

# align for Zerø

ANNUAL REPORT | 2018

**Our mindset is agile, our alignment –  
with investors as core of the ministry  
– is focused upon the Bibleless, our  
humble resolve is to be continually  
used as an instrument of God so that  
together, we ‘End Bible Poverty’ now!**



G R E E T I N G S  
→ I N J E S U S '  
N A M E



Seed Company's mission statement is simple, clear, and direct: To accelerate Scripture translation and impact for people without God's Word through Great Commission partnerships. The why-what-how questions are answered in 15 words. This continues to guide our mindset as we focus on the Bibleless.

This year we celebrated Seed Company's 25th year with gusto, thanking God for what He has done. We held a 25-city tour to engage with churches so a new generation of churches would be invited to participate in God's mission. A new book, *Until There Are None*, was published, describing what God has done in the partnering, acceleration, and innovation in Bible translation through Seed Company. We also celebrated the Havu language, the 1500th language entered into by our organization. Not only did we commission a new painting collecting all the handprints of our global colleagues and their spouses, but we also invited all of our global colleagues to



*Samuel E. Chiang*  
President and CEO



collectively act as one investor to give to the Havu project. I was particularly touched as they pledged to contribute almost \$194,000 to fund the translation project!

One might be prone to think we can coast, but we will not. With vigor, we reexamined every part of our organization so as to align toward the aspirational vision of 2025 where we imagine every language that needs a Bible translation will have a translation program started by 2025. The following are some of the highlights of exercising faith in the last 12 months.

For the first time in this organization's history, we crossed over \$40 million in contribution income. We are extremely grateful to God. We do not take this entrustment lightly. We shall continually be prudent in our stewardship and be excellent practitioners of performance philanthropy.

In our previous annual report, we talked about the formation of a brand new research lab called Avodah Labs, a fully controlled 501(c)(3) entity of Seed Company engaged in sign language research. There are over 350 sign languages in the world today, represented by over 70 million people. A conservative estimate for a New Testament to be translated is 50-plus years; for a full Bible, at the present rate, it could take between 170 to 220 years. We believe we need to explore, discover, and accelerate the process for sign language Bible translation through the use of technology; specifically, through Artificial Intelligence and Convolutional Neural Networks.

For the last 12 months, we have been sprinting. God granted favor and we have **(1)** Deaf implementing partners, **(2)** filed six provisional patents with the US Patent and Trademark Office – one of the filings has 20 separate claims within it, and **(3)** have actively worked on a licensing and sub-licensing agreement of innovation and technology for the Bible translation movement.

Applying cutting-edge technology is one aspect of innovation, but there are other ways to consider innovation as well. Seed Company carries a portfolio of over 850 languages in active translation. This last year, we commenced a multi-year examination of our costs. We are happy to report that the Field team, under the leadership of Bill McCoy, Seed Company's Chief Field Officer, took out costs which provided savings of \$1,395,000 over the lifetime of the portfolio of projects. Stewarding God's resources is a privilege, and we shall continue to look to drive to the lower end of the cost curve.

Additionally, for two years we have been preparing, advancing, and applying digitization to our operations. We have built capabilities on our technology platform so as to improve project management, leverage business intelligence, and enhance communications across both the translation community and you – the investor. Under the leadership of Shawn Ring, our digitization process has already yielded savings of over \$500,000 in the current year. We are anticipating the value of digitization will be realized in capacities gained with other benefits for years to come.

Every industry and every organization make different choices as to who is their Primary Customer. For example, instead of the consumers, Mary Kay, the cosmetic firm, made their independent beauty consultants their primary customer; instead of the users of medication, Merck chose research scientists in labs and universities as their primary customer; instead of viewers, HBO picked filmmakers as their primary customer. At Seed Company, we have had a robust conversation, and nearly 24 months ago, the leadership team made a decision to make you, the investor, our primary customer. We are deeply mindful that you are part of our core business.

We have intentionally set out to serve you better in five different areas: **(1) Prayer** – we have a desire for you to be engaged, involved, and well informed by prayer, and we are actively



On a backdrop of 400 handprints of Seed Company staff and spouses, a portrait of an African Havu woman emerges, a symbol that it takes all of us to translate Scripture. Artist Hyatt Moore illustrates the psalmist's praise of his Creator.

*(Hands and Face, acrylic on canvas, 72" x 72")*



seeking your involvement and interaction with your projects; **(2) Reporting** – we have a desire for you to receive regular reporting on the projects and/or initiatives you are investing in; **(3) Advocacy** – we desire for investors to be equipped to advocate on behalf of the Bibleless; **(4) Collaboration** – we desire for investors to receive real time input and communication in regard to changes in project plans due to unforeseen circumstances; **(5) Trips** – we desire for investors to have the opportunity to visit Bible translation projects.

If the number ‘TEN’ is a perfect score, we know for certain that we are not a ‘10’. However, we want to grow toward a ‘10’. Would you consider filling out a short survey at [scorecard.seedcompany.com](http://scorecard.seedcompany.com) so that we can serve you better?

One large surprise this year had to do with the new list of remaining languages that will need a translation: 2,184. This is not a surprise to God. I believe many of you have already heard from me specifically about this new number that has been accepted by the Bible translation movement. We are glad transparency, better collaboration, and deeper scrubbing has yielded this new number. We believe we cannot get to finishing until we have all the remaining languages that need a Bible translation started. We are trusting God for this.

I am thankful to God that Seed Company is positioned to handle the new reality of 2,184. We have three very specific ministry strategies in place to drive forward: **(1) Traditional Field Operations** working with Bible translation partners with a focus toward First Scriptures; **(2) Global Initiatives** working to build capacities with Bible translation organizations to focus on new language starts, specifically First Scriptures that are on the remaining language list; **(3) Innovation** through Avodah Labs for all the sign languages. In collaboration with our 1,322 Field partners, we are trusting God for the aspirational vision of starting in every language that needs a translation by 2025.

Our mindset is agile, our alignment – with investors as core of the ministry – is focused upon the Bibleless, our humble resolve is to be continually used as an instrument of God so that together, we may ‘End Bible Poverty’ now! Pray with us that “We keep looking to the Lord our God for his mercy, just as servants keep their eyes on their master, as a slave girl watches her mistress for the slightest signal.” (Psalm 123:2, NLT)



In His service,

**Samuel E. Chiang**  
Seed Company President and CEO

P R A Y  
E R

*Jehovah-jireh, we are awed by  
Your bountiful provision. You give  
of Your limitless resources and fill  
us with Your Spirit. Before we call,  
You answer. You are all we need,  
Rose of Sharon. Lord of Heaven's  
Armies, You show us the path and  
walk every step with us. Empower  
us as we seek to bring Your eternal  
Word to every nation, tribe,  
language, and people.*



*When I discovered your words, I devoured them.  
They are my joy and my heart's delight, for I bear  
your name, O Lord God of Heaven's Armies.*

— JEREMIAH 15:16 (NLT)



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N O T  
J U S T N U M  
→  
B E R S



Our numbers tell the stories of women and men passionate about bringing God's Word to the nations. Each language we engage represents a team of prayer warriors, investors, translators, consultants, and many others working together to shine God's Light in dark places.

