



COMMUNITY CHILDREN EDUCATION CENTRE

A project of the Seed of Hope Community Centre Association

Focusing on Children's Education, Engaging with Families

Created by: Martinho Paulo - Executive Director

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INTRODUCTION

Hulene Dump, Santa Isabel and Massindla are inner-city dumps and communities on the outskirts of the of Maputo, Mozambique's capital. The lack of education and poverty in these communities leads children into premature marriage, prostitution, or crimes as the only options for survival. Seed of Hope addresses the problem of illiteracy and poverty and transforms it into hope through education. The Community Children Education Centre Project was started in 2013 by Seed of Hope to respond to the suffering and poverty of these communities by focusing on education and job training.

VISION STATEMENT

Our vision is to see the children and youth of our communities graduate from school, and become self-sustainable, healthy adults who are literate, economically stable, and who marry at a later age.

MISSION STATEMENT

Our mission is to see holistic community transformation by investing into the lives of vulnerable children through programs that focus on education, community development, and health.

WORKING AREAS

Seed of Hope is one of several community organizations providing services to those in need within our city. The focus is on meeting holistically the needs of children within the context of their families and the community of which they are a part. Additionally, Seed of Hope responds to community challenges such as HIV/AIDS, poverty, unemployment and crime. For that, the Seed of Hope works in the following areas:

1. Children, pre-school day care, and young girls' education assistance
2. Women and youth development through vocational training
3. Health and child care
4. Child feeding program
5. Economic empowerment through microcredit

PROGRAM OBJECTIVES

The Seed of Hope key short and medium-term objectives are directly related to the programs offered and these are:

1. To provide an excellent education and pre-school day care program for 100 children of our community.
2. To offer a range of excellent developmental and service programs.
3. To develop building capacity of the Centre to enable us to provide excellent services to the members of the community.
4. To provide skill training to vulnerable women and youth.
5. To improve health and child care through access to medical assistance.

6. To improve nutrition for vulnerable children through a diversification feeding.
7. To increase the number of graduate children from school for self-sustainability.

Our long-term goals are as follows:

1. To establish cooperative networks and programs with local stakeholders to facilitate socio-economic growth.
2. To ensure holistic programs and opportunities for all children in our programs, to produce the leaders of tomorrow.
3. To establish support groups and referral services to partners and stakeholders for HIV test services.

Additionally,

1. To decrease undocumented children by registration, issuing birth certificates and IDs.
2. To diminish illiteracy and poverty by increasing enrollment of children in schools.
3. To reduce absenteeism in the school as result of hunger, through a feeding program.
4. To reduce malnutrition through a well-balanced diet.

PROJECT DESCRIPTION

Our program has been built on community development principles, and we use community assets and resources to strengthen our efforts. Currently, the project runs the following activities:

1. We have a weekly feeding program for kids and monthly food distribution for ten (10) families
2. We do yearly Christmas shoebox gifts for the kids of three communities.
3. Annually, we hand out school supplies, through local contributions.
4. We pay annual matriculation and registration school fees for 100 children.
5. We organize quarterly soccer and basketball tournaments.
6. We organize quarterly holiday clubs for moral & civic education.
7. We offer skills training to young women of these communities, focusing on sewing, welding, IT, cash saving and small business development.
8. We help women and youth access greater economic stability through a cash savings campaign.

Hulene Dump, Santa Isabel and Massindla communities face many challenges. However, Seed of Hope has developed a range of interventions and programs to address many of their needs both in the short and the longer terms. Some of these programs have been in operation since 2013. Since then, we have worked with families by providing support and referral services to many in need. This strengthens our relationships, networks and partnerships within the community. By acting as facilitator, Seed of Hope has been able to establish powerful stakeholder groups to bring individuals from state, business and civil

society agencies together to focus on the development of this community.

