

Strategic Plan 2018 – 2020



Arab Christians proclaiming the Gospel on TV
and on the Internet in the Arab World

Media for Change

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Introduction

The Arab World has been in turmoil for more than five years. Die-hard optimists can find a few hopeful signs pointing to possible improvements in 2018. But hopeful signs are meager in comparison to those that pessimists can point to as suggesting the region's travails are likely to continue.

Arab Vision works in the Middle East and North Africa, where 5% of the global population has on average half the world's terrorist attacks, battlefield deaths, internally displaced people and refugees. Women's rights are worse in the Arab World than in many other regions. The region also has the highest rate of youth unemployment, some 30%.

The Syrian civil war may finally be grinding down, although to what remains unknown. The number of refugees who have fled Syria to neighboring countries is more than five million since the civil war began seven years ago, according to the UN's refugee agency.

Egypt's Coptic Church is the largest in the Middle East—numbering between 8 to 10 million. Despite its size or maybe because of it, it is vulnerable to attacks, especially with the unrest that has shaken the country during the past six years. During this time, churches were burned and Christians were brutally murdered and terrorized.

Yemen is becoming Saudi's Vietnam, the situation is still catastrophic. Residents in the capital Sana'a are becoming increasingly outraged as their suffering grows. Yemen is also the poorest country of the Arab World. With the majority of the Yemeni people following Islam, the tiny Christian community there is under constant threat.

Algerian Christians suffered in the past violence by the Islamic Salvation Front. Churches in Algeria are still facing intimidation and harassment, despite constitutional provisions guaranteeing freedom of worship in the country.

It is only in Lebanon where, both because of their numbers and the unique characteristics of that country's political system, Christians live in relative security.

Smartphone ownership in the Middle East is extremely high — 84% overall, with more than 9 out of 10 nationals in Lebanon, Qatar, Saudi Arabia, and the UAE owning a Smartphone.

Arab nationals get their news mainly from social media and younger Arabs are more likely to trust it than their older fellow citizens.

In the midst of this world, in all these countries, Arab Vision reaches out through satellite television programs and social media. We encourage Christians and point to Jesus as Savior for all people, irrespective of their background.

Arab Vision has a straightforward vision and a mission, which is the basis of its strategic planning. A Strategic Plan presents how we want to implement the vision and mission. It helps to focus on our ministry, where to spend time, manpower, and money. What is the way forward for Arab Vision in the years ahead: 2018-2020?

Besides watching television, around the world billions of people use social media every day, and that number just keeps growing. We use it for every part of our lives – in our personal relationships, for entertainment, at work, and in our studies. Worldwide, together we send more than 30 million messages on Facebook, each minute.

The use of social media is extremely popular in the Arab World. Sharing the Gospel has become easier and the impact is bigger than ever before. Arab Vision is excited about these developments which opens doors to even vaster audiences. We envision making use of social media on a much larger scale in our ministry of being salt and light in the Arab World.

Chapter 1 and 2 define our vision and mission. They present the boundaries and Arab Vision's overall direction. In Chapter 3 the strategic goals for the coming three years are laid out. We believe these goals are both realistic and ambitious. Chapter 4 provides information about our key relationships.

If it is the Lord's will, we will live and do this or that - James 4:15 (NIV)

The Netherlands, December 2017



1. Vision and Mission Statement Arab Vision

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: definition of terms

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 20 years Arab Vision has had a strong focus on this. Christian principles in community and working ethos have always been a core priority.

In the coming years Arab Vision will keep focusing on this Christian community aspect; we will do so by working with small teams of highly committed key personnel, with proven track records, by regularly reviewing and improving internal communication structures, and by supporting both professional and personal development of all staff members.

Basically, the community consists of:

1. Local production teams in the Middle East and North Africa

Arab Vision has a small video production team working in the Middle East, consisting of (at least) one producer/director, and one editor, supported by administrative staff with a strong commitment to the vision and mission of Arab Vision, besides proven professional skills. Arab Vision has a small video production team working in North Africa as well, consisting of (at least) one producer/director, and one editor. Besides these teams Arab Vision hires freelancers all over the Middle East and North Africa. These freelancers are preferably close to the core community of Arab Vision, and are well-known for their professionalism and integrity.

2. A local follow up team (based in the Middle East)

Arab Vision has a small but strong team of follow-up workers, led by two or three key-persons with pastoral and counseling skills, and/or management and creative skills.

