



New Heights Washing Detergent

Business Plan For a Bahamian Manufactured Washing Detergent

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY.....	2
1.1 Background.....	2
1.2 Financial Objectives.....	2
1.3 Mission.....	4
1.4 Key Success Factors	4
2. PRODUCTS.....	6
2.1 New Heights Ecological Laundry Detergent:.....	6
2.2 New Heights Extra Strength Laundry Detergent:	7
3. MARKET ANALYSIS.....	8
3.1 Market Segmentation.....	8
3.2 Target Market Segment Strategy.....	8
3.3 Competition	8
4. MARKETING	9
4.1 Marketing Strategies.....	9
4.2 Marketing Activity	11
5. RISKS AND REWARDS.....	13
6. MANAGEMENT AND PERSONNEL.....	14
7. FINANCIAL FORECAST	16
7.1 Forecast Balance Sheet	16
7.2 Forecast Statement of Income.....	17
7.3 Forecast Statement of Changes in Shareholders' Equity.....	18
7.4 Forecast Statement of Cash Flow	19
8. ASSUMPTIONS TO FINANCIAL FORECAST.....	20
8.1 Basis of Operation.....	20
8.2 Key Assumptions Inherent in the Financial Forecast	20
9. APPENDICES	26
9.1 Curriculum Vitae of the General Manager	26
9.2 Background of Disabled Persons' Organization	30

1. EXECUTIVE SUMMARY

1.1 BACKGROUND

During a meeting in late 2008, between the CEO of Goodwill Industries (“Goodwill”), Mr. Jim Gibbons and the President of the Disabled Persons’ Organization (“DPO”), Mr. Drexel Deal, the advice was given to start an income producing project to subsidize the annual ten thousand dollar grant given to the DPO by The Bahamas Government. This advice was given much weight as Goodwill is the largest employer and trainer for persons with disabilities in the USA and produces average revenues of approximately 1.2 billion dollars per annum. It is also noteworthy that the person at the helm of the organization is blind.

Subsequent to this meeting, a brainstorming session was held with Goodwill’s manager for the State of Florida (Mr. Marvin Tanck). This took place in June 2009 with the participation of the DPO’s Executive Team and General Body. Under the name of “**New Heights**”, we have formed a company to pursue one of the several income producing ideas that were the result of this meeting: selling eco-friendly and extra strength washing detergents.

We have successfully tested and made the following: powdered laundry detergent, liquid hand soap, oxygen bleach, air freshener, dishwashing liquid and liquid laundry detergent. However, in ordering the raw ingredients to make these products we discovered that not only do they pose an environmental challenge but handling them also poses a health hazard. Furthermore, their import costs would eliminate their profit potential. This caused us to focus on concentrated products that were environmentally friendly and safer to use. We were fortunate to find a company in the U.S.A. that has more than 400 different formulations including environmentally safe products. These are products that are not certified by the manufacturers’ statements. Rather, these are products certified and approved by Green Seal and the Environmental Protection Agency (EPA) as being green products.

This company can also position us to compete with any of the dominant products in our market. More importantly they can manufacture what we want, far cheaper than we ever could, and at a quality that would probably take us years to reach. For example, there are six ingredients needed to make washing powder, the cheapest of which we can purchase for \$0.39 a pound out of Miami. This company can manufacture washing powder in bulk starting at \$0.34 a pound. All we will have to do is package and label each individual container.

1.2 FINANCIAL OBJECTIVES

Data from the Department of Statistics reveal that imports of dishwashing liquid, liquid washing detergent, washing powder and fabric softener are valued more than sixty-eight million dollars per annum. **New Heights** aims to have its products capture a 10% share of this market by becoming the first locally based manufacturer and supplier of eco-friendly cleaning products.

Initially the company will focus on selling various sizes of laundry washing powder. Over time this product mix will expand to include washing liquids for clothing, washing liquid for dishes and all-purpose household cleaners.

To achieve its sales target, **New Heights** will closely mimic the offerings of top selling brands. This will reduce consumers’ anxiety about trying the new brand which when combined with the products attractive pricing will lead to healthy sales turnover.

1. EXECUTIVE SUMMARY

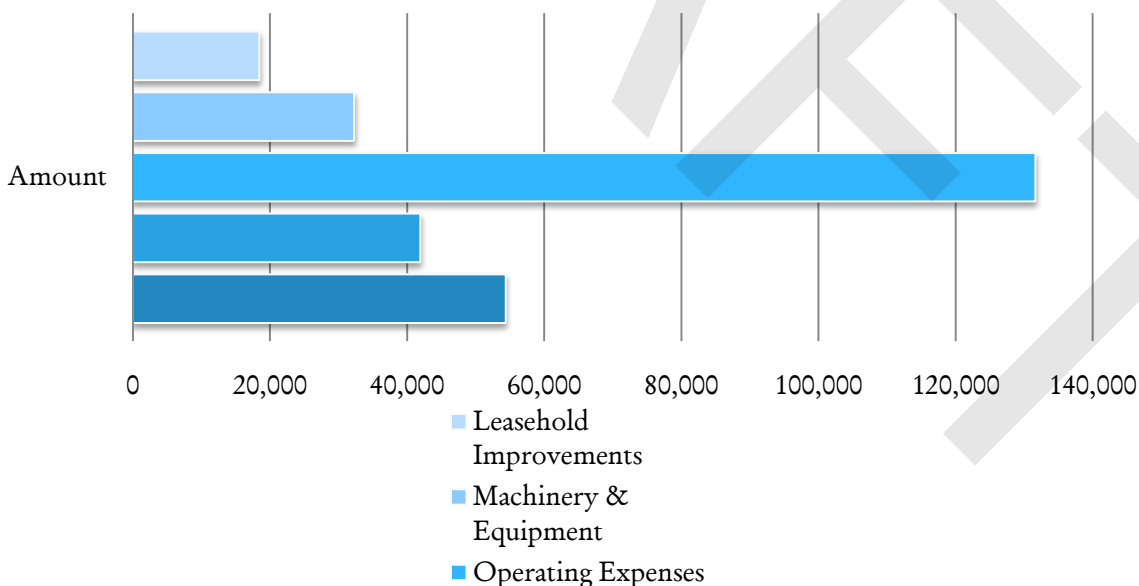
1.2 FINANCIAL OBJECTIVES (CONTINUED)

Financially, **New Heights'** aim is to have each of its product offerings capture 5 – 10 percent of market value for each category. In our first year we will focus on the sale of washing powder. Due to size of this market our projections indicate that we can expect annual revenues exceeding three million dollars. To achieve the company's revenue and profit goals, inventory and equipment will need to be purchased and marketing and support activities financed. The amount that we are seeking to finance is \$245,598. This amount represents 6 months of projected operating expenses and 2 months of inventory costs and capital expenditures minus \$40,000 capital raised.