1,591 →

CUMULATIVE LANGUAGES ENGAGED

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859

ACTIVE LANGUAGES AT YEAR END



**38** TRANSLATION  
CONSULTANT  
DEVELOPMENT  
INTERNS

**11** PARTNER  
CAPACITY  
DEVELOPMENT  
INTERNS

*Our Translation Consultant Development Internship Program and Partner Capacity Development Internship Program equip our global partners with consultants and staff in strategic roles like accounting, administration, publishing, etc.*

**SEED COMPANY FIELD AREA:**

*New Engagements and First Scripture by Region*

	<b>New Engagement</b>	<b>First Scripture</b>
<b>AFRICA</b>		
- Anglophone East	10	8
<b>AFRICA</b>		
- Anglophone West	7	7
<b>AFRICA</b>		
- Congo Basin Area	51	38
<b>AFRICA</b>		
- Sahel Area	8	4
<b>AFRICA</b>		
- Southern	1	2
<b>AMERICAS</b>	7	2
<b>ASIA - Islands</b>	1	0
<b>ASIA - Mainland</b>	11	7
<b>ASIA - South</b>	19	9
<b>EURASIA</b>	5	2
<b>PACIFIC</b>	5	2
<b>GRAND TOTAL</b>	<b>125</b>	<b>81</b>

**93**

COUNTRIES

**1,322**

ACTIVE  
FIELD PARTNERSHIPS

C E L E  
B R A  
T I O N

In our efforts to push forward, it is good to pause and celebrate milestones. Seed Company has experienced several reasons to celebrate this year. As we recognize what God continues to do through the ministry of Bible translation, we express our gratitude to our investors and our Seed Company colleagues for working together to achieve so much. We continue to give God glory for these accomplishments, as we can do nothing without Him.



*You are my refuge and my shield;  
your word is my source of hope.*

— PSALM 119:114 (NLT)





*Seed Company staff collaboratively  
funds 1500th language in  
Democratic Republic of Congo.*

## *Marking a Milestone*

When professional athletes reach a milestone, celebrations abound. A baseball is retrieved, signed by teammates and displayed on a mantel or in a “trophy room.” Milestones for Seed Company are more symbolic but not less celebrated.

Twenty years elapsed (1993-2013) before the 1,000th language project was engaged by Seed Company, but only four years later (2017) we are celebrating our 1,500th, Havu in the Democratic Republic of Congo (DRC). The Gospel of Luke, the “JESUS” film script, as well as some literacy materials, are being translated. Over 506,000 Havu speakers, 60 percent of whom identify as Christian, will have Scripture in their heart language for the first time.

“The translation of Scripture means to us that God has visited the Havu people,” says Pastor Bahati, lead translator. “They’ve waited so long.”

World-acclaimed artist, Hyatt Moore, was invited to the Seed Company annual staff retreat in February 2018, to contribute to the celebration. He collected over 400 handprints of attendees to form the backdrop for a commissioned portrait of a Havu woman. In addition, global colleagues prayerfully committed to fund nearly \$194,000 for the Havu project. A few days earlier and half a world away, 30 people gathered for a Day of Prayer at the new Havu translation office in Goma, DRC. Pastors, government officials, members from several language groups, and two Havu musicians attended. They united in prayer asking God to grant success to this vital project.

In September, Scottye Perry, Seed Company executive development representative, joined the pastor of Church on Rush Creek and a group of 10 men from another church to visit the Havu project. Eden Mission, one of Seed Company’s partners with the Havu, arranged the trip for the ten men. After a grueling journey of over 40 hours, the team stepped off a boat onto Idjwi Island, home to 310,000 Havu people. “We were greeted by about eight people who followed us all around the island singing and dancing,” Scottye reports. “Half of our team taught at two marriage conferences and the other half worked with the local church to build a new home for a widow.”

Life on the island is nothing like that in America. Only a few places have running water, but none have hot water. Most islanders eat meat only once a year, at Christmas. There are only seven vehicles on Idjwi Island, so walking is the main mode of travel. Trash is burned every evening, creating a pervasive haze and odor. Most Havu grow their own food and hope to have extra to sell.

The Havu project is off to a momentous start. Translators have drafted over 80 percent of Luke, and the first 10 chapters were distributed to Havu speakers for feedback on clarity and vocabulary. This project is already having an influence on the people. Parents are using translated material with their children and there is a renewed desire to pray in Havu.









*U.S. pastors accept invitation to  
Imagine Zero in 25 cities.*

Spring	Fall
Phoenix - 3/6	9/20 - Houston
Austin - 3/7	9/25 - Grand Rapids
Dallas - 3/8	9/26 - Indianapolis
Charlotte - 4/10	9/27 - Washington, D.C.
Atlanta - 4/11	10/4 - Dallas/Ft. Worth
Kansas City - 4/12	10/9 - Cleveland
Denver - 4/17	10/10 - Minneapolis
Chicago - 4/18	10/12 - Oklahoma City
Nashville - 4/19	10/16 - Richmond
Birmingham - 4/24	10/16 - Raleigh
Memphis - 4/25	
Pittsburgh - 4/26	
Orange County - 5/1	
Bay Area, San Francisco - 5/2	
Seattle - 5/13	



## Imagine Zero Summit

Seed Company's 25th anniversary dovetailed with the Vision 2025 and Imagine Zero movements to spark a broad-based initiative in FY2018: the Imagine Zero Summit. The vision? To encourage and educate a new generation of churches throughout America to embrace and engage in God's mission through the Bible translation movement. Planning for the Imagine Zero Summit involved Seed Company's Mobilization team, a focus group of local pastors, and partners Mark Matlock, The Barna Group and the American Bible Society.

In phase one of the campaign, called Setting The Table, the team identified 25 U.S. cities as meeting places for area pastors from all denominations. They invited pastors from churches of all sizes to a four-hour presentation with lunch. They scheduled meetings at 15 locations in the spring, and 10 locations in the fall. Speakers shared insights about missions and trends, raised awareness about language statistics, and told stories about the impact of God's Word in the mother tongue. An emphasis on the Great Commission inspired pastors to engage their congregations in the kingdom work of supporting Bible translation.

The Seed Company Mobilization team provided a downloadable "Adopt-a-Verse" kit for interested churches to use right away, plus the option for a customizable program. The Adopt-a-Verse kit offers sermon outlines, PowerPoint slides, engagement materials, videos and more. (*See [imaginezero.com](http://imaginezero.com).*)

Contributions received from churches engaged through the Imagine Zero Summit will go to Seed Company's FIRST Bible Fund, which resources projects for people groups receiving Scripture in their language for the first time. Manager of Mobilization Kraig Thompson said, "It was rewarding to see the first of these churches respond by giving and committing to give. These gifts are helping to feed a significant growth trend we are seeing in church giving."

Phase two, called Cities Rising, will focus on churches in select cities. The goals include equipping pastors as advocates, resourcing pastor meetings, and communicating directly with congregations. Strategy and planning is in progress for Cities Rising. Visit [imaginezero.com](http://imaginezero.com) for videos from phase one and details on phase two as they become available.







N O V A  
T I O N



One of Seed Company's core values is encouraging innovation and creativity. This is lived out in every domain in Seed Company. Innovations by our Field Domain are often the most visible, but other areas innovate and demonstrate creativity in their daily operations. Innovation and creativity appear in small decisions and choices we make, as well as in large-scale, movement-defining actions that reset the direction of Bible translation.





*As a result, you can show others  
the goodness of God, for he called you out  
of darkness into his wonderful light.*

— 1 PETER 2:9 (NLT)





*God's Word is reaching Middle Eastern Deaf communities.*

## *Silent Witness*

The Bible translation movement is built on the idea that all people need God's Word in their heart language. For most Deaf people, this is defined as one of the many sign languages. Once they have Scripture in their sign language, they can know that God speaks to them intimately.

In a five-room office in Amman, Jordan, is an innovative hub called Peace Dove Club, a video studio and editing lab. Started by Saif\* in 2003, the club holds weekly social gatherings, plus summer camps and conferences, all with the openly stated purpose of teaching Deaf adults about the Bible.

In 2010, Saif began having conversations with Deaf friends about the "JESUS" film. Deaf ministries around the world had tried translating it with varying degrees of success. But, Saif asked, what if audiences could see the movie one scene at a time and then pause for the sign language explanation, rather than trying to consume everything at the same time?

