

Woven Together

UBS International Mission
Annual Review **2011**

UNITED
BIBLE
SOCIETIES

New Patterns

Mr Michael Perreau



As you read through this record of activities for 2011, I hope you see how support for Bible Societies provided by the Service Organisation is woven into the complex and colourful pattern of the

Fellowship and its mission. Indeed, it is only when we are able to stand back from the individual strands that connect Bible Societies that we can discern the whole picture of the remarkable work that is sustained through God's grace and that reaches out to every corner of the world. In so doing, we acknowledge before God the gifts of time and treasure that flow in to support our work financially from donors to Bible Societies all around the world.

Going forward a new pattern is emerging as a result of the dramatic organisational change process that began in 2011 and continues. But we are reminded in Isaiah 43 that God is the author of new things and, while we see God's goodness reflected in the pattern of the old, we must be encouraged and inspired by the new colours and eye-catching styles that are needed for contemporary, international Bible ministry in the 21st Century.

It is only when we are able to stand back from the individual strands that connect Bible Societies that we can discern the **whole picture of the remarkable work that is sustained through God's grace and that reaches out to every corner of the world.**

My hope is that in the new pattern we can take hold of a vision where two out of three people on this earth have a Bible in their chosen language, in their chosen medium and in their chosen time and place. And if outcomes are different coloured strands, we will see knitted together a Fellowship with an enhanced global profile; increased availability of Scripture through digital technologies; greater Bible engagement through integrated translation,

publication and distribution; increased focus on youth audiences; a credible voice for the Bible across widely different cultures; and a greater release of resources for mission.

To do this we are developing an international mission team comprising the best talent the Fellowship has to offer, shaped by mutual accountability, shared responsibility and Christ-centred discipleship. Together with staff in all Bible Societies my hope is that in 2012 and beyond we will encourage and serve the whole Church; equip all national Bible Societies to be more effective in mission; and, above all, continue to reach out to millions more with the enduring Word of God.

Mr Michael Perreau
General Secretary of United Bible Societies

A handwritten signature in dark ink, appearing to read 'mperreau'.



Nagma Commence, from Calvary Chapel Orphanage in Bangalore India, after just having received a copy of God's word in her heart language.

An All-Important Service

Revd Dr Rudi Zimmer



As the Bible Society movement grew and developed into a Fellowship of Bible Societies, in 1946, its mission was understood as “the wider circulation of the Holy Scriptures.” Since

then, in 65 years, the Bible Societies mission has become more and more complex. This Annual Review gives a good picture of the many aspects of the Bible Societies activities, which have aimed at fulfilling that mission in 2011. Of course, at the heart of all such activities the one final aim was still the same: that to everyone in this world the Scriptures were available, and more, that they were accessible in a translation that would speak to their heart and in a medium and a price that were in their reach.

Of course, there are a good many Bible Societies that had the resources to develop this mission in their respective countries. However, in many parts of this world, much of the fulfillment of our common mission can only be achieved with the help of the Service Organisation staff. As you can see, in this Annual Review, “service”, in the true Biblical sense, defines what the Service Organisation, through its staff, has provided to the Bible Societies and offices located in those parts of the world. In the name of the Global Board, I would like to express the gratitude of the whole Bible Society Fellowship to the Service Organization for the provision of this all-important service.

Revd Dr Rudi Zimmer
*General Secretary of the Brazilian Bible Society
and Chairman of the Global Board*



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Facing New Challenges

Revd Dr Robert Cunville



With God's help, UBS fellowship is facing up to the challenges of the unprecedented changes in our world: raising the banner of the power of the Word of God. Studies have revealed

that our "post-Christian" society has not dampened the desire for spiritual values but in many cases it has accentuated people's search for the meaning of life. UBS is helping the Church provide the answer with the Word of God.

In the midst of chaos and upheavals, Bible Societies lift up high the credibility of the Bible. In this Annual Review we celebrate the way that God has woven our Fellowship together in these changing and challenging times.

Across the world, we see Bible Societies responding to these challenges. In Egypt, there was a sudden change to more radical Muslim leadership. The Bible Society of Egypt responded boldly with a campaign to "Rebuild Egypt" and "To flood Egypt with God's Word." This highlighted Biblical values which resonated with the aspirations of Egyptians. As the

situation in Egypt has progressed and regressed, the Bible Society has continued to equip the church, seeking to encourage and assure people not to fear the future, but to trust in the Lord.

In Nigeria, Christians are dying in a nation where the northern oligarchy believes that they, not a Christian President, should rule the nation. Still, the Bible Society of Nigeria has remained steadfast in providing the Bible to the people of this great nation.

In China, UBS has been able to supply Bible paper and provide subsidies for the millions of Bibles printed and distributed in China every year since 1985. Our China Partnership has helped to keep Bibles affordable to most people in China, even those in the rural areas. Together, our Fellowship has funded 74 Bible distribution centres and 51 Bible distribution vans, 5 of them equipped with medical equipment to heal bodies as well as souls.

As South Sudan celebrated freedom from the North, UBS stepped in immediately. Mr David Hammond, the Africa Area Secretary, visited South Sudan to meet Church leaders and heads of Christian organisations to tell them about Bible Society work and the role

they can play in this ministry. "They responded very positively and were eager to share their views about what the priorities should be," he said. "They mentioned, among other things, people who don't have the Bible in their own language, people who cannot read, people who have been traumatised by the war and people who are living in refugee camps in a state of dependency." A new Bible ministry was born in the world's newest country.

These are just a few ways that Bible Societies respond to people's needs for God's Word. There are countless other examples of local action woven into the beautiful fabric of our global Fellowship. Yet, there is much still to be done. UBS, by faith and trusting in the prayers and financial support of friends, will continue to strive so that "peoples, tongues and tribes" of the world both "read" and "hear" the Word of God.

Revd Dr Robert Cunville
President of United Bible Societies

A handwritten signature in dark ink, appearing to read 'R. Cunville', with a horizontal line underneath.

A Global, Local Mission

“There is one body and one Spirit, just as there is one hope to which God has called you. There is one Lord, one faith, one baptism; there is one God and Father of all people, who is Lord of all, works through all, and is in all.”

Ephesians 4:4-6

Every day, individual Bible Societies work out the global mission of UBS in their own context, and face a host of challenging questions:

How can we reach our nation with God's Word?

How can we do this most effectively?

How can we best use the resources entrusted to us?



UBSSO's mission is to work alongside Bible Societies, to answer these critical questions. Our consultants are experts in Bible work with years of experience in programme strategy, publishing, marketing, translation, fundraising, grant management, finance, leadership, and governance.

