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## STRATEGI PLAN 2022-2027

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Emmanuel Wesleyan Bible College

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### **Historical Overview**

Emmanuel Wesleyan Bible College's (E.W.B.C) history dates back to 1947 when the Pilgrim Holiness Church established Pilgrim Bible Institute at Mehlomyama near Port Shepstone, Natal. Mergers in the 1960s between the Pilgrim Holiness, Reformed Baptist, and Wesleyan Methodists brought about the establishment of the Emmanuel Wesleyan Bible College under the sponsorship of the newly formed Wesleyan Church. In 1972 the College moved from Mehlomyama Campus to Ncngulwini in Manzini, here in Eswatini. It is currently located on a portion of land about 16 Kilometres south of Manzini on the Big Bend Road (MR8 Road), commonly known as Joy Mission.

Most E.W.B.C.'s trainees are fully involved in the ministry of the Church, in multinational N.G.O.s and Governments, and some have established their charity organizations within the kingdom of Eswatini, South Africa, Zimbabwe, Mozambique, Zambia, and the U.S.A.

#### Vision

To be a global Christian institution dedicated to excellence equipping competent servant leaders in Church and Community.

#### Mission Statement

Providing Biblical training to contemporary Christian leaders and workers by empowering them with Biblical knowledge, skills in Practical Theology, principles and practice of modern Leadership, Character formation, and Spiritual growth undergirded by the Holiness tradition, endowing our graduates to serve the Church and our Communities.

#### Our Motto

Educating workers to build the Church and Community

## **Core Values**

### 1. Bible-centered Teaching

We are committed to contextual Biblical teachings for learners' spiritual impact and godly living.

### 2. Integrity

We convey godly practical values to our students for character in life, professional, and ministry pursuits.

### 3. Innovation

We train our learners to be innovative to offer relevant solutions to communities.

### 4. Leadership

Students learn Servant leadership principles rooted in humility for serving God and our communities.

### 5. Competence

We uphold competence and challenge Learners to excel academically for personal growth and service.

### 6. Christo-centric

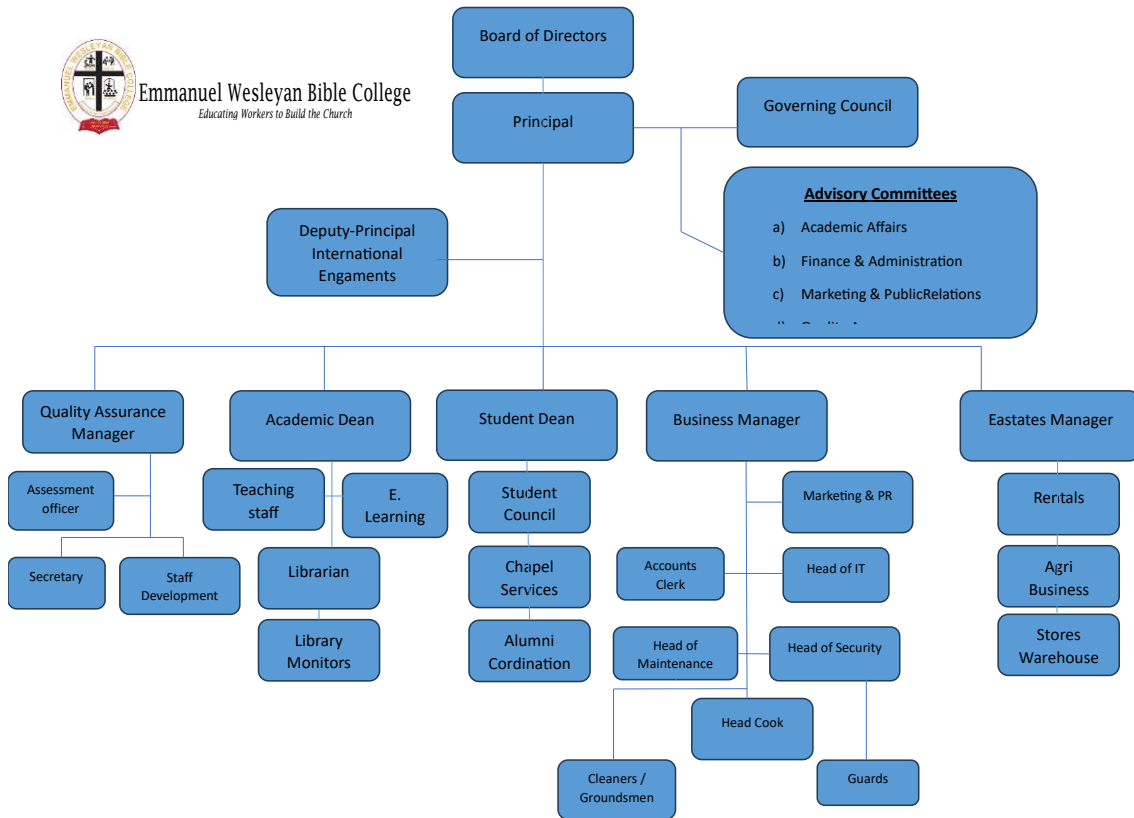
We are a Christ-centered institution committed to empowering students with Christo-centric influential values.

