

# **MESSAGE**

#### from Kirk Franklin

Wycliffe Global Alliance, Executive Director



#### Dear fellow participants in the Bible Translation Movement,

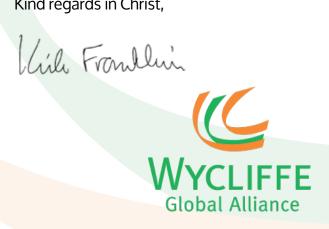
I take great joy in making available to you the very first Annual Report of the Wycliffe Global Alliance. It is a direct response to recent feedback we've received from leaders of Alliance Organizations asking us to share more about what is happening through the Alliance within the Bible Translation Movement.

I'm grateful to the team of people who have put this together, but especially to Dawn Kruger who has taken various reports from the Alliance Leadership Team and others and crafted them into this first report, and to Luis-David Marti who designed this sizable document.

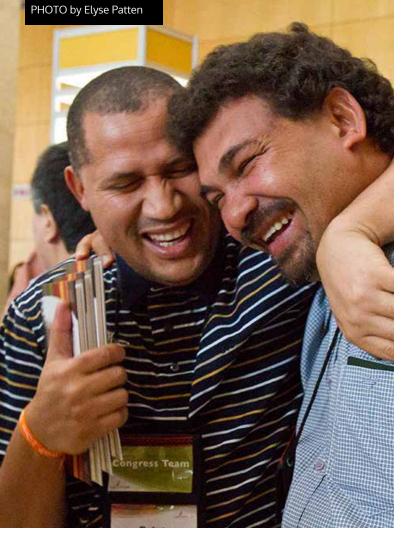
Our leadership team wants to serve you well, so do let me know how this Report can be improved for future editions.

Finally, thank you for your involvement in making God's Word available to the peoples of the nations to whom we are called to serve.

Kind regards in Christ,







#### **Our desire**

is to see that God's people everywhere are ABLE to participate effectively in God's mission for His glory. *This is possible as we encourage and assist one another through healthy, reciprocal relationships.* The Alliance offers a unique environment within which these relationships can flourish. As part of God's global Church and as a community ourselves, we express love and care for one another through mutually responsive friendships nurtured, assisted and equipped by the Alliance Leadership Team (ALT).

To be **ABLE** to better live and serve in our unique community, the ALT fosters interaction and friend-ship within the Alliance by promoting:



Alliance-ness in our relationships and activities. The ALT supports and encourages compassionate and gracious interaction between Alliance Organizations (AOs) as together we participate in God's mission.



Bible translation engagement. The ALT seeks to influence and inspire AOs in the growth and development of Bible translation movements.



Leadership development. As a discerning community of global missional leaders itself, the ALT endeavours to encourage and assist in developing leaders among the organizations and individuals in the Alliance.



Effectiveness. The ALT attends to the well-being and effectiveness of the Alliance as a whole by helping create environments and opportunities for every AO to be strengthened in order to serve well.

In 2019, the ALT addressed these goals through the initiation of and/or participation in a variety of activities. This Annual Report is about how the ALT served the Alliance in sometimes obvious, sometimes imperceptible ways for the good of all organizations, reflecting God's affirmation of each contribution and His desire for unity in His community of believers. It is about the Alliance—under the discerning leadership of the ALT—functioning as an Alliance equipped for service by the One who is ABLE.



Alliance Organization Community

Alliance Organizations are able to contribute to and benefit from community life and practice

The Alliance Leadership Team (ALT) exists to support and serve the Alliance Organizations (AOs) as they build community amongst themselves, serving one another for the good of all. All AOs have needs and all AOs have resources to share. The ALT seeks to cultivate an environment within which AOs feel safe enough to express their needs and desires to one another, and to offer or receive assistance from one another through the friendship and generosity of the group.

In the past year, several things have happened at the initiative of the ALT that have fostered a growing sense of connection and friendship in the Alliance and have encouraged generous sharing of physical resources as well as expertise and experience.