The United Bible Societies Service Organisation (UBSSO) unites 147 Bible Societies working in more than 200 countries and territories. It is one of the world's largest Christian mission organisations with unrivalled global reach.

Serving Bible Societies

The Fabric of our Mission

In 2011, UBSSO served alongside Bible Societies in 630 distinct projects.



A child at a village school in Barekamavan reads Scriptures received from the Bible Society in Armenia as part of its project 'Good News for Border Villages'.

UBSSO staff conducted workshops and answered key questions in the areas of programme, publishing, finance and management services for Bible Societies throughout the year. Over four hundred Bible Society staff members attended a total of 37 workshops, and many additional long-distance interactions were enabled through the use of technology – minimising costs while maintaining a high standard of service to Bible Societies around the world.

Connecting Threads

UBSSO connected Bible Society projects with partners throughout the fellowship, sharing project expertise as well as financial resources. These partnerships resulted in programmes that addressed issues such as literacy, HIV/AIDS, and domestic violence.

By connecting Bible Societies with resources to those with mission needs, UBSSO helped Bible Societies implement 701 projects in 2011.

Proclaiming the Word

UBSSO helped national Societies reach their audiences in several essential ways. The Service Organisation hosted 74 Bible Society websites and provided email accounts to about 1,500 Bible Society staff, with support to help Bible Societies use technology effectively into the future.

Stewarding Finances

UBSSO advised and equipped national Bible Societies in the crucial work of financial stewardship. Without support in this area, 65 Bible Societies might not exist today. Many Bible Societies struggle to break even, and they depend on UBSSO for interest-free working capital. They also rely on UBSSO management of the global treasury, through

UBSSO advised and equipped national Bible Societies in the crucial work of financial stewardship. **Without support in this area, 65 Bible Societies might not exist today.**

which \$53 million flowed to projects throughout the fellowship in 2011. Bible Society staff received training in accounting, money management and budgeting, as well as expert advice on financial transactions with UBSSO and other Bible Societies.

Working Together

The UBSSO team reviewed project designs and proposals for national Bible Societies, and walked with them through project management and evaluation. Training from UBSSO in inventory management software gave Bible Societies new tools for effective work. UBSSO facilitated discussion and negotiations with printers, a critical step in the projects of many national Societies, and encouraged national General Secretaries in their work with coaching and pastoral care.



CASE STUDY: LATIN AMERICA Lectio Divina

Together with local Bible Societies, UBSSO facilitated the ongoing Lectio Divina programme throughout Latin America.

This outreach focused on Latin America's 100 million youth, who face deep spiritual and social pressures such as an increasingly secular society, illegal drugs, teen pregnancy, and low graduation rates.

Shamalia K. Snipe, Senior Research Analyst for Global Scripture Impact, writes, "This project gives young people facing many challenges the opportunity to encounter God on a daily basis as they study his Word and share it with others. Through its strategic partnerships, UBSSO is able to gain access to local Catholic Churches and strengthen its relationships."

Serving Bible Society Offices

Weaving Us All Together

Where independent Bible Societies do not yet exist, UBSSO establishes and supports Bible Offices, bringing the hope of God's Word to some of the most sensitive places in the world.



Photo by Edward Kajivora.

The birth of a new Bible ministry.

A meeting with Church leaders in Yei, South Sudan, during a visit in August 2011 by United Bible Societies' Africa Area Secretary David Hammond (black jacket) and Bible Society in Sudan Translation Consultant Dr Edward Kajivora (far right).

In many countries, political or religious restrictions, war and unrest, or minority status block the formation of an independent Bible Society. But these conditions make the need for God's Word even more urgent. In 39 such countries – some of the most difficult and sensitive places in the world – the fellowship establishes Bible Society Offices. UBSSO nurtures and supports them, ensuring that nations have access to the Bible even if their national churches lack the numbers, resources, or freedom to support a Bible Society on their own.

2011 saw Bible Society Offices across the globe grow, stabilise, and find new beginnings with UBSSO working alongside them. Throughout the year, UBSSO staff made 40 visits to Bible Society Offices and trained 162 Office staff members in programmes, publishing, finance, and leadership skills. The Service Organisation assisted in 240 situations to help Bible Society Offices resolve critical programme and operations issues, including intensive involvement in daily operations and management as needed.

South Sudan

In the world's newest country, UBSSO staff met with church leaders to begin the formation of a national Bible Society Office.

Ecuador

UBSSO helped the Bible Society Office – now entering its third year in existence – to establish support and relationships with Bible Societies in neighboring countries.

Vietnam



In 1975, the Bible Society had been forced to close its office in Ho Chi Minh City. In 2011, UBSSO Country Programme Director

Revd Arun Sok Nhep, together with the country's churches, succeeded in his efforts to register the Vietnam Bible Society as a trading company with permission to print and distribute Bibles in Vietnam.

2011 saw Bible Society Offices across the globe **grow, stabilise, and find new beginnings** with UBSSO working alongside them.

Palestine

UBSSO assisted in hiring and training Bible Society Office staff and addressing issues raised by auditors. Palestinian Bible Society Office staff expressed hope for further UBSSO support in 2012, and has already made critical steps toward self-management of its funds and operations.

Building Capacity

UBSSO works toward the goal of membership for each Bible Society Office. In 2011, the Asia-Pacific region Bible Society Offices reported little need for support with financial matters, as successive years of training and partnership have given these offices the strength and knowledge to manage their funds well. They are closer to standing on their own as new Bible Societies, and UBSSO can now stand with others in need of support.



CASE STUDY: **MALI**

Church Leaders

The Mali Bible Society Office serves a Muslim-majority country, and benefited in 2011 from UBSSO outreach to Church leaders.

UBSSO staff introduced Christian leaders to programmes and materials developed to reach non-Christians in cultures where Christians are a small minority. Churches have responded with much-increased financial and spiritual support for the Bible Society Office's mission in Mali.

Translation in 2011

God's Word to the Nations

Our goal of full, up-to-date translations in every language depends on the continual, tireless work of Bible Societies and Offices.

UBSSO staff speed and strengthen this work with translation expertise and resources. Throughout 2011, about 30 UBSSO translation experts and coordinators around the world:

- Supported translation projects in 471 languages
- Assisted 534 active projects involving over 1,000 translators
- Conducted 68 training events with 3,468 participants



The Ayacucho Quechua Bible translation team on a street in Peru.



Notes are added while checking a page from the Koita Ga Bible translation, Papua New Guinea.



