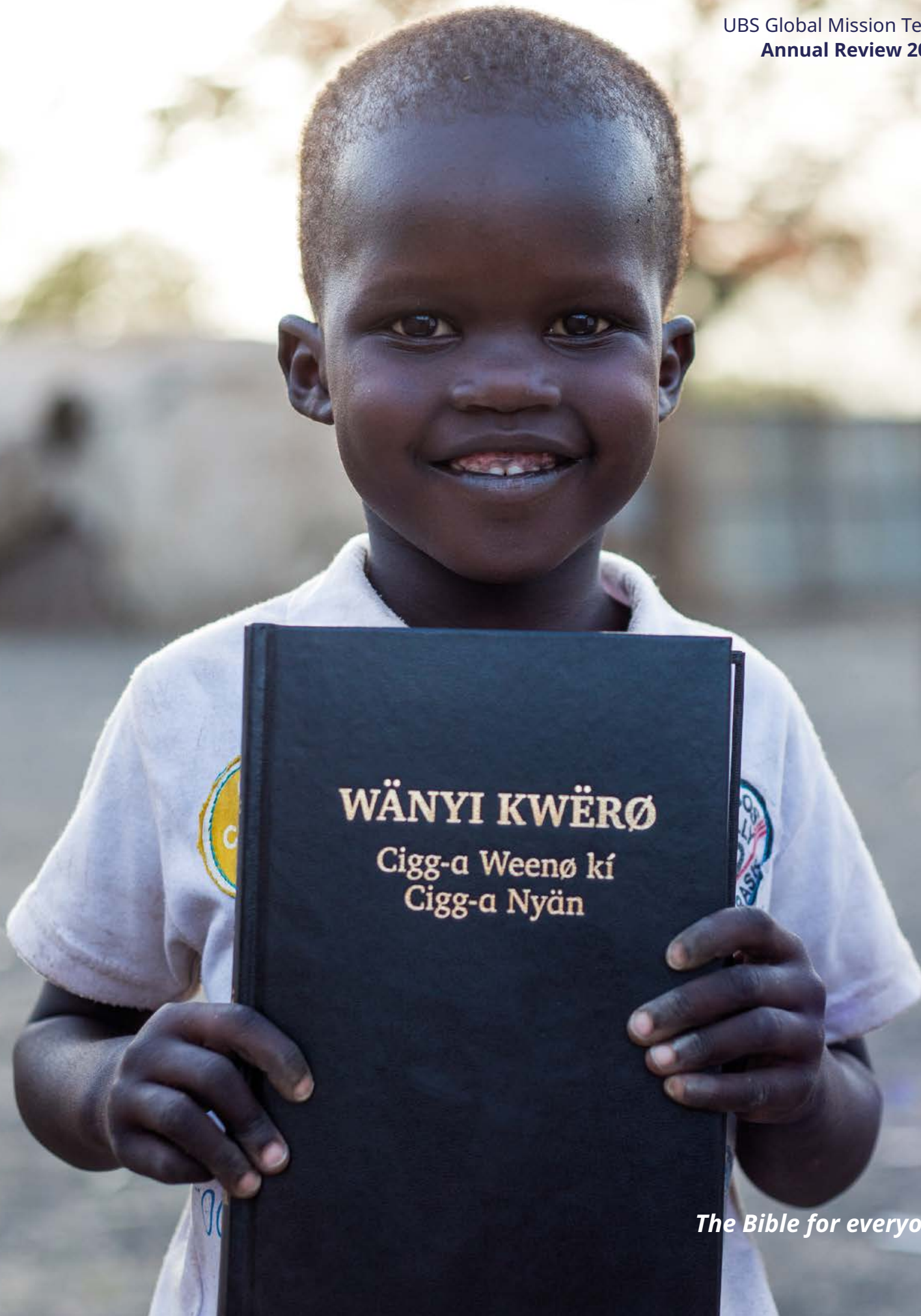




United Bible  
Societies

UBS Global Mission Team  
Annual Review 2014



WÄNYI KWËRØ

Cigg-a Weenø kí  
Cigg-a Nyän

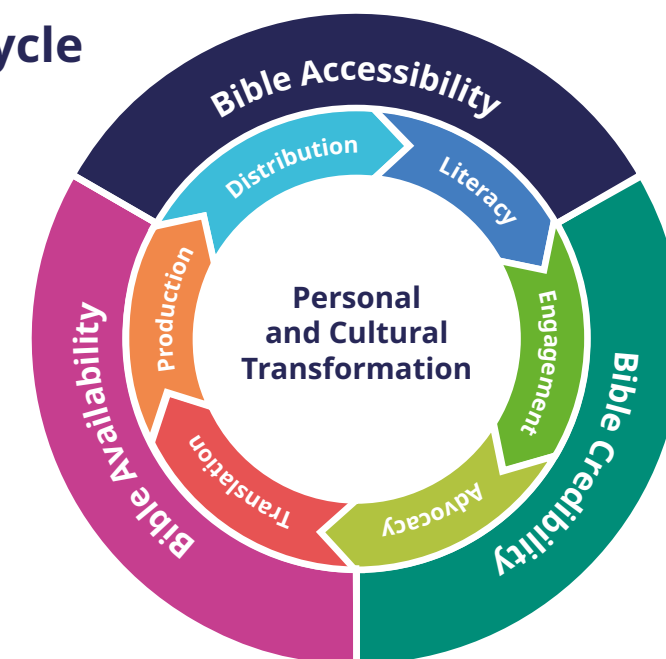
*The Bible for everyone*





We believe **the Bible**  
**is for everyone**  
 so we are working towards  
 the day when everyone  
 can access **the Bible**  
 in the **language and**  
**medium of their choice**

## The Bible Lifecycle



Cover: A young boy holding a Shilluk Bible at the launch in Malakal, South Sudan. Photo: Will Swanson.





Dear friends and colleagues in the Bible cause,

2014 can be remembered by the Fellowship of Bible Societies as the year of consolidation of several changes. For the previous two or three years, we had all been working to define adjustments that needed to take place so that we could continue to expand our mission to take the Bible to all in this new globalised world. Having defined those changes and agreed on them, implementation took place. 2014 saw the consolidation of this process.

