



Operations Plan 2011

Version 1.0

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I. EXECUTIVE SUMMARY

Seeds of Africa (Seeds) is a nonprofit international organization based in New York City, Dallas, Texas, and Adama, Ethiopia. The organization is focused on creating long-term, self-sustaining models of education and community-centered development, beginning in Adama and expanding to other cities in Ethiopia and the rest of Africa. *Seeds* began operations in 2008 by launching *Seeding Education*, a pilot after-school tutoring program that supports sixteen hand-picked, gifted yet underprivileged students. These students and their families are given support in their basic needs so that they may focus on their education. Currently, *Seeding Education* runs its program in the “Take-Root Center,” a warm, inviting classroom with plenty of space for the students to learn effectively.

By 2013, *Seeds of Africa* plans to convert the “Take-Root Center” into a comprehensive education and community development center in Adama. Project *GreenPrint* will be the first step in a long-term strategy of creating grassroots, internally-developed, semi-autonomous, yet networked community centers throughout Africa. To that end, this 2011 Operations Plan outlines the organization’s development accomplishments of 2010 and its short term goals for 2011.

II. HIGHLIGHTS – 2010

The past year has been very important for the growth of Seeds of Africa. Through tireless dedication and delivery by our staff and support network, we have been able to accomplish most of the goals outlined in the 2010 Business Plan. Here is a summary of our accomplishments:

OPERATIONAL ACHIEVEMENTS

- Seeds hired **Bogale Tessema** as the Country Director for Ethiopia Operations. Bogale earned a BA from Asmara University in English Language & Literature, a MA in TEFL from Addis Ababa University, and a post-Graduate Diploma in Education from Indira Gandhi University. He has served at Adama University for about two decades in a variety of teaching and administrative capacities. Bogale came into contact with Seeds of Africa while helping them to find someone to fill the country director role. Ironically, once he visited the Take-Root center and learned about Seeds’ mission and vision, he became committed in filling the role himself.
- With the help of Sam Saverance as consultant and writer, Seeds has completed its first comprehensive business plan and long-term strategy. This plan gave the organization a vision of how it wants to develop in the next three years and the steps needed to accomplish its mission and vision.
- Seeds initiated its first official fiscal year budget plan and cycle in 2010, which has served as a basis for this and future fiscal years’ financial forecasting.
- Seeds has hired its Director of Finance, **Joanna Lau**, in a volunteer staff position. Joanna became involved with Seeds after she had volunteered with Habitat for Humanity in Ethiopia. She realized the importance of becoming part of an organization that is focused on building sustainability where it is most needed. Since becoming involved, Joanna has spearheaded an effort to finalize a clear-set of financials for Seeds to better position Seeds in the ever growing nonprofit sector. Joanna graduated in 2007 from New York University with a degree in Finance and Accounting. She is currently



working as an investment banker where she specializes in the commodities industry. Leveraging on her undergraduate degree and her experience in finance, she has helped Seeds build a comprehensive budget for the nonprofit's financial planning.

- Seeds acquired essential pro-bono consulting services for strategic planning in Mark Fabry.
- Additionally, the company *Changing our World* has provided Seeds with pro-bono Fundraising and Strategic planning services.
- Seeds has revised and fine-tuned the board bylaws with the help of outside pro-bono counsel.

FINANCIAL ACHIEVEMENTS

- In 2010, Seeds was able to raise \$77,000 through fundraising events and individual donations.

