

Business Plan

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Executive Summary

Not Alone International is an organization with a vision is to see orphans become flourishing members of their communities. Towards this goal, the mission of Not Alone is to partner with small and underfunded orphan care centers in Sub-Saharan Africa, connect donors and sponsors with the centers, and establish long-term care and development programs for both the children who are orphaned and the community around them. Orphans often suffer severe disadvantages due to a lack of providers who can equip them with tools and knowledge for the future. Not Alone recognizes the ideas and abilities among the children and members of the local population who are already working towards care and development for orphans in their community. By forming long-term partnerships, Not Alone hopes to encourage orphan care centers to develop sustainable strategies for meeting the immediate needs of children who are orphaned while creating opportunities for them to grow into flourishing members of society.

Not Alone is unique in its approach to children's development because of the specific focus on children who have been orphaned. Funding for partnerships, child sponsorships, scholarships, and development strategies will come through private and corporate donations and partnerships. Private donors will match the number of children in each of the orphan care centers that Not Alone partners with and expansion will be decided by the number of people are interested in supporting children, thus expanding with interest. Not Alone will provide financial accountability for the orphan care centers to ensure that money is used for the

benefit of the children. Due to the long-term orientation of the partnerships, the success of Not Alone will be measured by the children and their success in gaining opportunity for education, acquiring resources for basic needs, and leading long, healthy and fulfilled lives.

Not Alone International is in the stages of applying for 501(c)3 status to ensure tax-exemption for people who donate. It was informally formed in 2008 by myself, John Paul Vicory; Cierra Olmsted (Camozzi); and Alexander Fung and is currently operated by John Paul Vicory and Alexander Fung. Unincorporated, Not Alone has raised money to build dormitories, classrooms, and security walls for St. Ameria Orphan and Development Center in Mbiko, Uganda and has provided for the immediate needs of orphans in Uganda and Ethiopia. Interest in Not Alone is already strong and the sponsorship plan is set up so that a wide audience can be involved.

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Organizational Plan

Description and Background

Not Alone International is an organization whose vision is to see orphans become flourishing members of their communities and countries. Towards this goal, the mission of Not Alone is to partner with small and underfunded orphan care centers in Sub-Saharan Africa, connect donors and sponsors with the centers, and establish long-term care and development programs for both the children who are orphaned and the community around them. Orphans often suffer severe disadvantages due to a lack of providers who can equip them with tools and knowledge for the future. Not Alone recognizes the ideas and abilities among members of the local population who are already working towards care and development for orphans in their community. By forming long-term partnerships, Not Alone hopes to encourage orphan care centers to develop sustainable strategies for meeting the immediate needs of children who are orphaned while creating opportunities for them to grow into flourishing members of society.

Orphan care is vital to the region of Sub-Saharan Africa. In 2005 there were 48.3 million orphans in Sub-Saharan Africa. It was estimated that by 2010, the number would increase to 53.1 million children. The AIDS epidemic is a strong contributing factor to leaving many children without one or both of their parents. Of the 2.3 million orphans in Uganda in 2005, 45% of the children were orphaned due to AIDS and many more will suffer as a result (UNICEF, 2006).

When children lose their parents, they often lose freedoms as their support crumbles and they become marginalized from the rest of society. They lack the understanding, resources, and support they need to be fully engaged in society. White and Wright (2003) would define them as high-risk “Those whose well-being and development are imperiled to the extent that their life-chances, emotional progress and sense of self-worth and identity are all under threat” (p. 117). Martinussen (1997) looked at the Human Development Report from 1990 that focused on the three essential opportunities that are vital to human development. They included, “the opportunity to lead a long and healthy life; the opportunity to acquire knowledge; and the opportunity to have access to resources needed for a standard of living” (p. 38). Orphans often lose all three of these opportunities and become limited in their human development, which affects them both in the short and long-term. As Sen (2000) explained, “what people can positively achieve is influenced by economic opportunities, political liberties, social powers, and the enabling conditions of good health, basic education, and the encouragement and cultivation of initiatives” (p. 5). When opportunity is taken away, it affects every area of life. It is important that each child is given the chance to live a sustainable life that contributes to the society as a whole. Not only are the children's opportunities taken away, but they represent a population that could add to the overall health of the society, if their opportunities are restored. If children who are orphaned remain in the state of absolute poverty, they do not contribute to the whole of society and often do not lead productive, healthy, and fulfilled lives.

What if instead of being a victim of a system, they could be empowered to change the system? Within the lives of children is the future; we aim to include orphans in the equation as full citizens, capable of changing the course of their communities and nations. Humble beginnings produce high hopes. Unlike the children in well-maintained and well-cared for households, orphans identify with the outcasts of society. Orphans know what it is like and with the right tools, education, and empowerment they can be agents of change for the marginalized in their society. Their motives are genuine, and their ideas are relevant.

Not Alone exists to give options to orphans in care centers and community based care. Not Alone will partner with orphan care centers to develop methods of community placement, asset building, education, vocational training, and community interaction for the purpose of giving orphans opportunities for a future beyond what the statistics predict for them. The centers will develop to not only meet immediate physical needs, but will be a community center dedicated to obtaining the best for each orphaned child in the community. Through relationships with the directors of the orphan care centers, Not Alone will build and refine their ideas for caring for children and help them to envision a better future for the children, the community, and the centers. In turn, we will learn more about the people in the centers, the children, and the various aspects of the culture surrounding the community.

