

Persevering together

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STRATEGIC PLAN 2026-2028



wycliffe
bijbelvertalers

Strategic Plan 2026-2028

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Persevering together

In April 2025, for the first time in our organization's history, we met a large group of international partners in the Netherlands. We had a wonderful week together, during which we learned a lot from each other. We received valuable advice for the contribution of Wycliffe Netherlands to the Bible translation movement in the coming years. Later, at the Strategy Day in May, we discussed our focus for the coming period. We are grateful for the outcome: the strategic plan that lies before you.

While writing this document, we realized time and again that we can only do our work together. Together with churches and other partners in the Netherlands and worldwide. Together as field staff and office workers. We are grateful for the wonderful organization we form and for everyone who is involved with us and our work. Above all, we realize the importance of making time to listen to God's voice and seeking the guidance of the Holy Spirit.

In the coming years, we want to "persevere together," because there is still not a Bible available in every language where it is needed. Many Bible translation projects have been started in recent years. Now it is important to persevere together and not lose our focus. That is why we chose 'Persevering together' as the title for this strategic plan. In the back of our minds, we think of the Bible text from Hebrews 12: *'Let us run with perseverance the race marked out for us, fixing our eyes on Jesus, the pioneer and perfecter of Faith.'* In 'persevering together', the focus is not on us, but on Jesus.

This document sets out our vision for the coming years. Its structure is as shown in the table of contents: who we are, what strategies we use, what policy themes we have chosen, and how we want to be organized. Over the past year, we have redefined the values that guide us as an organization and a community: we work together, and we are committed and skilled. New is a strategic focus that extends beyond the next three years, which can be found in chapter 3. The new policy themes have largely emerged from the current policy period and are well aligned.

With our eyes fixed on Jesus and seeking the guidance of the Holy Spirit, we want to continue our work in the coming years. Together we will persevere. In this way, we serve churches, Christians, and communities worldwide. Until Jesus returns.



Marinus Lamper
Executive Director



Anke Plange-van Well
Executive Director for
International
Partnerships



1 Who we are

We are a mission agency with the Bible as our foundation. From that foundation, we work daily on our mission: to make God's Word available in the language of the heart. Together with churches and organizations worldwide, we bring the Gospel closer, because we believe that God speaks through His Word. Knowing Him gives life. In this policy period, we want to work tirelessly toward this dream. We do this by looking to Jesus, our Leader who shows us the way (Hebrews 12:2).

VISION

Our vision is that hearts and lives of people and communities worldwide are being renewed by the Bible, the Word of God, in the language of their heart, so that His Kingdom may come.

MISSION

Together with churches and organisations worldwide, we are committed to making God's Word accessible to everyone and encouraging the use of the Bible.

VALUES

As an organization, we live and work according to the following values:

DEDICATED

We do our work out of a deep desire for people to know God. We believe that the living Word of God renews people's lives. That is why we are committed to Bible translation with perseverance, passion, and servitude. We work in full dependence on God and want to follow Jesus' example in our attitudes and actions.

TOGETHER

We are part of a movement of churches, organizations, and language communities working together toward a single mission. This collaboration is more than just practical: it is an expression of our unity in Christ. We need each other. Each part is an indispensable link in the global whole. Together we bear responsibility for the work, with respect for each other's unique role and contribution.

SKILLED

We are committed to delivering high-quality, diligent, and thoughtful work. We do this together with our partners and always in dependence on God's blessing on our work. We strive to have the right people in the right place, taking into consideration their knowledge, skills, context, and calling. In this way, we work on our mission in a sustainable manner.

2



2 Our environment

In a rapidly changing world, there are challenges and opportunities. Here we will mention the most important ones.

GLOBAL CONTEXT

Internationally, there are major developments that impact the global Bible translation movement. Climate change is leading to greater social inequality and migration. New and intense wars threaten world peace. Accessibility to many areas of the world is declining due to stricter guidelines for work permits (East Africa, Papua New Guinea) and increasing insecurity, both in countries where WBN is active and worldwide. The sharp decline in Western (government) funding is also having an effect on the context in which we work.

