

# **AWZ Policy plan**

July 2018

## **1. INTRODUCTION**

AWZ is an interdenominational Dutch foundation for mission among the unreached peoples worldwide, with a special focus on the Arab world, working on a non-profit basis and living from donations.

### **1.a History**

Internationally it started in 1881 as North Africa Mission. When after the second World War, the Middle East countries joined the international organization was renamed Arab World Ministries. The AWM vision was to reach the unreached Arab peoples with the gospel. A vision shared by mission organization Pioneers, set up in the USA in 1979, which brings the gospel to the unreached nations but then worldwide. AWM and Pioneers recognized the synergy that is in their shared vision, after which internationally AWM completely merged with Pioneers in 2010.

The Dutch branch was founded in 1970 as foundation North Africa Mission Netherlands. In 1987 it was renamed Arab World Mission Netherlands, in Dutch abbreviated as AWZ. In 2010 AWZ only partially participated in the international merger with Pioneers. The activities were not (yet) worldwide, but remained focused solely on the Arab world. Though AWZ/Pioneers was adopted as work name for the daily activities.

The only partly implemented merger between Pioneers and foundation AWZ asked its toll. Eventually the support of a strong parent organization was missed more and more. Old contacts were insufficiently replaced by new contacts. The much needed international network of AWZ faded. Because of this reason in 2016 AWZ decided to complete the merger with Pioneers yet. The associated expansion of vision to worldwide now creates new opportunities for fieldworkers, new donors and provides new impetus.

Although foundation name AWZ will remain, in 2018 after the completion of the merger between AWZ and Pioneers the name of her mobilisation office for the Netherlands will be changed from AWZ/Pioneers to Pioneers Nederland. This expresses the new strong organizational ties with Pioneers.

Since 2013 mobilisation office Pioneers Europe has been part of Pioneer UK. However after a few years the British indicated that they rather wanted to focus on the UK only. Hence early 2017 foundation AWZ decided to transfer Pioneers Europe to the Netherlands and take it under its wings as its second mobilisation office. In this way AWZ has significantly increased its capacity to mobilize even more field workers from Europe.

### **1.b Structure**

Mission organization Pioneers is a joint venture (covenant) of national foundations, which have committed themselves through an International Ministry Agreement to work together in one organization, with one field organization under one International Director. The

International Council and the International Leadership Forum of Pioneers are governing the mission field wise.

Because the national foundations remain legally autonomous, their mobilisation offices are hierarchically and legally accountable to their own national foundation board. In daily practice however there is very close cooperation between the mission field and the offices, and frequent contacts between them exist.

Thus now there is the Dutch AWZ foundation with its two mobilisation offices: Pioneers Nederland (PINL) and Pioneers Europe (PIEU). One legal entity with two departments. Office Pioneers Nederland focuses on mobilization activities in the Netherlands and office Pioneers Europe focuses on mobilization activities in Europe. Each office has its own director and its own internal administration. However both offices have the same goal: in its own area recruiting and guiding as many missionaries as possible for and to the same mission field. Both financial administrations are summarized in one corporate Annual Report.

## 2. PURPOSE

### 2.a Mission statement

Foundation AWZ has as its statutory objective:

- *Proclamation of the gospel, especially among the Muslims in the Arab countries of North Africa and the Middle East, as well as among the Muslims who live in Europe from the aforementioned countries.*

So the AWZ objective has a special focus on the Arab world and the Arabs in Europe. This objective does not exclude however that gospel proclamation could not also take place elsewhere. Therefore after the merger AWZ will bring the gospel to all unreached peoples worldwide, as expressed in the Pioneers mission statement.

- *Pioneers mobilizes teams to glorify God among unreached peoples by initiating church-planting movements in partnership with local churches*

**To glorify God:** making the gospel known, because one cannot honour someone who is unknown.

**Among unreached:** unreached is defined in mission as where the church is lacking or too weak to survive independently without outside assistance. Pioneers works exclusively among unreached peoples worldwide.