### **Our Philosophy of Education**

We believe at E.W.B.C. that students must be facilitated and led to discover and know the biblical truth through learning, research and analysis, discussion, and observation, enabling them to apply the truth in their lives for holy living and further lead them into the world for practice. For this to be effectual, we seek to embrace the total man in our training. We believe that our students must possess relevant knowledge, acceptable character/attitudes, and relevant practical skills for the good of the Church and communities.



**Emmanuel Wesleyan Bible College**  
*Educating Workers to Build the Church*



**SWOT ANALYSIS - 2022-2023**

The significance of this analysis is that it gives us a panoramic view of the status of E.W.B.C.

STRENGTHS	WEAKNESSES
a) The College operates from its premises with adequate physical facilities for training.	a) Over-reliance on Donor funding
b) We are located in the Southern Region of Africa, which has Economic & political stability.	b) Dilapidated Office and Dorm facilities that need upgrades
c) The Institution belongs to a broader denomination that is both National and International.	c) Inadequate staff members to carry out responsibilities
d) We have had partners willing to walk with this College for a long time	d) A low number of students cannot pay for College fees
e) We are the only Wesleyan Denominational college offering theological studies in the Country.	e) Financial instability
f) Recommendation and documenting a Bachelor of Theology program has been made.	f) Exceptionally low visibility due to inadequate marketing and P.R.
g) The College has Qualified lectures	g) Inadequate Administrative Policies
h) Introduction of Online Classes	h) Inadequate Technology to Drive the Institution forward
i) Registration at the Higher Education	i) Lack of committees to steer Academics, Finance, etc.
j) The council is in progress.	j) Yet to be accredited.
	k) Fees are relatively higher compared to other theological institutions

OPPORTUNITIES	THREATS
<p>a) Our Churches are still willing to bring students for training.</p> <p>b) Other denominations are willing to send their students, too.</p> <p>c) The vast acreage of land that can be used for economic gain by the Institution</p> <p>d) We have international partners that can help us stimulate our growth</p> <p>e) We have opportunities to incorporate new programs to reach more students</p> <p>f) The online platform is an excellent</p> <p>g) opportunity to reach Africa</p> <p>h) Opportunity to review our curriculum through our own Wesleyan experts.</p>	<p>a) Theological Education has become very expensive in Africa and cannot sustain this Institution.</p> <p>b) The cultural perception amongst Wesleyans is that E.W.B.C. studies are free</p> <p>c) Other better-equipped theological institutions have sprung up in Eswatini, scampering for the same students.</p> <p>d) Not all Wesleyan churches bring their students to E.W.B.C.</p> <p>e) Our rental abilities are threatened by modern rental houses built around us.</p>

*Based on the SWOT analysis conducted by the Staff Council. 2022*



### Strategic Goals

Strategic goal	Strategic objective	Project / Activities	
<p><b>Goal 1</b></p> <p>To Impact Church &amp; Community with Quality Education</p>	<p><b>Objective 1:</b></p> <p><b>Introduce new relevant and contextual Programs that meet our Church and community needs, with modern delivery methods using competent personnel.</b></p>	<p><b>Project / Activities for Objective 1</b></p> <ul style="list-style-type: none"> <li>a) Program Conceptualisation               <ul style="list-style-type: none"> <li>- Develop Assessment criteria and level descriptors</li> <li>- Determine the Essential Characteristics of a Program</li> <li>- Determine the Mode of Delivery and Content</li> <li>- Design a Teaching and Learning Strategy</li> </ul> </li> <li>b) Qualified Teachers</li> <li>c) Acquisition of new Textbooks/Kindle versions</li> <li>d) Review our Policy Manual on Teaching, Learning and Assessments</li> <li>e) Continued Training for Faculty on Online course deliveries</li> <li>f) Seek copyrights from publishers to purchase Course texts at a discount.</li> </ul>	
	<p><b>Objective 2:</b></p> <p><b>Work with Eswatini Higher Education regulatory authorities to ensure our training outfit meets Accreditation standards.</b></p>	<p><b>Project / Activities for Objective 2</b></p> <ul style="list-style-type: none"> <li>a) Meet E.S.H.E.C. Registration &amp; Accreditation requirements.</li> <li>b) Create an office for the ongoing accreditation process.</li> </ul>	
	<p><b>Objective 3:</b></p> <p><b>Upgrade our library management system by automating and digitizing its management, search, and loaning process.</b></p>	<p><b>Project / Activities for Objective 3</b></p> <ul style="list-style-type: none"> <li>a) Rollout the new L.M.S.</li> <li>b) Funds for yearly subscriptions (<i>Jaystor, E.B.S.C.O., Emerald</i>)</li> <li>c) Train a Librarian</li> </ul>	

