

Center of Hope

Chibuto, Gaza Province, Mozambique



Updated: October 2014

A Project of:

By The Way Missions, Inc.
4961 Sundance Dr
Independence, KY 41051
(859) 250-0161
Molzeski@ByTheWayInfo.com



BY THE WAY

A business plan and summary of the projected development of the Center of Hope, a center located in the interior province of Mozambique, established to attend to the needs of the local street children.

Confidentiality Agreement

The undersigned reader acknowledges that the information provided by By The Way Missions, Inc and Mareshah Olzeski in this business plan is confidential; therefore, reader agrees not to disclose it without the express written permission of Mareshah Olzeski, or a member of the Board of By The Way Missions.

It is acknowledged by reader that information to be furnished in this business plan is in all respects confidential in nature, other than information which is in the public domain through other means and that any disclosure or use of same by reader, may cause serious harm or damage to the Center of Hope, or By The Way Missions, Inc. Upon request, this document is to be immediately returned to By The Way Missions, Inc.

Signature

Name (typed or printed)

Date

This is a business plan. It does not imply an offering of securities.

Table of Contents

1.0 Executive Summary.....	4
1.1 Objectives	5
1.2 Mission	5
1.3 Keys to Success	5
2.0 Organization Summary	6
2.1 Legal Entity	6
2.2 Start-up Summary.....	6
Table: Start-up.....	7
2.3 Locations and Facilities.....	7
3.0 Services.....	8
3.1 Services Description.....	8
3.2 Alternative Providers.....	10
3.3 Printed Collaterals	11
3.4 Fulfillment	11
3.5 Technology.....	12
3.6 Future Services	12
4.0 Market Analysis Summary	13
4.1 Legal Entity	13
4.1.1 Market Needs.....	13
4.1.2 Market Trends.....	13
4.1.3 Market Growth	13
4.2 Service Provider Analysis.....	13
5.0 Strategy and Implementation Summary	14
5.1 SWOT Analysis	14
5.1.1 Strengths	14
5.1.2 Weaknesses.....	16
5.1.3 Opportunities.....	17
5.1.4 Threats	18
5.2 Marketing Strategy	19
5.2.1 Positioning Statement	19
5.2.2 Pricing Strategy.....	19
5.3 Fundraising Strategy.....	19
5.4 Strategic Alliances	20
6.0 Management Summary	20
6.1 Personnel Plan	21
Table: Personnel	22
7.0 Financial Plan	22

1.0 Executive Summary

The Center of Hope will create an autonomous and self-sustaining community in the Gaza province of Mozambique. Land consisting of more than 25 hectares has been provided by the Government of Mozambique.

Upon completion, the Center will house 144 orphaned children. These children will be provided with primary and secondary schooling and paired with either a widow or childless couple to provide a family structure.

The Center of Hope will be completely self-sustaining; water will come from a well located on the property and pumped into the houses and buildings to provide fresh, clean running water. All of the necessary electricity will emanate from power generated on property. Additionally, a fully operational plantation will be established with full husbandry education. With an array of animals and vegetation, the Center will be able to feed all of the residents, students and workers, as well as stock the local markets and restaurants with healthy, organic food selections.

In addition to teaching the best techniques for a sustaining agrarian economy, trade schools on the grounds will educate and train community members in the spirit of bonding with the local community.

Incorporating church services in buildings instead of dirt tracks under trees and offering an on location bible school is a priceless tool provided to the surrounding people they have desperately sought after for years.

A full service health clinic will be created onsite to treat both the normal daily maladies of malaria and flu, as well as the more complex infirmities such as HIV/AIDS.

Lessons of healthy competition and good sportsmanship are fundamental to a well rounded life. With sports programs such as basketball, soccer (football), volleyball and swim lessons, the Center will supplement everyday living and allow the spirit of community to foster in a safe and healthy environment.

A local citizen comments are an underlying catalyst for the Center of Hope:

"You do not know what it is like to wake-up in the morning and having nothing to do, no reason to get up, nowhere to go, no way to get there and nothing to eat. Why would you get up? No jobs to be had, no one has work, no one has money to create work, no one has food, no one has money to get food. There is no reason to get up in the morning, besides you will be dead soon."

The Center of Hope will create a thriving life opportunity to teach, to create, to involve and to flourish. In every aspect of a truly thriving community, the elements of spirit, body and mind will be targeted and achieved.

The projected timeline for a fully operational Center of Hope is 5 years from formal ground breaking. Within this timeline the Center will be entirely financially independent. Full budget needs for the entire Center are an estimated \$3.3 Million. It is anticipated this budget will be met by corporate donations, private funding and grant awards.

1.1 Objectives

The Center will be completely self sustaining, with all utilities coming from nature, food being grown and raised on the property by the surrounding community and the residents of the center itself. Caring for and raising orphans in a family environment, by creating an entire family structure for them to live in, teach life skills, trades, provide schooling, teach farming and husbandry and establish the family and community structure. Starting with a new generation, rebuild a society, a community with the tools needed for success.

1.2 Mission

In the poorest province of one of the most poverty stricken countries, the center will be a beacon of *HOPE* to the community. As it grows it will house orphans and widows, teach life skills, trades, provide schooling, teach farming and husbandry and reestablish the family and community structure. It will become a self-sustaining community that has developed into a city with its own economy and self developed commerce.

