

UBS Global Mission Team
Annual Review 2013



“Oh, **MAGNIFY**
the Lord with me,
and let us exalt his
name together”

Psalms 34:3 (ESV)

Front cover image: Smiling young girls in an orphanage run by St. Thomas Academy Trust. Unicef estimates there are 31 million orphans in India-the highest number in the world. The Bible Society of India partners with Christian run orphanages, providing Scriptures as well as shoes, blankets and school supplies for the children, when funding is available.

Photo credit: Andrea Rhodes

www.unitedbiblesocieties.org



Dear friends and colleagues,

I feel truly blessed and humbled by the way in which the Lord guided and empowered the Global Mission Team in 2013. This report presents the highlights of our work, but we have known his presence with us in everything we have done. In even the smallest task, he has helped us to remain focused on our mandate of making the Bible available, accessible and affordable to everyone.

The Global Mission Team works in partnership with the Bible Societies that make up our Fellowship, facilitating collaboration between Bible Societies, helping with capacity building, raising the global profile of their work and – most importantly – helping them to develop and use their unique talents and treasures. We read in this report how this purpose was fulfilled in 2013 in areas of our ministry ranging from translation to publishing, project management, communications and Scripture engagement. And much more was achieved beyond what is featured here. In the area of governance, we underwent a comprehensive restructuring process and welcomed a new Global Council. A significant step forward was also made in the area of partnerships through a fruitful conference with the Catholic Biblical Federation.

We know that it is only by God's grace that we can report such achievements. We know, too, that it is only by seeking a closer relationship with him that we will continue to move forward in releasing the gifts he has entrusted to us and to the Bible Societies we serve.

I praise God for the task he has given us and pray that he will enable us to remain faithful to it.

Grace and peace.

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

Michael Perreau,
UBS Director General



A woman holding the new Shilluk Bible at the warehouse in April 2013 in Malakal, South Sudan. This is the first South Sudanese local language Bible to be dedicated after South Sudan gained its independence. It is also the first time the Bible with Deuterocanonical (DC) books has been published and dedicated in the local language.

Photo credit: Will Swanson

Focus

Assisting Bible Societies to sharpen their focus around the world



Dear Friends and Colleagues in Christ,

I thank the Lord for the privilege of partnering with you all through the Global Council, the governance body of the United Bible Societies global fellowship. Over the last year, the Global Mission Team has diligently supported the newly formed Global Council and implemented the resolutions agreed by them on behalf of the whole UBS fellowship, thus, together, helping us all to fulfil our vision of making the Bible available for everyone.

In particular, the Global Mission Team is helping Bible Societies and other partners to raise professional standards in Bible translation and publishing; they are helping Bible Societies to connect with each other and with partners who can fund our mission; and they are providing ongoing essential advice and training that help Bible Societies grow and mature.

I invite you to join me in giving thanks to the Lord for all the Global Mission Team has achieved in this past year. Let us all continue to rely on the Lord for his guidance for the future.

May God richly bless you all as you faithfully continue in this work for His Kingdom.

A handwritten signature in dark ink that reads "Rudi Zimmer". The signature is written in a cursive, flowing style.

The Revd. Dr Rudi Zimmer
Executive Director of the Bible Society of
Brazil and Chair of the Global Council

Deepen

Augmenting the endeavours of Bible Societies in providing God's Word across the globe



As I look back into 2013, I rejoice to reflect at what God has accomplished through the faithful ministry of the Global Mission Team.

Never before have we in the UBS felt the need of seeking the Lord's protection in our ministry as we have in these past years. Upheavals in many of our Bible Societies in various regions of the world have been unprecedented. Egypt, Nigeria, Sudan and other Societies have been attacked by what it seems like the forces of Satan pressing upon us from every side. But thanks be to God for his hand has upheld us all during these trying moments.

The UBS Leadership has called us all to this 'seeking the face of God' in our work. Although for most of us, since we handle the Bible as a tool for ministry opportunities, we do tend to take things for granted, yet I thank God that the Global Mission Team has continued to place emphasis on the Lord's guidance in all we do. It is so easy to become slack in this area of our lives. It is not going to be any easier in the future. The only help we can hold on to is the help that comes from the Almighty Living God, Father of our Lord.

A handwritten signature in black ink, which appears to read 'R. Cunville'.

Revd Dr Robert Cunville
President of United Bible Societies

A woman excited to have a Shilluk Bible, at the launch in April 2013 in Malakal, South Sudan. This is the first South Sudanese local language Bible to be dedicated after South Sudan gained its independence. It is also the first time the Bible with Deuterocanonical (DC) books has been published and dedicated in the local language.

Photo credit: Will Swanson



“There is one body and one spirit, just as there is one hope to which god has called you”

Ephesians 4:4 (GNT)

Through United Bible Societies, individual Bible Societies unite to work toward the goal of providing the Bible to everyone in the world in the language and medium of their choice.

The UBS Global Mission Team serves to magnify the abilities of these Bible Societies, helping them to sharpen their focus in achieving goals and overcoming challenges.

United Bible Societies works in more than 200 countries and territories. We are the biggest translator, publisher and distributor of the Bible in the world.

Picture from the Bible Society of Brazil's Light in the Amazon project. The people living in small communities along the banks of the Amazon have little or no access to healthcare services or Scripture except those provided through the project. The pictures were taken during a visit of the UBS Academy of Leadership to two island communities in September 2013.



Translation

Boosting Capacity

Global Bible Translation

In 2013 our translation strategy focused on training to empower and release translation work at the local and global levels, ensuring sustainability and greater effectiveness in Scripture translation for the future.