Case Study

John Vicory and Not Alone have been partnering with St. America Orphan and Development Center in Mbiko, Uganda for the past four years. In 2007, John was

helping organize an international HIV/AIDS conference in Jinja, Uganda. Through a series of circumstances and new friendships, John and his friend Alex Fung ended up visiting St. Ameria to hear the small children's choir sing songs about AIDS killing their parents. John and Alex continued to visit the orphan care center and spent their time there playing soccer with the children, taking their photos, and talking with Edith, the director of St. Ameria, about how she started the center and where it could go in the future. Edith is an orphan herself and started caring for orphans in 1994 when she accepted the first child into her home. She has not turned one child down since, and continues to do everything she can for the children. Now, there are over 100 fully orphaned children full-time at St. Ameria, and approximately 100 more partial orphans who have only one parent who is not adequately able to provide for them during the school year. She is able to give them meager meals, a roof (even if it is leaky), and a basic primary education. She is short-staffed and under-resourced. She led John and Alex on a tour of the "facilities". During this tour, they made it to a room that housed most of the boys at the center. A small room housed about 40 boys who all slept on the floor like sardines packed in a can. It was at this point where they knew that they wanted to help these children. John and Alex continued to spend time with Edith and the children; meeting temporary needs like establishing a bank account and email accounts for international donations and communication.

An orphan care development program at St. Ameria will give orphans the option to escape the negative cycles of poverty, live an abundant life, and be agents of change in their communities, cities, and the world. The needs and assets of the

center will be determined to further provide care and education in sufficient ways. Projects will be established to generate solutions for problems that exist and that may arise in the future. Outside help from local and international communities, and individuals will be handled transparently and effectively.

The children of St. Ameria are extremely important. They are important to their community and more importantly to God. Currently, they are getting what they need to survive, but not to thrive. They are not ready to enter the world once they graduate from primary school. Many do not go on to secondary school and have learned no trades with which to build a livelihood. The cycle of poverty is continuing. The traditional methods are not working for a variety of different reasons. Edith and the caretakers are overwhelmed, understaffed, and under resourced, but the good intentions behind the development are in Edith's heart. The availability of these resources will benefit, and even illuminate her level of devotion in preparing the children for independence.

Through the development of assets, children participation, a solid education, and livelihood internships, there is hope that the children can build the foundation for their future while they are at St. Ameria. This requires not only their participation, but the participation of the entire community. The community will benefit from the development of the children because the children are the future community. It is not always easy, but it will lead to fulfillment for the children and their mentors. Dedication, passion, patience, and perseverance are required to make a difference. The development of children will require the care of the children as the

top priority and a structure of accountability to ensure that their well-being is attained.

Edith has already shown incredible trustworthiness, transparency, and effectiveness in caring for the orphans and making sure that they have at least a primary education. She has aspirations for caring for more children in response to the large number of orphans in Mbiko and nearby Jinja, Uganda. There are sustainable solutions internally at St. Ameria, so the program is based largely around those aspirations. From the outside, financial support and accountability will be integral to accomplishing these aspirations. Ideally, the financial support would be greater at the beginning of the program, and then taper off to a minimal level once the sustainable programs are in order. Even with sustainable programs, we must keep in mind that this is the care of children. Parents spend money on their children to provide for them. These children have no parents to provide for them so aid is a necessary aspect to the development of orphans.

Placement

One of the programs unique to Not Alone is community placement alongside institutional care. Community placement means that the child would be reconciled to a family member or placed in a foster or adoption home in the immediate community. Most organizations are one or the other and there is an ongoing discussion on which is more beneficial. Not Alone recognizes that community placement could be an excellent option for most orphaned children, but is also aware that due to past experiences, pain, and abuse, some children will not thrive in that environment and need the institutional type care to feel most at home. The

general consensus in child development has found that children should be brought up within a nuclear family, but Keith White, among others, has challenged this notion. White (2006) recognized that community placement, adoption, and foster care are beneficial for some children, but that institutional care is also an extremely effective and beneficial method for children. An orphan care center, which is able to be in tune to the needs of the children and have a multitude of options available depending on each child, will be able to have the greatest impact and long-term benefits to the children.

In order for the orphan care center to be effective in community placement, they need to have a good relationship with the community. They will have paid staff members that are networking, assessing the situation in homes, receiving and processing applications for foster parents, and determining which children would be a good match for the home. The children would act as the clients for the staff members, so the greater number of children placed the more staff members the orphan care center would need. To ensure that the children are being treated well, the staff members would also be responsible for bi-weekly check-ups with the children. The families who foster the children would also be responsible for being transparent and open about their methods of childcare, and all financial accountability. If they fail to hold up appropriate standards, the children will be absorbed back into the orphan care center until a more appropriate home can be found.