1.3 Keys to Success

- Every dollar accounted for - A chief complaint of those giving to a charitable cause is there is rarely a true accountability. When organizations lose focus of the end goal, money tends to be rerouted. Complete documentation and a website checklist will provide real-time spending accountability. The benefactors will have access to ongoing updates of where the money is spent, to ensure good stewardship of funds given.
- Completely self-sustaining - The second most widely experienced complaint is how long the donations are needed. Unfortunately, most non-profit organizations are set to receive funds and continue to spend funds. The plan is structured to create an economy, teach the children as well as the locals how to care for themselves. Continually sending money to the same place does not remedy a situation, it merely sustains it. 'Center of Hope' is set to teach and create a new environment by establishing jobs, knowledge and skills. As well, the needs for everyday life are being provided for by the land and nature. Common re-occurring expenses are renewable within the center. Electricity is bio-digester, water is from the well, food comes from the plantation, etc. Once the center is established, it will take care of itself and regenerate itself. Your contributions will change their world forever, not merely sustain it.
- Establish livable lives - The people that live in Chibuto are overcome with HIV/AIDS. The children are the truest form of orphans. With absentee or dead fathers and mothers, they have lost their option at a fulfilling life. Some locals say they have been truly forgotten, others say there is no reason to raise their heads in the morning. A rate of success will be measured by the value of life created for the people in the community, but, most importantly the success of the children being raised and cared for.
- Enhanced community involvement - Putting a center that teaches complete husbandry skills, plumbing, electrical, masonry, etc. in the heart of a province desperate for such skills, would be cruel if not to include the community. Adding the sports complex and providing team instruction and organization will supplement lazy afternoons and unite the outlying areas. When catastrophic events take place, a bonded community will rise together and care of one another. The center will arm them with the knowledge and capabilities to do just that.

2.0 Organization Summary

'Center of Hope', is established under a registered international NGO of By The Way Missions, organized in Mozambique, in the Gaza province of Mozambique. The Executive Director and CEO is Mareshah Olzeski, an experienced NGO director acquainted with the Mozambican laws and regulations as well as a successful history of international finance. Other board members in Mozambique include Candido Nhabanga, a Mozambican national specialising in relationship development with with personnel and government leaders. Lars Haapala, experienced in International Building practices and oversight. Bruno Andipa, a Mozambican national and legal advisor. Sean Maher, a Mozambican national and supplies coordinator

2.1 Legal Entity

By The Way Missions Inc. is a registered 501(c)3, tax-exempt organization in the United States. They have registered internationally under Mozambican Foreign Affairs to qualify as a registered, International NGO under the US registration. It operates with an independent board of directors appointed and located within Mozambique, inclusive of Mozambican nationals.

As the Center of Hope develops, the board will also need to develop. It is our intention to add two more board members for the expansion of scope. Finding the right board members requires a vision shared in the key objectives. As a main goal for the center is to continue in self-sustainability, a schedule of board growth is imperative.

2.2 Start-up Summary

Since the Mozambican government has allocated the land to the vision of the Center of Hope with only the requirement of legal fees, these fees are the first items to be paid before any of the projects can move forward. Confirmation the land truly belongs to By The Way Missions, Mozambique, without any changes once fees are paid, is a necessity in an African environment. When dealing with the government as well as the provinces regarding fees, each step will be taken one part at a time, to be sure that every element is accounted for, completed and certified.

Legal fees to obtain the land are both, taxes paid to the regional province to have the land 'delimited', or surveyed for proper allocation, as well as, payment to the local villages for the trees on the property. The trees must be paid for and certified to the surrounding villages as this was assumed to be part of their livelihood.

Immediately upon delimitation, the land must be occupied and a fence risen on the perimeter of the land. The fence we are using is a block wall as a security perimeter. Relocation fees are included in start-up as this is a governmental requirement of occupation for transfer of the land.

Once the initial fee for delimitation has been completed, following the steps listed will proceed within three to five business days. Things tend to move forward slowly in this environment. However, with appropriate awareness of our obligations to the governmental process, once they do start moving, they move rapidly.

With this in mind, cash on hand allows for paying workers and security staff to raise the wall, food as requirement in addition to payroll, cover the cost of required plans and building permits, basic supplies and provide a menial ten percent buffer for the unexpected.

The long-term asset projection is for depreciable assets needed for ground breaking. These are vital tools and equipment needed to move forward with the initial phase of building, such as transport vehicles for supplies and workers and labor tools.

These are the initial set-up expenses to get us to the starting line.

Table: Start-up

Start-up	
Requirements	
Start-up Expenses	
Legal Fees / Land Purchase	\$28,306
Relocation Fees	\$25,900
Total Start-up Expenses	\$54,206
Start-up Assets	
Cash Required	\$ 250,250
Other Current Assets	\$12,500
Long-term Assets	\$ 250,500
Total Assets	\$ 513,250
Total Requirements	\$ 567,456

2.3 Locations and Facilities

The location of the center is in Chibuto, Mozambique in the Gaza province. Approximately, 1.3 million people. This particular location was chosen for multiple reasons. Mozambique was listed as one of the poorest countries in the world consistently, as well as scoring the lowest in the '*Human Development Index*' as of 2013 (185 out of 187). The Gaza province is listed as the poorest province within Mozambique as suffering the most for refugee displacement. (<http://hdr.undp.org/en/countries/profiles/MOZ>)

This province is where the majority of the South African mine companies harvest their contract laborers. Common awareness in the area is that men will turn seventeen to eighteen and go to South Africa and work on a mine contract for six to nine months. The men that do return, oftentimes return with advanced HIV/AIDS and infect their wife.

