

Strategic Plan

Teaching HOPE

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Executive Summary

Teaching HOPE is one of a kind organization aiming to help orphaned youth to transition to independent adulthood. The organization was incorporated in January 2007 and is starting its operations in Colombia with the vision to expand to other countries as its model is developed and tried.

Colombia was chosen as the country for Teaching HOPE's pilot project due to its current social environment. The country is recovering from decades of violence, which resulted in a high number of displaced people, leaving many children orphaned or abandoned. While the state is assisting orphaned children, the resources are insufficient and many children do not receive appropriate care. Moreover, the state support is not provided for older orphans who "age out" of the orphanage system at 18 without skills for work or place to live. Many end up back on streets.

Teaching HOPE aims to improve the lives of orphaned youth (13 to 18 years old) by establishing three programs to help them transition to independent adulthood: (1) Vocational training, (2) Network of Caring Adults, and (3) Transitional Housing. Vocational training includes classes for gaining marketable skills, such as English and computer skills, and life skills training. These skills will assist the youth with finding and maintaining gainful employment. The network of caring adults is a critical component of the Teaching HOPE program which aims to provide the support network that the youth can rely on after leaving the orphanage. With time Teaching HOPE will provide transitional housing to children leaving the orphanage so they can have a safe place to live while they establish themselves in their trade.

Teaching HOPE is managed by the Board of Director currently comprised of nine people. The Board of Directors has established the principles for transparency and accountability to guide its activity. Teaching HOPE's main office is located in Washington D.C. Its operations in Colombia are managed remotely by a board member who is located in Colombia.

The 2009 operating budget for Teaching HOPE is expected to be \$61,328 which includes program needs as well as administrative expenses. Teaching HOPE is committed to maintaining low overhead, which is fully funded by contributions of its board members. Board member contributions and fundraising are the two main sources of funding for Teaching HOPE.

Teaching HOPE has non-profit tax exempt status in the United States and is establishing a working relationship with the Colombian Institute for Family Welfare, which oversees the orphanages in the country. By the end of 2009, Teaching HOPE will be conducting classes in English, Life Skills and Computers at the Amparo de Niñas, and expanding our computer and English programs to another foundation as well. The transitional housing program will be commenced in 2010.

Introduction

This document contains a strategic plan for Teaching HOPE, a one of a kind organization aiming to help orphaned youth to transition to independent adulthood. The document presents a series of fundamental statements relating to Teaching HOPE's vision, mission, values, and objectives; and sets out Teaching HOPE's proposed strategies, goals, and action programs.

Teaching HOPE Mission

The central purpose and role of Teaching HOPE is to enable older orphaned and abandoned children to thrive and reach their fullest potential by providing them with (1) vocational and life skills education and training, (2) a network of caring adults, and (3) transitional housing, guided by the principles of the Convention on the Rights of the Child.

Teaching HOPE Vision

The founders' vision of Teaching HOPE is to become a widely supported non-profit organization which provides tools and services making a better future possible for older orphaned and abandoned children. Teaching HOPE seeks to become a model organization in regard to transparency, community support, and management of resources. Teaching HOPE aims to create an example for support of older orphans at one orphanage which afterwards can be replicated to other orphanages in Colombia and other countries.

Teaching HOPE Organization

Teaching HOPE, incorporated in January 2007, is an organization based in Fairfax, Virginia in the Washington D.C. metropolitan area. The organization currently consists of eight members. The members of the organization include immigrants from Colombia, mothers of adopted Colombian children, and other individuals concerned with the plight of older orphans. Teaching HOPE is a 501 (c)(3) tax-exempt organization in the United States (tax ID # 20-5788626).

The Current State of Orphans in Colombia

This section demonstrates the critical importance of an organization like Teaching HOPE in the context of the current social environment in Colombia.

Current Social Environment in Colombia

Colombia's armed conflict has been the longest running in the Americas. Starting in the 1940s, it has continued to present days with guerrilla groups, paramilitaries, government armed forces, and national police perpetuating violence. The conflict resulted in high death toll, staggering numbers of displaced persons, poverty, and thriving drug trafficking. The children of Colombia have been impacted the most by the years of instability - currently over 52% of Colombian children under the age of 18 live in poverty. Of children under 5 years of age, over 13 percent suffer from chronic malnutrition.