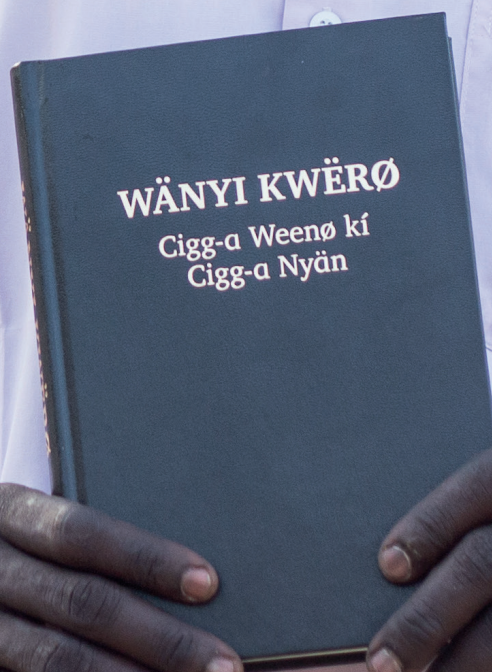
The training workshops of Translation Skills Facilitation and the Institute of Computer Assisted Publishing served 100 Bible Societies, 411 translation projects and 538 people. The sessions are part of a three-year training curriculum being rolled out to the end of 2015.

UBS Global Bible Translation 2013 achievements:

- **454 translation projects** progressed throughout the Fellowship
- **15 million people** have access to new and revised translations launched in 2013
- Translation work was completed on **52 full Bibles**
- **657 texts** are in the Digital Bible Library™
- **7 new Bible translations** were launched
- More than **200 translation projects** (44% the UBS total) received input and support from the Global Bible Translation team.

A young man holding the Shilluk Bible at the launch in April 2013 in Malakal, South Sudan. This is the first South Sudanese local language Bible to be dedicated after South Sudan gained its independence. It is also the first time the Bible with Deuterocanonical (DC) books has been published and dedicated in the local language.

Photo credit: Will Swanson





Mongolian preacher and Bible translator, Bao Xiaolin (left) and a lay preacher with copies of the trial edition of the Mongolian New Testament, launched in September 2013 in Inner Mongolia, China. (A trial edition of the Four Gospels in Mongolian was launched in 2011.) The translation team is receiving feedback on the translation, and work on the Old Testament has commenced.

Photo credit: Tan Tan Yeo

Advancing Technology and Scholarship

Throughout 2013, the Global Bible Translation team continued to invest in the development of digital and academic translation and project management tools:

- Released version 7.4 of translation software ParaText and a new edition of Publishing Assistant (4.1)
- Released fifth edition of the UBS Greek New Testament, a vital scholarly tool for Bible translation work
- Increased circulation for academic journal *The Bible Translator* under new publishing arrangements
- Grew Digital Bible Library™ to **657 Scripture texts, representing over 500 languages**



The launch of the revised Lao Bible was celebrated in Vientiane on November 29, 2012. The dedication ceremony was led by the Laos Partnership team and LEC senior pastors. Arun Sok Nhep, Global Ministry Exchange Facilitator for Laos, receiving a revised Lao Bible from Rev Dr Khamphone, president of the Lao Evangelical Church, during the launch.

In 2013, United Bible Societies helped to complete...



“Whatever you do,
work at it with all your
heart, as though you
were working for
the Lord and not
for people.”

Colossians 3:23 (GNT)



Testimony

“I used to think translation – why is it taking 12 years? Looking at the rigours of Bible translation, I never knew it was that difficult. I will now be able to show more understanding, more support to our translation teams. It will also now be easier for me to talk to church leaders and make them see why they must support translation work in Nigeria.”

Dare Ajiboye,
General Secretary,
Bible Society of Nigeria

Women working in a field in the countryside north of Phnom Penh, Cambodia.

Photo credit: Joyce van de Veen



Expanding reach

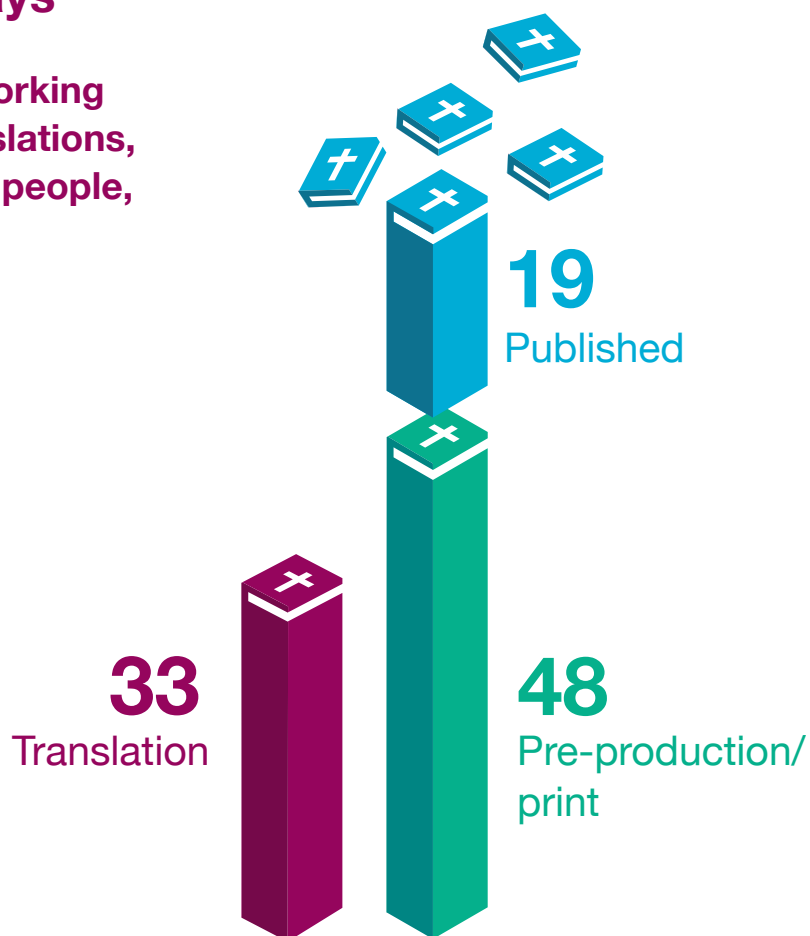
100 Bibles in 1000 Days

United Bible Societies is working to complete 100 Bible translations, spoken by over 500 million people, by the end of 2015.

In 2013 UBS launched the 100 Bibles in 1,000 Days campaign, which aims to see 100 full Bible translations completed by the end of 2015.