Strategic goal	Strategic objective	Project / Activities
<b>Goal 2</b> Improve Corporate Governance to meet the best industry standards	<b>Objective 1:</b> Expand our management ability by creating extra functional departments to execute service provision for all stakeholders.  a. Establish functional departments. (H.R.; Q.A.; P.R./Marketing; Finance; I.T.; Security; Faculty; Library; Maintenance; Food Services;)	<b>Project / Activities for Objective 1</b> <ol style="list-style-type: none"> <li>a. Install the L.M.S.</li> <li>b. Review our S.O.P. = Standard Operating Procedures for the School.</li> <li>c. Review all Policy documents for each department.</li> <li>d. Recruitment of qualified Staff</li> <li>e. New Budget allocations</li> <li>f. The B.O.M. is to ratify the proposed changes and send them to the N.B.A. for implementation.</li> <li>g. Change of Constitution of E.W.B.C.</li> </ol>
	<b>Objective 2:</b> Be deliberate in our Leadership Development, focusing on staff development and team synergy.	<b>Project /Activities for Objective 3</b> Staff training Initiate collaborative Partnerships for Staff Exchange programs with sister colleges locally and abroad.
	<b>Objective 3:</b> Review our H.R. Policy to capture new and benchmarked needs that require addressing.	<ol style="list-style-type: none"> <li>a. Remunerations review to be carried out in 2024</li> <li>b. Review the current staff policy to enhance productivity</li> </ol>
	<b>Objective 4:</b> Setup a Quality Assurance department complete with an oversight committee and officers.	<b>Project /activities for Objective 4</b> <ol style="list-style-type: none"> <li>a. Work towards attaining ISO 90001 for Educational Institutions.</li> <li>b. Liaise with partner Colleges on quality assurance</li> </ol>
	<b>Objective 5:</b> The new office building will ease congestion and provide ample working space for our staff members.	<b>Project / Activities for Objective 5</b>
		<ol style="list-style-type: none"> <li>a. Identify the location for the new office Building &amp; Classrooms</li> <li>b. Get architectural designs ready</li> <li>c. Begin Fundraising</li> </ol>

Strategic goal	Strategic objective	Project / Activities
<p><b>Goal 3</b> Improving Corporate image to attract revenue</p>	<p><b>Objective 1:</b> Upgrade all rental houses to retain and attract more tenants for better revenue.</p>	<p>Project / Activities for Objective 1</p> <ul style="list-style-type: none"> <li>a. Set aside 25% of all rental income for maintenance/upgrades</li> <li>b. Involve partnership teams to help with upgrades</li> <li>c. Improve surrounding yards and Fumigation</li> <li>d. Improve our air conditioning systems</li> <li>e. Washing Machine</li> <li>f. Improve Guest Flats Inventory</li> </ul>
	<p><b>Objective 2:</b> Upgrade and market our Events Rental facilities to create awareness within our communities and the surrounding towns.</p>	<p>Project / Activities for Objective 2</p> <ul style="list-style-type: none"> <li>a. Market &amp; Advertise our facilities</li> <li>b. New carpet; train our personnel; improve our lighting &amp; acoustics;</li> <li>c. New tables &amp; Chairs &amp; chair covers; backdrops;</li> <li>D. Gardening</li> <li>E. Parking</li> <li>F. PA System</li> </ul>
<p><b>Goal 4</b> Strive towards Self-sustainability</p>	<p><b>Objective 1:</b> Build a Rental Estate as a long-term investment to reduce donor dependence.</p>	<p>Project / Activities for Objective 1</p>
		<ul style="list-style-type: none"> <li>a. Develop a Policy Document to guide our Estate</li> <li>b. Team in place</li> </ul>

