

THE BIBLE SOCIETY OF MALAWI



Committed to serving the Lord Jesus Christ and His Church in Malawi in ensuring the availability of the affordable Holy Scriptures which are faithful to the original texts, without doctrinal note or comment in various formats and media for worship, witness, discipleship and spiritual growth through Translation, Production, Distribution and Non-print Media Programmes.



STRATEGIC PLAN

2008-2012

December 2007

TABLE OF CONTENTS

	Page
ACRONYMS AND ABBREVIATIONS.....	3
Foreword.....	4
Acknowledgements.....	4
EXECUTIVE SUMMARY.....	5
Country Overview.....	5
Historical Background of the Bible Society of Malawi.....	5
Key Milestones/Achievements.....	5
Mandate.....	6
Vision.....	6
Mission.....	6
Core Values.....	7
Governance and Management Structure.....	7
POLITICAL, RELIGIOUS, ECONOMIC, SOCIAL, TECHNOLOGICAL ANALYSIS.....	7
Political Environment.....	7
Religious Environment.....	8
Economic Environment.....	8
Social-Cultural Environment.....	8
Technological Environment.....	9
STAKEHOLDERS ANALYSIS.....	9
STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS.....	10
Strengths.....	10
Weaknesses.....	10
Opportunities.....	10
Threats.....	11
STRATEGIC DIRECTIONS.....	12
Strategic Direction 1: Operations and Programmes.....	12
Strategic Direction 2: Translation and Computer Assisted Publishing (CAP)	13
Strategic Direction 3: Business Development and Resource Mobilization	14
Strategic Direction 4: Human Resource Development	15
Strategic Direction 5: Management Information Systems and (IT).....	16
THE BIBLE SOCIETY OF MALAWI STRATEGIC BUDGET 2008 – 2012.....	17
THE BIBLE SOCIETY OF MALAWI STRATEGIC ACTION PLAN.....	18-28

ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immuno Deficiency Syndrome
ARV	Antiretroviral
BSM	Bible Society of Malawi
CAP	Computer Assisted Publishing
CHAPEL	Charismatic and Pentecostal Association
COMESA	Common Market for Eastern and Southern Africa
DTP	Desk Top Publishing
EAM	Evangelical Association of Malawi
ECM	Episcopal Conference of Malawi
FBO	Faith Based Organization
FP	Focal Person
GDP	Gross Domestic Product
GOM	Government of Malawi
HIV	Human Immuno-deficiency Virus
ICOCA	Intervention Counselling and Care
ICT	Information and Communication Technology
IEC	Information Education Communication
IT	Information Technology
M&E	Monitoring and Evaluation
MACRO	Malawi AIDS Counselling and Resource Organization
MANASO	Malawi Network of AIDS Service Organization
MANET	Malawi Network of People Living with HIV/AIDS
MCC	Malawi Council of Churches
MIS	Management Information System
NAC	National AIDS Commission
NAPHAM	National Association for People Living with HIV/AIDS
NGO	Non –Government Organization
NSO	National Statistical Office
PLWHA	People Living With HIV/AIDS
PREST	Political Religious Economic Social and Technological
SADC	Southern Africa Development Community
SCOM	Student Christian Organization of Malawi
SWOT	Strengths Weaknesses Opportunities Threats
UBS	United Bible Societies
VCT	Voluntary Counselling and Testing
VIP	Visually Impaired Persons

Foreword

As Board Managers of the Bible Society of Malawi, we were persuaded, and subscribed to the development of this strategic plan in order to outline our aspirations and actions to be implemented by the Society and other stakeholders in the Bible work from 2008 to 2012. The ultimate goal of this strategic plan is to create a self sustaining Bible Society of Malawi that affords all Malawians access to the Holy Scriptures of their choice language and format and contributes to the Bible work world wide.

The strategic plan specifically seeks to fulfil the mandate of the Bible Society of Malawi which is to serve the Lord Jesus Christ and His Church by translating, producing, distributing and encouraging the people to use the Scriptures in their day-to-day lives.

This strategic plan supersedes the 2002 – 2007 which expired in 2007 and took into account the first phase of being on the road to self sustenance.

This strategy specifies actions to be implemented over the next five years having taken into account numerous challenges facing the Bible work in Malawi.

We assume that Malawi as a nation will continue to experience economic growth, food self sufficiency, good governance, and political stability.

Harry G Mtuwa
Board Chairman
The Bible Society of Malawi
Friday, December 14, 2007

Acknowledgements

I wish to express my sincere appreciation for the time and efforts of the task force Members, Secretariat, the Board of Managers and Executive Committee Members of the Bible Society of Malawi for their involvement in the formulation and development of the Bible Society of Malawi Strategic plan 2008 – 2012.

The task force comprised of Mr. Mc Pherson Jere, Board Member; Reverend Zacc Kawalala, Board Member; Mr. Clapperton Mayuni, Executive Director; Mr. Kamwana Muyaya, Associate Director of Programmes; Mr. Mphatso Bello, Business Manager; Mr. Martin Ntambo, Computer Assisted Publishing Manager and Mr. Wilfred Ngalawa, FCBH National Coordinator.

The development of this strategic plan benefited a lot from the services of Mr. Mc Pherson Jere, Reverend Zacc Kawalala, Mr. Ramy Zuwayo, another Board Member for their extensive consultations and technical guidance offered and Mr. Kamwana Muyaya, for coordinating and drafting of the document.

Finally, let me thank all stakeholders, Members of the Bible Society of Malawi for their valuable input obtained through workshops, questionnaires and their commitment in the production of this strategic plan.

Clapperton K Mayuni
Executive Director
The Bible Society of Malawi
Friday, December 14, 2007

1 EXECUTIVE SUMMARY

1.1 Country Overview

Malawi is a small, long and narrow land locked country, about 1,000 km long and 300 km wide. It has a population of 13 million people of which 52% are female. 85.56% live in the rural area and earn a living through subsistence farming.

Malawi is administratively divided into three regions; the north with 12.42%, the centre 40.93% and the south 46.65% of the total population. Lilongwe is the National Capital City situated in the Central region. The other major towns are Blantyre, Mzuzu and Zomba. Malawi borders Mozambique, Tanzania, and Zambia.

Malawi is predominantly a Christian nation with prevalent freedoms of worship and association with the following religion distributions: **79.87 % Christians, 12.80 % Moslems, 3.07 % other Religions** and **4.26 % without Religion**. The population density is 105 persons per square kilometre. 65.33% of the population live below poverty line.

The literacy levels are 56.4% (national) 72% (male) and 49% (female). Malawi is among the nine poorest countries in the world. According to the 1998 integrated household survey, 65.3% of the population was poor. Within this figure about 28.7% of the population were living in extreme poverty. The level of inequality is well illustrated by the fact that the richest 20% of the population consumed 46.3% while the poorest 20% consumed only 6.3% of total goods and services.