Forty-five of these translations will be in languages that have never had the full Bible before. An additional 29 Bibles will be modern language translations that speakers of major languages have benefitted from for decades. The remaining 26 Bibles will be revisions of out of date language, so that people can understand God's Word more easily.

These 100 Bibles have the potential to impact more than 500 million people.





These young boys, who live in an orphanage run by St Thomas Academy Trust, were happy to get a Bible from the Bible Society of India. (St Thomas Academy Trust runs 120 churches, 7 orphanages and also carries out ministry among lepers.) UNICEF estimates there are 31 million orphans in India - the highest number in the world. The Bible Society of India partners with Christian-run orphanages, providing Scriptures as well as shoes, blankets and school supplies for the children, when funding is available.

Photo credit: Andrea Rhodes

Publishing

Enhancing Distribution

Global Bible Publishing

The UBS Publishers Convention was hosted in The Netherlands and attracted a record number of delegates. The agenda focused on inspiring collaboration and creativity. It also highlighted the opportunities and challenges created by new digital publishing technologies.

Annette Paikal, 27, can only read Musgum and is looking forward to the whole Bible being available in her language.

Photo credit: Pierre Abiouro



The team introduced a new set of awards for creativity in publishing, named the **Vallotton Awards** in honour of the illustrator of the Good News Bible, Annie Vallotton. The French Bible Society was winner of the Printed Bibles category. The Bible Society of India won the Children's Literature category and the Bible Society of El Salvador won the Digital Publications, Apps or Websites category.

Supply Chain Management

The Global Publishing Team invested time listening to Bible Societies and encouraging collaboration in order to: face the digital publishing challenge together; ensure Bible Societies retain ownership of their Intellectual property; and improve Supply Chain Management. Ralph Libier worked closely with Francophone Bible Societies in Africa to develop strong principles for supply chain management including a new Demand Planning (Forecasting) and Inventory Replenishment system.

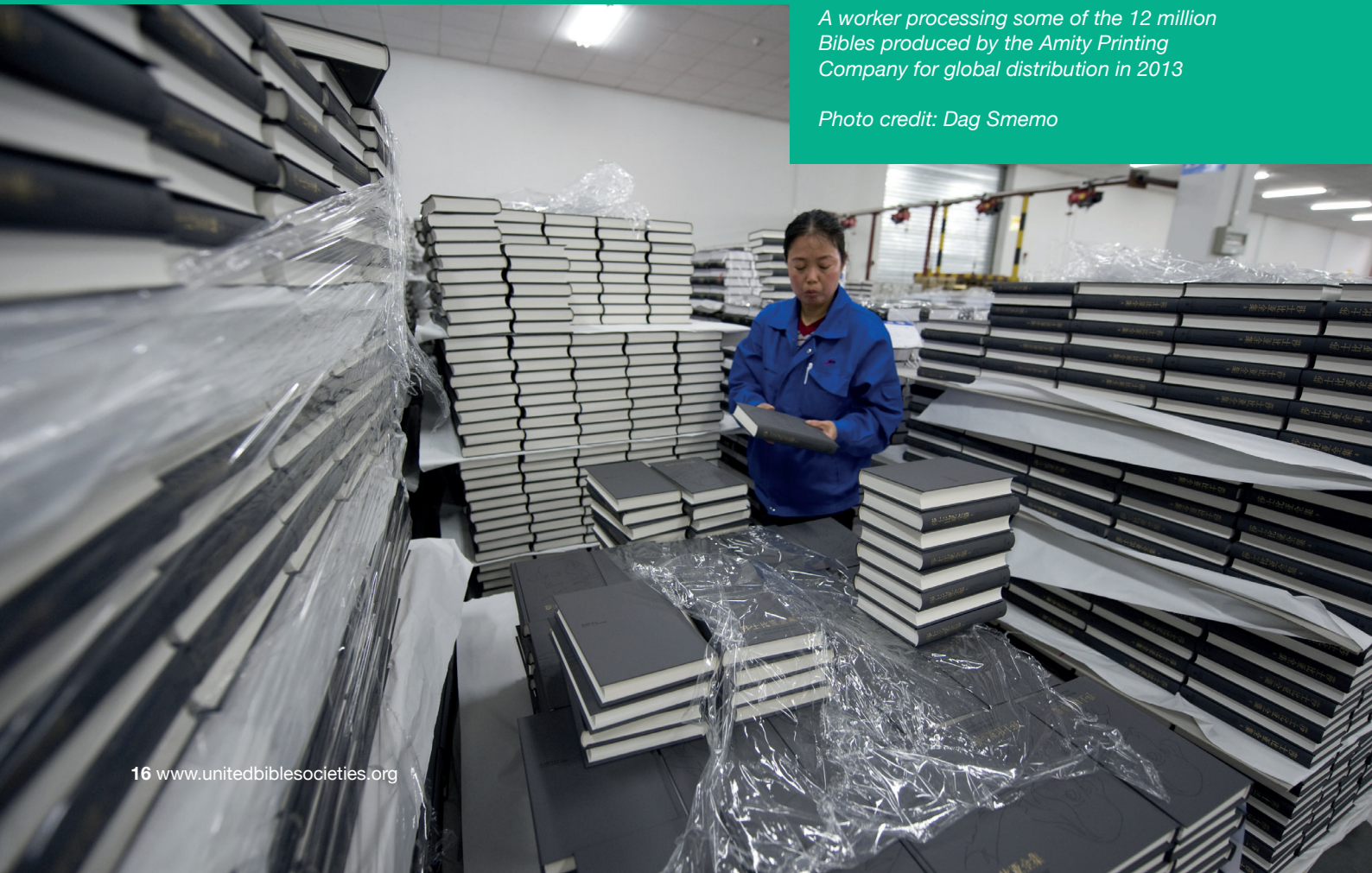
The new supply chain system will help Bible Societies in Togo, Burkina Faso, Benin, Cameroon, Democratic Republic of Congo, Congo, Côte d'Ivoire, Chad and Gabon to:

- Maintain a consistent supply of scriptures and reach more people with the Word of God
- Make scriptures more affordable and accessible to allow more people to be reached
- Minimise total supply chain costs
- Improve inventory management in Bible Societies
- Reduce supply lead times
- Provide more funds for ministry programmes by reducing costs and increasing distribution

GBP worked closely with the Americas Publishing Affinity Group to launch the first UBS Digital download store selling e-Bibles (www.e-biblias.org). They also helped Bible Societies transfer the majority of their Spanish Bible content into e-book and App formats.