As incentive for accepting children into the home, the children's school fees will be paid for and a stipend for basic necessities will also be awarded to families

who accept the children. However, the orphan care center will not pay for all of the necessities because parents who accept children for money may not care for the children to the best of their ability. Caring for a child is an opportunity. It would be a temptation to get as many children as possible due to the fact that accepting the children comes with a paycheck.

The children would remain part of the orphan care center as long as they are willing or until they reach the age in which the orphan care center acts only as an advisory outlet. In being part of the center, they have access to the tools and resources associated.

Asset Building

Asset building in children needs to be recognized as the foundation for all development at the center. Tomkins stated, "From a societal perspective, the failure to promote child development will result in increasing numbers of adults who are maladjusted, lacking appropriate education and basic life skills, emotionally and behaviorally immature, socially delinquent and physically weak" (2003, p. 164). This not only helps the children become more adequately prepared, it helps the adults at the orphan care center and the surrounding community identify and develop the assets that they are most able to assist with. Everyone has a place in the development of children. The building of assets leads to a more positive environment and more positive people. The more assets the children have, the more positive their future will likely be. The Search Institute's Developmental Assets (2006) will be integrated into the curriculum of the school and presented to the care takers and the children. Edith will also present the asset approach to the village

council. Together, they will decide which assets are right for their community, adding as necessary until they have created their own approach. With collaborative effort and the maximum people involved from the community, a foundation will be laid for the children and the community.

Assets lay the foundation for the future. The Search Institute is confident that, “Regardless of gender, ethnic heritage, economic situation, or geographic location, these assets both promote positive behaviors and attitudes and help protect young people from many different problem behaviors” (2006, p. 3). Everyone is able to build assets, no matter the level of development (Search Institute, 2006). Focusing on the assets of children, in this case orphans can lead to greater community awareness and advocacy on the orphan’s behalf. Building the asset framework is an important step for the community and especially the children. They need to be included in the conversation about formatting the framework into something that is completely relevant to their community. Since the program is built around them, they should have a say in what is important (Reddy & Ratna, 2002). The asset approach helps the directors and the care-takers have a starting point in making sure that children are making the most of their time at the center, are fulfilled in their day-to-day activities and education, and are able to leave the orphan care system on their own two feet.

Community members offer more than just a trade. They are the backbone of the community and have understanding of the community as a whole. One of the ways for the children to build assets is to participate in community internships. Small business owners have the opportunity to cultivate friendships with the

children and other business owners involved in the internship program. The children need more people in their lives outside of the orphan care center so that they can have hope for the future as part of a community. Children who are orphaned feel alone. They can have difficulty trusting adults and as a result, try to make it by themselves. Some do, but most will not. Without community, the children are still at risk because “social exclusion is one of the major sources of poverty” (Ray & Carter, 2007, p. 30). Building these assets, or what Sebates-Wheeler, Devereux, and Hodges (2009) call “capacities” will be the key to the children’s success and then to the further development of the community.

When children are the focus of community development initiatives, the whole community develops along with them. In the natural world, there are certain species in environments that can point to the ecological health of the area. In a similar way, the health of a community can often be ascertained by the condition of the children in the community. If they are healthy, stable, and taken care of, the community is relatively healthy. Samuel’s example of Dum in Thailand showed that through providing culturally sensitive care, Dum’s parents and the rest of their community also became more informed of the capacities of disabled children (Samuel, 2003). Similarly, Edeh’s profile of Alex’s community in Nigeria showed that when children are the target of development, even cultural and religious problems can be talked about and worked through (Edeh, 2003). Everyone in the community can benefit.

Government can also be of great assistance, and sometimes harm, to development work. Working with the government would be beneficial to ensure

that stresses on the child are not piling up on each other from up above. Programs that do not understand what the community is already doing could potentially do harm to the people that they are attempting to assist. By partnering with local governments, the orphan care centers can influence the policies around orphan care, adoption, and guardianship. Officials can be positive role models to the children and can help impact their lives, opportunities, and futures. Directors, staff, and faculty can also be encouraged to serve as representatives in local government. This would ensure that the children's rights and voices had a place in the decision making and policy of the community.

Education

Not only should the children be involved in age-appropriate internship programs, the education that they receive should be high quality as well. Due to the lack of money and basic needs, education that is provided for children who are orphaned is usually not adequate or relevant for the pupils. The headmaster and the teachers do as they have been trained, but that has not proved enough for the children to succeed. Even outside of orphan care, the education in Sub-Saharan Africa is the worst in the world (Lewin, 2009). While more children are going to school than in the past, the type of education they are getting has not been questioned or assessed to determine if it is the right education approach. Mandatory schooling may meet requirements for the Millennium Development Goals (MDG), but if children are enrolled in school and not challenged or if the school is overrun with children and not adequately staffed, the children's opportunities could suffer. Lewin argued the point this way, "Simple definitions of enrolment registration need

to be accompanied by a broader vision which includes entry and progression at an appropriate age, regular attendance, satisfactory achievement, appropriate chances to progress to post-primary, and more equitable distribution of opportunity” (2009, p. 171). Further, if mandatory education is taking children away from being able to learn how to provide for themselves and their families, they could be worse than if they had never been forced to go to school in the first place. Active participation should include opening children up to the options that they have, even if those options do not include further schooling (Ratna & Reddy, 2002). If they are in school, get them the best education possible. Education is essential for maximizing opportunities for children, and this applies even more for children who are already disadvantaged in social systems, like children who have been orphaned. As Boli, Ramirez, and Meyer explained, “For most people, education may be the most important element of their social status, and their educational background will have a greater direct impact on their overall life chances than any other element but nationality” (1995, p 145).

