

Annual Report ... 2022



LIFE CHANGING *impact*

Having started this Christ mission over 40 years ago, we could never have imagined the breadth and depth of the impact our media ministry would have in the world's most spiritually contentious countries. Yet, when I reflect on the year 2022, I am astounded by what God continues to do through 3xM, despite the pervading challenges. This tumultuous year has proven to me that although heaven and earth may pass away, the Word of God will endure forever.



This is evidenced by the tremendous growth we saw in the areas of impact that represent some of our key performance outcomes. For example, we saw a 70% increase in meaningful conversations with seekers, rising from 94,000 in 2021 to 159,517. Furthermore, 9,816 people accepted Jesus as their Lord and Savior compared to 7,093 in 2021, and a further 848 joined a local church community compared to 258 in the previous year. These outcomes are highly significant as they reflect our rapid progression through our theory of change levels. We are no longer only experiencing high rates of plowing, sowing, and reaping, but also a marked increase in our disciple-making. This is a monumental step towards attaining our 2030 goal of making 1,000,000 disciples.



To strengthen this upward trajectory, we see that the 3xM Academy will empower our local partners to capacitate their disciple-making teams, church leaders, and lead trainers through the development and implementation of media and disciple-making curricula. An important component to this is the introduction of the intracultural discipleship concept. The concept enables our partners to use their insights into the local lore to help believers make a frictionless transition from their local customs and traditions to faith in Jesus. By reducing resistance to the Christian perspective, our partners will be able to share the Gospel in a way that edifies seekers rationally and on a heart level.

With the fruits we saw in 2022, we can only wait with bated breath to see what God has in store for us and all those He has called into His Kingdom in 2023.

Yours in Christ,

Martien Timmer
CEO 3xM

*"Therefore go and make
disciples of all nations"*

... **Matthew 28:19 (NIV)**

1 • IMPACT



1.1 Life Changing

"I read the New Testament that I got from you after I looked at your website and I'm so glad I found the truth. I am ready to become a disciple of the promised Messiah."

This testimony from an Afghan man named Rashid captures the essence of our work in one sentence: making people in hard-to-reach countries disciples of Jesus Christ through modern media. Reflecting on the past 40 years, we see how our work has transitioned from spreading the Gospel predominantly through television programs, to now reaching hundreds of millions of people like Rashid through social media (and television).

This tremendous growth in reach has necessitated an increased focus on building a strong disciple-making structure that can guide the multitudes who reach out seeking answers. It is through these disciple-making teams that we believe we will achieve our ambitious goal to bring 1,000,000 people in hard-to-reach countries into a Christian community by 2030 through modern media. To achieve this, we - together with our local partners - develop discipleship programs and provide training that enables our teams to create Christian content that attracts spiritual seekers and helps them find a Christian community online or within their local vicinity.

We continue to progressively enhance our approach as we seek the optimum means of fulfilling our God-given mandate. To this end, we have launched the 3xM Academy and our intracultural discipleship program outlined in paragraph 1.3 and 1.4.

1.2 Impact in numbers



159.517
meaningful conversations
(2021: 94.004)



9.816
new believers
(2021: 7.093)



28.000
reconversions
(2021: no figures)



848
people affiliated with a church or community
(2021: 258)



1.106
disciples brought into a Christian community in 2021 and 2022

Due to the ad-hoc changes instituted by Meta (and Facebook) in providing data analytics, the accurate measurement of key performance indicators such as the number of people reached and video views has been compromised. The changes instituted by Meta limit our ability to make reliable comparative analyses over time as the metrics do not align. As a result, we have decided to focus

on indicators whose data compilation we can control. These new indicators shift the focus from broad reach to reflecting the depth of our projects' impact and what happens after the people are exposed to our content. Below, we define the key terms that comprise our new metric and provide an overview of our 2022 impact results.

Definition of key terms:

The definitions of our key performance indicators are as follows:

- **Disciple:** someone who indicates that they want to learn more about the Gospel of Jesus Christ i.e. a follower or student of Jesus Christ. We consider someone to be a disciple when they have engaged in two or more uniquely meaningful conversations with our disciple-making team, or when they participate in an (online) discipleship course or group.
- **Meaningful conversation:** a meaningful conversation focuses on people who share their story, their passion and motives for seeking the Lord, and who show interest in Jesus Christ and desire to learn more about Him.
- **Profession of faith:** someone who expresses faith in Jesus Christ and wants to follow Him.
- **Baptism:** a baptized person.
- **Reconversion:** people who recommit to following Jesus Christ.
- **Christian community:** structured meetings where disciples fellowship, worship, talk, and learn about Jesus Christ in a physical setting (including house churches, and small groups).
- **Online Christian community:** structured meetings where disciples gather, worship, talk, and learn about Jesus Christ in an online setting.