Human Development Index reports indicate the nations average life expectancy is less than fifty years of age. Within Chibuto region, the average life expectancy is less than thirty-five. The most common cause of death is Malaria. The average fertility rate is 5.5 births per woman. With that in mind, there is a greater than 10% infant mortality rate.

In a country that has three doctors for every 100,000 people, a clinic placed in the middle of the most destitute region providing gynecological service and every day care and treatment, will provide service and care right where it is needed. Not in the big city, but, in the common area where the people are.

In addition to providing medical care and caring for the orphans left behind, teaching trades and valuable skills to the local people creates jobs in the area. Thus allowing the men to

stay here and earn a living to provide, support and raise their families. This will reduce the occurrence of HIV/AIDS in the area as well as re-institute the family support structure.

As well as meeting the desperate needs for health care and economic shortfalls, the ground is extremely fertile. A plantation will provide more food than the surrounding villages can consume while still providing enough to stock grocery shelves and restaurants with a healthy, organic food option thereby creating an income to the center to pay for maintenance and upkeep. This is just a portion of what the vegetation will provide. Soaps, shampoos, oils, etc. will all provide a commerce created around the center, implementing a complete commerce.

This particular location provides the place, the need and all of the raw materials required for success.

3.0 Services

The services offered by the 'Center of Hope' are comprehensive and the basic necessities of everyday life in any community.

Schools for children and the community, for all walks of life; food programs and instruction for growth with ongoing farming and fishing, job and skill training, support of entrepreneurial ideas and ventures, and health care for a healthy life.

A development of dreams and a life worth living for.

3.1 Service Description

The programs the center is offering the surrounding community within Chibuto are comprehensive.

The 'Houses of Hope' that house the orphans, creates a family environment to teach the children what it feels like to be part of a family. They will not be living in a dormitory style center. The "Houses of Hope" will house fourteen children within two years age of each other and be gender specific in a three bedroom home. The home will have an eat-in kitchen, living room with one television and video unit, desks for studying, as well as bathrooms with clean, potable running water from the well and electricity from natural gas, generated by bio-digester. The house will be run by a parental unit. If a couple can be found for each house that is ideal, however, if not, then a widow will be selected from the viable candidates. The parental unit will handle cooking breakfast, lunch and dinner, as well as cleaning and laundry, child discipline and reward, etc. Basic classes are being provided for each parental unit to be sure that the homes have a great deal of love and support as well as structure and discipline. In addition, there are "nights off" planned for the parental units and counseling sessions on how to deal with problems and concerns with the children or housing issues.

With siblings and parents to depend on, a support system is generated that is new to this area. With generations cycling so quickly in this environment, grandparents are not even able to care for their grandchildren. It is more common that the orphans in this region are truly orphans. Meaning, they have no family to turn to. No aunts or uncles, great grandparents or even elder cousins. Children are having babies starting at the age of thirteen. At eighteen the men leave for work. At nineteen they return with HIV/AIDS and infect their wife, and then back to South Africa for work. If they return after that, it is unfortunate that it is commonly for end-of-life care. If the wife is still alive, she will provide

that for him. In her need of care, she is either alone to suffer through, or some of the younger local girls come to assist her, in hopes that when their time comes, care will be given to them. This vicious cycle will be changed when the children have a structured life to attend school and complete chores around the home and a family to grow with. Providing sports and other recreational activities that are not currently available to them will aid in the distraction.

Primary school and secondary school are paramount to the child rearing process. With less than a twenty-five percent graduation rate recorded for primary school, a small percentage of children are qualified to attend a very expensive and limited secondary school. The center will remedy this with a complete primary and secondary school and eventually, pre-university education.

For the older children and adults that are not able to attend school because they have children or other obligations or limitations, trade schools and language schools are available to teach trades that are not found in this region. For example, wells are not common in this region and educated well diggers and water testers do not live in this area. The center is bringing a well company in from the capital city Maputo and paying a premium with lodging charges to have the well dug. These shortages are not because educated people relocate. It is because there is a severe shortage of education. The center will bridge that gap and create opportunities in this rural area.

Trade schools will provide training of valuable trades not currently supported in the region. Examples of such trades include: plumbing, electrical, welding, carpentry, sewing and even computer skills. With a language barrier in the area, due to twelve different languages, Portuguese as the national language and English as the single international language will be taught to all interested persons to create a stronger communication.

The plantation will provide food from fruits and vegetables, fish resevoirs, animals and farmland. Education and training on plantation style farming and complete husbandry will be provided. Taking advantage of the rainy seasons, fertile ground and continuous sun, two full planting cycles are available each year. Each type of vegetable and fruit planted within the center as landscaping, as well as planted in the plantation grounds was specially selected to perform in the harsh terrain and weather conditions. The abundance of food will be allotted freely to the residents that live within the hub of the center. As the plantation flourishes over time, a restaurant and take-away are planned, grocery market and fruit stands are also planned and will be run by local community members. This will in turn create more jobs in the area and continue on the development of commerce that is currently non-existent. *'And let our people also learn to maintain good works, to meet urgent needs, that they may not be unfruitful.'* Titus 3: 14 NKJ

Additional byproducts created by the husbandry plans include all natural soaps, shampoos, skin care products, cooking oils, leather, furniture pieces, tarnishes, etc. Also a complete composting program will be implemented as well as a plant cycling program to insure a continued fertile soil, organic food growth, thus taking away the need for expensive chemical fertilizers and pesticides.

