



The Strategy 2025 - 2027

Media for Change

1. Vision and Mission Media for Change

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 organisation work together in an atmosphere of mutual trust and support according to Philippians 2:2-4. In the past 27 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), and a Manager for communication and fundraising in the Netherlands. The International Director carries overall responsibility for fundraising and communication, research, finding partnerships, and for financial, personnel, and project management.

4. National Support boards

The International Director is ultimately responsible for all fundraising activities of Arab Vision. Support 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. (International) 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 being 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 years ahead, strongly endorsed by the Arab managerial staff.

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 to the Christian faith. Often it is tangible change in people's lives, like starting to look at things differently, changing habits and behaviour, 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 focuses 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 either.

Arab Vision produces video content to:

1: Strengthen the local churches of the Arab World (the Church, the body of Christ) 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 2025 - 2027

Based on our Mission Statement and our goals (see 2.3), and being aware of our strengths and challenges, 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. The following targets to be pursued:

- 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 boards in the USA and in the UK, supported by the head office in the Netherlands.
- 3) Rather than trying to set up new support offices/boards, we aim to find ambassadors - we will pro-actively look for ambassadors in Australia, Canada, and Germany.

Arab Vision acknowledges the need for maintaining and strengthening relationships with historical donors, and developing new relationships with potential ones. Especially finding new donors will be a focal point: the ID aims to find 4 new institutional donors in 2025, 2 in 2026, and 2 in 2027.

3.2 Organisation and staff

Arab Vision (support) Boards

In the coming 3 years we will pro-actively look for Arab (background) board members in all of our boards. Besides, we will 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, *not* looking for *one* leader/manager for our teams in the Arab World.

Succession Plans

In the coming three years we will develop succession plans for the International Director, and the managers of the Management Team in Egypt. We will present our initial plan in year 2: 2026.

Production entity in the Arab World

Today, 'everyone' in media is involved in digital media. Just a few of them produce high quality, cutting edge videos. Arab Vision does. It's a strength that distinguishes us from many other media ministries. Arab Vision will continue strengthening our small production entity in the Middle East, producing 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. The majority of these freelancers are preferably close to the core community, share the vision of Arab Vision, and are well-known for their professionalism, integrity and commitment.

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.

3.3 Production

3.3.1 Video Production

Rather than producing programs for TV broadcasting, we produce primarily for social media platforms. These programs are short clips, from 10 seconds up to 2-5 minutes each. We often make them available, combined, as longer programs of 10-15 minutes, which are used on our YouTube channels, and offered to our TV broadcasting partners.

3.3.2 Social Media

We consider ongoing rapid developments in new media as huge opportunities

to reach increasingly 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 evangelism and discipleship courses (My Journey), which we will increase and develop more in the coming years.

3.3.3 Audio Production

In the past years we added audio to our media activities: SoundCloud and Spotify. In 2025-2027 we will explore the feasibility of adding podcasts and radio to our audio activities. A reason for adding audio productions, is to serve people with limited access to internet capacity needed for downloading or streaming videos. Another reason is to simply attract more audiences to our content.

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 Social Media platforms (Facebook, Instagram, TikTok) were added. We will keep following the social media trends to increase our reach of Arab people, depending on target audiences and target countries/people's groups.

Since 2021 we use 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 27+ years of production.

Also since 2021 we use the worldwide used Bible-app You Version, for which our partner-organization *Jesus.net* has a license for the Arabic languages. You Version has over 500,000,000 subscribers worldwide. We 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.

In 2023 we started using Spotify as a platform to share our audio programs, besides Soundcloud.

3.5 Marketing and campaigning

Marketing our content and campaigning have proved to be essential tools for reaching our intended audiences. In the coming years we will put a stronger focus on analyzing the effectiveness and efficiency of these tools.

3.6 Follow up ministry

Arab Vision acknowledges the strong role that local Arab churches should play in follow-up ministry. Therefore Arab Vision 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 Use of Artificial Intelligence

We started using and will increasingly use artificial intelligence in several areas of our work, with full commitment to Christian values and ethical standards.

An initial policy regarding AI was created, see attachment to this document.

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) organisations, resulting in co-production and other forms of cooperation.
- Christian broadcasters in the Arab World, focusing on distribution and co- production.