INITIAL FUNDING

Item	Amount
Washing Powder	54,392
Packaging Supplies	46,355
Operating Expenses	134,400
Machinery & Equipment	32,275
Leasehold Improvements	18,435
Sub-total	285,857
Less: Contributed Capital	40,000
Required Financing	245,598

ALLOCATION OF START-UP COST



1. EXECUTIVE SUMMARY

1.3 MISSION

Not a generic cleaning product, **New Heights** will fill a void in the market for ecologically sensible cleaning products. **New Heights** will also be a company is passionate for its products as well as its people. A key point of differentiation for **New Heights** is that it will serve as a source of economic empowerment for Bahamians with disabilities. Management and equity rights will not rest exclusively with this demographic but **New Heights** will seek to address a very important barrier to financial success faced by disabled persons: that of gainful employment.

1.4 KEY SUCCESS FACTORS

It is said: “give unto another, what he cannot find anywhere else, and he will continue to return”. There are several factors that will contribute to the viability of **New Heights’** products. The primary selling advantages that our products will enjoy are:

- Our washing powder will wash **more loads per bag/pail** than those in its category.

Laundry detergents have come a long way and they are better than ever. Our **New Heights** extra strength laundry detergent is super concentrated, and can be used in both standard and high efficiency washers. This means one scoop goes a long way, in cleaning, deodorizing and brightening your clothing.

- Our plastic bags will also **indicate the amount of wash loads per bag**. This is basically non-existent for washing powders that are packaged in plastic bags.

We have taken the guess work out of measuring washing powder packaged in plastic bags. All of our detergents have a clear indication of the amount of wash loads the consumer can. More importantly, our easy to follow instructions on the back of our packages do not confuse consumers into using more detergent than is needed for a wash load.

- There will be **a measuring scoop in each plastic bag**. This does not exist in washing powder packaged in plastic bags.

Many people do not admit that they use too much soap, but apparently most of us are in denial. It is quite natural for all of us to overindulge with detergent. We all want to add in a little more detergent for cleaner and better smelling clothes. As mentioned before, our detergent is super concentrated and has been vigorously tested and retested. This has allowed us to accurately determine the right dosage that is needed to wash different soiled loads. This is why we have included, the correct size measuring scoop, and not an 8oz cup. Just follow the directions for use on the package to find out the dosage that is needed for your soil load.

- Our washing powder will be **zip sealed**.

This makes it easy to properly close and reopen our bags. No more struggling to tie that plastic bag. Just zip seal it shut.

- Our empty pails will be **redeemable for a discount** on the next purchase.

1. EXECUTIVE SUMMARY

1.4 KEY SUCCESS FACTORS (CONTINUED)

In recent years, consumers have become much more concerned about how the products they use impact their families and the environment. In manufacturing a product, 25% to 30% of the cost is associated with packaging. So why continue to pay for packaging that you will throw away at the end of the day? What is more valuable, the package or what's in the package? Do you wish to stop throwing your money away on packaging that ends up in the land fill? Our New Heights laundry detergents are packaged in plastic pails. This gives our customers an opportunity to recycle, reuse and realize a savings just by bringing their pails back.

- **Gentle on your skin.**

In this paradise that we live in, our summer temperatures, high humidity and perspiration sometimes leave our clothes damp. When we use too much detergent, some of that detergent remains in our clothing. So now we have a damp shirt, that not only contains sweat, but also detergent. So what happens? This damp mixture that we wear will be absorbed into the skin. This leads to skin irritation, rashes and break outs. By using the right amount of detergent, our clothing will be free from the excess detergent, our towels will dry and smell better and our bed linens will be fresher.

- **Keeps your colors vibrant, and your whites bright.**

By overdosing, not only are you pouring money down the drain, but you are also shortening the life of your clothes. Using too much of any detergent leaves the water soapy and turns the clothes rough and hard. Over usage of detergent also results in color loss and discoloration.

- **Gentle on your washer.**

Misusing your detergent brings on too much suds and will lead to mold and mildew in the washer. Not only does it shorten the life expectancy of your washer, but it is also harmful to you and your family. Will you knowingly wear clothing that was washed in something infested with mold and mildew? Would you knowingly dry off with towels that came out of that unhygienic washer? Will you knowingly, allow your family to sleep on bed linen from that polluted machine?

- **It's time to change your washing habits.**

The detergent industry has come a long way since the introduction of the first box of washing powder in 1933. Moreover, the washing machine has drastically evolved over the years. The detergent and the machine continue to get better requiring less water and detergent with each passing year. However, are you still using the same amount of detergent that you learned at an early age? If so, it is time to change now. Not just for your sake, but also for the sake of your family and the environment.

Purchasing a pail of **New Heights** laundry detergent will take your washing to the next level. You'll be glad you did!

With each purchase of the **New Heights** detergent, you will be empowering a person with a disability.

2. PRODUCTS

2.1 NEW HEIGHTS ECOLOGICAL LAUNDRY DETERGENT:

New Heights Ecological Laundry Detergent will be an earth friendly detergent with all natural cleaning agents. This will be our flagship product. At launch, our product will be sold in a scent similar to the local market leader (Gain [™]). We anticipate selling approximately 3,500 units (11,000 lbs.) of this product per week. Our sizes, costs and selling prices for the product are presented in the following table:

ECOLOGICAL WASHING POWDER: Direct Material Costs (TOTAL)	PRODUCT SIZES			
	128 oz. Pail	64 oz. Pail	48 oz. Plastic Bag	24 oz. Plastic Bag
Powder	4.48	2.24	1.68	0.84
Landing cost	3.20	2.20	0.30	0.25
Cost for box per unit	0.26	0.13	0.10	0.08
Cost for scoop per unit	0.22	0.22	0.22	0.22
Labels per pail	0.06	0.06	0.12	0.12
Cost Per Unit	8.22	4.85	2.42	1.51
Selling Price Per Unit to Distributors	11.99	6.55	3.24	2.01
Unit Gross Profit	3.77	1.70	0.82	0.50

The quantity of ecological detergent that we sell weekly will be distributed in various sizes as follows:

PRODUCT	Pounds of detergent	Units Sold
1 gal. Pail	2,808	351
4 lb. Bag	3,478	869
48 oz. Bag	1,863	1,015
24 oz. Bag	3,046	1,242
WEEKLY TOTALS	11,195	3,477

New Heights Ecological Laundry Detergent No. of Units Sold Year 1



Note: Annual figures assume 4 weeks per month for 12 months (48 weeks).

