

**BUSINESS PLAN
HARINTSOA: THE HOME OF GOODWILL BUSINESS PLAN
FOR A NON-PROFIT ORGANIZATION**



MBOLATIANA RAKOTOVOAHANGY

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE GRADUATE SCHOOL
STAMFORD INTERNATIONAL UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION
ACADEMIC YEAR 2017**

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**The Research has been approved by
Stamford International University
The Graduate School**

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Non-profit Organization

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EXECUTIVE SUMMARY

Madagascar is a country full of treasure, full of resources that could help its population to prosper for many years. Yet, the situation in the country is one of the most precarious around the world despite all the riches. The population is suffering from the political and economic stagnation.

Harintsoa: The Home of Goodwill is an Association that wants to assist and help out the less fortunate in the country. Though we want to assist every Malagasy people fighting against poverty, we will have to start with smaller objectives in order to acquire experience and more know-how on how to help the others in a near future.

That is why we come up with the idea of going to Andriamboromanga, a small village in the region of Vakinakaratra, where more than 5000 souls are living in an extreme condition. Despite the important number of people living there, this village has no particular development project running there, and apart from primary schools, there are no other institution (education, health...). The population is living through farming and breeding only. The lack of infrastructures there makes this village isolated and villagers willing to go the nearest city will have to walk about 6 kilometers. Due to that situation, many kids dropped schools (about 1500 of them) when they are done with primary school and prefer to help their parents

Harintsoa's idea is that the lack of education is one of the biggest cause of poverty in Madagascar. So we have decided to settle in Andriamboromanga to provide education to drop-out kids between the age of 13 to 21 year-old in the village who are still willing to continue their studies.

In order to achieve that, we will build a school in the village that could receive 150 students for a 2-year non-formal education program for them, where they will

improve their French literacy and improve their future employability with the help of additional vocational program.

In a long term basis, we are aiming to reach 2100 kids who dropped out of schools in some villages around Madagascar by 2028 by opening four (4) other schools.

To start this project with the first 2-year program, a total of US\$68,031 is needed to start, implement and achieve all the goals we set. This will include everything from the construction of the classrooms and other rooms and offices, the necessary equipment, the salary of teachers and the daily expenses to run the project.

10% of the kids in the village of Andriamboromanga who dropped schools, or 150 students, will be able to receive a tailored educational program that will help them develop themselves in the future.

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To my HARINTSOA Team, Riana Randriamarohaja, Solonantenaina Herinomenjanahary and Fetra Heriniaina Rabenjanahary. Hope this is a beginning of a successful adventure for us. Thank you all for your support

This project is dedicated to the villagers of Andriamboromanga.

Mbolatiana Rakotovoahangy

CONTENTS

	Page
EXECUTIVE SUMMARY	i
ACKNOWLEDGMENT	iii
CONTENTS	iv
LIST OF TABLES	vii
LIST OF FIGURES	viii
CHAPTER 1 ABOUT MADAGASCAR	
1.1 Issue in Madagascar.....	1
1.2 Risk Analysis in Madagascar.....	1
1.2.1 Political Analysis.....	1
1.2.2 Economic Analysis.....	2
1.2.3 Social Analysis.....	2
1.2.4 Technological Analysis.....	4
1.2.5 Environmental Analysis.....	4
1.2.6 Legal Analysis.....	5
CHAPTER 2 MARKET ANALYSIS	
THE VILLAGE OF ANDRIAMBOROMANGA.....	7
CHAPTER 3 SOLUTION	
3.1 Social Impact Feasibility.....	10
3.2 Social Impact.....	12
3.2.1 Short Term Objectives.....	13
3.2.2 Measurable.....	13
3.2.3 Attainable.....	14
3.2.4 Result-Oriented.....	15

CONTENTS (Cont.)

	Page
CHAPTER 4 ASSOCIATION PROFILE	
4.1 Organization Feasibility.....	16
4.2 Association Name.....	16
4.3 Registration Details.....	17
4.4 Mission.....	17
4.5 Vision.....	17
4.6 Values.....	17
4.7 Organization Structure.....	18
4.7.1 Duties and responsibilities of higher hierarchies.....	18
4.7.2 Board Members Profile.....	19
CHAPTER 5 EXTERNAL ENVIRONMENT AND COMPETITION.....	
CHAPTER 6 PARTNERSHIP	
6.1 Partnership Feasibility.....	23
6.1.1 How shall we choose our Partners.....	23
6.1.2 Why do we need Partners.....	24
6.1.3 Type of Partnership.....	24
6.2 Prospects of Partnership.....	24
6.2.1 Alliance Française de Madagascar.....	25
6.2.2 UNICEF Madagascar.....	26
CHAPTER 7 MARKETING AND FUNDING FEASIBILITY	
7.1 Marketing Program.....	27

CONTENTS (Cont.)

	Page
7.2 Financial Feasibility.....	28
7.2.1 Grants.....	29
7.2.2 Equity Capital.....	30
7.2.3 Donation.....	31
7.2.4 Trading.....	32
 CHAPTER 8 FINANCIAL PROJECTIONS.....	 33
 CHAPTER 9 CURRENT STATUS AND MILESTONES.....	 42
 CHAPTER 10 SUSTAINABILITY OF THE ASSOCIATION.....	 45
 REFERENCES.....	 48
 APPENDICES	
Appendix A Provisional Receipt of Registration of the Association.....	53
Appendix B School Calendar.....	55
Appendix C Ordinance Determining the conditions of Formation, Operation and Dissolution of Associations.....	57
Appendix D Photos from Andriamboromanga Village.....	61
 BIOGRAPHY.....	 66

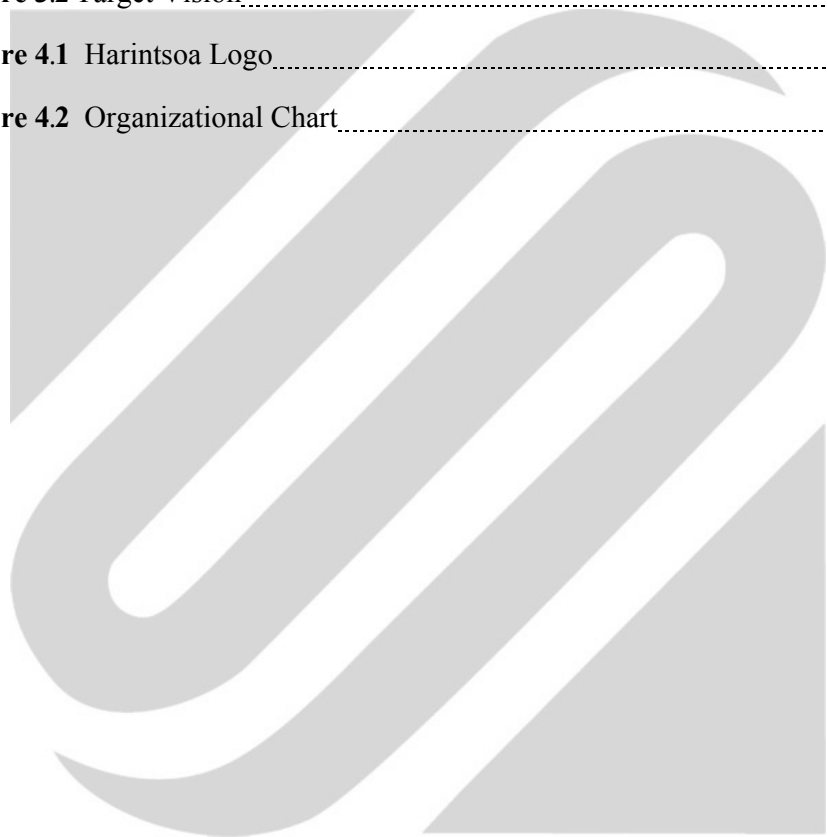
LIST OF TABLES

	Page
Table 4.1 Board Members.....	20
Table 8.1 Projected Expenses.....	33
Table 9.1 Project Road Map.....	42



LIST OF FIGURES

	Page
Figure 2.1 Village of Andriamboromanga.....	8
Figure 2.2 Village of Andriamboromanga.....	9
Figure 2.3 Kids in Andriamboromanga.....	9
Figure 3.1 Expected rate of success.....	14
Figure 3.2 Target Vision.....	15
Figure 4.1 Harintsoa Logo.....	17
Figure 4.2 Organizational Chart.....	17



CHAPTER 1

ABOUT MADAGASCAR

Madagascar is a beautiful island country (4TH largest island) near South Africa in the Indian Ocean. The island is pretty rich in regards to biodiversity and natural resources. 90% of its fauna and flora are considered endemic and cannot be seen elsewhere in the world, such as lemurs, fossa orchid species and baobabs. These, coupled with beautiful landscapes varying from north to south, make Madagascar a biodiversity hotspot and a great choice for ecotourism.