Child Participation

Children are citizens of the nation that they belong to. As full citizens, they are entitled to the rights of every other citizen in that nation. The rights of children vary greatly according to where they live and their cultural contexts. Even though the UN Convention on the Rights of a Child (CRC) was drafted from mostly a Western concept, the basic principles can apply to children in every context. Human beings have rights and since children are human beings, they are entitled to the

same rights. They are small, vulnerable, and easily exploited, so special accommodation must be taken into account. That is why the CRC is important.

Children, as members of society, should have a role to play in that society. Children are capable of participation even though their understanding of the full scope of society is limited. They might not be as educated as an adult, but they still have an opinion as to what they believe is important and even how to change their situations for the better. When presented with challenges, they are creative and can come up with solutions that are practical. Often, their voices are limited and silenced in the adult world. Decisions are made at national and local levels alike without their input. Sometimes, they are held merely as tokens for public display and their ideas are more for show than anything (Hart, 1992). This could be explained by their cultural view of power and who has power. Hofstede & Hofstede (2005) outlined that East African cultures have a medium power index. This means that people have distinct roles in society and do not have the cultural freedom to step out of that role. For orphaned children, this means that they do not have a voice or an opinion at the institutional or community level.

The voices of the children who are orphans are important. They know the reality of the situation and can provide almost instant feedback on what is working and what is not. No one around these children wants to create a sterile program that ignores the people involved (Feeny & Boyden, 2003). Development for the children requires the participation from all members of society (Benson, 2006). Since the success of the children will, in part, determine the success of the community, all members have the responsibility to get involved. As a region that sees the male role

in society as removed and respected and the women's role as being in the home, this could provide some challenges for equality in participation and results (Hofstede & Hofstede, 2005). It is necessary to find influential people, especially men and women who are elders (in the Sub-Saharan Africa context), to be involved in the planning and implementation of asset-based education programs so that the community will more likely be involved. The importance of a cultural broker or someone of influence in these communities and sub-communities is vital as an outsider looking to do any type of development work with the community (Hart, 1992). They are the gatekeepers and know who to talk to and what is really going on in the community despite the initial analysis. Sabates-Wheeler et al. (2009) believe that development requires that the society change to stop "discrimination and social exclusion" (p. 115). This begins and is only made possible with the influencers of the community.

Justification Conclusion

Through the development of assets, children participation, a solid education, and livelihood internships, there is hope that the children can build the foundation for their future despite their social status as orphans. This requires not only their participation, but the participation of the entire community. The community will benefit from the development of the children because the children are the future community. It is not always easy, but it will lead to fulfillment for the children and their mentors. Dedication, passion, patience, and perseverance are required to make a difference. The development of children will require the care of the children as the top priority and a structure of accountability to ensure that their well-being is attained.

Plan of Action

Introduction

Not Alone firmly believes in empowerment and will work with the directors of orphan care centers and members of the community to attain their goals. Not Alone will be providing money, but it is mostly up to the directors how the money will be used. Suggestions and advice will be given by Not Alone, but by the end of any project, the directors, community members, and orphaned children are the ones who will have accomplished the goals. This places Not Alone in an interesting position. Many times, we will have to remove ourselves from some of the decision making, even if we believe the directors might not make the best choice. We do not want to make them merely the recipients of development and aid; we also want to enable them to make the changes they see necessary. The orphan care centers that Not Alone works with have a different worldview than the Western perspective of Not Alone. We must always be introspective and ensure that the direction of the programs is in the hands of the local population. While this may not be the most effective stance in many people's opinions, it is vital for the long-term growth and maintenance of the orphan care center system. Conn and Ortiz (2001) stated, "Leaders who do emerge from an indigenous upbringing are extremely valuable assets to a long-term ministry in that part of the city" (p. 382). If people have a stake in their own development, the responsibility will be on them to keep it going effectively. Organizations often leave out voices on the community or individual level creating blanket programs that don't address the reality of the situation (Boyden & Feeny, 2003). This also prevents dependence on Not Alone to always

provide all of the answers and all of the money. Instead of dumping money on the developing world and designing divided programs that only address the symptoms of a suffering community, programs need to be innovated for transforming the source of the afflictions (Sabates-Wheeler et al. 2009). Working together for the benefit of others means compromise. It comes back to the people who are suffering. In order for transformation to happen, they need to be heard; in order for them to be heard, the earplugs of agendas and preconceptions need to be removed. Seeing long-term effects requires long-term commitments, which is hard to find and even more difficult to implement. Love, sacrifice, and dedication are the requirements that are necessary, but hard to come by on the scale that they are needed.