2. PRODUCTS

2.2 NEW HEIGHTS EXTRA STRENGTH LAUNDRY DETERGENT:

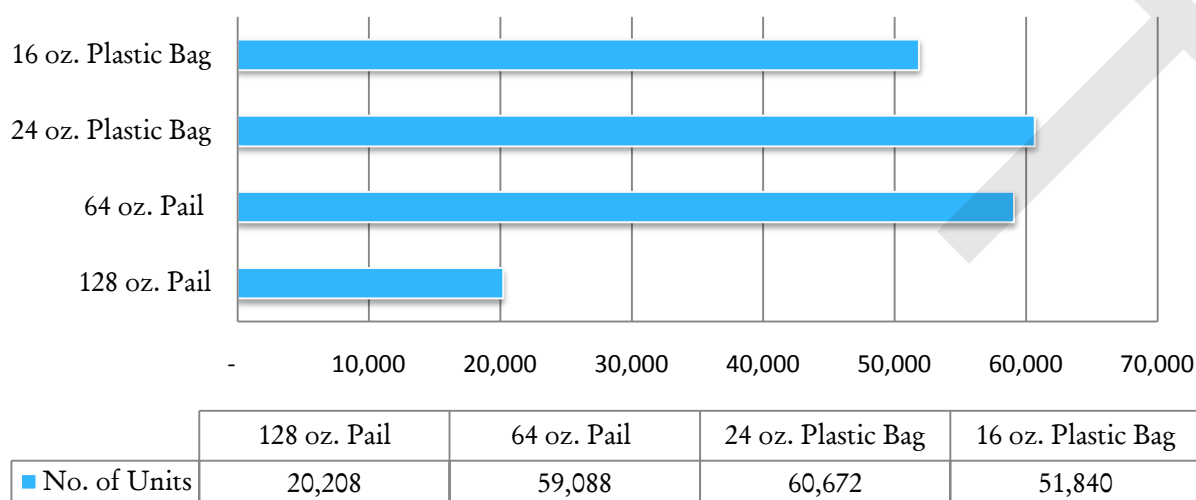
This product uses the latest advancements in detergent technology to provide the same cleaning power of the ecological choice while using a fraction of the actual powder. We expect that this product will sell approximately 4,000 packages (11,000 lbs.) of Extra Strength Laundry Detergent weekly. Our unit costs and pricing are as follows:

EXTRA STRENGTH WASHING POWDER: Direct Material Costs (per unit)	PRODUCT SIZES			
	128 oz. Pail	64 oz. Pail	24 oz. Plastic Bag	16 oz. Plastic Bag
Powder	5.20	2.60	0.98	0.65
Landing cost	3.20	2.20	0.25	0.22
Cost for box	0.26	0.19	0.10	0.08
Cost for scoop	0.22	0.22	0.22	0.22
Labels	0.06	0.06	0.12	0.12
Cost Per Unit	8.94	5.27	1.67	1.29
Selling Price Per Unit to Distributors	12.97	7.09	3.11	1.99
Unit Gross Profit	4.03	1.82	1.44	0.70

The 11,000 lbs. of detergent that we sell weekly will be distributed in various sizes as follows:

PRODUCT	Pounds of Detergent	Units Sold
1 gal.	3,370	421
4 lb.	4,925	1,231
24 oz.	1,895	1,264
16 oz.	1,080	1,080
WEEKLY TOTALS	11,270	3,996

New Heights Extra Strength Laundry Detergent
No. of Units Sold Year 1



Note: Annual figures assume 4 weeks per month for 12 months (48 weeks).

3. MARKET ANALYSIS

We are a unique company with a specialized product in a market that is resistant to economic swings and shows consistent growth over time. To reach our target markets effectively we will utilize food store chains that are established as high traffic consumer product outlets. We are essentially the distributor for our products and will give highly attentive service to our resellers.

3.1 MARKET SEGMENTATION

Our market is divided into two segments:

- **Consumer Products:** Handled primarily through retailers, this group will be our initial target as they are the ones that will consume our laundry powder product.
- **Industrial Products:** In this segment, our customers will include professional cleaning providers and institutional bulk purchasers. These products will be launched in a separate phase.

3.2 TARGET MARKET SEGMENT STRATEGY

- **Consumer Products:** This is potentially our biggest market. This is an area with a high product turnover, healthy margins and a few players (none of which offer an ecologically friendly solution). We look at the potential in this market as the basis for our growth.
- **Industrial Products:** Here we are selling both through distributors as well as directly to the ultimate users. Due to the volume of product per order in this category we will be launching this after moving to a larger facility. We know that a marketing effort in this segment will produce sales that could quite possibly bring this segment to an equal level with our consumer market.

3.3 COMPETITION

Our competitors range from inexpensive Latin American based products such as Ariel™ to premium priced global juggernauts such as Gain™ and Tide™. Our powders have equal cleaning power to our competitors' but at a lower price than the premium global brands. This pricing, combined with our marketing effort and the added benefits of recycling, make us confident that we can take away a sizeable portion of their market share.

4. MARKETING

4.1 MARKETING STRATEGIES

The aim of our marketing will be multifaceted. In all of our marketing efforts, we want to create awareness in consumers of our products' existence so that we will be a viable alternative when they make their purchase decision. Beyond that we want to enlighten them of the benefits of using Earth- friendly products. This will inch them closer to making us their product of choice. We want to also create an awareness of the human interest story behind our company. The fact that disabilities aside, we are able to work together to create a quality product will serve as an inspiration to many would-be consumers.

Our cause will lend to our advantage. It is said that "For every disadvantage, there is an equal or a greater advantage". In 1983 American Express coined the phrase "cause marketing", or as Bruce Burtch puts it, "Do well, by doing good." According to The 2006 Cone Millennial Cause Study by Cone Inc. in collaboration with AMP Insights: "Cause Branding is a business strategy that integrates a social issue or cause into an organization's brand equity and identity. If authentically embraced and sustained, it allows that business to gain significant bottom line and community impacts. Millennials have been referred to as the most civic-minded generation since WorldWar II. This study suggests that Millennials are the most socially-conscious consumers to date. In fact, 61% of respondents are currently worried about the state of the world today and feel personally responsible for making a difference. They are attempting to live up to that responsibility by volunteering, recycling, educating friends and family on social and environmental causes and donating money." The following statistics from the respondents' behaviors in the past year:

- 81% of respondents have volunteered in some way (either weekly, monthly or once or twice a year).
- 83% will trust a company more if it is socially/environmentally responsible.
- 69% consider a company's social and environmental commitment when deciding where to shop.
- 89% are likely or very likely to switch from one brand to another (price and quality being equal) if the second brand is associated with a good cause.
- 74% of Millennials are more likely to pay attention to a company's messages if the company has a deep commitment to a cause.
- 66% will recommend products/services if the company is socially responsible.

The **New Heights** initiative has a unique marketing advantage, as we address a social issue faced by persons with disabilities. This advantage comes from increased attention/visibility on empowering, employing and educating persons with disabilities to live productive lives. With the country focused on the community of persons with disabilities, the **New Heights** initiative will emerge as a beacon of hope and inspiration for persons with disabilities. More importantly, it will be one that is operated, own and manage by the said community. This increase attention being put on the community of persons with disabilities, will catapult our products in the hearts and minds of the Bahamian public, thus leading to increase sales/ purchases.