CASE STUDY: **RUSSIA**

Modern Translation



The launch of the Contemporary Russian Version (CRV) Bible in June 2011 marked the culmination of over 15 years of translation work.

Russia's current most widely-used Bible translation, the Synodal Bible, was published almost 150 years ago and its language has become increasingly outdated. Now the Bible Society in Russia can offer a modern alternative that builds on biblical scholarship in areas such as archaeology and ethnography, and is designed to make the Bible's message clear and easy to understand for today's readers.

Within just a few days of the launch, half of the first print run of 15,000 copies had been sold. The Bible Society is now selling a third print run, with a further two planned over the next three months.

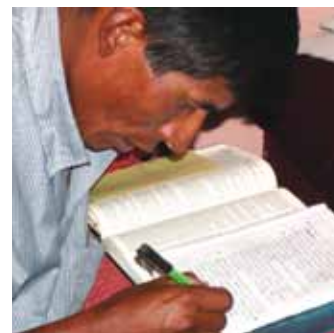
The CRV is also available in digital format as a smartphone app.

Dr. Lénart de Regt, Old Testament Translation Coordinator since 2000, comments, "So far, Russian was one of the few major languages of the world in which a contemporary, quality translation of the Bible was not yet available. This translation has already turned out to be a major resource for translators of the Bible into other languages spoken in Russia – essential for them to have in their work!"



CASE STUDY: **LATIN AMERICA**

Training Translators



As responsibility for translation shifts away from expatriate missionaries, the Translator Training Programme in Latin America equips mother tongue translators.

The Translator Training Programme began with 15 students in 2001. The programme partnered with SIL International (formerly the Summer Institute of Linguistics) in 2004, and in 2007 launched UBSSO—LBU (Latin American Biblical University) programme.

The project is unique in that it enables mother tongue translators, who may not even have a secondary education, to access further education in linguistics, anthropology, translation theory, biblical studies, and history.

The translation students are enthusiastic, despite the difficulties they can face, even having to travel by canoe, bus or foot for many days to reach their classes. Mr. and Mrs. Díaz, a couple who belong to the Machiguenga group in Peru, traveled for seven days for every class, walking most of the way.

In 2011, ten students graduated, joining previous graduates whose work has produced exciting results, such as:

- Greatly improved translation quality
- Increased dignity, empowerment, and responsibility for mother-tongue translators
- Strengthening of local churches

The Translation Goal:

A complete, contemporary, and accurate Bible translation for everyone in the world.

Of the world's 451 complete Bible translations, 326 (or 72 percent) were developed by Bible Societies.



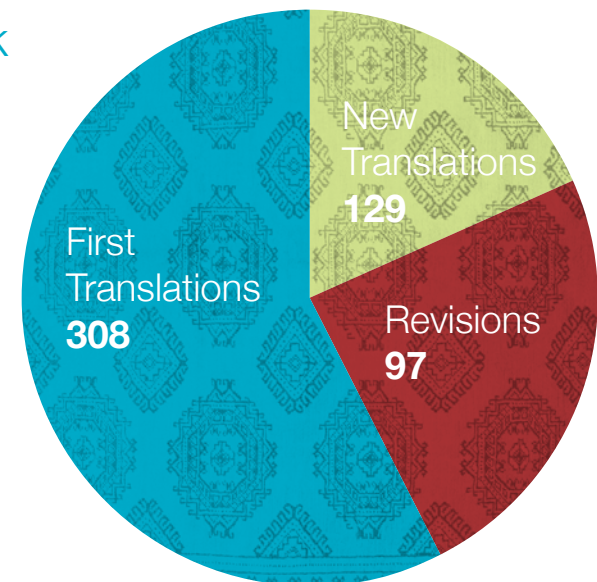
The global fellowship has already translated the Bible into the languages of over **half the world's population**. Each of these projects was overseen by UBSSO translation consultants.

In 2011 **12 full Bibles, 6 Old Testaments and 7 New Testaments** were completed.

UBS Global Translation Work **Current Active Projects (Total)**

First: First time ever translation

New: A new type of translation, where a translation already exists

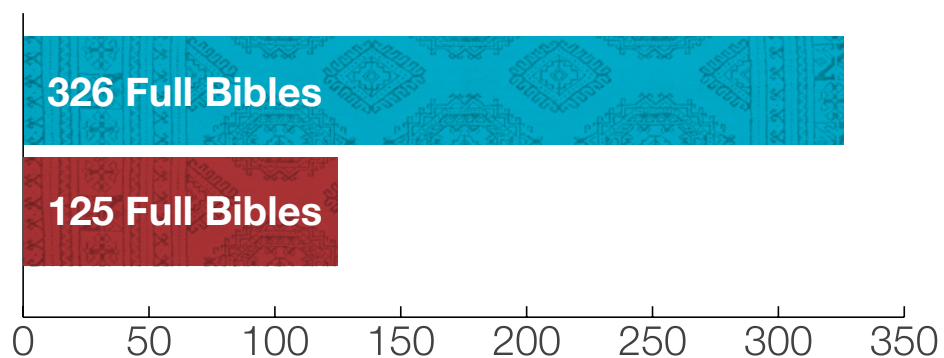


Currently, the Service Organisation and national Bible Societies have a total of 534 translation projects underway. **When completed, these translations have the potential to reach more than 4.6 billion people.**

97 revision projects are in motion. This vital work updates older translations to ensure today's generation can hear God's Word in a contemporary language, replacing versions which may be several decades — or even a century — old.

UBS vs Other Bible Agencies

■ UBS ■ Other



“They were from every race, tribe, nation, and language, and they stood in front of the throne and of the Lamb...” Revelation 7:9b



Datooga woman who now has access to God's Word in her preferred language.

Fundraising

Patterns of Growth

In 2011, UBSSO worked alongside Bible Societies to grow their skills in the critical area of fundraising, a major challenge for Bible Societies around the world.



UBSSO staff provided individual consultancy to ten Bible Societies, with intensive visits and one-to-one coaching, and conducted fundraising workshops for an additional 47 Bible Societies.

Online Fundraising

UBSSO helped American Bible Society gain 826 new donors through a Christmastime Facebook campaign on The Bible page.

The fundraising staff also managed growth on The Bible page from five million followers to over eight million followers. Since April 2011, The Bible page has consistently been one of the top three most engaging pages on Facebook every week.

UBSSO also presented on social media and digital publishing at the inaugural Digital Publishing Workshop in Aschaffenburg, Germany, November 2011. The fundraising staff also produced new fundraising resources on Bible translation.