When talking about resources, Madagascar is also considered as rich with its unprocessed agricultural and mineral resources. In fact, Madagascar is the first supplier of vanilla, cloves and ylang-ylang around the world, but is also exporting coffee, lychees and shrimp. In terms of mineral resources, Madagascar has a large variety of precious and semi-precious stone (providing half of the world's supply of sapphires), one of the largest reserves of ilmenite (titanium ore), chromite, coal, iron, cobalt, copper and nickel. And recently gas and oil were discovered.

Paradoxically, despite all the natural wealth that could help the population, people in Madagascar are one of the poorest in the world. With an estimated 23 million living souls, more than 80% percent of the population is living under poverty line, 80% of the population is living in rural area. 50% of the population is under the age 20. 46% of the population is illiterate.

The net growth of the economy was about 3.2% in 2015 while the inflation rate was 7% in 2014

We believe that one important factor causing this situation is that the population is not receiving proper education to help them.

1.1 Issues in Madagascar

As we found out before, 75.3% of the population is living under poverty line, and that 50% of the population, is under 20 years old, these leave us with millions of kids around the country to enrol in some education programs. In 2012, following a political crisis that started in 2009, the government decided to reduce the budget allocated to education, dropping the number of kids enrolled in public primary schools to less than 56%. Due to the fact that people are so poor, they prefer to let their kids beg for money in big cities or work to help parents to make ends meet, instead of studying. Result, less than 3 kids out of 10 are finishing primary school.

1.2 Risk Analysis in Madagascar

Any investors or people willing to work in Madagascar should consider the risks they might encounter in order to prevent from any danger or disillusion. To better understand the situation of the country, a PESTEL analysis is one tool that could exhibit all the country's facets.

1.2.1 Political Analysis

The Political analysis of the country is important for any investors and mostly non-profit Organizations who are willing to work with the governments and the population.

Some of the Government and Organization's objectives could be aligned to reach a better outcome. So which political events could affect an Organization.

Political protest and instability

Since its independence in 1960, Madagascar has been subject to many political crises. Like in 1972, 1991, 2001 and lately 2009, these crises led to the paralysis of major economic and social activities. "Ghost towns", banks closed, country borders closed are some examples of what happens in the country during these periodical crises

Corruption

Madagascar has also a bad reputation in terms of corruption. The country is ranked 145th least corrupted country out of 175 countries (Trade Economics, 2017) and it is touching every level of the executives. This reputation could affect investors and donators' decisions to invest in the country

1.2.2 Economic Analysis

The economic analysis could affect heavily an Organization or company working in the country as it affects directly its financial forecasting, its cash flow.... And with all the crises the country is facing, it needs a certain attention

Inflation rate

Madagascar has had a high inflation rate over the past decades. Like in 2014 alone, the inflation was about 7% (Trading economics, 2017).

Exchange rate fluctuation

For the last 20 years, 1 US Dollar went from Ariary 850 to Ariary 3200. The currency inflation rate is recorded at 9.2%. This could penalize help an Organization who is internationally active (Donation, Trading...)

1.2.3 Social Analysis

Whether we are a Business Organization or a non-profit one, the situation of the society is to be considered at all time. The extreme poverty is affecting directly the population, which can generate some issues or in few cases some opportunities

Hunger and Health issues

Despite the fact that the majority of the population is into farming and breeding, the country is still not self-sufficient in terms of food. Some part of the country is still subject to drought and famine. Around 840,000 people were reported to be severely affected (World Food Program, 2011).

Some part of the country, mostly rural villages, do not have any doctor or even a health center, so the habitants will have to move to the nearest city to find help in case of health issue.

The country is also subjected to some epidemic and pandemic diseases. Malaria happens to be among the top 5 cause of mortality in Madagascar putting 100% of the population at risk (PMI, 2016). In between 1999 and 2001, the country also suffered from Cholera with 8665 cases reported just between March and November 1999, and another 12,481 cases with 736 deaths in between December 1999 and March 2000 (WHO, 2000). Since 2010, the country was severely hit by plague with 275 cases and 63 deaths reported by 2015 (Lam M., 2016).

Social inequality

In 2013, 80% of the population were reported to live under poverty line with less than \$1.25 per day (Unicef, 2013). But the big cities, mostly Antananarivo the Capital, are showing another face of the countries with some people driving one of the latest and most expensive cars while others could not even treat themselves lunch.

Social inequalities lead easily to corruption and nepotism, leaving the less fortunate disregarded by the system

Lack of education

More than 1,500,000 kids do not have access to primary school in Madagascar (Unicef, 2014).

The government has an objective to raise the primary school attendance but neglects what is coming after. Many rural villages do not have access to even secondary schools, pushing some students to drop out of education.

Apart from the lack of budget government is injecting in this sector, the education system is also facing some infrastructure issues as some villages in remote places do not even have a classroom. Researches have shown that the country will have to build around 2000 classrooms every year in order to offer primary schools to every kids.

Another issue is the outdated curriculum and the lack of well trained teachers that deprive students to a better school system that could help them acquire more knowledge they need for their self-development.

Child labor

Due to poverty and social inequalities, many parents are sending their children to work instead of going to school. 1,200,000 kids between the age of 5 and 14 are reported as working in the country, where 87% of them are involved in agricultural activities (United States Department of Labor, 2015).

Some young girls are also victim of human trafficking to Middle East and China where they are forced into domestic work or into sexual exploitation (Maholy, 2016).

Insecurity

The last 5 years has shown the upsurge of insecurity in big cities and in remote villages. In big cities, mostly Antananarivo, the population is victim of larceny.

In remote villages, there had been 2000 acts of banditry for the last 5 years where the thieves (better known as Dahalo in the country) are attacking some villages to steal mostly their livestock. During these attacks, several deaths of civilians has been reported as well as 39 policemen during the last 5 years.

1.2.4 Technological Analysis

Technological advance of a country could define how developed a country is, and how easy certain operation could be done in the country. Alas Madagascar is still troling way behind in terms of Technological advance.

Electricity and water supply

Madagascar is reported to be the fourth (4th) poorest country in Africa in terms of water access in 2012. A previous study has shown that back in 2010, only 54% of the population had access to potable water (UNICEF, 2014).

In terms of electricity, the situation is not better as only around 12% of the population has access to electricity in 2013. The electricity supplier company JIRAMA is also facing some huge financial issues that leads to a huge shortage of electricity supply around the island. The available infrastructure should allow the company to produce up to 7,800MW of hydroelectricity, but due to the company situation it is now stuck at 165MW for now.

Opportunities that should be considered in the country is solar energy. There is a high potential in Madagascar that could produce up to 2,000kWh/m², but a lack of investment has left this potential neglected (Gyre, A., 2016)

Road Infrastructure and transport

Out of 49,827kms of roads around the island, only 5780kms are paved, and their maintenances are still neglected which leaves these roads in bad shape.

Airports are missing in many regions, and railways are servings only few cities in the northern part of the country. Buses networks are mostly only serving the main cities, and are totally inexistent in many villages.

This lack of transportation happens to cost a lot to the country as it cost Madagascar 2% of its gross domestic product (Fanjanaivo, 2012), knowing that agricultural products, that are the main products in Madagascar, are perishable

Communication tools and Information Technology

Some private companies like Telma Madagascar and Orange have updated their mobile and internet networks around the island providing connection to major cities and major national roads. Still, many rural areas are neither covered by landline nor mobile network (Encyclopedia of the Nations, n.d.)

The traditional education approach mentioned earlier has not helped to expose students to Information Technology

1.2.5 Environmental Analysis

There is a vicious circle between Social and environmental issues. Social issues lead people to destroy their environment, but the decline of the environment will in

return create more social issues. That is why we have to identify the main environmental issues in order to try rectifying the wrongdoings

Slash and burn

Poverty has led part of the population to make money 'by any means necessary'. This situation has led to the practice of slash and burn in remote areas where people are burning forest, plains and available spaces where they can later plant different crops. But this practice is affecting the environment in many ways. Not only endemic fauna and flora species are endangered by this practice, but it causes severe soil erosion and raises the level of pollution in the country and around the world, leading to global warming and climate change. 80% of the original vegetation has been reported as destroyed since (Bolton, T., 2010) (Romberg, C., 2016).