Figure 1 • Impact Overview

We celebrate these significant outcomes. Particularly the number of meaningful conversations, which have increased by almost 70% to 159,517. These conversations led to 9,816 people making a profession of faith, which is an increase of more than 38%. Feedback from some of our partners includes the number of reconversions, that is, people who have recommitted themselves to following Jesus Christ. These include people who may have been raised Christian but were

not actively living out their faith. In 2022, we saw a total 28,000 people make such a recommitment to Jesus.

In 2022, 848 people found a spiritual home in a local church or online community, which is a 229% increase from 2021 where this number was 258. This means that between 2021 and 2022, 1,106 people have found a church family through our work.



1.3 Intracultural discipleship

Our dream, ambition, desire and commitment is to bring 1,000,000 people spiritually home with the message of Jesus Christ through modern media by 2030. To achieve this, we encourage, equip, and train indigenous disciple-making partners to implement intracultural disciple-making strategies using modern media and new technologies.

Rooted in the Apostle Paul's strategy outlined in **1 Corinthians 9:22 (NIV)**, *"to the weak I became weak, to win the weak. I have become all things to all people so that by all possible means I might save some,"* our intracultural program empowers partners from our targeted people groups to disciple their

people. This is different from the traditional intercultural approach wherein "outsiders" introduce the Gospel, sometimes in a manner that does not resonate with the local context.

Our decision to apply the intracultural approach results from our observation that Western evangelism and discipleship approaches are often not understood by unreached people groups because of diverging worldviews. An example of this is what we see in Japan regarding ancestral worship. We have observed that it takes a lot of time and insight into local lore to successfully introduce Biblical commentary on these types of issues in a culturally sensitive manner. By partnering with representatives from that specific people group, we leverage their existing knowledge of the culture and collaborate with them to develop techniques that teach the Gospel with a sensitivity to the target group's value framework and worldview.

Finally, intracultural discipleship enables us to adopt another one of Paul's strategies found in Acts 17:22-28. Just as Paul used the Athenians' praise of an unknown god to introduce the one true God, we too use cultural elements from our target group to introduce Jesus Christ in conversations with seekers. Through our Bible studies with them, we are then able to communicate the Gospel in a way that edifies seekers rationally and on a heart level. This is where our 3xM Academy comes into play, wherein we use the Train-the-Trainer model to equip our local partners to develop a discipleship program that is relevant to their population groups.

1.4 3xM Academy

We have begun the development of our 3xM Academy which will use tailor-made curricula that will help us empower lead trainers in our partner countries to design and implement intracultural disciple-making programs.



Purpose

The goal of the 3xM Academy is to equip local lead trainers with knowledge, training, and resources that will enable them to independently train local disciple-makers, church leaders, and church planters on how to implement intracultural media and discipleship strategies that bring people to Jesus Christ in their own language.

Together with our local partners and our international experts, we are currently developing modules that focus on intracultural discipleship, unity, and listening to God's voice. In addition, we are enhancing several of our media and technology modules. Our ambition is to empower our church planters and disciple-makers to become self-sufficient in skills and resources so that they are able to sustain their work independently.

Train-the-Trainer program

Using the Train-the-Trainer model, our program will equip lead trainers to be the custodians of knowledge transfer to local disciple-makers and media professionals. Those trained will then cascade their knowledge onto others, creating a snowball effect that leads to the exponential expansion of the Gospel through intracultural media and discipleship strategies.



1.5 3xM Methodology

Brown, Fraser & Associates from Regent University, VA conducted a two-year qualitative study of 3xM's media ministry in five nations spanning Central Asia, the Middle East, and West Africa from August of 2019 through August of 2021. Their findings support the efficacy of our approach.

4 highlights of effectiveness from 3xM's 10-Step Missional Process

1 The ministry partners of 3xM are very good at bringing together different churches, as their local boards of directors are all members of different local churches.

2 Our research affirms that all ministry partners of 3xM diligently are providing follow-up ministry to their program viewers by connecting viewers with trained Christian counselors and pastors.

3 The Christian counselors and pastors interacting with program viewers are actively connecting them with local Christians where they live. In Pakistan and Afghanistan, this is a very dangerous process and must be done slowly and with great discretion.

4 The final step of 3xM's missional process, discipling young Christians, is being undertaken by 3xM's partner ministries in all five nations in this study. The discipleship strategies include online Bible programs, telephone discipleship groups, face-to-face mentoring and Bible study, and church discipleship programs.



Benchmark Attributes of 3xM's Ministry Forte

Based on 30 years of experience working with many large national and international Christian ministry organizations, we believe that 3xM's ministry forte exhibit the following distinct attributes that provide Benchmarks for assessing their ministry's overall effectiveness:



Flexibility and Innovation

3xM is nimble and flexible, able to respond much more quickly to changing media environments and media consumption patterns than most ministry organizations. This attribute enabled 3xM to rapidly shift to internet distribution that accesses larger audiences.



Participatory Bottom-up Approach

3xM's bottom-up participatory approach is unique. In each country, 3xM follows the lead of local ministry leaders with whom they collaborate. They do not execute top-down ministry programs as is common to most major Christian ministry organizations.