Strategic goal	Strategic objective	Project / Activities
	<b>Objective 2:</b> Money market Investment as an alternative stream of passive income to help meet our monthly staff salaries	Project / Activities for Objective 2 a. Examine offshore investment options.
	<b>Objective 3:</b> Explore Macadamia Farming as an alternative income, using the vast acreage available.	Project / Activities for Objective 3 a. Develop a Policy Document to guide our Farming b. Set up a Farm Management team c. Do onsite consultation with A.C.C.
	<b>Objective 1:</b> Involve our students and Staff in Community and mission engagements as part of our Corporate Social Responsibility and the Christian mandate.	Project / Activities for Objective 1 a. Offer Chaplaincy services to neighborhood schools. b. Offer Chaplaincy to Hospitals, Correctional services c. Onsite Interdenominational Youth/Children Ministry d. Community sports days e. Home Visitations f. Community cleanups
	<b>Objective 2:</b> Signing of M.O.U. with other Evangelical Institutions to ease benchmarking and strategic planning and development.	Project / Activities for Objective 2 a. Exam moderation - Locally and Internationally b. Intercollege activities - locally and Internationally c. Faculty and student exchange - Locally and internationally d. Invite college heads to our chapel and graduation ceremonies e. Organize a meetup with relevant stakeholders
<b>Goal 5</b> Advance our Global Presence	<b>Objective 3:</b> Upgrade the use of electronic and social media presence as a powerful marketing tool to attract more students and clients.	Project Activities for Objective 3 a. Integrate our students into local broadcasting houses/YouTube/Podcasts. b. Designate one Staff to serve as a website/social media content updater c. Get a Whatsapp No. d. Do a Video clip for E.W.B.C. e. Rebranding of EWBC TO WESLEYAN COLLEGE
		Project / Activities for Objective 4 a. Create a Databank

Strategic goal	Strategic objective	Project / Activities
	<b>Objective 4:</b> <b>Setup and Alumni office to be overseen by the Dean of Students</b>	<ul style="list-style-type: none"> <li>b. Set a date for the first alumni meeting</li> <li>c. Set up an Alumni office to coordinate all activities</li> <li>d. Set up a digital newsletter/WhatsApp group</li> </ul>
	<b>Objective 5:</b> <b>Use the Pastors Camp to reach out to local pastors from other denominations, creating awareness of our theological and ministry training options.</b>	<b>Project / Activities for Objective 5</b> <ul style="list-style-type: none"> <li>a. Fundraise</li> <li>b. Get New partners</li> <li>c. Get a local organizing committee</li> </ul>

### Performance Measurement System

Goal	Objective	Performance Measure/ Output	Baseline Is the current status core	Target	Source of Data Document or other sources of evidence to support the stated status core	Person Responsible
<b>Goal 1</b>  To Impact Church & Community with Quality Education	<b>Objective 1: Introduce new Programs</b>	Completion of Project Activities for Objective 1 (a-j)	We are in the Consultative phase - Hospitality  Proposed Bachelors program	1 <sup>st</sup> Semester 2024	E.S.H.E.C. Workshop on Program Development  E.W.B.C. Needs Assessment  Bachelor's degree in Theology proposal Document by Dr. Toga	Academic Dean
	<b>Objective 2: Accreditation of the current Program</b>	Submission of the Self-Assessment Document  Granting of the Provisional License	Final drafting of the various required accreditation documents	31 July 2022	E.S.H.E.C. Self-assessment document	Principal/Academic Dean
	<b>Objective 3: Digital Library</b>	Completion of Project activities for Objective 3 (a-c)	Acquisition phase of the L.M.S. software  Employment of a Librarian  Fundraising for the subscription fees	30 August 2022	Masterminds Total Software Solutions proposal document	Principal

Goal	Objective	Performance Measure/ Output	Baseline Is the current status core	Target	Source of Data Document or other sources of evidence to support the stated status core	Person Responsible
<b>Goal 2</b> Improve Corporate Governance to meet the best industry standards	<b>Objective 1: Management</b> a. Establish functional departments.	Completion of Project Activities for Objective 1	Working with Masterminds International as Consultants.  Staff Council is awaiting the Board of Management directive.	30 August 2022	Minutes of the 2022 Board of Management meeting  Consultative discussions with various stakeholders	Staff Council Executive
	<b>Objective 2:</b> Leadership Development	Completion of Project Actives for Objective 2 (a,b)	Policy development stage	2 <sup>nd</sup> Semester 2024	Ongoing consultative discussions  Vision document	Principal
	<b>Objective 3:</b> Review of H.R. Policy	Completion of project activities for objective 3 (a,b)	Working with Masterminds International	1 <sup>st</sup> Semester 2023	Masterminds Total Software Solutions proposal document	Principal
	<b>Objective 4:</b> Quality Assurance	Identify consulting firm for ISO 90001  Develop an M.O.U. with partners colleges	Using the Mastermind International Proposal	1 <sup>st</sup> Semester 2024	E.S.H.E.C. Quality Assurance standards  Master Minds International proposal	Principal
	<b>Objective 5:</b> New Office Building	Completion of project activities for objective 5 (a,b)	Old Architectural designs in place.	2 <sup>nd</sup> Semester 2025	SWOT Analysis	Staff Council