Clinic services to treat every day illnesses such as the flu, malaria and worms, as well as the more complex pregnancy issues and HIV/AIDS will provide a much needed service not found in this area. In removing the local witch doctors from the regular care regimen, their remedies for HIV/AIDS and curing love ailments, will drastically improve the health status of the people in and of itself. Meeting basic health care needs are vital. This need is such a widespread knowledge that further expounding would be moot.

The sports complex will enrich the lives of the community and create a bond amongst the neighbors. Team events and intra-mural sport leagues will be planned with game lessons and instructions. Also swim lessons and programs will be provided since most everyone in the community does not know how to swim and have drowning issues in the river, or through flash flooding during rainy season. Community picnics and cook outs will develop a fresh camaraderie amongst the people. Sporting events within the sports complex will provide recreation and hobbies to increase the value of life.

In addition to the mind and body services, the spiritual needs will also be met through a full service church building and bible school with dormitory housing. One of the first requests from the people in the area was a church building in which they could worship out of the elements. The common meeting places are under a tree in the heat of the day or through the floods of the rain. The next request was also a bible school, where they could come and learn to teach in their villages and spread the words of love and kindness and sacrifice of Christ to their people. *'It pleased them indeed, and they are debtors. For if the gentiles have been partakers of their spiritual things, their duty is to also minister to them in material things.'* Romans 15:27 NKJ

This spiritual aspect is just as important as every other aspect, if not more so, simply because the moral fibers must be re-instilled. To explain briefly, without quoting his entire article titled **'As an Atheist, I Truly Believe Africa Needs God'** written by Matthew Paris, December 27, 2008 for The Times UK, *"Now a confirmed atheist, I've become convinced of the enormous contribution that Christian evangelism makes in Africa: sharply distinct from the work of secular NGOs, government projects and international aid efforts. These alone will not do. Education and training alone will not do. In Africa Christianity changes people's hearts. It brings a spiritual transformation. The rebirth is real. The change is good...Those who want Africa to walk tall amid 21st-century global competition must not kid themselves that providing the material means or even the know-how that accompanies what we call development will make the change. A whole belief system must first be supplanted. And I'm afraid it has to be supplanted by another. Removing Christian evangelism from the African equation may leave the continent at the mercy of a malign fusion of Nike, the witch doctor, the mobile phone and the machete."* A self proclaimed atheist, born in Malawi, travelled by car across the entire continent of Africa has found himself as a premiere journalist in the UK, and feels that even though he does not believe in God himself, it is a true finding that Africans need God and a godly training to stand tall and remove their fears. Yes, this will create a reason for them to live and to dream.

3.2 Alternative Providers

The placement of the center is far removed from any other charitable organizations, agricultural projects and mission or government programs. Most organizations are found along the coastline because of the beauty, potential resources and a large population that migrates to the coastal lines. However, in the Gaza province, in the interior, there is not a fight for the land or the resources which are abundant. The scenery is beautiful, but, mostly to the indigenous. Without knowledge of a bigger world, the people born here tend to stay here, excluding the export of contract labor provided by the South African mining companies. When talking with one of the local village chiefs, he explained that they are the people, in a place that the government forgot about. Over a million people that nobody remembers. There are no other providers in the local area.

World Vision is working in the northern province of Zambezia, where the larger cities are located and are the most populous. The focus is mostly health care for mothers and newborns as well as HIV/AIDS treatment.

A local Catholic charity has since left the area. The reason is unknown, may be due to lack of funds, lack of personnel, or left during the civil war. It is unclear.

There are two agricultural ventures within the country. One is offered by the Chinese government near the stadiums in Maputo, the capital city approximately four hours driving distance. It is a small garden program to teach the local villages how to grow a backyard garden.

There is also a large scale agricultural training and research center found in the Northern provinces near the Tanzanian border.

In addition, there are plans for a national university to be placed in a nearby village location. However, the land is still available and funding has not been established. These are the only resources that bear any resemblance to this project outline. We have a new idea, with a new implementation strategy, to empower the people to learn how to care for themselves and not continually rely on the donation of the government or other countries.

3.3 Printed Collaterals

The only printed collateral proposed at this time is a website providing ongoing details of progress. An up-to-date status of the center progress is vital to the strength and trust of the relationship with benefactors.

www.ByTheWayInfo.com

Common business cards and an overall brochure is designed and the print donated at no expense to the organization.

3.4 Fulfillment

In utilizing local people, the growth of the center is partially dependent on the support of the local community, whereas, they have to want to learn and work to provide for themselves and their families.

Volunteers from New Zealand, Australia, parts of Europe and the United States have agreed to come together and work and train the community in how to farm, raise animals, construct durable buildings, run bio-digester electric power, run plumbing for running water, etc. These volunteers will be travelling at their own expense and bringing their many years of experience. They are agreeing to live here at the hub of the center for as long as the trade schools and training takes. This supply of trained veteran volunteers comes from many years of relationship amongst the board members. As the locals become properly trained, they will begin taking over the jobs the volunteers were performing. Ideally, every job will be performed by a local resident.