As I reflected on this, a special word which the Apostle Paul addressed to some Christian friends of the Church in Corinth came to me. As you know, the Church in Corinth was going through a series of difficulties, and Paul, called by God, intervened strongly to help that Church to overcome those difficulties. However, he was supported by other dedicated Christians. So, at the end of his first letter, he recognised that, saying, **“I am happy about the coming of Stephanas, Fortunatus, and Achaicus; they have made up for your absence and have cheered me up, just as they cheered you up. Such men as these deserve notice.”** (1 Cor. 16:17-18, GNT).

As we look back at 2014 through this Annual Review, we all have to recognise the importance of the help of the Global Mission Team. So, adapting Paul's words, I say, **“They have helped to cheer us up, just as they cheered you up. Such people as these deserve notice.”**

God's richest blessings on our continued work for the Bible cause in the world.

**The Rev Dr Rudi Zimmer**

Executive Director of the Bible Society of Brazil, and Chair of the UBS Global Council

**“I am happy about the coming of Stephanas, Fortunatus, and Achaicus; they have made up for your absence and have cheered me up, just as they cheered you up. Such men as these deserve notice.”**

1 Cor. 16:17-18, GNT

*Two girls outside a rural church in Henan Province, China. Photo: Dag Smemo.*





**“This is the Lord’s doing  
and marvellous in our eyes.”**

Psalm 118:23 (ESV)

*Young people with copies of the new ecumenical  
translation of the Bible in modern Latvian.  
Photo: Dag Smemo.*



**What the Global Mission Team has accomplished in 2014 is certainly not the work of man, but it is the work of God. Human efforts alone would not have been able to bring about such a glorious result of the wonderful ministry of the Global Mission Team, It was the guidance, the strength and the power of the Holy Spirit.**

I rejoice again this year for what the team has done.

It has not been an easy year. There were challenges to be faced, but they stayed focussed on the translation and printing and distribution of the Word of God, the results of which will endure to eternity.

As you read this report, I am sure you will join with me and say, **“This is the Lord’s doing and marvellous in our eyes.”** Psalm 118:23 (ESV)

**The Rev Dr Robert Cunville**  
President of United Bible Societies



# Translation

*Global Bible Translation Team*

**Supporting Bible Societies to create high quality translations in an efficient and sustainable way is the driving passion for the Global Bible Translation team. This takes many shapes, including:**

- Capacity building
- Mentoring
- Project support
- Leadership in academic standards through tools, resources and training
- Digital innovation and tools
- Communications and fundraising

## 100 Bibles in 1000 Days

At the start of 2013, we embarked on an exciting journey to bring 100 full Bibles that were near completion through to the finish line – and we are making great progress!

Translation is now complete on **70 of the 100 Bibles, with 31 of these marking the first time a full Bible has ever been made available in that language!** So many churches and communities will be blessed by this great work, which is possible only because of cooperation between people all over the world!

2015 marks the final year of this exciting campaign, and we can't wait to see what God will do as we press on towards the finish line.

*"The training we provide to translators at local and global level is creating a firm basis for ensuring that Scripture translation can flourish in the future and that translations will help God's Word to touch people's hearts."*

**Alexander Schweitzer**  
Head of Global Bible Translation

**1.371 billion people** now have newly-completed Bible translations in their own language!

2014 saw tremendously exciting impact and potential for life transformation, as **51 new Bibles, New Testaments and Portions were published**, and many more advanced in translation.

**Over 60% of those 51 translations published were full Bibles**, reflecting our continuing commitment to whole Bible translation as a core value of United Bible Societies' Global Bible Translation work.

**525 people from 96 Bible Societies increased their skills and understanding** in Bible translation as a result of capacity building in 2014. **The 39 workshops that made this possible** are positioning our Fellowship to move with strength into the future, and maintain our contribution as a global leader in Bible translation standards and expertise.

*A boy with a Bible from the Bible Society of India. Photo: Andrea Rhodes.*



Sewessé and her husband Josué – Sewessé, 52, lives in Mali, and is excited about the newly-completed translation of the Bible in her mother-tongue language of Boomu:

*"I used to be a very bitter person but that changed when I got to know the Bible... I've always had to read the Bible in Bambara because I didn't have any choice. But although I've lived among Bambara speakers for many years and have had to speak it every day, I've never felt totally able to express myself in it... I feel so joyful that the Bible is now available in my language. I can't wait to read it and get to know God better."*

Our workshops are targeted to four key audiences:

- Translation Officers
- Translator
- CEOs/General Secretaries and Bible Society staff
- Computer Assisted Publishing (CAP) Officers

Each is carefully designed to meet the specific needs of each group, cultivating the expertise and skills required to both manage and undertake the 400+ translation projects we currently have underway throughout our Fellowship.

*"I am so grateful for this workshop; it was very, very helpful to me as a CEO. Now it will be very easy for me to manage the translation projects."*

*"Very helpful and meaningful... inspired me to be a better Translation Officer."*

### Translation Needs Assessment 3.0

It is so important that Bible translation is undertaken with thorough consideration of all the factors that contribute to its ultimate success in impacting local communities, so that projects are set up to succeed. The Translation Needs Assessment tool helps Bible Societies do just that, and the new third edition was released this year after extensive consultation and consideration of today's landscape of Bible translation.

This valuable new tool will assist translation teams around the world to more effectively plan, monitor and manage Bible translation projects to best serve the churches and communities that are eagerly awaiting their completion!

TNA 3.0 helps translation teams consider, assess and plan in accordance with:

- Objective translation need
- Language vitality and use
- Bible Society commitment, capacity and ownership
- Church and partner organisation commitment and ownership
- Project plan quality
- Regular reviews and evaluation

The Global Bible Translation team understands that digital technologies are increasingly impacting every aspect of our lives – including the means by which we encounter God through the Bible. We are so excited about the way that tools like the Digital Bible Library® are allowing the impact and reach of translated Scripture to exponentially increase across the globe!

In 2014 the Digital Bible Library®, utilised by partners such as YouVersion and BibleSearch, expanded to include:

- 1014 Scripture texts
- 816 languages
- 95 contributing Bible Societies

**...all with the potential to impact over 4 billion people with the Scriptures in their own language!**

Photo: Bible Society in Mali.