The key causes of poverty are limited access to land, low education, poor health status, limited off-farm employment and lack of access to credit. Sector analysis of poverty shows that social, human capital and income indicators are very poor. In 1998, about 52% of the poor were female and females headed around 25% of households. In terms of health indicators, life expectancy has dropped from 43 years in 1996 to 37 years in 2005. Infant and under five mortality rates were estimated to be 104 and 189 deaths per 1,000 live births, respectively.

The HIV/AIDS adult prevalence rate is estimated at 8.8% (2008) with the number of people living with HIV/AIDS estimated at 800,000.

1.2 Historical Background of the Bible Society of Malawi

- 1.2.1 **18th century:** The organized work of the Society started in Malawi with the early missionaries' coming to Central Africa
- 1.2.2 **1950:** The Bible Society of Rhodesia and Nyasaland, whose office was in Harare, opened a depot in Blantyre Malawi
- 1.2.3 **1964:** The Bible Society office was opened at the recommendation of the Nyasaland Christian Council on 14th May 1964
- 1.2.4 **1973:** 24th February: Incorporated in Malawi under the Trustees Incorporation Act in Blantyre as a charitable organization
- 1.2.5 **1979:** Became an Associate Member of the United Bible Societies
- 1.2.6 **1988:** Became a full member of the United Bible Societies

1.3 Key Milestones/Achievements

1.3.1 The following is the Bible Society of Malawi Bible publishing history

- 1.3.1.1 Buku Lopatulika (Chichewa)—first published in 1923, Revised Orthography 1966
- 1.3.1.2 Tumbuka Bible—first published in 1952

- 1.3.1.3 Tonga Bible—first published in 1985
- 1.3.1.4 Tumbuka Common Language Bible—first published in 1981
- 1.3.1.5 Tumbuka Common Language Bible with DC—first published in 1981
- 1.3.1.6 Ngonde Bible—first published in 1992
- 1.3.1.7 Buku Loyera (New Chichewa Common language Bible)—first published in 1999
- 1.3.1.8 Buku Loyera with Deuterocanonicals New Chichewa —first published in 2000
- 1.3.1.9 Sena Common Language Bible—First published in 2005
- 1.3.1.10 First Chichewa Talking Bible—First Produced in 2006
- 1.3.1.11 First Chichewa Children's Bible - first produced in 2007

1.3.2 The following is The Bible Society of Malawi New Testament publishing history

- 1.3.2.1 Chichewa New Testament—published in 1977, revised in 2006
- 1.3.2.2 Chichewa New Testament (Audio non-dramatized) produced in 1996
- 1.3.2.3 Sena New Testament—published in 1998
- 1.3.2.4 Sena New Testament and Psalms—published in 2004
- 1.3.2.5 New Tumbuka common language Testament—produced in 2004
- 1.3.2.6 Sena New Testament (Audio) - produced in 2003
- 1.3.2.7 New Tumbuka common language Testament (Audio) – 2004
- 1.3.2.8 Chichewa New Testament (Audio dramatized) produced in 2006
- 1.3.2.9 Yao New Testament (Audio dramatized) produced in 2007

1.3.3 The following is The Bible Society of Malawi list of Bible Translation Projects underway

- 1.3.3.1 **Chichewa** Study Bible Project based in Zomba
- 1.3.3.2 **Chitumbuka** Common language Bible Translation Project based in Mzuzu
- 1.3.3.3 **Chiyao** Common language Bible Translation Project based in Mangochi
- 1.3.3.4 **Elhomwe** Common language Bible Translation Project based in Luchenza, Thyolo

1.4 Who We Are

We are the biggest Translator, Publisher and Distributor of the Bibles in Malawi, an inter-confessional organization seeking to serve all Christian Churches and Church related organizations in Malawi. We seek to carry out our task in partnership and co-operation with all Christian Churches and Church related-organizations in Malawi. We belong to a Global network of 141 National Bible Societies operating in over 200 countries that has been in existence since 1946

1.5 Mandate

The mandate of the Bible Society of Malawi is to serve the Lord Jesus Christ and His Church by translating, producing, distributing and encouraging the people to use Scriptures in their day-to-day lives

1.6 Vision

Every person in Malawi will have access to the Scriptures of their preferred format, and language.

1.7 Mission

Committed to serving the Lord Jesus Christ and His Church in Malawi in ensuring the availability of the affordable Holy Scriptures which are faithful to the original texts, without doctrinal note or comment in various formats and media for worship, witness, discipleship and spiritual growth through Translation, Production, Distribution and Non-print Media Programmes

1.8 Core Values

- 1.8.1 Our motivation is the fulfilment of the Great Commission (Matthew. 28:18-20)
- 1.8.2 We understand our task as participation in the mission of God - Father, Son and Holy Spirit - as witnessed in the Holy Scriptures
- 1.8.3 We see the Churches as the primary agents of God's mission in the world
- 1.8.4 We serve the Churches and their partner organisations as a resource, but do not usurp the mission of the Churches
- 1.8.5 We affirm that the Holy Scriptures belong to all Churches, recognizing that doctrinal interpretation of the Scriptures belongs to them
- 1.8.6 Honesty
- 1.8.7 Integrity
- 1.8.8 Commitment
- 1.8.9 Determination
- 1.8.10 Efficiency
- 1.8.11 Transparency
- 1.8.12 We believe that the Bible is for all people
- 1.8.13 We concentrate on making the Bible accessible and affordable
- 1.8.14 We work as a fellowship of partners seeking to serve one another, and together to serve the Churches in the spirit in which Christ serves them
- 1.8.15 We aim for open relationships, mutual accountability and responsible use of God given resources
- 1.8.16 High quality products and customer satisfaction and value adding is what shall drive us

1.9 Governance and Management Structure

The Society was registered as a Non-Governmental charitable Organisation with the Malawi Government on 24th February 1973 and has 5 registered trustees.

A 20-member Board of Directors is responsible for the overall vision and mission of the organization. The Board meets quarterly to review the operations and policies. A seven-member Executive Committee of the Board meets every two months to review financial reports and program goals and make recommendations to the Board.

Membership to the Board is by way of elections through postal secret ballot and results announced at an Annual General Meeting. The chairman, vice chairman and honorary treasurer are elected from among the Board members. The Executive Director is the Chief Executive Officer of the organisation.

2 POLITICAL, RELIGIOUS, ECONOMIC, SOCIAL TECHNOLOGICAL ANALYSIS

2.1 Political Environment

Malawi became independent from the British rule in 1964 and was a one-party state until the mid-1992. In January and February 1992, through a referendum Malawians decided to adopt multiparty democracy and put in place legal and constitutional changes to allow for greater participation by the people in political processes. Malawi has had a record of political stability and peace since independence.