Goal	Objective	Performance Measure/ Output	Baseline Is the current status core	Target	Source of Data Document or other sources of evidence to support the stated status core	Person Responsible
<b>Goal 3</b> Improving Corporate image to attract revenue	<b>Objective 1 &amp; 2:</b> Rental Upgrades	Completion of project activities for Objectives 1 & 2	Resource & Human Mobilization	June 2022 to June 2027	Proposed Project Fund - 2022	Staff Council
<b>Goal 4</b> Strive towards Self-sustainability	<b>Objective 3:</b> Build a Rental Estate	Develop a Policy Document to guide our Estate Resource mobilization	Joy Estate proposal document	May 2022 to May 2027	Joy Estate proposal document	Building & Infrastructure committee
	<b>Objectives 4 &amp; 5</b> Investments & Farming	Completion of Projective activities for Objectives 4 & 5	Conceptualization stage	1 <sup>st</sup> Semester 2023	Proposed Business plan (to be worked on)	Staff Council
<b>Goal 5</b> Advance our Global Presence	<b>Objective 1:</b> Community & Missions Engagements	Meeting the criteria in the assessment and evaluation form	Developing policy, assessment, and evaluation tools	1 <sup>st</sup> Semester 2023	Program design document	Academic Dean / Dean of Students
	<b>Objective 2:</b> Signing M.O.U. with other Evangelical Institutions	The signing of M.O.U.	Next Steps after a consultative meeting	1 <sup>st</sup> Semester 2023	New program design	Board of Management
	<b>Objective 4:</b> Reaching out to our Alumni and	Completion of activities for Objective 4	Implementation stage	2 <sup>nd</sup> Semester 2023	Vision document	Dean of Students



Goal	Objective	Performance Measure/ Output	Baseline Is the current status core	Target	Source of Data Document or other sources of evidence to support the stated status core	Person Responsible
	intergrating themm to the EWBC Freternity					
	<b>Objective 5:</b> Improving out Pastors Camp to attract more Pastors outside the Wesleyan Freternity	Completion of project activities for Objective 5	Currently managed by Hyde Wesleyan	Ongoing	School calendar	Staff Council

**Implementation Matrix**

Goal	Strategic Objectives	Projects / Activities	Success Indicators	Year of Achievement					Funding Source & Amount (E)	Risk
				Year 2023	Year 2024	Year 2025	Year 2026	Year 2027		
		Develop Assessment criteria and level descriptors.  Determine the Essential Characteristics of a Program  Determine the Mode of Delivery of Content  Design a Teaching and Learning Strategy	Teams meeting to deliberate  Compilation of draft manuscripts  Complete document in place	√					Funding Source: E.W.B.C. Accounts  Amount: \$ 250 = E. 3,875  Estimated 6% Inflation for 2023 ; \$265 = E. 4,107	Inaccurate program conceptualization.  Unavailability of resources
		Getting Qualified teachers	Receiving applications Interviewing				√		Funding Source: E.W.B.C. Fees; Partners.	Onboarding incompetent teachers

Goal	Strategic Objectives	Projects / Activities	Success Indicators	Year of Achievement					Funding Source & Amount (E)	Risk
				Year 2023	Year 2024	Year 2025	Year 2026	Year 2027		
<b>Goal 1</b> To Impact Church and community with Quality Education	<b>Objectives 1</b> Program Conceptualisation that will lead us into developing a programs that are market driven		Onboarding new teachers						Amount: \$6,750 = E. 104,625  Estimated Amount plus 6% Inflation for 2023 6% Inflation for 2024 \$7,560 = E.117,180	without morale
		Acquisition of new textbooks	Identifying the Books Purchasing the Books	√					Funding Source: Local & International partners.  Amount: \$1,500 = E. 23,250  Estimated Amount plus inflation 6% Inflation for 2023 \$1,590 = E 24,645	Purchasing the wrong books Failure to raise funds.
		Develop a Policy Manual for Teaching	Teams meeting to deliberate.  Compilation of a complete document						Funding Source: None	The policy document that does not meet our needs
		Online Training for Faculty	Ability to train through the online platform	√					Funding Source: Partners Amount: \$1,000  Estimated Amount plus 6%	College equipment unable to host online System