According to the Internal Displacement Monitoring Center, about 3.7 million Colombians (75 percent of them women and children) have been internally displaced by violence in the past 15 years. Only one other country in the world – Sudan – has more displaced nationals than Colombia. In 2005 alone, more than a quarter million people were forced from their homes. Forced migration often places women (especially pregnant women), children, the elderly, the disabled, and the chronically ill in situations of outright desperation. The Women's Commission for Refugee Women and Children says the trauma and upheaval of war forces hundreds of thousands of Colombian women and their children from rural areas into the cities every year. In many cases, a woman will flee her village after a husband, brother, father, or son has been kidnapped or killed.

"Traumatized and terrorized, she will leave as quickly as possible - often within hours - for a hastily chosen destination. Upon arrival in that destination, she will be lucky to count on the help of a friend or relative for immediate temporary shelter," says the Commission. "Just as likely, she will find no support whatsoever and will have to scramble to find a foothold in the barrios (slums) or at the edges of smaller towns."

Compounding this problem are Colombia's very high rates of teenage pregnancy. One out of three 19-year-olds have been pregnant at one time, and a quarter of Colombian mothers are teenagers. According the Alan Guttmacher Institute, 46 percent of young women with less than seven years of schooling have their first child by age 20, compared to 19 percent of women with seven or more years of education.

This environment creates conditions for a high number of orphaned and abandoned children. The 2007 UNICEF report estimates 790,000 orphans aged 0-17 in Colombia. Approximately 30,000 children live on the streets the majority of the time. One third of street children in Colombia live in the capital city of Bogotá.

Colombian Orphanage System

All orphanages ("institutions") in Colombia fall under the jurisdiction of the Colombian Institute for Family Welfare (ICBF). There are approximately 50 orphanages in and around Bogotá (population of Bogotá is about 7 million). ICBF - a government agency -

plays the foremost role in protecting children in Colombia. It provides care to 24,400 children who are abandoned or are in extreme physical or psychological danger. As a combination of family welfare agency and juvenile justice system, ICBF employs child defenders (in Spanish - “defensores”), who can order children to be taken into custody, investigate reports of abuse or negligence, determine the state’s response to arrested offenders of children under twelve, and occasionally act with police to search locations where children are reported to be in danger.

ICBF operates under the guidelines of the Code for Minors, made into law in 1990 and encompassing children under 18. In addition to maintaining the system of orphanages, ICBF undertakes programs for the public welfare, such as “Families in Action” which lends educational and nutritional support to poor families, and “Haz Paz” aimed at preventing and detecting domestic violence.

The primary causes of child institutionalization in Colombia are poverty, child abuse, abandonment, and displacement. According to ICBF, in 2004 alone 3,195 children were declared legally abandoned in Colombia. Many more children entered ICBF protection, but the majority of them have not been declared legally abandoned. This is due to several factors:

1. The majority of ICBF’s efforts are concentrated on returning the children to their biological families, if possible. In Colombia, there is no timeline in which this needs to be completed. Therefore, many children are in the system of institutionalization without an abandonment decree.
2. Due to the enormous workload of the defenders and the fact that children older than seven years are very unlikely to be adopted, the abandonment decrees for most of these older children are never made.
3. For medical or psychological reasons, many of the children are not found to be healthy enough to be considered “waiting for adoption.”

ICBF strives to provide several types of care simulating a family environment:

- Hogar Sustituto - a family which assumes temporary responsibility of a child until his/her legal situation is defined under the technical guidance of ICBF;
- Hogar Amigo - a volunteer family which provides support to a child without the economic assistance of ICBF;
- Casa Hogar de Protección - an intermediate home designated by ICBF which serves as an option between a foster home and an institution. The program assists a maximum of 12 children in a family environment with personalized care and a link to community services.

Unfortunately, these types of care are not often available and most abandoned and orphaned children are cared for within institutions. In 2002, approximately 29% of orphaned and abandoned children were placed in family settings. The remaining 71% of children lived in institutions. In the coming years, ICBF will work toward increasing family placements for children from 29 to 40 percent. This means that at least 60 percent of orphaned and abandoned children will remain institutionalized.

Adoptions in Colombia

After attempts to unite abandoned children with their families fail, adoptions are the last means of protection for an abandoned child under 18. Several agencies are licensed by ICBF to undertake efforts to find adoptive families for the legally abandoned children. In 2007, 1,175 children were adopted by Colombians and 1,902 children were adopted by foreign families.