"And then you understand fully," he signs.

It wasn't long before he realized he was onto a unique idea. The major difference from past methods:

*\*pseudonym*



A Deaf person came up with it, and a predominantly Deaf team is perfecting it.

At Peace Dove, the team wrote a computer program called Narrator, which automates the process of pausing the film and inserting a signing video that they translate and produce themselves. First, they used the method to finish translating the "JESUS" film into Jordanian Sign Language.

Peace Dove has distributed 2,500 copies of their version of the "JESUS" film. In late 2017, the team finished a two-year project, translating and filming the Luke film. Only a few entire biblical books exist today in film version, but Saif dreams of continuing through the entire Bible in the same film format. He might even try to put it on Christian satellite TV networks in the Middle East and North Africa.

"We want to be able to send the Word of God all over the Middle East," he signs. "And I am thinking that the vision which came to my brain in 2006 has come to be clear now. I see it. But we have much work to do."



“We want to be able to send the Word of God all over the Middle East. And I am thinking that the vision which came to my brain in 2006 has come to be clear now. I see it. But we have much work to do.”

**Saif**, *Deaf Sign Language Interpreter, Founder, Peace Dove*



*Seed Company implements technology improvements to accelerate Bible translation.*



## *Aligned for Acceleration*



Innovation can take many forms; it's not just cutting-edge technology and major paradigm shifts. While Seed Company does pursue these types of innovation, we also look for smaller, incremental changes to how we can accelerate Bible translation and reach Zero in this generation. The Technology team innovated in small ways to bring about significant improvements in our efforts to accelerate Bible translation.

Bible translation is at its core a complex task. Accurately communicating biblical truths in another language requires an attention to detail blended with the fluidity of language to produce an accurate and understandable text or recording. This task, once accomplished with a shoebox full of notecards, a tape recorder and a typewriter, is now facilitated by databases, digital recording devices and computers. The transition from analog to digital accelerated the day-to-day tasks of translation.

At Seed Company's headquarters in Arlington, Texas, financial and project data was once processed in multiple systems that required manual entry for every record. The man-hours required to enter and process this data meant teams were beyond capacity, especially at the end of each fiscal year. Information gathered by one team did not flow freely to others.

In 2018, the Technology team was ready to align systems. Rather than have software programs that couldn't communicate and share data with each

other, systems were selected and implemented that talked to each other, significantly reducing time spent entering data. Once data was entered, it could populate in other systems as well, limiting the risk of errors and reducing the time it takes to do basic tasks. Earlier this year, mission critical systems in Finance were replaced with simpler, networked tools. The Finance team experienced a 30 percent increase in efficiency, which led to better team health and morale.

To improve access to field project data, the Technology team implemented a business intelligence tool, Domo, to aggregate information from multiple systems and provide clear and accurate reports and charts. What once took hours to research and generate reports now takes minutes. This equips the Field domain with crucial information, and also provides important data to our investors through the Development and Communications teams.

Additional innovations are on the horizon for 2019. As we pause to celebrate the stewardship and alignment resulting from the innovations of 2018, we anticipate additional improvements to how Seed Company communicates both internally and externally. We expect to see additional tools becoming available to connect investors to projects in near real time. And we prayerfully anticipate significant progress toward Zero as God leads the way.





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Investors are our primary customers. We recognize the important role investors have in the success of our endeavors. From the 10 families who kickstarted our efforts 25 years ago, to the thousands of prayer and financial investors we engage with today, all are important in our collaborative effort to reach Zero. We have included the stories of two families committed to investing in Bible translation and reaching Zero.





*For the word of the LORD holds true,  
and we can trust everything he does.*

— PSALM 33:4 (NLT)



*Karen and Bill Caldwell invest their hearts in Bible translation.*

## *Second Wind*

Over a decade ago, Bill and Karen Caldwell didn't know each other, but separately they were enduring grief. "Both of our spouses passed away within six months of each other," Bill recalls. "A year and a half later, we met at church, and we just celebrated nine years of marriage this past July."

Bill was raised as a Christian Scientist, but "thanks to my first wife," they started going to an evangelical church in the 1970s. Bill was led to Jesus and "I've been partaking of the blessings ever since," he says.

Karen spent 35 years in a New Age church. She describes it as paganism, all health, wealth, and prosperity. Then her husband was diagnosed with life-threatening Lou Gehrig's disease — ALS. "Suddenly, our positive thinking quit working," she says. Believers were praying for the couple, however, and visited them to read the Bible to them. "And God's Word doesn't return void (Isaiah 55:11) and faith comes by hearing (Romans 10:17)," Karen says.

"The day that my first husband died, he said to me, 'the most important thing we've ever done in our life is to come to know and love Jesus,'" Karen says. He died about six hours later. As a young believer, Karen delved into Bible study and "made up for lost time, because I hadn't spent any of my life serving the Lord."

Trained as a mechanical engineer, Bill spent 38 years in the hydraulics industry. Officially retired in 2011, he stays active training others in the field. Karen's

background is in the mortgage and real estate industry. "Bill and I developed a property last year and built an apartment building." Proceeds from this rental property are dedicated to Bible translation.

### ALL IN FOR CHRIST

The Caldwells have invested in Seed Company for eight years. They were invited by friends to learn about Bible translation during an event at their Denver country club. "I thought we'd write a check and that would be it. But they never let up, and the Holy Spirit really worked in our hearts over the years," Karen says. Bill says he was astounded to learn that there are at least 7,000 languages in the world. "We learned a lot about the heart language aspect, and it's changed our hearts too," he adds.

At a Seed Company event in 2010, Bill and Karen heard other investors relate how they learned to live on less and give more to kingdom work. "I had a big bucket list at the time and it sort of faded away, hearing from families who are 'all in' for Christ," Karen says. "They don't just give 10 percent, they live on 10 percent and give the rest away."

Karen says she gets "goosebumps" thinking that we may be part of the generation that finishes the work of Bible translation. "It's definitely a heart issue," Bill adds. "If your heart's not in it, then you won't be in it. It comes with the people, the passion and the promise that we have in God's Word, to get the Bible to all languages, all people, all nations (Revelation 5:9)."





KAREN & BILL CALDWELL  
| Denver, CO

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*Sarah and Josh Deyton advocate for the Bibleless from their dinner table.*

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## *‘Why wouldn’t we?’*

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Accept a dinner invitation from the Deytons (Josh, Sarah, and 18-month-old Bo), and an enjoyable time awaits you. You’ll have interesting conversation, laughter, delicious food, and spiritual insight. Even more than just enriching food and conversation though, you will hear about their hearts for Bible translation and the invitation to Imagine Zero Bibleless.

“We have a passion for the Seed Company because God has compelled us to it,” Sarah explains. The Deytons are not only investors, they are advocates to end Bible poverty. “From our personal stories to our love story, I can’t emphasize enough how much Scripture has been and will always be the rock for us,” she says.

In Dallas, Sarah grew up in “an incredibly passionate home where Jesus was the center of it.” Dad was a pastor and entrepreneur who started churches and businesses. Mom was a Delta flight attendant. Sarah came to an understanding of Jesus as her personal Savior when she was seven.

In a rural suburb south of Atlanta, Josh was raised in a Christian home that focused more on church activity and athletic involvement than an intimate relationship with Jesus. “Activity doesn’t bear fruit,” Josh says. “You can turn over the soil, but if He’s not in it, it’s not going to bear anything.” Josh came to know Jesus in a “radical” way later in his mid-20s. Both Sarah and Josh separately came through brokenness in their life that drove them deeper to their need of and love for Christ.