4. MARKETING

4.1 MARKETING STRATEGIES (CONTINUED)

We have already begun to increase publicity on the plight of the community of persons with disabilities using media outlets such as the nationally televised newscasts and by appearing on talk shows. We have launched two websites¹. There are numerous articles posted on both web sites which serve to change the mindset and attitudes of enabled Bahamians toward persons with disabilities. We will soon begin including articles that will be published in local papers, as well as posted on our web sites. We intend to educate, inform and enlighten our Bahamian brothers and sisters, about the potential, possibilities and benefits that can be found in the community of persons with disabilities. Because as Stevie Wonder puts it, “The more you make people independent, the more money you can make and that benefits everyone.”

What makes our washing powder stand out from our competitors? We have had the opportunity to give out more than one hundred [100] samples of our washing powder. These samples were given out to the members of our organization, their families and friends as well as to a few business owners, in Nassau and on the family island. We implored them to use the products, and give us their feedback based on performance, suds and scent. Needless to say, they all were quite impressed.

On a scale from 1 to 10, with 10 being the highest, we got the following feedback:

Overall performance average score: 10

Suds average score: 7

Scent average score: 9

We are pleased to say, that **all** of them, and not some of them, or the majority of them, but **all** of them have said to us: “Once you get your business off the ground, we will be purchasing your products”.

For example, Mr. & Mrs. Joseph Major (proprietors of J&M appraisers) said in an e-mail the following:

“My Dear Brother,

My wife and I are happy to assist. As you already know, we had a beautiful disabled daughter, but she died in September 2006. So we are more than happy to assist. Please stop by the office on Monday for a gift in the amount of \$ xxx. And we wish you all success. Further, we will patronize the business venture.

Best Regards”

Why is this so? Why is there such a positive response to our products? We have discovered that the average person uses four times (or more) washing detergent than is necessary to clean their clothing.

¹ The addresses are as follows, www.dpobahamas.webs.com and www.yeswecanbahamas.webs.com

4. MARKETING

4.1 MARKETING STRATEGIES (CONTINUED)

We have discovered that the average person uses four times (or more) washing detergent than is necessary to clean their clothing. An article that was recently posted in the New York Times says using too much soap in your washing machine and dishwasher can cause serious damage to the machines. According to Vernon Schmidt (a repairman for 35 years and author of *The Appliance Handbook for Women* entitled: *Simple Enough Even a Man Can Understand*) most people use 10-15 times more soap than is necessary, and “they’re pouring money down the drain.”

Modern machines are designed to use less water, and don’t need nearly as much soap as they used to. And with detergents getting increasingly concentrated, it’s important to remember a little goes a long way. Overdosing on laundry detergent can lead to stiff clothes, or a buildup of mold and mildew inside your machine. Schmidt says that using half to one eighth the recommended amount of detergent is adequate, depending on how hard or soft your water is. And though it’s a bit counterintuitive, if you see suds, don’t think you’re cleaning—you’re just using too much detergent.

So we asked those persons who used our samples: “How much detergent do they normally use, in their wash load?” The majority said about half a cup, which is 4 ounces. So if they normally purchase Gain, they will only get 15.75 wash loads per 40 load box. If it’s Tide they normally use, they will only get 8.75 wash loads per 40 load box. Some said that they use the full scoop per load. One person even told us that when she washes her white clothing, she uses 2 full scoops per load. Not only is this inefficient but by using so much detergent it is next to impossible, for any washer, to properly rinse the detergent out of your clothing. This remaining, un-rinsed detergent in our clothing is absorbed through our skin.

The harmful health effects of this include skin irritation and rashes. Just as, or even more importantly, the excess suds from using too much detergent will pollute our water table.

This example illustrates why we feel that education should be a primary thrust of our marketing efforts. It is our goal to teach persons how to properly use their washing detergent. We are not only referring to our detergent, but to all detergents used in our market.

We intend to impact the entire Bahamas, one wash load at a time. Even if we are unable to convince everyone to make the switch to using our detergent, we would have at least taught them how to properly use theirs.

4.2 MARKETING ACTIVITY

According to Mr. J. Abraham (marketing expert), there are only three ways to grow a business regardless what enterprise you are in: a) Increase your prospects; b) Increase your unit of sales or c) Increase the frequency of purchase.

To increase our prospects, we will utilize radio advertisements and talk shows. For the radio advertisements, we aim to secure airtime during the newscasts, 5 days per week. Our talk show appearances will include television shows, for example, “Bahamas @ Sunrise” and popular radio shows such as “Real Talk Live” with Orland Bodie and “Immediate Response” with Chrissy Love (to name a few).

4. MARKETING

4.2 MARKETING ACTIVITY (CONTINUED)

We intend to increase our unit of sales by giving potential customers the opportunity to try our products through on-site promotions at Laundromats. It is our intention to motivate customers who are accustomed to purchasing a 40 load container (equal to our 64 load container) to see the savings benefit of purchasing an 80 load container (equal to our 120 load container).

Achieving an increase in our frequency of purchase will result from a rebate program that we will initiate. This rebate program will work using the model successfully deployed by local water manufacturers for years; allowing customers to bring their empty pails back and realize a savings of \$2 or more.

5. RISKS AND REWARDS

Being the first to market with a product in a high turnover market has a number of benefits. Most importantly for our financiers is the fact that the high turnover combined with our healthy margins will not only make our venture feasible but more importantly lucrative.

The success of **New Heights** products will no doubt spur on copy-cat competitors. There are two mitigating factors to the threat of competition overcoming us:

1. Our presence in the market will be established by the time would be competitors emerge. This means they would have to compete with us on price. As our production levels increase (to meet demand) we will have economies of scale that a start-up competitor will not be able to enjoy, making it difficult for them to compete via price and still be economically viable.
2. Human interest appeal. Our ties to the disabled population of The Bahamas will evoke a certain degree of purchases. While persons may copy our formulas they cannot duplicate our human interest story. A survey conducted by the Job Accommodation Network (JAN) has shown that 52% of Households pay more attention to advertising messages featuring people with disabilities.

6. MANAGEMENT AND PERSONNEL

The **New Heights** products manufacturing company will be managed by Mr. Drexel Deal. He is a visionary, change maker and someone who has proven to be extremely resourceful in the face of obstacles' and challenges. As he himself stated, "We can talk about change as much as we want to; but until we begin to take deliberate and calculated steps to bring about the change we want, then it will never happen."

Although blind, he has brought together the twenty four members of the Disabled Persons' Organization by inspiring, motivating and daring them to dream. More importantly, he has challenged them to act towards the fulfillment of that dream to own and operate their own business. He has also assembled a team of business professionals, which will better position **New Heights** as a leading manufacturing company.

Mr. Deal has extensive experience in sales and marketing, having spare headed a successful training program geared towards high school students, and he also has a business license to promote a company's message through mobile phones. He is a competent and a polished speaker with a reputation for getting things done. Please see resume on Page 26 for more details.

Mr. Frank Crothers former vice chairman of Abaco Markets and president of Island Holdings LTD. stated in an e-mail the following about Mr. Deal and the idea of the Yes We Can project:

Dear Mr. Deal,

I have read with great interest your letter concerning the proposal for a economic initiative to help those people with disabilities here in the Bahamas by starting a company, Yes We Can Group to provide jobs and security for those people with disabilities.