3. An international office team (based in several locations)

Arab Vision's international office team carries overall responsibility for fundraising and communication, and for financial, personnel, and project management. The International Director is ultimately responsible.

4. National support offices

The International Director is ultimately responsible for all fundraising activities of Arab Vision. Besides, support offices/boards in the Netherlands, 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 (Trust Fund).

5. International Board

The International Board of Arab Vision consists of five to nine elected board-members; although they are a governance board they are committed to be part of the community of Arab Vision.

Arab Vision recruits its personnel from amongst Arab Christians who already work in the media industry in the Middle East and North Africa. If no suitable Arab candidates can be found for certain positions, non-Arab personnel may be recruited and appointed. This approach has led to a well-balanced mix of Arab and non-Arab personnel in the past which we will continue in the coming three years.

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 goal and a mission rather than considering their job 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, like people sharing about their conversion, a change in people's lifestyle: they start to look at things differently; they change their habits, etc.

2.3 Producing and distributing effective Christian video programs

Arab Vision is a community of Christians committed to changing individuals and societies through the Gospel of Jesus Christ *by producing & distributing effective Christian video programs*

Producing and distributing Christian video programs is Arab Vision's main and core business in order to serve this goal of change. By 'Christian' we mean 'according to the Gospel of Jesus Christ' (*please read this in connection with the Arab Vision Ministry document*).

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

Arab Vision produces video programs, that:

1: Strengthen the local churches (the Church)

Christian video programs are programs that strengthen the (identity of the) Church in the Arab World.

2: Reach Muslims

Christian video programs are programs that present Jesus Christ and his Church clearly to Muslims in a non-confrontational manner, with an ethos of love and friendliness.

3: Transform society

Christian video programs are programs that present the transformational power of the Gospel in all aspects of life. Our programs include human rights issues, the position of women, the situation of refugees, the practice of FGM, standing up for the rights of physically and mentally challenged people, (religious) minorities rights, (domestic) violence, incest, how to advocate social justice, etc. Arab Vision clearly pursues opening up discussions in taboo areas.

2.4 Using appropriate media

Arab Vision is a community of Christians committed to changing individuals and societies through the Gospel of Jesus Christ by producing & distributing effective Christian video programs, using appropriate media

Arab Vision seeks to make use of all types of media that are appropriate for carrying its video programs, 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 is still (satellite) TV broadcasting, as tens of millions of people in the Arab World have access to satellite TV. Second and maybe first in the coming years is the use of the internet and mobile telephone for distributing and sharing our programs. This is growing fast in areas with good internet connections, among people who can afford computers and Smartphones.

2.5 For various target audiences

Arab Vision is a community of Christians committed to changing individuals and societies through the Gospel of Jesus Christ by producing & distributing effective Christian video programs, using appropriate media 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, however, from year to year. This balance depends (partly) on external factors (like aspirations of donors and broadcasters, political situations, etc.) and is therefore worked out in the annual Operational Plans.

2.6 In the languages of the peoples of the Arab World

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

Arab Vision aims to produce programs in the 17 Arabic languages 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 2018 – 2020

3.1 Donor Management

Arab Vision acknowledges the necessity of developing relationships with historical and potential donors. Especially a new fundraising plan will help Arab Vision to take advantage of this potential. Total funding is expected to be \$500.000 in 2018.

A new fundraising / donor management plan will be developed the coming years, working out the following targets:

- To continue and strengthen financial sustainability of our production entity, by generating local income: donations and support for our AV goals, or commercial income;
- To have increasingly effective fundraising by the international office, and the national support offices in the USA, the UK and the Netherlands;
- Rather than going through the long and labor-intensive procedures of setting up more of these legally registered organizations, to identify people who are committed to the ministry of Arab Vision, who could form 'groups of ambassadors' in their respective countries. We aim to work this out in Canada and Australia.

3.2 Organization

International Board

Arab Vision's ministry is owned by the Board of Arab Vision Trust Fund. We are pleased that the board has a good balance of Arab and non-Arab members, having the required majority of members with an Arab background in place.

Although the requirement of gender-balance in the Board is not spelled out, we strive to improve that balance in the years ahead, in line with our ministry values of equality of all people. A number of our donors requests from us to show how we implement gender-balance throughout the organization, or demand the implementation of a gender-equality policy. We will propose an amendment to AV's ministry documents in 2018 accordingly.