After graduation from Samford University in 2004, Sarah was engaged to be married to the man she

thought was God’s best. However, the Lord had other plans for her life, some to include meeting and marrying Josh Deyton, over a decade later. Through that devastating disappointment, Sarah learned true intimacy with Jesus. “Sometimes God takes everything to become everything,” Sarah says.

Sarah served for a time in a Scripture-based, European ministry. She returned to Atlanta and founded Establish Her, a discipleship-based women’s ministry in 2011. Meanwhile, Josh had a busy, successful career in digital marketing consulting. But in 2010, after a calling of God on his life, he left the corporate boardroom to work for a homeless rescue mission based in Atlanta. It was during his stint there that he and Sarah initially crossed paths. Today, Josh is the Vice President of digital marketing at a boutique public relations firm, serving both profit and non-profit organizations.

Josh and Sarah met online, but not on a dating website. Both had been asked to speak at a young Christian professionals group in 2012 – Josh in April and Sarah in May. Sarah’s message was recorded and posted on Facebook. Josh commented on it, which led to in-depth emails for a few months and finally a face-to-face early morning coffee that didn’t finish until after lunch! Their love story began at that coffee table and continues today with so much joy and friendship between them. They celebrated five years of marriage this November.

Dear friends that were in their wedding actually invited Josh and Sarah to a Seed Company investor weekend event while Sarah was 36 weeks pregnant





SARAH & JOSH DEYTON  
| Atlanta, GA

with their son. They learned about the urgent need of the Bibleless and were asked to assist in a God-given way. “Why wouldn’t we?” Sarah says. “Yes! We are in, because God’s heart beats to be known to all men, mainly through His Word. What better opportunity than combining the souls of men, the Word of God and heartbeat of salvation all in one movement!”

Not only did the Deytons, as a family, prayerfully commit to investing in what God is doing through the Seed Company, but also Establish Her became an organizational partner in August 2016. Establish Her’s Garden was an event created by Sarah, through Establish Her with the Seed Company’s assistance, to increase a passion for the Bible personally, promote awareness of Bible poverty locally to their circle of influence in Atlanta and fund a portion of the Ethiopian Esther Initiative globally. This specific Seed Company project targets areas where women are culturally dominated and trains 500 women from five unique heart languages to tell a collection of 40 Bible stories to other tribal women.

“I was unsure how this type of translation process would actually work since it was not word for word written down,” Sarah says. “However, in learning more about the Seed Company’s commitment to excellence and the accuracy of their oral translation execution, I was blown away at attention given to every detail ensuring perfection in the art of communicating the biblical text.”

The Deytons believe strongly that awareness of Bible poverty is key, so they open their home to host a variety of simple functions and inspiring dinner parties to expose others to the incredible work of God around the world. “I think as Christians there’s not any higher consideration than intersecting people with God’s heart and His Word, which is powerfully His breath on a page to us,” Josh says.

“There’s not a worthier cause to be part of than that which God begins. So we are financially and prayerfully committed to seeing it through to the end! Why would we not?” Sarah echoes.

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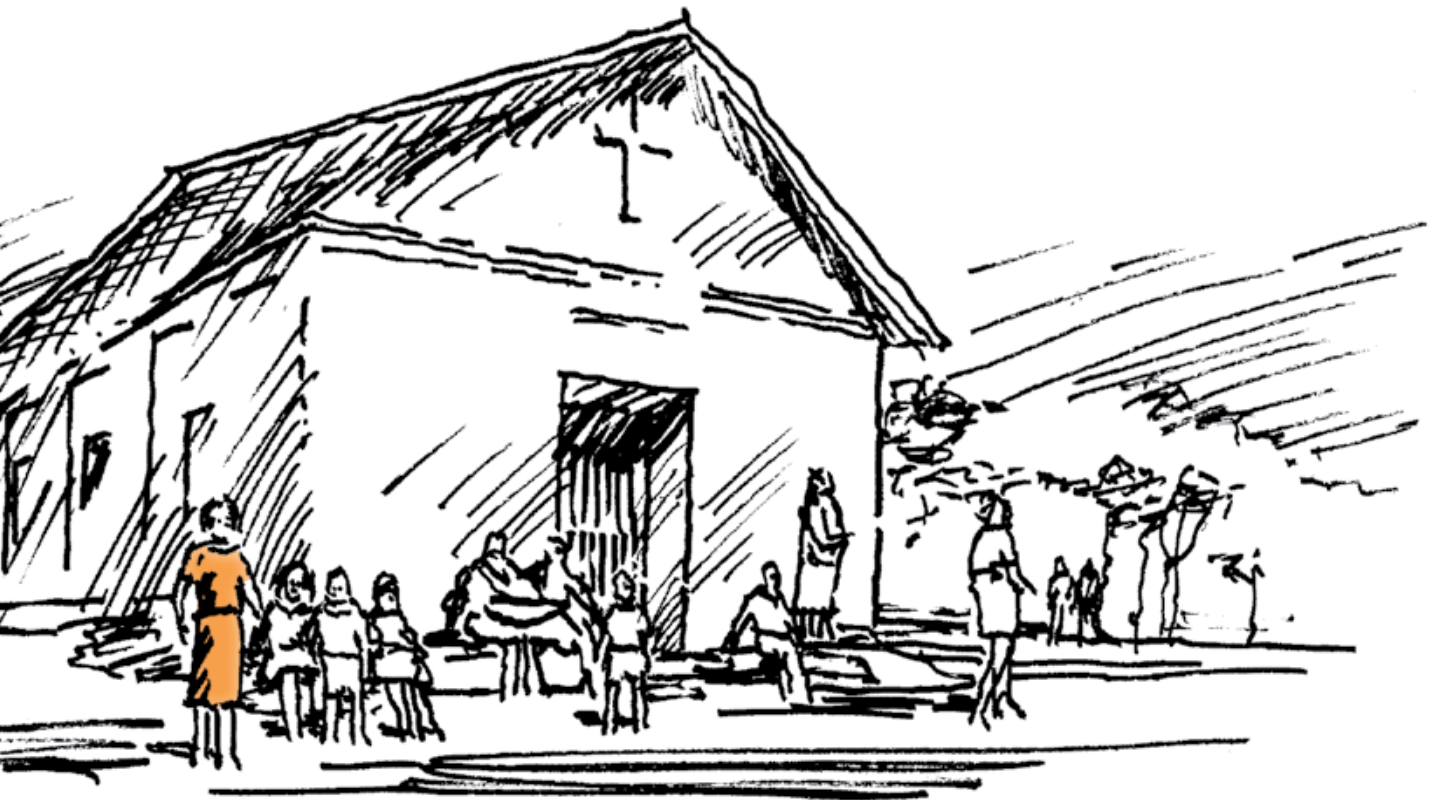
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Successful Bible translation is a collaborative process. It takes a team of dedicated individuals, each with their unique skills and abilities, to provide a clear, accurate translation. The broader Bible translation movement also requires a network of organizations using their unique skills and abilities to both accelerate and grow the impact of God's Word in the heart language. Seed Company has impacted over 1,500 languages thanks to the collaboration of over 1,300 partner organizations around the world.



*The Word gave life to everything that was created,  
and his life brought light to everyone.*

— JOHN 1:4 (NLT)



*Seed Company's Global Initiatives group increases capacity of our global partners.*



## Partnership Reimagined

Kartidaya, a national Bible translation organization, partnered with Seed Company's Global Initiatives group to broaden Bible translation capacity in Indonesia. Through a three-year memorandum of understanding (MOU), together they purposed to strengthen operations, strategic leadership, fund-raising, and field programs.

In 2016, Kartidaya received 30 percent of funding from within Indonesia. Global Initiatives consultants challenged Kartidaya to reduce dependency on external sources and increase national ownership for Bible translation. Kartidaya crafted a strategy to double local funding within Indonesia and connect with churches and individuals to cast vision for Bible translation.