Ralph Libier



A worker processing some of the 12 million Bibles produced by the Amity Printing Company for global distribution in 2013

Photo credit: Dag Smemo



Testimony

“One of the main difficulties that the Bible Societies in Francophone Africa face is not having sufficient inventory of their best selling items, while having too much stock of slow moving items. The new system will help Bible Societies to order exactly what they need in the right quantities and at the right time. This will allow them to better serve their customers and also fulfill their mission”

Yves Bigah, (pictured above)
Supply coordinator for West Africa,
based in Lome, Togo

Intellectual Property

As the world of digital publishing expands, the need to understand and protect our Intellectual Property rights is becoming increasingly important. The Global Bible Publishing team aims to develop world class knowledge in this field in order to provide excellent advice to Bible Societies that will help them protect and leverage their valuable intellectual property. The team provided consultancy support to 27 Bible Societies and shared best practice with further Bible Societies at four Publishing workshops around the globe.

The Global Bible Publishing team manages copyright administration of Spanish Intellectual Property on behalf of the Spanish speaking Bible Societies. During 2013, we prepared guidelines for the proper use of intellectual property, dealt with permission requests, negotiated six new license contracts and monitored contract compliance. We also helped five Bible Societies to apply for local trademarks for Reina Valera Contemporánea which will help protect the Fellowship’s intellectual property.

In 2013, the transition was completed from the former Area Publishing Services to the new Publishing Affinity Groups and Operation Units.

“Don’t do anything from selfish ambition or from a cheap desire to boast, but be humble toward one another, always considering others better than yourselves. And look out for one another’s interests, not just for your own.”

Philippians 2:3-4 (GNT)

Digital Bible Library™

Amplifying Engagement

The Digital Bible Library™ (DBL) is the most important language library in the world – a working archive for the languages of God's Word. The Bible texts that are already part of the library reach out to over 4 billion people in their heart language. And we have only just started! The DBL was created by UBS ICAP staff, with the generous sponsorship of Every Tribe Every Nation, and is owned and maintained by UBS. Discover more about the features and benefits for your Bible Society.



The Digital Bible Library™

DBL in 2013:



87 participating Bible Societies



657 texts 5 Scripture portions; 266 full Bibles; 386 New Testaments



500 languages spoken by 4 billion people



7.3 million Scripture views through Bible Search website & apps



3.84 billion of the 4 billion people reached by DBL access UBS texts in 211 languages



125 million devices installed YouVersion Bible App



Woman reading the Bible on an iPad.

Photo credit:
Andrea Rhodes

Testimony

"For us in Botswana, DBL is a very welcome development. People here, especially the younger generation, are very into digital gadgets and they really appreciate being able to access the Bible wherever they are without having to carry their printed Bible. Also, for us as a Bible Society, DBL offers huge advantages: we can rest assured that our texts are safely stored forever, that we will always retain the copyright, and that we can easily access them for review, reformatting or whatever. So I encourage my sisters and brothers in other Bible Societies to make use of the DBL. It is designed for us, for the people of our countries, for the generations that will come after us."

The translation acceleration funding that we are receiving, thanks to the DBL and ETEN, will help us complete and publish the full Bible in Kalanga and Naro within the next two years. The New Testaments are already available and uploaded to DBL but the work to complete the Old Testaments have been slowed down by power cuts, very high temperatures, lack of equipment and internet access. The funding we are receiving is helping us to address these issues and press forward with the work. The day that the Kalanga and Naro people can read the full Bible in their own language will be a day of great satisfaction."

Gabriel Tsuaneng,
General Secretary, Bible Society of Botswana



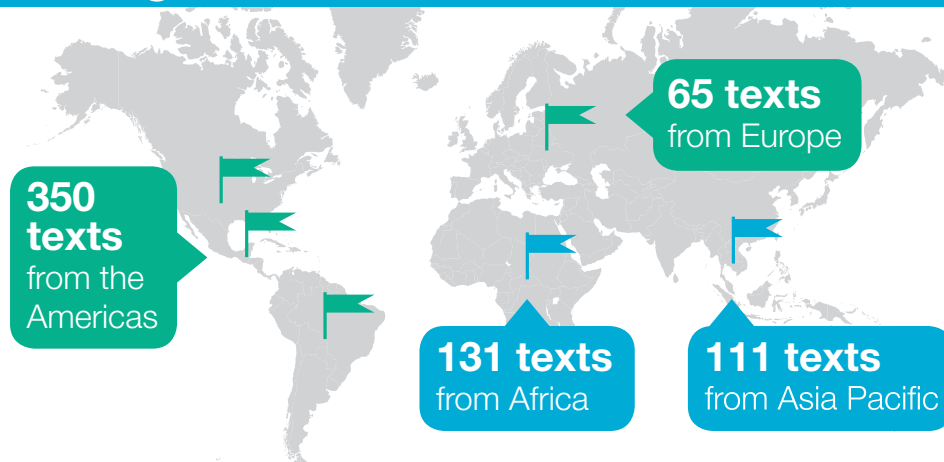


Testimony

"The DBL has been a great help in managing our Bible texts. It's allowed us to implement digital projects and reach more people."

Timóteo Cavaco,
General Secretary, Bible Society Portugal

Reaching Hearts Around the World



DBL Growth Accelerating

2011

87 texts

63 languages

2012

200 texts

143 languages

2013

657 texts

535 languages



Testimony

"The Bible Societies are key. We're really here to support the Bible Societies. We would not be doing this without the alliance of UBS, ABS and the other partners. But we realise the real heroes, if you will, are the people that work for the Bible Societies, on the ground, in the countries, they bring great value. So we really look at our organisation as a servant organisation to the Bible Societies."