Animal trafficking

Madagascar has also witnessed the upsurge of animal trafficking lately that are illegally smuggled outside the country and sold in black markets in some other countries. This situation leads the threat of extinction of endemic species in the country, like the protected tortoises (Traffic, 2015) that are sold at up to \$200,000 on exotic pet market (Kramer, R., n.d.) or the endangered lemurs (Ayre, J., 2015)

Natural disaster

The country is subject to different natural disaster such as cyclones, flood, drought in the southern part. To make matters worse, the government is left unable to help victims of these hazards due to lack of money (World Food Program, 2011). The issues are that after a natural disaster, the few available infrastructures are getting destroyed, victims are left with no food, and become subject to epidemic diseases such as Cholera or plague (Nyabola, N., 2015). International NGOs such as UN World Food Program, Médecins sans Frontières... are the ones helping as much as they could the population when they got hit by a natural disaster

1.2.6 Legal Analysis

Changes of Constitution, changes of government and corruption could lead Companies and Organizations getting confused about the laws in Madagascar. It is then very important to stay informed about the procedure and legal system in the country and the risks we can encounter

Constitution instability

Political situation over the years has led to a constitutional instability. Since the independence of the country in 1960, the Constitution has been revised for 14 times, leading to fragile republics over the years.

Corruption

As mentioned earlier, Madagascar is infested with this malpractice at every level of its system. This could affect the opening of a new venture in the country as it could mislead or discourage the investors

Bureaucracy and government offices

Most of the government offices are located in the capital city due to a centralized system of the government. That is why many of the companies and Organizations are located in Antananarivo to ease the access to these offices for legal procedures (Institut National de la Statistique, 2014).

This also leads to a slower bureaucracy as the central offices are taking care of the entire country's cases.

CHAPTER 2

MARKET ANALYSIS: The village of Andriamboromanga

Andriamboromanga is a small rural village in the commune of Betafo, the region of Vakinankaratra.

Even if the village is considered as small, the number of villagers is estimated to be around 4129 habitants, the most important number of villagers for the commune of Betafo. Around 3000 of them are under 21 years old, which represents 70% of the Population.

The village has no access to Electricity, leaving the villagers in the dark, and there is a natural well where they draw water. But due to its geographical position, the village is covered by mobile and 3G networks of the 3 major mobile operators in Madagascar.

The village is situated at 6 kilometers walk from the nearest city (Betafo) and 14 kilometers away by road transportation. To make matter worse, there is no proper road infrastructure to go there, making it hard to access by cars, mostly during the raining season (October to April).

The villagers are essentially peasants living through farming and breeding. There are only 3 very small shops in the village where they can buy meats and vegetables. According to villagers, the village can harvest many crops as the area is very productive due to the volcanic soil there. The issue is that they have trouble to transport them to the nearest city for sale as there is no available transportation there. Only a small percentage of their crops that they could bring by bicycle are sold outside the village. The large percentage of their crops will perish before consumption, which will affect their already small revenues

There is no kind of transportation serving the villagers there to go other cities. It means the villagers are either walking to reach the nearest city or by bicycle for the more fortunate.

Among these 3000 youth population, 1500 kids are studying at the four (4) primary schools in the village. The other 1500 kids dropped out of school because of the absence of secondary and high schools in the village (Commune de Betafo, 2012).

Health infrastructure are inexistent in the village, there is neither doctor nor nurses that could take care of the population there. In case of health issue, habitants have to go to the nearest city to see a doctor.

There is no cultural activity in the village and apart from a small improvised football field at the primary school, there is also no form of entertainment available in the village

There is no institution or offices represented in the village, and there is no Organization or project going on in the village.

The villagers are left alone, almost isolated from the rest of Madagascar. There is no opportunity or whatsoever for them to improve their living conditions if no Organization considers doing some activities there.



Figure 2-1: Village of Andriamboromanga
Source: Google earth, 2017



Figure 2-2: Village Andriamboromanga
Source: Mbola, 2017



Figure 2-3: Kids in Andriamboromanga
Source: Mbola, 2017

CHAPTER 3

SOLUTION

After analyzing the situation of the country, we can conclude that the root of all issues encountered by the country is Education. The majority of the population is left in total ignorance of its surroundings, of its opportunities, abused and manipulated by few people. Providing an education to the underprivileged will open them to new opportunities of source of revenue, what are good and what are wrong for them, help them understand their surroundings and being less manipulated.

After analyzing the situation in the village of Andriamboromanga, we noticed that the village has a certain opportunity to grow if we consider to invest in the population there. First of all, with its 3000 youths living there, they could become an important workforce and contribute to the development of their village and the country. “Harintsoa: The Home of Goodwill” is an Association who wants to be closer to the population where it will establish itself, and wants to provide the most help it can provide to give more chances to the population it will serve. And considering that the lack of education is the root of all evil, the Association is willing to provide an adequate education to the kids that have dropped school in the village as its first mission. Knowing that our capacity is still limited at the beginning, Harintsoa will start its action with smaller objectives. But with the evolution of the project, the Association will increase its actions for the villagers with time as it will gain experience and reputation within its stakeholders

3.1 Social Impact Feasibility

When we went to visit the village of Andriamboromanga, we got the chance to talk with the head of village, teachers at the Public Primary School, some parents, some students and some drop-out students. The villagers we got to meet were asking for a minimum attention and help from authorities and Organizations about their desperate cases. Being geographically and practically isolated from the rest of the country, the villagers were pointing the issues they are facing (Interview done in the village of Andriamboroanga).

Many students are dropping out of school after the primary school. The cost of sending them to study in the nearest city is unbearable for the parents, and even if they are willing to, the students will have to walk 6 kilometers to go there, and walk another 6 kilometers to go back home, leaving them just exhausted at school.

Once the kids are dropping out of school, they will return home to help their parents in their farming and breeding activities

The teachers in rural areas are not even fully qualified to teach, affecting the kids' education

Focusing on language skills, the students' level in the village is very low. The country is officially bilingual with Malagasy and French both considered as first languages of Madagascar, the French language is even considered as the administrative language in the island. But since 1970, Madagascar decided to proceed to what is called "Malgachisation" or the return to the Malagasy language, the French language has since been neglected in public schools.

The level of education they received from primary school is not preparing them to get a job in cities. The lack of French literacy is one of the main reason pointed

The absence of health institute, doctors and nurses for the whole village.

The difficulty of reaching the village due to the deplorable condition of the road

After talking about their issues, the village representatives were then requesting from authorities and non-profit organizations to help them with:

Secondary and High schools for their kids that are desiring to pursue their studies.

Education to raise their opportunities

Provide health assistance to the villagers due to the absence of Doctors and/or medical team in the village

Invite the government to consider building or at least repair the road that leads to the village. This will enable them to invite transporters to ease the connection of villagers with the rest of the country and most of all to sell their products outside the village before they perish

These requests triggered the idea in us to come help them. And even if we cannot satisfy all their needs, our presence there could lead other organizations to consider the village into their projects.

Additional readings we did show that only 20% of the population are speaking French despite the fact it is the second official language and the language of administration, business and higher education. Teachers in rural areas are not even able to master the French language, which reflect in the students' levels (Barbier, A., 2016).

Some of our objectives happened also to be aligned to the government's objectives to reduce the extreme poverty, and provide education to more kids around the country (INSTAT, 2013). This leads the commune of Betafo to offer us a piece of land (350 square meter) where we can build a school.

3.2 Social Impact

Harintsoa will then build a school with 3 classrooms in the village of Andriamboromanga to welcome 150 students from the village to learn French and some other vocational courses. The Association will make sure to hire well qualified and trained teachers to ensure the education provided to students.

These will be done to affect the literacy rate and employability rate among drop out students.

Knowing that primary school students are barely understanding and speaking French, we could assume that they will be considered as beginners.

Knowing that these kids who dropped school all returned home to help their parents in farming and breeding, and that the level of revenue/income is very low, we could consider that the employability rate will start at 0% before our project. Their capacity to find more job opportunities and higher income after the project will determine their employability afterwards.

Additional to this main activity of the Association, still in the spirit of ensuring its main activity, Harintsoa will install a solar system to provide electricity for the school and a water pump to provide potable water for the school. Villagers neighboring the school will eventually benefit from these installations.

Also to ensure the well-being of students and the association's staffs, Harintsoa will put to avail some medicaments in case someone falls ill (Malaria medicine, Antibiotics...)

3.2.1 Short Term Objectives

We want to increase youth's French literacy in Andriamboromanga by 10% amongst the school drop-out youths in the village of Andriamboromanga by teaching them French courses. 10% represent 150 students in the village and contributes approximately to 7% to our vision of 2100 students.

We want to increase youth's employability in Andriamboromanga by 10% amongst the school drop-out youths in the village by teaching them vocational courses. 10% represents 150 students in the village, contribute approximately 7% to our vision of 2100 students. Students will receive some professional formation such as handicraft, sewing....