In learning as they go, they will learn by experience and will also be able to implement some of their cultural knowledge. This model allows for indigenous traits to be used and perfected upon as well. For example, the ground is mostly clay in this area. Clay bricks are a common staple and sold for income. These particular bricks stand the test of time as being cooler and more resilient than a typical cement brick. The issue is the integrity of the bricks when an unskilled person makes them. By a little additional instruction on the brick making, the bricks will be more durable and may become a building staple in the country

again. These bricks are the preference to builders with the exception of the fact; it is difficult to find a skilled brick maker. Also, clay pots for water carriage are also common in this area. However, with a little additional instruction, they can be used for agricultural fertilization, gardening, instead of pots, making plates, cups and saucers, bowls, etc. A creation of many items will expand a limited commerce into a potentially specialized business opportunity.

The clinic is being staffed by medical personnel volunteers from New Zealand and the United States that are licensed physicians, physician assistants, dentists, etc. Again, they are travelling at their own expense to tend to the clinic needs. The object to maintain the clinic is to have at least one physician or physician assistant and nurse on staff continuously. At this time, the volunteers seem to be abundant and there is not a shortage concern. With utilizing and training the locals as much as possible, integrating their culture into the process, the center will develop the community into a thriving, self-sustaining economy.

3.5 Technology

Technology is constantly changing and morphing into a more society dependant tool. A trade school program of computer education has been integrated into the school plans. With regard to the Center's hub being connected technologically, it will be operated completely on bio-digester power. A satellite internet system is available and in the plans for purchase and construction. We are in the process of working with a global satellite internet provider to integrate this technology into the center hub.

As the center grows, communication of progress with the outside world will be a great motivation to the community and those watching.

3.6 Future Services

The outlook is clear, a self-sustaining center that is the hub of a community leading a thriving life. The children cared for may continue on to university and perhaps become doctors, lawyers, government officials.

The land provided is vacant on each side to provide opportunity to expand with potential to create a university, or more trade school elections as the needs in the community arise. Businesses are planned to line the front of the center and take advantage of the new skills and programs learned. Vegetable stands and small grocery markets will allow the local community to take advantage of fresh produce year round that is not imported from South Africa. Additional businesses such as restaurants and take-aways are common in surrounding provinces, but are lacking here.

In the near future, opening local mechanic shops are an ideal business opportunity for the local people, as most Mozambicans go to South Africa for car repairs. These are just a few of the businesses on the list of progress.

After this center is complete and thriving, potential future locations of additional centers include: Senegal, Sierra Leone, Liberia, Pakistan or even Haiti. Changing the world, one person, one village, one country at a time.

4.0 Market Analysis Summary

The immediate goal is to take care of the children found living on the street and in the local garbage dumps. With much research, it has been widely documented that this area has been the most devastated by the civil war, occupational displacement, HIV/AIDS and infant mortality. Since this area provides no legitimate tourism options or educated labor force, the government has chosen not to spend their limited funds rebuilding this area. There is a clear need for this service in the area.

4.1 Target Market Segment Strategy

Targeting the immediate needs first and focus on an environmental change will aid in the restructuring of the community. Bringing in the children creates an immediate shift to the future of the province. Teaching the children how to work, how to grow food and eat, how to learn and how to participate in their life will endow the generations to come with strong communal values. This in turn will resonate throughout the contiguous villages.

4.1.1 Market Needs

The Chibuto area is in need of a fresh change. 'Center of Hope' will provide a new environment that cares for the most vulnerable and 'in-need' people in the community, by giving a home and care to the orphan children and health care to the sick. Developing opportunity and providing education is new in this province. This is the help for which the people have been asking and seeking.

4.1.2 Market Trends

NGO's are becoming more limited in the area with less government support. As well, this province has not received any of the government funds for rebuilding and re-growth. With a single primary one room school in the vicinity, no secondary school or pre-university schools and no jobs besides a market stall and a South-African supply store, this center will be a hub of growth for the province.

4.1.3 Market Growth

With no viable model in which to point, this center will truly be a pilot program for future projects to reference.

Starting in a place with no existing economy, food, jobs or care for the poor and needy, is a clean slate. There is no competition and the entire community provides an ideal target market. Complete room for growth and improvement.

4.2 Service Providers Analysis

There are currently no other organizations in the province that are offering care and support for the orphans. As well, there are no existing trade schools in the area. The only plantations in the surrounding area are for sugar cane. There are beef cattle in the area; however, there are no other animal programs or farms. Also, there are a few sugar cane farms in the province. The general population does not have options for work, education, or even a full meal on a daily basis.

5.0 Strategy and Implementation Summary

With our focus on caring for the orphans first, the community, as a resource, will supply the direction and focus for the project development. To fully mold and shape the life of these children, the entire community must be strengthened. It is creating an entire societal environment for all lives to flourish.

5.1 SWOT Analysis

Many elements must be accounted for when creating a project so new in a developing nation. Being aware of these advantages and pitfalls in advance are crucial to the survival of any project.

In developing this analysis, Center of Hope had identified many strengths that will ensure the success of the project. The weaknesses identified are mostly temporary and will be addressed and conquered as the center progresses.

With the opportunities so abundant, a continual growth and expansion of the project seems imminent. Since this model serves as a pilot program to future endeavors, the opportunities leave room for flexibility and augmentation.

Threats analyzed are real and viable in this environment. However, with focus on solutions and problem solving before they can become bona fide concerns, they will not be a great hindrance to the success of the center.