"I'm always amazed – you go anywhere in this world, to the poorest of countries or the richest of countries, and people are using mobile devices. And so those devices are never much further away than our pocket or purse and so it gives us an opportunity to engage in God's Word in our heart language, no matter where we're at. Digital is going to be the way we reach this planet for Christ. This is a technology shift. It's happening whether we want it to happen or not. We just have to be proactive and take advantage of that for the kingdom of God"

YouVersion is a customer of the DBL. The DBL does not belong to ETEN. The DBL belongs to United Bible Societies, to the Bible Societies. The way that we engage Scripture for people around the planet is through customers like YouVersion. So YouVersion is a customer, just like BibleSearch is a customer through ABS. There'll be tens, if not hundreds, of companies who come to the DBL for authentic Scripture, sanctioned by UBS, that then can take that to customers, to people like me and you so that we can engage with it, or we can do print on demand, or we can do audio. That's the way we're going to reach people."

Gary Nelson,
Board Chair, ETEN

Bible Engagement and Ministry



Woman reading a Khmer New Testament in a remote village, Svay Rieng, Cambodia.

Photo credit: Martin Johnson

Augmenting Talent and Resources

Global Ministry Exchange

In 2013 the Global Ministry Exchange (GME) continued its work in augmenting the talent and resources of Bible Societies and helping them grow their ministries.

GME is facilitating the formation of Affinity Groups, which connect Bible Societies with a common ministry and serve as a forum for encouragement and relationship building. The Resource Mobilisation Group and the Literacy Affinity Group are two examples of Affinity Groups already connecting people within Bible ministry. Moreover, the GME team also helped establish two new Ministry Resource Centres for Bible Advocacy and Trauma Healing which will help spread world-class knowledge and best practice in these two fields.



Testimony

"We have taken seriously all you mentioned in your report and we are glad to work with you to follow it up. I have shared it with all the people you met with so that they can know what areas you would like to follow up with each of them. So thanks for your visit, thanks for taking the time and thanks for your encouragement of us as well."

Ramez Atallah,
General Director, Bible Society of Egypt



She's My Sister™ is a Bible-based trauma healing programme run by American Bible Society and carried out in partnership with national Bible Societies, such as Democratic Republic of Congo. The programme uses the Bible to help heal deep spiritual and emotional wounds caused by conflicts and other traumas and is running in around 15 countries. To learn more visit Sister.AmericanBible.org

Photo credit: Malorie Tull

GME began work on a new Knowledge Management project, working with Reading University and supported by a Knowledge Transfer Partnership grant from the Technology Strategy Board. The team began redeveloping the Project Registry (our grant and project management system) and established an advisory group of Bible Societies to contribute to the project. As part of this project GME is compiling a register of talents available across the UBS fellowship so Bible Societies with specific needs can be matched with people with expertise and capacity to help. An important aspect of GME's work is supporting Bible Societies who are preparing to become full members of the United Bible Societies fellowship. In 2013, they worked closely with the Faroe Islands and Gabon.

The annual Roundtable Exchange was a very successful event, hosted in Bangalore by the Bible Society of India. This event attracted more than 150 participants from more than 70 countries for capacity building and idea sharing.



The Rev Dr. Mani Chacko, General Secretary, Bible Society of India, pictured at the Roundtable Exchange in India in June 2013

Photo credit: Andrea Rhodes

“...grass withers and flowers fade, but the word of our God endures forever.”

Isaiah 40:8 (GNT)

Communications

Global Partnerships & Communications Team

Achievements

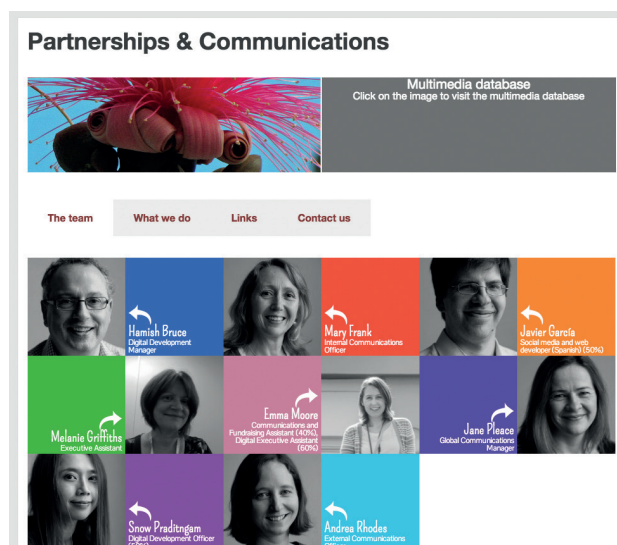
Fellowship Communications

The quantity and quality of our online multi-lingual communications both increased during 2013. Virtually all our communications to the Fellowship are now delivered simultaneously in English, French and Spanish. We introduced a new email system that enables us to track our emails and ensure they are sent correctly to everyone in the Fellowship. We continued using social media to share updates quickly particularly during emergencies like Typhoon Haiyan in The Philippines and when Bible Societies made urgent prayer requests. We helped the Bible Society of Egypt to launch an appeal to rebuild their bookshops following attacks in August 2013. The initial target of \$120,000 was achieved within two weeks. We dramatically increased our use of short videos to communicate simple messages and stories about our global mission.

- We celebrated the launch of **UBS Community**, our new global intranet, which provides a one-stop shop for Bible Societies wanting to search the Fellowship, collaborate in groups, share news, access documents and download resources. The most popular photo (most downloaded) was taken at the launch of the Shilluk Bible in South Sudan. (<http://ubs.montala.com/pages/view.php?ref=59803&k=>)

UBS Community is available in English, French and Spanish.

- We organised **webinars** on Literacy and the Digital Bible Library™ in English, French and Spanish. Over 100 people attended, representing 60+ Bible Societies.
- 2013 was the year we **restructured the global governance of our Fellowship**. The Global Communications team enabled Bible Societies to register their views online and to vote for new representatives on the Global Council. We also provided regular updates to Bible Societies throughout the year, including photos and video interviews from the Global Council meetings.



The new UBS Global Council met in Swindon, UK in October 2013



Meng Juan (right) watches a student write on the blackboard during a Bible-based literacy class in Shaanxi province, China, which uses materials supplied by United Bible Societies.