3.2.2 Measurable

The linguistic program we are willing to offer is based on the DELF (Diplome d'Etudes en Langue Francaise) certificate, delivered by the French Ministry of Education. The program will last for 2-years and expect at least 60% of the students will successfully complete the whole program without withdrawing and pass the DELF B2 level exam.

According to the Alliance Française in Madagascar, students from age 13 will need an average of 600 hours in total to cover the levels of A1, A2, B1 and B2. However, considering that we are in a rural area where lacks of support materials and means are less available to students, and that the possibility of practice is less propitious, we expect the students to successfully achieve the program in 856 hours including exams hours.

Students will have 2 exams for each level which will consist of listening, reading, writing and speaking skills tests for linguistic courses. The level of difficulties will keep increasing following to the level of courses. At the end of the two-year program, our students will be brought to the nearest Alliance Française to participate in the final exam that will grant them a DELF certificate.

Level based on DELF certificate: (source: Institut Linguistique de Peyrou)

DEL F A1: The student is able to understand and expresses himself/herself on simple topics related to everyday situation.

DEL F A2: The student is able to understand and express feelings, intentions, opinions, points of view and arguments.

DEL F B1: The student is able to become independent, He/she can take part in discussion, expresses opinions and get by in unpredictable situation of daily life.

DEL F B2: The student is able argue and develop a point of view. Communications are clear and detailed.

Preparation for each level/expected rate of success

DEL F A1: 80 hours of lesson + 2 hours of midterm exam + 2 hours of final exam

Targeted rate of students to pass this stage: 100%

DEL F A2: 180 hours of lesson after A1 + 2 hours midterm exam + 2 hours final exam

Targeted rate of students to pass this stage: 95%

DEL F B1: 280 hours of lesson after A2 + 2 hours midterm exam + 2 hours final exam

Targeted rate of students to pass this stage: 80%

DEL F B2: 300 hours of lesson after B1 + 2 hours midterm exam + 2 hours final exam

Targeted rate of students to pass this stage: 60%



Figure 3-4: Expected rate of success

Source: Harintsoa, 2017

3.2.3 Attainable

Land: 350 square meter

School Building: 3 classrooms + 2 restrooms

Dormitory/Office/Kitchen and Refectory: 2 bedrooms, 1 Office, 1 Refectory

Classroom furniture: 18 2m-long tables + 36 1m-long benches + 3 Teacher chairs + 3 Teacher table + 3 Whiteboard stickers + 6 Dustbins

Staff Dormitory furniture, restrooms, kitchen and refectionary: 8 single beds + 8 bed tables + 8 dressers + 8 mattresses + 1 Dining table set + Cooking tools

Office furniture: 4 chairs + 4 Tables + 1 locker shelf + 2 benches

Electric Equipment: Solar kit + CCTV camera set + Multiple outlets + VGV cables + Light switches + Electrical outlets + Orange pipe + 26 light bulbs

IT equipment: 3 Laptops + 3 Video projectors + 1 Printer + 1 Amplifier-Microphone-Speaker

Resource to teach: 150 satchels + 1200 Notebooks + 150 pencils + 300 pens + 150 rulers + 150 sharpeners + 150 erasers + 150 colored pencils + 140 markers + 12 Whiteboard erasers

Human resources: 3 teachers + 3 vocational teachers + 1 security guard + 1 Janitor + 2 Administration staffs

3.2.4 Result-Oriented

Our vision: we expect to build 4 more schools in 4 different villages by 2028 and teach a total of 2100 students by this timeline. Among these 2100 students, at least 60% of them will be expected to pass the DELF level B2 examination

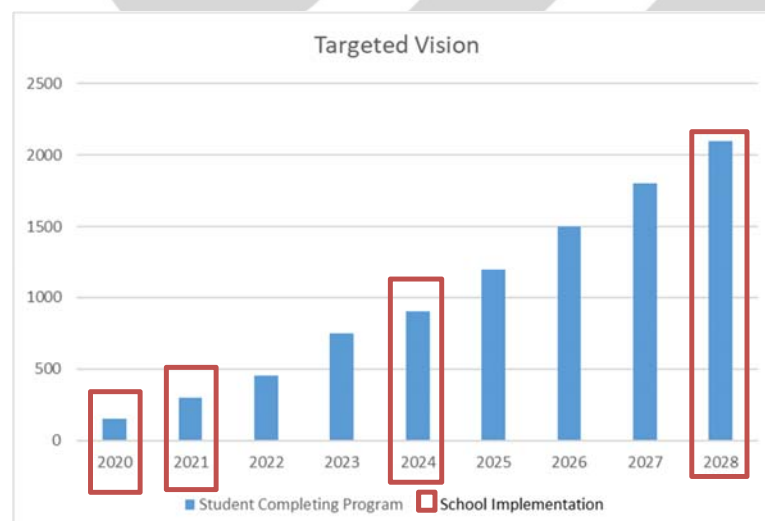


Figure 3-5: Targeted Vision

Source: Harintsoa, 2017

CHAPTER 4

ASSOCIATION PROFILE

4.1 Organization Feasibility

According to the Lay #60-133 of October 3rd, 1960, to Open an Association, there are few steps that must be followed

1. First meeting of everyone who will constitute the Board of members. From there, members will have to come up with a record of official proceeding stating the opening of the Association. Must stipulated inside the members of the Board and their tasks, the status of the Association and the Rules of Procedure
2. The record of an official proceeding will be submitted to the district office in 5 copies signed by the Board members
3. The district will deliver a Provisional Receipt, a Statistical Card with STAT number and a Taxation card.
4. The Association will have to organize a General Meeting at least once a year to make sure it still exists

Apart from the legal procedures, in order to ensure success in our activities, we need to make sure to have in our team adequate people who have experience in social works and project management. In our team, the General Secretary and Project Coordinator, and the Treasurer and Administrative Officer all have experience in similar domains and are qualified for their responsibilities

4.2 Association Name

HARINTSOA: The Home of Goodwill.

Named after the President founder of the Association, HARINTSOA means “Accumulated Heritage or possession”. The message we want to pass here is we are going to offer a certain riches that the students will accumulate in years and will use them for their personal development and for the development of the society they are in.



Figure 4-6: HARINTSOA Logo

Source: Harintsoa, 2017

4.3 Registration Details

Date: July 21st, 2016 in the district of Betafo, Vakinakaratra

Provisional Receipt #55-DIST/BTF/CD/AD/ASS (See Appendix A)

Headquarter: Fokontany Avaratsena Andrefatsena, Commune Urbaine de Betafo, District Betafo, Region Vakinakaratra, Madagascar

4.4 Mission

Our mission is to educate underprivileged youth from the village of Andriamboromanga, in the rural part of Betafo, by offering them an adequate and excellent education that could improve and expand their work prospects in the future

4.5 Vision

Our vision is to inspire other Association and NGOs and become a leading example to youth, the entire Malagasy society and to anyone who is willing to make the world a better place

4.6 Values

We value an Organizational culture which is based on the following five (5) core values: Accountability, Community, Efficiency, Integrity and Transparency (ACEIT)

4.7 Organization Structure

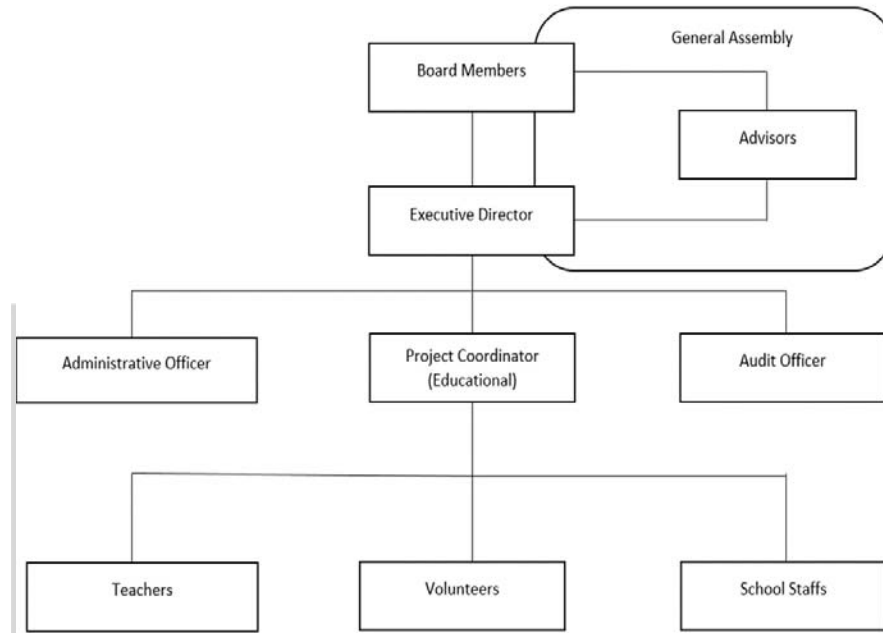


Figure 4-7 Organizational Chart

4.7.1 Duties and responsibilities of higher hierarchies (According to Joanna Moshman, 2008)

Board members

Board members will have to set:

- Clear mission, vision and core values that the Association will follow
- Nominate an Executive Director and work with him/her
- Do a financial oversight
- Provide adequate resources
- Communicate with the community

Executive Director

The Executive Director will have to lead and manage the Association according to the guidance defined by the Board members. He will have to make sure the tasks are accomplished and track-recorded. He will also have to maintain a good relationship with all stakeholders and Board members in order to make sure the Association is doing

good and satisfying every one. This will lead him to implement relevant activities and programs that are aligned to the Association's mission and vision

Administrative Officer

The Administrative Officer will have to:

Manage office supply and place orders when necessary

Prepare regular financial reports of expenses and keep the association's database updated

Project Coordinator

The Project Coordinator has to keep the project well organized and well managed, ensuring all team members are doing what they have to do effectively and monitor the evolution of the project. He will have to schedule all tasks and arrange meetings with team members and board members.

Audit officer

The Audit Officer is responsible of verifying, evaluating and reporting on financial and managerial situation of the Association. These will ensure the integrity of the association.

This service will be outsourced to an accounting expert firm

Advisor

Advisors will have the task to share their expertise to advise the board members and the management such as:

Provide ethical advices

Provide new perspectives to guide the association to reach sustainability of its actions

Provide assistance to the networking of the Organization

Act as an Ambassador

4.7.2 Board Members Profile

Table 4-1 Board Members

Position	Name	Background	Pay System
Co-founder President	Riana Harintsoa Randriamarohaja	The Co-founder of our Association, a young and motivated human resource management professional who values knowledge to be the portal of opportunities. He aims to empower youths to reach higher achievements	Unpaid with reimbursement of expenses only
Co-founder, Vice-President & Executive Director	Mbolatiana Rakotovoahangy	The Co-founder of our Association, a passionate young professional who is dedicated at helping others to succeed. Member of the Comunità di Sant'Egidio (Italy), he has experience in teaching, entertaining, underprivileged kids and elderly people. He aims at making others a better person, he will contribute his skills and knowledge to build more responsible youths to lead new future generation with a brighter tomorrow.	Paid
General Secretary & Project Coordinator	Fetra Heriniaina Rabenjanahary	A young specialized professional in Euro-African development and social science development, he has committed himself to serve the community. A man of the ground, his skills and knowledge will ensure a constant and smooth	Paid

		progress of project. In addition, his presence on the field will be a booster to the community's social progress.	
Treasurer & Administrative Officer	Herinomenjanahary Solonantenaina	A young specialist in community development with several years of experience in administration task. Accountable and trustworthy person that can contribute his skills and knowledge to the health of the organization.	Paid
Audit Officer	N/A	External Audit	Paid/Outsource
Advisor			

CHAPTER 5

EXTERNAL ENVIRONMENT AND COMPETITION

Madagascar is listed among the 5 poorest countries around the world and is facing so many issues on every level. The inability of consecutive governments to solve these issues is leading the country to rely mostly on international helps to deal with its issues. But due to bad governance and high level of corruption, international donors rely on some NGOs to be sure that the aid reaches the population

A study made in 2007 by the Central Bank of Madagascar with the Institute of Statistics in Madagascar reveals that in 2006, NGOs and Associations in the country have received around \$127,000,000 of help in 2006 alone, and 76% of it is from foreign aid. 33.3% are from foreign NGOs and 24% from International Donors (Banque Centrale de Madagascar, 2007).

By the end of 2006, there were about 660 NGOs and Associations working in Madagascar. 48.2% of them were based in the province of the Capital Antananarivo. Though these Organizations are based closed to the capital, 32.3% of them are exclusively working in rural areas

The particularity of an NGO and Association is their direct implications and proximity to the population and that they heavily contribute on the socio-economic development of the country. These Organizations are divided depending on their activity area, but the “Health” (20.9%), “Training advice” (16.6%) and “Education” (11.4%) activities represent almost half of the NGOs working in Madagascar

Although it looks like we have an important competition in this domain, we refuse to consider them as competitors but rather potential partners in our project. There are many unsolved issues in the country and it happens to be difficult to tackle them, the presence of many Association and NGOs will comfort us in our project as we might seek for their expertise to improve our actions. It can broaden ours and their social impact too with time.

CHAPTER 6

PARTNERSHIP

6.1 Partnership Feasibility

After doing some risks analysis of the country, it appears that there are many issues that should be considered in order to help the population and increase our social impact. However, in terms of inputs (financial, staff numbers, competency and expertise...) we will not be able to ensure all the actions that need to be taken and should solicit helps from other entities willing to invest in for some good causes.

Although we need help from other organizations, choosing partners should be well assessed as it can damage both parties' images, create some conflict of interests and might appear to not be the best solution for some problems. A noticeable example is Greenpeace not accepting any corporate funding.

6.1.1 How shall we choose our partners?

There are some various steps we have to follow before choosing our partners.

1. Identify which activities we want to do that will require the participation of one or more partners.
2. Determine what kind of partnership we wish to have. We will have to determine the inputs both parties should expect to invest in the activity
3. Identify potential partners. Assess about them to see if their activities, images and else correspond with what we look into a partner.
4. Initiate talks with potential partners explaining what we wish to achieve, what we do expect from them and see what they will expect in return. We will have to negotiate the terms and structure of the partnership. It is important to identify here that both parties are having the shared goals, or if it is possible for both parties to align their goals
5. Create a plan to execute the partnership and execute it
6. Evaluate the partnership. See if it was efficient enough and if it created value and impact we expected.

6.1.2 Why do we need Partners?

There are many reasons that could push us to consider to work with partners

1. To ensure Funding and other inputs needed for the Association's activities.
2. To increase the direct impact, we can have on the kids we are taking care of.
3. To increase other social impacts, we can have on the kids and the villagers
4. Acquire knowledge, share experiences and expertise
5. Ensure sustainability for the Association by having some Corporate Engagement Program with one or many companies that are looking for some Corporate Social Responsibility programs.

6.1.3 Type of Partnership

To ensure the Non-Profit's activities, the Association will have to diversify its partners. Therefore, the types of partners could be

Other NGOs that the Organization could work with on special matters. To get help for the education of the kids for example, it would be profitable to work with UNICEF. To get help about the health of the students and the villagers, or to control epidemic and pandemic diseases in the village/region, it could be profitable for the Organization to work with World Health Organization in Madagascar.

Corporations that have some objectives aligned to the Organization's objectives. This could ensure a sustainable funding for the Organization if the corporation and the Organization could come up with a Corporate Engagement Program

Government. If the Organization could align its objectives with some Government programs, the Association could ask for some subventions from the Government.

Particular donors. We could ask some particular donors who are interested to sponsor one or many students to complete the education program.

6.2 Prospects of partnership

The choices of partners will be based on the alignments of both parties' objectives. And seeing the situation in Madagascar, many (Non-Profit) Organizations are working around Madagascar to come and help the population in terms of education, health, work....

Aligning our objectives and goals with the other organizations will help us identify the best partners such as SEED Madagascar (Building schools in rural areas, teaching language in rural areas...). Many other international donors and foundation who are interested in educational program, such as the East African Children's Education Fund (EACEF), Bill and Melinda Gates Foundation or the Dubai Cares are also some potential partners of the Association.

But considering our objectives, two (2) Organizations are essential partners we have to approach imperatively

6.2.1 Alliance Française de Madagascar

The first partnership we are aiming to receive is with Alliance Française de Madagascar. Alliance Française de Madagascar has a mission to promote the French language and make it available for everyone. Their expertise and experience will help the Association to ensure better results in teaching French language (Alliance Française, n.d.).

Why would Alliance Française de Madagascar decide to work with us.

Alliance Française wants to promote the French Language around Madagascar, aiming to make it available to anyone who wants to learn French. Apart from French language, Alliance Française wants to promote culture in general by organizing cultural events to bring out and promote local artists, share cultures between different people.

The fact that we want to teach French in the village where the level is quite low will be an opportunity for both Harintsoa and Alliance Française to achieve a common goal to promote and teach French. At the same time, in a village where cultural and entertainment events

Their current model of cooperation with other Organizations

Alliance Française de Madagascar is willing to work with any Business Organizations who want to have some CSR projects with it, or any non-profit Organizations desiring to teach French language or organizing some socio-cultural events.