Financial Efficiency

The modest budget of 3xM requires careful distribution of financial support to its partner ministries. Thus, 3xM's partners are greatly invested in the ministry partnership, contributing extraordinary amounts of time and effort without financial incentive. 3xM is exceptionally efficient with its financial resources.



Indigenous Leadership and Expertise

Unique to 3xM, instead of relying on its own organizational leaders and expertise to lead decision-making European headquarters, our research shows that 3xM relies on the local leaders and expertise in each of the nations it is at work.



Cultural Sensitivity

3xM leads with cultural sensitivity. The organization's reliance on local ministry leaders and partners results in 3xM-sponsored media productions that are culturally sensitive, making the local media consumers more receptive to its sponsored media programs.



Commitment to Discipleship

Although Christian ministries often list discipleship as a high priority, 3xM's partner organizations are all actively engaged in discipling new Christians.

1.6 Impact Per Country

... Somalia

"A danger for Somali Muslims has arisen within social media. These people are spreading their religion and calling Somalis to follow Christianity." This is the message propagated by a Somali journalist who was dismayed at the more than 60,000 followers of our Somali partner's Facebook page. In an attempt to hinder the Gospel, he shared our partner's profile, instructing his audience to warn others of the looming Christian threat. However, his efforts boomeranged as his sharing of our partner's profile drew more people to our page thus inadvertently helping spread the Word of God.

Although we know that the Gospel is not a threat but life, the numerous responses from Muslim seekers who express how our Facebook messages and Bible study courses have enlightened them to the truth about Jesus, illustrate why someone with opposing beliefs would feel threatened. Through social media and our subsequent follow-up programs, we have been able to pique the interest of Muslim seekers whom we lead to salvation and spiritual maturity through our discipleship program.

Due to the anonymity afforded by social media, people who would otherwise be excommunicated for being curious about Jesus have been able to find salvation without the risk of losing everything. However, this is not always the case. There remain many who have been imprisoned, ostracized, and sent to re-education camps to be indoctrinated in Islam. Yet, through their digital connection with our partner, they have remained steadfast in their faith in Jesus, even as some of them have been forcefully removed from their families.

In 2022, we continued to release videos and social media posts through our three Facebook channels that focus on Somalis worldwide. Our television shows were broadcast twice a week and our two YouTube channels remained active. In addition, a new disciple-maker was added to the team as we launched our integrated seeker-tracking system that enables us to better track conversations with seekers and monitor their spiritual growth.



"Thank you, brothers and sisters! I met a sister through your Facebook page who told me about Jesus Christ and showed me the Christian faith. I started reading the Bible and I became a Christian. I started your online Bible course and I'm learning so many new things. I pray everyday and I love it. Thank you!"

... Yonis, Somalia

... Pakistan

Due to the modest representation of the Christian faith in Pakistan, where being Christian is not overtly considered a heresy, our partner is in the fortunate position of reaching two groups of people in need of the Gospel. First, inspired by the parable of the lost sheep, our partner has developed a two-pronged approach to reach the country's nominal Christians whose faith has stagnated. These are Pakistanis who are receptive to the Gospel but who have minimal knowledge of the word of God. This group comprises people with access to social media as well as those in remote villages with limited to no technological resources.

To reach people living in villages, our team conducts in-person film screenings, discipleship training, Pastoral fellowship, and Sunday school training which have impacted thousands of people in 2022. As these people lack formal and spiritual education and are subject to poverty, discrimination, disunity in church and society, and broken families, the village screenings offer them respite. During our screenings, people have the chance to learn about God, pray and fellowship together, and ultimately disciple others.

"Hai, I'm James. I am 25 years old and I have been caring for my mother and four siblings since my father's death. I grew up Roman Catholic but really knew very little about the faith. I'm glad I found you on social media! Thank you so much for our conversations. I have recognized Jesus Christ as my Lord and Savior. I am doing your online Bible studies and I am in contact with a church. Thank you!"

... James, Pakistan



Online, we have seen growth in our Facebook page which is targeted toward nominal Christians and aims to motivate and prepare the Christian youth to become genuine digital disciples. We have also experienced a tremendous organic response to the launch of our YouTube channel which received 95,595 views since its launch in 2022. Our second Facebook page, has attracted 173,049 followers, a majority of whom are Muslim.

