



# The Strategy 2022 – 2024

**Media for Change**

# 1. Vision and Mission

## Vision Statement

We envision an Arab World with, in each people group, an increasing number of vibrant churches that play a strategic public role in shaping their societies in accordance with the Gospel of the Lord Jesus Christ.

## Mission Statement

Arab Vision is a community of Christians committed to changing individuals and societies through the Gospel of Jesus Christ by producing and distributing effective Christian video programs, using appropriate media for various target audiences in the languages of the peoples of the Arab World.

## 2. Mission Statement: the Ministry explained

### 2.1 Arab Vision is a community of Christians...

Arab and non-Arab Christians throughout the organization work together in an atmosphere of mutual trust and support according to Philippians 2:2-4. In the past 24 years Arab Vision has had a strong focus on this. Christian principles in community and working ethos have always been a core priority.

Basically, the community consists of:

#### 1. A local production team, based in the Middle East

Arab Vision has a small video production team working in the Middle East, consisting of (at least) one producer/director, one editor, and one technician, supported by administrative staff; all have a strong commitment to the vision and mission of Arab Vision, besides proven professional skills.

#### 2. A local social media / follow up team, based in the Middle East

Arab Vision has a strong team of social media and follow-up workers, led by a person with strong pastoral and management skills.

In the social media team we have creative staff, such as graphic designers and story-tellers, and staff for technical support in the area of social media developments.

Our follow-up team has specialised staff in the area of counseling, women's issues, apologetics skills, relationships, and trauma care.

### **3. International team (based in several locations)**

Arab Vision's international team consists of the Management Team in the Middle East, the International Director (presently based in the Netherlands), the International Communicator (presently vacant), and some supporting volunteers.

The International Director carries overall responsibility for fundraising and communication, research, finding partnerships, and for financial, personnel, and project management.

### **4. National support offices**

The International Director is ultimately responsible for fundraising activities of Arab Vision. Besides, support offices/boards in the United Kingdom and the United States develop their own plans and strategies to raise awareness, prayer, and funds to support the goals and mission of Arab Vision.

### **5. Board**

The Board of Arab Vision consists of three to five elected board-members in the Netherlands with full voting rights; Arab Vision in the UK and in the USA have a representative in the Board, with full voting rights. The International Director is a member of the Board without voting rights (ex officio member). The Board acts as a governance board; board-members are committed to be part of the community of Arab Vision.

### **6. Arab and non-Arab staff**

Arab Vision recruits its personnel from amongst Arab Christians who already have experience in (social) media and follow-up ministry in the Arab World. In cases non-Arab staff are recruited, they are preferably seconded to Arab Vision by mission agencies.

In the past, this approach has led to a well-balanced mix of Arab and non-Arab staff; we aim to develop such a mix again in the three years ahead.

## **2.2 ...committed to changing individuals and societies through the Gospel of Jesus Christ...**

The staff (in leadership and management) of Arab Vision are committed to a mission rather than considering their work as any ordinary job. This commitment is driven by the Gospel of Jesus Christ, and its main focus is *change* (2 Corinthians 5:17). Therefore Arab Vision's slogan is *Media for Change*.

We strive to assess continuously whether we impact the lives of individuals and society with the Gospel: do we see change? 'Change' is not easy to measure or to define, but this is our careful attempt: *Change often starts with awareness, openness to discuss matters that used to be taboo; sometimes 'change' is more 'tangible change' like people confessing their conversion. Often it is tangible change in people's lives, like starting to look at things differently, changing habits, etc.*

## **2.3 ...by producing and distributing effective Christian video programs,...**

Producing and distributing Christian video content is a core tool of Arab Vision, in order to serve the goal of *change*. By 'Christian' we mean 'according to the Gospel of Jesus Christ / according to Kingdom principles (*please read this in connection with the Arab Vision Ministry document*)'.

The video content is effective because it is focused on the intended audiences, contextual and concrete, combined with high technical quality. It is also effective because Arab Vision seeks to always produce distinct and unique video content; we want to produce content/programs that others don't produce, and we don't want to repeat ourselves.

