

STRENGTHEN WHAT REMAINS 2025





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Final Version

May 16, 2020

INTRODUCTION

This is the final version of our 2020-2025 strategy. We have given a name to this new strategy that will be familiar to all those who are familiar with the history of our company – *Strengthen What Remains 2025*.

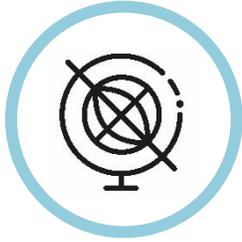
PURPOSE STATEMENT

The leadership of our company remains unified in its commitment to the existing Purpose Statement:

To strengthen and equip the Body of Christ living under or facing restriction and persecution because of their faith in Jesus Christ, and to encourage their involvement in world evangelism by:

- Providing Bibles and literature, media, leadership training, socio-economic development and through intercessory prayer;
- Preparing the Body of Christ living in threatened or unstable areas to face persecution and suffering; and
- Educating and mobilizing the Body of Christ living in the free world to identify with threatened and persecuted Christians and be actively involved in assisting them.

We do so because we believe when one member suffers, all members suffer with it (1 Corinthians 12:26), all doors are open and God enables His Body to go into all the world and preach the Gospel.



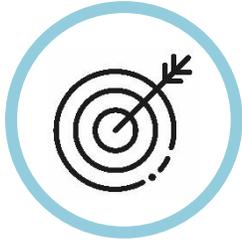
VISION

The internal vision for the 2020-2025 strategy is:

Christians engaged everywhere, strengthening the most persecuted so the global Church remains God's faithful witness to the world.

The following are a few notes to explain the choice of this Vision statement:

- **'Christians engaged everywhere'**. This answers the question: "*Where will we engage the Body of Christ?*". We will engage Christians like never before in our history, in every geographical location in the world. Our entities in both Field and Development locations will carry this responsibility in equal measure to mobilize prayer and financial support for the most persecuted Christians. Our faith and imagination will be stretched, but with the full expectation that all things are possible with God.
- **'Strengthening the most persecuted Christians'**. This is the heart of the Vision answering the question: "*Who will we serve and to do what?*". Strengthening persecuted Christians is what our company has done since its founding. It includes all that we do such as visits, encouragement, material support and prayer to enable our brothers and sisters to know they are never alone when facing persecution. The words 'most persecuted' refer to Christians experiencing intensely hostile actions that put their lives in difficulty and danger. The Vision puts a new focus and priority on serving such Christians as opposed to those experiencing mildly hostile actions. This choice has implications on who we serve in the future.
- **'Remain as God's faithful witnesses to the world'**. This answers the question of: "*What result will we seek that is aligned with God's desire for His Church?*". Revelation 2:13 has imagery and meaning that describes the result we seek: "*I know where you live – where Satan has his throne. Yet you remain true to my name. You did not renounce your faith in me, not even in the days of Antipas, my faithful witness who was put to death in your city – where Satan lives.*" Our prayer and expectation is that the powerful and inspiring witness of the most persecuted Christians will stir up the global Church to rise up as God's faithful witness to the world.



OUTCOMES

Knowing that the future is uncertain, yet we are called to live by faith in God, we asked ourselves: “*What will achievement of our Vision look like in 2025 when we look at our world?*”. The following outcomes define, at a high level, what we expect to see.



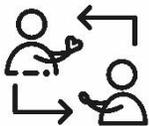
SALT AND LIGHT: Persecuted Christians are staying faithful, and reaching others with the Gospel of Jesus Christ, rather than retreating in response to the pressure of persecution

- % of # of persecuted Christian men, women, youth and children who report that the church is a restorative place.
- % of # of initiatives the church is involved in, contributing to positive change in the local community



NEVER ALONE: Persecuted Christians are connected more than ever to the wider Body of Christ for mutual encouragement and strengthening.

- % of # of persecuted Christian men, women, youth and children receiving support, who report they are cared for by their fellow Christians.
- % of # of persecuted Christian men, women, youth and children who report they were encouraged in faith through their connection with other Christians.



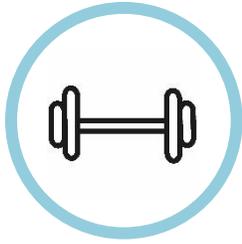
GREATER ENGAGEMENT: Christians everywhere are praying for and identifying with persecuted Christians and growing in courage as a faithful witness in their own context through their connection with the most persecuted.

- % of # of Christians who report that they have been encouraged in their faith through prayer, giving and other actions for the persecuted church.



SPEAKING OUT: Christians everywhere are confidently using their voice and influence for justice, increasing the culture and legal space in which persecuted Christians can practice and share their faith.

- # of Persecuted Christian men, women, youth and children who benefited from advocacy actions taken by churches and/or individual.
- % of # of OD recommendations implemented by government or decisionmakers for benefit of the persecuted church.

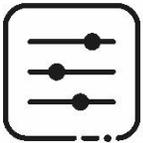


CAPABILITIES

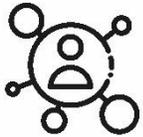
What organizational capabilities have made our company unique and must be maintained or strengthened in order to face the challenges ahead? The Capabilities are organizational “muscles” that must be used regularly to strengthen the achievement of the strategic priorities over the coming six years. They are the unique way our organization operates in serving supporters and persecuted Christians:



COVERTLY PRESENT: We are able to be present with our persecuted brothers and sisters while operating “below the radar” of persecutors to avoid placing them (or us) at greater risk.



CUSTOM AGILITY: We offer fit-for-purpose programs and projects in response to the unique needs of each church. Such front-line agility requires investment in stable, adaptable processes and systems.



CONNECTION BUILDING: We provide a connection between the most persecuted Christians and the wider Body of Christ, including connecting persecuted Christians to other persecuted Christians. These efforts help Christians under pressure feel less isolated (not alone) while reminding the wider Body of Christ that when one part suffers, we all suffer.



AUTHORITATIVE VOICE: We are a trustworthy voice for those enduring persecution. Our efforts to raise awareness of and advocate for the persecuted are rooted in our grassroots presence along with credible research.



CULTURE

To create a healthy organization as we execute the new strategy, all leaders in the entire company will commit to live our desired culture in order to lead it effectively. The desired culture was defined and committed to by all leaders at the November 2019 Directors Conference.



We live our Core Values daily



We seek the success of others and work in unity



We speak the truth in love in every situation



We simplify complexity in our work



GLOBAL STRATEGIC PRIORITIES (GSPs)

The new strategy has three Global Strategic Priorities and a number of specific objectives to which resources will be committed on an annual basis.

NEW GLOBAL STRATEGIC PRIORITIES					
1 GLOBAL STRATEGIC PRIORITY	FOCUS ON THE MOST PERSECUTED & PREPARE FOR PERSECUTION	2 GLOBAL STRATEGIC PRIORITY	GROW & DEEPEN ENGAGEMENT	3 GLOBAL STRATEGIC PRIORITY	INCREASE ORGANIZATIONAL EFFECTIVENESS
		2.2 – Sharpen Advocacy		3.2 – Refresh Financial Model	

CONCLUSION

We give thanks to our Lord for calling us to the privilege of serving His bride where following Jesus costs the most. We also give thanks for the spirit of unity that has come through the Strategic Planning process.