With each orphan care center, Not Alone will provide money and consultation in the following ways:

- Child Sponsorship
- Church Sponsorship
- Accountability
- Program Consultation and Planning
- Long-term Advising

Since orphan care centers are constantly changing, graduating children, and attaining more, Not Alone will always be available to the orphan care centers as long as they want advice and assistance. It is our hope that the centers get to a point where they are able to stand alone without our financial assistance.

The implementation of these programs is multi-faceted. The money from the child sponsorship program will be ongoing. Times of economic and sustainable

prosperity will mean the care for more orphans, or more money allocated for the scholarship fund. Continual assessment of operating costs will ensure that money will be handled appropriately. The more sustainable the orphan care centers become, the more money the scholarship fund will receive, enabling more and more children to pursue higher education.

Aid from churches and the community will be heavier in the first few years of involvement. Each orphan care center's sustainability would constantly be worked for. Dependency on any church or government structure would conclude in adverse consequences for the center and the children that live there. The model of sustainability, not dependency, is something the children would learn from and apply to their lives once they leave the program. As time goes on, churches and community leaders would provide a different kind of support than financial. The relationship would develop into an advising, encouraging, and two-way accountability friendship.

Child Sponsorship

Photos and video will be taken of the children, dependent on their willingness for the child sponsorship packets. The cost to sponsor each child will include a number of factors. The overall cost of the operations of the orphan care center includes a stipend for the director and the staff and faculty, the establishment of a scholarship fund for further education, building maintenance, water and future electricity, the total cost for food and clothing for the children, and the establishment of a sustainability fund as allocated by the director. The sustainability fund would be used to experiment with different crops, the acquisition of land for

farming and husbandry, water recycling and purification systems, and waste management solutions. This total cost would be divided by the number of children living at the orphan care center taking into account the addition of children and the partial orphans living there during the school year. This cost would be the sponsorship amount for each child. Sponsors donating money can expect limited communication with their sponsored child. The sponsorship money would be pooled together to address the total needs for all of the children, not the sponsored child specifically. Limited funding would mean that the sustainability and scholarship funds would not always be deposited into, in order to fully meet the immediate needs of the children first.

Church Sponsorship

Church sponsorship would be a one-plus-one system involving one church from the host nation and one church from the United States. For every church involved in the U.S., a church in the host nation will be involved as well. This promotes partnership not only in the care of the children of the orphan care center, but the establishment of long-term friendships between churches in the community and those overseas. Churches in the host nation would be responsible for accountability and check-ups for the orphan care center, and would provide the church in the U.S. an accurate picture of the realities of the center. Together, they would work with the directors to accept short-term teams from overseas. The goal of church involvement would be a long-term partnership and friendship. Short-term teams would be involved in building projects, sports camps, and Bible schools.

Partnership with local churches can also provide spiritual enrichment and mentorship for the children as they grow and mature as individuals.

Evaluation

The orphan care centers will receive support on many different levels and will generate progress report and accountability statements that measure the well-being of the children, their educational advancement, the progress on sustainability measures, and the growth of the scholarship fund. It may take many years to evaluate the long-term goals of community involvement and professional investment of the children of the orphan care centers. Yearly or bi-yearly visits, email and Skype conversations, and church check-ins will maintain the friendships and ensure that the children are being cared for and getting the best education possible. A local staff member of Not Alone will also be responsible for maintaining accountability with the orphan care centers by conducting interviews with the children, their caregivers, and members of the community. Re-evaluation will be ongoing and the procedures altered accordingly, always with the goal of the child's current and future well-being in mind.

Organizational Details

Structure

Not Alone International is a new corporation in the stages of becoming a recognized 501(c)3 non-profit organization. John Vicory, the executive director of the organization, informally began operating under the name Not Alone when he started fundraising projects for two orphanages in Ethiopia and one in Uganda. He is

currently undertaking a Master's degree in International Care and Community Development from Northwest University in Kirkland, Washington. Through the program, he has refined the vision for Not Alone. Board members Alexander Fung and Cierra Olmsted have been working closely with John on the mission and vision of the organization, as well as the practical details required to establish a non-profit organization. In addition to the board of directors, trusted field operators will be hired in each of the locations where Not Alone has client orphan care centers. These staff members will be paid competitive wages for their work for Not Alone.

Not Alone is unique in the approach to orphan care. Most organizations focus on children at risk, women, or the community at large, but we choose to focus specifically on orphan care and its relation to orphan care centers. Not only do we focus on orphan care centers, our model of development is a true partnership with the directors of the centers. We realize that there are locals who connect with the issue of orphans and have dedicated their lives to helping them. They know more about their culture, community structures, and policy than we can ever know, so we work with them as advisors and partners to provide opportunities for the children. We also provide funding to the staff and personnel of the center for retention purposes and so that they can provide for their families. We do not make assumptions that we have all of the answers or can come in and restructure everything. That would be detrimental for the children's stability and development. We also do not think the best option is to establish our own orphan care centers (although that may seem easier at times) and implement our own culture and values

on the children. This is counter-productive for the mission of keeping the children in their communities and becoming people of influence in their own nations.