# Publishing

Global Bible Publishing Team

## The UBS Digital Publishing Strategy

In 2014, the Global Bible Publishing team worked with the Institute for Computer Assisted Publishing (ICAP) and the Global Partnerships and Communications team to develop the UBS Digital Publishing Strategy. This is designed to empower Bible Societies to successfully enter digital publishing with a sustainable business model.

Bible Societies have been very receptive to the Digital Publishing Strategy, welcoming the way it reconciles our mission with economic sustainability. Digital enables Bible Societies to fulfil their mission on an unprecedented scale and with a global reach, while also providing a path for economic sustainability.

## UBS Digital Bible App

A global Bible App is under development, sponsored by the Bible Society of Brazil. This app will enable us to generate income for Bible Societies through a 'freemium business model' (providing basic content for free, but the user pays for the premium content).

## Project Marble

This is a joint project between Global Bible Publishing and Global Bible Translation which aims to achieve translation acceleration and to enable the creation of digital products with a rich user experience.

## Project Engage

Project Engage is designed to empower Bible Societies to create and engage user communities through a more relational online presence. A pilot with five Bible Societies is being implemented during the second half of 2015.

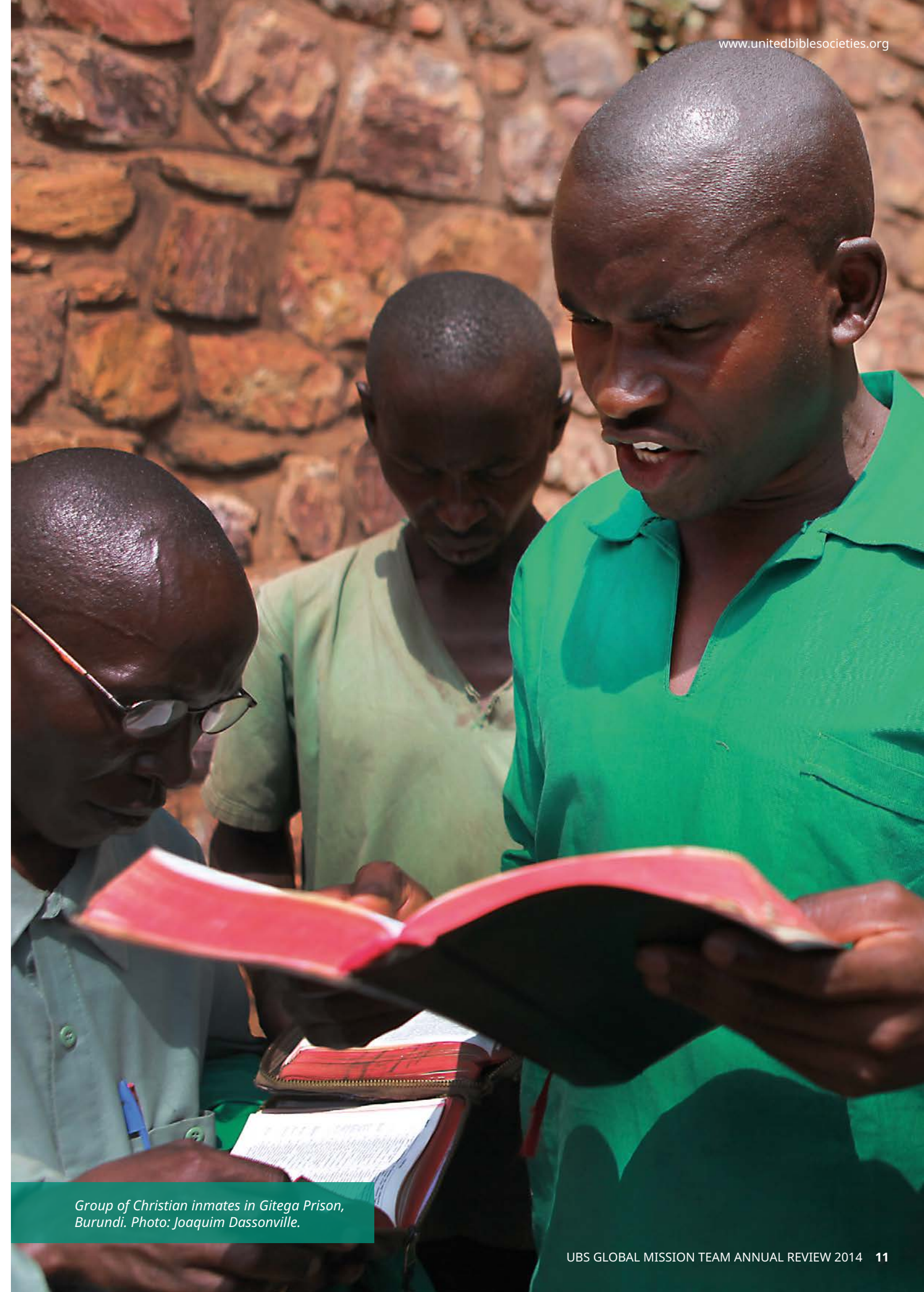
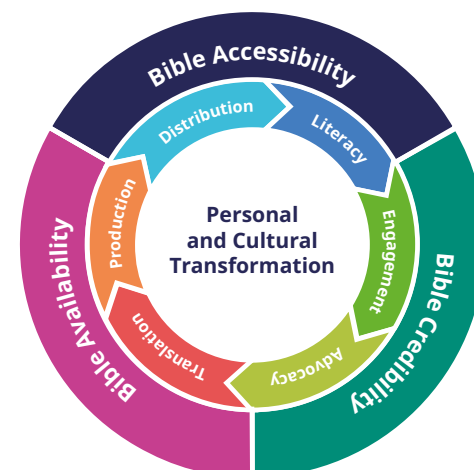


## E-commerce Project

This project is designed to implement a state-of-the-art e-commerce system for a Bible Society in 90 days. A pilot implementation was completed in Mexico in November 2014.

## Publishing development

- We have written Ten Best Practices Guidelines for Publishing. This will be a training tool for Bible Societies.
- We held two Trends in Publishing summits, attended by more than 100 people. These events help Bible Societies to stay up to date with changes in publishing and to connect with publishing partners.