One example of a partnership they have is the presence of an Alliance Française Library at the Secondary School in the city of Betafo. In fact, Alliance Française opened 29 libraries around Madagascar (Alliance Française, n.d.).

6.2.2 UNICEF Madagascar

Another interesting example of possible partner is the UNICEF in Madagascar. The Organization is aiming to send all kids to school around Madagascar so that none will drop out. It is also offering its help to other NGOs and Associations who have some education programs. They are also offering some school kits to underprivileged kids (UNICEF, n.d.).

Why would UNICEF decide to work with us?

UNICEF has for mission to protect the Children's rights around the world. This includes providing education to children, fighting against malnutrition, protecting from diseases.

To achieve its mission, UNICEF is collaborating with the government to battle these problems. But knowing that the government is not able to assume everything, UNICEF is also collaborating with many other NGOs who are in the same sector.

The fact that we are willing to work in an area where no aid was routed before, and where more than 3000 children are living, makes us a good candidate for a cooperation with UNICEF.

CHAPTER 7

MARKETING AND FUNDING FEASIBILITY

The Marketing program for the Association differs a bit from Business companies. Organizations have no particular product to sell to customers but it is not a reason for them to ignore marketing as they are mostly relying on donations from international donors, individual donors and volunteers to achieve their goals. It is then important for the Association to keep visibility, attract donors, investors and volunteers, and to keep a certain image.

7.1 Marketing program

However, the Organization is not willing to spend a lot of money on advertisement, as it prefers to invest the maximum into its social actions. However, there are some ways to increase its exposure without spending much with the help of Information Technology

Website

The website will serve as the Association online presence where people can learn about the Organization, its actions and its future plans. In order to stay transparent in our actions, Database and reports will all be put to avail for the Organization's stakeholders. Also, announcement and updates of all activities will be reported on the website.

Other features of the website will be the possibility for potential donors to donate via the website. List of donators will be published on the website with the possibility for each donator to stay anonymous or not.

Last but not least, there will be a special page for volunteers from around the world to subscribe to join the organization

Social Media

The importance of Social Media has risen considerably during the last decade and it has become an unavoidable marketing tool. Facebook is reported to have 1.55 Billion monthly active users around the world, Twitter around 255 million, LinkedIn is more about B2B professional networking that could be used too.

It is important for the Organization to have presence in different social network platform to increase its presence. It will help to share in real time the Organization's activities and target its stakeholders (volunteers, donators...)

Hiring a local celebrity as a Spokesperson

To help promote the Organization, a celebrity branding will help to raise awareness of people in Madagascar about social matters that the Organization wants to solve. The celebrity's social status and fame will boost people's attention to what we try to achieve.

Radio and Television Exposure

Participate to some talks on Television and Radio broadcasting to help people know about the Organization. The representative of the Organization could at the same time answer live questions from Television viewers or the radio listeners.

7.2 Financial feasibility

As the association is not self-sufficient, it has to find multiple ways to ensure its funding, and it is not easy to receive some as donors will judge the feasibility of the project, the importance of the impact and most importantly is if the Association or NGO is trustworthy. The level of commitment that Board members and spokespersons of the Association will play a preponderant role in the process of receiving funding.

As the project is about to teach kids which requires us to build school and hire teachers and other employees, the association could ask certain donators to finance the whole amount required for operating the project. The source of funding of the project might also be divided for each action, like one donator will fund the school building, another

one will fund the school kit for the students, and other sources might be required for the salary of teachers and other employees, and the project operation.

It is important for the Association to be proactive at all time in the research of funds as if it does not help the funding of current project, it will help for new projects in order to expand the Association's impact.

To better understand and maximize funding sources, it is important to differentiate all funding sources we could expect. Receiving funds from different sources and different ways will help the association to ensure we have other options if one or some fails

7.2.1 Grants

These are funding that we might receive mostly from governments or foundations and international donors. Grants are generally not to be reimbursed but come with conditions that the receiver will have to comply with such as:

- Defined objectives and milestones
- Particular outcomes defined prior to the project
- Report of progress and use of the fund
- The unspent fund will be returned to its source

Where to apply for Grants?

The association will have to keep in touch with the government and its concerned ministries (Education, Population...) to see if their projects' objectives are aligned with the Association's.

Also, some foreign embassies are willing to invest in some projects in Madagascar to ensure cooperation between the two countries and are discussing directly with Non-Profit Organizations. A good example of that is from the Embassy of Germany in Madagascar who are offering to finance some mini-projects destined to help the underprivileged part of the population. Though their grants do not exceed Euros8,000 per project (Embassy of Germany, n.d.).

Some big institutions like World Bank, the African Development Bank and the Agence Française de Développement are some other places where the association could ask for grants to fund itself

7.2.2 Equity capital

This type of funding is provided by external investors who are willing to be closely involved with the activities of the organization on a long term basis, and in certain cases willing to share their expertise.

This source of funding can help the association to ensure its perennity but it has high risk to fail too. In case there is conflict of objectives, the donor might decide to stop the funding anytime. Or in case the donor and his own organization fails, the funding might be at risk to disappear too

Despite the risk, allying with a company could be a good source of funding destined to the Project Operation and employees' salary.

How to find some Equity capital funding?

Meet and Greet

Many companies around the world are having some Corporate Social Responsibility programs integrated in their Business Model. There are many reasons that could push a company to get involved in CSR project, whether it is of a pure altruism, or moral concerns, it could also be part of its business strategy. CSR programs of companies can be a great source of funds for the Organization. That is why representatives of the Organization will also have to go meet and talk with some big Companies Chief executives to explain what the organization is trying to do, and convince them to include the Organization in their CSR program. The companies will have in return a good image within the society and will be listed as the Organization's partners

How shall we approach this?

To create a Corporate-Non-profit partnership, there are three stages that need to be worked on.

Formation: or self-assessment where each side needs to determine its objectives, the problems and different needs they are looking from each other. The two sides must establish a good communication to better understand each other's position and

expectations and build a mutual trust. The two parties will have to create a common vision for the work.

Implementation: in here, the two parties are starting to work together. We will have to determine the governance mechanism, the resource dependency and the competencies of each one and the level of involvement and commitment of everyone. The partners will have to maintain good communication at all time and each side of the partnership will have to monitor their actions to ensure the success of the project.

Outcome: where we do evaluation of the partnership to see if we have reached our objectives or not, if the partnership was beneficial for both parties and stakeholders. If successful, the partnership could lead to the sustainability of the association in its future projects if both parties are still willing to continue the partnership.

7.2.3 Donation

It comes generally from individual donors, companies or foundations and charitable trusts. Most of the time, the receiving association will have complete controls on how to use them instead of reporting to donors all the time on how it was spent. Anyway it is important to keep the spending transparent to donors to ensure their future contribution and trusts, knowing that donations are important source of funding for Non-Profit as donating to a charitable association is offering them some tax relief.

How to receive donations?

Fundraising

The Organization has to organize a fundraising where we invite people, companies and government representatives to invest themselves in our actions. The Representatives of the Organization will have then the chance to talk with potential donors, talk and explain the organization's actions, programs and point of view. This will show donors that the representatives of the Organization are accessible which will reassure them better than just donating online without knowing the staff

A fundraising could also be in a form of a special event (Sports events, cultural events, concerts...) where people are invited to buy a ticket for the event or spend money on some activities and things available on sale there. The students and villagers might be required to participate The revenues will be directed to finance the

Association's activities and operating expenses. However, we need to make sure of some key points when doing some fundraising events

Make sure the fundraising is legal: make sure all paper works and authorization are completed

Make sure it is effective and economic. The event should bring out profits, therefore we need to control our expenses

Make sure it does not damage the Association's image in any way, make sure it is ethical and transparent

Online Crowdfunding

Online crowdfunding is quite famous nowadays for some startup companies that are looking for small donations from a large number of individuals all over the world via internet to finance a new business venture. There is also Donation-based crowdfunding that the Organization shall consider as it is a way to get a large number of donors to donate even a small amount to it. There are many websites specialized in crowdfunding such as gofundme, kickstarter and indiegogo

7.2.4 Trading

There are cases where a Non-Profits are earning part of its whole income by selling goods or services. Earning this way will give the Organization an entire control of how to spend its earnings. Though, the organization will have to pay some taxes depending on its activities.

Our organization is at this time unable to earn incomes this way as we are at the beginning of our activities and have nothing ready yet. But the Association will consider this possibility as our activities grow and mature (KnowHow NonProfit, 2017).

