



United Bible  
Societies



# **ONE HEART ONE MISSION**

Annual Report 2018

The group of believers was one in mind and heart. None of them said that any of their belongings were their own, but they all shared with one another everything they had.

ACTS 4:32



## Joining hands and hearts in mission

### DEAR FRIENDS,

Over the years, I have often been encouraged by the example of the first Christians as they discovered what it meant to be Christ's Church by living, serving, and worshiping in intentional community.

The Book of Acts records, "The group of believers was one in mind and heart. None of them said that any of their belongings were their own, but they all shared with one another everything they had." (Acts 4:32)

These new followers of Jesus had dedicated their lives to following the risen Lord, but they knew they needed each other as fellow pilgrims on the journey.

Their example is not unlike the Bible Societies that came together in 1946—in the aftermath of war—to work together toward a common mission through the founding of United Bible Societies. They saw that together they could help more people access Scripture in a language and format they could understand and afford.

We see the fruit of these Bible heroes and their servant-hearted unity every day.

In this report, you will read about more than one million Bibles that were distributed in Cuba as a result of the combined effort of Bible Societies across five continents supporting the Cuba Bible Commission. From publishing assistance to financial pledges, programmatic collaboration to shared communications resources, this ministry milestone was possible because God's people worked together with one heart to share Scripture with people eagerly awaiting it.

As you read about the ambitious plan for Bible translation in the UBS Fellowship, you will see that sharing resources—from translator training to digital platforms—is essential in order to reach 600 million more people with the Bible in their language by 2038.

In the next year we are also aligning the Global Mission Team's work around the shared services and tools that make the biggest difference to Bible Societies. This bolstered collaboration is designed to strengthen Bible Societies' ministry outcomes and financial sustainability.

Like the early Christians, we face a world that desperately needs the Bible's message of love, hope, and peace. And I am thankful that we, like the early Christians, are not charged with carrying out that mission alone. We can work together—as Bible Societies, partners and churches—along the way to serve with one heart, for one mission.

God's rich and faithful blessings on you,

A handwritten signature in dark ink, reading "Michael Perreau".

**Michael Perreau**  
Director General  
United Bible Societies



# EMBARKING ON A Bible Translation Journey **TOGETHER**

**AT THE BEGINNING OF 2018**, the UBS Fellowship committed to collectively increasing the momentum of Bible translation through a strategy called the Translation Roadmap.

In this first year, we give thanks for the foundation that is being laid for a future where more people have Scripture in their heart language.

## TRANSLATION ROADMAP GOALS

**By 2038:**

**880 first Bible translations**

**200 new Bible translations  
or revisions**

**120 ongoing Bible  
translations and revisions**



### **Increasing translation capacity**

Producing more high quality Bible translations requires more skilled local translators and support staff. In 2018, 299 translators, 80 translation officers, and 24 Bible Society staff received training on a range of topics—from biblical background to how to use the technology that supports Bible translation—that will equip them to carry out the work of Bible translation.



### **Casting a vision**

A stakeholder group formed to ensure long-term momentum and guidance from Bible Societies deeply invested in supporting and implementing Bible translation throughout the next two decades.



### **Charting a course**

A survey completed by nearly 100 Bible Societies helped assess the status of Bible translation planning on a local level, including where additional support or momentum is needed to achieve the goals set in the Translation Roadmap. This information will guide how all Bible Societies are supported as they carry out more Bible translation work in the coming years.

### **Celebrating ministry milestones**

In 2018, the first year working toward the goals set in the Translation Roadmap, Bible Societies launched Scripture translations in 66 languages used by 440 million people.



### **Ensuring sustainability**

In order to provide the resources needed for this increased amount of Bible translation, the Global Mission Team has supported Bible Societies as they explore, grow and mobilise for increased fundraising and supporter engagement of local Bible translation opportunities.

# One email at a time

## BIBLE SOCIETY OF SOUTH AFRICA'S JOURNEY WITH PROJECT ENGAGE

**E**ugene Visser's first day of work at the Bible Society of South Africa didn't take place at the office. It took place in a classroom.