Having known of the fine work that you have done in the past, it is my pleasure on behalf of the Sovereign and Military Order of Malta, to enclose a check in the sum of \$xxxxx , as a start up business to provide employment opportunities to the disabled in the Bahamas.

It sounds to me like you have a winning idea with the "Yes We Can Group", and let me wish you good fortune and great success.

To avoid the pitfalls inherent in inexperienced leadership we have established an advisory board. This board consists of leaders from the fields of commerce, communications and law. Each of these advisors brings with them an abundance of expertise in areas vital to the initial and ongoing success of this enterprise. The advisory board will receive compensation for their assistance in steering **New Heights'** overarching growth mandate.

The following persons make up the advisory board:

Name	Occupation
Shawn Moree	Attorney-at-Law
Leslie Miller	Entrepreneur
Dionisio D'aguilar	Entrepreneur
Opal Roach	Journalist
Clement Foster	Banker
Robert Sands	Hotelier

6. MANAGEMENT AND PERSONNEL

Beyond the advisory board, the headcount will include a general manager, an office manager, an administrative assistant, secretary/receptionist, production staff, delivery truck drivers and delivery assistants.

The following table illustrates our headcount and payroll:

Salaries		Salary Per Person		
Item Description	# of Employees	Weekly	Monthly	Annual Total
General Manager	1	\$725.00	\$2,900.00	\$34,800.00
Office Manager	1	500.00	\$2,000.00	\$24,000.00
Secretary/Receptionist	1	325.00	\$1,300.00	\$15,600.00
Driver/Delivery Person	2	320.00	\$2,560.00	\$30,720.00
Driver/Assistant	2	220.00	\$1,760.00	\$21,120.00
In-house Inspector	2	275.00	\$2,200.00	\$26,400.00
Production Staff	4	220.00	\$3,520.00	\$42,240.00
Sales Person	1	350.00	\$1,400.00	\$16,800.00
		\$2,935.00	\$17,640.00	\$ 211,680.00

7. FINANCIAL FORECAST

7.1 FORECAST BALANCE SHEET

NEW HEIGHTS

Balance Sheet

(Expressed in Bahamian dollars)

	Fiscal Year				
	1	2	3	4	5
	\$	\$	\$	\$	\$
ASSETS					
CURRENT ASSETS					
Cash in hand and at bank	43,373	103,878	124,185	145,400	167,220
Accounts receivable	102,795	105,879	109,054	112,326	115,695
Inventory	134,329	138,359	142,510	146,785	151,189
	280,497	348,116	375,749	404,511	434,104
NON-CURRENT ASSETS					
Property plant and equipment, net	42,258	33,806	25,355	16,903	8,452
	42,258	33,806	25,355	16,903	8,452
	322,755	381,922	401,104	421,414	442,556
LIABILITIES AND STOCKHOLDERS' EQUITY					
CURRENT LIABILITIES					
Dividend Payable	-	-	-	-	-
Current portion of bank loan	42,494	48,359	55,034	62,630	-
Accrued Liabilities	9,300	9,579	9,866	10,162	10,467
	51,794	57,938	64,900	72,792	10,467
LONG-TERM LIABILITIES					
Long-term portion of bank loan	166,024	117,665	62,631	-	-
	217,818	175,603	127,531	72,792	10,467
STOCKHOLDERS' EQUITY					
Contributed Capital	40,000	40,000	40,000	40,000	40,000
Retained earnings	64,937	166,319	233,573	308,622	392,089
	104,937	206,319	273,573	348,622	432,089
	322,755	381,922	401,104	21,414	442,556

7. FINANCIAL FORECAST

7.2 FORECAST STATEMENT OF INCOME

NEW HEIGHTS

Statement of Income

(Expressed in Bahamian dollars)

	Fiscal Year				
	1	2	3	4	5
	\$	\$	\$	\$	\$
REVENUE					
Extra Strength Washing Powder	972,884	1,264,748	1,327,986	1,394,385	1,464,104
Ecological Washing Powder	752,903	978,774	1,027,711	1,079,097	1,133,053
Total Revenue	1,725,787	2,243,522	2,355,697	2,473,482	2,597,157
COST OF SALES					
Powder	652,706	848,518	890,944	935,491	982,266
Landing cost	396,432	515,362	541,130	568,186	596,596
Labels	46,140	59,981	62,980	66,129	69,436
Cost for scoops	78,915	102,589	107,719	113,105	118,760
Cost for containers	34,773	45,205	47,465	49,839	52,331
Production Staff Salaries	42,240	54,912	57,658	60,540	63,568
Delivery Staff Salaries	51,840	67,392	70,762	74,300	78,015
Fuel (80%)	23,926	34,454	37,210	40,187	43,402
Salesperson Salary	16,800	21,840	22,932	24,079	25,283
NIB	5,988	6,604	6,935	7,281	7,645
Repairs and maintenance-Mach. & Eqpt.	500	650	683	717	752
Total Cost of Sales	1,350,260	1,757,507	1,846,418	1,939,854	2,038,054
GROSS INCOME	375,527	486,015	509,279	533,628	559,103
PROFIT MARGIN	22%	22%	22%	22%	22%
OPERATING EXPENSES					
Administrative Salaries	100,800	103,824	106,939	110,147	113,451
Professional Service	44,740	61,443	63,286	65,185	67,140
Rent	28,800	38,400	38,400	38,400	38,400
Marketing and advertising	25,200	30,900	31,827	32,782	33,765
Utilities	21,600	22,248	22,915	23,603	24,311
Licenses & Permits	8,949	11,218	11,778	12,367	12,986
Depreciation	8,452	8,452	8,452	8,452	8,452
Fuel (20%)	5,982	8,613	9,302	10,047	10,850
NIB	5,443	5,606	5,775	5,948	6,126
Supplies	4,660	6,400	6,592	6,789	6,993
Start-up Costs, Research & Samples	4,300	-	-	-	-
Insurance	1,899	1,947	1,995	2,045	2,096
Travel	1,800	1,854	1,910	1,967	2,026
Signage	1,550	-	-	-	-
Office Supplies	1,050	1,082	1,114	1,147	1,182
Bad Debt Expense	1,028	1,059	1,091	1,123	1,157
Repairs and maintenance-Building	1,000	1,300	1,365	1,433	1,505
Kitchen Supplies	960	989	1,018	1,049	1,080
Protective/Safety Gear	588	808	832	857	882
Total Operating Expenses	267,251	306,143	314,591	323,341	332,402
OPERATING INCOME BEFORE INTEREST EXPENSE	108,276	179,872	194,688	210,287	226,701
Interest Expense	29,789	24,634	18,768	12,094	4,492
NET INCOME	\$ 76,937	\$155,238	\$ 175,920	\$198,193	\$222,202