Photo credit: Tan Tan Yeo

Testimony

"This is fabulous, well done! It is not only the kind of step-change we need in our communications, but it also helps to change our values as UBS. The sense is of more fellowship, more mutual support, a contemporary approach and a simple, fresh faith."

James Catford,
Group Chief Executive, BFBS

Global Communications

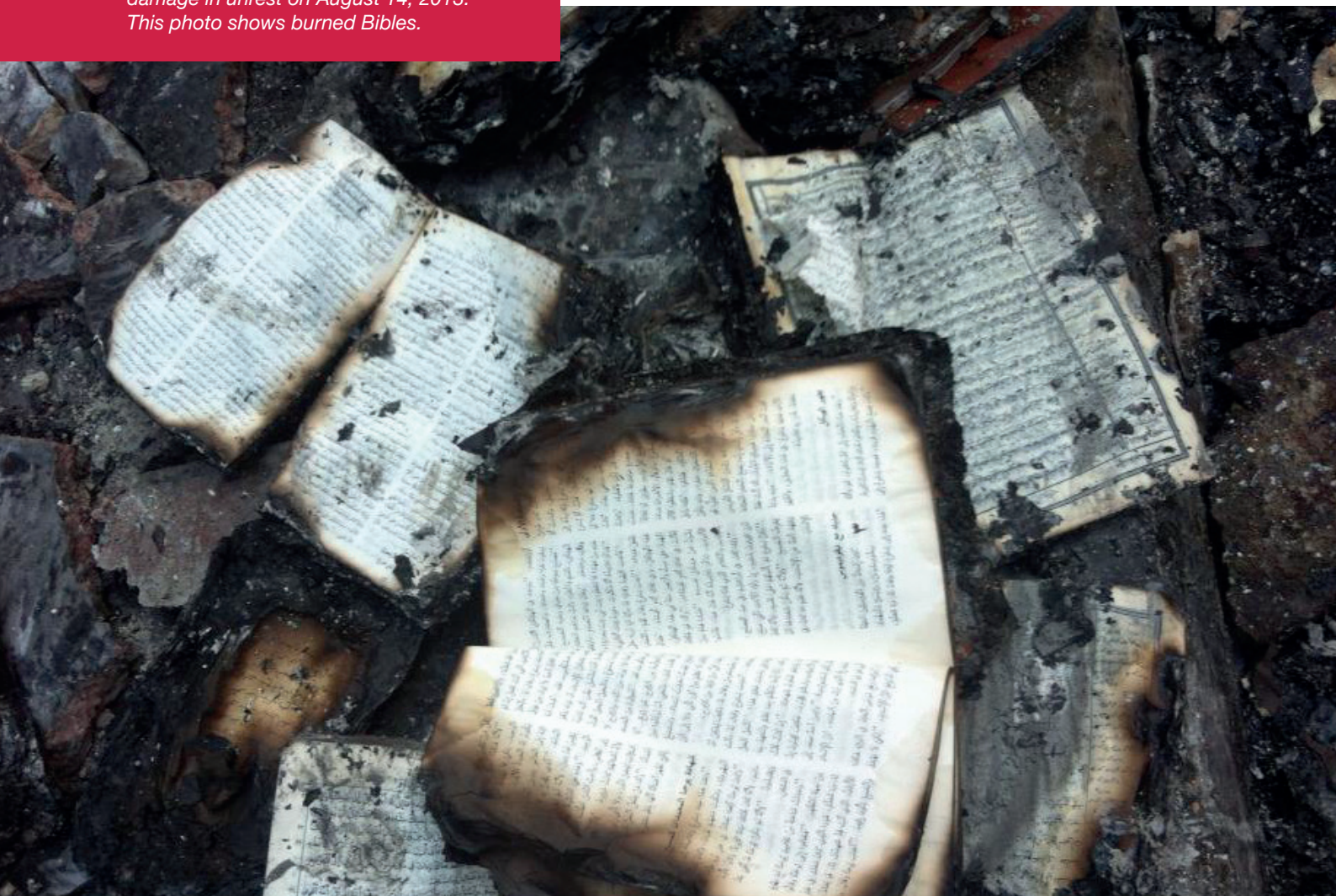
One of our key objectives is to help raise the global profile of United Bible Societies for the benefit of all Bible Society members. We aim to produce interesting news articles, reports and social media posts that help draw attention to the wide variety of ministries undertaken by Bible Societies around the world. Our goal is to help generate greater awareness of Bible Society work, and help attract new donors so together we can achieve our vision of making the Bible available for everyone.

Media releases

We started publishing news reports highlighting the impact of Bible Society work. Each report was accompanied by a selection of photos or info graphics. We sent our media releases to a targeted list of Christian journalists and broadcasters. We also shared them with Bible Society Communications Managers and Fundraisers. Several Bible Societies used our reports to gain national media coverage.

We secured radio interviews about our global literacy work and Scripture distribution trends. Our reports also featured in the following publications and websites: Anglican News, Christian Today, Christianity Today, Premier Radio, Anglican Communion Communicators and Pro-mediennmagazin.

Bible Society of Egypt bookshops in Minia and Assiut suffered extensive damage in unrest on August 14, 2013. This photo shows burned Bibles.





Typhoon Haiyan hit the Philippines in November 2013. In response to the disaster, the Philippine Bible Society launched an emergency project to supply Scriptures to the victims. This photo was taken in Tacloban City, one of the hardest hit areas. The relief operation is being conducted by Philippine Bible Society partner Sowers International. This organisation is helping the Bible Society to distribute Scripture materials by including these in the relief/food bags that it packs and gives to the victims.

“Give thanks to **the Lord**,
proclaim his greatness;
tell the nations what he
has done.”

1 Chronicles 16:8 (GNT)

GP&C's 2013 Facts and Statistics



Video has grown significantly

YouTube views: 21,000 (155% more than in 2012)
43,596 minutes of our videos watched.

Vimeo views: 40,592 (324% increase on 2012)



Good website growth

Page views: 203,524 by 80,334 users.

