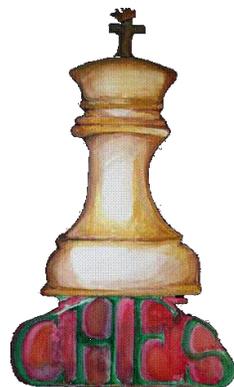


CHES

Sustainability Plan and Recommendations



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Introduction

The Christian Haitian Entrepreneurial Society (CHES) is a newly founded non-profit organization aiming to restore sustainability in Haiti. To ensure that its practices align with its goals, the organization has undergone a lengthy assessment which is reviewed in the below text.

- Section 1: CHES Background
- Section 2: Background on Haiti
- Section 3: CHES Master Plan
- Section 4: Project #1: Fundraising
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Section 1: CHES Background

Vision:

Christian Haitian Entrepreneurial Society's vision is to restore and transform Haiti economically, environmentally, and socially into a sustainable nation driven by the Christian spirit.

Mission

Under Christian values and principles, CHES will restore the Haitian economic, environmental, and social structures by establishing sustainable enterprises. CHES initiatives will create jobs for the Haitian people through support from the Haitian Diaspora and native Haitian entrepreneurial community.

Strategic Objectives:

- To revive God's Spirit
- To join true Christians and friends who want to bring wide-impacting change in Haiti through the gospel and entrepreneurship
- To devise and carry out entrepreneurial ideas for Haiti through multi-party collaborations (members, investors, supporters, government, local Haitian residents, NGOs, etc.)
- To connect entrepreneurs with investors, donations and grants for their plans
- To revive the Haitian economy by starting and operating a variety of Haitian-run and owned businesses, providing employment for poor Haitians and raising their standard of living
- To audit and report on all CHES-affiliated businesses in Haiti, assuring humane and transparent operations

- To provide members with invaluable and reliable research information for the execution of their entrepreneurial plans
- To provide entrepreneurs with counsel for their business ideas for Haiti
- To support the development of personal, spiritual, and working partnerships and relationships
- To communicate with stakeholders both internally and externally through the convenience of the Internet via the CHES website: www.chesinternational.org
- To become a globally renowned organization
- To generate sub-societies to spread CHES values to other impoverished nations

Section 2: Sustainability for Haiti: Background on Haiti (From CIA.gov)

After being discovered by Columbus in 1492, the original inhabitants of Haiti were virtually annihilated by Spanish settlers within 25 years. Over time, the French established a presence on Hispaniola (Haiti/Dominican Republic), and Spain gave up the area today known as Haiti to France in 1697. The early Haitian economy, based on forestry and sugar-related industries, was one of the most lucrative in the Caribbean, due to extensive use of African slaves and environmental resources. In the late 1700's, Haiti's slaves (nearly half a million) revolted. Haiti became the first black republic to declare its independence in 1804. Haiti has been plagued by political violence for most of its history. From 2004-2006, Haiti had no president because it had ousted the last president and violence prevented election of a replacement. Since 2004, to maintain civil order in Haiti, about 8,000 peacekeepers have been sent from the UN Stabilization Mission in Haiti (MINUSTAH). The country has no military, primarily because the government has no funds to invest in this area.

Environmental issues have risen from the current state of the land. Natural resources such as bauxite, copper, calcium carbonate, gold, marble, and hydropower may be more difficult to access since colonial mining had not considered the needs of future generations for these resources. The terrain is rough and mountainous, not favorable for farming, with less than 900 km² of irrigated land. Haiti lies in the path of major hurricanes from June to October, making it difficult to protect crops that do get planted. Haiti also experiences occasional flooding, earthquakes, and drought. Haiti has lost most of its original forests, with over 90% deforestation. The result is higher susceptibility to natural disasters and soil erosion, which makes planting and farm upkeep difficult. Lack of clean water leaves the environment even less hospitable for many types of life. Haiti is highly dependent on oil, but due to increasing costs, residents have turned to harvesting any available trees for a source of fuel, worsening deforestation.

In pursuit of environmental protection, Haiti is part of various international agreements including Biodiversity, Climate Change, Climate Change-Kyoto Protocol, Desertification, Law of the Sea, Marine Dumping, Marine Life Conservation, Ozone Layer Protection, and Hazardous Wastes. A group from the U.S. called Floresta has entered Haiti to “reverse deforestation and poverty” (floresta.org). These are a small step toward guiding Haiti to more sustainable use of environmental resources, but a more dramatic change is required internally.

Difficulties for the Haitian people in achieving sustainability include a poor infrastructure, lack of outside investment in Haiti, and lack of renewable water resources. Life expectancy in Haiti is only around 57 years, compared to almost age 80 in the US. A major factor contributing to this low life expectancy is the high risk of diseases including AIDS, bacterial and protozoal diarrhea, hepatitis A and E, typhoid fever, dengue fever, malaria, and leptospirosis. Many of these diseases are carried in the tainted water supply.

Only around half of Haitians over age 15 are literate (versus around 99% in the US). The birth rate per woman is almost 5 compared to less than 2 in the US. This leads to excessive population growth in the face of the poor living conditions, creating even more problems with the population to resource ratio. Illegal migration of Haitians to the Dominican Republic and neighboring countries persists. Haiti is a popular point for cocaine shipments to the US and Europe, bulk cash smuggling, illicit financial transactions, and other corruption.

In Haiti, the labor force size is 3.6 million, but over 2/3 of these are not legitimately employed. Most of those employed are underemployed. There is a shortage of skilled labor, but no shortage of unskilled laborers willing to work to survive. The primary source of jobs is agriculture, which includes production and harvesting of coffee, mangoes, sugarcane, rice, corn, sorghum, and wood. Industries, a smaller area of employment, include sugar refining, flour milling, textiles, cement, and light assembly. Haiti primarily exports its products to the US, but imports from many countries. Exports of Haiti are only \$524M compared to its \$1.6B imports. This ratio shows that Haiti is not currently able to sustain its own needs.

Economically, Haiti is the poorest country in the Western Hemisphere, with 80% of Haitians living under the poverty line and 54% in “abject poverty.” The GDP per capita is \$1,300 in Haiti, compared to over \$40,000 in the US. Agriculture is a primary source of subsistence for two-thirds of all Haitians. The agricultural sector consists mainly of small farms and remains

vulnerable to damage from frequent natural disasters and widespread deforestation. Haiti suffers from high inflation, a lack of investment because of insecurity and limited infrastructure, and a severe trade deficit. The government relies on formal international economic assistance for fiscal sustainability (one quarter of GDP comes from these allowances).

The economic future is not hopeless for Haiti. A macroeconomic program developed in 2005 with the help of the International Monetary Fund helped the economy grow 3.5% in 2007, the highest growth rate since 1999. US economic engagement under the Haitian Hemispheric Opportunity through Partnership Encouragement (HOPE) Act, passed in December 2006, has boosted the garment and automotive parts exports and investment by providing tariff-free access to the US. In 2005, Haiti paid its arrears to the World Bank, paving the way for reengagement with the Bank.

In considering the need for massive social, economic, and environmental changes, it is important to consider that the political parties in Haiti are not unified. This has probably contributed to the difficulty in organizing the Haitian government for more dramatic reform up to this point. There are 27 major political parties in Haiti (see [Appendix G](#)). Of these, the two with the most power are L'ESPWA and FUSION, primarily because they have integrated the interests of several political groups and other organizations that exude political pressure (see [Appendix H](#)). Haiti will need more convergence in its political system to achieve progress for its future. See [Appendix A](#) for a contrast between Haitian and American living conditions.

Section 3: Sustainability for Haiti: CHES Master Plan

Haiti is one of the poorest nations in the world today. Most Haitians fall under either the category of capable unemployed, or capable, working and underpaid. However, this economic and underlying spiritual crisis is the root of the emigration, crime, political unrest, and lack of productivity that now exists in the country.

The Christian Haitian Entrepreneurial Society (CHES) is a non-profit organization created to:

1. Dispel the stronghold of Voodoo in the Haitian youth.
2. Provide well paying job opportunities to Haitians as well as Haitian Diaspora. CHES' goal is to create a *sustainable* Haiti by focusing on improving the social, environmental and economic conditions of the country.