#### **Africa and Europe Area** FUNDING CONSULTATION

Cyprus, March 2019



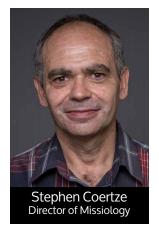
Of this event, Europe Area Director Hannes Weisman writes:

We met in Cyprus, which proved to be a significant choice: Cyprus sits right between the two continents, a true Third Space! The conversation between the two Areas was robust, frank and characterized by mutual respect. There was a palpable commitment to listen and learn... to talk and explain... to understand and to be understood. In this mutual discovery of one another's contexts and realities, we recognized that:

- All experience power issues.
- All have to work hard to raise funds.
- All are rich in some respects and poor in others.
- All can contribute to God's mission in one way or another.

As the conversation continued, we realized our primary identity isn't Africans vs. Europeans, or donors vs. recipients. Rather, all are participants in God's Mission... It was remarkable in a funding conversation that the building of relationships was more at the forefront than how to deal with dollars and Euros.

(From Connected: Europe Area in Communication, May 2019)



This consultation was almost a catharsis-type moment to experience how the geographical, philosophical, political and other barriers between the participants from Africa and Europe all seemingly disappeared...We were brothers and sisters in the room...One thing that stood out... is that there is a clear commitment to look out for the interests of each other.

Stephen Coertze (ALT Director for Missiology)





At the regular meeting of regionally-located AO directors, each participant had the opportunity to give a report. As the directors gave their updates, the others listened and prayed for one another and the community became closer. Participants began to look for ways to collaborate. Wycliffe Thailand offered to open their training program to include other Alliance organizations. In 2019, nearly 40 participants from several AOs came together for Camp Wycliffe, a training program hosted by Wycliffe Thailand, held in Chiang Mai.





**६** แต้วได้เจอคนมากมายจากหลายประเทศทั้งประเทศในทวีป เอเชียตะวันออกเฉียงใต้ และอีกบางประเทศจากทางฝั่งตะวันตก ชึงการได้พบปะพวกเขาเหล่านั้นทำให้แต้วได้มีประสบการณ์ได้ อาศัยอย่กับผ้คนจากหลากหลายประเทศ ซึ่งมีวัฒนธรรมที่ต่างกัน อายุทีต่าง และภาษาที่ต่างกัน ถึงแม้ว่าพวกเราจะมีหลายอย่างที่ แตกต่างกัน แต่ เราก็นมัสการพระเจ้าองค์เดียวกันในภาษาของ พวกเราเอง นั้นทำให้ แต้วรู้สึกดีมากๆ - **ฐิติมา (ประเทศไทย)** 

I met many people from other countries in Southeast Asia and also from the Western countries. It was very helpful for me to experience living with other people from different cultures, different ages and different languages. Even though we are different in so many ways, we worship the same God together in our own languages. That makes me feel so amazing.

**Thitima** (Activity Coordinator for Wycliffe Thai Foundation)



🤇 เมีชาวต่างชาติมากมายมาร่วมค่ายนี้ แต่ว่า พระเจ้าทำให้การสือสารมันเป็นไปได้เพราะว่า เราใช้หัวใจที่มีพระเจ้าอย่ข้างใน ในการสือสาร กันคะ ก็ขอบคุณพระเจ้าสำหรับการเปิดเผย ทีทำให้รู้ว่าแบบ เออไม่ว่าเราจะเป็นใครเป็น ชนชาติใหนก็ตาม เราสือสารกันได้ด้วยหัวใจ ของพระเจ้าค่ะ - มดแดง (ประเทศไทย)

We also had many foreigners join this camp. But God helped us to understand each other. Thanks be to God for helping me to understand no matter who we are or where we are from, we can communicate with the love of God.