Vidhya Malakar

Growing the Global Web

UBS Donor Acquisition and Global Web Project workshop, held in Kathmandu, Nepal from November 22-24, was attended by Bible Society staff from 14 countries in the Asia Pacific region. The Nepal workshop was the fifth of its kind run by UBS in 2011. Further training took place in Kenya, Brazil, Panama and Macedonia.

The training provided attendees with ready-made websites and hands-on experience of adding text, photographs and video content to their own sites. Global Web participants left the workshop with practical skills and functioning websites that they will further develop and launch in the next few months.

"I feel so blessed to be here and am learning so much about developing a website," Vilomena Dautai of the Bible Society of the South Pacific commented during the workshop. "I pray that our new website will bless people who visit it."

“...But their joy was so great that they were extremely generous in their giving...” 2 Corinthians 8:2

May They Be One

UBSSO held seven meetings with Catholic Bishops to introduce the May They Be One campaign, a five-year campaign to put a Bible into every household in the Philippines, and recruited an additional 540 new donors for the campaign.

Weaving the Web Around the Globe

Equipping Bible Societies to have an attractive, up-to-date digital presence is at the heart of the United Bible Societies' Global Web Project.

As people around the world choose to read and connect through digital formats, it is essential for Bible Societies to embrace this change.

UBSSO communications staff trained Bible Societies in website design and maintenance, and in effective use of Facebook pages and Twitter feeds. These formats enable Bible Societies to engage with their audiences like never before, while e-commerce and online donations provide important new fundraising tools.

“I thank God for giving me the opportunity to attend this workshop,” said Soma Bhatkar of the Bible Society of India. “I have learnt a lot from the speakers and have found it very equipping. I’m going to pass what I’ve learnt onto my colleagues so that we can put these new ideas and techniques into practise.”



Jane Pleace

Fundraising Support

“Fundraising Coordinator Jane Pleace has played a key role in helping BFBS to recruit new supporters during 2011. Jane has acted as a fundraising consultant to the BFBS Individual Giving Team, joining our team meetings and providing one-to-one advice... This support has led to the excellent results at BFBS.

My team really appreciates this support ... they are always so pleased when they hear that Jane is going to be in town! On a personal note, I also really appreciate the help Jane has provided especially in the DRTV and the online/Facebook programmes. Jane’s outstanding fundraising knowledge and expertise, combined with an open, positive interpersonal style is a model for the Bible Society fellowship.”

Alan Kember, Head of Individual Giving at British and Foreign Bible Society

Special Ministries

Weaving Hope Around the World

UBSSO staff teamed with Bible Societies to produce myriad programmes and services throughout the year.



UBS People with Visual Disabilities Scriptures Coordinator Ingrid Felber-Bischof with a blind student at Thika School for the Blind, just north of Nairobi, Kenya.

UBSSO assisted Bible Societies with more than:

- 42 youth programmes
- 41 Lectio Divina programmes
- 24 projects for people with visual disabilities
- 23 HIV/AIDS projects
- 8 literacy initiatives

The Good Samaritan Programme

UBSSO HIV Service is working with 21 national Bible Societies to support and coordinate the Good Samaritan Programme, a Church-based response to the HIV/AIDS epidemic in Africa. As the largest and most widespread institution across Africa, the Church is positioned for an important role in the fight against HIV/AIDS.

The Good Samaritan Programme uses Bible-based materials including films, presentation visuals, and a training manual to mobilise churches to care for HIV/AIDS victims and teach their members about behavioural change. In 2011, UBSSO developed two major new films as resources for Good Samaritan work.

Lectio Divina for Youth

In Latin America, UBSSO facilitated the creation of clusters of Bible Societies with common interests to develop ministries in literacy and in the practice of Lectio Divina for children.

Bible Engagement

UBSSO conducted nineteen Bible engagement seminars for pastors and students. The Americas Area Service Centre Programme Coordinator, Alfredo Altamirano, worked with the Bible Society of Uruguay in 2011 to develop and launch a children's Sunday School project, "Grow and Learn," with funding from American Bible Society.

The programme has been so successful that, with Alfredo's facilitation and financial support from the Netherlands Bible Society, it will be rolled out in Paraguay, Venezuela, Mexico, Guatemala, and the Dominican Republic in 2012.

In 2011, UBSSO literacy coordination team, in conjunction with the French Bible Society, **established an official link with UNESCO, recognising UBSSO work in literacy around the world.**

Literacy Efforts



UBSSO proactively shares information on literacy – including the world literacy profile and the global literacy needs analysis—

providing tools which help Bible Societies target their work to areas of greatest need.

UBSSO also builds connections between Bible Societies and other partners working in literacy ministry. In 2011, UBSSO literacy coordination team, in conjunction with the French Bible Society, established an official link with UNESCO, recognising UBSSO work in literacy around the world.



A member of the Good Samaritan Programme in Bujumbura, Burundi, with her daughter.

The Global Bible

Digital Bible Library

UBSSO launched the Digital Bible Library (DBL), a tremendous new resource for Bible work.



The DBL grew from the Institute for Computer Assisted Publishing (ICAP), a partnership between UBSSO and the Canadian Bible Society. Bible Societies and their translation partners will be able to use the

DBL to access translations, published in a standard format, for use in their work.

In addition to easy access, the DBL offers a secure place for texts as new technologies come and go, and it relieves the need for individual Bible Societies to constantly update and replicate their translation archives.

UBSSO also reached an agreement with long-time ministry partner Faith Comes by Hearing (FCBH), which provides audio Bible versions, to share resources in the DBL and FCBH's Digital Bible Project. This combined effort will reduce replication of work and push closer to the shared goal of the Bible for all people in their chosen language. This project has greatly benefitted from contributions by American Bible Society and the Every Tribe Every Nation alliance.

The DBL

- Gathers each of the 212 complete digital Bible Society translations together in one accessible place
- Is the world's largest online library of Bible texts
- Contains translations in the languages of more than half the world's people.

Forty-nine Bible Societies completed license agreements for DBL access in 2011.



Communications

Videos on our UBS Vimeo channel were played more than **31,000 times during 2011 and were embedded onto 250 websites.**

Photo database

The Communications team maintains an online photo database which is available for all Bible Society staff to use. **The photo database contains a total of 57,588 photos. Of these, 2,317 were added in 2011 and 9,629 photos were downloaded.**

Vimeo and Videos

The UBS Vimeo channel was introduced in 2011 and is developing into one of our most powerful communication tools, both internally to the Bible Societies and externally to the public. Videos on our UBS Vimeo channel were played more than 31,000 times during 2011 and were embedded onto 250 websites. People in more than 150 countries viewed our videos. By far the most popular video in 2011 was the Kimyal New Testament launch, which, more than a year after being uploaded, continues to attract and inspire viewers. The video about the anniversary of the Haiti earthquake, which was launched and promoted the day before the anniversary, was also one of our most popular videos.