His Bible Society employment began when he attended the UBS email marketing training, "Project Engage" in June 2017. The programme, which launched in 2016 in partnership with YouVersion, equips Bible Societies to use email marketing tools and strategies to build and engage digital communities for the purpose of ministry, Bible sales, and fundraising.

The knowledge from this training would become a cornerstone of Eugene's work as the Manager of Digital Community Development at the Bible Society of South Africa.

In fact, when he stepped into the office for his second week of work, one of the first things Eugene did was help the

Communication team transition from sending bulk emails via Microsoft Outlook to using an email service provider he learned about at Project Engage.

The new system allowed them to track email engagement and more than double the amount of emails they sent in a week to new leads generated from downloads of the Bible Society's copyrighted Bible translations on the YouVersion app.

But the Communication team didn't just send more emails. They got better results.

When the Bible Society needed to raise funds for a post-disaster project in Sierra Leone, leadership tasked the team with asking these new leads to donate. Eugene estimated that it would take a significant amount of time to fulfill the pledge. But in roughly two months, the team had exceeded their fundraising goal.

**THIS SUCCESS** prompted Eugene to return to a Project Engage session again in June 2018 to get advanced training about building even more nuanced and automated email journeys.

When the Communication team implemented the first complex journey in an email campaign in August 2018, it boosted the sales of one product by 54% and another product by 104%. In a December email campaign, he used automation to test and discover that when a message came from the Bible Society of South Africa's CEO, it significantly boosted donations.

But the Bible Society of South Africa doesn't want to keep this knowledge to itself. As a Mission Resource Centre, it is

supporting other Bible Societies enrolled in Project Engage to learn how to build digital communities that can give them greater visibility and sustain their mission and ministry for years to come.

As a part of a UBS Digital Academy in February 2019, Eugene gave a presentation on email marketing at another Project Engage workshop. He hopes that sharing what the Bible Society of South Africa has learned will help other Bible Societies to succeed in email marketing as well. Because Eugene and the Bible Society know that it is possible for other Bible Societies to engage more people in digital communities, one email at a time.

**Eugene estimated that it would take a significant amount of time to fulfill the pledge. But in roughly two months, the team had exceeded their fundraising goal.**





**"As the scripture says,  
'How wonderful is the  
coming of messengers  
who bring good news!'"**

ROMANS 10:15B





# Cuba

## THE MAKING OF THE MILLION BIBLE MISSION

ON JUNE 2, 2018, little Eva, pictured here, received the one millionth Bible distributed by the Cuba Bible Commission as part of the five-year project the “Cuba Million Bible Mission.”

The monumental task of distributing more than one million Bibles on the island of approximately 11 million people was the result of Cuba Bible Commission working together with Bible Societies from around the world. Shared systems, tools and networks helped this collaboration through the many stages of the mission so that more than one million people in Cuba, including Eva, could have access to life-changing Scriptures.



“We are grateful for all the support received from UBS and this great milestone in the history of the distribution of Bibles in our country. The project ... A Million Bibles has marked in this nation a before and after, and a new awakening and hunger for the Word of God.”

**Alain Montano**  
GENERAL SECRETARY OF THE CUBA BIBLE COMMISSION



### Collaborating at Roundtable

In 2012, the Cuba Bible Commission worked with sister Bible Societies during the Roundtable Exchange in Nairobi to develop a project that could garner widespread support and meet the needs of Christians in Cuba.

### Securely sharing resources

Over the course of five years, more than 15 Bible Societies transferred nearly \$5 million USD through secure banking systems to support the mission to share Scripture with Christians in Cuba.



### Sharing communication resources

Grant-making Bible Societies travelled to Cuba to gather photos and testimonies from the project that they could share with their donors. They used a photo database available through the UBS Community to share these assets with other Bible Societies to use for fundraising.

# 1,000,000

### Partnering with churches

At the beginning of the project, UBS supported the Bible Commission through a Memorandum of Understanding with the Cuba Council of Churches to agree on the scope and mission of the project.



### Guiding project design


A UBS Ministry Resources Facilitator and the Cuba Bible Commission worked as a team to develop a compelling project design that met the needs of Christians in Cuba.

