

BREAKING THROUGH INSTABILITY

Global Response Outlook 2026

A Global Response from the Frontlines of High-Risk and Complex Environments



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Forward

We are living through a period where instability is no longer episodic. It is sustained, accelerating, and increasingly complex. What was once an occasional disruption has become a defining condition. Conflicts persist across multiple regions, while economic pressure continues to reshape already fragile societies. Communities with limited resilience now face overlapping crises that evolve faster than traditional response systems can interpret, let alone manage.

Institutional actors remain essential. Their scale and infrastructure provide critical support worldwide. Yet even the most capable systems operate within constraints shaped by funding cycles, political considerations, and operational complexity. This is not an abstract assessment. It reflects what we encounter in real time, in environments where conditions shift rapidly, and decisions carry immediate consequences.

In many such contexts, the response begins elsewhere. Local networks, faith communities, and individuals operating beyond formal systems are often the first to act and the last to remain. GCS operates at the intersection of humanitarian need, Gospel mission, and high-risk environments.

For more than two decades, the Great Commission Society has operated within this space. Our teams serve in environments where access is limited, conditions are fluid, and the distinction between stability and crisis can shift within hours. The foundation of this work is not organisational expansion, but conviction. Faith that does not move toward human suffering remains incomplete.

This conviction is not theoretical. It is formed in real environments. In conflict zones, it is seen in the quiet delivery of aid and the steady presence of those who refuse to withdraw. In times of disaster, it is expressed through practical care during loss. In deeply personal ways, it is found in conversations, in prayer, and in the patient work of helping people rebuild both their lives and their sense of hope.

Across many of the regions where we serve, the need is not only physical. It is deeply human, psychological, and spiritual. Trauma does not end when conflict subsides, and loss is not resolved when immediate needs are met. This is where the message we carry becomes central.

During a crisis, we are not only responding to the need. We are pointing people to the light and hope of Jesus Christ, not as an abstract idea, but as a living reality that meets people in their darkest moments. Whether among families affected by conflict, individuals recovering from trauma, or communities rebuilding after disaster, we have witnessed the quiet yet profound impact of that hope.

This report reflects an operational reality shaped by that conviction. It presents a model that integrates humanitarian response, evangelistic mission, and long-term engagement within some of the world's most complex environments.

The global landscape is changing. The responsibility to respond remains constant, and the cost of inaction is no longer theoretical. The light of Christ has not diminished. In many of the world's most fragile places, it is being carried, often quietly, into places where it is needed most.



Tony Anthony
Chief Executive Officer
Great Commission Society

“GCS operates at the intersection of humanitarian need, Gospel mission, and high-risk environments.”

Leadership and Governance

Tony Anthony

Chairman and Chief Executive Officer

Tony Anthony is an international evangelist, author, and mission leader with over two decades of experience in complex and high-risk environments. As a hands-on CEO, he remains actively engaged on the front lines, including work in conflict-affected regions, prisons, and restricted settings. His leadership integrates Gospel proclamation with humanitarian engagement, alongside a sustained commitment to equipping others for mission.



Eric Reverence

Executive Director

Eric Reverence is an international worship leader and songwriter with a strong focus on leadership development and cross-cultural engagement. He brings significant relational and networking strength, building connections across churches and leaders that extend the reach of mission initiatives. His work centres on equipping and mobilising others to communicate the Gospel with clarity and confidence.



Martin Maze

Executive Director

Martin Maze's journey to faith, shaped within the cultural tensions of Northern Ireland, informs his ongoing commitment to Gospel ministry. He has long been involved in evangelism and in equipping others to communicate the message of Christ with clarity and conviction, bringing a steady and relational approach to leadership.



Joyce Obaze

Director

Joyce Obaze serves in leadership within church ministry with responsibility across evangelism, pastoral care, and administration. With over four decades of Christian faith and ministry experience, she is actively engaged in preaching, discipleship, and community outreach. She brings strong relational and networking ability, alongside a consistent commitment to helping people encounter Christ and rebuild their lives.



Neil Obbard

Director

Neil Obbard combines extensive military experience with evangelistic ministry. Following operational deployments across multiple conflict regions, he now focuses on Gospel proclamation and equipping others to share their faith. He brings a disciplined and resilient approach to mission, particularly within complex and high-pressure environments.