Arab Vision produces video content to:

### **1: Strengthen the local churches of the Arab World (the Church)**

Christian video content focuses on encouraging and equipping Arab Christians, whether in the context of local churches, or based in areas where there is no church at all.

### **2: Reach out to Muslims, other non-Christian believers, and Atheists**

Christian video content presents Jesus Christ and his Church clearly in a non-confrontational manner, with an ethos of love and friendliness.

### **3: Transform society**

Christian video content presents the transformational power of the Gospel in all aspects of life, including human rights in general, and women's rights and minority rights issues in particular. Arab Vision clearly pursues touching and discussing taboo areas and themes in Arab societies.

## **2.4 ...using appropriate media...**

Arab Vision seeks to make use of all types of media that are appropriate for carrying its content, with the intended target audience and the desired change in mind. The media landscape is quickly and substantially changing and Arab Vision continuously aims to respond to these changes timely and adequately. The major distribution outlet has gradually changed from satellite TV broadcasting to using the Internet, through social media platforms, Youtube channels, mobile phone apps, and websites. This keeps growing fast in areas with strong and fast internet connections, among people who can afford having computers and Smartphones.

For the tens of millions of people in the Arab World without those facilities, and for people who are illiterate, satellite TV broadcasting is still a needed medium for reaching out in the Arab World, and sharing our content.

## **2.5 ...for various target audiences...**

Target audiences vary from children, teenagers, adolescents, to adults: women/men, Christians/non-Christians. All audiences in all areas (cities, villages, tribal areas) are considered target audiences. The desired balance differs from year to year though. This balance depends (partly) on external factors (like aspirations of donors and broadcasters, political situations, etc.).

## **2.6 ...in the languages of the peoples of the Arab World.**

Arab Vision aims to produce content in the 17 Arabic dialects and the at least 7 non-Arabic languages that are respectively spoken by more than 1 million people. Arab Vision has produced programs in Iraqi, Egyptian, Lebanese, Jordanian, Yemeni, Moroccan, Tunisian, Sudanese, and Algerian Arabic, and in Sourani (Kurdistan), Kabyle and Chaoui (Algeria), and Rif, Mid-Atlas and Tashelhit (Morocco).



### **3. Strategic Goals 2022 - 2024**

Based on our Mission Statement and our goals (see 2.3), and being aware of its strengths and challenges (see attachment), Arab Vision will further implement its mission by achieving the following goals and targets:

#### **3.1 Fundraising and communication**

A fundraising and donor management plan will be further developed in the coming years by setting the following targets:

- 1) To continue to strengthen the financial sustainability of our production entity, by generating local income; this can be fundraising-based, or based on income through social media.
- 2) To have increasingly effective fundraising by the national support offices in the USA and in the UK, besides ongoing, steady fundraising by the head office in the Netherlands.
- 3) To set up one new support office, either in the form of a formally registered charity, or as a group of ambassadors - we envision to do that in Australia or Canada.

Arab Vision acknowledges the need for maintaining and strengthening relationships with historical donors, and developing new relationships with potential ones.

Arab Vision's international communication will need to be boosted, in order to raise the ministry's profile and visibility, and, eventually, increase income. Partly due to the worldwide covid-19 crisis, this has been neglected in the past two years. Relevant communication training will be provided, a communication strategy developed, and an international communicator recruited.

#### **3.2 Organization and staff**

##### *Arab Vision's Boards*

In the coming 3 years we will pro-actively look for Arab (background) board-members in all of our boards. Besides, we aim to establish an advisory board in the Arab World, consisting of Arab (background) members.

##### *International leadership and management*

The ultimate responsibility for leading Arab Vision lies with the international director (ID), who is based - presently - in the Netherlands. The ID works closely together with the local management team (MT) in the Middle East, responsible for local leadership and management. As this leadership /management construction has led to clarity and stability in the ministry, we continue that model in the years ahead, emphatically *not* looking for *one* leader/manager for our teams in the Arab World.