**Moddang** (Participant from Thailand)



**S** Before coming to Camp Wycliffe, I didn't really have much experience with the Church, with Christians outside of North Americans ... We (at Camp Wycliffe) had people from Hong Kong, Singapore, Japan, and lots of people from Thailand. [Meeting] Christians from the Pwo Karen village was really special. I feel like this week has given me a sense of the Global Body of Christ. David (Participant from the USA)

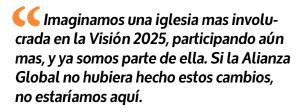


# Americas Area DENOMINATIONAL LEADERS DIALOGUE

Mexico, March 2019

The Church in Central and South America is eager to participate in God's mission together with the Alliance. To help facilitate collaboration and to bring clarity on how that can happen, a consultation was organized that brought Latin American church leaders and Alliance organizations together. The aim of the consultation was:

- To explore the relationship between the Church and missions.
- To inform the Alliance and its participating organizations on how to relate to the Church globally and locally regarding the practices of the Bible translation.
- To clarify and strengthen the ecclesiology of Wycliffe Global Alliance.



We imagine a church more involved in vision 2025, participatory, and we are already part of it. If Wycliffe Global Alliance had not changed, we would not be here.

#### Response from the table dicussions

Estamos reuniendo a varios ministerios que trabajan con la traducción, construyendo un espacio en el que estamos creciendo juntos. La misión de Dios es la comunidad.

We are bringing together various ministries working with translation, building a space where we are growing together. God's mission is community.

**David Cardenas** (Participant from Colombia)







"

Existe un espíritu de cooperación dentro del liderazgo de la Alianza, que ha unido a varias denominaciones. En estas reuniones, a pesar de que existe un fuerte nacionalismo, esto se hizo a un lado para trabajar juntos.

There has been a spirit of cooperation through the Alliance, uniting the various denominations. At these meetings, nationalism was very strong, but was set aside for the higher goal of working together.



Nydia G. Schmidt

# Two new organizations 4.2.20 FOUNDATION and FAITH COMES BY HEARING



The 4.2.20 Foundation joined the Alliance on 23 March, 2019. The organization, based in Israel and the USA, is a welcome addition to the Alliance. More of their contribution to the Bible Translation Movement will be covered on page 11.



On January 8, 2019, Faith Comes By Hearing (FCBH) also joined Wycliffe Global Alliance. FCBH supports Bible translation and Scripture use through several means:

- Audio recordings of Scripture. Scripture recordings produced by FCBH are available in more than 1,200 languages worldwide; these are often made available on free Bible apps, MP3s, podcasts and Proclaimers (a digital player pre-loaded with an audio recording of the Bible).
- Software development. *Render* is a software program that translates Scripture through spoken rather than written text.
- Training for oral Bible translation.
- Gospel Films. The unabridged text of Matthew, Mark, Luke and John have all been produced in videos that portray the life of Jesus with word-for-word audio Scriptures in multiple languages.

FCBH has been working alongside Wycliffe staff in many places of the world for many years. We welcome the organization into the Alliance as a like-minded friend and look forward to closer collaboration in the future.





Song Kyung-Suk is an audio technician who travels throughout Southeast Asia recording Scripture in local languages and implementing listening programs in the area. Of his work in FCBH, he says:

PHOTO courtesy of FCBH

体 녹음이 어느 정도 완성되면 각 장 별 로 잘못된 부분은 없는지 현지 사람들과 함께 들으며 확인하는 시간을 가집니다. 귀로 녹음된 성경을 들으 며 눈으로 따라 읽는 이 과정은 엄청난 집중력을 요하는 과정입니다. 그래서 3시간 정도 하면 제가 "쉬었다가 할까요?" 라고 물어봅니다. 그 러면 대부분 "아니요, 계속 듣고 싶습니다. 빨리 다음 장을 들려 주세요."라고 말씀하 십니다. 들으면서 하나님의 말씀에 흥분하 시는 분들, 듣고 나서 들었던 말씀에 대해 물어보고 또 서로 나누는 모습을 보면 저 도 흥분되고 피곤함도 싹 잊게 됩니다. 이 런 모습을 보면 이 사역이 얼마나 귀한지 새삼 깨닫게 되고 더욱 열심히 할 것을 다 짐하게 됩니다. 한번은 어떤 언어의 점검 작업 중에 한 나이 많으신 분이 이런 고 백을 했습니다. "녹음할 때는 성경을 읽는 게 너무 어려워서 힘들다고만 생각했는 데, 이렇게 녹음된 말씀을 한 번에 쭉 들 으니 너무 좋고 가슴에 와 닿습니다. 빨리 더 많이 듣고 싶습니다." 녹음된 성경의 후 반 작업이 잘 마무리되어 이들에게 빨리 나눠지고 들려져서 진리 안에서 참된 자 유를 누리며 말씀 안에 굳게 자라길 기도 합니다.

All day long I record starting at 8:00 and sometimes going to 10:00 p.m. At the end of the day I'm so tired but I ask them if they want to hear what we recorded and they say, "Yes!" Today, when I played the chapter we recorded, they asked, "Can we listen to one more chapter?" We listen again and then I want to go home, but again they ask, "Can we listen to one more chapter? Please?" They are so excited to hear God's Word. I see the excitement on their faces and I am glad to be able to do this work, even when I'm tired. I did the recording and then asked the eldest in the group to come and listen and check the chapter. Finally, he said, "When I did the recording it was really hard to read and read... it was painful. But now when I listen to the whole chapter, it so sweet. When can we get this recording?

Song Kyung-Suk (GBT Korea) \*\*\*







## **Bible Translation Capacity**

Alliance Organizations are able and equipped to participate in Bible translation

One function of the Alliance Leadership Team (ALT) is to influence and inspire Bible translation movements so that God's people have the tools they need and are ABLE to do the work God has called them to do. The ALT does this by assisting and equipping Alliance Organizations (AOs) to move toward deeper involvement in the work. The ALT is committed to working with AOs to:

- Help AOs and partners work together to develop curricula for Bible translation training and processes that serve the changing contexts of Bible translation movements.
- Develop appropriate processes for accrediting Bible translation consultants within the Alliance, and review the concept and role of translation consultants in the translation process.
- Articulate a commitment to the translation of the whole Bible.

The ALT has initiated or engaged in several activities in the past year that have helped create environments and opportunities that help equip AOs to participate in Bible translation.

### **Translation Program Philosophy Paper**

Bryan Harmelink and Paul Kimbi led a thorough review of the Alliance's Bible Translation Programs Philosophy (BTPP) statement along with Gisella Greenfield, Grace Chou, and Ruben Dubei, who, with Paul, represent the four Areas. The BTPP is the Alliance's motivational resource to help equip AOs to:

- Address the biblical, theological and missiological foundations for Bible translation.
- Identify what transformational impact through Bible translation programs looks like.
- Define the scope of their Bible translation programs.

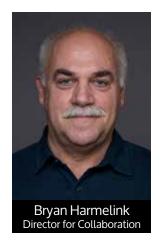
The impact of this revision will be that all AOs that manage Bible translation programs will benefit from applying the revised Philosophy as a guiding basis to their work.



#### **MA in Applied Linguistics** FOR BIBLE TRANSLATION

In February 2019 Bryan Harmelink, ALT Director for Collaboration, taught the final courses for the Masters in Applied Linguistics for Bible Translation program, a new graduate-level degree offered at YWAM's University of the Nations. This initiative, the first MA program of its kind, grew out of courageous dialogue between YWAM and Alliance staff, exploring ways of training linguists from a new perspective. It is specifically designed to address today's unique translation needs based on the increasing trend of mother-tongue speakers doing the translation work, often assisted by expatriate facilitators. Although the first run of the training program was intended for YWAM students, it grew out of the Wa'a partnership between the

Alliance, YWAM and others. The YWAM context offers the Alliance an open laboratory for developing a program that has the potential of directly benefiting many AOs. The uniqueness of the curriculum emerges from the



Alliance's emphasis on theology and missiology as well as its expertise in translation, grown out of the Alliance's historical relationship with SIL. The beauty of the course is its focus on responding to the worldwide Church's intentionality to engage in Bible translation movements.