The Global Moment

Four converging forces are now shaping the global environment.

CONVERGENCE

The present global moment is defined not by a single crisis, but by the accumulation of many. Across regions, instability is no longer confined to isolated events. It is becoming structural. Pressures that were once regional are now interconnected, shaping a wider environment in which disruption is both frequent and expected.

PRESSURE

Armed conflict continues to affect civilian populations across multiple regions of conflict. In several regions, these conflicts are no longer short-term developments but prolonged realities, altering patterns of life, movement and economic activity over extended periods.

At the same time, economic pressure is intensifying. Inflation, disrupted supply chains and uneven recovery continue to place a strain on already fragile communities. In lower-income regions, this often translates into immediate hardship. In more developed economies, it contributes to growing uncertainty and social tension.

Within this context, local presence becomes decisive. Response is shaped not only by capacity, but by proximity. Those embedded within communities can act more quickly, more effectively, and with greater sensitivity to local realities. This moment requires a different kind of engagement. Not only coordinated systems, but relational networks. Not only structured interventions, but sustained presence. Recognising this shift is essential to an effective response.

MOVEMENT

Population movement is increasing. Displacement, both internal and cross-border, is reshaping communities and placing pressure on host environments. For many, movement is no longer a temporary response but a long-term condition.

FRACTURE

Alongside these physical realities, the information landscape has shifted significantly. Narratives now form rapidly and often without verification. Trust in institutions has weakened in many parts of the world, particularly where communities have experienced repeated disruption or unmet expectations. Social cohesion is under pressure.

In environments where economic strain, displacement and uncertainty converge, communities become more vulnerable to fragmentation. This creates conditions in which both instability and opportunity can expand.



Global Impact



15.8M

People reached with the Gospel over five years



125

Nations engaged in mission and humanitarian work



58,000

Believers trained and equipped for evangelism



300+

Evangelistic missions conducted annually



59,321

Civilians evacuated from conflict zones (39% children)



21,000^{TN}

In-Kind food supplies
33.6 million meals over four years

These figures represent not scale alone, but sustained presence across complex environments.

*“Instability is no longer confined to events.
It is becoming a defining condition.”*

A Converging Risk Environment

GCS operates within environments where risk is layered, persistent, and often unpredictable. Armed conflict, economic disruption, displacement, ideological fragmentation and technological instability increasingly overlap, reinforcing one another across regions. This convergence reshapes how crises emerge and how they must be addressed.

REGIONAL DYNAMICS

In Eastern Europe, sustained conflict continues to alter regional stability while placing prolonged pressure on civilian populations.

In the Middle East, layered tensions create environments where humanitarian access remains uncertain.

Across parts of Africa and South Asia, economic instability interacts with social fragility, accelerating cycles of vulnerability and migration.





COMPRESSED TIMEFRAMES

Developments that once unfolded gradually now shift rapidly. Decision windows narrow. Response requires both awareness and immediate presence.

VOLATILE INFORMATION ENVIRONMENT

Alongside physical instability, the information environment has become increasingly volatile. Narratives form quickly, often detached from verified reality. Trust in institutions weakens, particularly within communities that have experienced prolonged instability.

PROXIMITY AS ADVANTAGE

In this environment, proximity carries strategic value. Access is often determined not by authority but by relationship. Trust is built through presence. Continuity strengthens credibility.

DECENTRALISED NETWORKS

Decentralised networks, therefore, become increasingly significant. Faith-based actors, particularly those embedded within local communities, operate with a level of relational access that cannot easily be replicated through external structures.

**Within a fragmented world,
proximity is no longer incidental.
It is operationally decisive.**

Why Faith-based Operations Matter?

Christian faith-based operations occupy a distinct position within the global response landscape.

INSTITUTIONAL FRAMEWORKS

Institutional systems remain essential. Their scale and coordination provide indispensable support worldwide. Yet their operational frameworks are often shaped by external constraints.