**Peoples:** this does not mean countries, but people groups. Peoples with their own language and culture. In one country can exist several peoples (people groups). In the Arab world many unreached peoples can be distinguished, many more than there are Arab nations.

**In partnership with local churches:** In general local churches in sending countries do not have the expertise to do mission work abroad. Organizations such as AWZ and Pioneers

however do possess this expertise. Therefore churches and mission organizations are working together. At the same time in the recipient countries we are trying to get the burgeoning local church on their own feet as quickly as possible, so that the initiation role of the mission organization changes into advisor and the relationship changes into partnership.

For gospel proclamation one needs a proclaimer, a field worker (a missionary). He or she brings the gospel in word and deed. On the mission field missionaries are pioneering together in a **team**. Together they are stronger, more capable to set-up and run humanitarian projects (e.g.: education, health, agriculture, etc). This creates opportunities for contacts with the local population, in which the Good News is transferred. In mission terms: **initiating church-planting movements**.

**Mobilizes:** recruiting, raising up. AWZ and other national foundations associated in Pioneers recruit/mobilize workers from sending countries (AWZ in the Netherlands and in Europe) for their field teams in the recipient countries.

## **2.b Mission market**

According to mission research organization Joshua project (<https://joshuaproject.net>) the current world population of more than 7 billion people is divided in 16510 people groups (peoples). Of these people groups 6672 groups are unreached. That's 3 billion people or 42% of the world's population. Hence the need for mission to the unreached peoples will remain for many years.

Local churches in the sending countries generally do not have the expertise (specific knowledge and specific experience), nor the necessary contacts, nor the projects to do mission abroad. Organizations such as AWZ and Pioneers however do possess this expertise. Churches therefore work together with mission organizations to do mission. Thus mission organizations fulfil an urgent and most important church task.

Pioneers has a high growth rate. This growth reflects the appealing vision: mission to the unreached peoples. From the year 2000 on the number of 800 members has grown to more than 3200 members in 2018. Currently Pioneers is present on all continents and works among all (world) religions. Worldwide workers are sent via 18 mobilization offices to the mission field, deployed in 379 field teams in 104 countries, pioneering among 297 unreached peoples in 227 languages. 53% of the teams work among Muslim peoples, the rest of them work among all other religions.

Mobilisation office Pioneers Nederland and mobilisation office Pioneers Europe focus on mobilising missionary workers to the unreached peoples worldwide, with a special focus on the Arab world. In the next chapters we will inform how AWZ wants to reach her goal in terms of people, resources and finances.

## **3. PEOPLE**

### **3.a Foundation Board**

The AWZ foundation board consists of a chairman, secretary, treasurer and a general board member.

Legally the board has the supervision and final responsibility for the activities and finances of the foundation. In daily practice the mobilisation work is largely delegated to the office directors: Pioneers Nederland (PINL) or Pioneers Europe (PIEU).

The foundation board normally convenes four times a year. Board members are unpaid, but business expenses are reimbursed.

### **3.b Mobilization offices**

The former AWZ office in Andijk, the Netherlands has been dismantled. However its mailbox has been retained. At the moment both offices of PINL and PIEU are located in Hilversum, the Netherlands.

Currently PINL office workers are an interim manager with a financial administrator. Presently we recruit for a permanent director.

Also there are currently two PIEU office workers: a director with a financial administrator. We recruit for more office workers.

In order to reduce costs and increase flexibility, all office workers work at home, which in the present digital era poses no problem. In addition they meet face to face every few weeks, or more frequent when need demand.

Office workers receive their livelihood support from their own circle of friends. Office expenses are fully reimbursed. There are two exceptions to this rule: the financial administrator is remunerated. The remuneration of the PIEU director is guaranteed by Pioneers USA.

### **3.c Fieldworkers**

Candidates for (long term) field work must meet the following requirements:

- Being a christian for at least 2 years with positive recommendation from the local church regarding mission suitability.
- Man or woman, single or with family.
- At least 18 years old, or older according to visa requirements of certain countries.
- Psychological and physical healthy. Examination by mission psychologist and doctor.
- In principle every profession is possible, in general a diploma/certificate of at minimum a middle level education is required.
- Suitable for cross-cultural work: able to work in cultures other than your own culture.
- Reasonable language proficiency in English.
- Supported by donations from a personal circle of friends.
- At least 1 year of mission training or the equivalent of it.