Unfortunately, most adoptions occur for younger children. The age distribution for Colombian adoptions in 2003 was the following:

0-3 years old	62%
4-6 years old	20%
7-10 years old	11%
over 10 years old	7%

The State of Older Orphans in Colombia

Per the common practice in the orphanage system, when children reach a certain age, they “age out” of the system. In Colombia the age at which the government stops funding a child is 18 years old. When the majority of these children reach 18, they are given a document by the orphanage stating that they have been released from protection and at that time they need to leave the institution.

Children leave into a world that has no support system and very few job opportunities, especially for the youth. Unemployment for Colombians aged 15-24 is high (25% in the year 2004). In addition, unemployment is much higher for young women (31.7%) than young men (20.2%).

Another obstacle children face is lack of housing opportunities. To rent an apartment in Colombia, a deposit of 10 percent of the yearly rent is usually required up front, and most renters need a stable adult to cosign the lease. Without savings or an adult who can help with this, many released children end up back on the streets.

Unemployed and homeless, many released children become susceptible to prostitution, militant groups, and extermination by groups who see them as delinquents. These killings, fairly common in Colombia “limpiezas”, aim to exterminate persons deemed worthless. Every three hours, a child is killed on the streets of Bogotá.

ICBF has been trying to address the need to assist released children. In coordination with Colombia’s National Family Welfare System (SNBF), ICBF started a program offering children and adolescents training for their personal, social, and vocational development. The program targets 15 to 18 year olds which have been abandoned and children over 16 which have difficulties with their families. Children receive a monthly allotment for training and skills development. This program is in its development and is not comprehensive in its coverage yet. In addition due to scarce resources, the jobs the children are trained to do are usually the lowest-paying.

Some charitable organizations have also been assisting young adults to integrate successfully into the society. One such organization, “Jóvenes en Acción”, works toward improving employability for the young. The program is designed for people between the ages of 18 and 25 who are in the lowest classes of income. Jóvenes en Acción teaches specific job skills so that young people reach a semi-skilled level. The organization is targeting to provide services to 100,000 youth. Unfortunately, the program is not geared towards abandoned or orphaned children who, in addition to lacking job skills, also need life skills and a place to live. While the program targets people beginning at age 18, children who are leaving state care need to develop their job skills before this age so that they can find employment immediately upon their release from protection.

Teaching HOPE Purpose

Functional Scope of Activities

While younger children in the orphanage hope to be adopted and there are organizations which help with adoptions, it has been observed that by the time the children reach the age of 13, the prospects of their being adopted are reduced significantly. In order to help those children who do not have a chance to be adopted and benefit from growing up in a family, Teaching HOPE will provide education and training to children starting at the age of 13 in order to improve their chances of being gainfully employed upon release from an institution. In addition to vocational training (English and computer skills), Teaching HOPE will provide life-skills counseling, transitional housing services to help the children begin their lives outside of the orphanage, and assist institutions in building a network of caring adults.

While in our work with the orphanage we may encounter situations when we would like to advocate for a specific child to be adopted, Teaching HOPE's primary mission is to help children of 13 and older whose chances of being adopted are minimal. Teaching HOPE will not advocate for the adoption of specific children in its programs, but if an interest in adoption is expressed, our staff will refer the person to the adoptions program at ICBF.

Even though Teaching HOPE is committed to educating both boys and girls, the primary focus of Teaching HOPE will be on helping girls. Girls in Colombia face more difficulty than boys, as observed by the higher unemployment rates, and are in general less prepared to fend for themselves when they leave an orphanage. At the same time, as adults, girls will have the primary responsibility with raising children. By investing in girls' education, Teaching HOPE will seek to achieve a "double dividend", as defined by UNICEF in its "2007 The State of the World's Children" report". UNICEF has found that investment in women's rights – through education, financing, legislation, legislative quotas, engaging men and boys, women empowering women and improved research and data – will ultimately produce a double dividend: advancing the rights of both women and children. In the Colombian setting, the level of education directly impacts the age at which women have children: teenagers with some secondary education are three times less likely to have a child than those who have less education.

By focusing on providing education and training to girls soon to be aging out of the orphanage system, Teaching HOPE aims to achieve two goals:

1. Assist orphaned and abandoned children to integrate into the society successfully and lead productive and happy lives; and
2. Stop the cycle of poverty which is perpetuated when grown up orphaned and abandoned children bring up their own children in poverty thus creating more potential orphans.