The seven students who completed all the training in the first run of this program spent a final week in a guided practicum. They worked with the Hopi people on a reservation in Arizona, applying their skills of facilitation as Hopi speakers translated the book of Ruth. Two students continued with that project past the required practicum timeframe. By the time they left, the translation team had produced a full audio recording of the book of Ruth.



The Master in Applied Linguistics for Bible Translation prepares students to perform specialist roles in Bible translation service among minority language groups. Our graduates will have the tools to work as facilitators in mother-tongue Bible translation projects as well as potential consultants for both written and oral Bible translation... We humbly present our M. A. program as a platform to collaborate, to innovate and to implement up-to-date approaches to the current standards of Bible Translation in the world.

Marcia Suzuki (International Dean, College of Applied Linguistics & Languages, University of the Nations)



For years, YWAM leadership has been interested in finding ways in which they can be involved in 'ending Bible poverty', considering involvement in Bible distribution, Scripture engagement, and translation. For the seven students in the first cohort of the Masters of Applied Linguistics for Bible Translation, this program was an answer to prayer.

**Bryan Harmlink** (ALT Director for Collaboration)



#### The 4.2.20 Foundation



Entering into a covenant relationship with the 4.2.20 Foundation strengthens the Alliance and facilitates Bible translation movements. The Foundation's Institute for Biblical Languages and Translation focuses on training in the Hebrew language but also includes modules in history, geography, and Hebrew and Ancient Near East culture. The Foundation's vision is to see the whole Word available in the 4,000+ languages still requiring a translation of the Old Testament, with particular attention given to oral languages. Their name represents the letters of the Hebrew word Davar, which means word. Their goal is to train 4,220 translators and consultants in Biblical Hebrew by the year 2033.

Rovi (Bim) Miedes (Wycliffe Philippines) is a student at 4.2.20 this year. His wife Cathy is still in the Philippines looking after their son while he studies in Israel. Though they are separated during this time of training, they see great value in the experience. They write:

🚺 Ipinanalangin namin ito dahil nakita namin ang pangangailangan para sa mas mahusay na pagsasanay para sa gawain ng pagsasalin ng Bibliya sa ibang wika. Naglilingkod ako bilang translation coordinator at si Bim naman ay naglilingkod bilang tagasalin ng Bibliya sa ibang wika. Ang pagsasanay na ito ay makakatulong kay Bim lalo na ngayon na isinasalin nila sa wikang Kinaray-a ang Lumang Tipan ... Pinagisipan namin ang mas pangmatagalan benipisyo ng pagkakaroon ng ganitong uri ng karanasan at pagsasanay, pagkat maaari din niyang tulungan ang ibang mga tao na gumagawa din ng mga proyekto ugnay sa pagsasalin ng Bibliya sa hinaharap.

> We prayed for this because we saw the need for being better trained for the work of Bible translation. I serve as translation coordinator and Bim serves as Bible translator. This training helps Bim especially now that they are working on the translation of the Kina-ray-a Old Testament... Thinking long-term, with this kind of exposure and training he can also help other people doing Bible translation projects in the future.

> > Cathy Miedes (Wycliffe Philippines)





🚺 Isara sa natun-an ko sa akun pagtuon kang Hebrew rugya sa Israel amo ang paghangup kang sinahi sa kahulugan kang mga tinaga. Dugang pa, sa pagsayo ko rugya sa kultura kang Hebrew nakabulig kanakun sa paghan- they perceive things, especially in a gup kon paiwan ang anda panan-awan sa mga butang ilabi run gid kon pag-istoryahan ang Bibliya.