For safety reasons, more detailed information is not publicly stated.

For recruitment of field workers the two mobilisation offices of AWZ focus on both longterm and shorttermers.

Shorttermers often grasp the vision for long term on the field. Experiencing it yourself tells more than a 1000 words. AWZ therefore welcomes those who are interested to go to the mission field for a period of a few weeks to a few months in order to get acquainted with missionary work.

Field workers can be sent out for short term, which means less than 1 year, or for long term, which means a period longer than 1 year.

Most AWZ field workers are (eventually) sent as long termers.

Bringing the gospel to the unreached nations is a long-term matter. Proper preparation of sending is indispensable. Tailor-made personal guidance of candidates by the mobilisation offices is standard.

During this policy period recruitment, training and sending processes will be optimized further. In particular attention will be paid to adequate safety training. Worldwide research within the mission community shows that caring for the missionary on the field is extremely important and does increase the retention rate. Therefore offices will pay special attention to Member Care.

#### **4. MEANS**

##### **4.a Prayer**

Prayer is the engine of mission. Without prayer mission is impossible, because mission is a spiritual matter. Because of this decisive importance for AWZ's entire mission work reinforcement of prayer by intercessors will be explicitly sought during the policy period.

Strengthening will take place by:

- Recruiting a prayer coordinator.
- Communication of prayer subjects.
- Expansion of our network of intercessors.

##### **4.b Communication and promotion**

People can get involved in AWZ by praying, giving and going. Through targeted information people are recruited for these specific purposes.

Target group approach is used in our communication mix and in our promotional activities.

##### Target group approach

Discerning the right target groups is key to the right form of communication. Insight into which target groups need what form of communication will be further developed.

In the digital era printed information has still a right to exist. Hence printed promotional materials will be applied.

##### Communication mix

- Organizational newsletters will be distributed to our supporters four times a year .  
Diversification in mail and digital will be pursued.

- Every year at Christmas donors to the funds of AWZ will be thanked for their contribution.
- In this policy period a new general brochure for recruitment and general information will be developed.
- The main development in supporter communication is an ever-increasing integration between the various forms of communication. Print, website, social media and oral communication will be increasingly and better attuned to each other.
- The renewed organization websites will be regularly updated, at least monthly.
- Communication by social media has high priority. To this end specific workers will be recruited. Maintaining the safety of our field workers and their projects, mostly working in hard places with persecution, is a decisive factor in our use of social media.

### Promotional activities

- In addition to communication in print and digital form oral contact is crucial in obtaining and certainly in maintaining a flourishing relationship (involvement). The current policy for mission fairs and events will therefore be strongly continued and expanded.
- We will participate in mission events, such as the annual MissieNederland day for home front committees, the annual Dutch mission exposition at Opwekking, the biennial European Mission net conference and other European mission fairs and events.
- We will continue to cooperate with other Dutch mission organizations working in project: Loving and serving Muslims. Together we will annually organise a mobilization day and a prayer day for the Muslim world.
- Our participation in the new initiative of MissieNederland for the unreached peoples will strongly be further developed.
- Every year an AWZ mobilization day will be organized, as well as an annual AWZ supporters event.
- At least once a year field trips will be organized, in which intercessors, supporters, office workers, donors, major donors and other interested parties can participate. Similarly we will organize trips to relevant mission conferences.
- Presentations at Dutch and European bible/mission schools will be pursued.
- Sunday sermons and awareness raising presentations will be deployed to appropriate target groups, e.g. student groups.
- Where possible PIEU will develop national Pioneers foundations in European countries without a national Pioneers mission Board.

In coming years the branding of Pioneers in the Netherlands and Europe will have high priority. In this respect all aforementioned communication and promotion activities will be applied.