Goal, Mission & Vision

CHES' goals, mission, and vision are similar to all the other organizations and initiatives already started in Haiti. However, the approach is where the difference lies. CHES is calling on *Haitians*, especially the youth in Haiti and the Diaspora to remember their duty to restore the country God gave them before it is taken away by a world power. CHES is calling on Haitians to contribute all of their entrepreneurial ideas so that CHES can help initialize and transform them into sustainable operations. CHES is going to be an organization that will be a source of the Gospel, market research of Haiti, business plan counsel, and investment capital for its members. Opportunity areas identified by CHES include:

- Clean water & irrigation
- Agriculture
- Cleaning/building public areas (parks, beaches, etc.)
- Cuisine
- Schools
- Sports
- Music
- Construction
- Privatized utilities
- Tourism
- Textiles
- Manufacturing
- Renewable energy: solar and wind
- Mining

Strategy

CHES differentiates itself from similar non-profits in its strategy. This strategy is unique because focus will be on businesses already in Haiti, Haitian businesses abroad that want to conduct business in Haiti, and Haitian entrepreneurs who want either to start businesses in Haiti, or start businesses that will serve Haiti. The entrepreneurial spirit within the organization is its core competency. CHES believes that the work of making Haiti sustainable lies mainly in the hands of the Haitian youth who reside in Haiti and abroad. CHES also recognizes that its work cannot be done without the older Haitian generation and non-Haitian supporters. While CHES is a Christian-run organization that prayerfully seeks out its God-given vision, all are welcome to participate and support CHES. Through networking, church involvement, and presentations at universities and organizations CHES will build a broad collaborative community in support of this plan.

Mission work is also part of the strategic approach. It is important that the CHES members and supporters go to mission trips to build the relationships with different stakeholders; i.e., youth, churches, NGOs, schools, etc. to bring the message of the love of God, Love of Neighbor and love of self to our hate-ridden people. Mission trips will also help restore a basic but essential activity such as planting trees since Haiti is dangerously deforested. Support will be rallied through fund-raising events, informational sessions at churches, universities, non-profit organizations, etc.

Proposed Initiatives

Project #1: Fundraising for Future Initiatives. Raise at least \$10,000 for mission trip expenditures and for grants for the set-up of initiatives like reforestation with NGOs like Floresta. The first major fundraising event will be a concert put on by CHES featuring Les Frères Deronette. Marketing plan and business model follow in the “Project #1” portion of this report. While raising money, this event will also raise awareness about the condition of Haiti and the mission of CHES. This will also draw attention to the ChesInternational.org website, which will be set up with donation capabilities, allowing inflow of further funding.

Project #2: Communications. Formalize the CHES lines communication. The CHES intranet will need to be fully established and put into action. Current communications are through text messages and e-mails. Plans for external communication will also need to be formalized. CHES currently has a website that includes blogging and chat capabilities, but the organization has not yet been able to take advantage of all such features. These plans must be made with the understanding that not all CHES members, or external interested parties, are Internet-savvy or technologically driven. Other methods of communication should be standardized, including the conference calling, and potential future video conferencing. Alongside communications, the organizational structure needs to be reviewed and designed to best support sustainability and project management.

Project #3: Agriculture in Southern Haiti. Start a successful green initiative where trees and other plants are planted in effort to restore the agricultural sector. Focus will be on gaining support from the Haitian Diaspora and native Haitian entrepreneurial community in starting up sustainable enterprises. Pastor Rodney Roland will take a trip at the end of July 2008 to do mission work and promote CHES to Haitian farmers, ministers, and other potential partners there. He will set up a meeting with a Bel Soley employee in Haiti to make sure that its Haitian operations are in line with US operations. Pastor Roland will also look at what can feasibly be worked out given CHES structure and capabilities.

Project #4: Establish an Entrepreneurial School. CHES hopes to work with Excalibur Corporation’s CEO, Whitney (“Whit”) Verkade to start an entrepreneurial school. Excalibur Corporation manufactures food dehydrators. Whit donated one of these for the raffle at the CHES kickoff event in July 2008 at Bentley College.

Challenges in Implementation

- Religion
- Bureaucracy (red tape, corruption)
- Financing
- Poverty (lack of basic necessities)
- Instability
- Trust
- Cultural differences
- Communication
- Climate differences

CHES Members, Partners and Additional Support

[Appendix B](#) provides a complete list of CHES members, potential partners and additional individuals willing to support this plan.

Financing

CHES will acquire cash flow by way of fundraising events, investment offerings, government grants, private grants, international resources such as UNICEF, World Bank, etc. As CHES gains recognition, business members will provide membership fee revenues. Once CHES-owned businesses start up, the organization will be able to use profits to sustain its operations, including paying CHES staff members, growing CHES, funding volunteers' trips, and starting up new CHES-owned businesses.

Section 4: Project #1, Fundraising for Future Initiatives

As detailed above, CHES will need to gain financial support for its initiatives through fundraising. The concert will be the first large-scale event that CHES will plan and host. Les Frères Deronette are a noteworthy Haitian Gospel group with a strong following in the New England area. They also have learned of and support the founding of CHES. This connection will allow CHES to elaborate on its mission at the concert and grow financially through fundraising while also providing the community with welcomed entertainment.

Fall 2008 Concert Marketing Plan

Driving Ticket Sales

The first major event put on by CHES will be a sponsored concert in Fall/Winter 2008 from the Les Frères Deronette. Because the singing group is already established in the Haitian Christian community, this is seen already as a huge win for supporting CHES. To ensure that the concert is a successful event it is important that the concert is properly marketed.

CHES members should facilitate a word of mouth campaign to drive excitement and increase the success of ticket sales. Because this organization is just being founded it is important that the costs of marketing are minimized. It is also important that CHES is able to network and connect to the community members who attend this concert. A word of mouth campaign will not only help ticket

sales, but it allows for members to be individual contributors to the organization, make a difference, and learn about their market first hand.

While word of mouth is very helpful on many levels, it is very important that this event is sold to capacity to ensure that the first event put on by CHES is maximizing its fundraising capabilities. Leveraging the marketing techniques put in place in the organizational strategy will help sell through tickets. Website, blogging, social network groups, e-mail blasts, etc will help raise awareness of the event and gain sales.

To seamlessly integrate the web-based marketing techniques into the sale of concert tickets it would be best to have an electronic ticket order available. This could be done through a secured payment process on the CHES website or through a third party vendor such as Ticketmaster. Before selecting a method for electronic ticket purchases, a cost benefit analysis must be preformed to make sure this will be worth the CHES investment if at all necessary.

While fliers and posters have tended to be a method of driving sales in the past, it is important to consider the sustainability aspect to this organization. It would not be in the group's best interest to poster the city and local areas to drive ticket sales. The cost of paper, and the increase in the environmental footprint would not make a positive impression on the triple bottom line. If paper marketing is necessary, it is recommended to keep it limited to key areas and points of interest.

Driving CHES Awareness

Having such a large scale event gives CHES the perfect opportunity to raise awareness for the organization. While hopefully the ticket sales will be driven through the CHES organization, it is inevitable that not all attendees will know about CHES. An introduction to CHES should be given by either the CHES members or the singing group. Additionally, small handouts that are given out by the band can be tagged with CHES information. Depending on the selected venue, it would be the in best interest of CHES to set up at least one information booth for CHES members to stay in and field Q&A from attendees. CHES should also have a guest book or laptop available to collect contact information from concert attendees. To increase the potential of participation, CHES may be able to offer a small giveaway through a random drawing which can be advertised at the concert (ie. restaurant gift certificate, electronic device etc).

Fall 2008 Concert Cost-Benefit Analysis

The following is a model for estimating costs. Many potential options still need to be identified by CHES.