Artificial intelligence (hereafter: AI) is becoming increasingly prevalent and is developing faster than our understanding of it. So many new technical possibilities are becoming available that it is often difficult to determine what is important and what is not.

In recent years, there has been a tremendous acceleration in Bible translation efforts. This has contributed to the international Bible translation movement becoming more complex. There is a shift from starting new projects to completing them successfully. The rapid changes also present challenges, for example regarding the quality of translation work.

Local ownership within the Bible translation movement is growing rapidly. It is striking that local organizations are less likely to request the (long-term) involvement of expats.

Twenty-five percent of the world's population belongs to unreached groups, even though the largest of these language groups all have a New Testament.

CONTEXT NETHERLANDS AND EUROPE

Closer to home, in the Netherlands and Europe, changes are also taking place. It is encouraging that, after decades of secularization, there has been a resurgence of interest in Christianity and the Bible in recent years, particularly among younger generations. The media is reporting more positively on faith. In several European countries, there has been a significant increase in church attendance.

Major budget cuts in the Netherlands may affect our private fundraising. Christian development organizations that receive less government funding will rely more heavily on private supporters. Government regulation is increasing, for example, through legislation that makes it more difficult to transfer funds internationally.

Discussions about "mission" in the sense of "sending" and critical reflection on this continue, partly influenced by the processing of the colonial past in Western countries.

In recent decades, many migrants have come to Europe, including many Christians. The Netherlands has various Christian migrant churches; there is also Bible translation work takes place from the diaspora. Contacts between existing and new church communities often remain a challenge.

3 Our medium term focus

This strategic plan focuses primarily on our work for 2026-2028. In this chapter, we also outline our strategic focus for the next five to ten years, looking further ahead.

What do the contextual developments mean for WBN's role in the medium term? And what does that expected role mean for (financial) growth and the organization in the Netherlands? With today's knowledge and in the realization that the future lies solely in God's hands, we visualize this as described in this chapter.

FOCUS WYCLIFFE THE NETHERLANDS

Vision 2025 (a translation program in progress for every language needing one by 2025) is almost complete. Local Bible translation organizations play a much greater role in Bible translation than they did a few decades ago. Western organizations involved in Bible translation are wondering what their focus should be in this new context and where they can make a difference. The starting point of our reflection is that we, as churches and organizations, work together within the global body of Christ. Within that body, we share with each other what we have received. That means we want to both give and receive.

WBN has chosen the following strategic directions for the coming years:

- We contribute to the sustainable progress of the translation work that has been started. With so much Bible translation work going on, progress is an important challenge. Speed should never be the deciding factor in this.
- We choose to devote more attention and resources to Scripture use within the country programs in which we are involved. Only a used Bible shows that people truly have access to the Bible.
- There are approximately two billion people in the world who do not know the Bible or have no access to it. We want to focus our contribution more on this group of people. This is reflected in the choice of specific program countries and the focus within the programs.
- We are placing much more emphasis on capacity development, training, and coaching. This is evident, among other things, in the work of our field staff.
- We see ourselves as an organization that connects international organizations and acts as a bridge. Internationally we can share our experiences in using a programmatic approach in specific countries, to promote the effective progress of the work.



SIGNIFICANCE FOR THE ORGANIZATION IN THE NETHERLANDS

- We are grateful when we can work on our mission from a stable foundation through an effective organizational strategy. Indicators focus on the stability and health of the organization, the well-being of employees, the effectiveness of the strategy, and the relevance of the mission. Financial growth can be part of the strategy, but it is not a goal in itself.
- We want to be financially healthy. Healthy and diverse income streams enable us to work in a mission-driven way and continue to serve our partner organizations, whether financially or otherwise.
- We work with an agile, medium-sized office organization that cares about all its employees. We can and want to do this work only together: at the office, with our field workers, and with churches and partner organizations in the Netherlands and worldwide.
- We focus on efficient business operations and are committed to making optimal use of the resources that have been entrusted to us.
- We share our stories and our materials for scripture use with the Christian community in the Netherlands in order to be a blessing to them. In addition, we are working to build a stable and healthy foundation for our work. We build lasting relationships with our constituency, sharing the content of our work.