Group of Christian inmates in Gitega Prison, Burundi. Photo: Joaquim Dassonville.



## Supply Chain Management

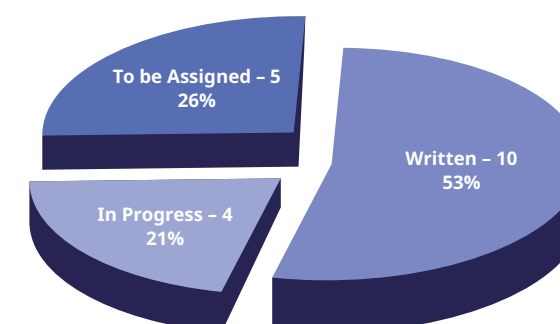
- During 2014 we finalised the second phase of the Supply Chain Management project in Francophone Africa: the implementation of the new demand forecasting and inventory replenishment system. The first phase was completed in 2013 and was focused on system development and capacity building.
- A new Scripture ordering schedule was implemented in 2014 for the Francophone Bible Societies. This will make it possible to shorten supply lead times and reduce inventory levels in Bible Societies and Production Centres.
- A new Scripture ordering system was developed in collaboration with Celadepe, to be used in the Americas and Africa for the processing and consolidation of Bible Society Scripture orders.

## Intellectual Property

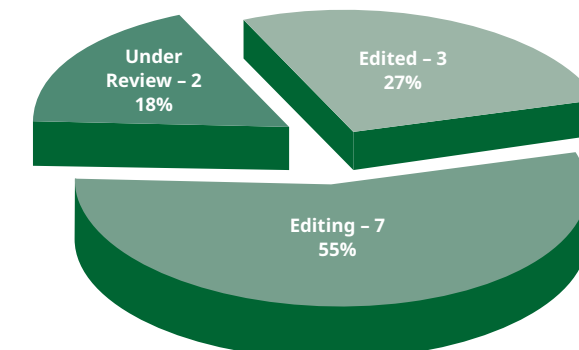
- We distributed 11 issues of the *Copyrights Express* newsletter and trained more than 100 people from 55 Bible Societies
- We provided support to Bible Societies to develop dozens of new agreements
- We provided advice and support to Global Mission Team staff and 45 Bible Societies on Intellectual Property issues.
- We developed Intellectual Property template agreements for Bible Societies.

## Best Practice Guidelines

### WRITING STATUS



### PRODUCTION STATUS



## Publishing Development

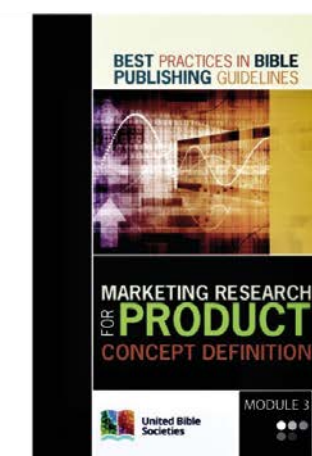
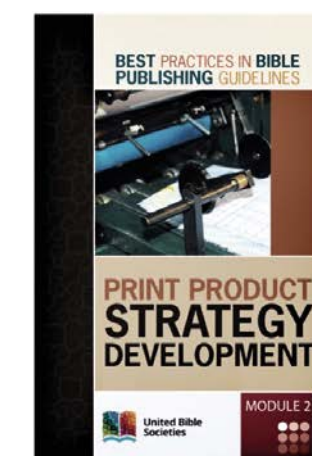
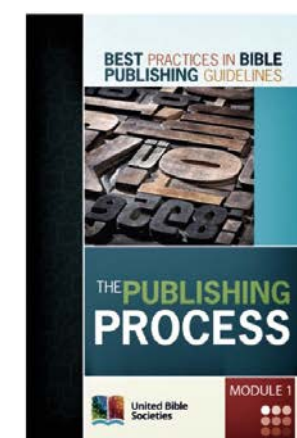


Photo: Andrea Rhodes.



# Bible Engagement & Ministry

Global Ministry Exchange Team

## How can we help your Bible Society?

### Ministry Resources Facilitators

**Global Ministry Exchange (GME)** helps Bible Societies to help themselves and each other. All Bible Societies have a Ministry Resources Facilitator (MRF) who is assigned to support them.

During 2014, our Facilitators served, in one way or another, all of the Bible Societies and Bible Society Offices plus a number of partnerships and regional clusters, a total of **155 organisations**. They made **101 visits to Bible Societies** and recorded over **4,400 contacts to support Bible Societies**, including emails and phone calls.

*"Ingrid oversees a good number of Bible Societies; however, when dealing with her, it seems that she works only with us – so much time and attention Ingrid pays to each of our problems! Ingrid's goodwill and Christian attitude to her duties show a good example of good work. We consider Ingrid Felber-Bischof's appointment as our Facilitator a great God's blessing to BSRB."*

**Igor Mikhailov, Executive Director, Bible Society of the Republic of Belarus**



From left to right: Latyshev Joseph Danilovich, Deputy Director of the Revival Mission, Ingrid Felber-Bischof, MRF, and Igor Mikhailov, Executive Director.

## Capacity Building

Capacity building is at the heart of GME's work and enables Bible Societies to better operate, learning from each other and the Global Mission Team.

During 2014, MRFs provided:

- 377 capacity building interactions
- strategic advice to Bible Societies on 272 occasions
- 703 instances of support for project development.



A boy reached by the Bible Society of Brazil's **Light in the Amazon** project. Photo: Mark Cook.



A boy with a Bible received from the Bible Society of Ghana. Photo: Clare Kendall.

## Support for groups of Bible Societies

"Graham Baxter has been a great help in our Cairo meeting. He explained the concept of 'UBS affinity groups' that resulted in us deciding to become one. Graham also helped me to chair the meeting and I confidently say that his presence and help has helped the whole process a lot."

**Nashat Filmon, General Secretary, Palestinian Bible Society**



Affinity Group with MRF Graham Baxter. Photo: Neil Rees.