CONVICTION-DRIVEN RESPONSE

Christian faith-driven networks operate from a different foundation. Their work is sustained by conviction rather than structure. Volunteers frequently serve in environments where incentives are minimal, and risk remains high. Commitment is not dependent on recognition.

CONTINUITY OF PRESENCE

This produces continuity. Presence is maintained where other forms of engagement may withdraw. Relationships are built gradually, often before crisis emerges. Trust is established through consistency rather than visibility.

CORE CHARACTERISTICS

Three characteristics define this approach:

1. Endurance in complex environments
2. Relational access within local communities
3. Long-term engagement beyond response.



Operational Indicators

The current operating environment is shaped by pressures that converge and reinforce one another.

Conflict and displacement

Conflict and displacement continue to rise across several regions. Civilian populations increasingly experience prolonged exposure to instability, often with limited access to safety, continuity or recovery.

Human vulnerability

Human vulnerability remains widespread. Modern forms of slavery persist. Mental health pressures continue to increase across both developed and developing contexts, often compounding the effects of conflict, poverty and displacement.

Economic and social pressure

Economic pressure contributes to social fragmentation. Youth unemployment, migration and resource scarcity amplify existing vulnerabilities, particularly in communities already living under strain.

Access and presence

Operational access is rarely determined by formal permission alone. It is shaped by local relationships, cultural understanding and sustained presence.

Effective response, therefore, depends on decentralised networks capable of operating within complex environments.



INTERDEPENDENT PRESSURES

These pressures do not act in isolation. They reinforce one another across regions, creating environments where vulnerability becomes prolonged and recovery increasingly complex. As these conditions converge, disruption intensifies and resilience is reduced. Crisis becomes prolonged, and short-term response alone proves insufficient.

The GCS Operational Model

The Great Commission Society operates through a field-based model designed for complexity. Its strength lies in adaptability rather than scale alone.

STRUCTURE OF OPERATIONS

Operations are delivered through a combination of international teams and trusted local partners. International teams provide mobility, coordination, and strategic support. Local partners bring contextual understanding, established relationships, and long-term presence. Together, this creates a model that is both responsive and enduring.

GUIDING PRIORITIES

Three priorities shape all activity: the clear proclamation of the Gospel of Jesus Christ, practical humanitarian action, and the development of local leadership. These are not separate streams but operate together within a single field framework.

INTEGRATED RESPONSE

Humanitarian action meets immediate need. Evangelism addresses spiritual reality. Leadership development ensures continuity. In fragile environments, these cannot be separated. Communities require practical support, enduring hope, and leadership rooted within their own context. This integration allows the work to continue beyond initial engagement.

OPERATIONAL EFFECTIVENESS

The strength of this model lies in its flexibility. It enables rapid response in crisis while sustaining longer-term ministry and recovery. It functions effectively in environments where formal systems are limited or absent. Its relational foundation strengthens cultural understanding and supports continuity where trust is essential.

SUSTAINABILITY AND CONTINUITY

Long-term impact depends on local leadership. International teams may initiate and support, but local believers sustain the work within their own communities. Their presence ensures continuity, cultural depth, and lasting growth.



“The GCS operational model is designed not simply to enter complex environments, but to remain effective within them through adaptability, integration and sustained local presence.”



آوردن امید به خاورمیانه

Where We Serve

GCS operates within some of the world's most complex and high-risk environments, where access is often restricted, and conditions can deteriorate without warning.

GLOBAL PRESENCE

Our work is not defined by geography alone, but by the nature of the environments in which we serve. These are regions shaped by conflict, fragility, restriction or limited access, where both humanitarian and spiritual needs remain significant. These regions reflect environments where instability, restriction and vulnerability intersect most acutely.

Across these contexts, presence is sustained through long-term relationships rather than short-term deployment. GCS often establishes engagement before a crisis emerges and sustains it beyond the point at which external attention recedes.

Eastern Europe

Ongoing instability continues to affect civilian populations and reshape local realities. Work in this region focuses on humanitarian response, community support and the strengthening of local networks.

Middle East

Layered tensions and restricted environments require careful, relational engagement. Activity is sustained through trusted local partnerships and discreet forms of ministry.

Southeast Asia

Complex cultural and religious environments require long-term relational presence. Work is carried out through local believers who sustain ministry within their own communities.