4



4 Our strategies: Working toward sustainable change

We work on our mission through our three strategies: international cooperation, programmatic approach, and communication and fundraising.

International collaboration

In the rapidly changing landscape of Bible translation, we see WBN's role shifting from catalyst for innovation to ambassador for sustainability. The starting points for this are ownership, mutuality, harmonization, and complementarity.

GOAL

The objective of this strategy is to promote sustainability within the international networks and partnerships in which WBN participates and to learn from each other's experiences.

Themes we are focusing on to achieve this goal:

- 1 Localization and sustainability by supporting national Bible translation movements and promoting growth of local ownership.
- 2 Strategic deployment of personnel worldwide.
- 3 Focus on measuring impact. Evaluation and learning are crucial, especially for new initiatives.
- 4 Maintaining relationships in our partnerships. Good relationships form the basis for joint growth.

HOW

- We share lessons learned from our country programs within various international partnerships to broaden the acceptance of our programmatic thinking.
- We are focusing more on organizational strengthening within national translation movements. The deployment of human resources (local and expatriate) within Bible translation programs is a priority that we are raising internationally: do the programs have the right people with the right skills?
- We are promoting learning within international partnerships, using a Theory of Change and monitoring change.
- We want to collaborate strategically in international partnerships. We are part of the Wycliffe Global Alliance (WGA) and have traditionally worked closely with SIL (as the field organization for many of our field workers). Global Partnerships is a platform where we make a substantive contribution, and which gives us access to valuable and new partnerships.
- In recent years, we have started working more directly with churches. The local church is our most important partner: the most local expression of the body of Christ. This collaboration with the church can take on several different forms.

Programmatic approach

A lot is happening in the country programs in which WBN is involved. We believe in synergy and complementarity in our collaboration with our partner organizations. Our approach promotes the integrated use of funds, people, and capacity building. The Bible translation work in the programs includes translation, scripture use, linguistic research, and literacy work.

GOAL

The objective of this strategy is strategic involvement in Bible translation programs.

Contributions we are committed to making to achieve this goal:

- 1 Contributing to the completion of translations that have already been started, especially New Testaments, and where necessary also Old Testaments and revisions, in our program countries.
- 2 Facilitating capacity development among local Bible translation organizations and churches so that they can sustainably commit to translation work in their region.
- 3 Exploring our contribution to scripture use in countries where a translation exists but large groups still do not have access to the Bible.

HOW

- We evaluate our work in program countries by critically reviewing our program policy. For some countries, this means that we are scaling back our involvement. For groups that do not yet have access to the Bible, we will increase our efforts.
- We focus on training, coaching, and making organizations more sustainable (e.g., through their own fundraising).
- Field staff is more involved in capacity development in current (and new) partner organizations and in international partnerships. Specifically, we are considering a pool of specialists for short and longer assignments, if possible, in collaboration with other European Wycliffe organizations.
- We are developing a vision on topics such as revision of Bible translations that are too difficult, outdated, or incomplete, and we are refining our vision on the use of the Bible in our country programs.
- We are further developing our partner policy (principles, types of partners) and regularly reviewing it through evaluations. Where necessary, we redefine partnerships together with those involved.

Communication and fundraising

An important task of our organization is to offer our Dutch constituency the opportunity to be involved in our work in God's Kingdom. We have a loyal support base that gives generously and gives more when needed. We invest in lasting relationships with our prayer partners and donors in the Netherlands. This allows us to remain available to support churches, partners, and communities worldwide.

GOAL

The objective of this strategy is to maintain and expand the broad involvement of our constituency in our mission.

Themes we focus on to achieve this goal:

- 1 Focus on structural giving, general giving, and legacy gifts.
- 2 An annual income growth of at least 3 percent above inflation, both in general and designated income. Financial growth remains necessary to sustainably co-finance the current increase in Bible translation work.
- 3 Greater brand awareness and substantive contact with our (potential) constituency around the Bible and our mission.