### Supporting monitoring and reporting

Throughout the project, a UBS Ministry Resources Facilitator and Finance Manager monitored progress and made sure it was reported to grant makers through the program tracking system “Solomon”.







### Strengthening Church Relations

In 2018, there was significant momentum in Church Relations with a UBS-Orthodox International Conference and Memorandum of Understanding, a meeting with Pope Francis, and joint initiatives with the World Council of Churches.

“Let us be concerned for one another, to help one another to show love and to do good.”

HEBREWS 10:24



# A Legacy of Collaboration

## SPOTLIGHT ON SCOTTISH BIBLE SOCIETY

**IN 1946, 13 BIBLE SOCIETIES GATHERED** with a list of challenges: refugees across Europe needed Bibles in their own languages; many Bible Societies needed supplies—paper, ink, and binding material—to replenish their Scripture stocks after the war; Bible Societies in a position to provide assistance needed to know how to best coordinate and direct their support.

These Bible Societies knew that they could help each other. But they needed a way to collaborate. Their solution? The formation of United Bible Societies.

Today, United Bible Societies continues to provide Bible Societies with shared systems, tools and networks to help them share Scripture around the world. Here you can see a glimpse of how the Scottish Bible Society uses some of these shared resources to help fulfill its mission.

### UBS Network

Connection and collaboration across the Fellowship

“The UBS community has been an invaluable tool to help us build the global community around Bible 2020, a global Bible engagement project we’re initiating. Not only has it provided us with core information and contact details of the key stakeholders, but it has also enabled us to really understand the priorities, focus and scope of each Bible Society.”

**Emma Galloway**  
BIBLE 2020 PROJECT MANAGER



### UBS Community

Online portal for inter-Bible Society communication and support

“The shared tools and services help us in our role as a member of United Bible Societies. For example, the Learning Zone and governance section of UBS Community is rich in resources for helping staff to learn more about the Fellowship history, mission objectives and operating structure. The Learning Zone is full of great training videos and resources that help staff to broaden their skills.”

**Elaine Duncan**  
CHIEF EXECUTIVE  
SCOTTISH BIBLE SOCIETY

### Project Solomon + the International Support Programme (ISP)

Project tracking and reporting tool

“Solomon is a fantastic resource for the Fellowship for so many reasons. For me it is the ability to easily access photographs, testimonies, project and financial information that assists me in choosing projects to support. Also, the massively important storytelling function allows me to feedback to our donors with updates from the projects.”

**Robert Russell**  
HEAD OF DONOR SUPPORT AND DEVELOPMENT



### Multimedia Database

Open access collection of digital content from the UBS Fellowship

“Accessing the Multimedia Database is crucial to our work. The materials submitted from across the Fellowship are powerful tools to encourage and challenge our supporters and to illustrate the amazing impact of God’s Word around the world.”

**Andy Wallace**  
COMMUNICATIONS MANAGER

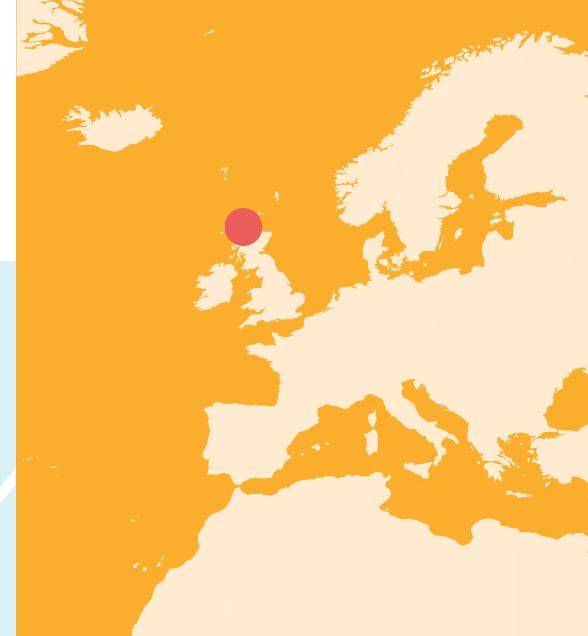


### Project Solomon + the International Support Programme (ISP)

Project tracking and reporting tool

“From a resourcing Bible Society’s point of view, Project Solomon is a unique and valuable fundraising and governance tool. It efficiently lets us notify donors of where and how their donations have been spent whilst at the same time gives us the audit trail and impact information that we need to comply with ever-changing governance legislation.”