We believe that through our programs, our clients will have the ability to live a more economically and socially stable life. Our communities are being equipped and strengthened through education, awareness, civic/moral education and professional training. Many children and their families are assisted and transformed from poverty and marginalization into a healthy and nourishing life. Though these children are poor, we know that they are intelligent and have potential for their future. Additionally, they can become experts to better their own life and of the community. However, these children lack opportunities such as a loving family, descent education, social investments, access to health services and food. Therefore, with the right assistance, these children can become change agents in their own life, community, and country.

TARGET MARKET

INTRODUCTION

According to 2017 census, Mozambique has approximately 28 million inhabitants¹. The capital city of Maputo has about 1.1 million people. Over 40% of Mozambican girls marry before the age of 18 as the result of poverty, illiteracy and cultural habits. Mozambique has an estimated 1.6 million orphans, 350,000 of whom have lost their parents from HIV/AIDS. In Maputo, we interviewed about 150 street children between 5-18 years old, among which some respondents earn their daily bread from scavenging the Hulene Dump. Other children scattered around the city reported to have fled their homes because of famine. Some of the children shared that their parents died due to HIV/AIDS. Others revealed that they were constantly beaten by their guardians and sleeping without food. As for the young girls, they said that due to their family's dire poverty, their parents gave them away for marriage. This caused them to run away to scavenge at Hulene Dump.

Orphans face multiple vulnerabilities and risks, such as sexual exploitation and abuse, hazardous child labor, early onset of sexual intercourse, poor school attendance and performance, and poor physical, emotional and mental health. Children living in child-headed households are in particularly precarious situations.

Seed of Hope's program reaches around 100 children, boys and girls ages 3 to 18 years old, from three neighboring communities of Maputo. Many of these children are workers in the dump, leaving them without the economic means to go to school. The project also reaches about 25 adults and youth who are workers of Hulene Dumps, of which some are homeless.

Through our program, children, women and youth workers in the Dump are strengthened, sustained, and developed. We know that children, women and youth are the most voiceless, hopeless and powerless people in Mozambique. Therefore, our target group is children from the Hulene Dump, Santa Isabel and Massindla communities. These are the primary beneficiaries of this program.

BACKGROUND INFORMATION

Mozambique, as other African countries, has experienced a considerable transition in the years immediately preceding and after the establishment of our new independence and democracy. The

¹ Accessed on the 20/12/17, through the Republic of Mozambique, Presidential Annual Address to the Nation

academy and economic systems in Mozambique are weak due to the oppressive Portuguese colonialism, which lasted around 500 years. During this period, the native population was limited to the fourth grade, yet not even all could reach that level. The situation deteriorated after the war for independence since 1964 to 1975 with the onset of communism, which resulted in a civil war that ravaged the country for 17 years between 1975 to 1992. Because of the civil war, people were forced to move from the rural areas to cities in search for a better life yet found themselves in worse conditions in the city slums. The Hulene Dump, Santa Isabel and Massindla communities emerged from these mass migrations and its residents still experience the challenges of illiteracy, poverty, food, and health.

GEOGRAPHIC CHARACTERISTICS

The Seed of Hope Education programs is limited to the children, youth, and families who are residents of Hulene Dump, Santa Isabel and Massindla communities of Maputo.

DEMOGRAPHIC CHARACTERISTICS

The demographic characteristics of our clients are:

1. Orphans and other children of 3 to 18 years old.
2. Children whose parents are unable to get employment because of their low education.
3. Young girls who previously were denied access to school due to unplanned pregnancies and premature marriage.
4. Single and married mothers who do not have secure employment thus cannot afford to educate their children.
5. Youth who cannot be employed because they lack formal education and skills training.

PSYCHOGRAPHIC AND BEHAVIORAL CHARACTERISTICS

The cultural, emotional, and behavioral parameters of our clients are:

1. Children and young women between 3 to 18 years and who are willing, motivated and hopeful to take the risk to start a new challenge for their future through education.
2. Women who have demonstrated a vested interest in working towards a better life for themselves and their children by a desire to participate in skills training programs.