PROGRAM ACHIEVEMENTS

- In August 2010, Seeds completed the first round of interviews in Adama, in order to assess the needs of the community and parents of Seeds Students. This is the first step in the community development program. Additionally, Individual Education Plans (IEPs) for created for the families of students.
- The Ethiopia Education Team (EET) received extensive training through seminars and practical method modeling. This training has given them the ability to be more effective in their development of the Seeding Education program.
- At the Take-Root Center, a new arts and reading room was created to enhance the educational experience for the students.
- New arts programs have been introduced into the Seeding Education curriculum for Music and Theatre.
- The EET began implementing "Project TakeOver" into the curriculum, giving students and teachers more ability to influence their own education. See page 20 of the Business Plan for more information on Project TakeOver.
- The Take-Root Center has implemented the use of documentation to track the progress of each child, with a goal to improve their performance. These documents include IEPs and teacher records of more detailed information about the students.
- A new standard of performance measurement has been created called Seeds Standards. See Appendix C for a sample measurement sheet.
- Seeds has created a recreational Soccer team for the students. An intern was hired to mentor the students and get them uniforms and a place to play. The students are very excited about this program and have been heard talking about how "exercise" is good for the body and mind.
- A new program called Students as Writers has been implemented. The program consists of different units where students practice a variety of writing styles. Currently, the following units are in play: All About Writing, which is non-fiction subject writing; How To Writing, which is non-fiction procedural writing; Letter Writing; Drama Script Writing; and Small Moment Writing, where students have to write stories with a distinctive beginning, middle and end. All of these writing units are designed to differentiate between different writing styles, and writing purposes. They help students to clearly identify the objective in their writing and create a sequence and order of operations.



III. GOALS – 2011

2011 will see a dramatic expansion in the program capacity of Seeding Education, including an increase in enrollment and an expansion of facilities in both Adama and New York. In the coming fiscal year, Seeds of Africa plans to accomplish the following tasks:

USA

- By the end of Q1¹, Seeds plans to have a fully developed virtual office infrastructure in New York and in communications between the USA and Ethiopia.
- Physically, Seeds of Africa plans to have a physical headquarters in New York by the end of Q1, leased pro-bono, that will accommodate daily operations and meetings with stakeholders. If a free space cannot be found, then by the end of Q2, the headquarters will be established in a paid rental space.
- Seeds will expand its Board of Directors from the current three. The size will be increased to between five and seven.
- Seeds will begin paying salaries to essential staff members. Two to four staff will be given salary in 2011, starting with the Executive Director (ED), the Director of Development (DoD), and the Director of Education.
- Seeds will vet and hire staff to fill the remaining vacant VP positions. These will have priority based on the anticipated need for project development over 2011.
- Seeds will develop standards for accounting transparency, including making the budget part of monthly internal communications, posting the 990 form on the org website, and performing an audit by an outside firm for FY 2008 and 2009.
- Seeds will hire a PR intern to implement the marketing and PR plan designed.

ETHIOPIA

- Seeds will begin a phased increase of student enrollment in Seeding Education to the end of 2011. Through Q1 the Ethiopia team will establish standards for vetting new students and will identify the first set of new inductees. These first 15 new students will be added in Q2. A second set of 20 inductees will be identified in Q3, which will begin their education in the beginning of Q4.
- Seeds plans to introduce extensive technology for education at the Take-Root Center, to improve the education of the students and teacher training. Technology grants and individual scholarships for technology acquisition will be obtained in Q1. In Q2, the technology will be purchased and implemented into the curriculum.
- Seeds will introduce a new student counseling program to help guide the individual student in his or her personal growth and development.
- Seeds will develop a Community Integration Program (CIP) in Adama, beginning with workforce training and microfinance for the parents of Seeds students. In Q1, research will be completed and

1 Seeds of Africa's Fiscal Year is defined as: Q1 – January 1 to March 31; Q2 April 1 to June 30; Q3 July 1 to September 30; Q4 – October 1 to December 31.



objectives and procedures defined before the first student expansion of Q2. The new incoming class will then begin using this technology as part of the learning curriculum.