#### *Social media ministry and Follow-up in the Arab World*

Arab Vision's primary focus will continue to be on the development of our social media / follow-up ministry in the years ahead. We will focus on training our own staff in order to increase their expertise, and on finding new staff with specific expertise for which we see a felt need.

#### *Production entity in the Arab World*

Arab Vision will continue strengthening our small production entity in the Middle East, which is responsible for producing video content in the languages of the Arab World, for use on social media platforms and other internet outlets, and through satellite TV broadcasting. We intend to keep the basic production team small, and work with freelance staff. These freelancers are preferably close to the core community of Arab Vision, and are well-known for their professionalism, integrity, and commitment.

### **3.3 Production**

#### **3.3.1 Video Production**

Rather than producing programs for TV broadcasting, we've started producing primarily for social media platforms, until now, mainly Facebook. These programs are short clips, from 10 seconds up to 2-3 minutes each.

We often make them available, combined, as longer programs of 10-15 minutes, which are used on our YouTube channels, and offered for TV broadcasting.

#### **3.3.2 Social Media**

We consider ongoing rapid developments in new media as huge opportunities to reach many more people in the Arab World and beyond than before. Besides producing video content, Arab Vision started and is increasingly producing social media posts containing graphics, images, and texts - without video content necessarily.

We started creating online discipleship courses, connected to our Facebook pages, which we will increase and develop more in the coming years.

### **3.3.3 Audio Production**

In 2021 we started using Soundcloud, an online audio and music platform, see under distribution (3.4). We envision to add producing podcasts in the years ahead. Main reason for adding audio productions, is to serve people with limited access to internet capacity needed for downloading or streaming videos.

### **3.4 Distribution**

TV Broadcasting of our programs has been mainly via satellite TV in the first decade of Arab Vision's existence, besides some broadcasting through national TV, and through streaming video on the internet.

During the past 10+ years YouTube channels and Facebook were added. In the coming years we will use (new) social media platforms for reaching out to Arab people, depending on target audiences and target countries/peoples groups.

In 2021 we started using Soundcloud for sharing previously produced content of which the video's quality was not up to our standards anymore. Especially music clips, of which we produced many in the past years, are suitable to be used as audio only, via Soundcloud. Thus we continue using content from the wealth of almost 25 years of production.

Also in 2021 we started using the worldwide used Bible-app of 'You Version', for which our partner-organization *Jesus.net* is licensed for the Arabic languages. You Version has over 500,000,000 subscribers worldwide. We will develop reading-plans based on previously produced program series, translate content that is already available in the Bible-app, to reach out to Arabic-speaking people worldwide.

### **3.5 Marketing and campaigning**

Arab Vision started developing marketing capacity to drive audiences to its productions. As marketing and campaigning is acknowledged as very important, this will receive a stronger focus in the coming years.

### **3.6 Follow up ministry**

Arab Vision acknowledges the strong role that local Arab churches should play in follow-up ministry. Therefore Arab Vision has developed and continues developing a follow-up team consisting of highly committed people with strong skills in the areas of new media developments, apologetics, discipleship, and (pastoral) counseling.

### **3.7 Research and trend-finding**

Arab Vision will spend time and effort on research and trend-finding. With a focus on aspects like: what are the needs of the audience? which languages should be served next?, what do the broadcasters want?, what kind of programs do other producers make?, what are the (social) (media) trends?, where are the gaps?

The goal of Arab Vision is to see change happen. Change is not always easily measured. A way to measure change is to continuously follow news on changes: societal change, church growth, the opening of discussions in taboo-areas, and so on.

### **3.8 Partnership and cooperation**

Developing and maintaining key relationships is of vital importance for Arab Vision's ministry. Arab Vision pursues good relationships especially with the following parties:

- Churches in the countries of the Arab World; to have good knowledge of the needs, to get new input and ideas.
- Other Christian (media) organizations, resulting in co-productions and other forms of cooperation.
- Christian broadcasters in the Arab World, focusing on distribution and co-production.

### **3.9 Goals 2022 - 2024**

After some strategy meetings with all staff, we herewith present a list of (strategic) goals for the coming years.