**Ross McFarlane**  
DIRECTOR OF FINANCE







# Fuelling Shared Mission

REAL ESTATE GUIDANCE HELPS BIBLE SOCIETIES EXPAND SCRIPTURE MINISTRY

**W**hen Chris Egitto sent a survey to Bible Societies in 2014 about their interest in making real estate decisions, he thought it would only apply to a few Bible Societies. Instead, he had nearly 100 responses.

Chris, who leads the UBS Global Mission Team's Enterprise and Innovation work streams, discovered that this widespread interest came from a shared history: when Bible Societies were started in countries around the world, their founders often began by purchasing a modest piece of land on the edge of a city to serve as a home for their warehouse, offices, conference center, or library. But as the years went by, the cities expanded, and the property value increased.

"While you were once on the edge of a sleepy little town, you're now in the middle of a thriving mega city," Chris explains.

Today, many of these properties provide a significant opportunity for Bible Societies to fuel their mission, whether Bible Societies sell the land, develop it to generate income, or strategically use it for ministry. But making those decisions is also a risk.

If Bible Societies miscalculate the costs of a project or receive bad advice from outside parties, they could end up with an unusable, half-finished building or crushing debt. Both of those outcomes would reduce their ministry capacity for years to come.

Walking the fine line between untapped potential and detrimental risk is tricky but necessary for Bible Society growth. And that is where Chris, who has a background in projecting revenue in the for-profit sector, comes in. Each year, he is able to work with a few Bible

Societies to review their business plan and provide feedback and guidance about how they can use real estate to help fuel their ministry.

This service can save Bible Societies the cost of finding and hiring a local advisor; it is also an opportunity for sound advice from an honest broker who wants to see their ministry thrive. "I am absolutely a realist and absolutely on the side of the Bible Society," Chris says.

Sometimes this means Chris advises a Bible Society not to move forward with a plan that is too risky or large for the Bible Society to handle. But other times, he suggests changing the scale and scope of a project, or finding additional opportunities to gain income or increase ministry outcomes.

Chris also helps Bible Societies identify when they might be eligible for support from the UBS capital fund, a small fund that, among other things, provides Bible Societies with low-interest loans to invest in income generation or ministry opportunities. In countries where it's difficult to get local credit, this fund helps Bible Societies seize opportunities—including real estate opportunities—that wouldn't otherwise be possible.

Chris knows that for Bible Societies, using property well is a means to a very important end: increased Scripture ministry. Coming alongside them to help them to help achieve that goal is just one way to follow the example set in the Book of Acts (4:32) where believers shared what they had with one another to fulfill their mission.

In this spirit, Chris sees his property expertise as a resource he can share with the UBS Fellowship to help Bible Societies take one step closer to making the Bible available to everyone.



Chris Egitto

**Chris knows that for Bible Societies, using property well is a means to a very important end: increased Scripture ministry.**



# United Bible Societies Finances in 2018



## DEAR FRIENDS,

When I reflect on all the stories in this report—from Bible Societies connecting with new audiences through digital communities to providing the one millionth Bible in Cuba—I am deeply grateful. It is truly a blessing to be able to witness how Scripture changes lives in so many ways in so many places around the world.

I’m also thankful for what these stories—along with the numbers on this page—tell about the stewardship of the United Bible Societies Fellowship: that by working together we can minister more efficiently and effectively.

As someone whose daily job revolves around the stewardship of financial resources in the Fellowship, I am encouraged by seeing shared services and tools provide the value of an economy of scale. I am also inspired as

I see Bible Societies serve and support each other spiritually, programmatically, and financially through the International Support Programme (ISP). It is an honour for the Global Mission Team to facilitate the important work of the ISP by managing and overseeing these funds that go to such critical work.