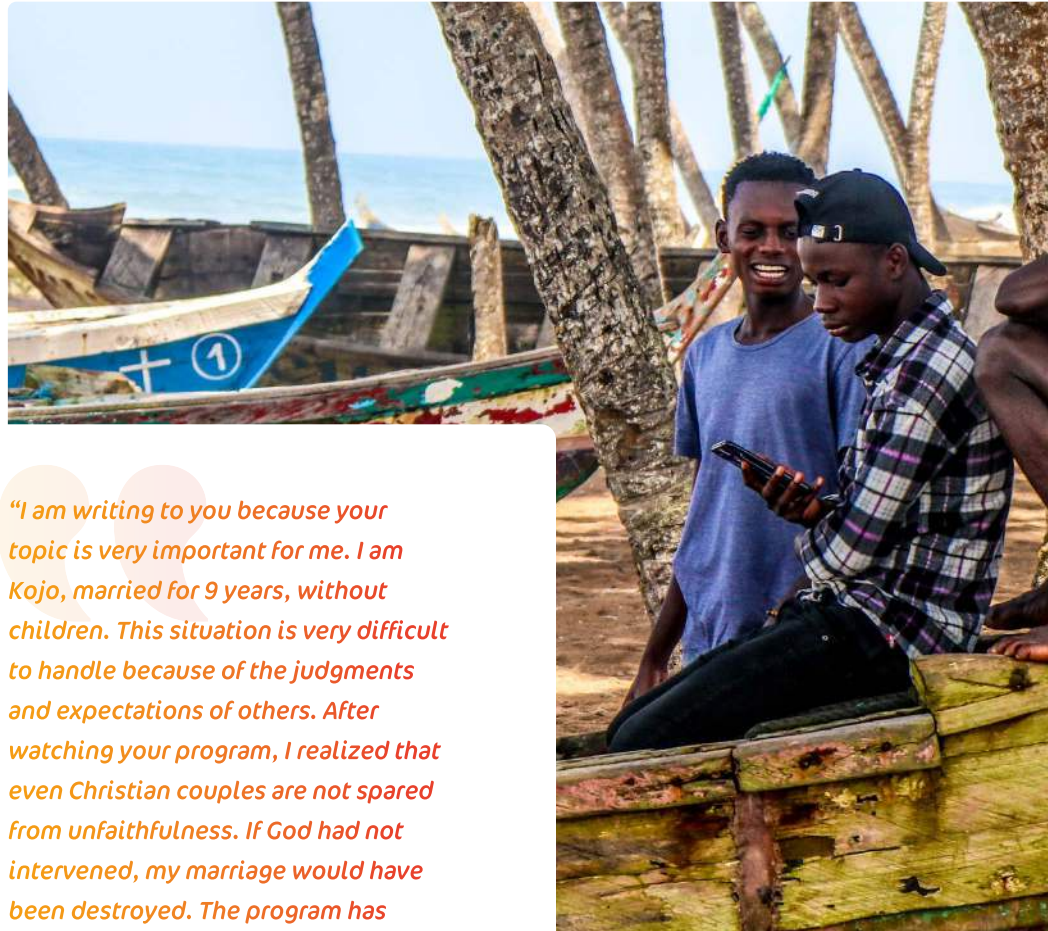
We rejoice at the thousands of lives impacted through traditional and modern media in this region as both our online and village strategies continue to grow in their ability to create new disciples and raise them to spiritual maturity.

... West Africa

Ministering the Gospel across 13 countries in West Africa is a daunting endeavor considering the numerous and diverse cultures across and within countries. Fortunately, our partner in West Africa has a knack for creating captivating stories that resonate with such a mixed audience. In collaboration with in-country representatives, we have been able to craft stories that reflect the pervading social norms in each area. This attracts viewers' attention, allowing them to then receive the God-centered truth that underpins all our productions. The topics we cover include issues pertaining to the family construct, such as, the impact of polygamy on families, bareness, infidelity, and physical abuse, as well as HIV&AIDS and the impact of sex on relationships.

Due to the relatable nature of our films, viewers often disclose that they identify with our characters, which ultimately results in them learning vicariously through our characters' lives. This usually translates into viewers internalizing the scriptural lesson of each film.

We broadcast our films on various national TV channels, in-person screenings within local communities, and social media. Each of these channels enables us to provide a multi-faceted follow-up service to seekers, connecting with them telephonically, face-to-face, or digitally, depending on their needs. In this regard, we are particularly excited about the expansion of our digital discipleship project through which local partners across our 13 countries are being capacitated to disciple seekers online.



"I am writing to you because your topic is very important for me. I am Kojo, married for 9 years, without children. This situation is very difficult to handle because of the judgments and expectations of others. After watching your program, I realized that even Christian couples are not spared from unfaithfulness. If God had not intervened, my marriage would have been destroyed. The program has opened my eyes to the dangers in my marriage. I have decided to do more medical tests and even adopt a child in case of a negative result. For that, I am now morally and spiritually prepared to deal with this situation. Thank you for your help."

... Kojo, West Africa

... Central Asia

Although freedom of religion is permissible in Central Asia, converting people to Christianity is prohibited by law and presents legal consequences. The implications of this are that church leaders often hesitate to accept new converts because of the risk it poses to their church. This threatens our ability to bring seekers into a church community, which is a key aspect of our disciple-making theory of change.