Within 10 months, Kartidaya reported a significant change in their funding model. They shifted to 59 percent of funding from inside Indonesia; a 98 percent increase over their 2016 approach. This demonstrates an increase in vision and commitment. In addition to changing funding structures, the organization transformed their strategy, systems, and infrastructure.

### GOD'S MISSION

The result broadened the perspective of the staff and the local church. Kartidaya's director, Marnix Riupassa, said, "We see that most of Kartidaya's staff realize that their function is not only finishing the task of Bible translation — but more than that — to implement God's mission."

Marnix began to dream. What if we could do more? How could we more fully commit to God's mission? What if Kartidaya took more responsibility for Bible translation? What if we began 75 new language projects by 2020?

### BIG DREAMS

When Marnix conferred with the Global Initiatives group they said he'd need a larger staff, sound financial and reporting processes and additional leadership to accomplish such an ambitious objective in three short years. Marnix listened. He imagined how Kartidaya might grow to sustain the work. He contacted pastors and began holding conferences about the *Missio Dei* (The Mission of God) in local churches around Indonesia.

As the Indonesian church reflected on their role in God's mission, they were convicted that Bible translation is foundational to all Christian ministry — evangelism, discipleship, and church planting. They were compelled to join in God's mission to bring His Word to Indonesians in a language they understand best. The churches stepped up with funding, people, and prayer.

Church leaders from multiple denominations collaborated. In 2018, churches provided 11 candidates to work as Bible translation facilitators and committed







to work in 13 new language groups. To this point, they haven't required any external funding; the Indonesian church is funding the projects. Kartidaya is seeing how an interdependent relationship with the national church accelerates Bible translation.

#### PARTNERSHIP IS BLOSSOMING

With God's help, Kartidaya is accomplishing the essence of partnership, cooperation, teamwork, unity, and life-giving purpose. The organization is better aligned to serve the local church, and in partnership with the church, has greater capacity to accomplish the work of Bible translation for every people group in Indonesia.

In addition, they've cast vision for a three-phase strategy to champion the strength of the local church, build into other Bible translation organiza-

tions, empower visionary leaders, and expand capacity for discipleship. This sustainable model increases ownership, and God is multiplying the vision and impact of the Indonesian church.

Seed Company's Global Initiatives group believes the national church and her partners have the vision and capacity to lead Scripture translation for sustainable transformational ministry within their own countries. Global Initiatives serves as a multiplier to boost the capacity of national Bible translation organizations serving the global Church.

Global Initiatives is engaged with partners in Chad, the Democratic Republic of Congo, Ghana, India, Indonesia, Kenya, Mexico, Nigeria, Papua New Guinea, Russia, Singapore, and the United States.



*Kartidaya is seeing how an interdependent relationship with the national church accelerates Bible translation.*

Bible translation needs in Indonesia are some of the highest in the world. Growth in the local church is evident since its inception when Portuguese settlers first arrived in Indonesia. Two hundred years later, Bible translation began in local languages.

In the 1970s and 1980s, Indonesians relied on western Bible translation organizations to lead the work. In 1989, Kartidaya originated with a vision to recruit Indonesians to serve the Bible translation needs within the country.

Although growth was slow during the first 20 years, collaboration and passion for God's Word and His people remained consistent. By 2009, Kartidaya began a cluster project strategy to reach those without God's Word. A 2016 MOU with Global Initiatives provided further investment in the transformation of Kartidaya to lead Bible translation in Indonesia.

#### HOW TO PRAY:

1. Ask God to give Global Initiatives clients the courage to look beyond their own abilities and realities and reach God-sized goals for the Kingdom.
2. Pray that the Global Initiatives team and their clients would rely on the Holy Spirit for strength, guidance, and wisdom.
3. May each believer join to partner with the global Church to increase impact on locally sourced Bible translation.







*A translation consultant in Paraguay urges collaboration to accelerate Bible translation.*

## God's Big Plan

Seed Company works with over 1,300 partners around the world to bring an end to Bible poverty, by providing Scripture for everyone who needs it in their own language. Translation is complicated; translation consultants like Victor Gomez in Paraguay are critical to achieve accurate and clear translations.

Victor Gomez has worked in Bible translation for nearly 20 years. He and his wife, Cristina, live in Paraguay. They serve with Seed Company partner organization, LETRA (Latin Americans in Translation and Literacy). Last year Victor achieved a career milestone as he completed training as a Bible translation consultant.

A consultant's check in the translation process is a vital step. Consultants usually know biblical Hebrew and Greek and have broad translation experience. They ensure translated passages communicate in a way that's true to the original meaning. A consultant checks for accuracy, and the demand for Bible consultants is high. Sometimes it can be hard for teams to find available consultants. Victor works with four different translation teams.

"We operate with the conviction that every human being has the right to have the Bible in their own language," Victor says. "As Christians, we must collaborate in every capacity so that they can have it." Scripture in the heart language is a vital component of the Great Commission. "It's our responsibility in Christ to 'go and make disciples of all the nations (Matthew 28:19 NLT)," Victor says. "We have to accelerate the process so that this generation carries the message forward."

Victor believes that accelerated Bible translation is an urgent need. While accelerating the pace of Bible translation, however, maintaining accuracy and excellence is crucial. "We have to train people to ensure that the work continues," he adds. Bible translation consultants should also be mentors, according to Victor. He wants to help translators grow as believers and translation checkers, and eventually become consultants themselves.

"God is preparing people in Paraguay, and the work will continue," Victor says. "God's big plan" is preparing this generation to, in turn, train the next generation.



*Esther Initiative equips women  
to tell Bible stories to women.*

## *Esther Initiative*

Esther Oral Bible Storytelling (OBS) projects are successful, in part, because they are operated by women, for women. They are flourishing in areas of the world where women are often considered possessions. The first Esther project started in South Asia in 2014, and its accomplishments led to the launch of Esther Project Ethiopia. Two more Esther OBS projects have begun in South Asia: Esther Coronation Cluster and Esther Hope Cluster. Four projects from 2014 to 2020, impacting 26 unique languages and nearly 107 million people.

Penny\* expected that her marriage would be arranged. That is common practice for young girls in her South Asian culture. But she was surprised at the outcome. Penny followed the majority religion, and she assumed that her husband did too. But her husband was a secret Jesus-follower.

Penny was angry at this revelation, and she consistently threatened to run away. Her husband was

*\*pseudonym*

forced to lock her in the house when he went to work so she would be there when he came home. She had contact with only two people – her husband and her mother-in-law. Over time, Penny became curious about his beliefs, and she even accompanied him to church. But she remained angry, and most people left her alone.

One day Penny was asked to join the Esther Oral Bible Storytelling project. She agreed but her anger kept her quiet, and she sat apart from the team. Yet, as she learned the Bible stories, she discovered that God loved her and “He took my anger away,” Penny says.

Penny was brought up to pray for only herself and her immediate family. But she noticed that Jesus-followers prayed for people in their community too. So, she learned to pray for others and found that she began to take an interest in them.







SHE IS LISTENING TO GOD'S STORY AND  
WANTS TO FOLLOW THE LORD.



Living in a community where everyone else believes differently might be difficult for some believers, but Penny has become salt and light in her area. Even her neighbors ask what has happened to give her such peace and happiness. This is Penny's invitation to share with them the Bible stories that she is learning.

#### ESTHER CLUSTER

Anjana's sister-in-law is a staunch Brahmin lady who follows the majority religion. But she always cursed and was cross with Anjana for following the Lord. Recently this lady fell off a three-story building while offering water to the sun god. Now she wants Anjana to pray and tell Bible stories. She is listening to God's story and wants to follow the Lord.