The Bible Society of Malawi as part of the Church agency enjoys a tax exemption for imported Scriptures as part of the Government policy to support religious institutions' initiatives in nation building

2.2 Religious Environment

Malawi is predominantly a Christian nation with prevalent freedoms of worship and association with the following religion distributions:

79.87 % Christians

12.80 % Moslems

3.07 % other Religions

4.26 % without Religion

There is religious freedom of worship and religious tolerance, and room for propagation of ones religion provided it does not infringe on basic human rights of others. The Christian Churches can be categorized into 5 main groups: Catholics who are unified under Episcopal Conference, Protestants unified under Christian Council of Malawi, Seventh Day Adventists who stand alone and Pentecostal Churches under the Chapel. Evangelical Churches under Evangelical Association of Malawi. Others, independent Churches the Orthodox who are the minority of the Christian population.

The Church in Malawi has experienced increased growth and evangelisation and strong movement towards ecumenism. There is an increase of Religious Studies in schools. This together with the numerical Church growth increases Scripture use.

2.3 Economic Environment

Malawi is among the nine poorest countries in the world with a GDP per capita income of US\$ 170 per annum. Agriculture dominates the economy, providing more than 46% of GDP and 80% of employment. It also contributes to 60% of export earnings.

Malawi's industrial sector is one of the smallest in Africa and accounts for less than 10% of GDP. The main industrial activities include producing raw materials, import substitutes, and processed agricultural products. Currently, industry is facing serious competition as a result of liberalization, globalisation, and the formation of regional trade blocks such as the Common Market for East and Southern African (COMESA) and the Southern African Development Community (SADC) to which Malawi is a member. Significant measures have been taken to liberalize the Malawian economy along market lines and encourage both foreign and domestic private investment.

Beginning in 1992, the Government of Malawi embarked on an adjustment program to dismantle state economic controls and encourage more active participation of the private sector in the economy. The economy remains overwhelmingly donor-dependent.

Malawi qualified for debt relief under the enhanced Highly Indebted Poor Countries (HIPC) initiative and debts worth over \$6 billion was cancelled. The World Bank, the International Monetary Fund, and bilateral donors have provided funds to rehabilitate Malawi's out-of-date economic infrastructure and to alleviate poverty. Economic growth in 2005/6 was 8.5% and attained food sufficiency.

Malawi has very high unemployment rate of 80%. The country has very poor road infrastructure though of late the government is trying to improve Bank and inflation rates have significantly decreased from 2005 to 2007

2.4 Socio-Cultural Environment

Malawi is a small country geographically and ethnically, with a population of 13 million people of whom 80% live in rural areas. The country has about 8 main tribes, each speaking different dialects. The unique thing with Malawi unlike other African countries is that tribalism is not prominent.

The adoption of Chichewa as the National language will significantly contribute towards uniting the country. The country has diverse cultures and notable levels of income differentiation.

The adult literacy rate is estimated at 68%. About 90% of the children attend free primary schools, though only 7% attend secondary schools, one of the lowest rates in Sub-Saharan Africa. Of late there has been an increased awareness on the importance of formal education awareness. Among the literates, there is a low reading culture, though this is slowly changing also.

The social changes such as a move away from the villagelisation system are creating new sets of challenges that Malawians have to respond to. The social infrastructure is seriously underdeveloped making access to basic services such as health and education very limited.

Malawi is host to refugees, from Burundi, DRC and Rwanda. There is an increase in prostitution and drug abuse among young people in the country even in the school community

2.5 Technological Environment

Though Malawi has experienced a lot of developments in technology over the last few years, it is still largely lagging behind. The telecommunications network is still underdeveloped with many areas lacking easy access. Though many organisations have kept pace with mechanisation and computerisation, the lack of supply of electricity in many areas has forced people to rely on manual processes. There are areas that still rely on basic technology for most of their processes.

Though the communications infrastructure remains poor in most places there has been improved access and contact with many places. The work environment and productivity have improved through access to computers, telecommunications and related facilities such as fax, e-mail and Internet. The number of Malawians with access to use of modern communication technology is still very low at only 3% of the population.

The Mass media such as television (TV) has created negative influences on family life. Technology has provided alternative means of evangelisation through radio and television (TV). On the other hand, it has discouraged people who rely on such programmes from attending Church and buying scriptures

3 STAKEHOLDER ANALYSIS

Stakeholders of the Bible Society of Malawi are the Churches, Schools, Colleges, individual Christian Members, Para-Church organisations as well as other partners both internal and external.

The Bible Society of Malawi belongs to the United Bible Societies fellowship from which some legitimacy of the Bible Society of Malawi is derived.

The Church: There is a strong movement towards ecumenism – doing things together and serving under the same Lord. The Bible Society will continue to work closely with all Churches. Their expectation of the Bible Society of Malawi among others is to help

ensure that Bibles are available even to remote villages at affordable prices. There are 5 main groups:

- Catholics: unified under Episcopal Conference of Malawi (ECM)
- Protestants: unified under Malawi Council of Churches (ECM)
- Seventh Day Adventists: Standing alone
- Pentecostals and Charismatic under the Charismatic and Pentecostal League (CHAPEL)
- Evangelical Churches under the Evangelical Association of Malawi (EAM)

Schools, Colleges, and Para-Church Organizations: Schools and colleges mainly belong to but not necessarily restricted to Churches where some of the youth are reached with the Word of God. Para-Church organisations include bookshops and other evangelistic organisations which are integral parts of the society's distribution network

Individual Christians: These are the backbone of the Bible Society of Malawi from whom its members are drawn. The Society will make deliberate efforts so that not only that society should be owned but to be seen that it is owned by them. In that regard Christians will be encouraged to be actively involved with the Bible cause

The Society recognises the significance of other players in the Bible cause. The Society is committed to working in partnership with the following partners:

- Hosanna (FCBH) Faith Comes By Hearing
- The Malawi government in a lot of areas
- World Vision Malawi in distribution and relief work
- Student Christian Organization of Malawi (SCOM) in the work among the youth
- Scripture Union, distribution work especially in schools to reach pupils
- Life Ministry – Malawi, in distribution work and Jesus film
- Geneva Globe in HIV/AIDS projects
- National AIDS Commission (Malawi government) in HIV/AIDS projects
- The Torch Trust for the Blind International (Malawi) in VIP Scriptures

4 STRENGTHS, WEAKNESSES, OPPORTUNITIES THREATS (SWOT) ANALYSIS OF THE BIBLE SOCIETY OF MALAWI

4.1 Strengths

- 4.1.1 The Bible society of Malawi has adequate office and warehouse infrastructure as well as basic equipment for administration and distribution of the Scriptures
- 4.1.2 The Bible Society of Malawi has stable, dedicated, capable and committed staff
- 4.1.3 The Bible Society of Malawi has a good working relationship with Christian and Church related organizations
- 4.1.4 The Society has the monopoly in scripture distribution in Malawi
- 4.1.5 The Bible Society is a member of the NGO Board and CONGOMA
- 4.1.6 The Bible Society of Malawi has a very good image in the country and enjoys the reputation of being a reliable and dependable
- 4.1.7 The Society has a very supportive and professional Board of governors
- 4.1.8 The Society holds copyright of (5) Bibles and 4 New Testaments in vernacular languages available for distribution
- 4.1.9 The Society has a capable publishing and a growing non-print scripture programme
- 4.1.10 Produces authenticated annual externally audited accounts