## Team work in Honduras

In 2014, the Bible Society of Honduras launched a three-year project to provide thousands of Scriptures for government institutions, including law enforcement agencies and the military. MRF Gerd Persson stepped in to support the Bible Society as it struggled to start the project after the loss of a key staff member. "When I think of the success of a project I think of team work, and I really believe Gerd has been a key factor to the success of this project," says General Secretary Jorge Gomez.



From left to right: Armando Lopez, Promoter, Gerd Persson, MRF, Jorge Gómez, General Secretary, Marlon Cardona, Project Coordinator, and René Ortiz, Promoter.

## Literacy workshop

Global Literacy Coordinator Julian Undersingh and his fellow MRF, Arun Sok Nhep, facilitated a literacy workshop in Siem Reap, Cambodia. There were 30 participants from 15 Bible Societies from Asia-Pacific. SIL Literacy expert Dr Ian Cheffy taught participants about developing creative materials to make literacy classes relevant and engaging for the students. Participants also visited literacy classes being conducted by the Bible Society of Cambodia.



MRF and Global Literacy Coordinator Julian Undersingh observing a literacy class in Siem Reap, Cambodia.



## International Support Program

The International Support Program (ISP) brings together Bible Societies implementing projects and those that want to provide funding. The ISP processes ensure accountability and regular communication about project progress.

### Highlights for 2014

- There were **1,023 projects** proposed.
- Of these, **751 projects** received funding through the ISP.
- **\$29,780,841** grant funding was mobilised.
- Support for ISP participation from GME includes **helping Bible Societies** with project planning and development, and reviewing and processing new proposals and project reports. This took **25% of MRF time over the year**.
- The GME team processed 2,380 proposals and reports.

## Sharing talents, time and resources

More and more often, with the help of GME, Bible Societies work together to share talents and experience. Here are a few examples.

### Congo staff training

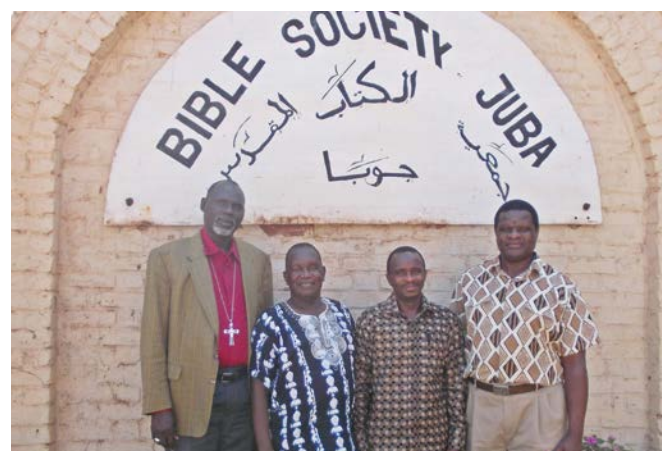
The General Secretary of the Bible Society of Congo, Landry Enzonga, had identified areas in which his staff needed training. Convinced that sister Bible Societies would be the most effective trainers, he asked Ministry Resources Facilitator Maxime Bakiono for advice.

*"Maxime knows the African Bible Societies very well and was able to put us in touch with three that have the best practice in areas where training staff at the Bible Society of Congo was necessary..."*

**Landry Enzonga, General Secretary, Bible Society of Congo**

### Peer-supported Bible Society development

The Bible Society of Uganda is partnering with the Bible Society of South Sudan, UBS's youngest Society, to help it meet the criteria for UBS membership.



*Bishop Arkanjelo Wani Lemi, Chairman, Bible Society in South Sudan, Edward Kajivora, Executive Secretary, Bible Society in South Sudan, Peter Mukhama, General Secretary, Bible Society of Uganda, Isaac Litali, MRF, in Juba, South Sudan.*



*South East Asia Affinity Group Leaders: Ezekiel Tan, Bible Society of Singapore, Duta Pranowo, Indonesian Bible Society, Arun Sok Nhep, MRF also representing the Bible Society in Cambodia, Laos Partnership and Vietnam Partnership, Nora Lucero, Philippine Bible Society, Tej Jirel, Nepal Bible Society, Khoi Lam Thang, Bible Society of Myanmar, Seree Lorgunpai, Thailand Bible Society, Simon Wong, Bible Society of Malaysia.*

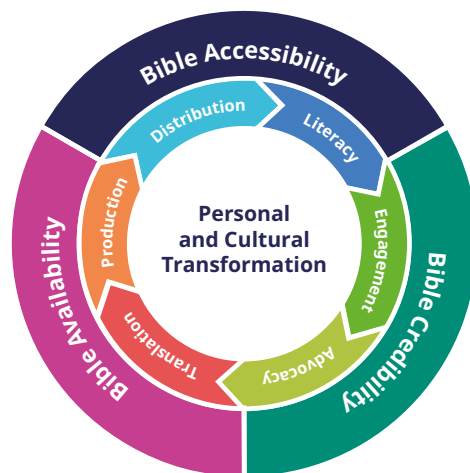
### Pooling resources

The South East Asia Affinity Group of Bible Societies is developing regionally-appropriate communication materials for its 10 member Bible Societies to use to promote their mission work, and for fundraising. Previously, each Bible Society was working on its own in the areas of communication and fundraising. By pooling their resources together, they aim to become much more effective and raise their mission profiles. They are also sharing resources for translation consultancy, publishing, Bible advocacy programs, and capacity building for management. MRF Arun Sok Nhep was asked to be the coordinator of the Group.

"I'm in the group as a representative of Cambodia, Laos and Vietnam, but also play the role of facilitator for matters related to UBS," explains Arun. "I support the group with strategic direction and joint activities that reflect the UBS mission and value. I also help them to work together under UBS's identity."

### Roundtable Exchange 2014

More than 200 people from over 80 Bible Societies took part in the Roundtable Exchange 2014 in Egmond aan Zee, Netherlands. The event, which is organised by GME, included over 150 separate meetings, as well as capacity building seminars and the Roundtable discussions themselves. 93% of the Bible Societies represented said that the Roundtable Exchange benefited their Bible Society.