Financial Need

The purpose of Not Alone is to assist in the care for children who have been orphaned. Direct financial needs for the organization include office space, video and still cameras, computers, an internet connection, marketing materials, plane tickets, international transportation and accommodation costs, and salary for field agents. Since John Vicory plans on committing most of his time to Not Alone, a timeline of partial to full salary is also in place. Operating costs of Not Alone will be provided for by donors interested in supporting the organization. Other donations, money from child-sponsorship and church sponsorship programs will go directly to the children with little or no overhead expenses.

Budget

Not Alone has a projected budget of 30,000 dollars per year for the first three years. In addition to office costs, the directors of Not Alone will be responsible for bi-annual trips to the orphan care center locations to ensure that the money is being spent wisely and the directors of the orphan care centers have what they need to start implementing programs, network with community leaders and officials, and begin community placements projects. This does not allow for the salary for the directors of Not Alone, so they will have to each be responsible for raising their own support for the first three years until momentum is generated and sufficient fundraising programs for organizational costs are in place. If sufficient funds are

donated to the organization, then they may begin drawing salaries. The 30,000 dollars breaks down into the following categories:

- \$6,000 for office rent
- \$4,000 for office supplies and maintenance
- \$10,000 travel and accommodation
- \$10,000 for field staff

Not Alone is beginning with one orphan care center. By 2014, Not Alone hopes to add a partnership with another orphan care center. We want to ensure that our approach to partnership is sound and we are doing good work. Occasionally, development work can produce unintended consequences. Since our approach to orphan care partnership is unique, we want to be able to work out issues and problems in the approach before we attempt to replicate it. Working with another orphan care center within three years will enable us to see which programs and ideas will work across cultural contexts, and which have to be adapted in each culture.

Budget for Not Alone's programs will be allocated as money becomes available. Money from child sponsorship will go to the orphan care center for the benefit of all of the children of the center. Individual sponsorship is a way to help donors (sponsors) identify with the issue of orphanhood. They are aware that their money goes to the overall care of all of the children to prevent bitter feelings among the children. Breakdown of sponsorship amount is determined by how many children the facility has; the immediate food, clothing, and security needs; long term vocational projects; educational needs; and community placement needs.

Talent Management

Not Alone is in the initial stages of incorporation. All of the staff thus far has been involved since the beginning. Since we have yet to hire any staff, it is the perfect time to make sure that we know what we want in staff members and know how we want to deal with them as an organization. Not Alone will most likely remain small for a long time, but even in growth, we hope that we can retain a family atmosphere, listening and responding to the needs of the individuals who make up Not Alone.

Formalized positions for employment in the organizational structure for Not Alone will begin with internships from the general population of those interested, and current supporters. On our website, and in addition to other media being sent out, we will advertise for three-month volunteer internships with the organization. Responsibilities will include organization, writing, and general correspondence with donors and those interested in the organization. Through this process, we will identify potential talent for positions, based off of personal performance, team cooperation, and resonance with the mission. We will also accept applications for those who are currently in the non-profit field and would like to be involved with our mission.

In order to be sure that everyone is on the same page and working together, a weekly meeting will be held to review projects, adapt to problems, and sort out personal issues. People will be held accountable for their work and its alignment with the mission. These meetings will also be the venue to discuss ideas and to remind people of the importance of the organization's vision and mission. This is a

great way for people to see how their part in the organization is important and connected to what everyone else is doing. In addition to weekly meetings, there will be monthly reviews. These reviews will be self-administered, a review with a peer, and a review with a manager. There will also be a forum for reviews of the management from the staff. Standardized questions will guide the review, but otherwise, questions may be asked freely and openly.

One of the things that is important and unique in the organization is dealing with interpersonal problems between staff members. If there are issues, the staff is likely to be ineffective and fall short of their potential. As part of the memo of understanding at Not Alone, people must commit to talking with each other about the problems that they are having. If someone has a problem, they will notify the other party and their manager to have a meeting as early as possible to work it out. The work environment is important for people and the mission of the organization, and if there is internal conflict, it will be sure to manifest in the organization as a whole.

As the director of Not Alone, my list of non-negotiables include the following:

- I will not tolerate bullying and down-talking.
- I will not tolerate people who seek to make much of themselves.
- I will not tolerate ignorance or arrogance in dealing with people of another culture.
- I will not tolerate close-mindedness.
- I will not tolerate negativity in working out the mission and vision of the organization.

- I will not tolerate lying and laziness.
- I expect my team to keep a biblical perspective on the plight of widows and orphans.

Leadership Development

In addition to development work overseas, Not Alone is dedicated to the development of those working for the organization. This not only relates to the professional lives of the staff, but the personal ones as well. Since the staff is small and close, a family atmosphere will be cultivated. People will have the openness and opportunity to share what is going on in their personal lives. This will be built into the structure of the organizations weekly process. We also want to respond to specific needs of the staff by allowing them to recommend their own schedule. Work can almost always be made up in the event of family urgencies or even personal days.

Full-time staff, as well as interns will be challenged to grow and develop their skill set and leadership voice. The particular interests of the staff will be acknowledged and encouraged during their time at Not Alone. If we do not possess the expertise to help them develop, we will take it upon ourselves to find someone who will guide them. Their talents and interests applied to their work will help them be more fulfilled and motivated. This has long-term benefits for full-time staff, but especially for interns. We want to see their work at Not Alone be of consequence and make a difference whether they stay with the organization or join another one.