4.2 Weaknesses

- 4.2.1 The Bible Society of Malawi has not fully utilised scientific research in its operations
- 4.2.2 The society has very few voluntary Colporteurs
- 4.2.3 The distribution infrastructure has not been developed to cover most parts of the country
- 4.2.4 The distribution costs of the Society are very high
- 4.2.5 BSM secretariat offices located to the southern end of Malawi and yet expected to serve the entire nation which is approximately 1,000 Km long and 300 Km wide
- 4.2.6 The Bible Society of Malawi is little known by the society even among the Christian community
- 4.2.7 The Bible Society of Malawi has not wholly exploited the potential for resource mobilization that exists

4.3 Opportunities

- 4.3.1 The growing Church to be served with God's Word for nurturing
- 4.3.2 BSM has the good will and support of the United Bible Societies
- 4.3.3 There are some languages in Malawi which do not have Bible translations yet
- 4.3.4 The good relations that exist between the Bible Society of Malawi and the Church creates an opportunity for evangelism as well a strong distribution network of Scriptures
- 4.3.5 The political stability, peace in the country, the absence of tribal discrimination and the freedom of worship that exists in the country gives The Bible Society of Malawi the opportunity and the freedom to distribute Scriptures more freely.
- 4.3.6 The numerical Church growth in Malawi means a growing demand for Scriptures creating a good climate for the expansion of distribution market and network.
- 4.3.7 Ministry to HIV sufferers, visually impaired persons, disabled, prisoners etc gives the Society the opportunity to serve people with special needs
- 4.3.8 There is a large TAZI audience that have to be reached with relevant Scriptures
- 4.3.9 There is a good cooperation with other stakeholders in the Bible cause e.g. HOSANNA, and other Para-Church organizations.
- 4.3.10 The development of information and communication technology is a potential for the Bible Society of Malawi to improve its efficiency in its operations.
- 4.3.11 The Society has access to all the Christian churches and schools
- 4.3.12 The Society has access to the National Radio and Television and other Radio stations
- 4.3.13 There is a Braille printing press in Malawi

4.4 Threats

- 4.4.1 There is an emergency and spreading of other faiths and cults in the country and other movements that are opposed to Christianity
- 4.4.2 Difficult access to some rural area hampering delivery service
- 4.4.3 Low literacy especially among women
- 4.4.4 Political unrest in Southern Africa region

- 4.4.5 Drought causes acute shortage of food and greatly reduces peoples' disposable income and in turn reduces Scripture distribution
- 4.4.6 There is a high dependence syndrome on the part of the government, the Church as well as Church agencies.
- 4.4.7 Free distribution of scriptures by other players like the Gideon's and missionaries creates a wrong impression that scriptures are not for sale but to be distributed free of charge
- 4.4.8 There is a high competition in local fund raising in Churches thus minimising the chances of The Bible Society of Malawi to get funding from the local Churches
- 4.4.9 Low reading culture of the Malawian society minimises the market of Scriptures
- 4.4.10 HIV/AIDS pandemic seriously reduces the productivity level of the people thereby undermining the economy of the country
- 4.4.11 Poverty seriously undermines the purchasing power of the people thereby reducing the level of distribution of Scriptures

5 STRATEGIC DIRECTION 1: OPERATIONS AND PROGRAMMES

5.1 Action

- 5.1.1 to do research and use of its data in all projects
- 5.1.2 to develop comprehensive and timely Scriptures order plan for each year
- 5.1.3 to make available assorted Scriptures in different formats for different audiences
- 5.1.4 to increase Bibles distribution at least by 5% annually as projected below:
 - 5.1.4.1 2008: 110,000
 - 5.1.4.2 2009: 115,500
 - 5.1.4.3 2010: 121,275
 - 5.1.4.4 2011: 127,338
 - 5.1.4.5 2012: 133,705
- 5.1.5 to continue to provide Scriptural materials that addresses the HIV/AIDS pandemic and its mitigation
- 5.1.6 to develop Scriptures and literature to address audiences without scriptures
- 5.1.7 to provide Scriptures for Christian nurture to different groups
- 5.1.8 to address Scriptures needs for different categories of people i.e. Those under pressure and social ills in the country
- 5.1.9 to stimulate more Church involvement in Scripture distribution
- 5.1.10 to increase effectiveness and efficiency in Bible distribution
- 5.1.11 to harness economies of scale in Scripture orders consolidation and formats harmonisation
- 5.1.12 to exploit untapped effective use of Christian bookshop network in Malawi
- 5.1.13 to motivate the Para-Church organizations which are involved in distribution work
- 5.1.14 to provide appropriate low cost scriptures to cater for the low income group
- 5.1.15 to establish depots and offices in the two regions of the country
- 5.1.16 to sale scriptures s on cash basis only

- 5.1.17 to introduce product mix by making available other products to supplement scriptures which will attract customers to buy scriptures
- 5.1.18 to ensure that the fast moving Scriptures do not run out of stock
- 5.1.19 to re-brand and re-launch New Chichewa Bible called Buku Loyera
- 5.1.20 to add value to old Bible versions by including introductions, word lists etc
- 5.1.21 to enhance the non-print media programme to cater for the non-readers
- 5.1.22 to develop films for the Youth like story of Joseph
- 5.1.23 to initiate and run Bible recitation competition for the Children and the Youth
- 5.1.24 to provide partners with adult literacy programmes with New Reader's Portions and Bible based literacy literature for use

5.2 Objectives

- 5.2.1 to ensure availability and effective distribution of Scriptures in different formats for Christian nurture
- 5.2.2 to provide scriptures for free distribution to appropriate target audiences
- 5.2.3 to provide subsidized scriptures for appropriate target audiences such as schools, the youth and people in the low income bracket
- 5.2.4 to make available appropriate scriptures for schools and colleges for religious education
- 5.2.5 to reach special target audiences by providing appropriate scriptures such as visually impaired Christians
- 5.2.6 to provide the word of God in audio format
- 5.2.7 to provide Bible based HIV/AIDS materials for Churches and Church related organisations
- 5.2.8 to Publishing new and existing scriptures to meet the requirements of youth and children
- 5.2.9 to make available appropriate scriptures for special groups and other marginalised communities

6 STRATEGIC DIRECTION 2: TRANSLATION AND COMPUTER ASSISTED PUBLISHING (CAP)

6.1 Action

- 6.1.1 to review and streamline all existing Translation projects
- 6.1.2 to continue to encourage and promote the translation and use of vernacular Scriptures
- 6.1.3 to have all existing text in electronic formats for archiving and product development
- 6.1.4 to encourage partnerships and transparency in Bible translation work
- 6.1.5 to do research in all translation work
- 6.1.6 to strengthen and exploit the capacity of CAP and desktop publishing unit
- 6.1.7 to typeset at least 4 Bibles, 5 New Testaments and 15 portions every year