West Papua, Indonesia: Kimyal NT launch –

It has been viewed 37,531 times since its upload to Vimeo and we know that it has been downloaded and viewed as a DVD in many different settings around the world. We have had feedback from a number of countries around the world, from UK to Argentina to Germany, telling us how they were moved to tears when watching it. A number of Bible Societies have produced their own language versions of it, including German and Spanish. We continue to receive a steady stream of comments about it on our Vimeo channel.

Haiti: one year later – This video was released on the eve of the earthquake anniversary, and was provided in English, French and Spanish. It was viewed more than 7,000 times on Vimeo alone.

China videos – These videos are being provided for Bible Societies to produce their own language versions. This has already been done by the Bible Societies in Norway and Denmark.

Working Together For God – This information video about working with the Catholic Church was provided in English, French and Spanish. It is a comprehensive resource aimed at increasing Bible Societies' knowledge about an important area of work, yet it was done in a very short time and on no budget. We have received feedback that people found it very helpful, as it provided a compelling overview of the Catholic Church and practical ways to minister alongside them.

New Communication Initiatives 2011

- Launch of UBS Fellowship and UBS Digital Facebook groups
- Creation of Facebook Global Web Project groups (Americas, Asia-Pacific, Africa, Europe Middle East)
- New monthly email newsletter introduced in Spring 2011
- Our UBS website www.UnitedBibleSocieties.org was redesigned and launched in three languages: English, French and Spanish
- Relaunch of UBS twitter **@ubsbible** in December 2011

 **TheBibleUBS**

 **UnitedBibleSocieties**

 **@UBSBible**



Some of the 700 people in a rural area of Henan Province who received free Bibles.

As our web presence strengthens, global Bible engagement grows and **Bible Societies everywhere gain more exposure.**

UBS Intranet

In a typical month we receive:

Unique visitors

963

Number of Visits

4,726

Page Views

39,614

Average time on site (in minutes)

8.83

UBS Facebook Page

www.facebook.com/UnitedBibleSocieties

Lifetime likes (UBS FB page)

1,323

New likes (UBS FB page)

260

Monthly active users (UBS FB page)

1,173

Post views (UBS FB page)

19,506

Post feedback (UBS FB page)

394

www.UnitedBibleSocieties.org

In a typical month we receive:

Unique visitors

5,251

Number of visits

8,134

Page Views

29,831

Number of Hits

247,392

Publishing and Production

Spreading the Word

UBSSO brings global relationships, negotiating skills, expertise in formats and knowledge of the market to printing projects, promoting networking and cross-fertilisation of ideas between Bible Societies.

Through its publishing and production teams in Africa, the Americas, and Europe, UBSSO helps Bible Societies publish and reproduce Bibles and materials in an effective, cost-conscious way.

Bible Societies benefit as orders placed through UBSSO mean lower unit prices on high-volume orders. UBSSO teams placed Scripture orders totaling US \$17 million for 96 Bible Societies and Offices around the world. Five million Bibles and New Testaments were published as a result.

The Americas Publishing Unit provides a large range of high-quality Spanish language products that many Bible Societies could not develop on their own. 180 people from 62 Bible Societies attended the highly successful Sao Paulo Book Fair (organised by UBSSO and hosted by the Bible Society of Brazil). Colleagues shared new products and opportunities in Bible publishing.





CASE STUDY: **NORWAY**

New Maps



Dag Smemo of the Norwegian Bible Society managed the planning for the launch on October 19, 2011, of two new Norwegian Bible translations.

European Production Service has been working closely with the Norwegian Bible Society for some years now on their new translations – in both Bokmal and Nynorsk. The team also sourced a cartographic company to produce maps for these new Bibles.

Hege Fostvedt, Publishing Editor, said: “We could not have done what we have done or achieved with Bible 2011 without European Production Service’s help.”

“As the Norwegian Bible Society does not have a graphic designer or production manager among their staff, the professional approach and experience in production that European Production Service provides is highly appreciated and valuable for us as a national Bible society. In dealing with the designers, typesetters and printers European Production Service helps us ask the right questions, make good choices and solve out problems that may occur during production. The cooperation with European Production Service is for us a way to ensure that we get the high quality products our market requires – for the right price - and a ‘safety net’ if something goes wrong during production.”

“On our behalf European Production Service managed to get a very good contract with the cartographic company which gives the Norwegian Bible Society the full rights for the maps, royalty free both in print and electronic use. The maps can also be used by other Bible Societies within UBSSO without any royalty to the cartographic company.”

Grant Management Unit

Enabling Transparency and Accountability

The Grant Management Unit (GMU) ensures transparency and accountability by communicating information about mission exchanges, and ensuring expectations and results are clearly communicated.

The GMU advises Bible Societies on the design and presentation of projects for International Support Programme (ISP) funding, develops tools to track project results, and helps the global fellowship match opportunities with resources so that Bible Societies do not duplicate fundraising.

The Project Registry, maintained by the GMU, provides online access to a wealth of information about Bible Society projects financed by the ISP.

In 2011, the GMU assisted Bible Societies to:

- Reach 130 million people with ISP projects
- Publish 1,357 projects in the Project Registry
- Record 1,237 individual designations
- Connect 109 projects with project design assistance from UBSSO programme staff
- Perform 3 detailed programme audits for Bible Societies

Africa

In Africa, the GMU assisted the Netherlands Bible Society in developing its partnership with West African Bible Societies. The team also helped the British and Foreign Bible Society grow its links with the Bible Society of Rwanda and the Sahel Bible Societies to undertake a major research initiative.

Europe Middle East

In Europe and the Middle East, we assisted project development and capacity building across the region particularly in the West Balkans Partnership, Middle East and North Africa (NAWAT) and Central Asia.

Latin America

GMU facilitated Bible Societies in developing strategic ministry partnerships with the Luis Palau Evangelistic Association, Samaritan's Purse, Consejo Episcopal Latinoamericano (CELAM), and World Youth Day.

Asia-Pacific Region

GMU developed a new approach and toolkit for training in project design and communication, and ran four training workshops for 31 Bible Society staff.