# Communications

Global Partnerships and Communications Team

## Achievements

### Fellowship Communications

In 2014 we communicated news and information to the Fellowship more extensively than ever before. We sent some 100 mailings, almost all of which were in English, French and Spanish, so a total of nearly 300. We place strong emphasis on the quality of our communications as well as the quantity, and in 2014 we launched the UBS Glossary, a terminology reference tool, and a Customer Service Pledge for the team who translate our Fellowship communications.

Alongside mailings, we offer alternative ways of accessing and distributing information. Thanks to active promotion, membership of our Fellowship Facebook group increased by some 30% in 2014. We used this group and the UBS Community intranet especially effectively to request prayer and financial support for urgent situations. In particular, we helped Bible Societies in West Africa to launch and promote projects to support those affected by the Ebola crisis, and we provided resources for fundraising for Iraqi Christians.



A literacy class in Burkina Faso. Photo: Jo Hill.

*"Thank you so much for an amazing experience! You and your team did an excellent job. I'm so happy that I met such wonderful people from Bible Societies. I'm really looking forward to the next steps."*

Eliza Pap (below right), participant in the Global Digital Project training, Bible Society of Romania.



*"Thank you so much for sharing such helpful information about the Day of Prayer."*

Ismail Kanani,  
Executive Secretary, Bible Society in Sudan.

We constantly seek opportunities to unite and develop the Fellowship by providing news, resources and training. In 2014, among others, we reported live from the Roundtable Exchange, helping those who could not attend to feel part of the event, and we provided resources for celebrating the Day of Prayer.

We also developed a set of briefing sheets which inform Bible Societies about the structure of the Global Mission Team and the services it can provide, the way in which the Fellowship is governed and our Fellowship values.

2014 saw very significant developments in defining and communicating our organisational values. Our team took the lead in supporting the Global Council in drawing up the new Mission, Vision and Values and in communicating them to the Fellowship.

Developing Bible Societies' capacity to communicate effectively using digital tools is a key goal for our team. In 2014, we ran Global Digital Project training in the Netherlands for eight Bible Societies, helping them to develop their digital strategy and set up web sites. We also ran a Communications workshop in Colombia which was attended by more than 15 Bible Societies.

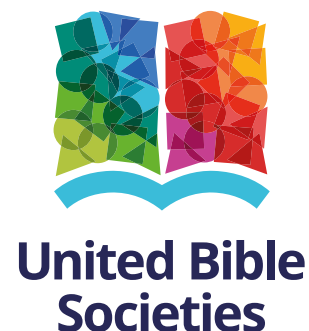
*"Thank you very much for the updates on UBS ministry worldwide. I truly appreciate your effort."*

Stemmah Sariau,  
Bible Society of Malaysia.



## Global Communications

Helping people to engage with our mission is at the heart of our communications with the general public. In 2014, we further developed the range of digital and traditional tools that we use to tell our story and raise the profile of our Bible Societies. We also expanded our very active ministry on social media: the comments we receive show how much people appreciate the Bible verses we offer and our willingness to pray for them.



**Refreshing our brand:** we took the lead in a large-scale rebranding exercise which will allow the public to see United Bible Societies as fresh, modern, warm and approachable. We are helping Bible Societies to review their own branding, too, and we are proud that several are now using the assets we have developed.

Another significant global communications project in 2014 was the relaunch of the public web site. In line with our new brand look, the new site is fresh, modern and easy to navigate. We have prioritised the information that users most value: news, Bible Society contact information and Bible verses. We respond on behalf of the Fellowship to around 50 inquiries every week that come via the public web site.

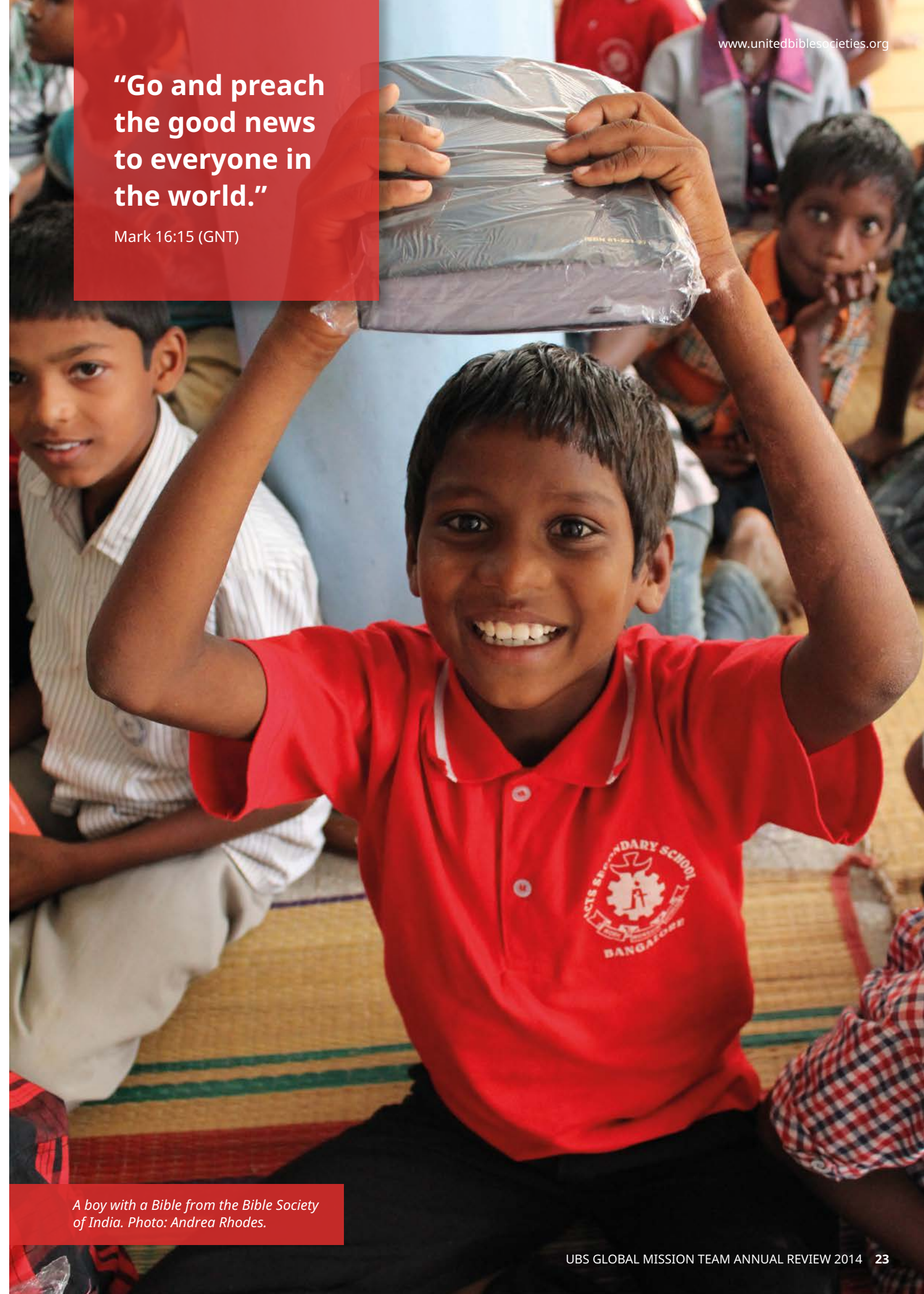
**Publicity and press:** we sent out some 10 press releases in 2014. Some of these were released on United Nations 'World Days' to highlight the work of Bible Societies on issues such as AIDS and refugees. Others related to topical issues. These press releases attracted considerable coverage, featuring on major web sites and in printed magazines. They also helped us to secure several radio interviews.