Goal	Strategic Objectives	Projects / Activities	Success Indicators	Year of Achievement					Funding Source & Amount (E)	Risk
				Year 2023	Year 2024	Year 2025	Year 2026	Year 2027		
									6% inflation for 2023; 1,170 = E 18,135	
		Seek copyrights from publishers.	Identifying the correct Publishers with digital versions of books	✓					Funding Source: None Amount: 0	Unable to identify publishers
	<b>Objective 2:</b> Accreditation of current Program to ensure quality and acceptance outside the Wesleyan Church	Meet E.S.H.E.C. Registration & Accreditation requirements.	Compiling and submission of all the required documents	✓					Funding Source: Partners Amount: \$ 500 Estimated Amount plus 6% 6% inflation for 2023; \$530 = E. 8,215	College closure
		Create an office for the ongoing accreditation process	Identify the correct candidate for this position	✓					Funding Source: E.W.B.C. Fees Amount: \$3,000 Estimated Amount plus inflation 6% Inflation for 2023 \$3,180 = E. 49,290	Slow accreditation process
	<b>Objective 3:</b> Finalising our Digital Library initiative to enhance quality Library management and service to our stakeholders	Rollout the L.M.S.	Installation of the Software						Funding Source: Partners Amount: \$ 5,000 Funded already	Software unable to meet our needs
		Funds for yearly subscriptions ( <i>Jaystor</i> , <i>E.B.S.C.O.</i> , <i>Emerald</i> )	Registration to online platforms	✓					Funding Source: College Accounts Amount: \$ 500	I.T. System incapable of the task

Goal	Strategic Objectives	Projects / Activities	Success Indicators	Year of Achievement					Funding Source & Amount (E)	Risk
				Year 2023	Year 2024	Year 2025	Year 2026	Year 2027		
									The estimated amount plus inflation 6% Inflation for 2023 \$ 530 = E. 8,215	
<b>Goal 2</b> Improve Corporate Governance to meet the best industry standards	<b>Objective 1:</b> Establish Functional Departments that have results oriented objectives for productivity.	Install the L.M.S. and develop policy documents for each department to enable smooth Standard Operating Procedures (S.O.P.)	Software up and running Policies developed	√					Funding Source: Amount: 5,000 Funded	College Operations will be hampered.
		Recruitment of qualified Staff	Interviewing qualified Staff Adequate funding is needed to pay qualified Staff	√					Funding Source: None Amount: None	Can Jeopardize Accreditation process
		Change of Constitution of E.W.B.C.	Changes ratified by B.O.M.						Funding Source: None Amount: None	
	<b>Objective 2:</b> Leadership Development to our Staff members so that they can handle modern leadership challenges.	Staff training	Fundraised for training Identification of training types	√					Funding Source: Partners Amount: \$ 1,000  The estimated Amount plus inflation 6% Inflation for 2023 \$ 1,060 =E. 16,430	Staff members can leave for other job placements

Goal	Strategic Objectives	Projects / Activities	Success Indicators	Year of Achievement					Funding Source & Amount (E)	Risk
				Year 2023	Year 2024	Year 2025	Year 2026	Year 2027		
		Collaborative Partnerships for Staff Exchange programs	Getting partners on board		√				Funding source: Partners Amount: \$2,500  The estimated Amount plus inflation  12% inflation for 2024 = \$2,800	
	<b>Objective 3:</b> Review our H.R. Policy to incorporate staff wellness and other staff related matters	Remunerations review	Compliance with current labor laws				√		Funding Source: No Funding Amount: None	Inability to meet staff expectations
		Develop a staff policy.	Completed Staff Policy		√				Funding source: None Amount: None	
	<b>Objective 4:</b> Establish a Quality Assurance Department and an oversight committee	<ul style="list-style-type: none"> <li>a. Develop a QA Policy</li> <li>b. Setup a functional QA Department</li> <li>c. Setup an oversight QA Committee.</li> </ul>	Policy and Terms of reference documents in place.				√		Funding Source: Local & International Partners Amount: \$2,500  The estimated Amount plus inflation 24% inflation for 2026; \$3,100	Failure to set up the mentioned Department and committee
		Work towards attaining ISO 90001 for Educational Institutions.	Commencement of the ISO Certification process							Failure to meet ISO 90001
		Liaise with partner Colleges on quality assurance	Board of Management signing M.O.U.'s with partner colleges				√		Funding Source: None  The estimated Amount plus inflation	Partnerships fail to meet the desired outcome

Goal	Strategic Objectives	Projects / Activities	Success Indicators	Year of Achievement					Funding Source & Amount (E)	Risk
				Year 2023	Year 2024	Year 2025	Year 2026	Year 2027		
									18% inflation for 2026; \$2,950 = E. 45,725	
	<b>Objective 5:</b> New Office Building to accommodate projected expansion and growth, while giving the institution a modern facelifht.	a. Identify the location for the new office Building and classrooms b. Get architectural designs ready c. Begin Fundraising	Team in place to spearhead this project					✓	Funding Source: Local & International Partners  Amount: \$400,000  The estimated Amount plus 30% Inflation for 2027; \$ 520,000.= E.8,060,000	Building a white elephant
<b>Goal 3</b> Improve Corporate Governance to meet the best industry standards	<b>Objective 1:</b> Upgrade Rentals Houses to attract better revenue.	Involve partnership teams to help with upgrades and Improve surrounding yards and Fumigation	Getting partners on board	✓					Funding Source: Partners Amount: \$15,000  The estimated Amount plus inflation 6% Inflation for 2023; \$ 15,900 = E. 246,450	Unable to meet Tenant expectations due to better rentals in the surrounding neighborhoods
		Improve Guest Flats Inventory, including A.C.'s, Gas Stoves, installing. Washing Machine, new floor, and bath tiles	Getting funding for this project	✓					Funding Source: Fundraising  Amount: \$2,000  The estimated amount plus 6% Inflation for 2023; \$2,120 = E.32,860	Lack of resources