Sub-Saharan Africa

Communities face a combination of economic hardship, displacement and limited infrastructure. Engagement includes evangelism, leadership development and practical support across both urban and rural settings.

South Asia

Economic pressure, social vulnerability and systemic injustice intersect across multiple contexts. Work includes humanitarian support, evangelism and interventions addressing exploitation and bonded labour.





OPERATING APPROACH

In each region, local partners remain central to long-term impact. GCS international teams support, strengthen and mobilise, while local believers sustain and extend the work..

This structure ensures that engagement remains both contextually grounded and operationally effective. Presence is not temporary. It is embedded, relational and sustained.

Humanitarian Operations

Humanitarian work in fragile and conflict-affected environments requires more than logistics. It demands judgment, discretion, and relational awareness.

OPERATIONAL REALITY

Operations take place in areas with restricted access, unstable conditions, and rapidly shifting needs. Decisions are often time-sensitive and carry little margin for error. Effectiveness depends not only on resources but on the ability to read local dynamics and respond with accuracy and restraint. Delivery is shaped as much by situational awareness as by capability. These conditions carry inherent operational risk, requiring disciplined judgment and experienced field leadership.

RELATIONAL ACCESS AND DELIVERY


GCS delivers aid through trusted networks with long-term presence in the communities they serve. In many regions, access is built through relationships, consistency, and credibility rather than formal channels alone. These networks enable assistance to reach areas that would otherwise remain inaccessible, while preserving dignity and strengthening local structures. Over time, this relational access becomes essential to both immediate response and sustained engagement.

FROM RELIEF TO RECOVERY

Humanitarian response begins with immediate need but does not end there. Emergency assistance provides essential support in moments of crisis, but lasting impact depends on continuity. GCS engagement extends beyond initial intervention, supporting communities as they stabilise, recover, and rebuild. This progression from relief to recovery ensures that the response leads toward restoration rather than remaining a short-term measure.

COMPLEX ENVIRONMENTS

In fragile and conflict-affected settings, needs are rarely isolated. Instability, displacement, and economic pressure often overlap, creating conditions where recovery is neither linear nor predictable. Short-term intervention alone is insufficient. Consistent presence becomes decisive. Trust builds over time, enabling deeper engagement and a more effective response. In such environments, continuity is not an advantage; it is a requirement for lasting impact.



“Humanitarian response, when sustained through presence and informed by local understanding, becomes a pathway not only to relief, but to long-term restoration.”

FIELD OPERATIONS

CONFLICT AND FRONTLINE RESPONSE

In active conflict environments, operations are high-risk and time-sensitive. This includes evacuating vulnerable individuals, delivering essential supplies, and providing sustained support to communities affected by ongoing instability.

DISPLACEMENT AND HUMANITARIAN SUPPORT

In Ukraine and surrounding regions, humanitarian work focuses on displacement caused by conflict. Support includes evacuation, emergency provision, and ongoing assistance for families affected by prolonged disruption, delivered through established local networks.

INTERVENTIONS IN EXPLOITATION AND BONDAGE

In South Asia, particularly Pakistan and India, GCS addresses bonded labour and modern slavery. This includes supporting release, providing immediate care, and contributing to long-term restoration through trusted local partners.

COMMUNITY RESILIENCE AND PRACTICAL SUPPORT

Across parts of Africa and Asia, GCS focuses on strengthening resilience. This includes clean water provision, food distribution, and small-scale livelihood initiatives, often combined with training to support sustainability.

URBAN POVERTY AND REFUGEE CONTEXTS

In urban and refugee settings, work addresses overlapping challenges including poverty, displacement, and social fragmentation. Support is delivered through local partners, ensuring it remains accessible and contextually appropriate.

INTEGRATED OUTCOME

These operations are not isolated interventions. Together, they contribute to stabilising communities, restoring dignity, and enabling long-term transformation.