6.2 Objectives

- 6.2.1 to enhance high quality translations which are cost - effective
- 6.2.2 to handle manageable load at a particular time
- 6.2.3 to archive existing translations in electronic formats
- 6.2.4 to provide existing English portions in vernacular languages
- 6.2.5 to provide good working environment
- 6.2.6 to make DTP as one of the main fundraising unit of the Society

7 STRATEGIC DIRECTION 3: BUSINESS DEVELOPMENT AND RESOURCE MOBILIZATION

7.1 Action

- 7.1.1 to do audience research in resource mobilization
- 7.1.2 to raise BSM's image and profile so that it becomes a household name in Malawi
- 7.1.3 to minimising the level of external support in its annual budget by raising the local income through proper use of human and other available resources thereby making maximum use of their potentials and raising its status to the level of a self sustaining organisation
- 7.1.4 to enhance the Church and public relations in order to create awareness of the Bible cause
- 7.1.5 to develop and implement resource mobilization strategy through membership recruitment
- 7.1.6 to set up functioning offices in Lilongwe and Mzuzu
- 7.1.7 to increase prices of Bibles by at least 10% annually
- 7.1.8 to increase net sales by at least 15% annually as projected below:
 - 7.1.8.1 2008: MWK 48,200,000
 - 7.1.8.2 2009: MWK 55,430,000
 - 7.1.8.3 2010: MWK 63,744,500
 - 7.1.8.4 2011: MWK 73,306,175
 - 7.1.8.5 2012: MWK 84,302,101
- 7.1.9 to increase property rentals by at least 15% annually as projected below:
 - 7.1.9.1 2008: MWK 3,000,000
 - 7.1.9.2 2009: MWK 3,450,000
 - 7.1.9.3 2011: MWK 4,562,625
 - 7.1.9.4 2012: MWK 5,247,019
- 7.1.10 to increase DTP Income by at least 20% annually as projected below:
 - 7.1.10.1 2008: MWK 2,400,000
 - 7.1.10.2 2009: MWK 2,880,000
 - 7.1.10.3 2010: MWK 3,456,000
 - 7.1.10.4 2011: MWK 4,147,200
 - 7.1.10.5 2012: MWK 4,976,640
- 7.1.11 to increase membership fees and donations by at least 20% as projected below:

- 7.1.11.1 2008: MWK 900,000
- 7.1.11.2 2009: MWK 1,080,000
- 7.1.11.3 2010: MWK 1,296,000
- 7.1.11.4 2011: MWK 1,555,200
- 7.1.11.5 2012: MWK 1,866,240
- 7.1.12 to minimise expenses and ensuring that total expenses rise by a maximum of 11% annually
- 7.1.13 to minimise vehicle maintenance by:
 - 7.1.13.1 Replacing at least one vehicle annually
 - 7.1.13.2 Normal services to be done in house
 - 7.1.13.3 Encouraging managers to buy a vehicle they are using
- 7.1.14 to increase staff salaries and benefits by a maximum of 15% annually
- 7.1.15 to maintain a healthy cash flow at all times
- 7.1.16 institute Distribution and Marketing Committee of the Board to monitor Scripture promotion and sales programmes
- 7.1.17 to prioritise accountability through:
 - 7.1.17.1 Producing management accounts on a monthly basis
 - 7.1.17.2 Producing quarterly accounts for the Board
 - 7.1.17.3 Conducting stock take quarterly
 - 7.1.17.4 Issuing receipts for all income
 - 7.1.17.5 Have external audit within 3 months after end of fiscal year

7.2 Objectives

- 7.2.1 to build the foundations that will lead into becoming a strong and self sustaining Bible Society by making it
 - 7.2.1.1 Well known
 - 7.2.1.2 More acceptable
 - 7.2.1.3 Owned by the Church and its members
 - 7.2.1.4 Well supported
 - 7.2.1.5 Self- sustaining
- 7.2.2 7.2.2 to enhance local contributions through fundraising in Churches, individuals, and other non-Church related organizations
- 7.2.3 to establish a strong and effective presence in all districts of the country

8 STRATEGIC DIRECTION 4: HUMAN RESOURCE DEVELOPMENT

8.1 Action

- 8.1.1 to re-structure and recruit staff that will efficiently and effectively support the Society's business operations
- 8.1.2 to review and amend the constitution to suit the current challenges
- 8.1.3 to equip staff and Board members with relevant skills in order to meet the current challenges

- 8.1.4 to create an environment in which all staff will give their best in achieving BSM's objectives
- 8.1.5 to recruit on the basis of qualifications and professionalism at all levels

8.2 Objectives

- 8.2.1 to have an efficiently run Bible Society which is properly structured for sustenance of high performance
- 8.2.2 to develop and maintain well skilled and motivated staff who will run the Society in a business-like manner while at the same time adhering to Christian values
- 8.2.3 to build capacity of the Board and staff to carry out the mission of the Bible Society
- 8.2.4 to provide appropriate policies and regulations for effective control of staff operations

9 STRATEGIC DIRECTION 5: MANAGEMENT INFORMATION SYSTEMS AND (IT)

9.1 Action

- 9.1.1 to recognise that Information and Communication Technology plays a vital role in all operations and therefore develop and reinforce staff training and improving internet connectivity
- 9.1.2 to have ICT support with proper working facilities such as good in-house ICT Infrastructure, computers, Internet accessibility
- 9.1.3 to encourage the propagation and use of Information and Communication Technology
- 9.1.4 to maximise the use and exploitation of the EPICOR software that is mainly used in the finance and distribution functions

9.2 Objectives

- 9.2.1 to equip staff with updated computer software and hardware
- 9.2.2 to have timely, accurate and reliable information for decision making at all levels
- 9.2.3 to provide necessary training and refresher courses in IT to all staff
- 9.2.4 to maintain updated and interesting web site
- 9.2.5 to develop e-commerce on the Society's website
- 9.2.6 to develop Supply Chain Management with all Scripture printers
- 9.2.7 to have an efficient and effective Information and Communication (ICT) Infrastructure and support in order to improve the operations of the Society
- 9.2.8 to modernise Bible House working infrastructure by providing the necessary tools for business support
- 9.2.9 to minimise the uncertainty of the erratic power supply by ESCOM