#### ESTHER PROJECT ETHIOPIA CLUSTER

One day Martha, a storyteller from the Gofa language team, was telling the story of Jairus' daughter. This story of Jesus' power to raise the dead is found in Mark 5:35-43 and Luke 8:49-56. One of the women listening to the Bible story suffered from bleeding in her mouth and nose. While Martha told the story, she suddenly shouted out loudly, blessing the Lord. She knew God healed her through this Bible story.

#### ESTHER CORONATION CLUSTER

Christina, an OBS storyteller, visited the home of a believing couple. They were doing ministry independently with the Surjapuri people group. But their efforts were fruitless. The wife started visiting house to house telling Bible stories she learned at an Esther workshop. These stories touched people's hearts. They accepted Jesus as their personal Savior. Recently, two were baptized and they attend fellowship every Sunday.

#### ESTHER HOPE CLUSTER

Storyteller Sunita went to one family's house to have a story group. An old woman would not allow her to sit and tell the Bible story. "Go to another house to tell a story," she said. But Sunita sat and told the Story of the Lost Sheep to her two daughters-in-law. The old woman was very angry and told her to "get out."

Sunita went to this house a week later and found the old woman was ill. She prayed for her and left. She returned to the same home and the woman was totally changed. Before she was not talking to others, but now she is telling everybody about Jesus Christ.



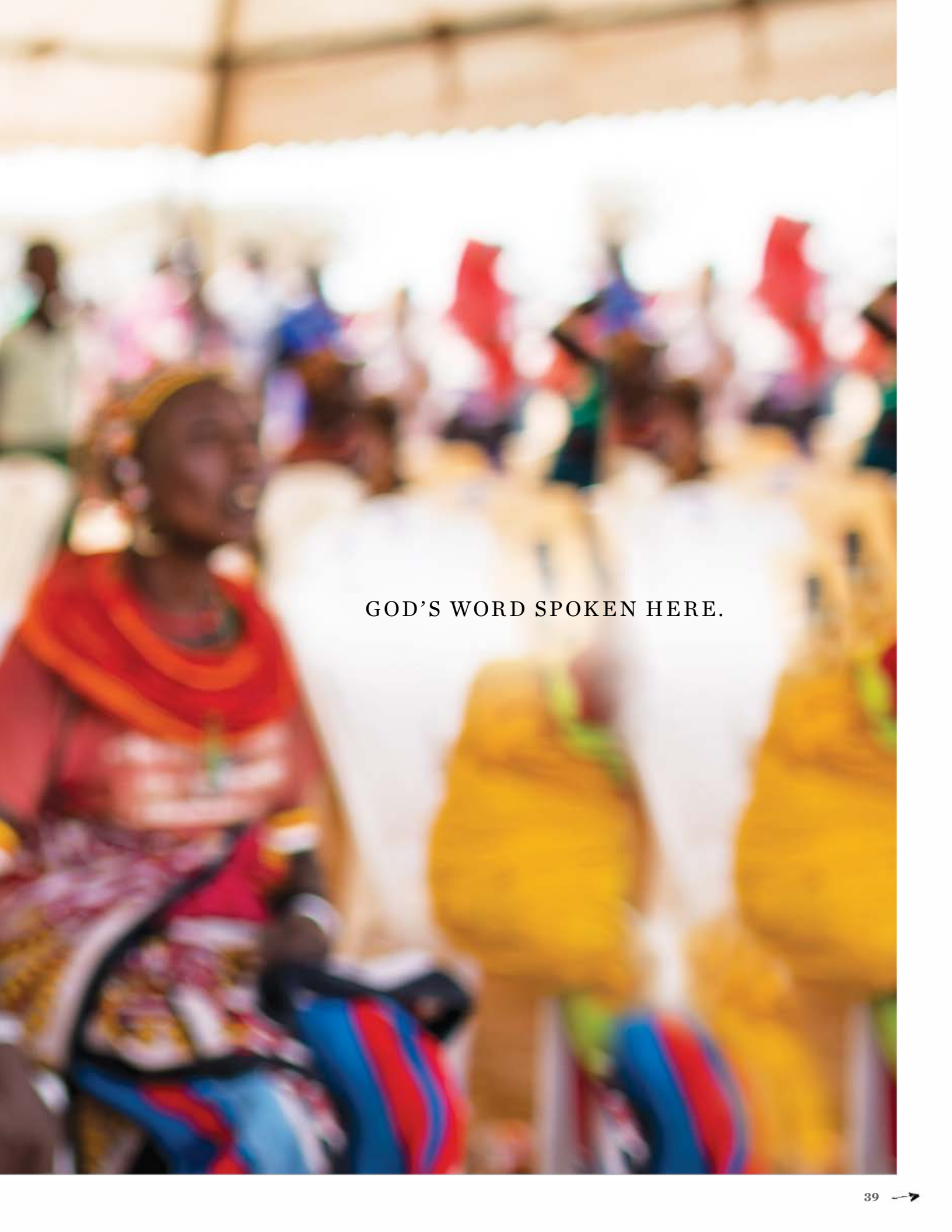












GOD'S WORD SPOKEN HERE.

# LEADER SHIP

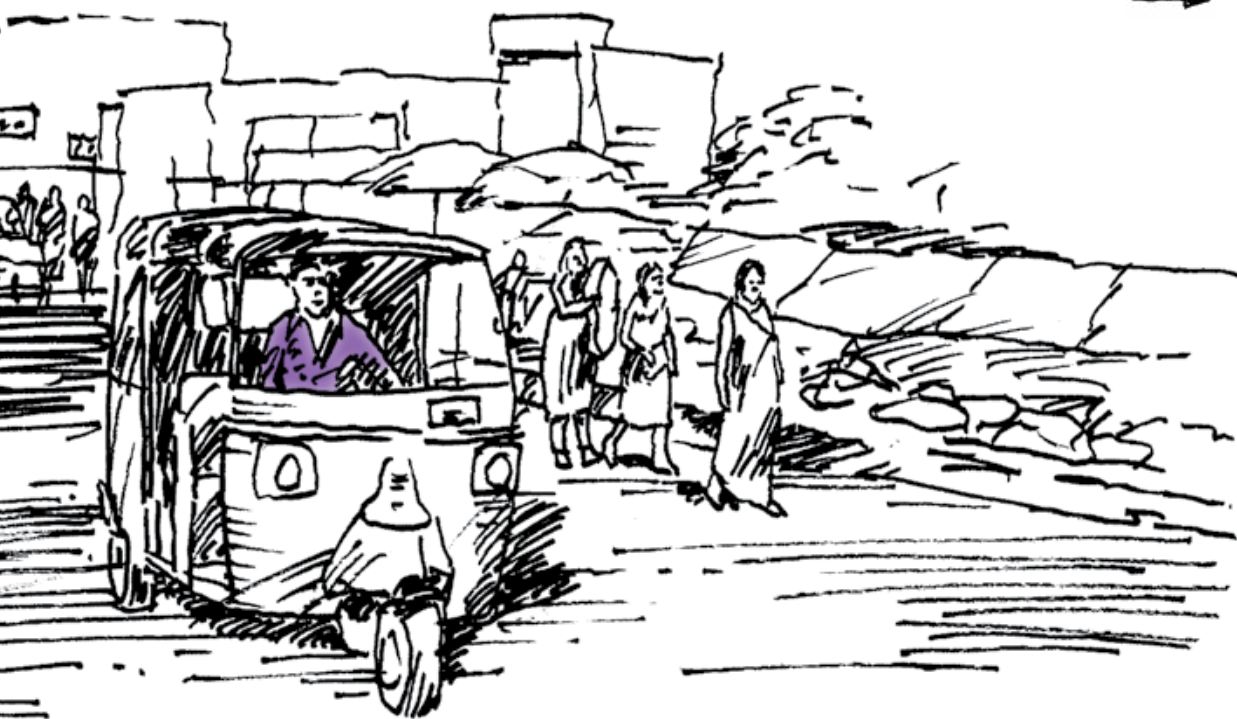
Authority flows from God to the Seed Company Board of Directors. It then passes to the President and CEO, who then distributes it to the Executive Leadership Team. They are then empowered to distribute it to those in their Domains, Groups, Teams, and Units. Seed Company depends on this umbrella of authority to inform our strategies and empower our activities. The men and women on the following pages exercise this God-given authority in their spheres of influence.