Goal	Strategic Objectives	Projects / Activities	Success Indicators	Year of Achievement					Funding Source & Amount (E)	Risk
				Year 2023	Year 2024	Year 2025	Year 2026	Year 2027		
	<b>Objective 2:</b> Upgrade and market our Events Rentals	Upscale our facilities -	A developed marketing strategy in place			√			Funding Source: Partners Amount: \$ 750  The estimated Amount plus 18% Inflation for 2025; \$885 = E.13,717	
		New carpet; train our personnel; improve our lighting & acoustics; New tables & Chairs & chair covers; backdrops; - Gardening - Parking - P.A. System	Starting small and getting work done		√				Funding Source: Partners Amount: \$ 2,500  The estimated Amount plus 12% Inflation for 2024; \$2,800 = 42,000	Unable to beat our competitors
<b>Goal 4</b> Strive towards Self-sustainability	<b>Objective 1:</b> Build a Rental Estate	Develop a Policy Document to guide our Estate and get a management Team in place	Policy document in place  Hire an Estates manager.	√					Funding Source: College Budget Amount: \$ 3,000  Estimated Amount plus 6% Inflation for 2023; \$3,180 = E 49,290	Unable to get tenants for the houses built
	<b>Objective 2:</b> Investment <i>(Establish an Endowment Fund)</i>	Examine offshore investment options	Identifying investment options	√					Funding Source: Available equity Amount: \$7,000  Estimated Amount plus 6% Inflation for 2023: \$7,420 = E 115,010	Poor investment choice

Goal	Strategic Objectives	Projects / Activities	Success Indicators	Year of Achievement					Funding Source & Amount (E)	Risk
				Year 2023	Year 2024	Year 2025	Year 2026	Year 2027		
	<b>Objective 3:</b> Macadamia Farming	Develop a Policy Document to guide our Farming	Policy document in place	✓					Funding Source: No Funding is needed	Investing in a non-profitable venture
		Set up a Farm Management team.	Identify and hire a competent farm manager.	✓					Funding Source: Partners  Amount: \$3,000  Estimated Amount plus inflation 6% Inflation for 2023; \$3,180 = E 49,290	
		Do onsite consultation with A.C.C.	Benchmarking options	✓					Funding Source: None	
	<b>Objective 1:</b> Community & Missions Engagements	Offer Chaplaincy services to neighborhood schools, Hospitals, and Correctional Services.	Having a team in place to oversee  Identifying institutions to work with  Institutions accept our intentions.	✓					Funding Source: College income  Amount: \$ 250  Estimated Amount plus 6% inflation for 2023; \$265 = E. 4,107	Unable to meet our intended objectives
		Community sports days Home Visitations Community cleanups	Students and Staff ready to take on the challenge	✓					Funding Source: College income  Amount: 250  Estimated Amount plus 6% inflation for 2023; \$265 = E. 4,107	



Goal	Strategic Objectives	Projects / Activities	Success Indicators	Year of Achievement					Funding Source & Amount (E)	Risk
				Year 2023	Year 2024	Year 2025	Year 2026	Year 2027		
<b>Goal 5</b> <b>Advance our Global Presence</b>	<b>Objective 2:</b> Signing M.O.U. with other Evangelical Institutions	To have our Exams moderated- Locally and Internationally	Identifying Institutions to work with					√	Funding Source: None	Signing M.O.U. with Institutions that will not deliver
		Local and International inter-college activities that include Faculty and student exchange	Identifying and onboarding such Institutions					√	Funding Source: None	
		Invite other college heads to our chapel and graduation ceremonies	Sending out such invitations	√					Funding Source: No Funding	
		Organize a meetup with relevant stakeholders.	Holding regular meetings						Funding Source: College Budget Amount: \$ 250  Estimated Amount plus 6% inflation for 2023; \$265 = E. 4,107	
	<b>Objective 3:</b> Roll out a deliberate Electronic and Social Media Presence to put EWBC on the Global Platform.	Integrate our students into local broadcasting houses/YouTube/Podcasts	Identifying local Broadcast stations.  Able to provide content for a minimum of five months					√	Funding Source: College Budget  Amount: \$ 500  Estimated Amount plus 24% inflation for 2026; \$620 = E. 9,610	Creating wrong impressions of our School
		Designate one Staff to serve as website/social media content updater and Get a WhatsApp No	Identifying a competent staff member and buying a phone	√					Funding Source: College Budget  Amount: \$ 100  The estimated Amount plus	Failing to get someone to do the job