International leadership/management team

In 2018 Arab Vision will be led by a leadership/management team, consisting of the international director and the AVNL director. That construction will be evaluated towards the end of the year; then a decision will be taken about how to continue the leadership model in 2019-2020.

Production house Middle East

The AV leadership/management team will continue to strengthen our small production house in the Middle East, which is responsible for producing video content in the languages of the Middle East, for satellite TV broadcasting, and for use on the Internet.

Production for North Africa

The AV leadership/management team will increase the focus on productions in North African languages. For that purpose we will strengthen the relationships with other media organizations working in the NA region. Halfway the period of this strategy plan we envision having a produc-

tion-manager in place to coordinate these projects for AV (around mid-2019). We strive to find a Christian worker already based in NA for this role.

Follow-up / Social media ministry

A major focus will continuously be on the quantity and quality development of our social media / follow-up ministry in the years ahead. The current manager of that ministry will return to the Middle East towards the summer of 2018; together with the local team-leader he will provide management to the follow-up team. As follow-up team we are well known because of our high standard and quality. We provide services to other organizations who share our vision and ministry goals. See 3.7 for our vision on the ministry and growth of our follow-up team.

National Support Offices

The relationships between the AV international office, the NSO office in NL, the NSO boards in the USA and the UK will be intensified. The aforementioned fundraising plan will be prepared in consultation with the NSO boards/offices, and commitment to the set targets will be required from the NSOs.

3.3 Staff

Production teams

Arab Vision has chosen to work with a limited number of key staff, in order to be more flexible and to produce more efficiently. Envisioned growth in productions will be covered by working with some freelancers who share our vision, and other freelancers who will 'just be hired for the job'.

Arab Vision currently works with freelancers, and sisterly organizations in productions for North Africa.

Arab Vision will have a solid freelancer database (a list of preferred suppliers) of people throughout the Middle East and North Africa by the end of 2018.

Internal Communication

With the entire team we have evaluated our communication, and agree that structures are in place but need to be updated. We will work on reviving the process of transparent and inclusive communication throughout the organization.

Staff development

We strive to pick up the good practice of providing staff with relevant training, in order for staff to keep growing in knowledge, skills and expertise, and for Arab Vision to keep its personnel on board (or even, to help people develop themselves for their career outside the company).

3.4 Production

1. Production output

Rather than translating production output in production hours as used to be relevant in the past, we will measure productivity in numbers of programs and clips, produced for both TV broadcasting and Internet (YouTube, Facebook). For North Africa, and new countries (Yemen?, Somalia?) the focus will be (slightly) more on producing for TV broadcasting, which will result in programs of around 15 minutes, rather than short clips.

We continue to have a good balance in the three areas: strengthening the church, evangelism, and social change programs.

2. Social Media

We consider developments in the new media a great opportunity for reaching many more people in the Arab World and beyond. Arab Vision is increasingly producing video content specifically suitable for social media and this will grow substantially in the years ahead. For 2018, the number of Smartphone users in the Middle East and North Africa is estimated to reach 160 million.

Arab Vision uses Social Media to present messages of hope and transformation to a generation of Arabic speakers looking for love, support, and truth. This is an unprecedented time of opportunity to speak into the lives of the many thousands that use Social Media on a daily basis.

Social Media has given us the opportunity to create target audiences our content can speak to. We're using the tools within the Social Media platforms to target individuals that would like to connect with our content based on age, gender, interests, etc. This is giving us an even greater opportunity than we previously had with satellite TV.

With satellite, we had to rely on individuals tuning in to the channels we aired our programs on and then wait for them to connect with us. Now with Social Media we can reach individuals with targeted ads, they don't have to tune in to us, we tune in to them and give them an opportunity to connect with us and develop a life-giving relationship. We attract people to our pages using advertising, and then get them interested through content that will speak to their hearts, which leads to individuals going deeper and connecting with us through private messages.

Once an individual connects with us through private messages we take the time to hear his heart, listen, get to know, and empathize with his struggles in life and his or her journey of faith. This is where we see our greatest impact. Individuals are encouraged, supported, take decisions, and are disciplined in their walk with God.

