



# *Chicuchas Wasi*

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## *THE CHILDRENS PROJECT*

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Alternative School for Girls • Cusco, Peru

### Chicuchas Wasi Business Plan - 2014



*“GIRLS + EDUCATION = FINANCIAL SURVIVAL AND INDEPENDENCE”*

## **Executive Summary**

### **Vision Statement**

*Education of all girls will raise the quality of life for them, their families and their communities, and ultimately the world*

### **Chicuchas Wasi History**

Chicuchas Wasi(CW) in Cusco, Peru, was established as a 501(c)(3) organization in 1987 by Rae Lewis, a California RN. While living in Cusco, Peru in 1986, Rae became aware of the oppressive circumstances that the abandoned children of Cusco faced in their daily lives. Left alone to defend themselves these boys and girls, especially the girls, were victims of gender and cultural discrimination that resulted in domestic violence, homelessness, poverty, lack of education, pervasive alcohol abuse and teenage pregnancy. Along with local volunteers, Rae opened an emergency shelter for these children living on the street. She wanted to create a place that was safe and provided basic life necessities and education for these homeless children.

Ruth Uribe, a teacher and native of Cusco, joined Rae in 1989 in nurturing and educating these children who would otherwise have been forgotten by their community. Recognizing that pervasive child abandonment was due, in part, to fathers leaving for distant employment and uneducated single mothers who could not support their children and leading to high levels of poverty. Rae and Ruth co-founded the Chicuchas Wasi School for rural indigenous girls in 1997 and the first class consisted of 15 girls. In 2012, an anonymous donor provided the funds necessary to build the first CW school in Cusco. Ruth, became the school administrator and began to train teachers to provide the special brand of education that the CW students needed. The school is free to all students and provides, structure, education, nutrition, personal development, safe transportation and dental care to young girls who would otherwise be left to fend to themselves. CW is the only school of its type in Cusco, Peru and educates and cares for approximately 105 girls per year from grades K-6th grade.

### **Mission Statement**

Chicuchas Wasi School for Girls provides quality primary education and promotes gender equality, self-esteem, and human dignity for the marginalized indigenous girls of rural Cusco, Peru. With the CW education and skills the girls are empowered to become economically independent. They become important role models and leaders for the next generation of CW students. Our parent classes focus on helping the students family to understand the value of educating their daughters. The importance of family support is emphasized and families learn more effective communication skills that help to deter domestic violence against women and girls.

## **Chicuchas Wasi Objectives**

CW 's goal in the next two years is to increase the students served from 105 to 115 girls. Our goal is to equip these girls with the basic education and life skills to ensure a healthier and more secure future for them as adults. The school is committed to changing the belief that rural girls have little value to the community. Rather than living on the fringes they will become integrated members of society. CW students are actively involved in community cultural events and activities to raise the awareness of the importance of educating girls.

## **CW Impact**

CW plays a vital role in the lives of these unfortunate girls who come from extreme poverty, fractured families with domestic abuse; for many of our students the school becomes a vital support system. The school provides free quality primary education to approximately 105 girls every year. Many of our students are promoted to continue their education in the public schools of Cusco. CW students are often recognized as some of the highest achieving students in the public high school. As a result of CW's efforts parents are increasingly learning to value the benefits of educating their daughters. Over time the community is breaking with cultural traditions that have prohibited girls from being educated. As a result, each new school year more parents are seeking to enroll their daughters in the program.

The CW board, staff and volunteers are uniquely qualified to care for these special young girls. The school is striving to increase the number of girls who are served and educated in the community; the ultimate goal is to eliminate the cultural /gender barriers of abject poverty, domestic abuse and discrimination that have marginalized these very special children.

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## **Chicuchas Wasi Story**

The original CW shelter was founded in 1987 by Rae Lewis and provided a refuge for boys and girls who suffered the human rights violations of abandonment, homelessness, sexual abuse, domestic abuse, lack of nutrition and health complications, chemical abuse and no access to education. We provided shelter, food, healthcare, mentoring and support for those who were attending public or vocational school, and guidance and served hundreds of abandoned girls and boys for 10 years. In spite of the difficult challenges that the shelter faced in caring for these abandoned children, many of these same children completed high school, and 3 are college graduates. Historically very few students finish high school, and even fewer attend college.

