

Cost-cutting measures at UEM and outlook for the ongoing consolidation process

Introduction

Since 2016, the United Evangelical Mission (UEM) has implemented numerous measures to streamline its structures, reduce costs, and at the same time ensure the organization's ability to act.

These steps are part of the long-term strategic process "UEM 2030," which is focused on sustainability, efficiency, and future viability.

Even without external funding cuts, the UEM remains in the consolidation process in order to secure its long-term financial stability and enable strategic investments in future fields.

The goal is a balanced budget and administrative costs of less than 25% of total costs.

Cost-saving measures already implemented

Examples from 2016–2020

- Closure of the printing shop at the Mission House in Wuppertal
- Restructuring of reception
- Elimination of individual printers to reduce operating costs
- Elimination of around four administrative positions
- Optimization of real estate costs and more efficient use of space
- Revision of work processes to avoid duplication of work
- Expansion of the revenue base through:
 - Creation of new positions for third-party funding acquisition in Germany and fundraising in Asia
 - Adjustment of the investment strategy to improve returns
 - Developing a strategy to manage UEM real estate in a profit-oriented manner

Examples from 2021–2024

- Closure of the Bielefeld site and the second site in Wuppertal
- Introduction of digital meeting formats to reduce travel and accommodation costs
- New concept for international employees in Germany
- Reduction of staff and downsizing of the Executive Board to five members
- Strengthening of the regional offices in Pematangsiantar (Indonesia) and Dar es Salaam (Tanzania)

- Introduction of the UEM Cloud to enable digital committee work and streamline administrative processes
- Savings of 2 positions.

Examples of measures from 2025

- Restructuring of the assistance department
- Optimization of travel management
- Strengthening fundraising in Africa and Asia
- Savings of 4 positions.

Outlook

VEM continues to be in an active consolidation process, even independently of possible funding cuts by member churches.

The next few years will be characterized by a two-pronged approach:

- **Continued consolidation** through structural adjustments, digitalization, and process optimization.
- **Targeted investments** in future areas such as employee training, fundraising, and international partnerships.

In doing so, the UEM remains committed to its identity as an international communion: In all efforts to achieve economic stability, trust in God's work and the guidance of the Holy Spirit remains central.

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