We want their time and energy to be well spent so that when they look back at the time with us, they see it as a growing season in their lives.

Through the avenues of feedback, reviews, and accountability, staff and management will grow in knowledge, competencies, and capabilities important for their career with the organization or other careers that they pursue. We want to make sure they know their own strengths and weaknesses, as well as the tools to develop their strengths and compensate and strengthen the areas requiring improvement. Each person in the organization has the opportunity for impact, both in the office environment and on the mission of the organization. Part of the review system will ensure that they are having the most impact they can, and devising ways to get the impact desired if they are falling short. Most of all, I can encourage leadership development by recognizing individuals first as people created by God who have gifts and talents for the Kingdom. This inherent value is vitally important to communicate.

Future Goals

In 10 years, I have hopes that Not Alone will be a larger organization; three offices with one of them being overseas. Even though I hope for growth physically, I hope that the leadership development will grow and change as well. What I hope does not change is the environment. I hope that passion for orphans still drives the organization and that the commitment to the mission is universal. The same principles for the small office and staff can still relate to a larger organization and staff. I hope that it never loses the family atmosphere, the accountability and feedback structures, and the individuality of the team members and their

contributions both to the organization and to their families and personal spheres of influence.

I hope that many people leave the organization and start new and wonderful projects that address specific areas that Not Alone does not focus on. With the leadership development model, there is room for growth. People will move positions and start new offices and new locations with new orphan care centers. I want to see orphaned children have a voice in their community. I want some of the children we have worked with go on to become doctors, teachers, lawyers, and government officials. I want to see them giving back and helping other orphans gain access to opportunities for a better future.

Marketing Plan

Overview

With so many organizations in the country and the world, it is important to have a strong marketing presence, especially online. Through effective branding, informative lists, and data analytics, Not Alone can engage people about the children who are orphaned in an efficient way. We also want to use every medium that we can in order to generate interest, collect feedback, and make resources available.

Target Audience

The target audience for donations and sponsorship opportunities is anyone interested in children who are orphaned. In my work with other non-profit organizations, I have found interest from people in middle school and high school all the way up to elderly adults. Orphan care can captivate people because everyone

can identify with a childhood and think about what it would have been like to be an orphan. Marketing materials will be targeted more toward people over 18 years of age. Younger people will hear about it through their parents' interest and there will be methods for them to get involved as well, that will be posted on the organization's website.

Strategies

Most of the interest for Not Alone will be generated by word-of-mouth. People who have already expressed interest in the organization or who have made donations in the past will make up the first mailing list. As more and more people find out about Not Alone, the list will get bigger. It will be important for us to keep as much information about individuals as possible to ensure that we are complying with their requests, sending appropriate appreciations, and also make sure we do not contact them in aggravating ways. Lists from similar organizations may also be leased in the future depending on the amount of interest generated in the first few years.

We will also be using print productions like postcards, fliers, posters, and brochures to send to the mailing lists. We don't want to waste money or be inefficient with our marketing funds, so these might be sent out by request only at first to test their efficiency. We want to have a visually appealing presence so that people see us as respectable and professional, but also that we take great care in everything we do.

The Not Alone website will be the greatest tool of the organization. All of the information and resources will be centralized on the web platform. We will have

resources for people wanting to fundraise; different campaigns where they can see real time status of their donation; as well as updates from the various orphan care centers on how they are doing, photos that come in, and all the videos, stories, and photographs that have been collected. Our alternative media, while highlighting certain programs or features, will always point back to the website.

In addition to the website, Not Alone will also maintain social media presence with Facebook, Twitter, Flickr, Vimeo, and blog accounts. Staff will be encouraged to participate in these avenues, asking and answering questions, providing information and statistics, as well as building networks with other organizations. There are social media tools available that will help centralize the process for a large number of individuals.

Assessment

Marketing tools are constantly evolving and getting more efficient as far as feedback is concerned. Because of the traceability and ease of communication, social media and the website are the most important methods of assessment. When a mailing is sent out, it is somewhat difficult to track all the different responses to the mailing. Social media and website analytics provide real time statistics for how many people are visiting which pages, how long they stay, and what they are clicking on and interested in. Social media gives people an instant voice to share their opinion, ask a question, or even mention that they support the organization and are telling other people about it.

With the popularity of smart phones and tablets, it will be increasingly effective to use integration tools on print media that enables us to get an idea of

what print materials are working. One such tool is called a “QR code”. The QR code can be scanned by a smart phone or tablet and drive the user straight to a specific or general pages of the website. With other online tools like Google Analytics, these scans can be tracked.

We want to be relevant to society, not only in helping children who are orphaned, but also informing people about some of the realities of what it means to be an orphan in a country like Uganda and Ethiopia. We believe that once people see this reality, their perspective will change and we hope that it helps them to see the world differently. We would love for them to partner with us as an organization, but even if they do not, we hope that the images, videos, and information that we have presented will challenge them to soften their hearts to involvement in caring and supporting people around them and reaching out across the globe.