We secured an interview on Premier Christian Radio about Bible Society work among Syrian refugees

**"Go and preach the good news to everyone in the world."**

Mark 16:15 (GNT)



A boy with a Bible from the Bible Society of India. Photo: Andrea Rhodes.



# Finance

## Global Finance and Operational Services Team

The total income generated by the United Bible Societies fellowship was just under \$380 million. Many generous supporters made this possible by making donations to Bible work and by purchasing Bibles and Scripture products. We praise God for his constant provision.

Bible Societies retained 88% of Fellowship income to fund their operating costs and local Bible work. The remaining sum (\$45 million) was used across the Fellowship to support projects for which funds cannot easily be generated and to meet the cost of the services provided by the Global Mission Team. More than 750 projects run by some 130 Bible Societies, bringing God's Word to people

including children, prisoners and those unable to read, received support totalling \$32.5 million. The remaining \$12.5 million funded the Global Mission Team's support to Bible Societies, covering services including training, capacity building, financial management and staff development. There are 65 Bible Societies that would not be able to function at all without support from the Global Mission Team.

The team handled approximately \$40 million in grants. It also processed production orders worth \$30 million, dealt with loans worth \$10 million in 50 currencies and managed 1,000 members of the Fellowship's Education Fund.



Children from a school in south-western Ghana. Photo: Clare Kendall.

## Human Resources

The Global Human Resources team supports the work of United Bible Societies through the development of the Global Mission Team and, where possible, Bible Society staff. Developing people builds capacity. In the past year, we can celebrate the following activities which have contributed to this vision...

- **UBS Academy of Leadership and Management**

The fourth cohort of the UBS academy began in March 2014 with 15 participants from around the globe. This is an incredibly exciting period in the life of the Fellowship and the Academy is integral to our ability to build and enable future leadership in a creative and collegial way.

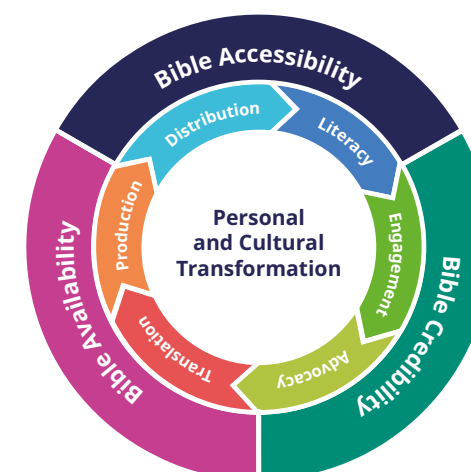
The programme content is both broad and deep, addressing issues of Managing Self, Managing and Leading Others and Managing and Leading Organisations. The programme is designed to be practical as well as academic and participants are actively engaged in the learning process. This includes a range of activities and field trips in addition to classroom-based learning. Since the first cohort, there have been 60 participants, representing 45 Bible Societies.

- **Localisation of Employment**

The Remuneration Review project that began in 2013 continued in 2014. This included adopting a localisation policy for employment, pay and benefits for the entire Global Mission Team.

- **Developing our People**

Throughout 2014 we continued monthly training and development for those with team leadership responsibility. The Global Mission Team Values – excellence, sustainability, love, integrity and diversity – complement these standards and this training will be developed further in 2015. The introduction of the new Learning Zone will provide much-needed content and blended learning opportunities for both the Global Mission Team and Bible Societies.





### • 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 the Global HR team have led to improved standards and greater collaboration.

The Global HR Manager provides support in the area of Governance, thus further enhancing the remit of the HR team. The UBSA Regulations were amended in 2014 and more work will be done for consideration at the 2016 World Assembly.

### • Supporting the Global Mission Team

During 2014, the HR team recruited 22 new team members and managed the end of the employment of 14 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 core Global Mission Team is now comprised of 107 people who are located in 32 countries, representing 36 nationalities.

The aim of the HR Team is to adopt a more externally-focused approach to supporting Bible Societies in their work. The first initiative will be to make greater use of the HR Affinity Group to share best practice across UBS.

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, please contact the Global HR Manager & Governance Co-ordinator, **Zena Drew (zdrew@biblesocieties.org)**.