Despite these obstacles, our disciple-making team finds strategic ways of providing counseling that helps seekers and new converts grow in their faith. For example, as registered psychological counselors, our team was appointed by the local government to provide trauma counseling to victims of war at the country's border. It was through this assignment that they encountered two women with debilitating trauma that kept them in a perpetual state of angst. Our team combined their professional competencies with their faith to restore both of the affected women to a healthy state of mind. The affected women marveled at the miraculous healing they experienced, testifying that a sense of supernatural peace filled them after receiving our team's counsel.

"I had problems with my heart for a long time. My rhythm wasn't stable and it made me feel like he could stop at any time of the day. I was very afraid of dying, especially because I didn't know what would happen to my children. It kept me awake at night. When I saw a message on social media, I contacted you. We met and you prayed with me. I immediately felt different! My heart problems are gone. I'm so happy! My heart is back in the right place, thanks to your prayer."

• • • Jennbat, Central Asia

Our other, more scalable approach to evangelizing in this restrictive environment, is the creation of Christian content that addresses social issues such as domestic violence, conflict resolution, reconciliation, and intergenerational relationships. Women comprise a large proportion of respondents who actively seek guidance pertaining to these topics, with a key area of concern for them being that women in their society are undervalued. These women profess their reliance on our partner's ministry continuing to create content that helps to change the stereotypical views of women as weak and incapable of supporting themselves.

Another group of seekers that is highly active on our partner's social media platforms is comprised of people from an Islamic background. The comments from these seekers reveal their struggle to reconcile their current way of life, which is influenced by their Islamic traditions, with Christian principles. This requires our disciple-making team to operate with wisdom to avoid antagonism that would repel seekers as it is our goal to guide the lost to salvation with care.

Due to the limitation churches face in adopting new believers, our team fulfills the entire chain of the discipleship process by attracting and converting seekers and mentoring them in the churches' stead. The team's dedication to the Lord's work is evident in the reach and impact of their social media efforts and the resultant audience engagement.



• • • Afghanistan

Since the Taliban takeover in the latter part of 2021, the pervading challenges in Afghanistan have been exacerbated across multiple dimensions. For example, women have been denied the right to education, and any shred of independence has been stripped from them as they can no longer leave their homes without a male chaperone. Although these oppressive conditions affect most Afghan women, the impact is compounded for Afghan Christians.

Ranked among the top ten countries persecuting Christians (at the time of writing this report), the country is exceptionally difficult to penetrate with the word of God. The few Christians (less than a fraction of a percent of the population) have no opportunity to fellowship together nor share the Gospel with others without risking death. This reality is close to home for our Afghan partner who was forced to choose between remaining in his home country and fleeing for the sake of his eternal salvation.



"I have been reading the New Testament and following your Facebook page, and now as I read the Bible I start to understand... This lesson has transformed me! I have shared my [new] faith with my neighbor and I am in touch with two other believers in other parts of the country, how can I help them to grow in faith?"

• • • Fazal

(a former student of Islamic law, who joined our online Bible study course, demonstrates the efficacy of social media evangelism in attracting and developing new believers into disciples of Jesus.)

Having chosen the latter, our partner has since dedicated his life to sharing the Gospel and raising disciples in Afghanistan through social media. The positive impact of this decision was made evident in 2022 when the provision of digital access to Christian materials to Afghans proved both practically and spiritually pertinent. Through social media, we have been able to deliver targeted evangelism and discipleship to Afghans living in the country – something which would have been impossible without the convenience and security afforded by social media.

Our data show that the minority Christian population in Afghanistan is not the result of the Afghan people rejecting the Gospel, rather, it is due to lacking access to the word. We see this reflected in the online engagement with our content, where 72% of responses come from people living in Afghanistan. This engagement from within the country exceeds the estimation of Christians being in the low thousands, implying that there are many non-Christians in Afghanistan who are eager to draw near to Christ.

"I was addicted to gambling and a lot of other wrong things. Now that I follow your social media, I want a better life. I also got a job, I'm a taxi driver. Please pray for me."

... Raju, Bangladesh

... Bangladesh

In 2022, our Bangladeshi partner worked hard to produce a number of films about the Easter message, the prodigal son, the birth of Christ, and short stories about Christian values. What is remarkable about these film productions is that well-known Muslim actors from Bangladesh portray many of the roles.

Despite holding a different belief, they have lent their talents and fame to productions that proclaim the Gospel of Jesus. We believe that



God will use these actors as vessels that help His word resonate with the predominantly Muslim viewership, especially since some of these films have been broadcast on national television.

In addition to evangelism via social media, YouTube and television, three discipleship seminars were held this year, equipping 190 young people to share the Gospel. Among those present were two young men who were recently converted from Islam and baptized by our partner. Their lives exemplify the potential of the 3xM process to attract seekers through the media, grow them into disciples, and ultimately enable them to disciple others.

In line with the 3xM Academy's strategy, our partner provided training to six freelance disciple-makers on how to effectively engage with people who reach out. These disciple-makers have also become an extension of our online and film projects, as they conduct screenings in local communities where people don't have access to television or the internet or are not aware of the programs.