*So the Word became human and made  
his home among us. He was full of unfailing love  
and faithfulness. And we have seen his glory,  
the glory of the Father's one and only Son.*

— JOHN 1:14 (NLT)



# EXECUTIVE LEADERSHIP TEAM



**Samuel E. Chiang**  
*President and CEO*



**Shawn Ring**  
*Chief Information Officer*



**J.R. Thompson**  
*Chief Financial Officer*



**Lori Miller**  
*Chief Administrative Officer*



**Bill McCoy**  
*Chief Field Officer*



**Mike Toupin**  
*Chief Story Officer*



**Craig Shaver**  
*Chief Development Officer*



As servant leaders who are committed to prayer and their respective domains, our Executive Leadership guides Seed Company's activities, all of which are focused on fulfilling our role in the Great Commission. President and CEO Samuel E. Chiang directs the team in its executive-level decisions, determines Seed Company's corporate strategies and oversees organizational initiatives — all under God's direction and provision.

# BOARD OF DIRECTORS

**Joyce Williams**  
2010 – present  
Board Chair  
Board Member  
Cornerstone Trust



**Jill Anschutz**  
2016 – present  
Freelance  
Communications  
Strategist



**Kent Bresee**  
2017 – present  
Managing Principal  
Gap Capital, LLC



**Bob Creson**  
2003 – present  
President and CEO  
Wycliffe Bible Translators USA



**Michel Kenmogne**  
2016 – present  
Executive Director  
SIL International



**Jason Baker**  
2012 – present  
Board Vice Chair  
Principal/Owner  
Baker Katz, LLC



**Andrea Levin Kim**  
2016 – present  
Partner  
Diamond McCarthy, LLP



**Matthew Mancinelli**  
2014 – present  
CEO  
Soar Detroit



**Robby Moser**  
2015 – present  
President  
Clark Construction  
Group, LLC



**Chris Ordway**  
2018 – present  
Executive Director  
East African  
Hydro/OneEgg



Seed Company's Board of Directors has 10 members, all of whom have been blessed with extensive experience across many vocational fields. Their blend of business knowledge and passion for Bibleless people helps our board members assess the best direction for Seed Company while providing insight, strategy, guidance, and innovative leadership.



S E R V I N G  
I S L E A D  
I N G

→  
→  
*Our people.  
Our story.*



**Scottye Perry**

*Executive Development Representative*

On the way home from a college spring break trip, Scottye was gripped with the question, “What are you doing with your life, and why are you here?” Scottye now knows that the Holy Spirit was asking these questions. He realized he had no answers. Feeling prompted to read the Bible, Scottye opened a Bible app on his phone and began reading 1 Corinthians 6 and was convicted about sin in his life. “I gave my life to Christ on that car ride home. And everything in my life changed after that.”

Scottye plugged into a local church, where someone recommended he pursue a job at Seed Company. Now as an executive development representative, Scottye compiles proposals of projects going on all over the world to best connect investors with projects they are passionate about and called to support.

→  
“I’m trying to align their hearts with what we are already doing,” Scottye says of his role. Although he’s experienced change throughout his seven years at Seed Company, several things have stayed consistent: Seed Company’s dedication to prayer and his desire to make God’s Word known.

“It was the Scriptures themselves and the Holy Spirit that led me to Christ,” says Scottye. “Without Scriptures, who knows where I’d be today? And there are millions of people today that don’t have the opportunity to read 1 Corinthians chapter 6.”

*For the word of God will never fail.*

— LUKE 1:37 (NLT)



**Nikki Mustin**

*Oral Bible Translation Trainer*

Sensing a call to missions, Nikki earned a master's degree in Bible translation from the Graduate Institute of Applied Linguistics (now Dallas International University). Shortly after graduation, Nikki accepted the newly created role of Oral Bible Translation (OBT) trainer. Many cultures prefer oral learning and OBT builds on that foundation.

Nikki explains the lengths that translators and consultants go to, to ensure the accuracy of the authoritative Scripture, through a new medium: “We do all these things to make sure that the Scripture is accurate, clear and natural just like any written translation.”

Through leading OBT workshops, Nikki has seen great responses from people in cultures that would normally be closed to the Gospel. The reverence and pride they take in hearing Scripture in their own language for the first time motivates and excites them to engage in Bible translation and learning.

Nikki is hopeful and excited about what future impact OBT will have. She is also thankful Seed Company does not let obstacles of pursuing this new method deter them from making the Gospel available to more and more people groups.

“That’s one of my favorite things about Seed Company,” says Nikki. “They never look at a challenging situation and say, ‘Oh, that’s not possible.’ They say, ‘How can we make this happen?’”



**Carrie Steggerda**

*Financial Analyst*

Carrie first became interested in Bible translation when she studied Greek and Hebrew at Wheaton College. After speaking with Wycliffe recruiters there, she felt convicted about her access to the Bible in many different versions, while many people still have not heard any Scripture in their heart language.

Carrie investigated several Bible translation organizations and was drawn to Seed Company because of its innovation. She started at Seed Company as a summer intern in 2017 and has since joined as a full-time financial analyst. Her role involves daily financial analysis and attending to budgetary planning and management for field partners of Bible translation projects.

“A lot of big finance companies, all they care about is money, and employees are really kind of disposable,” says Carrie. “Working in a Christian environment like Seed Company where you start out the day in prayer... it’s so much better than anything else I can find,” Carrie says. She feels great satisfaction in utilizing her talent with numbers and finances while also making an impact on Bible translation.

“Wow, I can serve in a Christian company, but do something I’m actually really, really good with,” she remembers realizing. “It feels so satisfying and fulfilling to know that I’m doing something that is actually making a difference.”

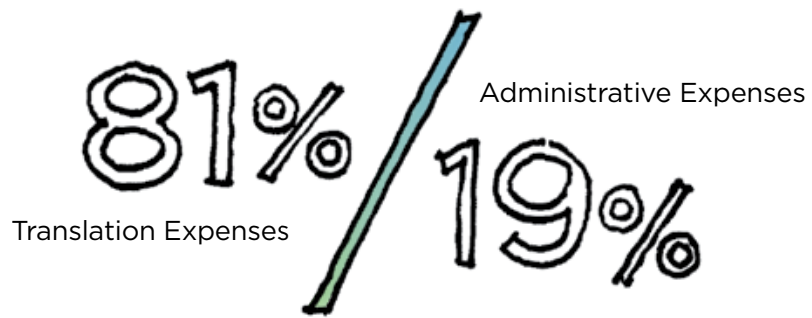


→ F I  
N A N  
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C I A L S

Seed Company seeks to honor the Lord through its commitment to integrity, humility and accountability. The Lord has blessed this commitment through a deep relationship of trust with our financial partners. These relationships are strengthened by our transparency and our track record. Again in FY18, our financial partners embraced God's vision for Bible translation through Seed Company's ministry and helped us break previous contribution income records.