7. FINANCIAL FORECAST

7.3 FORECAST STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY

NEW HEIGHTS

Statement of Changes in Shareholders' Equity
(Expressed in Bahamian dollars)

	Fiscal Year				
	1	2	3	4	5
	\$	\$	\$	\$	\$
Contributed Capital	40,000	40,000	40,000	40,000	40,000
	40,000	40,000	40,000	40,000	40,000
Retained earnings, beginning	-	64,937	166,319	233,573	308,622
Net Income	76,937	155,238	175,921	198,193	222,202
Dividends to shareholders	(12,000)	(53,856)	(108,667)	(123,144)	(138,735)
Retained earnings, ending	64,937	166,319	233,573	308,622	392,089
TOTAL SHAREHOLDERS' EQUITY	104,937	206,319	273,573	348,622	432,089

7. FINANCIAL FORECAST

7.4 FORECAST STATEMENT OF CASH FLOWS

NEW HEIGHTS

Statement of Cash Flows

(Expressed in Bahamian Dollars)

	Fiscal Year				
	1	2	3	4	5
	\$	\$	\$	\$	\$
CASH PROVIDED (USED FOR):					
OPERATING ACTIVITIES					
Net income	76,937	155,238	175,920	198,193	222,203
Adjustments for: depreciation					
Depreciation	8,452	8,452	8,452	8,452	8,452
Increase in receivables	(102,795)	(3,084)	(3,175)	(3,272)	(3,369)
Increase in inventory	(134,329)	(4,030)	(4,151)	(4,275)	(4,404)
Increase in accrued liabilities	9,300	279	287	295	304
	(142,435)	156,855	177,333	199,393	223,186
INVESTING ACTIVITIES					
Contributed capital	40,000	-	-	-	-
Acquisition of property and equipment	(50,710)	-	-	-	-
	(10,710)	-	-	-	-
FINANCING ACTIVITIES					
Proceeds from loan	245,857	-	-	-	-
Payment of principal	(37,340)	(42,494)	(48,359)	(55,034)	(62,631)
Payment of dividends	(12,000)	(53,856)	(108,667)	(123,144)	(138,735)
	196,517	(96,350)	(157,026)	(178,178)	(201,366)
Increase in cash and cash equivalents	43,373	60,505	20,307	21,215	21,820
Cash and cash equivalents, beginning of year	-	43,373	103,878	124,185	145,400
Cash and cash equivalents, end of year	43,373	103,878	124,185	145,400	167,220

8. Assumptions to Financial Forecast

8.1 BASIS OF OPERATION

The forecast balance sheets, statements of income, statements of changes in shareholders' equity and statements of cash flows for each of one year period are presented in accordance with International Accounting Standards.

The financial forecasts may not be appropriate for any other purpose. This forecast is based on certain assumptions and therefore actual results may differ materially from the forecast results.

8.2 KEY ASSUMPTIONS INHERENT IN THE FINANCIAL FORECAST

The key assumptions underlying the data presented in the financial statements are as follows:

a) Accounts Receivable

Retailers will have 15 business days to settle their accounts. Consequently, we have estimated an accrual of three weeks of sales revenue outstanding at the end of the year.

b) Inventory

Inventory represents the stock of unused and unsold washing powder and packaging materials for the year. It is estimated that 10% of units produced during the year will remain in inventory unsold at year end.

c) Property, plant and equipment

The Company's planned capital asset expenditure is forecast to be \$50,710. The company intends to use a leased space for the production of the powder. Consequently, these costs relate primarily to machinery for delivery of the product and will be incurred in the first year of operation. These costs are shown below:

Property Plant & Equip.			
Item Description	# of Items	Item Cost	Total Cost
Leasehold Improvements	See detail	See detail	18,435
Automobiles	2	9,000	18,000
Office Equipment	26	See detail	7,046
Computer Equipment	9	See detail	5,510
Mixing & Filling Apparatus	12	See detail	1,719
			50,710

8. Assumptions to Financial Forecast

8.2 KEY ASSUMPTIONS INHERENT IN THE FINANCIAL FORECAST (CONTINUED)

Leasehold Improvement Detail		\$
Cleaning and washing front office, factory floor, storage areas and lavatories.		800.00
Removing Tiles on factory floor and leveling designated portions of concrete pad.		1,200.00
Widening primary storage area door to 4.5 ft. and joining raised pads to floor level.		700.00
Build new work counters and desk on factory floor and reception areas.		1,600.00
Removing old vents and closing holes in walls left by dryers removed.		500.00
Supply and install 2 24in .x 24 in. attic/circulation fans on factory floor		2,100.00
Rebuild cabinet for the kitchen and section off pump room.		1,450.00
Installing 2 new doors (reception and kitchen) and repair 2 door (restroom)		685.00
Repair concrete ceiling in reception, and factory floor and reception.		900.00
Repaint reception, rest rooms, factory floor, storage areas and kitchen.		3,500.00
Electrical repairs, isolation and upgrades.		5,000.00
		\$18,435.00

Office Equipment Detail			
Item Description	# of Items	Per Item Cost	Total Cost
"L" Shaped Desk	1	1,450.00	1,450.00
Credenzas	2	650.00	1,300.00
Guest Chairs	6	195.00	1,170.00
Task Chairs # 2041	2	465.00	930.00
Filing Cabinets # 4dr Legal	2	400.00	800.00
Task Chairs #055400	2	270.00	540.00
Small Office size Fridge	1	300.00	300.00
Water Cooler	1	130.00	130.00
Microwave	1	110.00	110.00
Rolodex	2	52.00	104.00
Coffeemaker	1	75.00	75.00
Desk Trays	4	18.00	72.00
Clock (wall)	1	65.00	65.00
			\$ 7,046.00

Computer Equipment Detail		Amount
Description		
(3) DELL OptiPlex 380 Workstations		\$ 3,200.00
SETUP FEE		1,500.00
(3) Uninterruptible Power Supplies		360.00
(1) Printer, Scanner, Copy & Fax Machine		300.00
(1) Wireless Router		100.00
(1) Network Switch		50.00
		\$ 5,510.00

8. Assumptions to Financial Forecast

8.2 KEY ASSUMPTIONS INHERENT IN THE FINANCIAL FORECAST (CONTINUED)

Mixing & Filling Apparatus Detail			
Item Description	# of Items	Per Item Cost \$	Total Cost \$
Box Handling Hand Trucks	3	159.50	478.50
Pallet Jack	1	350.00	350.00
Heating iron for packaging	2	140.00	280.00
30 Gallon Drum Hand Trucks	2	130.00	260.00
Work Tables	2	120.00	240.00
30 Gallon Drums	2	55.00	110.00
			1,718.50

Property and equipment plus any expenses incidental to its acquisition are stated at cost less accumulated depreciation and any accumulated impairment losses. Depreciation is charged so as to write-off the cost or valuation of assets over their estimated useful lives, using the straight-line method.