## **5. FINANCES**

### **5.a Current fundraising**

AWZ lives on donations and therefore has a completely different income model than commercial organisations. AWZ is not unique here and hundreds of organizations in the field of idealistic motives prove daily that this is an excellent business model, which for decades

can form a solid basis for daily activities. AWZ itself proves that it has been stably on gifts for almost 50 years.

AWZ is financially supported by people who support mission and humanitarian aid. Usually these are Bible orthodox Christians from Protestant churches. They form the support base of AWZ for her fundraising activities.

There are no barriers for becoming a donor. Everyone is welcome to contribute to the work.

AWZ gets its income from many sources, such as:

- One-off donations
- Periodic transfers
- Direct debits
- Church collections
- Notarial donations
- Legates
- Funds
- Remittances from field workers and project gifts for the organization

The core of fundraising is a warm relationship with the donor. Fundraising is making and maintaining friends. An annual thank you is very much appreciated as well as the quarterly AWZ newsletter which keeps the supporters informed about the ups and downs of AWZ, both from the mobilization office and from the mission field.

Donors with whom a warm bond has arisen can in the long term also provide notarial donations such as annuity donations and/or legacies.

The possibility for notarial donations and legacies is frequently brought to the attention of the AWZ constituents.

Church communities from which fieldworkers are sent are also approached for an annual Sunday collection for the AWZ organization.

If lectures and presentations are held, a collection for AWZ is often part of the event.

The use of giro cards will be applied as long as possible. A giro card is sent along with every AWZ newsletter. In particular Christmas/End of year gifts are an important source of general income.

In addition to providing income for the mobilization offices, AWZ also helps in the fundraising for field projects, in particular projects of our field workers. Fund EO Metterdaad is an important source for this field project sponsoring.

### **5.b New ways for fundraising**

The AWZ merger with Pioneers broadens the vision from the Arab world to the unreached nations worldwide. This new, broader and appealing vision creates more workers, more supporters, more general donations, more worker remittances to the organization. In this way future growth can be financed.

New field workers bring new supporters who are approached for a one-off, modest donation. Then the fundraiser tries to move the donor to a structural donation. The structural modest donation is then attempted to be upgraded to a structural or one-off high donation.

Expanding the number of supporters and thoroughly analysing relationship data are key factors for increasing the AWZ fundraising capacity.

In general fundraising will focus on developing a personal relationship with the (potential) donor and maintaining that relationship as actively as possible.

Inviting donors to donate a fixed amount of € 10 per month for a mission project, is a new idea to involve more supporters in the work.

Specifically we are looking for an increase in the number of major donors (donations of €1000 or higher each time).

To strengthen relationship with major donors, a Major Donor Day is held annually. An interesting outing somewhere in the country with a good meal. In addition Major Donors are specifically invited to join the field visits organised by the offices.

A contemporary form of supporter loyalty is to donate for specifically appointed resources and projects. Large donors want to contribute more and more personally to the work. AWZ offers possibility for it.

Participating in activities which promote involvement is also a contemporary trend. Potential donors are approached once a year for participation in a sponsoring event.

Renegotiating existing European partnerships of PIEU is aimed to bring more balance between income by worker remittances and the service that PIEU is delivering.

An innovative idea is the use of Business-for-Missions: business investment aimed to use the return on investment mainly for the general expenses of AWZ.

### **5.c Mitigating financial risks**

The financial risks for AWZ are countered with:

- Cost reduction.
- Joining a strong international organisation like Pioneers.
- Developing new markets: not only Pioneers Nederland, but also Pioneers Europe.
- Deploy new technology as social media.
- Management and office workers who are highly skilled and experienced.

Variation in the sources of income creates risk diversification and also indicates to which target groups the fundraising effort should focus on.

## **6. LAST BUT NOT LEAST**

Contrary to the fulfilment of society needs by secular companies, mission is a spiritual matter. People, money and resources to implement this policy depend directly on the assistance of the Holy Spirit. In addition mission to the unreached peoples is in general going to the "hard places" of this world. There the conditions often change very quickly. Flexibility and adaptability are key factors. All this has an great impact on the way the role of the AWZ mobilisation offices is carried out. Prayer is key to do mission work.