EVANGELISM IN COMPLEX ENVIRONMENTS

Evangelistic engagement within complex and high-risk environments requires clarity, conviction and disciplined discernment

CONTEXTUAL ENGAGEMENT

Communication is shaped by context. In many regions, open proclamation of the Gospel is restricted or carries social and legal consequences. Engagement, therefore, develops through relational pathways rather than public visibility. Conversations are often gradual and trust-based, unfolding over time as relationships are established. This does not dilute the message. It ensures that the Gospel is communicated faithfully, with wisdom and awareness of the environment in which it is heard.

LOCALLY LED PROCLAMATION

Local believers remain central to Gospel proclamation. Their cultural understanding, language, and lived experience provide access that cannot be replicated externally. This enables the Gospel to be communicated clearly within everyday life, not as an external message, but as truth spoken from within the community itself. As a result, the proclamation is both credible and resilient.

CROSS-CULTURAL MISSION

GCS evangelistic work often takes place across cultural, linguistic, and religious boundaries, including among communities where the Gospel is rarely heard or where belief systems are deeply established. In such environments, response is rarely immediate. The work requires patience, consistency, and long-term commitment. Faithfulness, rather than visibility, becomes the measure of progress.

GOSPEL PROCLAMATION AND TRANSFORMATION

Transformation begins with the clear proclamation of the Gospel of Jesus Christ. It is through this message that conviction comes, repentance follows, and lives are changed. This work is not produced by a method. It is the work of God. In complex environments, proclamation often occurs through personal engagement rather than on public platforms. Relationships provide the setting in which the message is heard and understood. Over time, consistent witness strengthens this process. Trust grows. Conversations deepen. The Gospel is not only spoken but demonstrated in the lives of those who carry it. Though the work may appear gradual, its impact is often deep and enduring.

“Where the Gospel is proclaimed with clarity and carried through sustained presence, lives are transformed, and communities are quietly reshaped.”

FIELD OPERATIONS

REACHING OVERLOOKED COMMUNITIES

A significant proportion of evangelistic work takes place among communities often overlooked by wider society. This includes ministry within prisons, rehabilitation centres, and among those affected by homelessness, exploitation, and displacement. In these environments, the Gospel is not presented as an abstraction, but as truth that speaks directly into lived reality.

ENGAGEMENT IN RESTRICTED CONTEXTS

In regions where public proclamation is limited, the Gospel is communicated through trusted relationships and local networks. This approach allows the message to be shared clearly while maintaining discretion, responsibility, and long-term sustainability.

INTEGRATION WITH HUMANITARIAN WORK

Evangelistic work is often carried out alongside humanitarian engagement. Practical support establishes credibility. Credibility opens relational pathways. Within those relationships, the Gospel is communicated personally and clearly. This integration reflects a consistent pattern across multiple regions.

EQUIPPING THE CHURCH

A central focus is the training and equipping of local churches. This includes evangelism training, structured teaching, and practical tools that enable believers to communicate the Gospel with clarity, confidence, and cultural awareness. Training is designed to be transferable, enabling local believers to sustain and extend the work independently.

SUSTAINED IMPACT

The objective is not short-term visibility, but long-term faithfulness. By strengthening local believers and embedding evangelistic work within communities, the Gospel continues to be proclaimed beyond initial contact and grows organically over time.



Justice and Freedom

Modern slavery remains one of the most persistent and hidden forms of exploitation in the global landscape.

GLOBAL REALITY

An estimated 49.6 million people are currently living in conditions of modern slavery. One in four is a child. More than half are women and girls.

Modern slavery encompasses a range of exploitative conditions, including bonded labour, human trafficking, forced labour, sexual exploitation, forced marriage and domestic servitude. In each case, individuals are controlled through coercion, deception or abuse of power for the gain of others. Those most at risk are often those already living at the margins, where poverty, displacement and lack of protection create conditions in which exploitation can take hold.

OPERATIONAL RESPONSE

Addressing these realities requires more than awareness. It requires intervention that is informed, coordinated and sustained. GCS works alongside trusted local partners to identify situations of exploitation, support the release of individuals from bonded labour and provide pathways toward recovery.

This includes ongoing engagement in environments where generational forms of exploitation persist, particularly within informal labour systems. Intervention is approached with care, recognising that release is only the beginning of a longer process of restoration.

(Source: International Labour Organisation & Walk Free Global Estimates)

“Freedom is not the conclusion of intervention. It is the beginning of restoration.”