‘And look out for one another’s interests, not just for your own.’ Philippians 2:4

Global

UBSSO developed and launched new toolkits for Needs Assessment and Demonstrating Outcomes in Translations and in the specialist area of NAWAT. The team co-organised a major conference (together with the British and Foreign Bible Society and Global Scripture Impact) on Monitoring and Evaluation for representatives of 17 Bible Societies.



Pastor Bawensom Ouedraogo of Ouagadougou, Burkina Faso, with CeesJan Visser of the Netherlands Bible Society.

In 2011, the GMU assisted Bible Societies **to reach 130 million people with ISP projects.**



Young people from around the globe take part in the 2011 World Youth Day hosted in Madrid.



CASE STUDY: NEW ZEALAND

“Thank you very much indeed for such excellent, helpful and prompt service. I have been raising funds for BSiNZ for more than 15 years now and I have always had good service from UBSSO but you have really raised the bar! Maybe you’ve been a fundraiser and know what being up against creative, printing and mailhouse deadlines etc. is all about? Thank you indeed!”

Errol Pike, Bible Society in New Zealand

Finance

Sharing Financial Resources



A young girl enjoys her Scripture materials received through the Hong Kong Bible Society.

Seventy percent of Bible Societies depend on UBSSO to manage finance complexities so that the Bible work can continue and grow.

Up-to-date accounts and easy access to international banking services are essential for the work of Bible Societies. Yet borrowing costs, currency exchanges, and even international sanctions on some countries make financial management far from simple.

UBSSO navigates the challenges of international transfers in order to maximize the funds available for Bible mission. We also provide Bible Societies with access to interest-free finance. With many Bible Societies struggling to break even, this can make a significant impact on their ability to do mission.

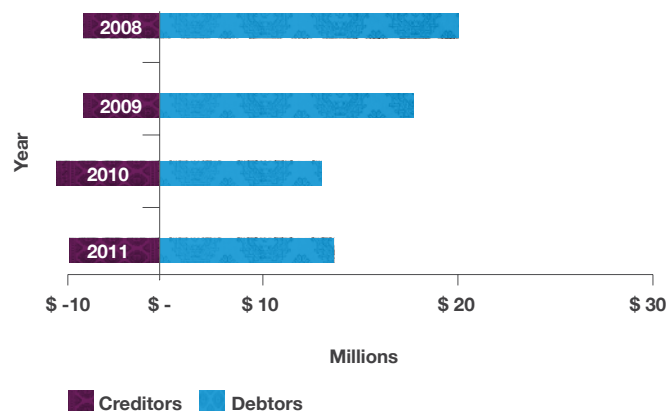
Maintaining Current Accounts

The business that Bible Societies did with each other and UBSSO in 2011 generated 20,390 individual entries on 177 current accounts, from 3,730 journals originating from 112 Bible Societies or offices. The value of this business was around US \$90 million.

UBSSO advanced \$11 million to Bible Societies, providing working capital for 370 ISP-funded projects. We renegotiated credit limits with 116 Bible Societies and had over 1,200 interactions with Bible Societies regarding the management of their current accounts. All this in addition to routine monthly communications and statements. By taking care of the international finance, UBSSO allows Bible Societies to focus on their mission.

UBSSO management consultants have been working with Bible Societies to manage working capital better and reduce their debts with UBSSO, allowing funds to be released for use by other Bible Societies. 2011 balances are \$7 million lower than they were in 2008.

UBSSO advanced \$11 million to Bible Societies to enable 370 ISP-funded projects to go ahead in the face of low cash levels.



Democratic Republic of Congo

Christian Kibambe at the Africa Area Service Centre in Nairobi helped the Bible Society acquire an accounting software package. Christian trained the Finance Director of BSDRC, Claudine Yabafu, in the system which is now being used effectively to manage funding from American Bible Society for trauma healing programmes.

International Banking Services

UBSSO operated 33 bank accounts in 12 currencies with 8 banks around the world to provide both banking and Global Treasury management for the global fellowship. We also monitored international banking restrictions and sanctions by UN, EU and US. In 2011, we negotiated permission to make payments to restricted countries including Sudan and Serbia.

During the year, 917 payments were made and 321 payments were received on Bible Society and UBSSO business. In addition, 21 letters of credit were opened, to enable payment of Scripture invoices, on which 175 separate drawings were made.

Our network of bank accounts enabled UBSSO to maximise the efficiency of Bible Society fund transfers around the world while minimising bank charges and exchange rate risks. Leveraging the combined size of all the Bible Societies' international business, we helped them achieve financial results that individual Bible Societies would not be able to attain on their own.



CASE STUDY: MALTA

In early 2011, financial difficulties brought the Malta Bible Society to near collapse. UBSSO worked with the Bible Society through the year to restore its organisational and financial health.



Consultant Chris Dale helped overhaul financial management systems and procedures, prepare a new financial plan, restructure UBSSO loan financing, strengthen commitment of the local churches to the Bible Society, and prepare for publication of a new Bible edition.

UBSSO staff:

- consolidated payments between Bible Societies for grants and sales as well as between Bible Societies and vendors, monitored international banking restrictions and sanctions by UN, EU and US, and negotiated permission to make payments to restricted countries including Sudan and Serbia
- enabled Bible Societies to make international payments while minimising local challenges of paperwork, lack of foreign exchange, corruption, and high bank charges
- matched currencies of payments to currencies held, minimising currency exchange costs



Bible Society in Jordan General Secretary Munther Al-Naamat developing a business plan with United Bible Societies Europe-Middle East Area Management Consultant Wendy Courtenay.

International Support Programme Budgeting and Accounting

As a part of keeping accounts for the International Support Programme, UBSSO:

- recorded 935 grants and 2,096 grant claims on 1,357 ISP projects
- prepared financial reports
- helped Bible Societies resolve queries
- prepared the 2012 annual budget of the ISP

Capital Loans

Loans are made to Bible Societies to develop their infrastructures and businesses. Loan activity in 2011 was lower than usual due to capital constraints, but 59 loans were administered, including 18 new loans, 17 medium-term production pre-finance and development loans, and one long-term capital loan. Fifty-nine repayments, totaling \$1.9m, were collected. These interest-free loans enable the continued work of Bible Societies around the globe.