5.1.1 Strengths

- Needs of the community - This idea was birthed out of the need witnessed in developing third world nations. This area in particular is ranked through the UN, as well as many of the world-wide ranking systems to be one of the most poor, the most malnourished, the most uneducated and the least likely to grow. There is truly a need for all of the services being offered through the 'Center of Hope'.
- Experienced, educated, voluntary staff is abundant - There are programs throughout Africa, Asia and most underdeveloped nations that train international volunteers. A school such as this is located in Pemba, Mozambique is in the northern most province. The school program lasts approximately three months and allows the students to acclimate to the weather, the surroundings, the culture and the people. With an existing relationship with Arco Iries and the directors of the school, the center will continue to have an abundance of volunteers that are ready to work, not planning an exotic vacation.
- Vitality of the Land - The land that has been gifted to us by the local government is thriving with life. The far side is bordered by a streaming river. The river is full of fish and free flowing during rainy seasons. It is fed by a nearby fresh water source, thereby providing fresh water, in abundance to the center. The land is fertile and ready to start planting crops right away with minimal ground preparation. There are plenty of mature indigenous fruit trees on the land, such as cashew and marula. They will provide shade and comfort, beautiful landscaping, food to start the animals with a nice healthy diet and provide wood for fires, furniture and brick making.

- Support of the Mozambican government - Most African nations are refusing to allow new orphanages. There are multiple reasons and most are viable. The initial reason cited, most children cared for in group home style 'orphanages' are not orphans. They have families that are not financially capable of caring for them, or have one parent that wants to remarry, though cannot, while raising children. Children are a large part of the Mozambican society and are required to be considered a success. However, when divorced or widowed, single parents will not find a person to marry if they have children from a previous marriage. Therefore, there is a trend to drop off current children to a group home. Also, workers within these homes look for street children and take whoever will go with them back to the home with promise of food, shelter and clothes. Even with a family to care for them, the children are still most commonly hungry and tired, so they go. These scenarios create a large issue when parents go looking for children. The government spends countless dollars trying to remedy these 'misunderstandings'. The latter is the exact cause for the arrest and incarceration of the mission program in Haiti under the guise of child trafficking. Essentially, they were. Child and human trafficking is a greater issue. Taking care of children and moving them across country borders have been a growing problem over the past five plus years and continues to escalate. The border security is much stricter regarding child transport. The other and just as serious of a concern is that caring for a child's physical and spiritual needs are important. However, the education cannot lack. Unfortunately, group style homes merely bring a child to adulthood without any schooling or training. The government response to this issue is simple, *"Leaving them on the street at least hones the survival skills. When you take them from the street, you take even that away from them. When they become adults and are sent out of the home, all they have is a fond memory of childhood, a primary school education and healthy teeth. They do not know how to survive with those things and thus become more dependent on the government and handouts than they were before. Better to leave them on the street and in the dumps to fend for themselves, than live in an orphanage."*

With that being said, the government has looked at and approved this model and made a potential offer to support the school programs and road restoration. This is an enormous hurdle conquered.

5.1.2 Weakness

- No existing model - There are many projects around the world that are run by for-profit or by non-profit agencies to help those in need. Orphanages stop short of training the children, agricultural food programs stop short of the human factor, clinic programs stop short of the care outside of the immediate physical infirmities. This center has taken information from many parts of other models to develop one of its own. It is a pilot. Flexibility is key, and some things will flow by trial and error.
- Potential lack of work ethic - The average life expectancy is so young, there may be no desire to work or strive for achievement within the current population. The key goal is to work with the children, thereby starting with a whole new generation. However, a portion of the programs do target the existing community. With a request for jobs and education in the area, it seems likely that there will be abundance of students and workers. However, with no existing model or programs, it is an unknown factor.
- Inexperienced labor pool - As there is no education for trades or skills in this area, importing skilled labor, or using volunteers to build and initially, employ the center and trade school is a necessity. These employees will require a higher pay rate because of their temporary relocation. Since the goal is to train and employ the local community, not those that are coming from the large capital cities, it is a task that will require daily scrutiny to be sure the locals are given the most opportunity.
- Logistics of supply management - Since there is no existing commerce in this area, supply acquisition is labor intensive. Many materials needed to build will need to come from South Africa or perhaps the capital city, Maputo. These areas are a minimum of four hours away in driving distance. Delivery services are not an option here. A special truck will need to be purchased to cover long hauls with large quantities of supplies. However, in the long run, supplies purchased in South Africa are significantly less expensive and the discount on taxes will create a large savings by the completion of the project.

5.1.3 Opportunities

- Setting a precedent for future endeavors - With no existing models to mirror or learn from, this Center of Hope project will surely set records. Utilizing technology and eco-friendly options as much as possible will truly be the perfect meld between humanity and nature. The community development and project model will be a solid framework for other organizations, in the future, to point to as a reference.
- Teaching them to 'Fish' - Establishing a fully functioning plantation/farm, showing the people how to feed themselves, and teaching them how, is a large portion of the project. They will no longer depend on bags of rice from the Red Cross or wait for a flood to bring more aid to their region.
- Increased Health and Wellness - The fresh fruits and vegetables grown to ripeness and the variety of meat and dairy that is not currently an option in the community diet will create an overall wellness amongst the people. Adding the clinic to service basic health care needs and treating the more severe health issues much sooner, will prevent many of the infant deaths and prolong the lives of the local people.
- Increased education levels - Less than one percent of the nation is college educated. Less than twenty percent of this province knows how to read. With one primary school in the region and no secondary schools, this leaves a gap in the education of these villages. Adding a secondary school, supplementing the primary school and providing trade schools, gives this community a renewed chance at a prosperous life in a thriving community.
- Community outreach - Once the plantations are growing and flourishing on a consistent growth schedule, outreach plans will be developed to go out into the contiguous villages and teach the people how to grow and eat.