FIELD ENGAGEMENT

In South Asia, work includes supporting efforts to secure freedom for individuals and families affected by bonded labour within industrial and informal sectors.

Across other regions, including parts of Africa and Eastern Europe, safeguarding measures are integrated into humanitarian operations, particularly in environments affected by conflict and displacement, where vulnerability to trafficking and exploitation increases significantly. Procedures are designed to prioritise protection, monitor risk and respond appropriately to emerging threats.

PARTNERSHIP AND SYSTEMS STRENGTHENING

Effective intervention depends on collaboration. GCS engages with local authorities, community leaders and international frameworks where appropriate, contributing to wider efforts that strengthen protection systems and improve outcomes for those at risk. This includes cooperation in information sharing, safeguarding practices, and coordinated responses, particularly in displacement and humanitarian settings.

RESTORATION AND DIGNITY

Freedom marks the beginning of recovery. The long-term impact depends on a restoration that addresses both the practical and personal dimensions of life after exploitation. This includes support that enables individuals to rebuild stability, regain dignity and move toward sustainable independence.

217 Families

released from bonded labour through targeted intervention over the past seven years.

Prison Transformation

Prison environments often reveal the deeper fractures within individuals, families and society itself.

BEHIND BARS

GCS serves within prison systems across multiple regions, including maximum-security environments, engaging both inmates and prison personnel. Through structured visits, teaching programmes and chaplaincy support, individuals are given the opportunity to encounter Christ. This work is sustained through presence, consistency and a willingness to remain where others do not.

THE GOSPEL AND TRANSFORMATION

Transformation does not begin with systems. It begins with the Gospel. As it is clearly proclaimed, conviction takes place and lives begin to change. This is not external reform, but a deeper work that reshapes identity, purpose and direction, often unfolding gradually through trust and sustained engagement.

RESTORATIVE JUSTICE

GCS facilitates restorative justice programmes within prison systems through structured, volunteer-led courses. Individuals are guided to confront the impact of their actions, consider the experience of victims and take responsibility for their past. This process fosters accountability and reduces reoffending.

REHABILITATION AND REINTEGRATION

Preparation for life beyond prison is central to the work. In partnership with local institutions, programmes support vocational training, practical skills and reintegration pathways. The aim is not simply release, but the opportunity to rebuild life with stability, dignity and direction.

FAMILIES AND COMMUNITY IMPACT

The effects of incarceration extend beyond the individual. GCS supports families, particularly children, through pastoral care and community-based initiatives that bring stability and encouragement. Strengthening families plays a key role in breaking cycles that might otherwise continue across generations.

LIVED TESTIMONY AND PEER INFLUENCE

Many who now serve in this work have experienced personal transformation themselves. Their testimony carries authenticity and credibility, enabling them to reach others with clarity and understanding. In these environments, transformation is not only communicated but also demonstrated.



Transformation Behind Bars

774

Prisons worldwide are engaging in GCS rehabilitation programmes

350,000+

Inmates reached with the Gospel (Male, female, and Young Offenders)

97%

A drop in the rate of reoffending among the inmates who have completed GCS courses

72,982

Inmates have completed GCS behavioural courses in the last 5 years

The impact of this work is best understood not only through testimony but through measurable change.

“Where the Gospel is faithfully proclaimed, even the most confined spaces can become places of genuine transformation.”

Field Narratives

Across regions, field engagement reveals a consistent pattern of transformation emerging within complex environments.

PATTERNS OF IMPACT

These outcomes are not isolated. They reflect sustained presence, relational trust and long-term engagement across diverse contexts. In conflict-affected areas, local leaders continue to serve despite instability, maintaining both humanitarian support and spiritual care within their communities. In regions shaped by exploitation, individuals and families move from cycles of bondage toward stability and freedom. Within prison systems, lives once defined by past decisions begin to take on a new direction and purpose. While contexts differ, the underlying pattern remains consistent. Where engagement is sustained and the Gospel is clearly communicated, change begins to take place.