Program Development

Teaching HOPE's programs will be developed at an orphanage after an agreement has been made with the orphanage (and ICBF, when required) in the form of a contract. This contract will detail specifically what each group is expected to provide and a timeline for the project. While institutions will be required to take on some responsibility for the programs, Teaching HOPE is committed to providing for each project financially. ICBF will not be expected to contribute financially to Teaching HOPE's projects in any way.

Tier 1: Vocational Training

As the children leave the orphanage, they are ill-prepared to live on their own and support themselves. In order for them to be able to earn a decent living, Teaching HOPE aims to provide vocational training to the children between 13 and 18 while they are still in the orphanage. Specifically, Teaching HOPE will provide classes in English, computer skills, and life skills.

English and computer skills are in high demand in today's Colombian economy and Teaching HOPE aims to provide these skills to increase employability of the children at the orphanages we work with. Teaching HOPE equips a computer laboratories and employs a computer skills instructor. We offer computer classes to children in small groups for approximately six hours each week. English classes are provided by a qualified teacher. In addition to any English instruction the children are receiving in school, approximately three hours of classes are taught per week and the children will be given opportunities outside of classes to practice their English.

Life-skills education and training is a critical part of Teaching HOPE's mission. Children leave orphanages without basic skills to survive in Colombia's everyday life. Skills that are taken for granted by children growing up in families are of utmost importance to the children growing up in orphanages. Examples of life skills the children at the orphanages lack include the following:

- Job hunting techniques
- Managing personal finances
- Understanding hygiene
- Understanding interpersonal relationships
- Future life planning
- Family planning

Teaching HOPE provides classes for children to learn these basic self-reliance skills.

Tier 2: Network of Caring Adults

In normal circumstances the family provides children with the advice and support they need when they start living on their own. Orphaned children leaving the orphanage lack that support system and are at a disadvantage in comparison to other young adults. Sometimes simple advice from an adult can spell a difference between success and failure in a child's life.

Many orphanages in Colombia have established “padrino” programs to match children with adult mentors, but few have mentors for the majority of the children in their care. In January of 2008, the Amparo de Niñas had “padrinos” for only 5 of their 70 children.

Teaching HOPE’s intent is to assist orphanages that have existing mentor programs in promoting and expanding them. Our goal is to help locate a mentor for every child. This mentor will serve as a role model while the girl lives in the institution, and hopefully relationship will continue once the child leaves.

To begin, Teaching HOPE will learn as much about an institution’s existing “padrino” program as possible. The institution and Teaching HOPE will meet to discuss what Teaching HOPE might do to help the institution to expand their program. The institution will then present a proposal which includes the areas they would like Teaching HOPE to assist with. Since we will be assisting the orphanage with their existing “padrino” program, the “padrinos” will be selected by the orphanage, and their acceptability for the program will be verified by the orphanage using the standards already in place.

Teaching HOPE’s focus will be on gaining resources the orphanage can use to find and keep good padrinos. Teaching HOPE’s activities may include, but are not limited to: advertising for volunteers, creating and printing materials, assisting at or providing refreshments for training sessions for new padrinos, hosting a yearly 'thank-you' party for the padrinos, or soliciting things like movie tickets for the padrinos to use on outings with the children.

Tier 3: Transitional Housing

Upon their departure from the orphanage, the children have to find a place to live. To rent a home, a deposit of 10% and a person with financial stability as a co-signer on the lease are usually required. Currently, not having relatives who could take them in and unable to pay rent in other living accommodations, the children are left with few other options than life on the street. In a period of three to five years from its inception, Teaching HOPE will build, purchase, or rent a home to serve as transitional housing for children who have just left the orphanage and who are not able to afford rent yet. The children will stay in this transition home for two years, earn money, and get established in their trade. By the age of 20 they will be able to leave the transition home and be able to support themselves by renting or purchasing a home of their own.

Pilot Program

In 2009, Teaching HOPE will focus on developing our pilot programs of computer, life skills and English classes. Once these programs are established, Teaching HOPE will begin to expand them to other institutions.

Fundación Protección de la Joven, Amparo de Niñas is the institution where we will begin building a computer laboratory and funding the salary for its teacher. The Amparo

de Niñas is a non-profit organization located in the neighborhood of Bosque Popular in Bogotá, Colombia. The Amparo cares for approximately 70 girls between the ages of 7 and 17, most of whom have been removed from their families of origin due to abandonment, abuse and/or neglect. It provides shelter, food and education, and restores fundamental rights to the children. The Amparo is a private orphanage that operates under the doctrine of the Catholic Church. It is funded by ICBF. All of the approximately 70 girls will benefit from our pilot programs.