Annual Audit

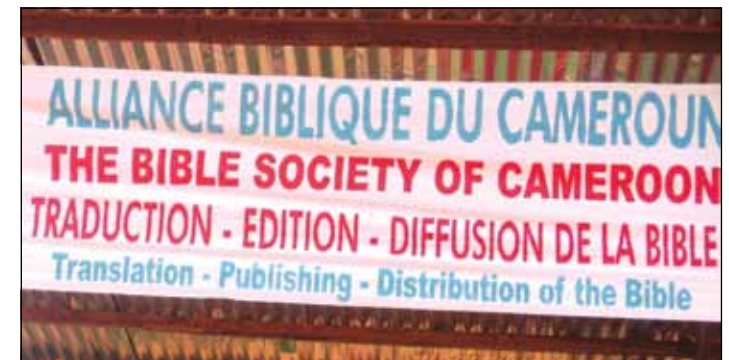
UBSSO's 2010 ISP accounts, Capital Fund, reserves, and local office accounts were all audited within the legal structure of the United Bible Societies Association. Auditors verified that restricted funds designated to Bible Societies are properly recorded, and that funds given to UBSSO to provide credit and loans are properly administered. The auditors found no significant faults or recommendations for improvement in the management of the organisation's accounts, a proud achievement for the finance team and for all of UBSSO.

The Sung Fund

UBSSO manages the S.H. Sung Special World Service Fund, an investment fund donated in the 1970s and 1980s by Mr. Sung, a benefactor and former UBS Vice President. Income from the Fund helps to finance translation projects. In 2011, the Fund generated a record US \$659,000 in income, which was used to support 38 Bible Society translation projects.

UBSSO recorded **935** different grants and processed **2,096** grant claims on **1,357** ISP projects, **leveraging our global expertise and the power of scale to serve Bible Societies of all sizes and locations.**

“Your life in Christ makes you strong, and his love comforts you. You have fellowship with the Spirit, and you have kindness and compassion for one another. I urge you, then, to make me completely happy by having the same thoughts, sharing the same love, and being one in soul and mind.” Philippians 2:1-2



CASE STUDY: CAMEROON

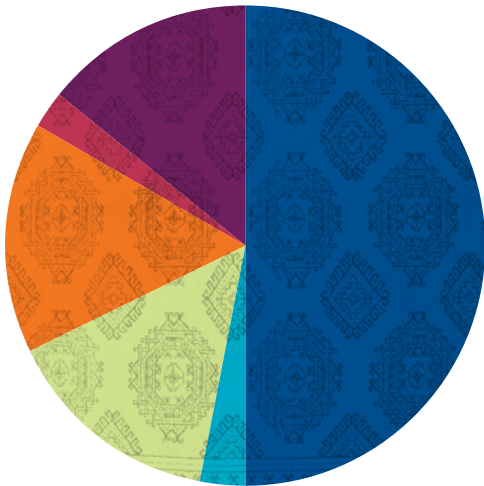
The Bible Society of Cameroon received a capital loan to build a new Bible House after the government threatened to seize the property if it was not re-developed.

UBSSO Finances

How Services are Funded

UBSSO focussed expenditure on the following areas of work:

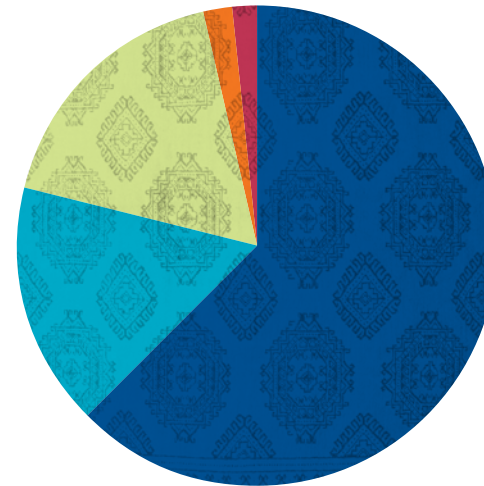
Spending 2011: \$53.5m



- ISP Grants to Bible Societies (\$26.8m)
- Serving UBS Fellowship (\$8.3m)
- Communications and Fundraising (\$1.3m)
- Production procurement (\$7.5m)
- Consultancy Services to Bible Societies (\$8.0m)
- Grant Management (\$1.6m)

Its income came from the following sources:

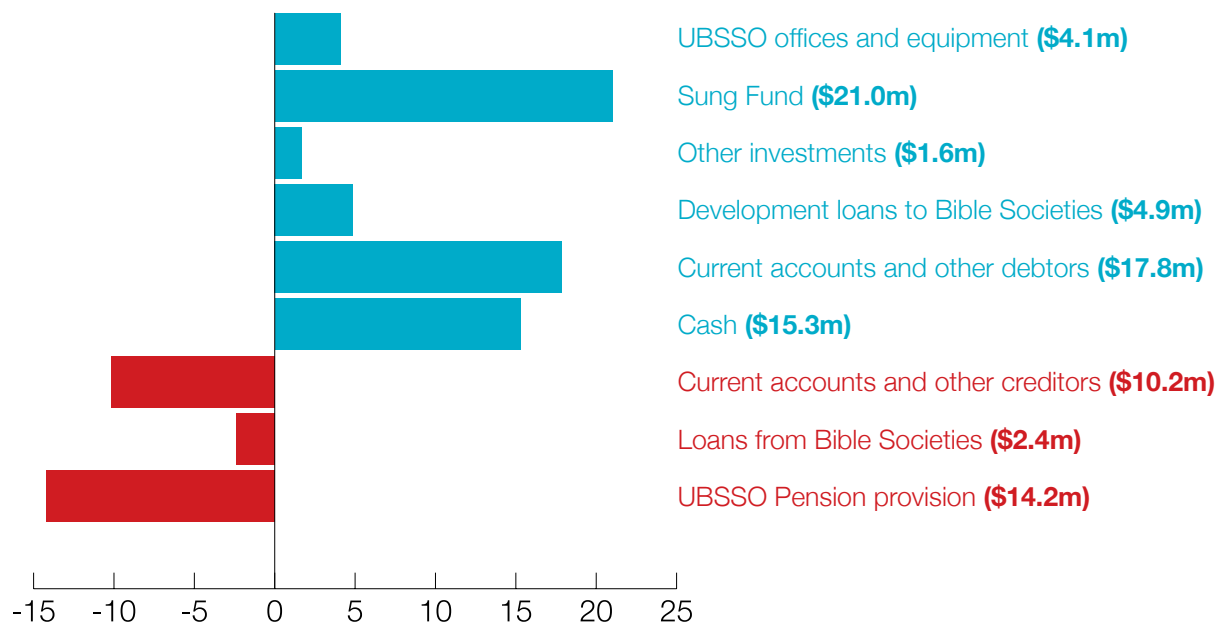
Income 2011: \$49.7m



- ISP Grants from Bible Societies (\$31.3m)
- Services to Bible Societies (\$8.7m)
- Investment income (\$0.9m)
- Other income (\$0.7m)
- Fellowship Fund and General Services contributions (\$8.1m)

This gave an operating deficit of **\$3.8m**. The deficit is due mostly to Bible Societies claiming grants received in previous years.