Bim Miedes (Wycliffe Philippines)





# **Leaders and Leadership Health**

Alliance Organizations are able to grow in sound leadership thought and practice

The desire of the Alliance Leadership Team (ALT) is to nurture current and future leaders (both individuals and communities of leaders) toward positive, healthy leadership practices. They do this by modeling missiological reflection in their leadership practices and by encouraging thoughtful, biblical reflection among others. They constantly seek to offer opportunities to develop the practice of reflecting on critical issues, encouraging people to consider these issues from the perspective of God's Word and God's mission. This reflective practice can then be replicated in local contexts for on-going biblical reflection.



Hosting forums along with engaging in mentoring or coaching relationships are ways in which the ALT helps Alliance Organizations (AOs) create positive, healthy leadership cultures.

The goal of these practices is to create a global missional leadership mindset by:

- Raising awareness of competencies that help leaders know how to transition from Institution to Movement.
- Fostering socialisation into Alliance ideology and values.
- Encouraging authentic leadership communities.
- Nurturing younger and emerging leaders.
- Embedding Alliance themes (such as reflective practice, generosity, community and friendship, polycentrism, diversity and spirituality) into leadership practice.

Toward these goals, the ALT has engaged in several activities to develop and nurture missional leadership.



Mũndara Mũturi Associate Executive Director for Regions and Director for Leadership Development

# New Appointment DIRECTOR FOR LEADERSHIP DEVELOPMENT

The appointment of Mündara Müturi as ALT Associate Executive Director for Regions and Leadership Development puts the ALT in a better position to hear from the AOs and to work together with them toward shared goals of leadership development.

In Leadership Development, we hope to promote an environment in the Alliance where leaders from Western and non-Western contexts can explore and affirm their own traditional leadership values, and—in polycentric ways—make these competencies available to others. Our desire is to see leaders in the Alliance learning from one another, hence enriching the leadership function throughout the Alliance.

M**ũndara** M**ũturi** 

# African-European FUNDING CONSULTATION

The African-European consultation on funding mentioned on page 5 served multiple purposes. To help develop AO leaders, the consultation demonstrated the value of reflective practice and modeled ways in which that can be replicated in a variety of contexts.

#### **Mentoring Leaders**



For the past three years, IT managers of Africa Area AOs have met annually to develop their friendships as well as their skills. The IT Discovery Team gives leadership to this annual conference called IT Connect. Typically, the ALT Director for Operations Martijn de Vries, who sits on the IT Discovery Team, has co-led the IT Connect conference. Seeing leadership potential in Frans Barah, Martijn coached and mentored the young man for several years. In 2019, IT Connect met in Kenya and this time Frans Barah from CABTAL led the event himself. Much of the training was presented by Alliance Organization IT managers with whom Martijn has worked in the past. Frans himself led several of the training sessions (focused on general IT). He also serves on the trainers team for language technology (focused on translation). Regarding the meetings, Martijn says, "This went quite well and will not need much of my involvement going forward. They are ready to take this on and handle it themselves. I will now step back but continue to be involved in the background as a sounding board and coach and mentor to Frans."

"From the smallest local office unit to the broadest country, regional or global level, the spirituality of leaders across the Alliance is an essential element in maintaining leaders' overall health and vitality"

...

Mũndara Mũturi

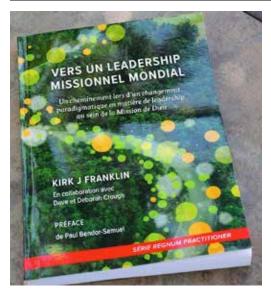




I heard God's clear call that I will be involved in leadership but I tried to argue with God that I am only an introverted IT person. I couldn't imagine an IT person being a leader... As my coach and mentor, Martijn came alongside me providing support, encouragement, accountability and vision. Martijn challenged and encouraged me to have a good understanding of the direction of leadership, to build good working relations... and to build trust with those who work under my supervision. This has resulted in better collaboration and relationship-building with other Alliance Organisations' IT and Language Technology workers in Africa and beyond. I am grateful for the opportunity to learn from Martijn but most especially I am thankful that I am able to pass on what I have learned to others.