Currently, the Amparo offers classes of sewing, baking, confections and cosmetology to the girls in its care. However, resources for these programs are few and much of the equipment is outdated.

.This orphanage was chosen for our pilot project for the following reasons:

- Its location in the center of Bogota makes the transportation of staff and supplies relatively easy. Our local program manager, Jairo Rios, lives close to Bogota.
- The Amparo's staff has a strong commitment to education. While there is a multitude of needs at any given orphanage, Teaching HOPE is eager to work with an orphanage whose management is sharing Teaching HOPE's mission of educating children as the means to provide them with a future.

Teaching HOPE 2009 Action Plan

In 2009 Teaching HOPE will focus on developing and expanding our programs at the Amparo de Niñas, developing a working relationship with a new orphanage, executing an aggressive fundraising plan, and accomplishing the following tasks for each of the organization's goals.

Tier 1: Vocational Training Action Plan

In 2009 Teaching HOPE will continue to develop computer, English, and Life Skills programs at the Amparo de Niñas, and begin computer and English programs at one new orphanage as well.

- Computer Skills: Amparo de Niñas
 - Expand our existing computer laboratory so that each girl can use a computer individually during classes
 - Continue to provide computer lessons to all of the children for 6 hours each week
- Computer Skills: New Orphanage
 - Build a computer laboratory including at least 10 computers, one printer, desks, chairs, and internet access
 - Teach classes to all children for at least 6 hours each week, using a curriculum created by the institution.
- English: Amparo de Niñas
 - Create a curriculum & establish teaching principles
 - Sign a contract for services and begin providing English classes for all children in their care
- English: New Orphanage
 - Create a curriculum & establish teaching principles
 - Sign a contract for services and begin providing English classes for all children in their care

- Life Skills: Amparo de Niñas
 - Identify the skills to be taught based on need
 - Sign a contract for services and begin providing life skills classes for all children in their care

Tier 2: Network of Caring Adults Action Plan

In 2009 Teaching HOPE will begin helping the Amparo de Niñas to build a network of caring adults:

- Evaluate the proposal sent from the Amparo de Niñas and identify where our help would best be used
- Work with the management of the Amparo to create a plan of action with which to assist them with their current “padrino” program
- Begin promoting the Amparo's current “padrino” program

Tier 3: Transitional Housing Action Plan

In 2010 Teaching HOPE will start working toward its goal of establishing a transitional home for children leaving the orphanage at 18:

- Make the decision on buying versus renting and identify the required level of financial support.
- Identify the principles of its operation.
- Identify ways to support the transitional home besides fundraising.

Teaching HOPE Organizational Set-Up

Management

Teaching HOPE was founded by seven women who became its first Board. Our founders met in 2006 while volunteering with a summer visit program for Colombian orphaned children organized by another charitable organization.

Currently, our board consists of eight members. The strongest uniting factor of the Teaching HOPE board members is their unrelenting commitment to the well-being of orphaned children. The description of the specific qualifications that the nine members of the Board bring to Teaching HOPE follows:

Jaime Bray- Board Member: Originally from Oregon, Jaime graduated with a Bachelor of Arts degree in French. Soon after graduating, Jaime moved to Ghana, West Africa to volunteer with Orphanage Africa to work specifically with special needs orphans in a small facility placed inside of a government-run orphanage. In the summer of 2006, Jaime moved to Bucheon, South Korea to teach English at a private language institute. While teaching, Jaime was promoted to Foreign Supervisor. Once Jaime's tenure was completed, she moved to Washington, D.C. to begin her career in the non-profit sector. Upon arriving to DC, Jaime was looking to connect with an organization that supports orphans internationally, she then became involved with Teaching HOPE. Jaime currently lives in northern Virginia and works at a nonprofit association for special education professionals.

Kelly Keul Duer – President and Treasurer: Kelly has had extensive experience caring for orphaned children while volunteering at orphanages in Europe and Central and South America. From 2003-2006, she helped coordinate a program that brought orphaned children from Colombia to the United States for summer visits. This role included fundraising, event planning, conducting orientation and training sessions, and giving support to prospective adoptive families. Kelly has also volunteered with shelters for victims of domestic violence, institutions for children with severe disabilities, and several local social service agencies. Kelly graduated from James Madison University in 1998 with a degree in Psychology and Special Education. In 2006, Kelly and her husband adopted two children from Colombia, 12 and 13 years old at the time of adoption. She currently works as Office Manager at Cameo Kitchens, Inc., a kitchen remodeling company located in Falls Church, Virginia.