OPERATIONAL CONTEXT AND PARTNERSHIP

GCS operates alongside a network of local partners, churches and, where appropriate, wider humanitarian and institutional frameworks. Engagement within these environments often intersects with broader efforts involving international organisations, coordination bodies and field-level response systems. Participation in such contexts reflects a commitment to responsible engagement, where faith-based work contributes alongside wider humanitarian activity while retaining its distinct identity and purpose.

INTEGRATION OF FAITH AND PRACTICE

GCS field experience demonstrates that humanitarian action and evangelistic mission are not separate strands. Practical support establishes presence. Presence builds trust. Within that trust, the Gospel is communicated and lived out. This integration is not theoretical. It is consistently observed across regions and cultures. This work remains explicitly rooted in the person and message of Jesus Christ, which shapes both the motivation and the method of engagement.

“Across regions, transformation follows a pattern shaped by presence, trust and faithful proclamation.”



(A family released from generational bonded labour begins life in freedom.)

Strategic Partnerships

Partnership extends reach, strengthens credibility and enables sustained engagement within complex environments.

COLLABORATIVE APPROACH

GCS operates as a non-denominational Christian organisation, working across a wide spectrum of traditions and expressions. Collaboration is shaped by a shared commitment to the Gospel and to service, rather than alignment on secondary distinctions. This allows GCS to engage across diverse contexts while maintaining theological clarity and operational focus. In parallel, GCS engages within recognised international coordination frameworks, where field experience contributes to wider humanitarian efforts and supports informed decision-making.

INTEGRATION WITH WIDER NETWORKS

Alongside faith-based partnerships, GCS engages with humanitarian and institutional networks where appropriate. In complex environments, effective responses often depend on coordinated efforts across multiple organisations. This includes participation in structures connected to European and international agencies, where GCS contributes operational data and frontline insight, particularly in relation to food security and humanitarian access. GCS engagement within the Food Security and Livelihoods Cluster (FSLC) of the World Food Programme reflects this level of integration. Through this, GCS contributes to coordinated response efforts while remaining closely connected to frontline realities and community-level needs.

FIELD-LEVEL CREDIBILITY

Partnership is not developed at a distance. It is formed through consistent presence and operational reliability. In frontline and high-risk environments, relationships are built through trust, responsiveness, and the ability to operate effectively under pressure. This credibility is not assumed. It is established over time through sustained engagement. As a Christian faith-based organisation, GCS brings a distinct relational approach shaped by conviction, continuity, and local trust. This has enabled collaboration with wider networks engaged in analysis, coordination, and response planning, where practical field experience informs broader understanding

STRATEGIC ENGAGEMENT

In certain contexts, GCS contributes within recognised coordination structures that support humanitarian response. This includes reporting into established frameworks linked to European and international systems, as well as contributing operational insight from frontline environments. GCS has been actively engaged within the Food Security and Livelihoods Cluster (FSLC) of the World Food Programme and has been invited to contribute at a strategic level, including participation in the Strategic Advisory Group (SAG). This reflects recognised field experience and sustained operational presence in high-risk environments. Such engagement ensures that frontline realities are represented within wider coordination, planning, and decision-making processes.

SHARED OUTCOMES

While approaches may differ, effective partnerships are defined by shared outcomes. These include delivering humanitarian support, strengthening local communities, and responding to need with consistency and integrity. Through collaboration with both faith-based and institutional partners, GCS can extend its reach while maintaining clarity of mission. Partnership does not dilute identity. It enables GCS to serve more effectively within complex environments while remaining grounded in its Christian conviction and purpose.



THE FUTURE OPERATING ENVIRONMENT

The coming years will not return to stability as previously understood. Complexity will remain a defining condition.

Drivers Shaping the Global Environment

72%

Operations influenced by conflict and instability



65%

Communities affected by economic pressure

58%

Mission environments impacted by displacement

54%

Access shaped by local relationships, not systems

49%

Growing vulnerability linked to social fragmentation

These pressures are not theoretical. They are already shaping the environments in which we serve.

SHIFTING GLOBAL CONDITIONS

Global systems will continue to experience pressure. Regional instability is likely to persist across multiple regions. Economic uncertainty, displacement and social fragmentation will shape the operating landscape for the foreseeable future. At the same time, the pace of change will continue to accelerate. Developments that once unfolded over extended periods now emerge rapidly, requiring timely awareness and adaptive response.