(86.69% more users and 69.96% more page views than in 2012)



Launched the UBS blog in February 2013

Blog.unitedbiblesocieties.org

12,824 page views by 4,679 users

The UBS blog is designed to give the public an insight into the people who work for Bible Societies, their beliefs, experiences and motivations. Our most popular post in 2013 was Michael Perreau's reflection on his visit to China, "The China not many people hear about." We welcome contributions from all Bible Society staff; in 2013, we had contributions from every continent. **Blog.unitedbiblesocieties.org**



Excellent social media growth, particularly Facebook



Digital Bible Facebook www.facebook.com/DigitalBible

Our flagship Facebook page continued to grow from strength to strength. We thank God the page has over 9 million fans. As a result of those fans sharing our posts with their friends, our Bible verse posts have been viewed over 618,000,000 times. That's over half a billion Bible verses!



UBS Facebook www.facebook.com/UnitedBibleSocieties

From fewer than 9,000 fans in January to more than 44,000 by December 2013 (growth of 388%, or nearly 5x) Through 2013, we gained more than 35,900 fans, as opposed to the 2,700 gained in 2012



SBU Facebook

On the Spanish version of our official page, we gained 14,500 fans in 2013, compared to only 2,000 fans in 2012.



Twitter @UBSBible

We experienced over 27% growth. We saw our influence and engagement levels increase. By the end of the year, we doubled the number of link clicks and mentions. We notice we have more male followers on Twitter and more female followers on Facebook.

Finance

Focusing on Financial Resources

Global Finance & Operational Services

The total global income generated by the United Bible Societies fellowship exceeded \$380million. We give thanks to God for all the donors who contributed to this tremendous figure by giving financial gifts to their local Bible Societies and we thank all the customers who purchased Bibles and Scriptures. We particularly appreciate the legacy bequests received from faithful supporters who passed away during 2013 and pray for their families.

88% of the total global Fellowship income was retained by the respective Bible Societies to fund their domestic ministries and cover their operating costs. The remaining 12% (\$44m) was shared around the Fellowship to fund projects in countries

where it is difficult to generate income and to pay for the global strategic services provided by the Global Mission Team.

\$32m (73% of the income shared within the Fellowship) was used to support 715 Bible projects in more than 150 countries and territories. A very wide range of projects was supported.

The remaining \$12m was invested in the strategic services provided by the Global Mission Team. The team's budget reduced by 25% over the last 2 years reflecting the move towards online digital coordination and facilitation, and the globalisation of some services.

Testimony

Thank you so much for working on the new accounting system, I really love the new format. It is very easy for tracking and checking, well done!

Ng Hwee Hong,
China Partnership



Pictures from the Bible Society of Brazil's Light in the Amazon project. The people living in small communities along the banks of the Amazon have little or no access to healthcare services or Scripture except those provided through the project. The pictures were taken during a visit of the UBS Academy of Leadership to two island communities in September 2013.

Photo credit: Mark Cook

Global Human Resources 2013 Accomplishments Include:

- Hosting the fourth cohort of **UBS Academy of Leadership and Management**
- Launching a pilot scheme of a **Global Youth Volunteering Programme**
- **Implementing a localised approach** to employment around the world
- **Introducing a new recruitment and resourcing policy** with tools for Bible Societies

Global Human Resources

The Global Human Resources team acts to support the work of United Bible Societies through the development of effective people management. Developing people builds capacity and in the past year, we can celebrate the following activities which have contributed to this vision...

UBS Academy of Leadership and Management

Planning for the fourth cohort of the UBS Academy began in March 2013 and will include 15 participants from around the globe. The Academy is a collaborative effort seeking to develop leaders who are in strategic positions in UBS. The programme consists of three modules running over a 6-9 month period with content ranging from the exploration of personal leadership, to team dynamics, matters of strategy and change management as well as enabling a perspective shift from the local to the Global. Since the first cohort, there have been 60 participants, representing 45 Bible Societies.

Pilot scheme of a Global Youth Volunteering Programme

During 2014 we will be facilitating a global youth volunteering programme seeking to attract young people from one country in order to engage them in ministry in a Bible Society in another. Making lifelong supporters of the Bible cause as well as building capacity and engaging young people in mission are all intended outcomes of the scheme, with the intention to fully launch in 2016.

Localisation of Employment

Part of the restructure of UBS included the implementation of a localised approach to employment. In practice, this means that we now recruit people from all around the world without limiting ourselves to certain locations, as well as seeking to match our terms and conditions with local benchmarks. As part of this work, a full remuneration review including job evaluation and benchmarking with local markets begun in 2013 and will be completed during 2014. In addition, a new recruitment and resourcing policy was introduced setting out our principles for recruitment as well as some practical tools for those involved in selection. Both of these tools will be available for Bible Societies who might find them helpful.

Enhancing Management standards

In 2013 we introduced a professional performance management system for all members of the Global Mission Team. Including initial reviews, target setting, annual and bi-annual performance development reviews, we have focussed our efforts on keeping team members accountable for the quality of their work and delivering in a timely and effective manner. Along with this, we have introduced monthly training and development for those with team leadership responsibility and a suite of online tools to enable them in their work. The development of the Global Mission Team Values – excellence, sustainability, love, integrity and diversity have acted to compliment these standards and will be further developed during 2014.

Supporting Bible Societies

Few Bible Societies are fortunate enough to have a designated HR team and part of our remit is to emulate good practice, offering support where possible. The creation of the UBS HR Affinity Group and a greater collaboration between HR professionals in Bible Societies and UBS HR team have led to improved standards and greater collaboration. Part of the remit of the Global HR Manager is also to provide support in the area of Governance, thus further enhancing the remit of the HR team.

Supporting the Global Mission Team

During 2013, the HR team recruited 15 new team members and managed the end of the employment of 25 employees. Where possible, we explored new employment relationships (secondments, fixed term contracts and greater use of contractors) in order to be most efficient with the funds which have been entrusted to us. The Global Mission Team is now comprised of 117 people who are located in 25 countries, representing 38 nationalities.