Christy Hyatt- Board Member: Christy graduated from the University of Virginia with a BS in Computer Science. She has worked since graduation in Northern Virginia in the IT industry and spent a year abroad working in Bristol England. She currently resides in Falls Church, VA. Throughout her career, Christy has shared her time volunteering with various organizations. In addition to supporting Teaching HOPE, Christy currently volunteers with Friends of Guest House, the only residential facility for female ex-offenders in Northern Virginia. Christy used her computer skills to wire the house's network, assisted in procuring and configuring computers for staff and residents, updates

the website, and keeps the house technically current. Christy also spends twice a month with Volunteer Fairfax's Volunteers for Change program to assist Arlington Street People's Assistance Network (A-SPAN) in distributing food to the homeless. Christy hopes to bring her technical knowledge and interest in helping children to Teaching HOPE to assist in the design and development of the computer labs in Colombian orphanages.

Alla Kamins – Board Member: Alla grew up in Eastern Europe and moved to the United States in 1995. In the past years Alla volunteered for various causes – as an adoption counselor at Humane Society, as a weekend visitor for children at the National Children's Hospital, and as a Russian teacher at George Washington University. In 2005 Alla translated for Russian orphans on a visit program in the United States and in 2006 she co-managed the same program for Colombian children. Alla holds a Masters degree in International Management from Thunderbird and is currently in the United States Foreign Service posted at the Embassy Mexico City. Prior to joining the State Department Alla worked for IBM Global Services in strategy consulting, financial management, and program management.

Peter Lunt – Board Member: Peter is a Principal of NVCommercial, Incorporated (a commercial real estate development company) and SonoMedica, Inc. (a medical device company). He is the individual acting as general partner for the Northern Virginia real estate portfolio for NVCommercial. Peter graduated with a MBA in Finance in 1973 from Indiana University and received a Bachelor's in Economics from the University of Richmond in 1971. Peter has served in various leadership roles in the community. He became involved in Carpenter's Shelter in 1993. He joined the Board in 1994, served as Chairman from 1996-2001, and still actively serves on the Board of Directors. Peter became Chairman of Friends of Guest House, Inc. in August 2003. Peter has lived in Northern Virginia his adult life and he has three children ages 18-25.

Pilar Vasquez Lunt – Vice-President: Pilar was born in Bogotá, Colombia. As a child helped the poor in Bogotá distributing groceries and teaching reading and writing skills to the children of farmers. Later in life Pilar volunteered as a grief counselor at the William Wendt Center for loss and healing in Washington, DC. Pilar volunteered and built beds with Softly International on their program "A bed for every child" for children in Honduras. Pilar studied Psychology and Child Psychology at Universidad de la Sabana, in Bogotá, Colombia and finished her studies in the U.S. Pilar is married to Peter Lunt and between the two of them have 5 kids.

Jairo Rios- Local Manager of Programs: Mr. Jay H. Rios is a senior financial administration expert with over 30 years of international non-profit experience in administrative and financial management, financial analysis, budget planning, and training design. He most recently acted as Vice President of Finance and Accounting for America's Development Foundation. Previously, he acted as Chief Financial Officer and Treasurer for Greenpeace. Earlier in his career, Mr. Rios worked for Plan International a major not-for-profit agency providing assistance to 45 developing countries, focusing on

health, education, livelihood, housing, water and sanitation projects, and cross-cultural learning. Mr. Rios began his career in the non-profit world working as Associate Regional Director, Family Planning International Assistance, Division of Planned Parenthood Federation of America, Bogotá, Colombia where he supervised the program, financial development and monitoring of nineteen programs in nine countries in Latin America (Colombia, Ecuador, Peru, Bolivia, Brazil, Mexico, Guatemala, El Salvador, and Costa Rica). Mr. Rios holds a B.A. in Mathematics and is fluent in English, Spanish, and French.

Malusa Rios Powell – Secretary: Malusa was born in Colombia and has lived in Colombia, Ecuador, and in the United States. Malusa is passionate about issues affecting Hispanics and children worldwide and has volunteered for Dialogue and Diversity’s Public Policy and Legislative Forum, the first Hispanic blood drive in Washington, D.C., and the Congressional Hispanic Caucus. Malusa holds a B.A. in International Communications/Spanish and currently works as an Account Resource Manager/Recruiter for Martek Global Services. Prior to this job, Malusa worked in the international development field and has had extensive experience in project management.