In 1989 Ruth Uribe joined CW shelters staff. She was born and raised in Cusco and was educated as a teacher. Ruth was fortunate to have been raised in a family that was aware of the indigenous peoples' poverty and the cultural prejudice towards their children. Ruth's mother was unlike most of the Cusco mothers. Ruth's mother empowered her daughters by teaching them the value and power of being educated women. Rae and Ruth shared the same vision of female empowerment and laid the foundation for the CW School for girls. Ruth understood the needs of the indigenous people intimately. She took on the daunting task of persuading the girls mothers that education was the key to a better life for their daughters. It was essential to the success of each student that their mothers understood education would change their lives and bring them opportunities that otherwise would be out of their reach. Ruth sought out mothers and daughters in market places, work places and homes to enroll students in the school. Through her tireless energy and dedication she was able to convince a number of mothers to allow their daughters to attend our first experimental classes for 15 kindergarten girls in 1997.

In 1999 the Ministry of Education in Cusco officially certified the school which ensured the school was a viable institution for education. The reputation of the school progressively grew within the community, but the crowded rented school building was limited by its capacity to serve all the requests for education. After seeing the success of the CW education method for empowering the Cusco girls, an anonymous donor provided the resources to build a new school and in 2012 CW's capacity to serve the community doubled. Chicuchas Wasi Primary School has a large campus in rural Cusco, composed of 8 classrooms, kitchen, dining room and multipurpose room. The 2014 school year has 105 students from kindergarten through 6th grade, educated and cared for by the staff at CW. To reinforce the values taught in school, classrooms are named: Love, Solidarity, Honesty, Responsibility, and Respect, Loyalty, Dignity, and Kindness. The success of CW school represents our hopes and dreams for the future for disadvantaged girls.

## Service Profile

### Services Provided

Chicuchas Wasi provides a primary school for indigenous and impoverished rural girls unable to attend otherwise due to poverty and male gender bias. The school is free to all students and is located in the rural area of Cusco, Peru, South America. CW programs include:

- Daily nutritious hot meal
- Safe transportation to and from school
- Uniforms, books and school supplies
- Dental evaluation and treatment
- Environmental teaching program regarding water, garbage, trees and plants.
- Small organic school garden to learn how and why good nutrition is important to their success; teaching them the skills to improve nutrition while growing and supplying vegetables for the meal program.
- School raised organic meat production of Cui (guinea pigs) and chicken to provide a constant protein source for the meal program.
- Personal development and self-esteem building program
- Quechua, Spanish and English classes
- Art, dance and theater as a learning experience for history and culture
- Parent classes to help them understand the value of educating their daughters.

## Service Environment

### Target Population

- Rural Cusco families who face a variety of challenging economic barriers
- Poverty
- Alcoholism
- Unemployment forces fathers to seek distant jobs that leave their families without support
- Uneducated and unskilled mothers are unable to financially support their children
- Domestic violence is prolific in this culture
- Prevalent teen mothers
- Malnutrition and poor health
- Inadequate housing where entire families live in one room
- High rates of Illiteracy
- Gender inequality is pervasive. Deeply held cultural belief that women are for child bearing and domestic responsibilities, and men have more educational opportunities

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### **Challenges facing CW now and in the future**

- Limited financial support from the local government
- No enforcement of Peruvian law to educate all children
- Gender inequality in Cusco
- Lack of social services
- CW is a small and unknown non-profit competing for limited financial resources
- Cusco is a geographically challenged remote city that is not easily accessed

### **Impact of Chicuchas Wasi**

- CW is empowering the indigenous girls of Cusco to be more self-sufficient
- 105 more girls are given primary education every year
- CW teachers are college educated and certified professionals who are committed to delivering high quality education to our students
- Students benefit from 8 years of CW education and personal development and demonstrate leadership, confidence and increased self-esteem
- Parents are learning to value their daughters
- Parents are learning to use communication to resolve domestic conflict
- Parent education and counseling to protect their daughters and prevent teen pregnancy resulted in no teen pregnancies in 2013
- CW continues to mentor students promoted to high school, to continue their education



## **Nonprofit Internal Structure**

Chicuchas Wasi is a California 501 (c) 3 #68-0188-327, the Articles of Incorporation of Chicuchas Wasi as a nonprofit were filed in 1989 with the California Secretary of State # 1638087. See Appendix B