10 THE BIBLE SOCIETY OF MALAWI STRATEGIC BUDGET 2008 - 2012

DESCRIPTION	APPROVED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET	ANNUAL % CHANGE
INCOME	2008	2009	2010	2011	2012	
NATIONAL CONTRIBUTIONS	4,768,299.00	5,721,958.80	6,866,350.56	8,239,620.67	9,887,544.81	20
OTHER INCOME	3,628,480.00	4,139,752.00	4,727,714.80	5,403,872.02	6,181,452.82	
FINANCIAL ADJUSTMENTS	450,000.00					
TOTAL INCOME	8,846,779.00	9,861,710.80	11,594,065.36	13,643,492.69	16,068,997.63	
TOTAL NET RESULT OF DISTRIBUTION	48,200,878.00	55,431,009.70	63,745,661.16	73,307,510.33	84,303,636.88	15
TOTAL INCOME & PUBLISHING ACCOUNT	57,047,657.00	65,292,720.50	75,339,726.52	86,951,003.02	100,372,634.51	
EXPENSES						
TOTAL STAFF COSTS	37,301,486.00					
TOTAL OFFICE COSTS	8,902,320.00					
TOTAL PROGRAM EXPENSES	10,976,942.00					
TOTAL OTHER EXPENSES	9,190,308.00					
TOTAL EXPENSES	66,371,056.00	73,671,872.16	81,775,778.10	90,771,113.69	100,755,936.19	11
SUMMARY						
TOTAL INCOME & PUBLISHING ACCOUNT	57,047,657.00	65,292,720.50	75,339,726.52	86,951,003.02	100,372,634.51	20
LESS: TOTAL EXPENSES	66,371,056.00	73,671,872.16	81,775,778.10	90,771,113.69	100,755,936.19	
RESULT OF NATIONAL OPERAT.	-9,323,399.00	-8,379,151.66	-6,436,051.58	-3,820,110.67	-383,301.69	
FOR SUPPORT	11,203,833.00	8,963,066.40	7,170,453.12	5,736,362.50	4,589,090.00	-20
SURPLUS	1,880,434.00	583,914.74	734,401.52	1,916,251.83	4,205,788.31	

11 THE BIBLE SOCIETY OF MALAWI STRATEGIC ACTION PLAN

OBJECTIVE	ACTIVITY/ TASKS	TIME FRAME	ASSUMPTIONS	PERSON RESPONSIBLE
To ensure availability and effective distribution of Scriptures for Christian nurture	<ul style="list-style-type: none"> • Carry out national scripture needs assessment • Timely formulation of distribution projects • Timely procuring of scriptures • Shop distribution • Regional Van distribution • Expand distribution channels 	<ul style="list-style-type: none"> • On going • On going • On going • On going • On going • On going 	All adequate resources human financial and equipment are available	Associate Director of Programmes and Distribution staff
To provide scriptures for free distribution to appropriate target audiences	<ul style="list-style-type: none"> • Carry out audience research • Carry out audience needs • Develop appropriate scripture materials 	<ul style="list-style-type: none"> • Every two years • Annually • On going 	All adequate resources human financial and equipment are available	Associate Director of Programmes and Distribution staff
To provide subsidized Scriptures to schools, the Youth and people in the low income bracket	<ul style="list-style-type: none"> • Partnership with SCOM, Scripture Union • Revive Youth Programme • Line product extension 	<ul style="list-style-type: none"> • On going • 2009 • September 2008 	All adequate resources human financial and equipment are available	Associate Director of Programmes and Distribution staff
To make available appropriate Scriptures to schools, colleges for religious education	<ul style="list-style-type: none"> • Partnership with SCOM, Scripture Union • Revive Youth Programme • Conduct school/college visitation programme • Recruit members in schools • Recruit volunteers in schools 	<ul style="list-style-type: none"> • On going • 2009 • 2009 • On going • On going 	All adequate resources human financial and equipment are available	Associate Director of Programmes and Distribution staff

To reach special target audiences by providing appropriate scriptures	<ul style="list-style-type: none"> • Carry out audience needs assessment • Develop scripture materials • Formulate distribution project • Execute distribution project 	<ul style="list-style-type: none"> • Every two years • Annually • Annually • Annually 	All adequate resources human financial and equipment are available	Associate Director of Programmes and Distribution staff
To fully understand the dynamics of scripture market in Malawi	<ul style="list-style-type: none"> • Carry our scripture market research • Disseminate the findings • Develop BSM market strategy • Implement BSM market strategy 	<ul style="list-style-type: none"> • 2008 • 2009 • 2009 • 2010 	All adequate resources human financial and equipment are available	Associate Director of Programmes and Distribution staff
To do audience research in resource mobilization	<ul style="list-style-type: none"> • Carry out National audience research 	<ul style="list-style-type: none"> • 2009 	All adequate resources human financial and equipment are available	Associate Director of Programmes and Distribution staff
To develop and implement resource mobilization strategy	<ul style="list-style-type: none"> • Formulate resource mobilization strategy • Implement resource mobilization strategy • Evaluate resource mobilization strategy 	<ul style="list-style-type: none"> • 2008 • 2009 • 2010 	All adequate resources human financial and equipment are available	Associate Director of Programmes and Distribution staff
To increase Scripture net sales	<ul style="list-style-type: none"> • Increase distribution figures • Enhance scripture promotion and advertisements • Expand channels of distribution 	<ul style="list-style-type: none"> • On going • On going • On going • On going 	All adequate resources human financial and equipment are available	Associate Director of Programmes and Distribution staff
To increase BSM membership and membership fees	<ul style="list-style-type: none"> • Revamp current membership structures and benefits • Carry out vigorous membership recruitment in Churches, colleges and places of work 	<ul style="list-style-type: none"> • 2008 • 2009 	All adequate resources human financial and equipment are available	Associate Director of Programmes and Distribution staff
To enhance local contributions towards Bible work	<ul style="list-style-type: none"> • Intensify Church visitation and speaking • Enhance communication with Churches • Launch out Public Relation programme 	<ul style="list-style-type: none"> • On going • On going • On going 	All adequate resources human financial and equipment are available	Associate Director of Programmes and Distribution staff

2.To modernise working infrastructure and providing necessary tools	<ul style="list-style-type: none"> • Carry out Shop and Premises refurbishment • Carry out equipment audit for staff • Replace all non functioning equipment 	<ul style="list-style-type: none"> • Annually • Annually • Annually 	All adequate resources human financial and equipment are available	Associate Director of Programmes and Distribution staff
3.To provide scriptures for free distribution to appropriate target audiences	<ul style="list-style-type: none"> • Carry out audience research and needs assessment • Develop appropriate scriptures 	<ul style="list-style-type: none"> • Every two years • On going 	All adequate resources human financial and equipment are available	Associate Director of Programmes and Distribution staff
4.To provide the word of God in audio format.	<ul style="list-style-type: none"> • Ensuring sufficient supply of audio Scriptures. • Overseeing the production of audio Scriptures for translated languages and portions not recorded. • Management of Faith Comes By Hearing by making sure that necessary personnel is in place, required materials are available, targets are set, and all procedures are followed for the effective implementation to achieve the desired results. • Monitoring progress of the Faith Comes By Hearing every month and receiving monthly, quarterly reports and in turn submit reports to stakeholders. • Developing and providing alternative Scriptures by identifying and producing special non-print Scriptures as the need arises. 	<ul style="list-style-type: none"> • May – September • Annually • Ongoing process annually • Ongoing process annually • Periodically 	<p>Donor Funding is available</p> <p>Availability of unrecorded Scriptures</p> <p>Availability of funds for continued implementation.</p> <p>All required stocks and personnel are available.</p> <p>There's a great need necessitating its production.</p>	<p>FCBH Coordinator</p> <p>FCBH Coordinator</p> <p>FCBH Coordinator</p> <p>FCBH Promoters</p> <p>FCBH Colporteurs</p> <p>FCBH Coordinator</p> <p>FCBH Promoters</p> <p>FCBH Colporteurs</p> <p>FCBH Coordinator</p>
5.To provide Bible based HIV/AIDS materials for Churches and Church related organisations	<ul style="list-style-type: none"> • Continue to provide Scriptural materials that addresses the HIV/AIDS pandemic and its mitigation • Translation of HIV/AIDS materials from English to vernacular languages • Production of HIV/AIDS in other formats other than print and putting them on TV and Radio 	<ul style="list-style-type: none"> • Annually • 2008-2010 	<p>Availability of Donor support</p> <p>Depending on those adopted from other Societies</p> <p>Availability of Donor support</p>	<p>HIV/AIDS Desk Officer</p> <p>HIV/AIDS Desk Officer</p> <p>HIV/AIDS Desk Officer</p>
5.To Publishing new and existing	<ul style="list-style-type: none"> • Develop films for the Youth like story of Joseph • Write and market project proposal for film 	<ul style="list-style-type: none"> • 2010-2012 	Funds availability as well as viable market.	