To qualify as a client of Seed of Hope's program the client must:

1. Show a strong need to be assisted.
2. Be a member or resident of Hulene Dump, Santa Isabel or Massindla communities.
3. After integration, demonstrate interest and willingness to change their behaviors to achieve a better life that leads to their flourishing.
4. Be a single mother and vulnerable.

SWOT ANALYSIS

STRENGTHS

1. Martinho Paulo, the founder of Seed of Hope, holds extensive experience in working for international and local NGOs. He holds a master's degree in theology and more than 10 years of experience in non-profit organizations. He is trained in leadership, project management, community development, financial management, fundraising, and communication. He is skilled in networking and cross-cultural communications.
2. Seed of Hope works with local organizational partners of good faith and of good will.
3. Internationally, we are a partner with Cultivate International, a US-based nonprofit organization which invests into our growth as a community organization, offering us training in relevant areas for our success, as well as coaching and assistance in leadership, project sustainability, and financial stability.
4. Seed of Hope primarily works with volunteers; thus, program costs are low.
5. Seed of Hope has a commitment to ensure transparency and accountability with its clients, partners and donors through processes, reports, and activities that ensure such accountability.

WEAKNESSES

1. Incapacity to hire employees in this initial program stage due to the lack of funds.
2. Dependent on volunteers for many Seed of Hope programs.
3. Lack of qualified and dedicated human resources.
4. High tax charges from the government.

OPPORTUNITIES

1. The Mozambican government is working hard to encourage all public and private sectors to engage in fighting against poverty, illiteracy, and premature marriage especially for young girls. This fight includes support for efforts that fight malnutrition, HIV/AIDS and natural disasters.
2. Growing access of technology will make it easier to communicate and work efficiently.
3. Increased awareness and activism from non-Massindla, Hulene dump and Santa Isabel residents who will be employed by Seed of Hope programs.
4. The strong communal culture of Mozambique, as well as the solidarity of impoverished Hulene Dump, Santa Isabel, Massindla, young women and children creates trust and cooperation between clients for our program's success.
5. Mozambique's growing economy, especially considering the upcoming Maputo - Ponta d'Ouro to South Africa roads construction, will lead to ample business opportunities for our clients.
6. Mozambique has countless opportunities for small-scale enterprises such as street food vendors, arts, and crafts sales.
7. Maputo culture encourages women to be outdoors and bread winners for their families.

8. The ongoing peace dialogue between the ruling and opposition parties FRELIMO and RENAMO ends in agreement will contribute extensively for economic growth as people will walk and work fearless of any attack.

THREATS

1. National systems and institutional bureaucracy create barriers for clients to create legal business endeavors.
2. The continual outbreak of gang-related violence, drug trafficking and police brutality create challenges for our program to properly operate.
3. Drought and floods deeply hurt people as their means often are washed out or lost and destroys the basic economic infrastructures, such as the natural disasters that killed 17 people of Hulene Dump in 2018.
4. Corruption within government and cultural systems diminish country and community development.
5. Unclear polices to avoid political and tribal conflicts increases vulnerability in human life
6. Lack of funds for start-up programs

INDUSTRY RIVALRY AND NICHE MARKETS

There are some local NGO's doing similar work toward community development. However, the distinguished differences between our program and theirs include:

1. For some NGO's, the aim is not to empower the community and help them to find solutions to their needs that they can implement on their own, whereas ours is primarily focused on empowerment rather than handouts.
2. No other NGO offers a multi-purpose drop-in centre (after-school educational assistance and recreation program).
3. Few NGO's have no yearly school supplies handout program.
4. No other NGOs offer children' outreach, counseling and referral programs.
5. No other NGO offers a day care pre-school program.

In some cases, like the Massindla community, the rival organizations are few and we are committed to focus on relationship rather than competition. This community is too remote for most NGOs and neglected by most, and there are few business opportunities currently for community members.