1. **Fundraising target:** 500,000 - 600,000 USD. a) 350,000 - 400,000 USD from this will be raised by AVNL. b) 150,000 - 200,000 by AVUK, AVUSA, and locally generated, together. 6 new institutional donors will be found in order to increase the income. c) We envision to generate local income by providing (media) training.
2. **Communication goals:** a) effective communication through Arab Vision's website, Facebook, and other relevant social media platforms (campaigning, advertising), initiated by Arab Vision in the Netherlands; AVUK starting its own social media communication targeting UK audiences more effectively; hiring a communicator in the 2nd half of 2022; in the meantime, train 3 persons in using online communication more effectively. b) continue print newsletters, 3x per year; email-newsletters 6x per year; email-prayer letters 6x per year, in Dutch and English.
3. **Boards:** in the coming years we will find 3 Arab (background) board-members for our respective NL, UK, and US board, as well as establish an advisory board in the Arab World, consisting of at least 3 Arab (background) members.
4. **Leadership and management:** we will not look for replacements, but aim to develop and train the ID (in communication) and the MT (in business management). Training opportunity for the latter has already been found and will be implemented starting 2022.
5. **Social media and follow-up staff:** a) we continue providing training to develop skills in social media marketing, (pastoral) counseling, apologetics, women's / marriage / raising children issues, as well as developing the skill of storytelling in the team. b) A pool of consultants will be developed as well, to have external expertise within easy reach.
6. **Production staff:** a) We will look for (training) opportunities to stimulate new ways of video production, with smaller crews and lower budgets, without losing quality. b) We aim for involving freelancers who are able to implement above mentioned way of production.
7. **Video production:** a) We cherish Arab Vision's uniqueness: producing content on taboo-topics, reaching out to specific (language/people) groups that are underexposed/unreached in: Yemen, Saudi Arabia, Algeria, and Libya, with a clearly holistic approach. b) we finetune our content based on audience responses. c) We put a specific focus on producing for the age group of relatively young adults, 18-40 years, as they are the ones influencing society the most. d) We will set up criteria for our productions in order to evaluate the quality and effectiveness of them

8. **Social media:** a) see under 7. b) We will add social media platforms such as TikTok, Instagram, and Snapchat, according to the audiences we want to reach. We will increase our focus on Yemen, Saudi Arabia, Libya, and Algeria in the coming years. We see these countries as the next opportunity for us to increase our impact in.
9. **Audio:** a) we will continue using Soundcloud and b) We will develop Podcasts.
10. **Distribution:** a) We will continue maintaining good relationships with the three bigger Christian broadcasters: Sat7, Miracle Channel, and KingdomSat for distributing our programs b) We will continue sharing our content through our existing 6 Facebook pages: Light of the World, Khatwa, The Secret, Hope for Tomorrow, Abgha, and My First Words c) We will start a social media ministry for (Kabyle-speaking) Algerians: Assiwel, because a large percentage of our audience response comes from Algeria. d) We will increase attention to using YouTube channels. e) As mentioned before we will use/add audio platforms like Soundcloud and Podcast. f) We will increasingly use the You Version Bible-app to share content. g) We will increase online discipleship courses, targeting people in their own language, avoiding use of Christian jargon.
11. **Marketing and campaigning:** Social media marketing is an art we haven't fully mastered yet. a) We envision to create a pool of trend finders / researchers and marketing experts, in order to support our ministry in that specific area. b) Strengthening our partnerships with *JesusNet* and MII, both are advanced in social media development and marketing.
12. **Follow-up ministry:** Provide ongoing training and (pastoral) support for our follow-up staff.
13. **Research and trend-finding:** on a local level we aim to find consultants in this field to help us choose the most strategic foci; the ID also aims to spend time on research and trend-finding as well.
14. **Partnership and cooperation:** a) Expansion of the partnership with *JesusNet* in the Netherlands as a major way to help us develop our social media strategies in the coming years. b) Cooperating (more closely) with fellow follow-up teams in other countries in the Arab World is emphatically a goal for the coming years.