5.1.4 Threats

- Harsh weather conditions - The ambient temperature can raise upwards of 130° F during the hot summer days. At night it will drop as low as 75° F. During winter months the ambient temperature will not raise higher than 85° F, at night will drop as low as 50° F. During rainy seasons, the rain falls at such a rapid rate that flash flooding is common. With sandy and clay ground surface, the water lays on top of the ground and runs to find common run-off points. This causes mass flooding and flood plains in the lower lying grounds. Flooding kills thousands every year in Mozambique. In 2000, widespread flooding killed more than an estimated 300,000 people as well as displacing over one million people from their homes and villages. With a river as the border on the back end of the property, it is a blessing to have a viable water source so nearby, at the same time, it is a hazard if the rainy season is not considered.
- Health hazards - Considering the mass flooding and standing waters after the rain subsides, malaria and cholera are two of the most deadly infirmities found in this region. Other health issues such as still births, HIV/AIDS are also a concern that will be addressed by the clinic. With a well for clean water source, cholera should not be an issue. As far as mosquitoes, the landscape is designed to have a eucalyptus border as a natural mosquito repellent. Teaching abstinence and keeping the men home and working local as opposed to going to South Africa should effectively cut back on the instances of HIV/AIDS over the coming years.
- Backlash of mining companies - There is a potential concern of backlash from the mining companies. Since this area is a significant source for mine hands, the companies may not appreciate all of the training and job opportunities being developed in this area.
- Backlash of local spiritual leaders and doctors - With a medical clinic serving health issues, this will eliminate the need for the local witch-doctors. Their traditional methods for curing HIV/AIDS include, having sex with a virgin or drinking the blood of a boy child. They also provide heartbreak remedies that often require the slaying of another human being related to the loved one and eating a part of their remains or drinking some of their blood. If not the witch-doctors, then the local Imam may provide potential threats. As a large portion of the population is Muslim, this is a viable concern since the sects found in Mozambique have a tendency towards violence.
- Government corruption - Mozambique ranked one hundred thirty out of one hundred eighty nations ranked (<http://www.transparency.org>) as one of the most corrupt governments in the world. With a new anti-corruption governmental task force in place, every step will be carefully documented and accounted for, to be sure that every loophole is addressed and every concern is promptly met. When large growth or building takes place in a region where there was nothing, taxes may be implemented, etc. However, the country has implemented an anti-corruption task force because they want to grow and become a viable developing nation. We currently have the support of the local government and anticipate this to continue, as long as our vision maintains momentum.
- Currency fluctuation - With the entire global economy fluctuating daily, the exchange rates from US dollars to Metical (Mozambican currency), or Euros and Rand, also changes daily. For now it seems that the value of the US Dollar and Euro is going down and the US Dollar and Euro will not go as far.

5.2 Marketing Strategy

A marketing strategy for services provided to the community is not required. Upon surveying the land options with the local Mozambican government official, he said, "If you build this, then the people will come, they need this more than anything."

A marketing strategy for donations and fundraising is more complex. It is a program established to reach those people expected to be receiving the help. Teaching them what they need to know, and giving them what they truly need, a lesson in prosperity and love and hope. It is where you always hoped your money would go.

5.2.1 Positioning Statement

The Center of Hope is a way for benefactors to target exactly where their donations go and can be sure the service is reaching the people they intend to reach. Status updates inform you of what is being completed and how the project is moving forward, and information of the people's lives being touched right where they are. It is the culmination of the circle of life, a Garden of Eden for the whole community to come together and live in unison and strength. Center of Hope is a place where dreams and lives are built.

5.2.2 Pricing Strategy

With the center being a pilot program, the prices for services and programs will be established when the project is structured for sale of goods. Pricing will be calculated factoring the cost for production, ability to reproduce and priced within the affordability of the market. As these factors will change over the course of production, it is not possible to make a future determination at this time. However, since the goods will be made at virtually no expense, the profit margin is expected to be quite high.

5.3 Fundraising Strategy

Besides caring for the orphan children and empowering the local community, the target goal through these measures is to create a self-sustaining project.

Yes, the initial financial outlay is large. However, once the center begins the 'everyday' life practice, the funding and labor needs will be met by profits received through the sales of center goods and services.

The initial building will be funded by donations from benefactors. As well, By the Way, is currently identifying grants that complement the goals and efforts of the center. The initial grants previewed are scheduled to be awarded in September and if qualified, is a matching funds grant.

After the building phases are complete, the center will be self-sufficient and be able to maintain its own expenses.

The extra food in the plantation and landscape project will be going to local markets and vegetable stands for sale, the oils and personal hygiene products will also be sold in the

local market with potential in the overseas cosmetic markets. The wood and furniture products produced in and by the trade school will also be sold for a profit, as all of the raw materials are all found on the property. The clothing products that will be made from the cotton and sewing programs are also profit makers.

In addition to the more immediate food programs, the trade programs that educate the local people will not only provide ongoing maintenance and upkeep to the center buildings and grounds, it will also provide income to the center.

With the services and material necessities found within the center hub, all of the needs will be met and additional donations and services will no longer be needed.

5.4 Strategic Alliances

Over the planning process, many organizations have come to request partnership in the development and building process. Unfortunately, many have taken parts and tried to manipulate the ideas to profit themselves, or make changes they felt would fit better. These changes did not share the pure vision of the center. Therefore these were not partnerships that would be beneficial for either party. However, some relationships have proven to be beneficial.