3.9 Goals 2025-2027

Our staff in Egypt have defined a list of 'dreams / priorities' for the coming years which we briefly discussed in our MT meeting in September. The list of goals here below, taken from the Strategy 2022-2024 has been updated and adjusted, based on these discussions. The AV board has approved these goals in its board-meeting of March 2025.

1. Fundraising

Growth to 600,000-725,000 USD in 2027:

- a) 500,000-550,000 USD to be raised by the AVNL International.
- b) 50,000-100,000 USD by AVUK and AVUS together.
- c) 50,000-75,000 USD to be generated by the local ministry (distribution, local projects)

6 new institutional donors will need to be found in order to increase the income.

2. Communication

- a) effective communication through Arab Vision's website (renewed by April 2025)
- b) print newsletters: 3x per year, in Dutch and English
- c) email newsletters: 6x per year, in English and Dutch
- d) email-prayer letters 6x per year, in Dutch and English.

For more communication plans and goals for respectively NL, UK, USA, see there annual plans.

Local ministry will contribute to effective communication by producing promo videos on a regular basis.

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:

A succession plan for ID and MT members will be developed in 2026.

5. Studio and office facilities

The number one strategic priority of all staff turned out to be the desire to own our own premises, in which we can have studio facilities as well. In the board-meeting of March 2025 it was agreed that the International Director is

commissioned to try and find designated funds to cover the cost for purchasing our own facilities. These funds should not replace funds raised for projects.

After 1 year, if no donor(s) is/are found, we evaluate whether to continue trying or not.

6. Staff (general)

Annual (Personal) Development plans for all staff members will be worked out, and evaluated.

7. 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 further, to have external expertise within easy reach. Based on an analysis of the effectiveness and efficiency of our social media platforms, and based on the potentially increasing use of AI tools, we will map the need to increase/decrease social media/follow-up staff.

8. Production staff: a) We continue implementing new ways of video production, with smaller crews and lower budgets, without losing quality. Since we have a minimal number of employed staff in this department, the use of AI will not cause a decrease in staff numbers.

9. 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: continue our focus on the countries of Yemen, Saudi Arabia, Algeria, Libya and other countries in North Africa, in 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 children, teenagers and adolescents.
- d) We will re-establish criteria for our productions in order to evaluate the quality and effectiveness of them.

10. Social media

- a) see under 9.
- b) For our largest social media ministry *Light of the World* we will develop an App. At the time of discussion at the March 2025 board meeting, research is underway on how to develop (from something existing or new) and implement this app.
- c) We will keep following social media developments and include new

platforms to find our audiences *where they are*.

d) We will cluster platforms for Saudi Arabia and Yemen: Khatwa, and turn the platform for Algeria into a platform for North Africa. Thus we will decrease the number of different social media ministries.

11. Audio

a) We will continue using Soundcloud and Spotify.

b) We will develop Podcasts, and explore the option of using online radio.

12. Distribution

a) We will continue maintaining good relationships with the two bigger Christian broadcasters: Sat7 and Kingdom Sat, revive cooperation with Miracle Channel, and increase cooperation with StoryChannel (channel for North Africa) for distributing our programs on TV.

b) We will continue sharing our content through our existing social media platforms: Light of the World, Khatwa & Abgha (combined), The Secret, Hope for Tomorrow, As-Siwel (combined platforms for North Africa as a whole).

c) We will increase reading plans on You Version Bible app.

d) We will increase online evangelism and discipleship courses, developing specific courses for youth, and pay attention to being more holistic (My Journey).

13. Marketing and campaigning

a) We see a need for a strategic Marketing plan which we will start developing in 2025.

b) Strengthen our partnerships with *JesusNet* and MII, and others, who are advanced in social media development and marketing.

14. Follow-up ministry

Provide ongoing training and (pastoral) support for our follow-up staff. Analyse quality of conversations and impact on a regular basis.

15. 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.

16. Partnership and cooperation

a) Strengthening the partnership with *JesusNet* in the Netherlands.

b) Cooperating (more closely) with fellow follow-up teams in other countries in the Arab World.

c) Strengthening the partnership with our 4 satellite TV broadcasting partners (develop strategies together, co-production, etc.)

- d) Serve other (media) ministries as we started doing, targeting audiences and languages outside the Arab World: Pak7 (Pakistan), Window 4/14 (Japan), and inside the Arab World: Home for Kurds (Netherlands).