Funding

Overview

The funding structure of Not Alone breaks down into three main categories: program development to fulfill the mission; the organization structure’s sustainability and effectiveness; and getting people to care for and support the cause. The success of the organization, in large part depends on the third category, because without financial support, working toward the mission will be very difficult.

We care about children who are orphans. After hearing their stories and getting to know them, we are confident that once other people get to know them and their hardships and joys, they would want to help them in whatever way they can.

Appealing to individuals is the primary method for generating funds to go directly to the orphan care centers and dispersed through the community development programs that Not Alone works with the directors on. These appeals are relational appeals. We want to see the ways that helping orphans affects the lives of the donors and we also want to report back to them the ways that their donations and support helps the orphans. In a way, they both need each other and Not Alone works as a bridge to connect them.

Friendraising

Building relationships with people is the most important task that Not Alone has on this side of the oceans. Not Alone currently works with two orphan care centers in Sub-Saharan Africa to provide further opportunities for children. In the next three years, we hope to add at least another orphan care center. This requires a lot of time and energy. We want to partner with orphan care centers who have been established by locals and have a good reputation in the community. Research and accountability take time, as does building relationships with the director(s) of the orphan care center, community officials, and members.

When people decide to make the commitment and support Not Alone, they are also committing to being involved in receiving updates on how their money is being used effectively. This not only provides accountability, but a connection to the children. The directors of the centers will be aware of how many people are supporting them and through which avenues, and can take further steps like telling the children, sending thanks, etc. Not Alone will be punctual in their appreciation for any donation, no matter how small. Since we rely on donors to further the mission

of the organization, we have a responsibility to keep them involved and informed as much as they wish to be. If they only want to write a check and do not want to hear anything back, we will be sensitive to that as well. Relationships with donors and those seeking information about the mission of Not Alone and orphan care should also be cultivated. We realize that donors need us to accomplish good things with their money and resources; we need them to further the mission of the organization. So, donor relationships are high on our list of priorities. Part of building these relationships is being financially transparent and honest with the donors about where their money is going. At times, donors want to use their money for a specific purpose, which is fine given the constraints of established programs, but we will not initiate new programs on a recommendation from one donor. If they choose to withdraw their donation, we will continue communication with them, but would rather contribute directly to the mission of the organization than cater to individuals.

Relationships should not be one way or have different parties on different levels. Since we want to build relationships with people, we have to work on cultivating them. Feedback plays a vital role in relationships. Communication on both sides needs to be open and honest in order to get the best results and maintain a positive environment. This feedback is not simply on the donor level, but with our client orphan care center as well. We need to be continuously figuring out what is working and what is not and at the same time, present these issues and victories to the donors. We are not always going to get everything right, but we hope that we can grow and develop as an organization and refine our programs and operations to

be of greatest benefit to the children. All feedback will be filtered and documented, and necessary action will be taken. Communication will be given promptly to feedback even if adequate action is unable to happen at the moment. We want people to know what we are approachable and care about our relationships.

Strategy

Individual appeals can be intimidating. Not Alone does not want to intimidate people into giving, but rather to present an opportunity for giving. Children who are not orphaned have parents to help support them physically, emotionally, and spiritually as they grow up. We want to give orphans that chance. When presented in this way, it becomes not only logical, but relatable. Most people in North America had parents and can relate to having someone there for them and providing for them. We present them with the opportunity to be a provider to another child that needs support.

Donations to programs like child sponsorship, vocational scholarships, scholarship funds, and the immediate needs of the orphan care center will go exclusively to the centers. We hope that through alternative fundraising, specifically for organizational needs, we can enable 100% of individual donations used to further the mission of the organization. This may be difficult especially at first, but we know that it is important for our donors. Those who want to donate directly to the organizational costs may do so and we encourage that. For organizational costs, we will also apply for grants. We do not want to stretch ourselves too thin and burn out quickly, so we are dedicated to operating within our means as an organization.

Some new organizations attempt to take on too much too early and end up failing to follow and work toward their mission. We want to avoid that.

Business Plan Conclusion

The mission and vision of Not Alone International is to make a difference in the lives of children who have been orphaned. No matter how good our plans to help are – we rely on other like-minded people to make it possible. We have developed well-rounded and thought out strategies to assist existing orphan care centers grow and develop orphans in such a way that the programs can be contextualized to each orphan care center that we work with. Through building assets, ensuring adequate and accountable staff, as well as individualizing care for each child, the orphans that we work with will have access to more opportunities. Through these opportunities, they can begin to shape their community and nation.

We will work hard, but also realize limitations to our effectiveness given lack of funding and personnel. Our programs will be limited to the funding that comes in for them. One of the biggest mistakes that non-profits in local communities can make is giving false promises. It happens everywhere and we do not want to add to that because it breaks relationships. So, we will begin programs when we have sufficient funds and the ability to continue them in an efficient manner.

The bottom line for Not Alone as an organization is the children and their future. Wolsterstorff (2005) wrote about the inherent worth of humanity. Not Alone recognizes this worth in humanity and also acknowledges that orphaned children

have not been given the access to rights like they should. Our hope is that we can extend to them the dignity and access to rights that they deserve.

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