<p>scriptures to meet the requirements of youth and children</p>	<p>production</p> <ul style="list-style-type: none"> • Initiate and run Bible recitation competition for the Children and the Youth. • Market Bible recitation proposal for funding. • Establish Youth activity programs like; Drama, story telling, picnics, Biblical based musical genres shows. • Network with Youth related organizations in provision of Scripture materials 	<ul style="list-style-type: none"> • 2009 • 2008-2012 • 2008 • 2009-2012 	<p>Availability of funds</p> <p>Market availability</p> <p>Necessary support availability</p>	<p>FCBH Coordinator</p> <p>FCBH Coordinator</p> <p>FCBH Coordinator</p> <p>Associate Director-Programs</p> <p>FCBH Coordinator</p>
<p>7. To establish a robust publicity plan for Bible Society and its work.</p>	<ul style="list-style-type: none"> • Organize, coordinate and produce newsletters and media materials quarterly, biannually to publicize the work of Bible Society. • Archiving all non-print media related materials continuously as historical preservation of the Bible Society work • To deliberately produce 5-minute radio and TV programs and source airtime on selected stations. • Place thrice classified ads in the two Papers on a weekly basis short messages about Bible Society 	<ul style="list-style-type: none"> • Annually • Annually • 2009-2012 • 2008-2012 	<p>Funds permitting</p> <p>As long as the products are available to be archived.</p>	<p>FCBH Coordinator</p> <p>FCBH Coordinator</p> <p>FCBH Coordinator</p> <p>FCBH Coordinator</p>
<p>8. Bible Society of Malawi to be self sustainable</p>	<ul style="list-style-type: none"> • to set up functioning offices in: • Lilongwe • Mzuzu • to increase property rentals by at least 15% • to increase prices of Bibles by at least 10% • to minimise expenses and ensuring that total expenses rise by a maximum of 11% • to minimise vehicle maintenance costs by: • Replacing a vehicle • Normal services to be done in house • Encouraging managers to buy a vehicle they are 	<ul style="list-style-type: none"> • 2008 • 2009 • Annually • Annually • Annually 	<p>The Board will approve</p> <p>Availability of shop space</p> <p>Availability of tenants</p> <p>The Board will approve</p> <p>Inflation rate will be under 10%</p> <p>Funds will be available</p> <p>The Board will approve</p> <p>Availability of</p>	<p>Business Manager</p>

	<p>using</p> <ul style="list-style-type: none"> to increase staff salaries and benefits by a maximum of 15% annually to maintain a healthy cash flow to prioritise accountability through: <ul style="list-style-type: none"> Producing management accounts on a monthly basis Producing quarterly accounts for the Board Conducting stock take quarterly Issuing receipts for all income Have external audit within 3 months after end of fiscal year to develop Supply Chain Management with all Scripture printers 	<ul style="list-style-type: none"> Annually On going After four years of use Annually On going On going On going 	<p>Driver/Mechanic</p> <p>The Board will approve</p> <p>Inflation will be under</p> <p>Bibles are being sold</p> <p>Accounting software is working properly</p> <p>Availability of accounts staff</p> <p>Auditor is free from other engagements</p> <p>We have achieved self sustenance</p> <p>All Bibles are computerised and can be reformatted</p> <p>BSM can enjoy economies of scale on its own</p>	
<p>.Make available appropriate scriptures for special groups and other marginalised communities.</p>	<ul style="list-style-type: none"> Ensure that Special groups like the VIPs and others have scriptures in the relevant formats are designed and produced, e.g. Braille and large prints. Solicit the help of other agencies like Torch trust make such scriptures available. Work with other partners reaching out to the unreached with the relevant scriptures required. Seek special funds for such activities through UBS special funds and other local bodies. 	2008-2012		<p>ED</p> <p>DTP</p> <p>TCs</p>
<p>.Review and streamline all existing Translation projects</p>	<ul style="list-style-type: none"> Make sure that the projects that are coming to a close like the Tumbuka, CSBP and Yao are not replaced by other projects without seeking funding in advance. See to it that projects not making good progress 	2009-2012	<p>The Society shall not stop any partner wishing to engage in minority language translation work.</p>	<p>ED and TCs</p>

	are discontinued if the situation does not improve after two consecutive years.			
Encourage partnerships and transparency in Bible translation work	<ul style="list-style-type: none"> Make constant feedback to the Church Leadership about the progress on the projects and seek their involvement in quality controls. 			ED DTP TCs
Handle manageable load at a particular time	<ul style="list-style-type: none"> Do not seek to embark on new projects without the support of the major Church groupings in areas people speak the language. 			ED DTP TCs
Archive existing translations in electronic formats	<ul style="list-style-type: none"> Seek annual financial support from the Church on ongoing projects. Seek to have the Churches seconding their staff to also financially help them. 			ED DTP TCs
Provide good working environment				
Raise BSM's image and profile so that it can become a household name in the Malawi	<ul style="list-style-type: none"> Be proactive to have the general Public come to know about the Bible Society more frequently. Use all Media Houses, both print and Audio to disseminate news about the Society. Have the Society's website updated every month and share more newsletters even to non members. 	2008-2012	Finances are generated for the publicity sought.	ED Associate Directors Media Staff
Minimise the level of external support in its annual budget by increasing the local income through proper use of human and other available resources thereby making			The Economic environment does not slide backwards and there is food security for the majority of the people we serve.	ED Mgt Board