IMPLICATIONS FOR MISSION

In this environment, traditional models of engagement will be increasingly limited. Mission must adapt in both structure and approach. Flexibility will become essential. Decision-making will require greater proximity to local realities. Response will depend less on centralised systems and more on decentralised, relational networks.

ENDURANCE AND LOCAL LEADERSHIP

Local leadership will play a decisive role. Those embedded within communities will remain best positioned to interpret change, respond effectively and sustain engagement over time. External support will continue to be important, but long-term impact will depend on those who remain. Endurance will therefore become a defining characteristic of an effective mission.

POSITIONING FOR THE FUTURE

Within this context, faith-driven work is uniquely positioned. Its strength lies not in scale alone, but in conviction, adaptability and sustained presence. Where systems are constrained, relational networks continue. Where visibility is limited, quiet engagement remains effective.

ENGAGEMENT

Mission advances through participation.

A SHARED RESPONSE

The work of GCS is not carried by a single structure, but through a wider community of partners, supporters and those who serve. Across regions, each contribution, whether visible or unseen, carries weight and forms part of a shared response to global need.

PRAYER

Prayer remains central to the work of GCS. It sustains engagement in environments where uncertainty is high and outcomes are not immediate. In many of the regions where we serve, it is both the foundation and the continuity of the mission.

PARTNERSHIP

Partnership enables GCS to operate with greater consistency and extended reach. Through collaboration with local churches, trusted partners and wider networks, the work remains responsive, grounded and sustainable across complex environments.

VOLUNTEERS AND FIELD ENGAGEMENT

Those who serve with GCS extend the mission into environments that require resilience, adaptability and conviction. Whether through frontline engagement or in supporting roles, their contributions strengthen the reach and continuity of the work.

“Each act of participation becomes part of a wider mission that reaches far beyond any single point of contribution.”

Every generation faces moments that define its response to need.

THE PRESENT MOMENT

The current global landscape is marked by instability, uncertainty and increasing pressure across multiple regions. Yet within these conditions, the opportunity for meaningful service remains clear.

A CONSISTENT CALL

Where suffering increases, presence must deepen. Where uncertainty grows, conviction must remain steady. The need for clarity, compassion and sustained engagement does not diminish in complex environments. It becomes more necessary.

CONTINUITY OF MISSION

The work described in this report continues across regions through local partnerships and sustained presence within communities.





The work continues...
...and the need remains.

Join the Work

Across the world, GCS serves in environments where access is limited, conditions are unstable, and the Gospel is often least heard. This work continues through sustained presence, trusted relationships, and a clear commitment to both humanitarian response and Gospel proclamation.

It is carried out daily by teams and local believers working in complex and often high-risk settings. It requires endurance, discernment, and long-term commitment.

Your support makes this possible.

A Shared Response

Through your support, you help:

- Proclaim the Gospel where access is limited
- Sustain believers serving in fragile environments
- Equip local leaders for long-term mission
- Deliver practical support to vulnerable communities

Each contribution strengthens a wider response that extends far beyond what is immediately seen.



How You Can Respond

Pray

Stand with those serving on the front lines, and with those encountering the Gospel in challenging and restricted environments.

Give

Support evangelism, discipleship, and humanitarian work across regions where both need and opportunity remain significant.

Partner

Strengthen the work by sharing it with others and helping extend its reach through your network.

Ways to Give

Bank Transfer

Great Commission Society
Account Number: 16270268
Sort Code: 30-98-90
IBAN: GB53 LOYD 309890 16270268
BIC: LOYDGB21592

Online

www.gcsmissions.com



**Where the need is greatest, the work does not stop.
Your support helps bring real, practical care and the
living hope of Christ to those who need it most.**

BREAKING THROUGH INSTABILITY

Global Response Outlook 2026

A Global Response from the Frontlines of High-Risk and Complex Environments



The Great Commission Society serves in some of the world's most complex environments, delivering practical humanitarian support while communicating the hope of the Gospel. Through trusted local partnerships and sustained presence, lives are restored and communities strengthened.