### **CW Board Members**

Chairman of the Board and Founder - Diana Rae Lewis

President - Diana Rae Lewis

Vice Chairman - Mary Salfi

Secretary - Terry McDonald

Treasurer - Karen Amoruso

Board Member - Betty Woods

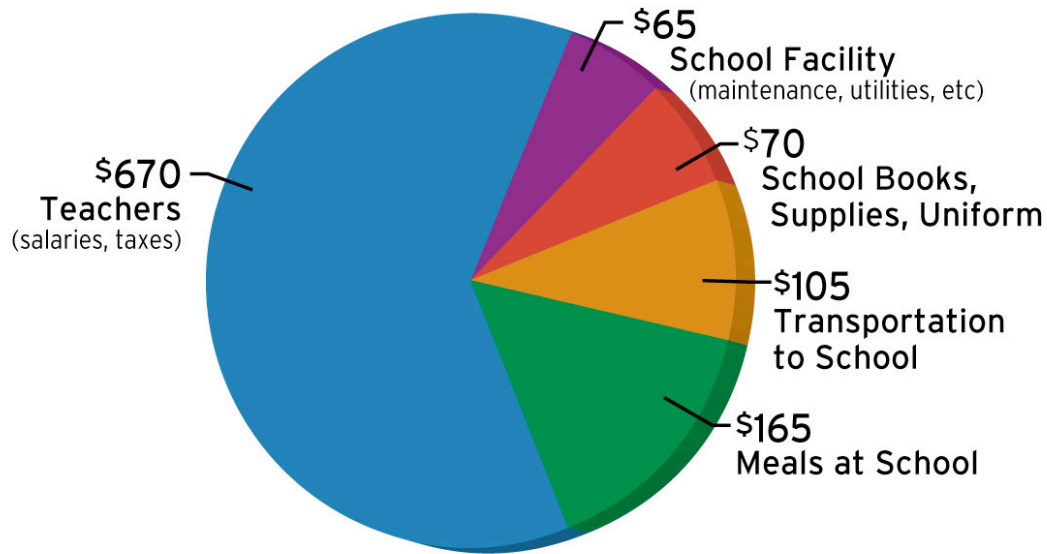
Past BOD Member advisors

Management Profiles - see Appendix A

### **CW Volunteers**

- Sonoma State University interns volunteered for a semester to provide social media support
- Social Media manager is a donor volunteer
- WebMaster volunteered to rebuild website
- Lawyer volunteered to update by-laws
- VolunteerMatch found accountant to do data entry
- Local High School students volunteer at CW events
- Sonoma Valley high school students used CW for their senior projects in 2012 and 2013

## Financial Projections, Expenses and Income



### Chicuchas Wasi School - 2014 Projection

Per Student Expense Breakdown  
(\$1,075 per year each)

**2014 Annual Projected Budget \$124,370**

## 2014 Chicuchas Wasi Business Plan

### 2014 CW School budget

Budget for 2014 in US dollars	Per girl	Total
Teacher/Director salaries	495	51,975
Government taxes	175	18,375
Kitchen salaries	65	6,825
Kitchen - government taxes	23	2,415
Food costs	77	8,085
Bus driver salary	43	4,515
Bus gasoline/maintenance	62	6,510
School supplies	45	4,725
Uniforms/hats	25	2,625
Utilities/telephone/internet access	20	2,100
Building maintenance	14	1,470
Other costs	31	3,255
Operating budget	1,075	112,875
Capital items (cupboards/tables/lights,etc)	106	11,125
Total budget	<u>\$1,181</u>	<u>\$124,000</u>

## 2014 Chicuchas Wasi Business Plan

### 2013 CW Balance Sheet

in US dollars ending December 31, 2013

#### **ASSETS**

##### **Current Assets**

Bank accounts	12,694.80
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<b>Total Current Assets</b>	<b>12,694.80</b>
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##### **Fixed Assets**

Furniture/Equipment	22,514.96
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School Bus	30,000.00
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School Building	583,645.78
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<b>Total Fixed Assets</b>	<b>636,160.74</b>
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<b>TOTAL ASSETS</b>	<b>648,855.54</b>
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#### **LIABILITIES & EQUITY**

Total Equity	648,855.54
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<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>648,855.54</b>
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Income & Expense statements to date -to come from Treasurer

## **CW Strategic Priorities**

- Board restructuring/updating by-laws/policies
- Board recruitment process/plan
- Expansion of fundraising opportunities
- Program Development
- Develop ongoing volunteer recruitment and college intern program

## **Strategic Action Plan**

### **Board restructuring**

- Update by-laws, policies, strategic business plan and build board member folder with BOD manual, board job descriptions, board member responsibilities, 990 document, current financials, CW Articles of Incorporation and IRS Determination letter
- Centralized access to make these files available to all CW BOD members

### **Board recruitment plan/process**

- Identify critical board skills to assess and select new board members
- Create new BOD recruitment folder to include: Job descriptions, Board member responsibilities, Board of Directors manual, Application form, By-laws and Strategic Business plan and New BOD member folder
- Create recruiting brochure and job posting document identifying expertise needed
- Seek new board members with Accounting, Marketing, Grants, Fundraising and other expertise to achieve CW objectives
- Resources for recruitment: LinkedIn, Boardnet, Boardstar, VolunteerMatch, etc
- Develop recruitment interview guide
- Create Governance committee with new BOD members
- On-boarding plan for new board members