The costs of property, plant and equipment will be depreciated over 6 years.

d) *Accrued Liabilities*

This amount represents liabilities resulting from partial completion of work related to Professional Services and utility service bills received and outstanding at year end.

e) *Bank Loan*

The loan is \$245,598 and will be amortized with an interest rate of 13% per annum over five (5) years with total (interest & principal) monthly payments of \$5,594.

f) *Share capital*

The initial cash investment of \$40,000 will be raised primarily from members of the Disabled Persons' Organization.

g) *Revenue*

The revenue projection for Year 1 is based on sales of 166,896 units of Ecological Washing Powder and 191,808 units of Extra Strength Washing Powder. This is the aggregate sales across the different product sizes. For the proceeding years, sales estimates are based on annual sales growth rates of 30% (Year 2) and 5% for years 3 through 5.

8. Assumptions to Financial Forecast

8.2 KEY ASSUMPTIONS INHERENT IN THE FINANCIAL FORECAST (CONTINUED)

g) *Revenue (continued)*

A) EXTRA STRENGTH WASHING POWDER

PRODUCT	No. of Units	Revenue Per Fiscal Year				
		Year 1	Year 2	Year 3	Year 4	Year 5
		\$	\$	\$	\$	\$
128 oz. Pail	20,208	262,098	340,727	357,763	375,652	394,434
64 oz. Pail	59,088	418,934	544,614	571,845	600,437	630,459
24 oz. Plastic Bag	60,672	188,690	245,297	257,562	270,440	283,962
16 oz. Plastic Bag	51,840	103,162	134,110	140,816	147,856	155,249
Total	191,808	972,884	1,264,748	1,327,986	1,394,385	1,464,104

B) ECOLOGICAL WASHING POWDER

PRODUCT	No. of Units	Revenue Per Fiscal Year				
		Year 1	Year 2	Year 3	Year 4	Year 5
		\$	\$	\$	\$	\$
128 oz. Pail	16,848	202,008	262,610	275,740	289,527	304,004
4 lb. Bag	41,712	273,214	355,178	372,937	391,583	411,163
48 oz. Bag	48,720	157,853	205,209	215,469	226,243	237,555
24 oz. Bag	59,616	119,828	155,777	163,565	171,744	180,331
Total	166,896	752,903	978,774	1,027,711	1,079,097	1,133,053

h) *Cost of sales*

The major direct costs in running the business are the powder, containers and labor directly attributable in producing and delivering the products.

ECOLOGICAL WASHING POWDER: Direct Material Costs (TOTAL)	PRODUCT SIZES				
	128 oz. Pail	64 oz. Pail	24 oz. Plastic Bag	16 oz. Plastic Bag	TOTAL
Units sold	16,848	41,712	48,720	59,616	166,896
Powder	75,479	93,435	81,850	50,077	300,841
Landing cost	53,914	91,766	14,616	14,904	175,200
Labels per pail	4,380	5,423	4,872	4,769	19,444
Cost for scoop per unit	3,707	9,177	10,718	13,115	36,717
Cost for box per unit	1,011	2,503	5,846	7,154	16,514
Total Direct Materials Cost	138,491	202,304	117,902	90,019	548,716

8. Assumptions to Financial Forecast

8.2 KEY ASSUMPTIONS INHERENT IN THE FINANCIAL FORECAST (CONTINUED)

b) *Cost of sales*

EXTRA STRENGTH WASHING POWDER: Direct Material Costs (TOTAL)	PRODUCT SIZES				TOTAL
	128 oz. Pail	64 oz. Pail	24 oz. Plastic Bag	16 oz. Plastic Bag	
Units sold	20,208	59,088	60,672	51,840	191,808
Powder	105,082	153,629	59,459	33,695	351,865
Landing cost	64,666	129,994	15,168	11,404	221,232
Labels per pail	5,254	11,227	6,067	4,147	26,695
Cost for scoop per unit	4,446	12,999	13,348	11,405	42,198
Cost for box per unit	1,212	3,545	7,281	6,221	18,259
Total Direct Materials Cost	180,660	311,394	101,323	66,872	660,249

i) *Operating expenses*

Salaries, professional services and marketing are the dominant operating expenses. These are based on anticipated market values for Year 1. For the remaining years expenses are projected based on their ratio to revenues in Year 1. Fuel costs were estimated to be increasing by 8% per annum.

Salaries		Salary Per Person		
Item Description	# of Employees	Weekly \$	Monthly \$	Annual Total \$
General Manager	1	725.00	2,900.00	34,800.00
Office Manager	1	500.00	2,000.00	24,000.00
Secretary/Receptionist	1	325.00	1,300.00	15,600.00
Driver/Delivery Person	2	320.00	2,560.00	30,720.00
Driver/Assistant	2	220.00	1,760.00	21,120.00
In-house Inspector	2	275.00	2,200.00	26,400.00
Production Staff	4	220.00	3,520.00	42,240.00
Sales Person	1	350.00	1,400.00	16,800.00
		2,935.00	17,640.00	211,680.00

8. Assumptions to Financial Forecast

8.2 KEY ASSUMPTIONS INHERENT IN THE FINANCIAL FORECAST (CONTINUED)

b) *Cost of sales*

Monthly Utilities	
Telephone Line	\$105.00
Electricity	\$1,500.00
Internet (Coralwave)	\$160.00
V.O.I.P. Phone	\$ 35.00
Total Annual Utilities	\$1,800.00
Licenses & Permits	
Business License	\$8,235.19
Vehicle License & Inspection	\$320.00
Total Annual Licenses & Permits	\$8,555.19
Professional Services	
Description	Total Annual
Accounting	\$ 8,500.00
Advisory Team	\$ 31,200.00
Legal Fees	\$ 2,500.00
Alarm w/ Monitoring Service	\$540.00
Graphic Design	\$ 1,000.00
Web-site	\$ 1,000.00
	\$44,740.00

i) *Income distribution*

70% of net income will be distributed to shareholders. Of this distribution, 30% will be designated to the DPO with 40% designated for remaining investors.

9. APPENDICES

9.1 CURRICULUM VITAE OF THE GENERAL MANAGER

Drexel Deal
Nassau, Bahamas
Tel: (242) 364-6493 or (242) 636-5286

OBJECTIVES: To continue to encourage young persons to utilize training and education as means of furthering their personal growth and development and so position themselves to make good career choices, particularly those young persons with disabilities.

To utilize my skills of persuasion to generate overall improvement in sales growth for the Organization obtaining my services.