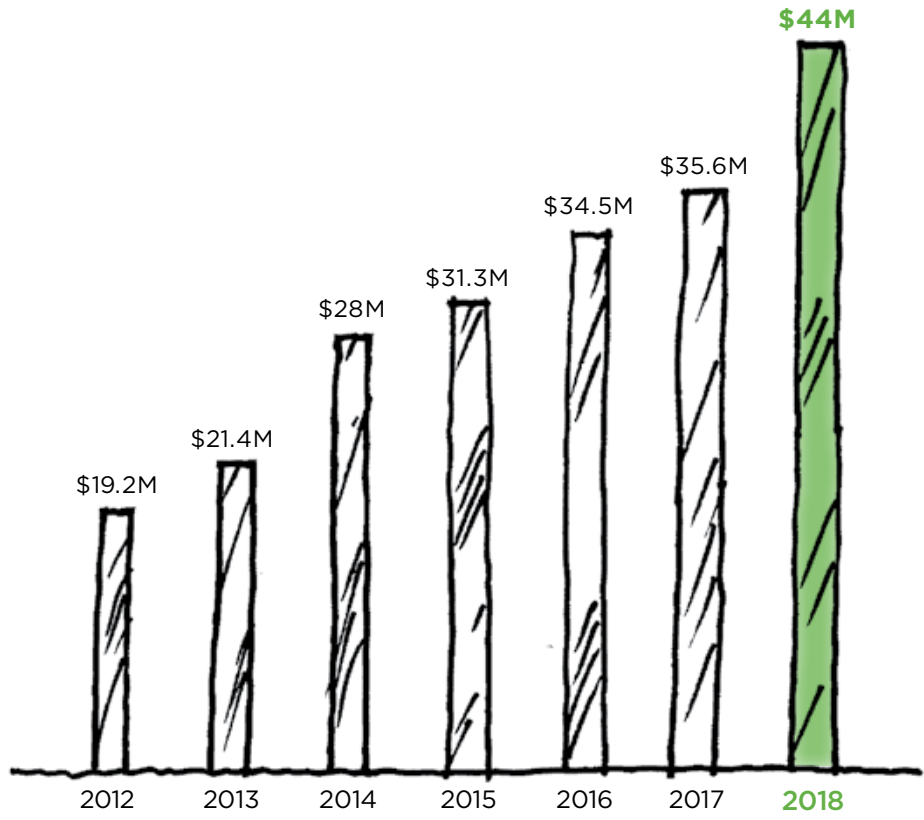


*Eighty-one percent of all gifts to Seed Company translation projects are used for translation expenses. This includes 6 percent for our First Bible and Momentum funds.*





CONTRIBUTION INCOME



*As each has received a gift, use it to serve one another, as good stewards of God's varied grace ... – 1 PETER 4:10 (ESV)*



**THE WYCLIFFE SEED COMPANY, INC.**  
**STATEMENT OF ACTIVITIES**  
For the Year Ended September 30, 2018  
With Comparative Totals for the Year Ended September 30, 2017

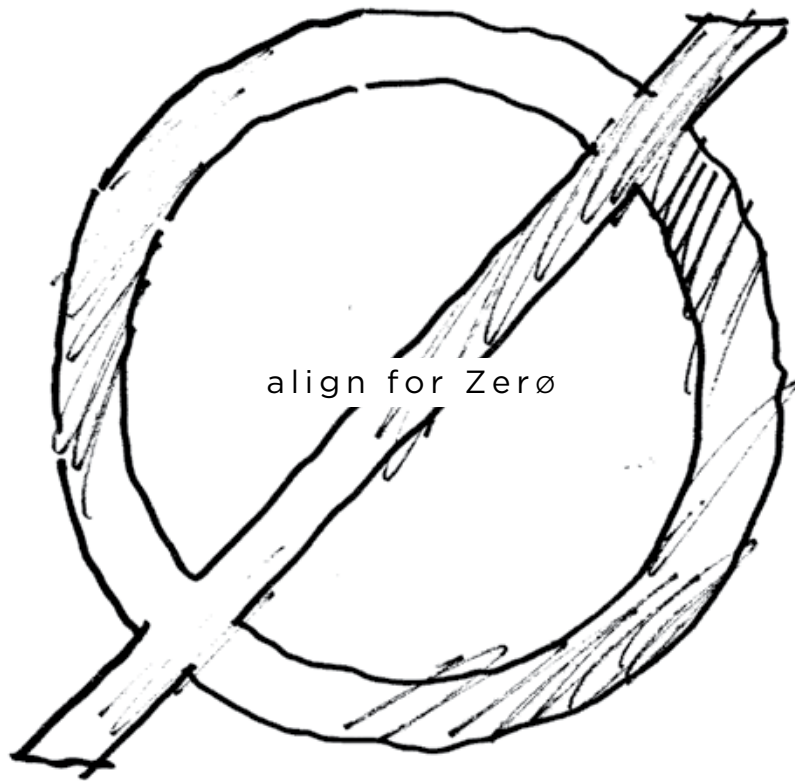
	Unrestricted	Temporarily Restricted	2018	2017
<b>SUPPORT AND REVENUE</b>				
Contributions	\$ 4,406,113	\$ 37,332,735	\$ 41,738,848	\$ 34,056,526
Gift in kind contributions	59,025	-0	59,025	71,945
Support from affiliates (Note 10)				
Wycliffe contributions	534,435	1,643,716	2,178,151	1,422,538
Member support	5,097,880	-0	5,097,880	5,130,187
Service income	276,567	-0	276,567	978,407
Investment income	848,666	-0	848,666	758,279
Other Income	64,137	-0	64,137	(3,482)
Net assets released from restrictions:				
Field operations assessments	6,870,841	(6,870,841)	-0	-0
Administrative assessments (19% administrative & fundraising)	7,048,618	(7,048,618)	-0	-0
Satisfaction of program restrictions	24,761,146	(24,761,146)	-0	-0
<b>TOTAL SUPPORT AND REVENUE</b>	<b>49,967,427</b>	<b>295,847</b>	<b>50,263,274</b>	<b>42,414,400</b>
<b>OPERATING EXPENSES (Note 8)</b>				
Program services - Bible translation	38,438,064	-0	38,438,064	29,571,755
General & administrative services	3,807,707	-0	3,807,707	4,637,048
Fundraising services (Includes communications, marketing)	7,643,752	-0	7,643,752	5,074,955
<b>TOTAL EXPENSES</b>	<b>49,889,523</b>	<b>-0</b>	<b>49,889,523</b>	<b>39,283,758</b>
<b>CHANGE IN NET ASSETS</b>	<b>77,904</b>	<b>295,847</b>	<b>373,751</b>	<b>3,130,642</b>
Net Assets, Beginning of Year	12,596,263	19,787,858	32,384,121	29,253,479
<b>NET ASSETS, END OF YEAR</b>	<b>\$ 12,674,166</b>	<b>\$ 20,083,705</b>	<b>\$ 32,757,872</b>	<b>\$ 32,384,121</b>

NOTE: All financial figures cited in this document for FY18 are unaudited and unconsolidated as of press time. Audited numbers will be available after February 15, 2019, and can be viewed at [seedcompany.com](http://seedcompany.com).



The Seed Company is a member of the Evangelical Council for Financial Accountability (ECFA) and complies fully with its rules for Christian ministries, including an annual independent financial audit.





We invite you to join us as we Pray for Zero.  
Visit [seedcompany.com/prayer](https://seedcompany.com/prayer) to receive free prayer resources  
and get updates of how God is answering prayers.

**Photos:** Esther Havens page 3, 38, 51, John Walton page 19, Patrick Rutherford page 21, Jim Stahl page 34, 35, 36, 37, Adam Fish page 42, 43.  
**Illustrations:** Jerry Dokken







*Meanwhile, the word of God continued to spread,  
and there were many new believers.*

— ACTS 12:24 (NLT)



Seed Company®

*Bible Translation. Life Transformation.*

220 Westway Place, Suite 100  
Arlington, TX 76018

[seedcompany.com](http://seedcompany.com)

*A Wycliffe Bible Translators Affiliate*