MARKETING & COMMUNICATION PLAN

STRATEGY

The programs of the Community Children Education Centre are service-based. Our program begins with searching and identifying vulnerable children of 3 to 18 years old within our community members in

collaboration with local authorities. To reach them, we use community visits, door-to-door outreach, through community meetings, announcements posted in the public spaces, and phone calls/texting to community representatives. In the future, we can improve our program marketing through using resources such as social media and television. After identifying potential clients, we register and interview them to understand the causes of vulnerabilities and the needs they have. Depending on the needs, we look for possible solutions, such as enrolling children in school, and skill training for women and youth.

Before we hire potential employees, we ask community members to identify among them a trusted, committed, and qualified person that they can recommend to the organization. In the future, once we have sustainable resources, we will announce the vacancies in newspapers and other news outlets to attract a qualified work force. Our meetings or events are held in different venues, such as churches or community premises.

PRICING STRATEGY

Clients will not be charged for participation in the program, because most of them are economically powerless. However, they will be asked to contribute through volunteering and providing land for future program buildings.

Childcare services fees will be charged for those who are not clients of the Community Children Education Centre, so that the income may help for some program expenses.

PROMOTION STRATEGY

1. Our by line and slogan is “Grow Community”.
2. Logo and marketing materials will always show children who are indigenous and the main clients of the program
3. Promotional media will focus primarily on spoken word, TV, radio and some posters and signs.
4. Marketing strategies to procure clients include house-to-house communication with community residents.
5. All marketing efforts will be conducted by program staff and volunteers with no middlemen.

MANAGEMENT & GOVERNANCE OPERATIONS PLAN

Seed of Hope will be structured in the following stages and their respective activities:

Stages	Activities	Personnel	Necessary items	Impact
Search and identify about 30 undocumented children	Mobilize Home Affairs team for birth certificate or registration	Executive Director & team	Testimony from local leaders Funds for birth certificate fees	Having ID will be easier for the child to enroll in school & access medical care

<p>Increase the level of education of children whose parents have no funds for their children's education</p>	<p>Mobilize funds</p> <p>Raise support for school fees</p> <p>Purchase school uniform & materials</p>	<p>Executive Director & team</p>	<p>Funds for matriculation</p> <p>School fees</p> <p>School uniform</p> <p>School materials</p> <p>Funds for transport</p>	<p>Children enrolled, dressed & educated</p> <p>Education achieved</p> <p>Their future assured</p> <p>Long distance walking reduced</p> <p>Children protected</p> <p>Early marriage decreased</p>
<p>Improve the nutrition of children of the Hulene Dump, Massindla & Santa Isabel communities</p>	<p>Cook food per school day for 100 children</p> <p>Distribute food to their families once a month</p>	<p>Kitchen team in supervision by Executive Director</p>	<p>Funds for food</p> <p>Staff to prepare food</p> <p>Kitchenware items for 100 children</p> <p>Tables and chairs</p>	<p>Nutrition will be improved</p> <p>Better education will be assured</p> <p>Absentees will be reduced</p>

HUMAN RESOURCES

Seed of Hope is governed by 5 board members. The Governing Board is structured as follows: 1) Chairperson, 2) Secretary, & 3) Treasurer. The role of these board members is to oversee the organizational leadership, vision and mission of Seed of Hope, and supervise the Executive Director's daily activities. These board members also have responsibility for:

1. Organizational supervision and legal compliance with state regulations for non-profit organizations.
2. Strategic planning.
3. Financial management.

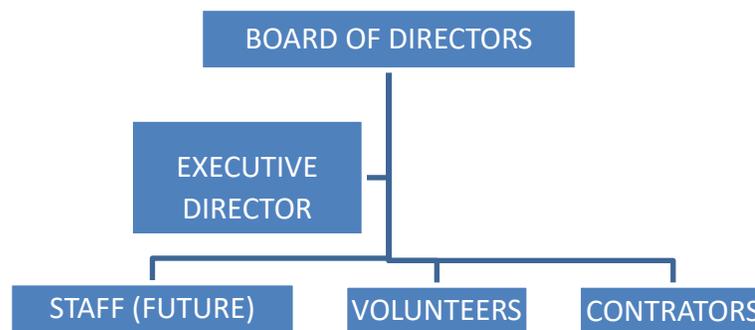
4. Fundraising.