HOW

- A substantive engagement with the Bible connects our constituency to our mission. We therefore work from that connection to build a lasting relationship in prayer, giving, or going. We share our stories with a broad base of supporters with whom we connect as well as possible. We also see this part of our work as a ministry.
- We are open and transparent about how we raise funds, and we are accountable for how we use them. The donor invests in God's Kingdom. We want to be good stewards.
- In the first half of 2026, we will be working on a fundraising strategy that aligns with the priorities of this strategic plan. This strategy will focus on annual events, the involvement of Christian schools and young people, campaign-based activities, and ways to create lasting engagement.
- We see churches in the Netherlands as important partners in supporting Bible translation. As an organization, we want to serve Dutch churches and believers. Bible translation work is, at its core, a mission "by the church for the church," as the worldwide body of Christ. In the coming policy period, we will focus on increasing the involvement of Dutch churches, as evidenced by more presentations, donations, and prayer for Bible translation. We will pay extra attention to those parts of the Dutch church that are less involved.
- Finally, we evaluate our approach to relationship management and establish a strong Relationships and Communication team with vision, creativity, and vigor, and firmly anchored within the organization as a whole.

5



5 Our policy themes

Three policy themes will receive extra attention in the coming years in order to better implement our strategies: mutuality, financing of missions, and Bible use among our constituency.

Mutuality

In the spring of 2025, more than 25 representatives from international partner organizations attended our partner consultation. We discussed the synergy in our collaboration and identified the challenges (the "elephants in the room"). The most important outcome was the importance of continuing to invest in our partnerships: through prayer, clear communication, better understanding of each other's context, fulfilling a bridge function between the various partners, and growing in flexibility. Openness, modesty, honesty, and transparency are crucial in this regard.

Within the global church, Christians reach out to one another. The drive to share the Gospel sometimes seems to be at odds with an attitude of equality, especially in areas where the church is small or virtually absent.

GOAL

The goal of this policy theme is to establish good and more equal cooperative relationships with our partner organizations. This means that there is mutual trust and openness. We realize that differences in resources always play a role and therefore we strive for more balanced power relations.

HOW

- In relationships with partners, we want to listen to God together, dream together, and make plans together. We pay attention to how we work together, we continue to evaluate this, and we do not shy away from difficult questions.
- Together, we look at the standards necessary for professional collaboration. This includes discussing the role of money and transparency about funds, including which resources are ally available. Where necessary, we can provide support in the area of resource mobilization. We want to consider greater flexibility in our collaborations, such as in the form of undesignated funds.
- Finally, we want to make our complementarity explicit. To do so, we need to understand each other's context sufficiently; intercultural intelligence is an important theme in this regard. We are also considering a second partner consultation during this policy period. In evaluation meetings, we ask partner organizations for feedback on our performance.
- Within the office organization, we also pay attention to the theme of mutuality, for example during the introduction period for new employees.

Funding of Field Staff

In 2025, a lot of funds have been coming in for Bible translation programs, in addition to the financial flow from our constituency through home front committees. We believe that sending out Field Staff is an important way to work on our mission. It is therefore our drive to make this future-proof and integrate it well financially within the programs. Diversification of cash flows is important here.

GOAL

The goals of this policy theme are:

- To make assigning Field Staff a financial part of the programmatic approach.
This means that we are introducing a model in which projects and assignments are financed jointly, while retaining the advantages of the current home front model.
- We are moving towards more equal working conditions between office and field staff.

HOW

- We are reflecting on the current direct relationship between funds from home front committees and the budgets of field staff, and are promoting a more direct relationship with the Bible translation program as a whole.
- Fundraising for specific projects within a program or, conversely, more fundraising for a program as a whole, requires attention in this policy theme.
- During this policy period, we will reduce the percentage that field workers pay to the WBN office from 5 percent of their annual budget to 0 percent. We will also no longer finance our financial contribution to SIL with income from individual supporters. In the future, field workers will no longer raise money for their employer or partner organization, but only for the costs associated with their own assignment
- Next steps could include financial support for field staff in the Netherlands and lower financial requirements prior to assignment and return to the field.
- Accurate budgeting by partner organizations of both expatriate and local employees is an important focus area for this policy theme.
- Field staff and the works council are fully involved in deliberations on this theme. The central point is that a certain form of support model remains important, both for field staff and for the organization. Field staff must be able to perform their duties properly without personal responsibility for their income and expenses.