- Plans will be created to move into a larger, brand-new, more permanent education facility in Adama. Research will begin in Q3 through the creation of a US-Ethiopian committee that will work with the Country Director to develop a plan for construction and development. In the interim, the committee will also begin searching for a temporary facility that can accommodate the expanded program.
- Research is being conducted to create a standardized model for the Seeding Education program that will allow it to be replicated in other communities. The Ethiopia team will conduct a feasibility study with Addis Ababa University and Adama University, and will also bring in an outside consultant experienced in developing education initiatives for Africa.

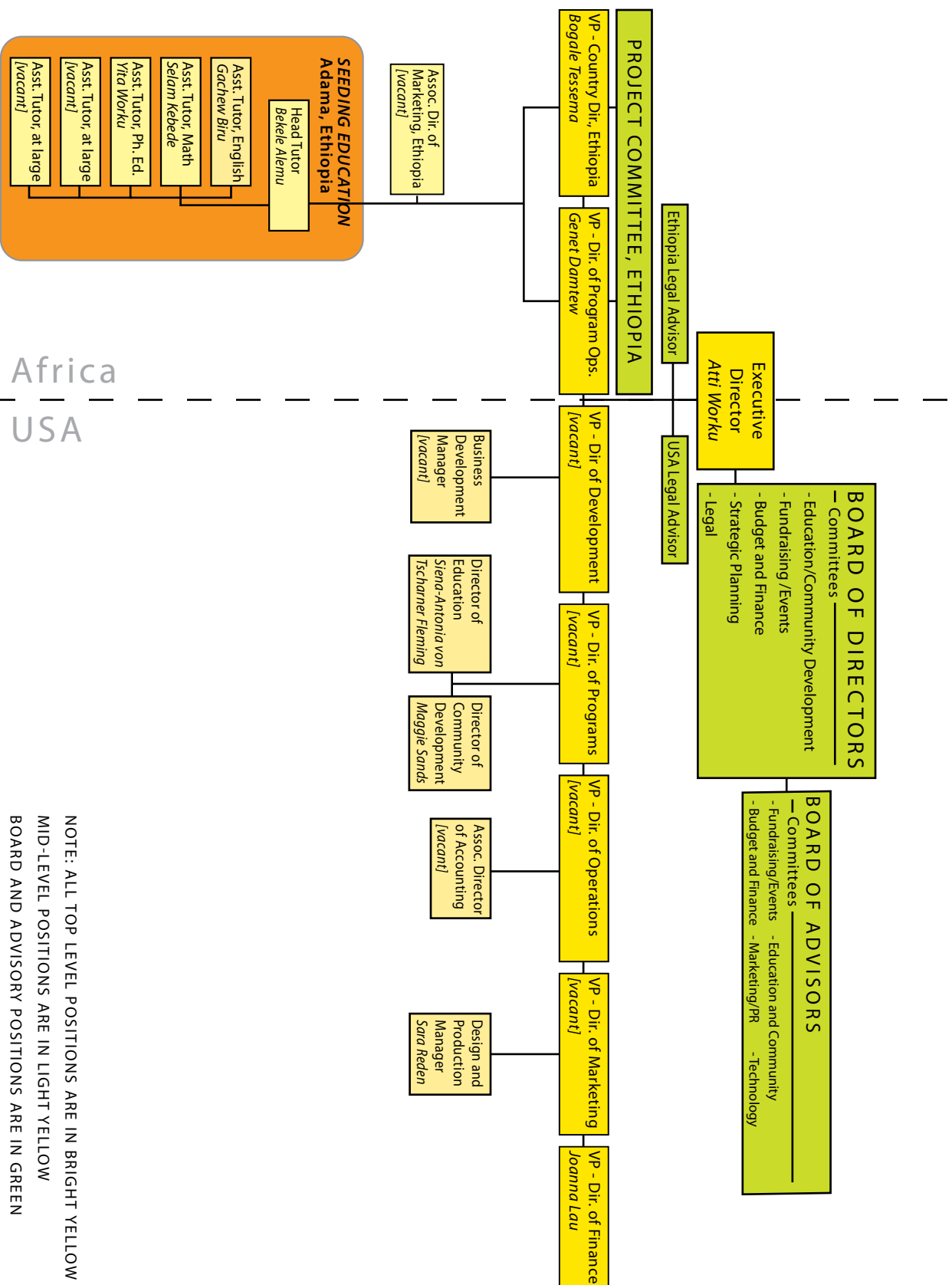
IV. BUDGET – 2011

Seeds of Africa begins 2011 with \$33,000 in the bank and \$15,000 in pledges not yet fulfilled. Seeds will require \$30,000 to begin the process of expanding enrollment in Seeding Education, and an annual budget of \$60,000 to maintain enrollment for 2011 and beyond. Overall, the organization plans to raise \$200,000 for FY 2011.

V. APPENDICES (pp. 7-9)



APPENDIX A. ORGANIZATIONAL STRUCTURE (PROJECTED TO END 2011)



NOTE: ALL TOP LEVEL POSITIONS ARE IN BRIGHT YELLOW
MID-LEVEL POSITIONS ARE IN LIGHT YELLOW
BOARD AND ADVISORY POSITIONS ARE IN GREEN



APPENDIX B. OPERATIONS CALENDAR – 2011

JANUARY	Country Director Starts	NGO Registration	Teacher Candidate Research		PR Plan Hire Web Writer	Revise 2011 Budget	Board Meeting	
FEBRUARY	Identify Positions to be filled Business Plan Revised Revise Current Partnerships General Legal issues Important Contacts Target List	Ethiopia Operations Plan NGO Registration Streamline Plan and Manual ETH Legal Documents ETH Rent Interim School Renovate Interim School ETH	Expansion Manual New Seed Curriculum Community Devt. Proposal Hire Program Advisor	Revise 2010 Fundraising/Followup Fundraising Plan Hire Fundraiser / intern/consultant Grant Writer starts	Launch Blog Hire PR intern Hire Web Producer	DoF Responsibility Audit Adjust 2011 Budget Financial Policy and Plan	Board Meeting Scout Board Members	