### **Expansion of fundraising opportunities**

- Create a comprehensive strategic action fundraising plan
- Evaluate past programs & activities history and do analysis of effort
- Ongoing marketing plan with CW slide presentations to social groups, radio interviews, newspaper CW profile articles, growing social media reach and update of CW website
- Ongoing fundraising with GlobalGiving, Catapult, Grants, monthly CW Updates by email with an ask, annual newsletter and unique fundraising events
- Identify new and potential sources of fundraising on a local and national level

## **Program Development**

### **CW School Program development**

- Expand the school library resources
- Update the annual curriculum and textbooks of each subject for all students
- Continue cultivating and expanding the school's produce garden
- Expand the meat, chicken and egg production to ensure each student is fed a complete and balanced meal
- Acquire a larger van or bus to transport the children to and from school every day
- Build a shelter to provide short-term housing needs for mothers and their children
- Increase the student enrollment to 115 student annually

### **Volunteer Program**

- Recruit Sonoma State University Interns for semester social media and other support
- Volunteer professionals from the local community, VolunteerMatch and LinkedIn for CW needs
- Recruit long term accounting volunteer for data transfer from Spanish to English
- Ongoing volunteer recruitment from online VolunteerMatch
- Create committee for CW volunteer management

## **CW Administration/Procedures**

### **School Administration**

Ruth Uribe is the CW school administrator. She oversees the day to day care and education of the students; manages the resources of the school and hires staff as needed. Ruth works closely with the organizations board to ensure that her efforts are supported and aligned with the needs of the school and the mission of the organization

### **Program Evaluation**

- Daily log of student attendance
- Student testing by CW teachers and the Peru Ministry of Education
- Teachers are regularly observed and evaluated by the school administrator
- Students who rarely leave, unless for emergency
- Students continue on to high school and are actively mentored to ensure their ongoing success
- The California President/Board Chairman meets regularly with the Cusco School Administrator

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### **Decision making at the CW school**

- Small class decisions are made at the weekly teachers meeting with the school administrator
- General school decisions are made by the school administrator
- Strategic and major financial investments are discussed between the California and Cusco boards

### **Internal communications**

- CW website: [www.chicuchaswasi.org](http://www.chicuchaswasi.org) provides the public with a history, mission and efforts on behalf of the Cusco children and online donation site
- Telephone
- Email
- Skype
- Chicuchas Wasi monthly email update and online annual newsletter keeps the school donors updated on the schools progress

## **Appendices**

### **Appendix A**

#### **CW California Board of Directors**

California CW Organization has transitioned from the founding organization making all decisions regarding the Peru project, to a collaborative role with the CW Cusco Foundation for the CW school in Peru.

**Diana Rae Lewis**, President and Chair, RN, Founded CW in 1987 and lived on site in Cusco, Peru for 10 years to establish and administer the original Children's Safe House. Since returning to California, she is actively involved in CW and returns to Cusco yearly to oversee the expanding CW School for Girls. She established an online fundraising plan and a social media presence for CW to raise funds for the CW School and to educate visitors of the plight of poor uneducated girls.

**Mary Salfi**, Vice President, BS, Research/Executive Assistant, has been a board member since 1990, and joined CW at its inception in 1987. Mary has been to Peru twice and has witnessed CW in action. She has been involved with administration, fundraising, and grant writing. Locally she was employed for more than 14 years at Catholic Charities and continues to volunteer in many capacities

**Karen Amoruso**, Treasurer, Certified Public Accountant (CPA), Business Owner, joined CW as a founding board member in 1987. Karen has been a CPA for 23 years specializing in not for profit organizations. She provides pro bono consulting and tax services to many local non-profit organizations. As a CW Board of Director Karen has primarily been involved in the finances; which includes IRS/State of California reporting, budgeting and accounting. She has also helped with administration and fundraising.

**Terry McDonald**, Secretary, Graphic Designer, Business Owner joined the CW Board in 1987 as a Founding Director and is a long time networking organization moderator in the San Francisco Bay Area involved with community service projects and organizations and has served on a variety of boards and advisory committees. As a CW Board member Terry has assisted with organizational administration, fundraising, and grant management as well as providing a variety of professional services including the development, design and production of CW marketing collateral, newsletters, event signage and established and currently maintains the CW web site.