Scripture use for our constituency

The Bible is the book that motivates everything we do. We want everyone in the world to have the opportunity to read the Bible and engage with it.

In recent years, we have started an annual Bible Boost for our constituency and other believers in the Netherlands. In this way, we serve Dutch Christians. Bible readers in the Netherlands recognize the importance of our global work. Furthermore, through the Bible Boost we are meeting a new and often younger target group. Scripture use in the Netherlands is not part of our organization's mission, so it is not our goal to increase scripture use in general. That task is more suited to the Dutch churches and the Dutch-Flemish Bible Society (NBG).

We focus on committed believers who love the Bible and whom we can involve in our mission through substantive communication. Scripture use is an important way to connect with our constituency.

GOAL

The goals of this policy theme are:

- 1 Make scripture use a structural part of our general communication to our (potential) Dutch constituency. We work on building lasting relationships through substantive communication.
- 2 Existing and new stakeholders in our mission should be provided with resources that help them read and understand the Bible. We pay extra attention to intercultural Bible reading and share lessons from the global church.
- 3 Deepening the relationship with our existing support base and connecting with new target groups, especially young people.

HOW

- In 2026, we will draw up a plan with concrete objectives. In this plan, we will describe how scripture use fits into our general communication strategy.
- We are reviewing and expanding the Bible Boost.
We are developing new resources and campaigns around scripture use.

6 Our organization

In this chapter, we describe how we shape our culture, organization, and collaboration in the Netherlands.

OUR CULTURE AND ORGANIZATION

Our culture is characterized by working together in a *professional* manner and with *dedication* to our mission. We strive for professional and transparent collaboration between those involved in the organization. By those involved, we mean: the supervisory board, management, the works council, the (field) employees, and the volunteers.

We are a community in which devotion to God is central. This means that prayer and Bible reading will continue to play an important role in our daily work in the coming years. We know that we are dependent on the guidance of God's Spirit in what we do and want to listen to God's voice.

The world belongs to God. We are therefore committed to His creation and know that we are responsible for it. This is reflected in our approach to air travel, in our work-from-home policy, and in our use of other resources for our work.

We are reviewing the internal structure of the office organization. In a rapidly changing environment, it is important to have an agile organization that is well aligned with the strategy. We are working on an HR strategy for the office that focuses on how we can retain and find the right people to carry out our medium-term mission.

An office environment must be in line with the culture of the organization. In this policy period, we are looking for a physical location that reflects the values of togetherness and expertise. We are exploring the possibilities of an internal renovation or a different building.

OUR PARTNERS IN THE NETHERLANDS

We evaluate our partnerships in the Netherlands, both within networks and bilaterally, and make choices that are in line with our strategy. We regard the churches in the Netherlands as our most important partner organizations, and by extension the (Church-based) missionary organizations. To us, the collaboration within the Prisma association and NBG, are effective and natural partnerships. Prisma is important to us in the exchange of expertise within Christian missionary and development organizations. With the NBG, we have a natural affinity around Bible translation and scripture use. We strengthen each other and learn from each other.



GOOD EMPLOYMENT PRACTICE

We are grateful for our close-knit group of office and field staff. We can only work on our mission together. In the coming period, we will be reviewing the terms and conditions of employment with the works council, using our values as a base. Employees have a lot of personal responsibility and scope for further development. As an employer, we are there for our employees. This means that we engage external professionals for knowledge that we do not have ourselves and that we think creatively with employees at different stages of their careers in our organization.

TECHNOLOGY AS A TOOL

IT must facilitate our work optimally. We make careful use of new technologies such as AI. For an office organization like ours, IT is an important tool. It must be of good quality so that we, as employees, can use our time and resources efficiently. In this policy period, the transition to a new CRM system is expected to take us a significant step further.

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