Alongside the French Language Program, the Association will also teach the students some handiworks to increase their employability. In this program, they will therefore learn how to make some craftworks as part of the program. Their works could be used to raise funds for the Association during fairs or special events organized by the nearest city or by the Association itself (Fundraising events) or other organizers

CHAPTER 8

FINANCIAL PROJECTIONS

In order to operate, to realize its project and achieve its goals and objectives, The Association is looking for funding covering all the investment and expenses needed to accomplish its mission, which is about \$68,031 covering all expenses for the 2-year Program.

To better understand and control our expenses, we have divided the financial projection into many sections with different sub-totals.

We assumed in this table that US\$ 1 equals Ariary 3200.

FOR 24 MONTHS

Description	Unity	Quantity	Unit Price	TOTAL in usd	TOTAL in ariary
A Building investment: Classrooms and restrooms					
<i>all Materials and accessories</i>					
Rubbles		1	160.00	160	512,000
Gravels		1	160.00	160	512,000
Cement		1	1,667.00	1,667	5,334,400
iron bars		1	1,055.00	1,055	3,376,000
Construction wood		1	327.00	327	1,046,400
Paints		1	243.00	243	777,600
Bricks		1	600.00	600	1,920,000
Sand		1	270.00	270	864,000
Doors		1	300.00	300	960,000
Windows		1	207.00	207	662,400
Roof and accessories		1	718.00	718	2,297,600

Other materials		1	93.75	94	300,000
Land	m2	200	1.25	250	800,000
sub-total a1				6,051	19,362,400
<i>a2 Staff</i>					
Site manager		1		-	-
Workers		1	1,000.00	1,000	3,200,000
sub-total a2				1,000	3,200,000
<i>a3 Transport</i>					
Transportation fees	a/r	1	580.08	580	1,856,240
sub-total a3				580	1,856,240
TOTAL A				7,631	24,418,640
B Building investment: dormitory, office, kitchen and refectory					
<i>b1 Materials and accessories</i>					
Rubbles		1	175.00	175	560,000
Gravels		1	175.00	175	560,000
Cement		1	1,600.00	1,600	5,120,000
iron bars		1	1,001.00	1,001	3,203,200
Construction wood		1	327.00	327	1,046,400
Paints		1	225.00	225	720,000
Bricks		1	500.00	500	1,600,000
Sand		1	350.00	350	1,120,000
Doors		1	310.00	310	992,000
Windows		1	300.00	300	960,000
Roof and accessories		1	670.00	670	2,144,000
Other materials		1	125.00	125	400,000

Land	m2	150	1.25	188	600,000
sub-total b1				5,946	19,025,600
<i>b2 Staff</i>					
Site manager		1		-	-
Workers		1	1,000.00	1,000	3,200,000
sub-total b2				1,000	3,200,000
<i>b3 Transport</i>					
Transportation fees	a/r	1	575.80	576	1,842,560
sub-total b3				576	1,842,560
TOTAL B				7,521	24,068,160
C Building and Equipment investment: Wells, Washing place, Water pump, Sorting dustbin					
<i>c1 Materials and accessories</i>					
Bricks		1	65.625	66	210,000
Cement		1	78.125	78	250,000
Sand		1	60	60	192,000
Solar Pump		1	250	250	800,000
Piping		1	406.25	406	1,300,000
Other materials		1	43	43	137,600
<i>sub-total c1</i>				903	2,889,600
<i>c2 Staff</i>					
Workers		1	125	125	400,000
<i>sub-total c2</i>				125	400,000
<i>c3 Transport</i>					
Transportation fees		1	90	90	288,960
<i>sub-total c3</i>				90	288,960

TOTAL C				1,118	3,578,560
D Technical investment					
d1 Classroom furnitures					
Bench	u	36	4.00	144	460,800
table	u	18	9.00	162	518,400
Teacher's chair	u	3	4.00	12	38,400
Teacher's table	u	3	10.00	30	96,000
White board	u	3	30.00	90	288,000
Dustbin	u	6	2.50	15	48,000
<i>sub-total d1</i>				453	1,449,600
d2 Dormitory furnitures, restrooms, kitchen and refectory					
Bed	u	8	49.00	392	1,254,400
Bed table	u	8	10.00	80	256,000
Dresser	u	8	49.00	392	1,254,400
mattress	u	8	37.00	296	947,200
Dining table set	u	1	89.00	89	284,800
Cooking tools	fft	1	80.00	80	256,000
Brooms and shovels	u	8	1.87	15	47,872
Dustbin	u	12	2.50	30	96,000
<i>sub-total d2</i>				1,374	4,396,672
d3 Office furniture					
table	u	4	4.00	16	51,200
Chairs	u	4	10.00	40	128,000
Bench	u	2	4.00	8	25,600
Locker shelf	u	1	65.00	65	208,000

<i>sub-total d3</i>				129	412,800
d4 Electric equipment					
Solar kit (Battery+Solar panel+Converter+Regulator)	u	1	937.50	938	3,000,000
CCTV camera set	u	1	459.00	459	1,468,800
Multiple outlet	u	8	12.50	100	320,000
VGV cables	m	110	2.50	275	880,000
Light switch	u	12	1.87	22	71,808
Electrical outlet	u	8	1.87	15	47,872
orange pipe	m	20	1.25	25	80,000
<i>sub-total d4</i>				1,834	5,868,480
d5 IT equipments					
laptop	u	3	399.00	1,197	3,830,400
Video projector	u	3	149.00	447	1,430,400
Printer	u	1	180.00	180	576,000
Amplifier - Microphone - speakers	u	1	125.00	125	400,000
<i>sub-total d5</i>				1,949	6,236,800
TOTAL D				5,739	18,364,352
E Furniture and consumables					
e1 School Toolkit					
Books	u				
Satchels	u	150	5.00	750	2,400,000
Notebook	u	1200	0.35	420	1,344,000
Pencil	u	150	0.15	23	72,000
Pen	u	300	0.15	45	144,000

Ruler	u	150	0.99	149	475,200
sharpener	u	150	0.10	15	48,000
eraser	u	150	0.10	15	48,000
colored pencils	u	150	1.25	188	600,000
marker	u	140	0.30	42	134,400
White board eraser	u	12	0.30	4	11,520
<i>sub-total e1</i>				1,649	5,277,120
e2 Electrical supplies					
Light bulb	u	26	3.00	78	249,600
<i>sub-total e2</i>				78	249,600
TOTAL E				1,727	5,526,720
F Daily expenses					
f1 Administrative and office supplies					
A4 paper	u	10	4.00	40	128,000
Pens	u	20	0.15	3	9,600
Pen holder	u	2	0.65	1	4,160
cloth	u	6	0.30	2	5,760
ink	u	2	0.78	2	4,992
ink pad	u	12	0.62	7	23,808
Stapler	u	3	1.10	3	10,560
clip	Box	8	0.25	2	6,400
paperclip	Box	8	0.25	2	6,400
workbook	u	12	1.85	22	71,040
folder	pack of 100	4	4.70	19	60,160

enveloppe	pack of 100	1	8.00	8	25,600
transparents	pack of 100	2	4.70	9	30,080
View binder	u	4	2.20	9	28,160
Document holder	u	8	0.95	8	24,320
Highlighter	box of 4	2	1.82	4	11,648
Printer ink	u	4	25.00	100	320,000
Brooms and shovels	u	4	1.88	8	24,000
cloth	u	50	0.18	9	28,800
Bucket	u	16	2.18	35	111,616
Floorcloth	u	15	1.56	23	74,880
Soap powder	u	192	0.04	8	24,576
Dishcloth	u	24	0.46	11	35,328
Wax	u	12	1.56	19	59,904
<i>sub-total f1</i>				353	1,129,792
f2 Communication					
Website hosting	Inclusive	1	196.2	196.2	627,840
Wordpress theme website	Inclusive	1	61	61	195,200
Domain name	Year	2	9	18	57,600
Phone plan	Month	24	13.00	312	998,400
modem wingle	u	1	31.25	31	100,000
Internet plan	Month	24	15.62	375	1,199,616
<i>sub-total f2</i>				993	2,298,016
f3 medicines and Mediacl consumables					
First aid kit	u	1	56.00	56	179,200