MARCH	Find Office Build Intranet Set up comm. System	Network Interim School Community Support Links Accounting System ETH	Parent Selection Prepare Guideline	Corporate Sponsorships	Relaunch Website Utilize Social Media Newsletter 1	Set up accounting System File 990 - 2010		Hire Operations Consultant Streamline Operations
APRIL	Staff Training	Create a technology center	Staff Trip Hire Teachers Student Selection Parents Business Manual Prep.					
MAY	Move Into Office			Event 1 NY				
JUNE	Long Term Strategy		Summer Session Begins New Students added Parents Business Workshop Seeds Parents Day Begin Ethiopia School Research	Event 2 Out of town	Newsletter 2		Board Meeting Ethiopia Advisory Board Setup	
JULY		Feasibility Study					Board Meeting 2nd Quarter Report	
AUGUST							Board Meeting	
SEPTEMBER				Event 3 NY	Newsletter 3		Board Meeting	
OCTOBER							Board Meeting 3rd Quarter Report	
NOVEMBER				Event 4 Out of Town Event 5 NY		Annual Report	Board Meeting	
DECEMBER						Final Numbers 2011	Board Meeting 4th Quarter Report	



APPENDIX C. SEEDS STANDARDS ASSESSMENT SHEET

SEED Standards		Student		Age	
		Date		Grade	

Individual Goal Documentation of SEED Standards: Please use the boxes provided to document goals and time frames.

Standard: Creative Initiative

Description: Ability to express individuality

Standard: Innovation

Description: Ability to devise solutions independently

Standard: Investigation Tactics

Description: Ability to take risks and create hypotheses

Standard: Thoughtful Argument

Description: Ability to organize information and problem solve

Standard: Listening Skills

Description: Ability to listen to new information and instruction

Standard: Respect

Music: Ability to be a constructive member of a learning community