Goal	Strategic Objectives	Projects / Activities	Success Indicators	Year of Achievement					Funding Source & Amount (E)	Risk
				Year 2023	Year 2024	Year 2025	Year 2026	Year 2027		
									6% inflation for 2023; \$106 = E. 1,643	
		Do a Video clip for E.W.B.C.	Getting a script and equipment in place	✓					Funding source: College Budget Amount: \$ 250  Estimated Amount plus 6% inflation for 2023; \$265 = E. 4,107	Unprofessional production
	<b>Objective 4:</b> Enhance our Alumni interaction and involvement by setting up an Alumni office	Create a Databank	Data bank in place	✓					Funding Source: No Funding is needed	The Data bank may be exploited for other uses.
		Set a date for the first alumni meeting	Date and program in place	✓					Funding Source: College Budget Amount: \$150  Estimated Amount plus 6% inflation for 2023; \$159 = E. 2,464	The program fails to meet expectations.  Alumni office unable to serve its purposes
		Set up an Alumni office to coordinate all activities, including a digital newsletter / WhatsApp group.	Identifying a person to run the Office						Funding Source: College Budget  Amount: \$ 100  Estimated Amount plus 6% inflation for 2023; \$106 = E. 1,643	
		Fundraise and get New partners	Set fundraising target amounts Identify new partners	✓					Funding source: No Funding	Funding not adequate

Goal	Strategic Objectives	Projects / Activities	Success Indicators	Year of Achievement					Funding Source & Amount (E)	Risk
				Year 2023	Year 2024	Year 2025	Year 2026	Year 2027		
	<b>Objective 5:</b> Improve our Pastors Camp to meet Pastor's 21st-century ministry challenges.	Get a local organizing committee.	Identifying potential leaders to form the committee	√					Funding source: No funding	Poor turnout during the camps.

## Financial Summary

GOAL	Estimated AMOUNT	Local currency	Amount plus inflation	Local currency plus inflation
<b>Goal 1</b> To Impact Church and community with Quality Education	\$18,500	E. 286,750	\$19,825	E. 307,287.5
<b>Goal 2</b> Improve Corporate Governance to meet the best industry standards	\$411,000	E.6,370,500	\$534,910	E.8,291,105
<b>Goal 3</b> Improving Corporate image to attract revenue	\$20,250	E. 313,875	\$21,705	E. 336,427.5
<b>Goal 4</b> Strive towards Self-sustainability	\$13,000	E. 201,500	\$13,780	E. 213,590
<b>Goal 5</b> Advance our Global Presence	\$1,850	E. 28,675	\$2,051	E. 31,790.5
<b>TOTAL</b>	\$464,600	E.7,201,300	\$592,271	<b>E. 9,180,200.5</b>

Currency Exchange rate \$1 = E. 15.5

### Abbreviations

- I. E.W.B.C. Emmanuel Wesleyan Bible College
- II. L.M.S. Learning Management Software
- III. S.O.P. Standard Operating Procedures
- IV. ISO. International Standards Organisation
- V. E.S.H.E.C. Eswatini Higher Education Council

**ENDORSEMENT**

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**Date:** 14 February 2023  
**To:** Whom it may concern  
**From:** Mr. Bhekisisa Senzo Tsabedze  
**CC:** The Emmanuel Wesleyan Bible College  
**Subject:** **Re-Endorsement letter of the Strategic Plan 2022-27 of the Emmanuel Wesleyan Bible College.**

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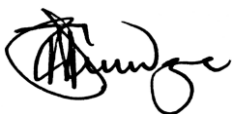
**Dear Sir/Madam**

I, Mr. Bhekisisa Senzo Tsabedze, national I.D. number: 8403036100343, am currently working with the Eswatini Church Forum for religious organizations as the Faith Community Support (F.C.S.) National Program Manager hereby confirms that I have reviewed the aforementioned strategic plan.

I also confirm that if executed with justice, the strategic plan has the potential to address the threats and weaknesses effectively and efficiently while seizing all identified opportunities in the SWOT analysis table.

Therefore, I recommend adopting and operationalizing the strategic plan 2022-27 of the Emmanuel Wesleyan Bible College.

Sincerely,



Bhekisisa Senzo Tsabedze

This Policy and Guidelines is approved and authorized by the Board of  
Management

on

Date 13-02-2023

By

Title: Chairperson

Name THASILE GOODNESS THWALA

Signature Thwala