SCENARIO 1

	REVENUES	COSTS	Input required
TICKETS			
Door sales (quantity)	200		How many door sales do we expect?
Price of door tickets	\$20.00		What price will we charge at the door?
Pre-sale @ regular price	350		How many pre-orders do we expect, excluding sale special "second" tickets?
Pre-sale sale "second" tickets	250		How many pre-order sale tickets do we expect to sell?
Pre-sale deal	50.00%		What bargain are we giving on pre-ordered second tickets?
Price per ticket	\$15.00		What price will we charge on pre-ordered tickets?
Revenue from door sales	\$4,000.00		
Revenue from pre-sale	\$7,125.00		
Total ticket revenue	\$11,125.00		
Ticket mailing cost for pre-order	\$1.00		What will be the cost to ship each pre-order? (or per ticket fee of third party online seller)
Total mailing cost		\$350.00	
Total cost of printing tickets		\$500.00	What is the cost of printing the tickets?
FIXED COSTS			
Fixed fee for external ticket seller?		\$500.00	Possibility of using a third party to market and sell a portion of the tickets? Souffest?
Law enforcement		\$1,000.00	Law enforcement required for event - cost unknown?
Band / other acts		\$2,000.00	How much will the band and any other acts charge?
Venue - 2-day rental		\$1,000.00	What is the cost of renting the venue for the amount of time we need?
Marketing costs		\$500.00	How much will be spent spreading the word, ads, posters, flyers, etc.?
Info booth cost		\$500.00	How much will development and setup of a donations and info booth cost?
Other Materials		\$150.00	How much will be spent on general materials such as raffle tickets, signs, etc.?
CONCESSIONS (Food)			
People to actually attend	740		How many people, of the tickets sold, will actually attend?
Revenue avg per person	\$5.00		How much will each person probably spend based on the concession pricing?
Total concessions revenue	\$3,700.00		
Cost per person avg	\$2.00		How much will concessions costs (general gross margin rate)?
Total concessions cost		\$1,480.00	
Souvenir / media sales	\$1.00		How much merchandise will each person buy?
Total souvenir / media sales	\$740.00		
Costs of souvenir / media	\$0.75		How much will merchandise cost per person?
Total cost of souvenir / media		\$555.00	
DONATIONS			
Info booth donations revenue	\$5.00		How much on average will each person donate at a donation and info booth?
Total donations revenue	\$3,700.00		
TOTAL EVENT			
Total Event Revenue	\$19,265.00		
Total Event Costs		-\$8,535.00	
EVENT INCOME NET	\$10,730.00		

Each scenario will represent a potential income figure, based on conservative assumptions. CHES will also consider impacts on its reputation as an economically, environmentally, and socially sustainable enterprise, but must balance those impacts with generating a reasonable profit on this event. A summary can then be analyzed.

SUMMARY: ALL SCENARIOS

	REVENUE BREAKDOWN			COST BREAKDOWN			REVENUES	COSTS	Event Income
	TICKET REV	CONC. REV	DONATIONS	TICKET COST	CONC. COST	FIXED COST			
SCENARIO 1	\$ 15,375.00	\$ 5,850.00	\$ 4,875.00	\$ 1,000.00	\$ 2,681.25	\$ 7,050.00	\$ 26,100.00	\$ (10,731.25)	\$ 15,368.75
SCENARIO 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SCENARIO 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Section 5: Recommendations to Meet the CHES Vision

Section 5A: Marketing Strategy

Long-Term Marketing Strategy

As CHES is in the forming stage of the organizational process, the strategic marketing initiatives will focus on raising awareness of the organization, the cause, and the projects/events it has undertaken. This will allow CHES to gain support through both networking and volunteerism but also gain financial stability through fundraising programs. With time, the initiatives will broaden in order to streamline the functions of the organization through sustainability practices and value additives of the triple bottom line. To ensure these goals will transition smoothly, best practices for sustainability will be put in the foundation of all marketing programs.

Near-Term Marketing Strategy

While many of the below components of the marketing strategy can be applied for long-term use. The marketing tools and recommendations were provided to maximize impact of the CHES marketing strategy with limited funds. Grass-roots and internet based marketing tools have been proven to be an excellent method of extending reach and conveying goals through easy to implement tasks.

Internal Marketing

Startups can be very difficult to manage as every member automatically becomes a key player in making the organization successful. On top of basic functioning organizational processes, internal marketing should be leveraged to encourage members to raise awareness of CHES. An example is to provide an employee newsletter with updates on CHES events, ideas, and goals. Reinforcing the mission statement and the strides made to achieve the strategic goals will continuously empower members to rally behind the CHES cause. This will also give them quick and easy talking points with the most up-to-date information that they can give out as they network to new contacts.

Networking

All CHES members should be held responsible for networking. Whether it is simply getting people's contact information to send them future information or it is recruiting more members. The more people supporting this organization, the more successful it will be. With so many cause-related organizations in today's society, it is important that people know the meaning of CHES and the positive changes it will make in Haiti.

E-Marketing

E-marketing can be a powerful in today's world as the internet is becoming more and more widespread. Using the web as a tool for communication, this allows CHES to provide regular updates to interested people, at a low cost, while staying environmentally sound.

Website

The website should maintain a clean and uncluttered appearance. One voice should be maintained throughout the different web pages to give a cohesive tone to the site. Clear and direct information should be easy to find. A suggested layout would include a menu bar: CHES mission statement, events and current projects, "Contact Us" section, CHES member profiles, background or links to current events in Haiti, "Ways to get involved." Once CHES has made progress on its events and programs, a page with recaps, fast facts, and pictures would be a great added value to the site. Most importantly, this website should be regularly maintained and monitored to ensure accurate information is displayed and the server is working properly.

While CHES is an organization that is based on support and a community feeling, the website should maintain a balance between clear business objectives and community facing language. Interaction can be a position addition to the site, but can also deter future investors depending on the information that is featured on the site. Currently the website has several avenues of interaction for visitors. It is recommended that CHES remove some of the interaction points that may cause controversy as the organization moves forward to roll out its initiatives. For example, a recommended removal would be the section where visitors can send in their favorite joke about Haiti/Haitians, yet the guestbook could remain a powerful tool. As CHES begins to grow, more and more monitoring of these community touch points will be important. Inappropriate language and content should be removed immediately and if not, could create havoc in the CHES organization.

The tone of the webpage, while professional, must also remember who the person is visiting the site. The current "We Are CHES" section starts off with the values, and vision which are very clear to anyone visiting the site. However the term "strategic objectives" and abbreviations such as "NGO"

may not be relevant to the person reading the site. For those who would like an additional level of detail, perhaps an attached file of business planning and objectives could be available at another section of the site. It is recommended that the current content on the site be revised for proper wording and appropriate amount of content displayed on the site.

Consistency within the site is also a top priority. The available information should be given in the same format that the remainder of the site portrays. Using the current CHES website, the following is an example of an improvement that is suggested: “The Executive Offices” page has descriptions below the positions but then has a click through for the President. While there may be elaborated information on the president, it is important to post to the site, the brief description and then a click-through link to “learn more”.

Careful attention to spelling, grammar, punctuations, and formatting content are also important to the success of the CHES website. Using the number “4” should not be used to replace the word “for” (unless noted as an affiliate name or logo). The only underlined text on the pages should be for links; when text is underlined people are on the automatic assumption that it can be clicked-through. If it doesn’t work, it can be frustrating or visitors tend to think the site is not working properly.

While many specific examples of the current website are given, these concepts should be applied throughout the website. As continuously reiterated, consistency is key. CHES can determine the material that it would like present on the site, and as long as it keeps consistent with the look and feel, copy, and provided information, the group will be able to convey its objectives in a successful fashion.

E-Mail

E-mail can be a very useful tool to communicate updates and reminders for CHES. Whether it is an event related push, or just a form of communication to stay connected with the community, this is a very low cost method of driving the CHES mission. Consistency is key with emails. While they may differ from point to point, having one voice will help maintain the brand image. The easiest way to convey a consistent message is to appoint one person to write the emails. Overtime, there will be a natural template that is developed and the handoff to other CHES members will be simple, but for the initial communication, it is important to keep very consistent.

Blogging and Social Networking

Blogging and social networking are two trends that are changing the marketing industry today. Again, a very inexpensive tactic, but a very powerful way to reach the masses. CHES could implement its own blog (perhaps contained in the website) and/or can solicit information to established bloggers.

This creates a buzz on the internet community and allows interested people to feel connected to CHES through informal information gathering.

Social networking is another web-based grass roots initiative that will help CHES raise awareness. Websites such as Facebook, MySpace and Twitter foster communication with people of common interests all over the world. This is an easy way to spread the mission of CHES and gain supporters of the CHES organization. This will elevate the organization from locally driven, to world wide support and help bring about greater change to Haiti.

Press Releases

A traditional method of PR and marketing continues to be a powerful tool. CHES members can write up press releases and submit them to newspapers, websites, magazines etc for publication. They can also invite journalists to their events for first person reporting. The more information that gets to the public on CHES will help build support for the organization, leading to fundraising and successfully implemented programs to help build the Haitian economy.