Assets and Liabilities

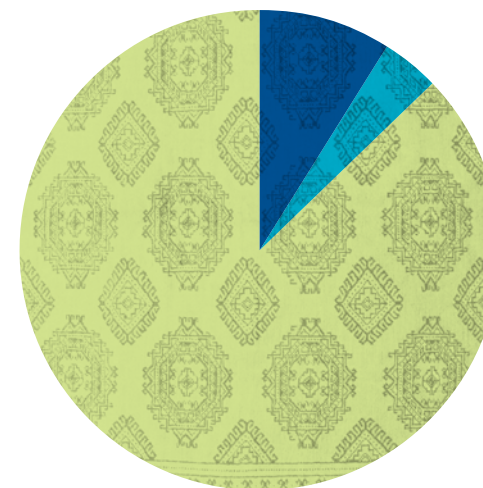


2011 reserves:

Capital Fund	\$17m
Sung Fund	\$21m
Restricted funds (unspent ISP grants)	\$9m
Unrestricted funds before pension reserve	\$5m
Pension reserve	-\$14m
Total net assets	\$38m

The figures above are extracted from the full Trustees' Report and Accounts of the United Bible Societies Association for the year ended 31 December 2011, as audited by Deloitte LLP. The full report is available on UBS intranet *UBS Connect*, or from your UBSSO contact.

Total UBS income: around \$300m



- Grants to Bible Societies (\$26.8m)
- Bible Society funding to UBSSO (\$12m)
- Bible Society income retained for national work (estimated \$261m)

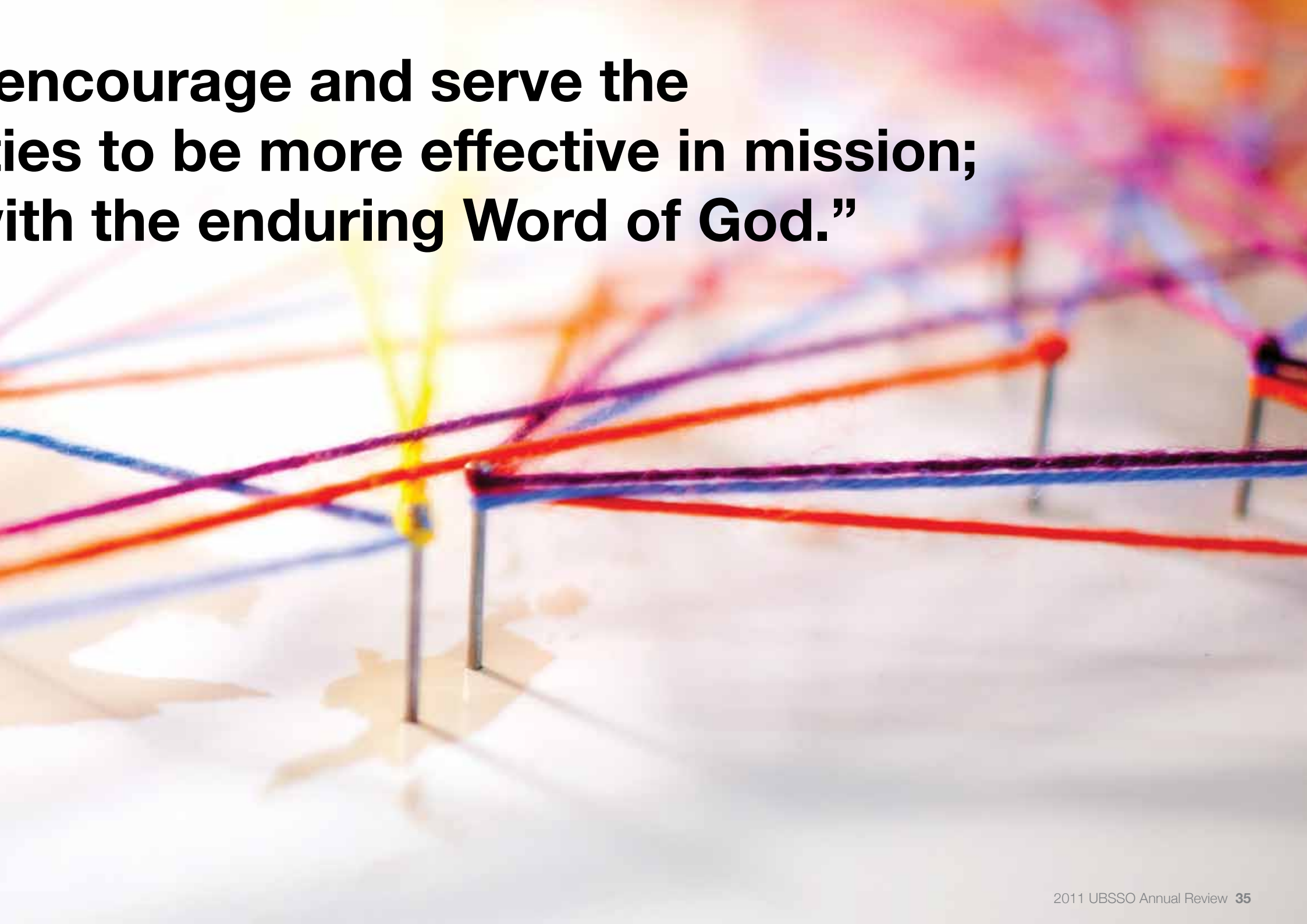
The income UBSSO received from Bible Societies represents around 13% of total fellowship income in 2011. About 9% of total fellowship income was given to other Bible Societies as grants. About 4% was given to UBSSO to provide its services.

“My hope is that in 2012 and beyond we will equip the whole Church; equip all national Bible Societies and continue to reach out to millions more who

Mr Michael Perreau

General Secretary of United Bible Societies

**encourage and serve the
ies to be more effective in mission;
with the enduring Word of God.”**





UnitedBibleSocieties.org

The fellowship is incorporated as United Bible Societies, a corporation registered in the state of Delaware, USA, in 1946. The affairs of the fellowship are administered on its behalf by the United Bible Societies Association (UBSA) at the UBS World Service Centre in Reading Bridge House, Reading RG1 8PJ, England. UBSA is a company limited by guarantee, registered in England and Wales no. 2264875. Registered charity no. 800058.