"I had been an alcoholic for years. Every day I sent my grandson to the store to get me alcohol. I wanted to stop but I couldn't. I had anxiety attacks and yelled at the whole family. I met you some time ago and you shared the Gospel with me. You said Jesus Christ could give me a new heart. I decided that day to ask Jesus for help, I prayed to Him to change my heart. Within two weeks, Jesus Christ healed me! The cravings I had for alcohol are now gone and I have so much peace and joy in my heart. I now go to church every week and like to share what Jesus did for me."

... Suchin, Thailand

... Thailand

In July, we visited our partner to conduct social and digital media training to help strengthen their media team's skills. The 3xM Academy trained our partner's team on how to film their baptismal services, which culminated in their filming the baptism of 1,588 people in their network of believers.

Additional online training was provided, enabling our partners to produce 6 short videos between 2 and 3 minutes long, and 27 one-minute videos. Furthermore, under the guidance of our trainers, a social media campaign was developed to reach more young people with the gospel. This has been bolstered by the addition of six motivated employees who are committed to creating and sharing new content via social media and following up on seekers' reactions via social media in order to connect them with our disciple-making team.



... Japan

In 2022, we paid a very special visit to Japan to meet leaders of Christian churches who have dedicated their lives to spreading the Gospel in Japan. Our research trip revealed how Japanese Christians approach the discipleship process in a manner that resonates with the Japanese people. It was fascinating to see how:

1. they find points of consensus between the Bible's teachings and their culture.

For example, their culture's communal way of thinking makes them think from the group and not the individual; thus fostering a sense of caring for those in need and being orientated toward community service is highly respected by the group.

2. they go the extra mile to be inclusive whilst maintaining their anchor in Scripture.

For example, our partner does not demand that converts immediately sever ties with their ancestors because this would inadvertently result in them severing ties with their families, whom our partner also wants to reach. Instead, our partner takes the time necessary to properly deal with the topic of ancestors while upholding the way the Lord views this from a Biblical standpoint.

3. they are cultural disruptors. Going against the Japanese hierarchical grain, our partner's transformational leadership style – evidenced by the delegation given to cell groups – defies the norm. After visiting nine growth communities in Japan, we believe that they have found a way to penetrate one of the hardest mission places on the Lord's globe!

Since our visit, three motivated and competent employees have since been hired to join the director of our partner organization, who is a well-known Japanese pastor with a large network and a heart for disciple-making. At the end of 2022, the 3xM Academy provided training on script writing and film production using mobile phones. Their experience of the process filled them with great confidence in our partner's abilities, saying, "The Japanese

team is dedicated, competent, and enthusiastic, with a hunger for knowledge. We expect big things from them in 2023."

Toward the end of 2022, we launched an Instagram channel for which our partner has already begun creating content. The page has since garnered several followers. In the first quarter of 2023, we will commence with establishing our YouTube channel and Facebook page.

Due to our partner's extensive network of approximately 1,000 churches, we are confident that new seekers and disciples will find a home in one of these churches where they can grow in their faith. We are also focused on developing an intracultural discipleship course with our partner taking the lead in this.

"This project is so important. Japan is an unreached population group but since the COVID-19 pandemic, we have noticed that so many people are looking for the meaning of life and their purpose here on earth. They do this via social media and online, so that is the way to bring them the Gospel."

... 3xM Partner - Japan

2 • FINANCES

BALANCE SHEET ON DECEMBER 31, 2022 (IN DOLLARS)

ASSETS

	December 31, 2022	December 31, 2021
Cash and banks	1,308,137	1,774,205
Amounts receivable	34,545	30,800
Tangible fixed assets	244,063	276,280

TOTAL

1,586,745	2,081,285
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LIABILITIES

Short-term debts		650,604
Reserves and funds	1,185,422	1,430,682

TOTAL

1,586,744	2,081,285
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The balance is based on the December 31st exchange of € 1 = 1.07 USD. The tangible fixed assets contain our office building and renovation up to € 193,000. This amount is also included in our reserves and funds that contain our continuity reserve of € 525,000 and appropriated reserves to strengthen our organization for € 404,000. The short-term debts include donations received in advance of € 256,000. These are funds received in 2022 for projects that will be carried out in 2023 and further.

3XM INCOME AND EXPENDITURE STATEMENT 2022 (IN DOLLARS)

INCOME

	2022	budget 2022	2021
Income The Netherlands appr. 13,000 donors	1,200,728	1,275,750	1,092,926
Income 3xM-USA	850,498	1,364,987	930,519
Income Singapore	-	16,800	-
Income Canada	-	10,500	-
Income Norway	-	0	-

TOTAL INCOME

2,051,225	2,668,037	2,023,446
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EXPENDITURES

Spend on objective	2,084,808	2,576,505	1,793,060
Fundraising	130,331	230,537	13,154
Administration and control	76,763	160,099	117,094

TOTAL EXPENDITURES

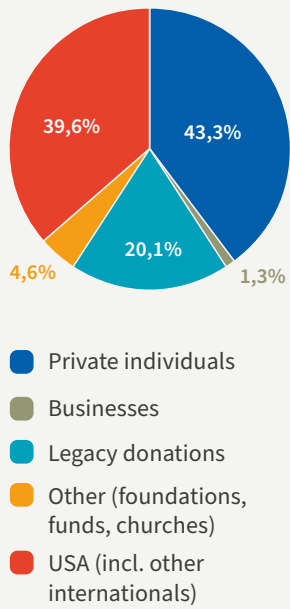
2,291,902	2,967,140	2,041,539
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RESULT

-240,676	-299,103	-18,094
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The result has been deducted from reserves to start new and existing projects and strengthen our organization. The average exchange rate for 2022 was € 1 = 1.05 USD.