**Betty Woods**, Board Member, RN, MS, has been a board member since 2009, and has been involved with CW since its' inception. She has made 6 trips to Peru and has first hand knowledge of the history of CW, the School for Girls, its' Director Ruth Uribe, Ruth's dedicated staff and the girls who thrive under their guidance. As a board member Betty assists in fund



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raising projects and grant writing. In the community where she lives she is a volunteer with various community organizations including Habitat for Humanity.

### **CW Cusco, Peru Board of Directors**

The California and Cusco Board members make Organizational, Developmental & Financial decision for CW School together.

**Ruth Uribe Barrios**, President and Administrator of the CW School for Girls, Cusco, Peru. Ruth Uribe, a Peruvian credentialed teacher, born, raised and educated in Cusco, joined CW in 1989. Ruth is the co-creator and driving force of the school's success since 1997.

**Gloria Socorro**, Vice President and Assistant Director, of the CW School for Girls. Gloria is a certified teacher educated in Cusco, Peru. She joined CW as an assistant in 1993, became a student teacher in 1997 and has been a certified Teacher for 8 years.

**Jessica Bon**, Secretary, Art Business owner, caretaker, living in Venice, Italy. Jessica learned of CW in Italy and came to Cusco with a friend to volunteer at the school for 2 months. They stayed for one year and returned again enamored by the "dedicated, joyful staff and very special little girls." She joined the Board in 2008

**Diana Rae Lewis**, Founder and Board member, RN, The Founder of CW, she lived in Peru for 10 years in the original Children's Safe House that she established for abandoned children at-risk living on the streets of Cusco. While actively overseeing the Safe House she spearheaded various projects and the evolving activities of CW. Ruth came originally as a weekend volunteer and together they brainstormed how to address the root of child abandonment. The street children taught them of the need to educate and empower future mothers for economic survival. Prepared mothers will end child abandonment. Rae and Ruth co-founded the CW School for at-risk girls in 1997.

**Rossana Vera Alarcon**, Treasurer, Ph.D Biologist and Board Member. Rossana is an enthusiastic supporter of CW School and frequently donates time and material.

### **Employees for CW School for Girls, Cusco, Peru**

The school has 13 paid employees, the administrator - Ruth Uribe, plus 8 other teachers, 2 cooks, 1 secretary and 1 bus driver. All employees are interviewed, hired and educated to CW standards and the CW Mission and the values taught in the school by the school administrator.

All teachers are Peruvian college graduates and credentialed teachers. Each teacher is assigned to one of 8 classrooms as a homeroom and certain teachers are assigned to rotate between classes to teach specialty classes in English, Quechua and Special Arts.

# 2014 Chicuchas Wasi Business Plan

## Appendix B

### CW Nonprofit Corporation documents.

#### CW articles of Incorporation

1638087

ENDORSED  
FILED  
In ~tory ~

ARTICLES OF INCORPORATION OF  
CHICUCHAS WASI

MAR 31 1989

~roRt

ONE: The name of this corporation is CHICUCHAS WASI.

TWO: This corporation is a nonprofit public benefit corporation and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law for charitable purposes. This corporation is organized exclusively for charitable purposes within the meaning of Section 501(c) (3) of the Internal Revenue Code of-1954 or the corresponding provision of any future united states internal revenue law. Notwithstanding any other provision of these articles, this corporation shall not, except to an insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of the purposes of this corporation, and the corporation shall not carryon any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c) (3) of the Internal Revenue Code of 1954 or the corresponding provision of any future United States internal revenue law, or (b) by a corporation, contributions to which are deductible under Saction 170(c) (2) of the Internal Revenue Code of 1954 or the corresponding provision of any future United States internal revenue law.

THREE: The name and address in California of the corporation's initial agent for the service of process are Jon Lopez, 4472 Bennett Valley Road, Santa Rosa, California, 95404.

[Articles, Page

CW

IRS

# 2014 Chicuchas Wasi Business Plan

## Determination Letter



Department of the Treasury  
Internal Revenue Service

P.O. Box 2508  
Cincinnati OH 45201

In reply refer to: 0248219411  
Feb. 06, 2014 LTR 4168C 0  
68-0188327 000000 00

00026036  
BODC: TE

CHICUCHAS WASI  
% KAREN AMORUSO  
PO BOX 1043  
FORESTVILLE CA 95436



027253

Employer Identification Number: 68-0188327  
Person to Contact: Laura A. Botkin  
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Jan. 28, 2014, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in July 1994.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section 509(a)(2).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website [www.irs.gov/eo](http://www.irs.gov/eo) for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.