A relationship for support and research and information with Dr. Maurice Eastridge, director of Animal Sciences Department at the Ohio State University. His knowledge and experience and continual support have helped with the production and maintenance of the animal farming program.

Partnership with a farming coop in Iowa with organic food cropping has provided knowledge and intellectual resources to combat the crop concerns within the plantation.

Coordination with services through the US embassy may allow shipments to come into port and not require a customs tax. Potential government services through the US AID programs have been broached. However, we are still negotiating terms.

UN reconstruction federation has allotted funds into Mozambique. If the project moves along as quickly and efficiently as planned, some of this money will be earmarked to develop roads and build a local university.

Arco Iries, in the Northern Cabo Delgado Province, will assist in providing educated volunteer staffing. This has been a great relationship and a valuable resource. We are currently working on forging new relationships that will meet the ideals of both parties and be beneficial and fulfilling to accomplish the vision.

6.0 Management Summary

The initial management team consists of Mareshah Olzeski, as the Center Director, Candido Nhabanga as the Director of Community Development, and Lars Haapala as the Building Coordinator.

For the initial building projects, these local nationals have been selected based on experience and cultural awareness. All visiting team directors for the build are supplying their build team.

The Builder on the ground to oversee the building project is Lars Haapala. He has more than 20+ years of contractor and building experience for large corporate complexes as well as development of projects in rural, developing countries.

Carpentry will be Jack Payne. His woodworking and carpentry skills are exceptional. He is also the author of the carpentry trade school curriculum and will be its first professor/instructor.

Electricians will partner with Matthias Sterci from Switzerland, now a Mozambican citizen and Marcus Dicla of Dicla training in South Africa. This management partnership is utilizing the knowledge Marcus brings on bio-digester power and Matthias will supply the knowledge of the local regulations and permit requirements.

Plumbing and waste management is Billy Courtney. His years of service establishing septic systems and plumbing projects throughout corporate developments as well as non-profit centers throughout Alaska and other rural areas prove him to be a great asset to this venture.

Welder and metal worker is Arsenio, a mozambican national from Xai-Xai. Our ongoing experience with his professionalism and quality workmanship is exceptional.

This team for the building project has worked together well in the past and have all shown great excitement to be included in this project.

With the farming and husbandry, the personnel for management is Marty Earnest, a large crop farmer with more than 30+ years experience. As the program takes root, locals will be trained. The relationships developed with the Iowa farming coop and the Ohio State University animal sciences division will assist in the development of management and department structure.

Mechanical and motor pool will be Francisco and Clarence Matussi. They were recruited from the local Chibuto/Muchecete area for their current knowledge of mechanics and mechanical supplies. They are highly respected in this area.

The clinic establishment being coordinated with the assistance of Esther Hoover of Ohio State Medical Center in Columbus, OH. Additional staffing of doctors, nurses and physician assistants are volunteering from Australia, Europe and the United States.

6.1 Personnel Plan

As the building plans develop, the agricultural side matures and the schools are built, the programs will develop into full operation. The budgetary forecast for staffing indicates a larger influx of personnel in the second year over the first and third as the building/construction continues and the center projects commence.

However, throughout the fifth year, the building and construction will conclude and the staff of the center will only be the personnel responsible for the maintenance and upkeep of the center. With this transition of majority staff expense at the close of the fifth year, the cost for maintenance will be covered by the profits generated by the center production of foods and goods. With this shift of building completion and project maturity, this will accomplish the forecasted sustainability goal of five years.

Table: Personnel

Personnel Plan	FY 2015	FY 2016	FY 2017
Builder	\$28,364	\$38,856	\$32,256
Plumbing	\$7,590	\$15,216	\$9,230
Electrical	\$8,359	\$17,961	\$14,650
Carpentry	\$9,812	\$19,673	\$17,250
Welding	\$9,555	\$14,691	\$12,650
Mechanical	\$7,268	\$17,023	\$18,000
Landscaping	\$7,268	\$19,096	\$18,500
Farming	\$9,889	\$46,353	\$32,353
Cook	\$3,970	\$6,756	\$7,756
School/Teaching staff	\$12,447	\$15,715	\$29,800
Maintenance/cleaning	\$2,447	\$5,110	\$9,200
Director	\$30,000	\$60,000	\$60,000
Total People	20	50	45
Total Payroll	\$136,969	\$276,450	\$261,645

7.0 Financial Plan

The Center of Hope is operating under the biblical principal of owing no man. Depending solely on donations, gifts and grants to start and revenue to maintain sustainability, we recognize this means growing at a favored slower pace.

Since there is not an existing economy in the area in which we are building, it is a sound proposal to ease into the growth utilizing local labor force whenever possible, but at a leisurely pace. This process is in reaction to studies showing a large spending influx in rural bush areas further devastates the community and economy when the spending stops because of project completion or depletion of funds. With the intention to educate, train and care for the locals, this principle is being observed at the very beginning by a slower phase implementation.

Upon total collection of all estimated funds, the project will still proceed at the slower pace to insure the community grows in tandem with the center. Creating an entire commerce within this environment will require education and instruction.

In caring for the orphans and widows as the key function, their adaptation to this newer environment will be a smoother transition at a tempered pace.

At the end of the five year cycle, the center will be a fully functioning community, with a prosperous economy and thriving commerce. The community will take care of itself and its members most in need.