Events

Creative and exciting events will be needed to attract members to the CHES organization and help fundraise. Events that are fully awareness driven are considered part of the marketing strategy; fundraising events are part of the operational strategy. Events that CHES can host or participate in are speakers, fairs, church events, etc. At these events CHES can give out materials, present its mission and focus on Q & A. At awareness driven events, fundraisers may be discussed but fundraising should not be done. This eliminates any pressure that the public may feel and allow them to interact with CHES on a personal level while learning more about helping without the obligation.

Future Initiatives & Recommendations

In order for CHES to be successful, they must continue to implement new ideas and programs for fundraising. Depending on the future needs of Haiti and CHES, the fundraisers will differ in magnitude and outcome. New and innovative approaches will be helpful in raising awareness but also drive successful fundraisers.

Suggested Fundraisers with High Marketing Potential for CHES to Explore:

- “Build a Brick” for infrastructure needs in Haiti
- “Sponsor a Papaya”
- Collecting donations for other organizations in return for their services/support for CHES
- Leverage the Bentley connection through course contribution, event awareness, and campus organization support.

Section 5B: Future Cost-Benefit Strategy

CHES can learn from other organizations the best way to manage its initiatives. One organization that had done well financially is Haitian Hearts. Haitian Hearts is an organization run out of a St Francis Medical Center in Illinois. The organization yearly sends a doctor to Haiti to look for children with heart problems that are healthy enough to travel the long haul to Illinois. The organization is run completely through the hospital; whether it is fundraising, surgeries and marketing which severely reduces the overhead costs. Another way they reduce costs is through having local sponsors for the children while they are healing after the surgery. One big issue with non-profit organizations, especially as they get larger, is the high cost of overhead that takes away money from the overall cause. If CHES tries to keep overhead low and use sponsors where it makes sense then they can dramatically reduce costs so they can do more with existing resources.

Another cost learning experience that CHES can take away from Haitian Hearts is that it needs to assess the connections members have in their day-to-day lives. Haitian Hearts started with a few nurses and doctors who took advantage of their employer to get their organization better resourced. CHES' core team members should write out a list of all their connections and how they know them to provide a quick glance at their network when they are looking for assistance. CHES has started a basic list of this but should really expand and thoroughly organize this. This will play into its costs because if a group member has an association in an area where CHES needs help, that connection can be used to receive discounts or donations.

Section 5C: Approach to Future Initiatives – Best Practices for Success in Haiti

One recommendation for future initiatives once CHES is established would be to assist Haitians by helping them go to college in the U.S. to get a better education and bring their knowledge back to Haiti. In the future, CHES can run this program alongside its other initiatives. One way CHES could do this is through finding sponsor families while the students are in school and assisting students in search of funds for college. Taking the sponsorship aspect that Haitian Hearts has used in its organization would be great for CHES because it would reduce costs for the student and make education more accessible to bring back to Haiti.

One fundraising activity CHES could think about getting involved in is one that has been successful for Third World Friends Organization. Third World Friends opened a Thrift Store in Kenyon Minnesota. The store accepts donations of clothes and household items and has volunteers work as cashiers and organizers. The money made goes to various third world countries around the world. Instead of sending the money directly to Haiti, CHES could use it to fund some of its agriculture activities it plans to start. The one drawback about fundraising through a thrift shop is that it can be very time

consuming for the volunteers heading this organization to keep people remembering to donate clothes and to get thrift shoppers in the store.

Haitian Hope is an organization that has a similar vision and mission statement to CHES. This would be a great organization for CHES to partner with as they are similar but Haitian Hope has more experience and a better footing than CHES currently has. Haitian Hope is focused on helping Haiti develop in the area of Education, Technology, Agriculture, Women, Men, Young Parents, Children, Elderly, Special Needs/Disaster, HIV/AIDS and development for leadership. The main difference between Haitian Hope and CHES is that Haitian Hope is not affiliated with a religion. Some of Haitian Hope's accomplishments are creating libraries, bringing technology to Haiti, and helping to set up e-businesses. One item it has spent time and education on is agriculture, which is seen as a poor man's hobby in Haiti so its has been educating Haitians on the importance of it and changing the cultural image of farming. Haitian Hope is also educating in terms of the skill set required for agricultural work. With this organization having a lot of similarities to CHES it would be great to see areas where it would make sense to partner and areas where they can tackle projects that are too large for either organization to take on alone.

Sources of other organizations CHES can look to for experience:

Christian Missionary Groups

- <http://www.globalfrontiermissions.com/expansion.html> Preach in other nations that don't have Christian communities to bring them the Christian word

- <http://www.globalmissionsnetwork.info/> Educating Christianity

Mormon Missionaries - http://www.dearelder.com/index/inc_name/Mormon_Missionaries/

Haiti Hearts - <http://www.haitianhearts.org/index.html> - Helps kids with heart defects- brings them to the US for surgery, host families assist the kids through getting healthy after surgery until they are healthy enough to return to Haiti. Money to cover the expenses is raised at the Children's Hospital of Illinois at OSF Saint Francis Medical Center in Illinois and the funds remain in the hospital.

Haitian Hopes Organizations - <http://www.haitianhope.com/index.html> - Community of Haitians around the world, bring Haitians education available to others, bring what has been learned from Haitians living in other countries back to Haiti.

Haitian org for health services - <http://www.haitianohs.org/> - State Of New York social workers / nurses / doctors concerned about Haitians Health Care set up charity to help their deteriorating health care system. Money goes to renovating hospitals and helping get better equipment

Third World Countries - <http://www.thirdworldfriends.org/> - earn money from selling clothes in a thrift shop to earn money for third world countries, take donations of items to help develop education in Nicaragua/Belarus

Section 5D: Organizational Structure

CHES is a different than most standardized organization. CHES is an organization run and supported by individuals that have full time jobs and are supporting CHES from the good of their hearts. Since this is not run as an around the clock organization there is not the day-to-day communication as there is in a standard organization. There is a lot of room for organizational communication gaps. Therefore we recommend that there should be an internal website for CHES members that will contain updates on anything that has been happening, minutes from every meeting, a calendar, and an organization structure chart. Having their information centrally located for the team will help alleviate any communication gaps that could easily arise. CHES does have an internal website but it's not "easy" to get to the site. You have to click to the "we are CHES" tab. It would be easier for the user if there were a link at the top for "members only" for ease of navigation. Once in the "members only" section, it would be nice if it were more professional. Currently there are a mix of capitalized and lower case letters in the writing which does not look as professional as it could.

With the current internal site CHES should ensure that it is regularly updated. All meeting minutes should be continually updated to keep those abreast that missed meetings. A calendar on the site would be helpful in making sure members are aware of all upcoming events. If CHES is unable to do these things with the site, it could consider using a group like Yahoo! groups. With Yahoo! Groups, all emails sent out to the group are saved (but can be deleted by the administrators). There is a calendar section and an area for easy file uploads, including pictures, meeting minutes, and any other necessary documents.

In addition to the organizational chart there should be documented roles and responsibilities for the different members in the organization. While CHES has already developed these, it would be helpful to clarify for stakeholders by posting them on the internal website. Since CHES is in its early stages, it needs to ensure that communication is as clear as possible to keep everyone on the same page during this period of rapid change and development.

Currently there are open positions in CHES so it would be great to have a nomination/election process to fill the remaining positions. It is important to clearly define up front in regards to roles, responsibilities and time expectations necessary to fulfill the role to ensure individuals can fully commit to the expectations. Also CHES might want to consider developing a charter to establish the

frequency and process for identifying required changes in the officer structure. The charter can lay out a regular democratic structure, updating when people step down or are appointed by a selective staff, or whatever corporate governance structure that works for CHES and fulfills the requirements of stakeholders for accountability and management. Either way, the roles, responsibilities, and standard processes should be clearly documented and updated as necessary.

Section 6: Performance Metrics & Reporting

CHES' goal of calling upon Haitians to contribute their entrepreneurial ideas so that the organization can help implement and transform them into sustainable operations is a great task, but achievable over time. As part of this, task, CHES will need to identify the current state of Haiti in order to appropriately identify and create S.M.A.R.T. goals to go after. A S.M.A.R.T. goal is one that is: Specific, Measurable, Attainable, Realistic and Timely. Granted, this is a general concept within the realm of project management, but as our team sees it, CHES will need to create these goals in order to be able to efficiently implement them and make progress toward larger and larger goals.