EXPERIENCE:

September 2004 – October 2005: Future Net (Training Ltd.) Nassau, Bahamas

- Headed initiative to provide Computer Training for High School Students
- Targeted a brand New Market – Focused on Students
- Provided “Career Consultations Sessions” – With students and parents
- Canvassed and made follow-up “Cold Calls”, as required

March 2004 – September 2004: The Training Centre Nassau, Bahamas

- Headed initiative to provide Computer Training for High School Students
- Targeted a brand New Market – Focused on Students
- Provided “Career Consultations Sessions” – With students and parents
- Canvassed and made follow-up “Cold Calls”, as required

EDUCATION:

2004: The Training Centre Nassau, Bahamas

- Introduction to Micro Computers

2003: Continuing Education Dept., The College of The Bahamas Nassau, Bahamas

- Human Resources Management – Phase I
- Human Resources Management – Phase and II:
- Effective Writing

2002: Continuing Education Dept. - The College of The Bahamas Nassau, Bahamas

- Public Speaking

1991: Graduated RM Bailey Senior High Nassau, Bahamas

9. APPENDICES

9.1 CURRICULUM VITAE OF THE GENERAL MANAGER (CONTINUED)

PROFESSIONAL AFFILIATIONS

1999 – Present: Member

The Disabled Persons Organization

Nassau, Bahamas

September 2003 – Sept 2004: President

Disabled Persons Organization

Nassau, Bahamas

- Spearheaded Fundraising Initiative – Was successful in raising the greatest amount funds ever acquired for The Disabled Persons Organization (DPO)
- Also initiated Computer Training for Twenty-one (21) persons with disabilities – This was the largest training initiative ever undertaken for persons with disabilities in the Bahamas (i.e. in area of Computers)

**Sept 2001 – Present: Executive Director and Founder of BACK
(Brothers Against Crime and Killing)**

Nassau, Bahamas

- BACK is a Programme that focuses on the positive development of young men
- Our “Youth Programme” is the first, locally, to focus on “Career Training” for young men
- A+ Certification provided Members of BACK - The A+ Certification provides Computer Training, which enables participants to become, Certified Computer Technicians
- BACK Members also provided with Computer Training which enabled them to obtain their MOS Certification (Microsoft Office Specialist)

2000: Toastmasters Club 1600

- Awarded “Toastmaster of the Year”
- Awarded “Speaker of the Year”

2001: Toastmasters Club 1600

Bahamas

Nassau,

- Competent Toast Masters Award (CPM) – For Public Speaking

1999: Joined Toastmasters Club 1600

Bahamas

Nassau,

- Became a Member

9. APPENDICES

9.1 CURRICULUM VITAE OF THE GENERAL MANAGER (CONTINUED)

VOLUNTEER SERVICES

September – October 2005: The Department of Probations Nassau, Bahamas

- Featured Guest Speaker

Summer 2002 – May 2003: Simpson Penn School for Boys Nassau, Bahamas

- Group Presentations

1999 – 2001: Adolescent Health Center, Shirley Street & School Lane Nassau, Bahamas

- Volunteer Counsellor

Department of Probation Nassau, Bahamas

- Work with young men who end up in the Court System

STRENGTHS

- Master at conveying new ideas and concepts to an audience, or providing the relevant information to existing customers and potential customers.
- Brilliant at helping others to view themselves as a “Self-servant” and to also see the end result, benefit, and/or advantage that they can expect to receive, once they avail themselves of a particular product or service I am selling.
- A strong communicator, who exhibits effective “Leadership Skills”, with a persuasive touch, aimed influencing others to act or to move in a particular or different direction.
- Committed to the life-long process of learning.
- In spite of being totally blind in both eyes, I adapt and adjust quickly to new environments.
- Excellent people and interpersonal skills.
- Possess and exhibits very strong skills, as it relates to following through with an assignment.
- Very good at follows-up with existing customers to ensure continual customer loyalty and satisfaction.
- Very supportive of and also inspires to others to achieve targeted goals
- A team player, strong Christian values and a “Second to none Work Ethics”.
- A believer in the saying “Do Unto Others as You Would Expect Others to do Unto You”.
- Skillful at resolving conflict - Also a conflict resolution speaker, targeting youths and young adults.
-

INTEREST/HOBBIES

- Listening to Audio Books
- Listening to Educational Programmes and Documentaries
- Exercising

9. APPENDICES

9.1 CURRICULUM VITAE OF THE GENERAL MANAGER (CONTINUED)

REFERENCES – AVAILABLE UPON REQUEST

Referees:

1. Dr. D. Paul Riley
Motivational Speaker
Tel: (242) 362-1830
2. Mr. Tim Dames
Owner Tim's Air Condition and Refrigeration
Tel: (242) 394-3569
3. Ms. Nadine Hope
Former Partner at prominent Computer & Internet Company
Tel: (242) 324-7436

9. APPENDICES

9.2 BACKGROUND OF DISABLED PERSONS' ORGANIZATION

The Disabled Persons' Organization (DPO) is a cross disability non-profit organization which was founded in 1981 by the Late Phillip Smith. DPO was established to promote the human rights of all persons with disabilities and to promote effective measures for the equalization of opportunities and their full participation in society.

VISION

“To Provide Opportunities towards the Maximization of the Quality of Life for Persons with Disabilities”

MISSION STATEMENT

“To Establish Social, Educational and Training Programmes to Ensure That Persons with Disabilities in the commonwealth of The Bahamas lead Independent Lives to the Maximum Extent Possible”

Since the incorporation of DPO as a legally registered organization in 1996, the Organization has taken tremendous steps in promoting and encouraging the education and training, economic empowerment, social development, and integration of persons with disabilities in society. DPO is of the conviction that within every person with a disability rests an equal or a greater ability. This is why DPO continues to invest in the development of its members through education and training, not giving them a fish but rather teaching them how to fish.

It is noteworthy to mention that the Disabled Persons' Organization was privileged and honored in 1985 to host the Second World Congress of Disabled Peoples' International. Some two thousand delegates from around the world, comprising of prominent Leaders of DPI, Government Officials, Human Rights Experts, Civil Society and Persons with Disabilities, converged on Paradise Island, Nassau, The Bahamas to discuss pertinent issues affecting the lives of people with disabilities. Additionally, this International Congress received reports on and evaluated the work being done by DPI and its member organizations and charted a new course for the integration of persons with disabilities in their communities.

During this historic Congress, DPI also witnessed the rooting of its Women's Committee, thus providing a window of opportunity for women's issues to be placed at the forefront for urgent attention.

DPO is a member of the Bahamas National Council for Disabilities, the Umbrella Organization for persons with disabilities in the Bahamas.

The Organization also has a good working relationship with the Disability Affairs Division, the leading Government Agency on Disability under the Ministry of Health and Social Development.

DPO is the only organization in The Bahamas that has membership in the Disabled Peoples' International, which is a network of national organizations or assemblies of persons with disabilities. The Organization also has membership in D. P. I. North American and Caribbean Regional Council.

DPO is also one of the founding members of the Disabled Peoples' Organizations of the Caribbean (DPO C.), which was founded in 1997 to promote and advocate for the empowerment of persons with disabilities through social and economic integration throughout their various communities.

9. APPENDICES

9.2 BACKGROUND OF DISABLED PERSONS' ORGANIZATION (CONTINUED)

DPO remains committed to the mandate of DPI (to promote the human rights of persons with disabilities through full participation, equalization of opportunity and development), as well as, to continue working with its social partners to champion the cause of persons with disabilities locally, regionally and internationally.

DRAFT