REVENUE OVERVIEW 2022




These figures are derived from the audited financial statement for the year ended 31 December 2022. These summary financial statements do not contain all the disclosures required by the Guidelines for annual reporting of the Dutch Accounting Standards Board, especially Guideline 650 ‘Fundraising Organizations’. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statement of 3xM in Amersfoort. The financial statements have been audited by WITH accountants B.V. WITH is a specialized audit firm for non-profit organizations in The Netherlands.



3 • ORGANIZATIONAL STRUCTURE and Leadership

Board Members 3xM-Netherlands

3xM The Netherlands was founded in 1980 and is registered as a nonprofit in The Netherlands. Every year we receive the approval of the Central Bureau for Fundraising in The Netherlands, the highest authority for this in The Netherlands.

 <p>Martien Timmer AA CEO</p>	 <p>Drs. Wim van Ginkel RA Chairman</p>	 <p>Jan Bomhof Secretary and vice chairman</p>	 <p>Marcus Looijenga Msc RA Treasurer</p>	 <p>Steve A. Ashworth CPA Member of the board</p>
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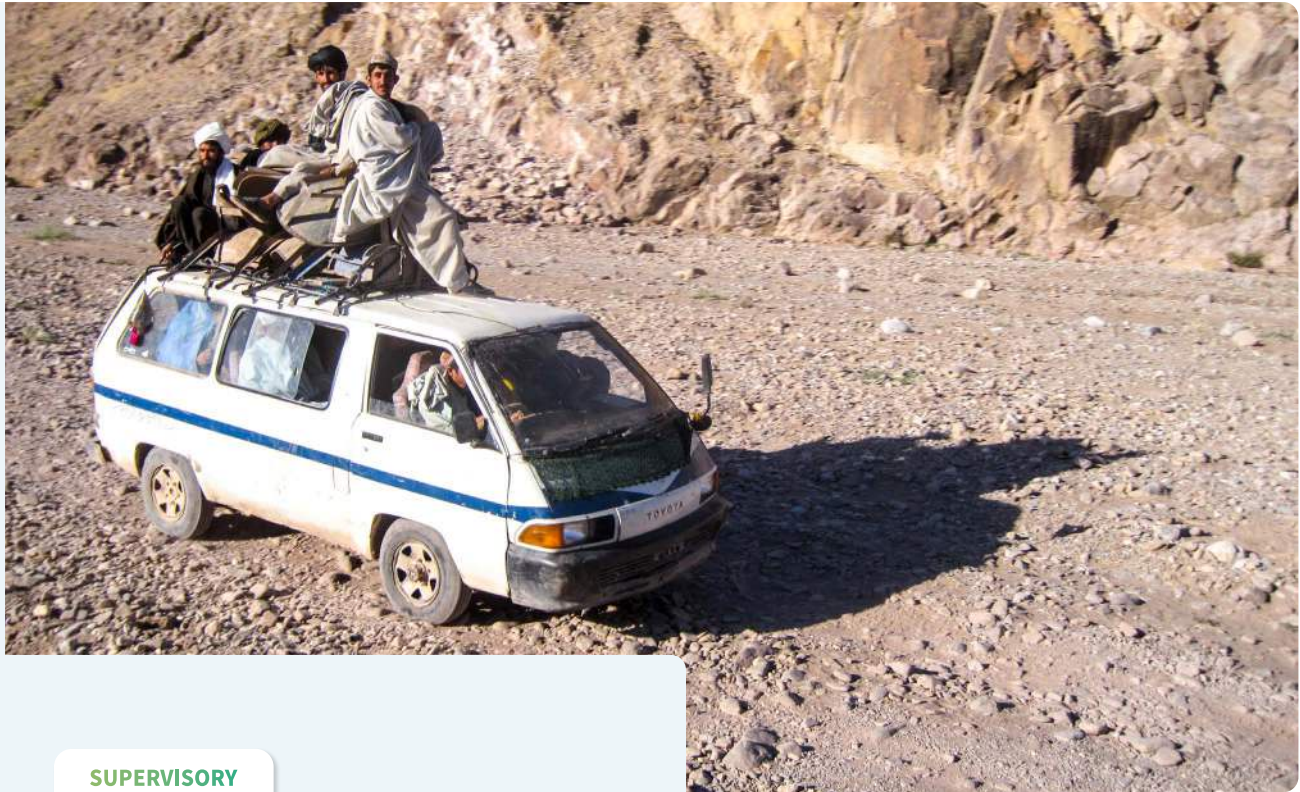
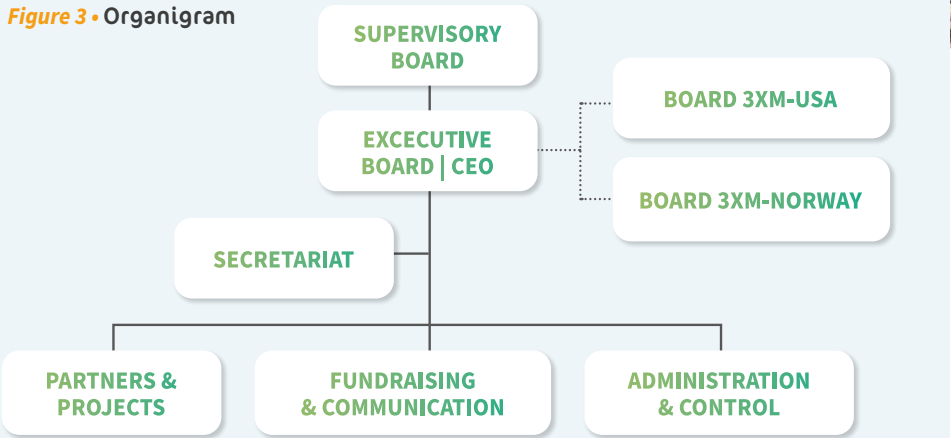