*A woman taking part in the Read to Live literacy program, run by the Bolivian Bible Society and its partners.*

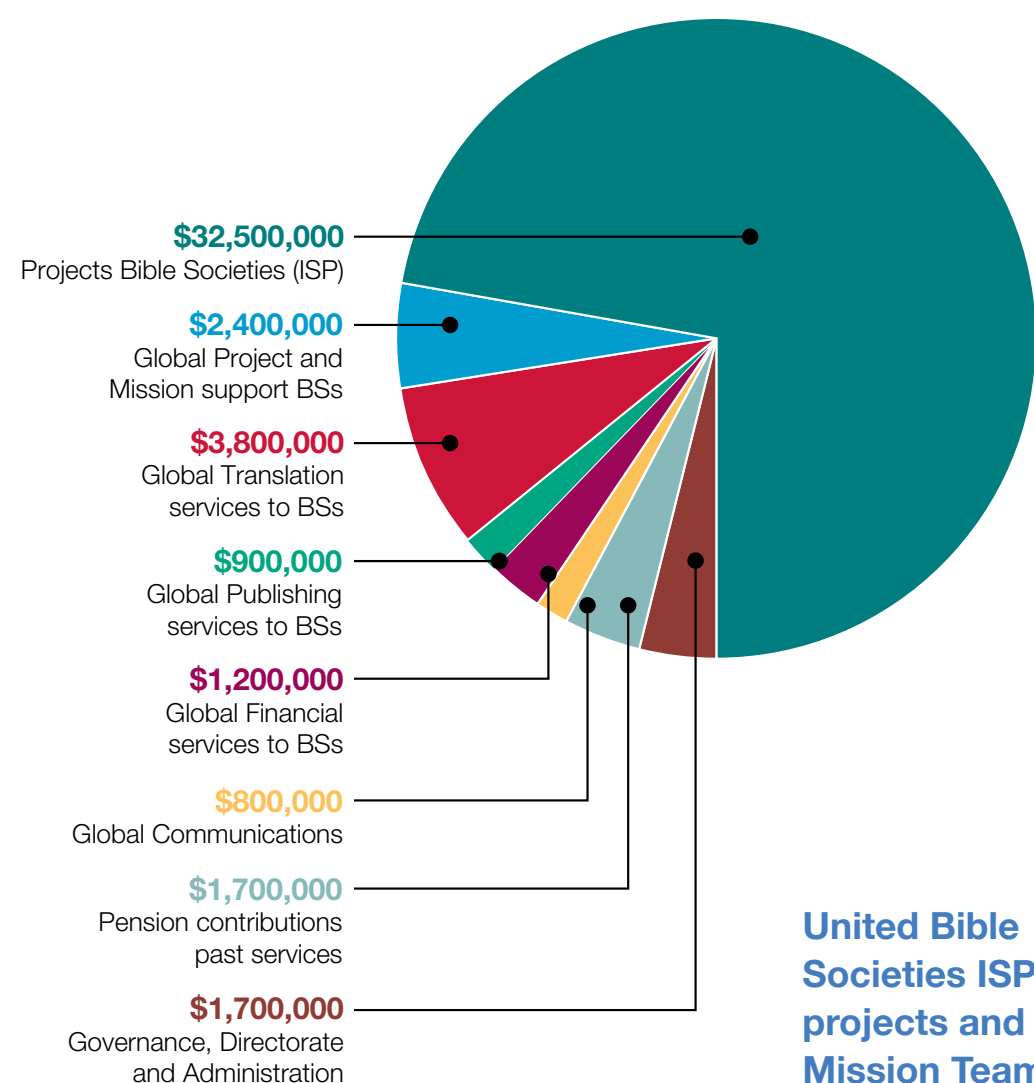
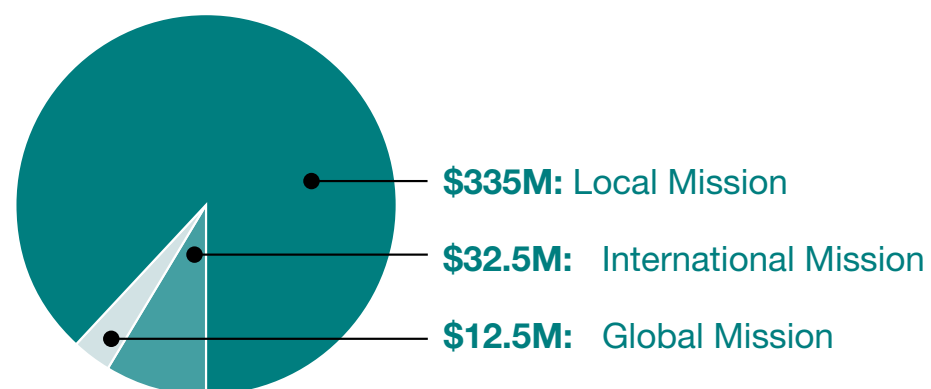


*Children with Bibles in Henan Province, China. Photo: Dag Smemo.*



Children at a boarding school in Válaszút, Romania, with Scriptures from the Interconfessional Bible Society in Romania. Photo: Dag Smemo.

## Total Fellowship income \$380 million



United Bible Societies ISP projects and Global Mission Team 2014







**“Christ holds the body together and makes all its parts work perfectly, as it grows and becomes strong because of love.”**

Ephesians 4:16 (CEV)

*A young mother with a New Testament received from the Haitian Bible Society. Photo: Joaquim Dassonville.*



Dear friends,

**This report presents the work of the Global Mission Team in a year of both challenge and opportunity. 2014 was a year of significant global unrest, with many countries experiencing violence. For some Christian communities, it was also a year of continued persecution. Once again, we were reminded of the supreme importance of trusting in God for guidance and protection.**

In this unsettled context, and with relentless economic pressures, the need for innovation and enterprise to generate creative new opportunities is greater than ever. I am proud that this report showcases how the Global Mission Team, ever growing in expertise, has been able to support Bible Societies in generating alternative income streams, maximising their assets, identifying and developing future leaders and sharing their resources. A collaborative approach and a spirit of generosity have led to many examples of the release of time, talent and treasure across our Fellowship. You have read about some of these in this report. They all remind us of our unity in Christ and how he lives in and works through each one of us.

I would like to thank my colleagues for remaining faithful to our task of making the Bible available for everyone. The Lord blessed our efforts and enabled us to make good progress in many areas.

Yours in Christ,

**Michael Perreau,**  
UBS Director General



# our values...

values are **basic beliefs** and **convictions** which govern the **behaviour of people** in their work and lives



love

integrity

excellence

diversity

sustainability





**United Bible  
Societies**

**[www.unitedbiblesocieties.org](http://www.unitedbiblesocieties.org)**



**@UBSBible**



**UnitedBibleSocieties**

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

Email address: **[communications@biblesocieties.org](mailto: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.

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