Advisory Board

K.C. Moeller, CPA: Ms. KC Moller over 25 years of experience as a CPA. Her primary area of expertise is in taxes, but she has also worked with numerous non-profit organizations. Most recently, Ms. Moller acted as a principal for Kositzka, Wicks and Company, a large local CPA firm in Alexandria.

Organizational Structure

Teaching HOPE will organize into committees to tackle each one of its three objectives. The projects will run concurrently for the organization to be able to establish its operating model in the shortest possible time.

Projects in Colombia will be managed remotely from Washington D.C. The Teaching HOPE team meets in Washington D.C. twice a month to conduct business. Teaching HOPE’s local manager, Jairo Rios, is responsible for the daily management of the three main objectives of the organization as stated in our mission.

Values

The corporate values governing Teaching HOPE's development include the following:

- Adherence to the Convention on the Rights of the Child. In any decision, program or action, Teaching HOPE shall seek first and foremost to protect and further the rights of the Children as agreed upon in the Convention.
- Focus on accountability and transparency. Teaching HOPE's relationship with donors, volunteers and supported communities shall be open and transparent. Teaching HOPE will make information readily available and respond to feedback. In addition, Teaching HOPE shall operate in way consistent with wishes and goals of the supported communities.

Objectives & Key Strategies

Longer term objectives for Teaching HOPE are summarized as:

- To create, fund and implement a model to support and prepare older orphans to function and succeed in their lives after institutionalization. Our pilot project is taking place in Bogotá, Colombia at Fundación Protección de la Joven, Amparo de Niñas, an orphanage under the purview of ICBF. The Teaching HOPE model for support of older orphans includes vocational training, a network of caring adults, and transitional housing.
- To garner the support and increase the involvement of the American public in programs which address the needs of older orphaned children. Teaching HOPE efforts will focus on recruiting of volunteers and members as well as establishing an organized funding effort including individual donations and grants.

In 3-5 years, Teaching HOPE aims to achieve the following:

- Establish and implement a training plan for children 13-18 years old at the Amparo de Niñas and expand this plan to at least one other orphanage.
- Help the Amparo to develop a robust group of “padrinos” that are closely involved with the children preparing to leave the orphanage.
- Set up a transitional home for 8 children.

The following critical strategies will be pursued by Teaching HOPE:

1. Engage in attractive and cost-effective fundraising plan.
2. Devise pilot program with participation of supported community.
3. Develop compelling communication tools.

Teaching HOPE Funding

Operating Budget for 2009

Income

Teaching HOPE expects to use two primary sources for funding - board member contributions and private donations.

Expected Gifts, Grants, and Contributions

Current Bank Balance	\$21,878
Board Members' Contributions	6,100
Fundraised Amounts	<u>33,350</u>
Total	\$61,328

Funding Needs

The following is the breakdown of the expected Teaching HOPE funding needs for 2009:

Funding Needs

Programs

<i>Amparo de Niñas</i>	
Computer Program	\$10,800
English Program	8,700
Life Skills Program	6,200
Network of Caring Adults	2,500
Transitional Housing	N/A
Yearly Christmas Party	1,500
<i>New Orphanage</i>	
English Program	6,900
Computer Laboratory Equipment	12,000
Computer Classes	1,740
Yearly Christmas Party	1,500
Insurance	1,700
Fundraising Costs	250
Office Supplies and Bank Fees	770
CPA Annual Audit	500
Federal and State Registration Fees	<u>125</u>
Total	\$55,185

Income		\$61,328
Expenses	-	<u>55,185</u>
Estimated Surplus		\$6,143

Teaching HOPE expects to spend minimal amounts on fundraising, averaging 8% of the fundraised amounts.

Fundraising Principles

Teaching HOPE's fundraising strategies include efforts to raise funds through appeals for financial support:

- Teaching HOPE's initial capital is provided by its Board of Directors. As well, the Board of Directors commits to funding its own administrative expenses. All donated money will be spent directly on executing the programs in Colombia.
- Fundraising will be conducted by Teaching HOPE's volunteers within the United States to support its mission in Colombia.
- The fundraising will be primarily donor-based, and Teaching HOPE will apply for grants as appropriate.
- Teaching HOPE will seek to reach donor communities in the most cost-effective ways, planning and executing events not requiring significant financial support or volunteer time.
- Teaching HOPE will provide opportunities for donors to support specific children and will commit to serving as a liaison between the donors and the children they support.
- Teaching HOPE will maintain a database to track all donor information.