Maximum use of their potentials and raising its status to the level of a self-sustaining organisation		2008-2012		
Enhance the church and public relations in order to create awareness of the Bible cause.		2008-2012		ED Mgt Board
Build the foundations that will lead into becoming a strong and self-sustaining Bible Society by making it		2008-2012		ED Mgt Board
Make the Society well known		2008-2012		ED Mgt Board
Seek to be acceptable		2008-2012		ED Mgt Board
Have the Society owned by the Church and its members		2008-2012		ED Mgt Board
Get the Society well supported by its members		2008-2012		ED Mgt Board
Become self-sustaining.		2008-2012		ED Mgt Board
Establish a strong and effective presence in all	<ul style="list-style-type: none"> Enlist influential members in the respective Districts that will market the Society in their constituency. Have Church membership as a primary goal in 	2008-2012	The members recruited buy into the idea and the Bible week	Board Mgt FCBH groups

districts of the country.	<p>membership drive.</p> <ul style="list-style-type: none"> • Involve more local initiatives in Bible Week celebrations. • Have the BSM cloth available in every district. • Have marketable Calendars available in all Districts of the Nation. 		committees established get grounded into the system.	
.Re-structure and recruit staff that will efficiently and effectively support the Society's business operations.	<ul style="list-style-type: none"> • Make sure all new appointments comply with this desire. • Get staff that are multi-faceted so that they contribute to more in the work. 	2008-2012		ED MGT
.Have an efficiently run Bible Society which is properly structured for sustenance of high performance	<ul style="list-style-type: none"> • Make sure all new appointments comply with this desire. • Get staff that are multi-faceted so that they contribute to more in the work. 	2008-2012		Board MGT.
.Develop and maintain well skilled and motivated staff who will run the Society in a business-like manner while at the same time adhering to Christian values	<ul style="list-style-type: none"> • Have a training programme for key staff positions coupled with refresher courses on the core matters of the work. • Have proper orientation for all new staff so that they integrated well in the structure. 	2008-2012		ED

<p>.Build the capacity of the Board and staff to carry out the mission of the Bible Society.</p>	<ul style="list-style-type: none"> • Ensure there is Board training for all new Board members three months after election. • Have refresher training for all board members. • Interface with Board members and staff during main meetings as well as informal meetings. 	<p>2008-2012</p>		<p>ED MGT</p>
<p>.Provide appropriate policies and regulations for effective control of staff operations</p>	<ul style="list-style-type: none"> • Ensure the Staff Manual and Policies are well maintained. • Develop a local Pension Fund that is independently managed for all staff. • Have staff participate in the Medical scheme the Society belongs to, for now MASM. 	<p>2008-2012</p>		<p>ED Board</p>
<p>.Archive existing translations in electronic formats</p>	<ul style="list-style-type: none"> • Keyboard Chichewa Buku Lopatulika into electronic text • Typesetting of Buku Lopatulika • Keyboard Old Tumbuka Bible into electronic text • Keyboard Ngonde Bible into electronic text 	<ul style="list-style-type: none"> • Keyboarding BLP and checking by June 2008 & typesetting by Dec 2008 • By 	<p>The keyboarding of BLP cross refs will be completed soon. Then all checks will be conducted before typesetting</p>	<p>CAP Manager</p>
<p>.Provide existing English portions in vernacular languages</p>	<ul style="list-style-type: none"> • Determine which portions need to be translated • Recruit part-time translators for the translation work for the languages we do not have projects running • Provide translation training for the part-time translators • Do the translation checking • Carry-out typesetting work • Production of the portions 	<ul style="list-style-type: none"> • Between Jan-Mar 2008 • On going • On going • On going 	<p>Management will be informed by ADP about the needed portions in vernacular.</p>	<p>CAP Manager AD-Programs</p>
<p>.Make DTP as one of the main fundraising unit of the Society</p>	<ul style="list-style-type: none"> • Advertise DTP services through radio and newspapers • Provide Graphic Design training to DTP staff 	<ul style="list-style-type: none"> • June 08 – Dec 08 • By June 08 	<p>The DTP personnel are used to doing Scripture typesetting. In order to break into the non-</p>	<p>CAP Manager</p>

	<ul style="list-style-type: none"> Continue soliciting work from other National Bible Societies 	<ul style="list-style-type: none"> On going 	<p>scripture typesetting area, DTP staff (especially the DTP Assistant) will need some training in Graphic Design</p>	
<p>.to equip staff with updated computer software and hardware</p>	<ul style="list-style-type: none"> Conduct Computer hardware and software audit Assess staff computer needs according to their work Have the desktop computers and printers serviced 	<ul style="list-style-type: none"> On going On going Annually 	<p>We need to make sure that computers used by key staff are of required specifications.</p> <p>We will make sure that all our computers are using licensed software</p>	<p>CAP Manager</p>
<p>.Have timely, accurate and reliable information for decision making at all levels</p>	<ul style="list-style-type: none"> Reinforce our database for BSM members Train the users 	<ul style="list-style-type: none"> On going 	<p>Tracking our membership remains a difficult task. This needs a renewed approach.</p>	<p>ED CAP Manager</p>
<p>.Provide necessary training and refresher courses in IT to all staff</p>	<ul style="list-style-type: none"> Assess staff needs and abilities in use of computers and other IT resources Conduct in-house computer training courses for staff Invite outside consultants to provide training where/when necessary 	<ul style="list-style-type: none"> On going Once a year, between Aug and Oct. 	<p>Determine which areas can make a difference in the use of computers by staff if they are trained in using them</p>	<p>CAP Manager</p>
<p>.Maintain updated and interesting web site</p>	<ul style="list-style-type: none"> Undergo UBS website design training Gather information for website Make BSMalawi website a default page on all BSM computers Encourage staff to comment on the website 	<ul style="list-style-type: none"> By Dec. 2008 On going 	<p>BSM activities should always be made available on our website</p>	<p>CAP Manager</p>
<p>.Develop e-commerce on the Society's</p>	<ul style="list-style-type: none"> Work with Sharlyne Mbai to create this Inform our customers once this is in place 	<ul style="list-style-type: none"> Between Jan-Mar 2008 	<p>Customers who live outside Malawi should have easy access to</p>	<p>CAP Manager AD-Programs</p>

website		<ul style="list-style-type: none"> • On going 	purchasing Scriptures	
.Have an efficient and effective Information and Communication (ICT) Infrastructure and support in order to improve the operations of the Society	<ul style="list-style-type: none"> • Redo office network cabling • Upgrade the internet bandwidth from 64kbps to 128kbps • Research what other Internet Service Providers offer and how good their services are 	<ul style="list-style-type: none"> • By June 2009 • By 2009 • On going 	A good internet communication is a must. We will strive to demand good services from our ISP	CAP Manager
. Minimise the erratic power supply by ESCOM	<ul style="list-style-type: none"> • procure a stand bye diesel generator as alternative source of power 	<ul style="list-style-type: none"> • By December 2009 	<p>Escom Power has become unreliable. Once we do not have power our work stalls because we have all become dependant on computers, internet and local network.</p> <p>We are never assured of power all day, everyday.</p>	CAP Manager