It truly is a privilege to witness God at work through the Bible Societies in this Fellowship.

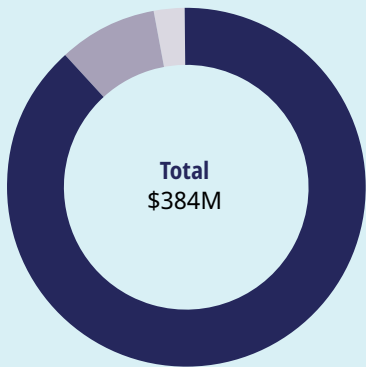
In faithful service,

**Nick Chinnery**

Director of Finance & IT  
United Bible Societies  
Global Mission Team



## Average Annual UBS Fellowship Economy (2015-2017)

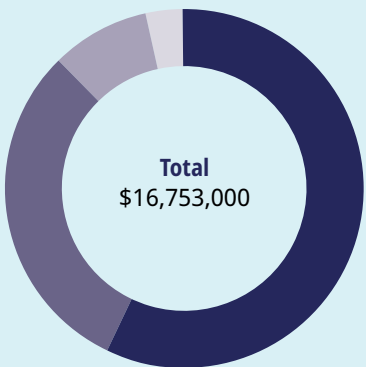


- Local Bible Society economy: \$340M
- International Support Programme: \$34M
- Global Stewardship Fund: \$10M

Fellowship global income based on best estimates and information.

**THE UBS FELLOWSHIP** economy is made up of three components: Local Bible Societies’ economies, grants given from Bible Societies to each other through the International Support Programme (ISP), and the Global Stewardship Fund, which supports the work of UBS and the Global Mission Team. This shows the average amount of each part of the economy from 2015-2017.

## 2018 UBS Global Mission Team Income

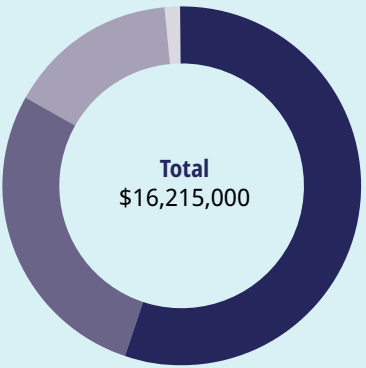


- Global Stewardship Fund: \$9,625,000
- Grant income: \$5,121,000
- Income from investment: \$1,449,000
- Other income: \$558,000

**THE UBS GLOBAL MISSION TEAM** received nearly two-thirds of its 2018 operating budget from the Global Stewardship Fund. However, it also received restricted income for specific projects from grants through the ISP and income from investment.

The Global Mission Team received a smaller amount of “Other income” from sources such as staff who gave lectures or provided services to other organisations, sales and royalties of copyrighted materials, reimbursement for seconded staff, insurance and other minor activities.

## 2018 UBS Global Mission Team Expenditures



- Services to support Bible life cycle: \$9,000,000
- Other services to Bible Societies: \$4,540,000
- Managing and facilitating the International Support Programme: \$2,484,000
- Investment management fees: \$191,000

**OF THE TOTAL EXPENDITURES**, 4.1% was spent on indirect costs. The category “Other services to Bible Societies” refers to shared mission services provided to Bible Societies in areas such as international banking, communication, leadership, governance and more. The investment management fees were used to manage an endowment and other restricted funds that provide income for Bible translation every year.

In 2018, GMT expenses fell slightly below our income. The difference between income and expenditures was added to reserves that support expenses that are not proportional annually, such as disaster relief, World Assembly, and Triennial Translation Workshops, among other things.

Financial figures were compiled pre-audit and are subject to audit confirmation. Full accounts will be available in Quarter 3 on the Companies House website at [www.gov.uk/get-information-about-a-company](http://www.gov.uk/get-information-about-a-company). The company number is 02264875.





**United Bible  
Societies**

## ***The Bible for everyone***

- ◀ A young man prays at the dedication of the very first Koho Bible in the Central Highlands of Vietnam.

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

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