The Executive Director will spearhead the entire program, provide leadership, cast the vision for the organization and is responsible for:

1. Program implementation.
2. Fundraising.
3. Administration.
4. Staff and volunteer management.

If necessary, contractors may be hired to assist with specific tasks and functions such as financial management, technology assistance, and some trainings, etc. The Executive Director will be paid as a full-time staff. The rest of staff will be volunteers who will help and raise their own funding. The Executive Director will receive a salary that is comparable to similar roles in our community. Accordingly, future staff salaries will be determined through career qualifications and experience. Staff and volunteers for the project will be recruited through local marketing, social media, and word-of-mouth and selected according to their qualification skills and recommendation criteria.

LEADERSHIP HIERARCHY/STRUCTURE



To operate effectively and efficiently, the Executive Director will require further training in accounting and non-profit financial management, website development, and legal compliance of non-profit management.

FINANCIAL PLAN

EXPENSE BUDGET (in US Dollars)

Category Description	Monthly costs	One-time cost	Quantity	Total yearly cost
ADMINISTRATION				
Seed of Hope legal registration as non-profit organization		\$50		\$50
Seed of Hope official publication in the Boletim of Repub.		\$350		\$350
Attorney service payment		\$50		\$50
Bank charges		\$25		\$25
Telephone & communication costs	\$20		12	\$240
Office supplies & equipment		\$250		\$250
Miscellaneous		\$80		\$80
Copies & printing		\$75		\$75
Total administration costs				\$1,120
FUNDRAISING				
Media		\$90		\$90
Advertising		\$100		\$100
Events (sport, galas, seminars, & retreats)		\$285		\$285
Meetings and networking	\$10		12	\$120
Printings		\$80		\$80
Postage		\$50		\$50
Phone calls		\$70		\$70
Donation processing fees	\$1975			\$1975
Total fundraising costs				\$2770

PROGRAM				
Internship program		\$150		\$150
Meeting to cast vision to leaders of good faith/people good will and local NGOs		\$120		\$120
Issuing birth certificate for kid's ID (\$5 for 100 children)		\$500	100	\$500
Matriculation of 100 children into schools (\$10 each)		\$1000	100	\$1000
Boys' uniforms (short 2, shirt 2, shoes 2, socks 2, jacket 1) each, for 46 children		\$4110	46	\$4110
Girls' uniforms (blus 2, skirts 2, shoes 2, socks 2, jacket 1) each, for 54 children		\$4860	54	\$4860
School materials (bags 1, pencils 3, pens 5, notebook 10, books 5) each child for 100 children		\$800	100	\$800
Rent, water & electricity costs	\$200		12	\$2400
Staff salary	\$680		12	\$8160
Yearly school bus cost		\$550		\$550
Miscellaneous & thanksgiving		\$100		\$100
Total program costs				\$22,750
Total Budget				\$26,640

INCOME BUDGET

Category description	Total yearly budget
Local partners gifts & individuals	\$2000
Funds from people of good faith/good will	\$5500
Cultural day fundraising through food sales	\$3500
Cake and coffee sales	\$4000
Local churches donations	\$3000
Foundations & Trusts	\$8000
Total income goals	\$26,000

SOURCES AND METHODS OF FUNDING

Seed of Hope will pursue grants from foundations supporting international community development.

Donations also will be asked from individuals of good faith (Christians, churches) and good will, (businesses and community groups) locally and internationally through social media and letters.

Fundraising events will comprise and include:

1. Cake & Coffee sales
2. Pastor & church leadership couple conference charge fees
3. Gospel choir concert fees charge
4. Hulene Dump, Massindla & Santa Isabel local cultural community fair exposition registration fees