As identified earlier by the group, there are plenty of opportunities for improvement in Haiti, such as clean water & irrigation, agriculture, schools, construction and tourism. However, before trying to tackle the task of capturing and measuring performance for global initiatives, the organization needs to assess itself in terms of its own sustainability.

In order to discuss the sustainability of CHES, we'll need to break down that term into its components, the first of which is the economic aspect, as related to the organization. Given the nature that CHES is a start-up, non-profit organization, it needs to be able to raise and maintain capital for current and future initiatives. This basically encapsulates *Project #1: Fundraising for Future Initiatives*. The goal of raising at least \$10,000 for mission expenditures and grants of the setup of initiatives such as the reforestation in conjunction with NGOs like Floresta can be challenging. In order to measure the financial performance and growth of the company, simple metrics can be put into place such as measuring initial investment costs (which involve the cost of member's time, out-of-pocket expenses and fundraising capital) against return on investment (number of members gained or capital raised per event or month). While these metrics measure the growth of the company, more specific metrics can be put in place in order to gauge the organization's success, based on pre-determined goals it may have. For example, for fundraising events, CHES may set a goal of earning \$5,000 at an event. If the \$5,000 is reached, it has met that goal; if not, it is easy to determine where it stands compared with the goal. This data is valuable to have in order to plan for successful future events. Please refer to [Appendix I](#) as an example of a performance report chart.

Since the organization is still in its infancy, there is no office location. Therefore, evaluating the environmental aspect of sustainability can be difficult. However, this correlates to *Project #2: Communication*. This initiative will formalize CHES' lines of communication. Although traditional methods of meeting in person will never cease to exist, setting up an intranet will help to streamline communications within the group. At the moment, only emails and text messages are being utilized as forms of communication. This however, does not help to spread the word of the organization. Setting up a site for external communication and marketing (blogging, chat, bulletins etc.) vs. paper would be a more efficient way of marketing, not only because of the environmental impact, but because the data is able to be tracked. However, since printing is inevitable at some point, double-sided printing by default should be implemented. The organization can save resources and money this way. These metrics can be measured by the cost of savings on paper products throughout the cost of a year. Other metrics that can be measured here are the number of registered users on the site. This data should be tracked in a backend database such as Microsoft Access or MS SQL Server, if the resource is available. Also, in terms of being able to reach out to potential members, if Salesforce.com is utilized for campaigns, this data is easily able to be reported on. Metrics such as how many members have been targeted vs. how many have responded vs. how many have been converted into members as a result of a campaign can be tracked. Please see [Appendix J](#) for an example.

Project #3: Agriculture in Southern Haiti is another initiative that is important to CHES. By starting a successful green initiative where trees and other vegetation are planted in order to restore the agricultural sector, the organization seeks to create jobs. In alignment with the organization's goal of providing well paying job opportunities to Haitians as well as Haitian Diaspora, metrics can be created in order to determine the number of jobs that were created within a certain timeframe. For example, the goal can be simple: Create 4 new jobs that pay at least \$25,000 within 6 months of implementing an action plan. SMART goals like these can easily be tracked and measured over time and are both internally and externally reportable. Again, a performance graph such as the one in [Appendix I](#) can be created to track the progress of this initiative.

Lastly, *Project #4: Establish an Entrepreneurial School* is clearly a larger goal and one that will take some time. However, once established, the school's success can be determined based upon metrics used by other such schools, such as attendance rates, test scores and drop-out rate.

APPENDIX

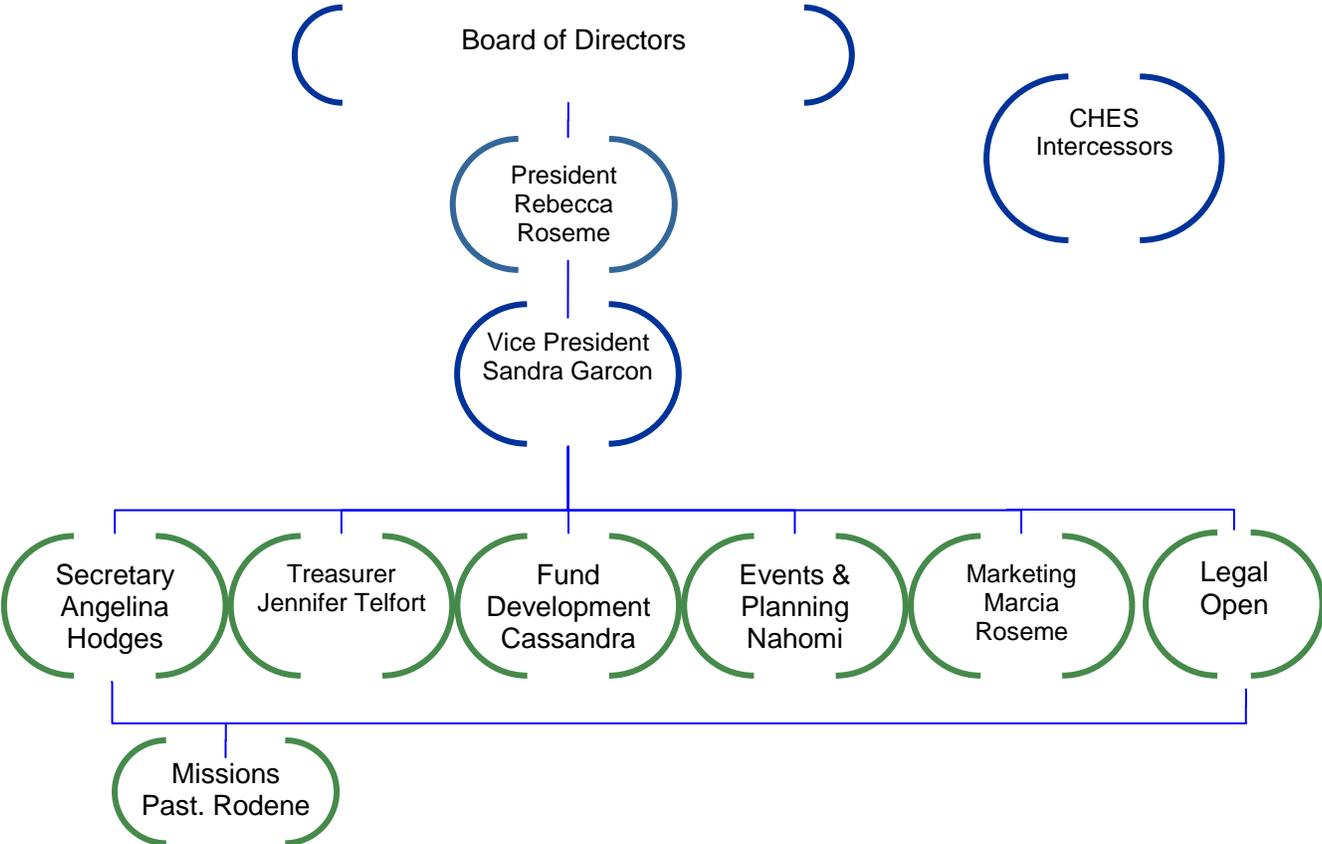
Appendix A: Comparative Analysis: Haiti & US

	<u>Haiti</u>	<u>US</u>
Environment		
Land (sq km)	27,560	9,161,923
Population (in thousands)	8,925	303,825
Land per 1000 persons (sq km)	3	30
# Natural resources	6	18
Irrigated land (sq km)	920	223,850
% Irrigated land	3.30%	2.40%
Freshwater per capita (cu m/yr)	116	1,600
Economy		
Unemployment (approx.)	70.0%	4.6%
GDP per capita (US\$)	1,300	45,800
Population below poverty level	80.0%	12.0%
Population in abject poverty	54.0%	n/a
Top 10% share of wealth	47.7%	30.0%
Economic aid	Recipient	Donor
Social		
Years under current constitution	2	219
Infrastructure	Limited	Established
Birth rate per woman	4.8	2.1
HIV/AIDS prevalence	5.6%	0.6%
HIV/AIDS % fatality	8.6%	1.8%
Literacy rate	52.9%	99.0%
Life expectancy	58	78

Appendix B: CHES Members, Partnerships & Additional Individuals:

- Rebecca Roseme (President) - visionary, connections with other Haitian non-profit agencies, connections with business people, connection with many Haitian and international churches, missionary, educational and medical connections in Northern Haiti, connected to some financial supporters. Connections with Bentley College Supporters (Claudette Blot in the Multicultural Center, Gregory Maynard in Alumni Development). Contacts with a world-renowned Haitian Christian band, Les Frères Deronette. Contacts with an American businessman, Whitney Verkade, who has plans for an entrepreneurial school in the Southern part of Haiti. Contacts with Haitian businessmen interested in papaya exportation.
- Pastor Roland Rodene- connections with many Haitian leaders and organizations world-wide, very well connected in the Southern region in Haiti where CHES will first impact, connections with Boston University. Very knowledgeable in the Haitian history and cultural nuances. Travels frequently to Haiti on mission trips. Have many trustworthy Haitian contacts. Connections with the US Haitian media.
- Sandra Garcon (Secretary) - Connected with people that can help further CHES. Knows about the process of legalizing nonprofit organizations. Setting up the CHES website.
- Joel Moses- connections with trustworthy people in Haiti. Very experienced in building construction.
- Nahomi St. Fort- Knowledgeable in law. Connected with many Haitian Diaspora youth.
- Jennifer Telfort- Very well experienced auditor and accountant. Also has access to her parent's beautiful home in Haiti, which can help with lodging for CHES when we go into Haiti.
- Cassandra Prophete- Saleswoman who wishes to start a foundation for young girls.
- Rose Roseme- (Rebecca's mother) A seasoned nurse. Many connections with trustworthy Haitians in different parts of Haiti. Founded and operated Rosie Clinic in the Northern part of Haiti that served several hundred Haitians.
- Marcia Roseme- (Rebecca's sister) student and gifted artist who has created the CHES logo.
- Angelina Hodges- Student pursuing American Sign Language. Relatives of well renowned missionaries who founded and still operate Good Samaritan Hospital in Limbe Haiti northern Haiti. Connected with experienced missionaries and volunteers
- Additional individuals willing to provide support:
 - Dave Cruz- wants to invest in trading opportunities in Haiti
 - Mr. Maddox- expert in Haitian politics & economics
 - Nancy Gilbert- knows Peace Corps; alumni in the Boston Area
 - Joost Bonsen- supporter and mentor of this movement
 - Troy Goode- Spiritual supporter and provided meeting space
 - Amy Smith- Professor of Haitian Development (ask to sit in their classes)
 - Gerthy Lahens- Professor of Haitian Development (ask to sit their classes)
 - Sandi Simester- MIT Sloan Alum w/ amazing sense for creating business models:
 - Research [finding the need], the target market, planning, writing and building the business plan and model, and coming up with the financing
 - Haitian Ambassador and/or aids in Washington DC
 - Laurie Casseus- Missionary in Haiti & run US accredited Christian University in Northern Haiti
 - Nancy & Steve James- Missionaries who run a clinic in Northern Haiti
 - Mary-Lee Crofts- Professor at Bentley for developing nations
 - Diane Kellog- Professor at Bentley for Developing Nations
 - Prof. Jane Chaitcha- Professor about Developing Nations
 - Prof. Chin- Business Strategist Professor

Appendix C: Organizational Structure of CHES



Appendix D: CHES Executive Offices

President, Rebecca Roseme

- a. Ensure that CHES remains aligned with its short-term and long-term goals, mission statement
- b. Preside over all meetings of CHES.
- c. Head implementation of and participate in the implementation of all decisions of the CHES.
- d. Appoint a time and place for regular and special meetings.
- e. Serve as an ex-officio member to all committees.
- f. Appoint other officers to serve as ex-officio members to particular standing and ad hoc committees.
- g. Represent the CHES at functions, client , partner, and other meetings
- h. Manage external and internal stakeholder relationships
- i. Facilitate an environment that fosters trust, open communication, full engagement and empowerment
- j. Enforce policies and procedures of the Constitution.

Vice-President, Sandra Garcon

- a. Assume any duties that CHES or President directs.
- b. Preside over CHES meetings in the absence of the president.
- c. Assume the presidency in the event it falls vacant.
- d. Serve as an ex-officio member of a committee as assigned by the president.
- e. Participate in the implementation of all decisions of the CHES.
- f. Collaborates with President in leading CHES
- k. Help President: Facilitate an environment that fosters trust, open communication, full engagement and empowerment
- l. Help President: Manage external and internal stakeholder relationships
- m. Represent the CHES at functions, client , partner, and other meetings
- g. Enforce policies and procedures of the Constitution.

Secretary, Open

- a. Keep the minutes of the CHES and executive board meetings.
- b. Conduct the correspondence of the CHES.
- c. Maintain all active CHES records.
- d. Inform all CHES members of all regularly scheduled meetings one week prior to the meeting.
- e. Preside over CHES meetings in the absence of the president and vice-president.
- f. Serve as an ex-officio member of a committee assigned by the president.
- g. Represent the CHES at functions, client , partner, and other meetings
- h. Check the CHES email account
- i. Maintain a standing history of the organization.
- j. Enforce policies and procedures of the Constitution.

Treasurer, Jennifer (Fur fur) Telfort

- a. Handle all the finance of the CHES according to National and International policy.
- b. Keep accurate records of the CHES' financial status.
- c. Provide a written annual report of the CHES receipts and disbursements for the membership.
- d. Preside over CHES meetings in the absence of the president, vice-president, and recording secretary.
- e. Serve as an ex-officio member of a committee as assigned by the president.
- f. Represent the CHES at functions, client , partner, and other meetings
- g. Enforce policies and procedures of the Constitution.

Fund Developer, Cassandra Prophete

- a. Manage relationships with different financial sources
- b. Creating new ways to generate revenue
- c. Identify grants that align with CHES
- d. Promote CHES effectively and efficiently to strategic parties
- e. Serve as an ex-officio member of a committee as assigned by the president.
- f. Represent the CHES at functions, client , partner, and other meetings
- g. Enforce policies and procedures of the Constitution.

Legal, Open

- a. Handle all legal matters that surround CHES partnerships, relationships, memberships.
- b. Ensure that CHES is operation within national and international laws.
- c. Review all contracts to be signed by CHES
- d. Draft CHES contracts and forms.
- e. Serve as an ex-officio member of a committee as assigned by the president.
- f. Represent the CHES at functions, client , partner, and other meetings
- g. Enforce policies and procedures of the Constitution.

Missionary, Past. Roland Rodene & Joel

- a. Head the spreading of the evangelical message and work CHES internationally
- b. Help identify strategic partnerships and coordinate the successful working relationships
- c. Serve as liaison between CHES in US and internationally
- d. Take part in partnership negotiations
- e. Serve as an ex-officio member of a committee as assigned by the president.
- f. Represent the CHES at functions, client , partner, and other meetings
- g. Enforce policies and procedures of the Constitution.

Marketing, Open

- a. Oversee the maintenance of the CHES website
- b. Check the CHES email account
- c. Compile and disseminate the CHES e-newsletter
- d. Serve as an ex-officio member of a committee as assigned by the president.
- e. Maintain audio and video records of CHES events.
- f. Maintain a standing history of the organization.
- g. Enforce policies and procedures of the Constitution.

Event Organizer, Open

- a. Oversees the programs and events hosted by CHES internationally
- b. Identify new program and event possibilities
- c. Identify Programs and events for CHES to host or not
- d. Take part in event and program negotiations
- e. Point person for event planning and logistics
- f. Serve as an ex-officio member of a committee as assigned by the president.
- g. Represent the CHES at functions, client , partner, and other meetings
- h. Enforce policies and procedures of the Constitution.

Appendix E: CHES Operating Procedures

Meetings and Attendance

There shall be at least three regular meetings of CHES during each quarter. Notice of the time and place of each regular meeting shall be given at least one week prior to said meeting.

The president shall call meetings at the times published at the beginning of each quarter, in addition to calling special meetings at the request of three members of the Executive Committee and/or upon the request of five dues-paid members. Meetings to be held on Conference calls will be given at least one day notice via text and email.

Meeting attendees shall only consist of:

- a. Members
 - a. All members are expected to attend and contribute
- b. Non-members who actively participate in the planning and implementation of CHES functions
- c. Persons presenting information of relevance to the CHES. All presentations must be pre-approved by the executive committee.