If you would like any further information about the work of the HR team or to have access to any of the documents and policies referred to above, contact the Global HR Department – hr@biblesocieties.org



Financial transactions:

- The Global Financial Services team transferred the equivalent of **\$70+ million worldwide during 2013**
- They handled **more than 24,000 transactions in 50 currencies** on behalf of Bible Societies

Maintaining Bible Societies:

- **60 Bible Societies** are largely dependent on current account credits provided by the GFS team
- Almost **20 Bible Societies** would not survive without **coaching, mentoring and practical support from the GFS team**

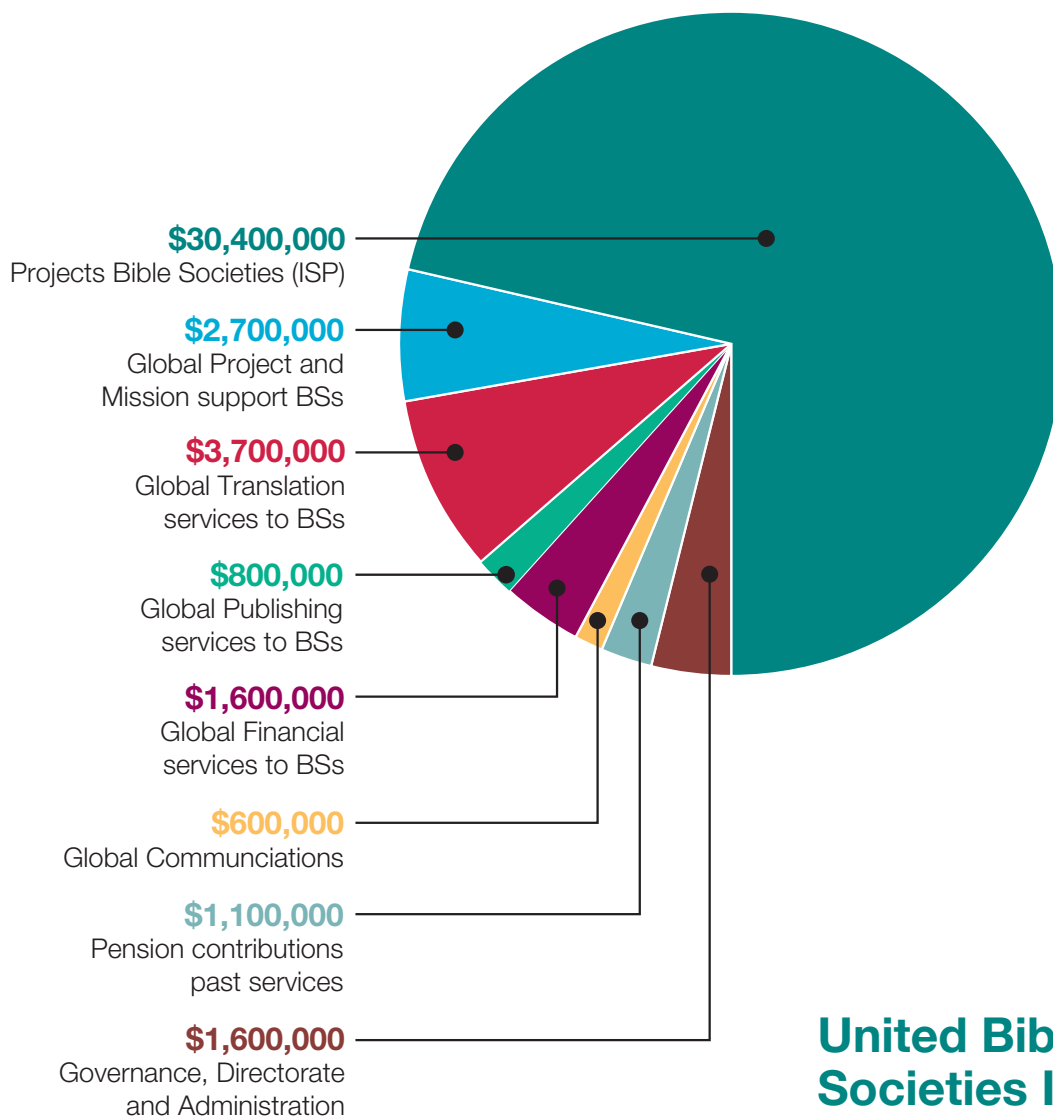
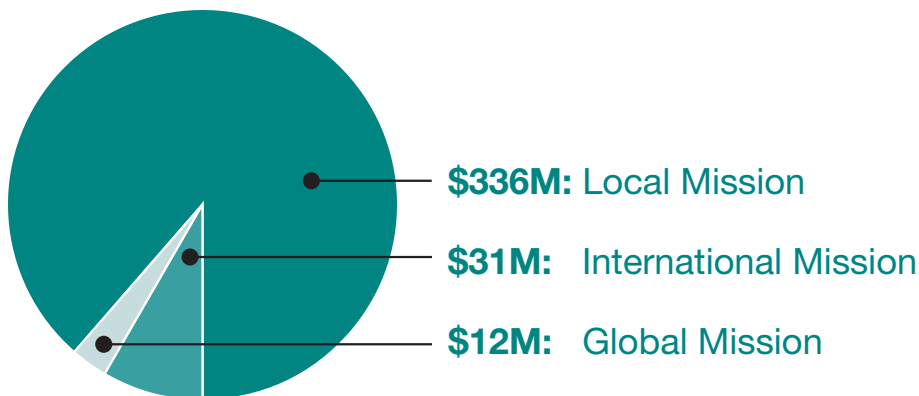
THE BIBLE for Children



This young girl in an orphanage run by St Thomas Academy Trust was happy to get a Children's Bible from the Bible Society of India. UNICEF estimates there are 31 million orphans in India - the highest number in the world. The Bible Society of India partners with Christian-run orphanages, providing Scriptures as well as shoes, blankets and school supplies for the children, when funding is available.

Photo credit: Andrea Rhodes

Total Fellowship income \$380m



United Bible Societies ISP projects and Global Mission Team 2013



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Please get in touch. We'd love to hear from you:

Email address: communications@biblesocieties.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) from its registered office at UBS UK Hub, Stonehill Green, Westlea, Swindon SN5 7PJ, England. UBSA is a company limited by guarantee, registered in England and Wales no. 2264875. Registered charity no. 800058.