3.5 Broadcasting and distribution

Broadcasting of our programs has been mainly via satellite TV in the last decades, besides some broadcasting through national TV, and through streaming video on the internet. Most of our programs will also be found on YouTube channels. Short clips specifically produced for mobile phones will be added. Over the past 20 years we have built up a great video-library of hundreds of hours of production, of which we can re-use much of the quality content for the production of short clips. Existing programs that are still relevant are also made available on our YouTube channels.

3.6 Marketing and Campaigning

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

3.7 Follow-up work

Arab Vision acknowledges the strong role that the local churches should play in follow-up ministry. Therefore Arab Vision is developing a growing follow-up team consisting of people with good skills in the area of new media developments, and in the area of pastoral counseling. Being a

partner of an effective global network of follow up workers guarantees that initial activities of our own team will be followed up by dozens of other follow-up teams.

Due to the fast developments in the use of social media as a follow-up tool, our follow up team will see some significant changes in 2018. More specialized people will join the team, sometimes on a voluntary basis. The number of follow-up workers in our own team will be increased in the years ahead, as Arab Vision will start initiating campaigns through Facebook, and YouTube to make optimal use of the programs we produce.

As our team faces the challenge of discipling and evangelizing individuals that visit our pages we have found a few key areas where we have begun training and counseling.

1. Counseling for women's issues: harassment, abuse, etc.
2. Counseling for sexual issues: homosexuality, sexual addictions, gender confusion.
3. Apologetics: how to be more effective in answering questions from people from different religious backgrounds who are turning to atheism.
4. Face to Face meetings: find training for best practices for taking the online relationship offline. We urgently need to develop a protocol to ensure the safety and security of the individual team members as well as the media company in the Middle East.

3.8 Research and development

Arab Vision will spend time and effort on Research and Development. With aspects including, the needs of the audience, the languages we should make our programs in, the requests of our broadcasters, the programs other producers make, the trends in society and media. We also want to find out where are the gaps, how should those gaps be defined, and to which extent do we see it as our mission to fill the identified gaps?

As change is not easily measured, we want to continually monitor news related to changes; societal change, church growth, the opening of discussions in taboo-areas, and so on.

3.9 External Communication

We will continue communicating to our supporters and donor organizations by our news- and prayer letters, and through our Facebook page and website. A new general brochure is being developed for us to use in 2018 and beyond. We strive to raise Arab Vision's profile in countries where our NSOs are active (USA, UK, and NL), and in other countries where Arab Vision has historical exposure (such as Australia, Singapore, and Canada).

Personal contacts with a number of donors (both individual and churches/denominations, and institutional donors), will be maintained or revived.

3.10 Serving others

Arab Vision will continue to strengthen other ministries (other production teams, churches, etc.). Arab Vision will keep doing this in the coming years, in two specific areas.

1. Advice and training

Arab Vision will support other persons and ministries through advice and training to produce similar programs in the languages of the Arab World, at their request.

2. Make our video library available

Arab Vision will keep providing services to other ministries in the coming (three) years with our video programs to use in their work in the Arab World and in other parts of Africa and Asia. We will do dubbing and subtitling at the request of other ministries. These are paid services, and should preferably be profitable. Sometimes we will provide these services at cost only, as a form of tithing. Since 2017 a catalogue of our Christian programs is available online. (<http://www.arabvision.org/our-projects/>)

4. Key relationships with external stakeholders

Arab Vision has a history of maintaining good relationships with external stakeholders and will in the years ahead make sure to continue those.

- Good relationships with key ministry leaders in at least seven other Arab countries in order to stimulate Arab Vision's video productions and co-productions in those countries; to have good knowledge of the needs, to get new input and ideas for cutting edge programs. This means that we are in regular contact with these key persons; that we support and strengthen each other's ministries where relevant and possible, and always strive to cooperate with other like-minded organizations.
- Good relationships with the Christian and secular broadcasters in the Arab World; key staff focusing on distribution and co-production.
- Good relationships with the churches in the countries of the Arab World; to have good knowledge of the needs, to get new input and ideas, and to cooperate in production as well as in follow-up.
- Good relationships with other Christian organizations, and sending agencies. Besides producing and distributing video programs, Arab Vision also seeks to educate and encourage Christians globally about mission in the Arab World, the churches of the Arab World, and Islam. We continue doing that in partnership with other ministries. Also we continue partnering with sending agencies in order for them to second Christian workers to Arab Vision in the Arab World.