All meeting attendees are subject to the Code of Ethics as set forth in this Constitution.

CHES Operation Standards

1. All members are to PRAY because CHES revolves around prayer. All CHES hosted events are not to begin without prayer.
2. All members are to operate internally and externally according to our theme scriptures which promote love, respect, trust, collaboration, compassion and forgiveness.
3. All members are expected to deliver upon their commitments in a timely manner and produce high quality work.
4. CHES has a mandate to operate at the level it envisions Haiti operating.
5. All CHES roles are interdependent and equally important.
6. All members are expected to work together and provide support for one another in time of need as needed above and beyond his/her duties.

Appendix F: CHES Logo



Appendix G: Political parties
(Referenced in Section 2)

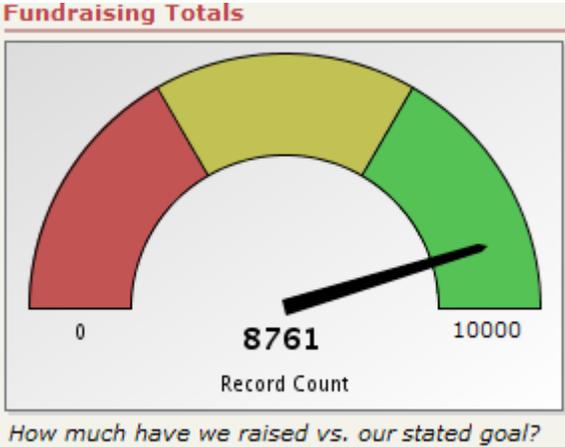
Political Party	Full Name of Political Party	Leader(s)
ALYANS	Democratic Alliance (coalition of KID and PPRH)	Evans Paul
KID	Convention for Democratic Unity	Evans Paul
PPRH	Popular Party for the Renewal of Haiti	Claude Romain
FL	Fanmi Lavalas	Rudy Heriveaux
FRN	National Front for the Reconstruction of Haiti	Guy Philippe
FUSION or FPSDH	Merging of Haitian Social Democratic Parties	Serge Gilles
JPDN	Justice for Peace and National Development	Rigaud DuPlan
KONBA	Cooperative Action to Build Haiti	Evans LesCoufalir
LAAA	Artibonite in Action	Youri LaTortue
L'ESPWA	Front for Hope (alliance of ESKAMP, PLB, and grassroots orgs.)	Rene Preval
ESKAMP	Effort and Solidarity to Create an Alternative for the People	Joseph Jasme
PLB	Open the Gate Party	Anes Lubin
MDN	Mobilization for National Development	Hubert de Ronceray
MIDH	Movement for the Installation of Democracy in Haiti	Marc Bazin
MIRN	Independent Movement for National Reconciliation	Luc Fleurinord
MOCHRENA	New Christian Movement for a New Haiti	Luc Mesadieu
MODEREH	Haitian Democratic and Reform Movement	Dany Toussaint & Pierre Soncon Prince
MPH	Mobilization for Haiti's Development	Samir Mourra
MRN	Movement for National Reconstruction	Jean Henold Buteau
OPL	Struggling People's Organization	Edgard LeBlanc
PDCH	Haitian Christian Democratic Party	Osner Fevry & Marie-Denise Claude
PLH	Liberal Party of Haiti	Gehy Michel
PONT	For Us All	Jean-Marie Cherestal
RDNP	Assembly of Progressive National Democrats	Leslie Manigat
Tet-Ansanm	Heads Together	Dr. Gerard Blot
UNCRH	National Christian Union for the Reconstruction of Haiti	Marie Claude Germain
UNITE	Union of Nationalist and Progressive Haitians	Edouard Francisque

Appendix H: Political pressure groups

(Referenced in Section 2)

Group Full Name	Leader
Autonomous Organizations of Haitian Workers (CATH)	Fignole St-Cyr
Confederation of Haitian Workers (CTH)	
Federation of Workers Trade Unions (FOS)	
General Organization of Independent Haitian Workers	Patrick Numas
Grand-Anse Resistance Committee (KOREGA)	
National Popular Assembly (APN)	
Papaye Peasants Movement (MPP)	Chavannes Jean-Baptiste
Popular Organizations Gathering Power (PROP)	
Roman Catholic Church	
Protestant Federation of Haiti	

Appendix I: Fundraising Totals Chart



Appendix J: Examples of Campaign Metrics

Campaign Owner		Status	Completed
Campaign Initiative	Worldwide Business Research	Start Date	2/12/2008
Campaign Name	Event-ETAIL_West_Q108	End Date	2/14/2008
Campaign Code		Num Sent	1,000
Initiator	Marketing	Num Visitors	
Region	NA	Active	<input checked="" type="checkbox"/>
Target	Prospects	Total Leads	795
Product Focus	Commerce	Converted Leads	88
Desired Cust Action	Visit Booth	Total Contacts	566
Type	Conference / Trade Show	Total Responses	59
3rd Party Participant		Num Total Opportunities	9
Expected Revenue		Num Won Opportunities	0
Budgeted Cost	USD 52,000.00	Total Value Opportunities	USD 240,000.00

Appendix K: Bentley College Updated Role to CHES Consulting 7/3/2008

Sustainability Plan Outline

- Background: CHES & Haiti
- Sustainability as part of CHES culture
 - Vision and Mission
 - Leadership Role
- Performance Metrics & Reporting (how to measure and report results of future sustainability initiatives)
- Cost – Benefit Analysis
- Recommendations:
 - First steps: CHES Project #1: Fundraising concert
 - General Sustainability within Fundraising Project
 - Recommendations regarding future initiatives:
 - Rebuild agriculture
 - Rebuild industry
 - Strengthen the Economy
 - Continuous approach to improving society (missions work, time investment)

Presentation Event Plan

- Date/Time/Location
 - July 23rd / 6pm-8pm / AAC 341, Bentley Campus
- Attendees
 - CHES President and various members, Project Team, Prof O'Brien, Gloria Larson, Kerri Roche, other Bentley community, Haitian community, Les Frères Deronette, possibly Haitian media
- Agenda
 - CHES to present overall vision and mission statement
 - CHES members share the reasons for their involvement
 - Bentley team address master plan, sustainability, and marketing the concert, including DVD clip from Les Frères Deronette
 - CHES Panel Discussion- Q&A period
 - CHES inviting all to the concert and ending with a networking hour

Consulting Realignment (7/3/2008):

Hands-on work that is relevant to our position as consultants:

- Training on Salesforce.com software, to be setup and run by Rodney
- Training on e-vite program, if needed

Out-of-scope action items:

- Call people interested in CHES
- Ownership of the July presentation (our expectation is only 20 minutes for our portion)

Consulting work to be done:

- The team is using Rebecca and the contacts she recommended to do in-depth research about Haiti and its needs
- Based on our course knowledge, the team will propose ways to integrate sustainability in the organization's culture from the outset
 - The group will work with Rebecca to ensure that these recommendations are feasible
 - The recommended actions should not be too time-consuming or a financial burden
- The team will hypothesize on some good measurement methods. These measurements will cover:
 - The initiatives CHES considers (whether each is sustainable for Haiti)
 - The internal sustainability of CHES and its administrative operations
- Cost-benefit analysis
 - Primary focus on maximizing the economic benefit of the upcoming concert in a sustainable way
 - Secondary focus on costs observed by others in the non-profit, country-restoration industry
- General recommendations for the concert
 - Marketing plan, including CHES-approved ideas, cost-benefit, venue, other details, alternative options
- General recommendations for future initiatives

Appendix L: Recommendations from Consulting Currently Implemented by CHES

Original Vision:

Christian Haitian Entrepreneurial Society is:

- *A place that joins true Christians who want to bring wide-impacting change in Haiti through the gospel and business/entrepreneurship*
- *A place where entrepreneurial ideas are brainstormed and carried out in Haiti through multi-partied collaborations (members, investors, supporters, government, local Haitian residents, non-profit partnerships, etc.)*
- *An organization that will revive Haiti economy by starting and operating a variety of Haitian run and owned businesses, providing employment for poor Haitians, raising the standard of living*
- *An organization that will revive God's Spirit*
- *A place that audits and reports all of the businesses in Haiti affiliated with it to assure humane and transparent operations*
- *A place of action*
- *A place where members can find invaluable and reliable research information for the execution of their entrepreneurial plans*
- *A place where personal, spiritual, and working partnerships and relationships can be formed*
- *A place where entrepreneurs can find investors, donations and grants for their plans (paypal)*
- *A place where entrepreneurs can find counsel for their business ideas for Haiti*
- *An official website*
- *An organization that is known and respected world-wide*
- *An organization that will apply this model in most developing nations by having sub-societies*
- *A place that welcomes all supporters*

Original Mission:

The Christian Haitian Entrepreneurial Society is an organization in its beginning stages based on Christian values and principles. Its vision and mission is to restore the Haitian economy through the start up of sustainable enterprises that create jobs for the suffering people. CHES aims in particular to encourage and support the Haitian Diaspora and native Haitian entrepreneurial community in starting up sustainable enterprises. The short-term goal of CHES is to start a successful green initiative where trees and other plants are planted in effort to restore the agricultural sector. The Christian Haitian Entrepreneurial Society is the ideal opportunity to have a positive, powerful and wide impact in a country that desperately needs it.

