How will we know we're succeeding?

- Participants become independent from project support.
- Participants go on to inspire and support others like themselves, through employing others or through leading, training and mentoring others.
- Projects are community-owned, with the communities driving change.
- Projects do not work alone but collaborate with other stakeholders, learning and mobilising together.
- Projects are well-governed, well-planned, well-managed, and outcomes-focused.
- Projects are generating funds locally to support their running costs.

# Outcome 3

## Self-reliant Partners



In the international development sector, many in-country organisations have become dependent on overseas donors for survival. This dependency has an impact that extends beyond financial management; it affects people. Leaders often find their work influenced more by donor priorities than local needs due to the pressure from uncertain funding. On the other hand, there can be an expectation that funding will always flow and this can mask financial risks and reduce incentives for diversifying income. Both dynamics leave organisations vulnerable and disempowered.

Our aim is to embed a sustainable mindset and actions into the fabric of our partners' organisations, enabling them to strengthen their autonomy. This means organisations are self-led, prioritise the voice and agency of their own community, and become role models for participants who want to build their resilience and become change-makers in their own communities.

### How will we do this?

#### 3.1 Establish the identity of our partnership

We will act as a critical friend to all our partners and less as a funder.

We will consistently listen to our partners so that they are also a critical friend to us.



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### 3.2 Place confidence in their ability

We will show trust in the partner's capability and expect responsibility and accountability even in the face of difficulties.

We will encourage our partners to lead in decision making. This includes giving space for our partners to solve problems.

We will not behave as if the partner lacks resources and capability.

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### 3.3 Change the view of our financial contribution

We will be transparent about the timeline of our funding and its end date.

We will encourage all partners to utilise our funding as a short or mid-term investment for long-term sustainability.

We will expect our partners to develop long-term plans for themselves and share these with Project Possible so we can contribute most effectively to help them achieve their long-term goals.

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### 3.4 Develop a practice of transparency and learning together

Partners will be expected to start small to test assumptions and to keep checking that the work is having the intended impact before growing.

Project Possible will seek to build trust and mutually honest communications, particularly when mistakes are made and in differences of opinion.

We will prioritise regular calls, conversations, and in-person visits to understand the complexities and nuances of each partner's work in their community.

Together with our partners, we're building autonomous organisations that model resilience and empower future community change-makers.



## How will we know we're succeeding?

- Partners have a mindset that mitigates against dependency.
- Partners recognise their own agency.
- Good governance systems are established and embedded.
- A self-reliant culture is developed, enabling partners to solve problems when they arise.
- Partners are identifying local resources available to them and utilising them to strengthen their financial planning.

# Outcome 4

## Strengthened Communities



Project Possible believes that as participants develop greater resilience (**Outcome 2: Sustainable Projects**) and partners grow their autonomy (**Outcome 3: Self-reliant Partners**), they have a wider impact in their communities. Together, they become role models within their communities and create opportunities for others.

This process enables more individuals in the community to change their lives and those of their families. Consequently, this ripple effect begins to strengthen communities, empowering them to address their own needs using the resources available to them.

### How will we do this?

#### 4.1 Follow-up the impact of participant resilience and self-reliant partners

We will view the resilience of participants and autonomy of partners as entwined elements that create stronger communities.

We will follow up with participants to learn about the longer-term changes in their lives.

We will observe how our partners lead and run their organisations and if they are increasingly working with the community rather than for the community.

We will utilise a standardised framework to measure the ripple effect from participants and partners, by tracking those who have been impacted because of their actions.





**Resilient participants and autonomous partners unlock community-led change that benefits families for generations.**

## How will we know we're succeeding?

- Communities will be mobilising resources and advocating for themselves.
- The next generation will have more opportunities to build sustainable livelihoods.
- Individuals will take initiative and create plans to continually strengthen their communities.
- Greater collaboration between stakeholders, i.e. churches, government bodies, schools, and neighbourhood networks.
- Individuals and partners demonstrate healthy stewardship of resources through functioning community governance, asset management, savings and accountability systems.
- A local income stream is growing, enhancing the project's financial sustainability, increasing community ownership of the project, and encouraging the efficient use of resources.

### 4.2 Embedding the learning

Wherever possible, we will gather stories to learn about the ripple effect of our partners' work.

Through consistent assessment, we will enhance how we accompany partners in order to strengthen the impact of their work in communities.



# Outcome 5

## Sustained Mission



Because we believe our mission is truly providing lasting impact and transforming overlooked communities, we are determined to see the mission of Project Possible continue for the long-term.

Our aim is to sustain our work by continuing to find new partners and ensuring our project portfolio advances our mission. We are then working to build our organisational longevity, so we have the capacity to keep supporting our partners' work.

### How will we do this?

#### 5.1 Continue to discover new overseas partnerships

We will actively search for locally-led Christian organisations that align with our mission and bring lasting impact to overlooked communities.

#### 5.2 Being strategic with our project management.

We will carefully consider the funding we allocate to each partner and ensure the timing is beneficial.

We will ensure our resourcing is utilised effectively to support our partners' work.



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### 5.3 Carefully manage our long-term financial strategy

We will steward and wisely use our significant legacy gift from our founder to build the sustainability of Project Possible and our partners.

We will use an asset-based evaluation of Project Possible to explore and develop additional income generating streams to diversify our revenue sources.

We will strengthen our current fundraising activities and develop long-term growth pipelines to help navigate the challenging environment.

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### 5.4 Continue to build a strong supporter community

We will prioritise developing a sense of belonging and community with the people who champion our work.

We will provide opportunities for supporters to understand their part in our mission, deepen their engagement, and pray with us.



We're developing our organisational longevity, so we have the capacity to continue building resilient communities.

## How will we know we're succeeding?

- The project portfolio is varied and has strongly aligned partnerships, with around 2-3 new projects added each year as others finish.
- Each project is carefully monitored against agreed milestones and grants are released when the timing is right.
- The revenue sources are diverse, creating financial stability that sustains our partnerships cycle and strengthens community resilience.
- We have a growing, committed base of donors, churches, and Trusts & Foundations who feel deeply connected to our mission and regularly engage both financially and non-financially.



# Will you be the spark? Every gift is a small beginning filled with possibility.

Inspired by what you have read?

To find out more about our transformative work and how to support us, visit [projectpossible.org.uk](http://projectpossible.org.uk) or call our friendly team at 01494 433170.

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