Figure 3 • Organigram



Board Members 3xM-USA

The 3xM-USA board was created in 2004 and is a 501(c)3 organization. The USA-board contributes significantly to the work of 3xM by expanding our network as well as raise needed funds and awareness of our ministry among potential donors.

3xM-Norway

3xM Norge took form in 2014. Its goal is to support the mission of 3xM and to enlarge our community of supporters in the country of Norway.



Reginald J. Hanegraaff
President



Mark Fackler,
PhD
Secretary



Max E. Smith,
CPA
Treasurer



Janet Blakely
Evanski, PhD
**Member of the
board**



Kristen Roeters,
MDA
**Member of the
board**



Jim Weidner
**Member of the
board**

4 • DIRECTIONS

TO ACHIEVE OUR *vision* FOR 2030

... Discipleship

Our aim and prayer are to see 60,000 spiritual seekers starting their discipleship journey by the end 2021, connect 300,000 disciples to a church or community by the end 2026, and have 1 million disciples by the end of 2030.

... Culture of Prayer and Guidance

Our priority is to seek God's guidance in our daily life and continue to base our organization on a culture of prayer.

... Sustainability and vitality

Building human and social capital is integral to meeting our strategic goals over the next five years. We plan to increase key staff by 35%, as well as providing ongoing training and learning opportunities.

... Impact

Increase our impact on hard-to-reach unengaged people groups through strategic partnerships in the 10/40 window, focusing on Asia and Africa.

... Innovation

We will equip and empower all our indigenous partner ministries, collaborate on effective culturally sensitive disciple-making strategies and train them in new media technologies to ensure a robust Media-to-Disciple-Making funnel.

... Revenue growth

To realize our goals, we need to increase our revenue by an average of nearly 20% or \$ 915,000 annually.

... Discipleship development

We want to develop and implement customized "discipleship models" that are effective in various indigenous cultures.

JOIN OUR *mission:*

3xm-intl.org/take-action



Donate online

your gift will bring the message of Jesus Christ to individuals living in hard to reach places.



Pray

Prayer is a key aspect of our work. Stand alongside 3xM in prayer by becoming our prayer partner today.



Noncash giving

There are many ways to give. You can give stock instead of cash, business sales represent the greatest savings.



Church giving

We are inviting church networks to engage their members, capabilities and resources to partner with 3xM in spreading the gospel in a unique way.



Share your network

Your social and professional network is valuable! It is by connecting with one another and working together that great things are possible.

🏠 3xM-intl.org

📞 @3xM_intl

📘 3xMinternational

📺 3xMinternational

3xM Headquarters

P.O. Box 2510

3800 GB Amersfoort

The Netherlands

📞 +31-33-2864103

✉ info@3xm.nl

3xM-USA

211 Bay Breeze Lane,

Holland, MI 49424, USA

✉ info@3xM-intl.org

3xM USA is a 501(c)3

3xM-Canada

World Outreach Communications

in trust for 3xM Canada

10702 Santa Monica Place

N. Delta, BC V4C 1 R2

Registered Charity

B.N.# 131061889RR001

3xM-Norway

Fjordveien 41

2312 Ottestad

Norway



Disclaimer: For the security of our partners, we are unable to disclose all project developments. There is no relationship between the statements, names and accompanying pictures unless otherwise indicated.

3xM
more message in the media