The original CHES vision was a mix of strategic objectives and action items. We advised CHES to break this out between the vision and objectives because a vision should be a concise sentence containing the highest goal of the organization. The vision should be powerful and attention grabbing, but not too long for potential future stakeholders to read at a glance. The strategic objectives are also important, but can be identified and laid out separately, for those stakeholders seeking more detail.

A few examples of a vision we provided were:

- To drive Haiti into a thriving economy motivated by the Christian spirit.
- To revolutionize the Christian spirit in Haiti through driving entrepreneurial spirit across the country.
- St Brigid Catholic Church's vision: "Saint Brigid Catholic Church, with Jesus Christ as its foundation, continually strives in all parish activity, to praise the Father, in the Son, through the Spirit; and to proclaim and share the Good News of Jesus Christ within our community and beyond, through our liturgies and ministries."

After some discussion, CHES settled on the current vision and strategic objectives:

Vision: *Christian Haitian Entrepreneurial Society's vision is to restore and transform Haiti economically, environmentally, and socially into a sustainable nation driven by the Christian spirit.*

Strategic Objectives:

- *To Revive God's Spirit*
- *To join true Christians and friends who want to bring wide-impacting change in Haiti through the gospel and entrepreneurship*
- *To devise and carry out entrepreneurial ideas for Haiti through multi-party collaborations (members, investors, supporters, government, local Haitian residents, NGOs, etc.)*
- *To connect entrepreneurs with investors, donations and grants for their plans*
- *To revive the Haitian economy by starting and operating a variety of Haitian-run and owned businesses, providing employment for poor Haitians and raising their standard of living*
- *To audit and report on all CHES-affiliated businesses in Haiti, assuring humane and transparent operations*
- *To provide members with invaluable and reliable research information for the execution of their entrepreneurial plans*
- *To provide entrepreneurs with counsel for their business ideas for Haiti*
- *To support the development of personal, spiritual, and working partnerships and relationships*
- *To communicate with stakeholders both internally and externally through the convenience of the Internet via the CHES website: www.chesinternational.org*
- *To become a globally renowned organization*
- *To generate sub-societies to spread CHES values to other impoverished nations*

For the mission statement, our advice is to update this into a more concise mission statement. A mission statement is a brief statement stating the purpose of the organization used to keep members and users aware of the organizations purpose.

We also provided CHES with some examples of mission statements including:

Christian Haitian Entrepreneurial Society is driving Haiti to a sustainable entrepreneurial society. Our objective is to bring the Christian way of life into Haiti while changing Haiti into a thriving economy through education and support.

After discussion about the more current mission of the organization, CHES decided on its current mission statement:

Mission: *Under Christian values and principles, CHES will restore the Haitian economic, environmental, and social structures by establishing sustainable enterprises. CHES initiatives will create jobs for the Haitian people through support from the Haitian Diaspora and native Haitian entrepreneurial community.*

APPENDIX M: Invitations to the CHES Debut at Bentley

**CHRISTIAN HAITIAN ENTREPRENEURIAL SOCIETY
C. H. E. S**



CREATING THE CHANGE THAT HAITI SO DESPERATELY NEEDS!

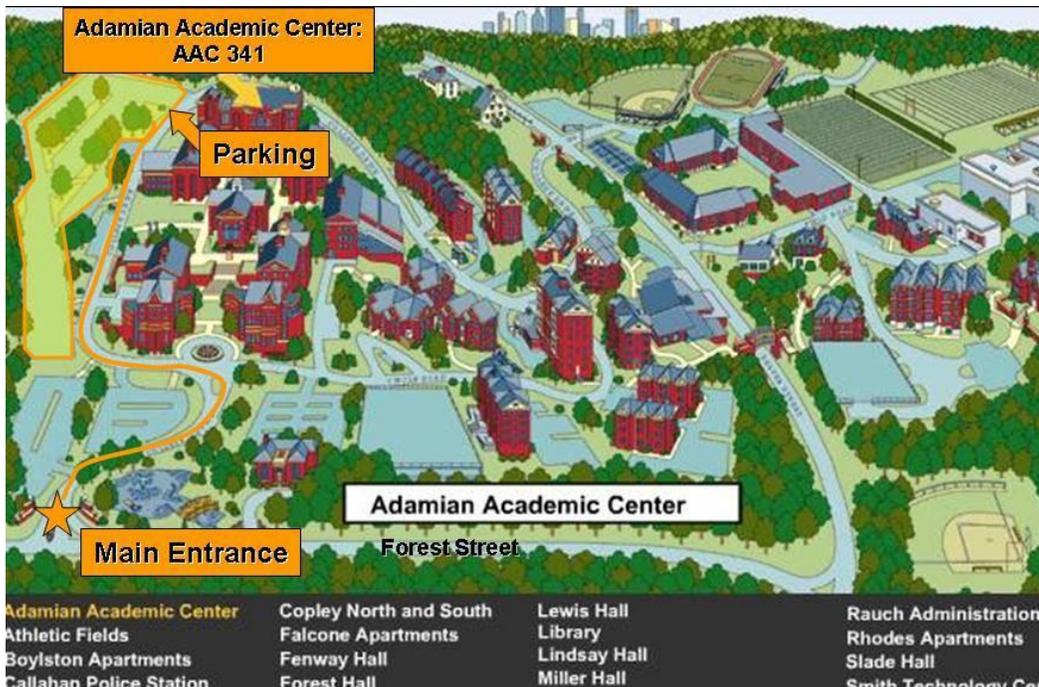
The **C.H.E.S.** Premier event is quickly approaching!

On **July 23, 2008 at 6:00 pm**,
Please join us at **Bentley College** for a presentation of the Sustainability Plan for C.H.E.S.,
networking opportunities, and be enlightened by the C.H.E.S. vision.

Please remember to RSVP.

A food dehydrator (\$300 value) will be raffled off, with tickets available at \$5 per chance.

Directions to Bentley College can be found at <http://www.bentley.edu/directions/>. A map of campus is attached. The event will be held in AAC 341 (in the Adamian Academic Center). Please park in the area highlighted on the map for your convenience.



Please remember to RSVP. As promised, additional information about this event:

Agenda:

Introduction to CHES

- President, Rebecca Roseme

Testimony of CHES members

- Sandra Garcon, Angelina Hodges, and Cassandra Prophete

Presentation of sustainability plan

- Bentley Business Sustainability Group
- Rodney Apura, Amanda Genesky, Michelle Hinsvark, Valerie Tormey

Panel Discussion

- CHES: Rebecca Roseme, Sandra Garcon, Jennifer Telfort, Cassandra Prophete, Rose Roseme, Past Roland Rodney, Marcia Roseme, Nahomi Carlisle, Angelina Hodges
- Bentley: Amanda Genesky

Networking Hour

- Haitian food will be provided
- Raffle winner will be announced
- Sit with CHES members and the Bentley team to discuss CHES

The Christian Haitian Entrepreneurial Society (CHES) mission, under Christian values and principles, is to restore the Haitian economic, environmental, and social structures by establishing sustainable enterprises. CHES initiatives will create jobs for the Haitian people through support from the Haitian Diaspora and native Haitian entrepreneurial community. Through the leadership of Rebecca Roseme, a Bentley alum, this organization has joined forces with a team of Bentley graduate students (as part of a course on Business Sustainability) to develop an initial Sustainability Plan.

For further information please visit CHES' website: www.chesinternational.org