# The French Edition of TOWARD GLOBAL MISSIONAL LEADERSHIP



Alliance Executive Director Kirk Franklin has written a book on leadership in the context of God's mission, entitled *Toward Global Missional Leadership: A Journey Through Paradigm Leadership Shift in the Mission of God.* This book suggests that leaders need to display a spirit of generosity, a commitment to friendship and a habit of missiological reflection as they navigate today's complex mission context. It is already available in English, Spanish, and Portuguese. In 2019, thanks to a collaborative effort of Wycliffe France and BTL coordinated by Dave Crough, ALT Consultant for Special Projects, a translation in French has been made available as well: *Vers un Leadership Missionnel Mondial.* Copies of the book in English, Spanish and Portuguese can be found through links on the Alliance website. The French version has been published and made available by Tafsiri Press in association with BTL.



The content of the book is having a guiding impact on the Bible Translation Movement—and will for years to come. Having it available in French extends this impact.

Dave Crough (Consultant for Special Projects)



#### **Effectiveness**

Alliance Organizations, and the Alliance as a whole, are able to function, share and serve well

The Alliance Leadership Team (ALT) is constantly observing the Alliance in an effort to highlight models of healthy friendships and effective resource-sharing, and to offer examples of fiscal management and governance exercised with sound ethics and accountability. Making organizations aware of what others are doing promotes polycentric influence which leads to a healthy community environment. In such a context, each organization can gain from as well as contribute to group learning, thereby horizontally equipping one another for the betterment of whole group. The ALT offers platforms for the exchange of resources and provides observations on best practices that contribute toward the well-being of the Alliance as a whole.

## **Board Training**

Supporting AOs by encouraging organizational development and board governance training strengthens and equips them to reach their full potential. In March 2019 Mündara Müturi conducted Board Governance Training with the CABTAL Board of directors, covering such topics as the mission of God, the role of the board and the relationship between the board and management.



## **Prayer Focus**

The Alliance prayer team led by Jo Johnson (ALT Consultant for Prayer Advocacy) met together in March 2019 to discuss how they can develop area or regional communities of practice. Their desire is to encourage AO prayer-appointed staff-members to share ideas and resources with one another and to encourage greater participation in prayer movements for Bible translation.





The cord that connects us in friendship and prayer advocacy for Bible translation was made stronger by being together in person, worshipping in song and in prayer, learning technology, listening to each other's strategies, and enjoying conversations over delicious and healthy meals.

Sineina Gela, PNG (Prayer Team)



#### **Alliance Communications**



Phil Prior
Director for Communications

Sharing communication resources between Alliance organizations is tricky because of language and audience differences. Yet, the Alliance communication team seeks to stimulate the sharing of appropriate resources through several initiatives. The Alliance website (<a href="www.wycliffe.net">www.wycliffe.net</a>) offers media in multiple languages and in formats that can be linked to or copied onto other websites, thereby providing materials the whole group can use. More than a dozen photo-stories and videos have been uploaded to the website in 2019, offering AOs many options for enriching communication with their audiences.

Additionally, the Alliance communication team has a social media presence (Facebook, Twitter, Instagram) that highlights news about the Alliance and Bible translation movements from every part of the world. These regular social media posts promote understanding and awareness of Bible translation needs and movements. They are intended to be picked up and reposted by AOs, thus making the job of finding and reporting the information easier. As more AOs get involved in sharing links, more people will benefit.







Special training events like the Communication Workshop held in Germany last year fosters a sense of community among AO communication staff. These events are designed to help AOs develop their own media while also learning how to exchange and contextualize media shared between organizations. Through AO contributions, the horizontal exchange of stories serves the entire Alliance community.