Appendix

Appendix 1: Teaching HOPE Board of Directors - Contacts

Jaime Bray- Board Member
jaime@teachinghope.org

Kelly Keul Duer – President and Treasurer
kelly@teachinghope.org

Christy Hyatt- Board Member
christy@teachinghope.org

Alla Kamins – Board Member
alla@teachinghope.org

Peter Lunt- Board Member
peter@teachinghope.org

Pilar Vasquez Lunt – Vice-President
pilar@teachinghope.org

Jairo Rios- Local Manager of Programs
jairo@teachinghope.org

Malusa Rios Powell – Secretary
malusa@teachinghope.org

Appendix 2: Teaching HOPE Operating Principles

Teaching HOPE has established the following operating principles to achieve its goals:

Purpose

- Everything Teaching HOPE does must further its mission statement.
- Anything sent to or done in Colombia must be agreed upon by our in-country contacts, as well as members of the appropriate committee, as being needed.

Team

- We will remember our common purpose to help children. This requires us to welcome one another's differences, rise above our disagreements, treat one another with kindness, encourage one another, forgive one another, and keep a positive attitude.
- Each member will employ his/her talents with an attitude of humility. Members should not impose their own goals or make decisions on behalf of the group.

- Each person in the group is responsible for assessing their own personal time constraints, sign up for what specifically they would like to do and be fully responsible and committed to carrying out what they signed up to do.
- Each person will be responsible to keep themselves up to date and informed by accessing information through the team management tools.

Money matters

- Each project should pass the group guidelines for cost and time efficiency.
- Wherever possible, supplies and services should be purchased in the country where they will be used in order to support the local economy and to use our resources wisely.
- Prompt and full appreciation is to be given to all who help.
- We will document all results to maintain records of performance.

Appendix 3: Definitions

Abandoned child	A child whose parents abandoned him/her or who has been taken away from their family due to abuse and neglect
ICBF	Instituto Colombiano de Bienestar Familiar- Public organization created with the mission of promoting, defending, and protecting the rights of the children of Colombia, together with their families
Orphaned child	A child with no living parents
SNBF	Sistema Nacional de Bienestar Familiar

Appendix 4: NGOs helping Colombian children

COVIC

<http://covicweb.net/Default1.htm>

Friends of Colombian Orphans

www.friendsofcolombianorphans.org

Jóvenes en Acción

www.jovenesenaccion.org

Appendix 5: Contact Information for Fundación Protección de la Joven, Amparo de Niñas

Avenida Carrera 70 No. 19-82
 Bosque Popular, Localidad Engativá
 Telephone: (1)263-0771
 Fax: (1)263-0771 ext. 102

Sources

Advocates for Youth

<http://www.advocatesforyouth.org/publications/factsheet/fsimpact.htm>

Alan Guttmacher Institute

<http://www.guttmacher.org/index.html>

CEPAL

“Anuario Estadístico de América Latina y el Caribe,” 2005, www.eclac.org

Children-Strategies

“Colombia Country Report”, www.children-strategies.org

Colombia Journal

<http://www.colombiajournal.org/colombia240.htm>

Committee on the Rights of the Child

“Consideration of Reports Submitted by States Parties Under Article 44 of the Convention: Third periodic reports of States Parties due in 2003; Addendum: Colombia,” June 2004

Committee on the Rights of the Child, 42nd Session

“Consideration of Reports Submitted by States Parties Under Article 44 of the Convention: Concluding Observations: Colombia,” June 2006

Human Rights Watch/Americas

“Generation Under Fire”, 1994

ICBF

“Plan País: Plan Decenal de Infancia (2004-2015) Para Colombia”, 2004, www.icbf.gov.co

International Displacement Monitoring Center

<http://www.internal-displacement.org/>

Population Reference Bureau

<http://www.prb.org/Articles/2002/ColombiaFacesProspectsofMorePopulationDisplacement.aspx>

Republic of Colombia

“Tercer Informe de Colombia al Comité de los Derechos del Niño: 1998-2003,” May 2004

Watchlist on Children and Armed Conflict

“Colombia’s War on Children”, February 2004, www.watchlist.org