Other medicines	Inclusive	1	32.00	32	102,400
<i>sub-total f3</i>				88	281,600
TOTAL F				1,434	3,709,408
G Staff					
g1 Salaries					
Teachers	Month	72	141.07	10,157	32,501,376
Vocational teachers	Month	72	86.19	6,205	19,857,024
Security guards	Month	24	58.18	1,396	4,467,840
Janitor	Month	24	58.18	1,396	4,467,840
Administration Staff	Month	48	250.83	12,040	38,526,720
Sub-total g1				31,194	99,820,800
g2 Taxes and social charges					
Healthcare employee	Month	24	14.70	353	1,128,960
retirement plan Employee	Month	24	14.70	353	1,128,960
Healthcare employer	Month	24	73.50	1,764	5,644,800
retirement plan Employer	Month	24	191.10	4,586	14,676,480
Income tax	Month	24	140.85	3,380	10,817,280
Sub-total g2				10,436	33,396,480
g3 Employee training					
Capacity building of staff	Inclusive	1	90.00	90	288,000
Sub-total g3				90	288,000
TOTAL G				41,720	100,108,800
H External services					
Auditors		2	468.75	938	3,000,000

TOTAL H				938	3,000,000
I Financial fees: Banks and other taxes					
Account maintenance fee		24	0.63	15	48,000
Property tax					
International Transfer fee					
TOTAL I				15	48,000
J Others					
Inauguration ceremony	Inclusive	1	187.00	187	598,400
TOTAL J				187	598,400
Total Amount				68,031	183,421,040

Table 8-1 Projected Expenses

CHAPTER 9

CURRENT STATUS AND MILESTONES

In order to see how we evolve in our projects, we established a road map with target dates of all the steps we have to follow from now until the end of the 2-year Program

Table 9.2 Project Road Map

ID	Activity	Duration	Starting Date	Ending Date
1	Business Plan Writing	6-month	Feb-17	Jul-17
2	Funds Raising	3.3-year	Aug-17	Dec-20
3	School Building Construction	6-month	Apr-18	Sep-18
4	School furniture and equipment order	1-month	May-18	Jun-18
5	Recruitment of Human Resource	1-month	Jun-18	Jul-18
6	Interview Period	1-month	Jul-18	Aug-18
7	Selection Period	1-week	Aug-18	Aug-18
8	Census of school dropout children	1-month	Aug-18	Sep-18
9	Onboarding - Training of staffs	2-month	Aug-18	Oct-18
10	Selection of students	2- weeks	Sep-18	Sep-18

11	Installation of furniture and equipment	1-month	Sep-18	Oct-18
12	Start of school Program	1-day	Oct-18	Oct-18
13	Midterm Exam 1	1-day	Mid-Nov 18	Mid-Nov 18
14	Final Exam Semester 1	1-day	Week 20th Dec 18	Week 20th Dec 18
15	Midterm Exam 2	1-day	Mid-Mar 19	Mid-Mar 19
16	Final Exam Semester 2	1-day	Week 20th Apr 19	Week 20th Apr 19
17	Midterm Exam 3	1-day	Mid-Jul 19	Mid-Jul 19
18	Final Exam Semester 3	1-day	Week 20th Aug 19	Week 20th Aug 19
19	Midterm Exam 4	1-day	Mid-Nov 19	Mid-Nov 19
20	Final Exam Semester 4	1-day	Week 20th Dec 19	Week 20th Dec 19
21	Midterm Exam 5	1-day	Mid-Mar 19	Mid-Mar 19
22	Final Exam Semester 5	1-day	Week 20th Apr 19	Week 20th Apr 19
23	Midterm Exam 6	1-day	Mid-Jul 20	Mid-Jul 20

24	Final Exam Semester 6	1-day	Week 20th Aug 20	Week 20th Aug 20
25	DELF Mock Exam	2-day	Sept 20	Sept 20
26	DELF Exam at Antsirabe	Depending on Alliance Française de Madagascar		
27	End of Social Impact 2020 (2 years)	1-week	Week 20th Sep	5th Oct 2020

CHAPTER 10

SUSTAINABILITY OF THE ASSOCIATION

We are hoping that the impact of our activities in Andriamboromanga will benefit the entire village in a long run. The fact that they are receiving education, the ability to speak French and receive some vocational formation, will open new doors for them while working for jobs or when they are trying to plan their own businesses.

However, some questions might be raised about the sustainability of the Organization itself. Starting with one project will help us focus on our mission. But as a project, it has a beginning and it has an end. Then the Association will have to ask funding for the next project. Will it always rely on donors or is it planning to be self-sufficient in the future? What will happen when funds from donors will stop?

Truthfully speaking, at this stage of the program, the Organization is only relying on aid from donors as we are looking for an important amount to start the project. We will then focus on positive results and transparency of our activities to keep donors' trusts in the Organization, letting stakeholders know that we are using the aid we receive to serve its main purpose.

At the same time, we are trying to analyze and work with the stakeholders to find solutions for the future, such as:

1. With Villagers

We intend to keep dialogues opened with villagers to understand what their needs, what they can do, how we can help them and how they can help the Association. This could help analyzing some common projects with villagers that can generate benefits for both sides.

The region is a volcanic place that has a very fertile soil. Therefore, the village produces many crops such as rice, potatoes, soy, etc. however they have trouble to sell them in the nearest city due to absence of transportation. In consequence, the villagers are losing many of their crops and are unable to sell them.

There is an opportunity here for the Organization and the villagers to cooperate to find a solution for them to sell their crops in other cities and for the Organization to create a revenue system that can contribute to its funding.

2. With International Donors/ NGOs

We will work hard to build relationships and trusts with the other Organizations (such as UNDP: United Nations Development Program; etc.) and try to align our objectives with theirs so that we can expect receiving aid from them.

3. With other Donors

We need to diversify the donors involved in our funding, such as individuals, local companies or corporate houses that are looking for a Corporate Social Responsibility project, to ensure we can continue our activities. The Organization will constantly work on finding new partners to help the Association in any ways

4. With students

Apart from learning French and English languages, we have some vocational courses where students will learn some handicraft and job skills. We can have some special projects with students with the intention to sell their works to raise money for the Association

We need to keep in touch with our students to follow up on their situations and see if we can do something for them or if they could offer their helps too to the Organization later.

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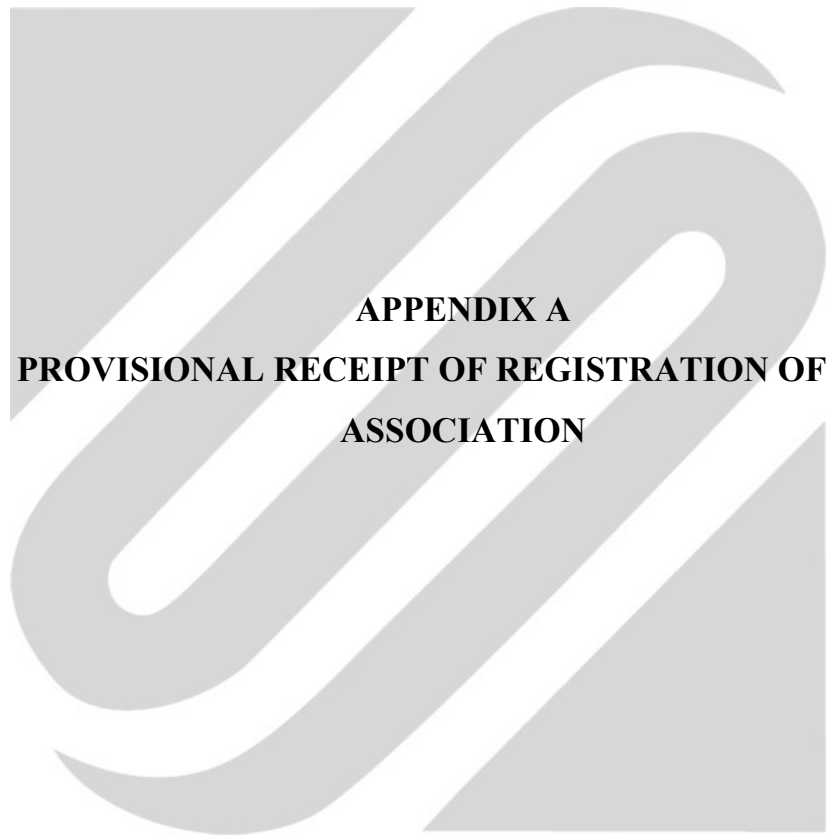
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APPENDIX A
PROVISIONAL RECEIPT OF REGISTRATION OF THE
ASSOCIATION

REPOBLIKAN'I MADAGASIKARA
Fitiavana- Tanindrazana – Fandrosoana

MINISTRE DE L'INTERIEUR
ET DE LA DECENTRALISATION

DIRECTION PROVINCIALE DE
L'INTERIEUR ET DE LA
DECENTRALISATION
D'ANTANANARIVO

RECEPISSE PROVISOIRE N° 55 - DIST/BTF/CD/AD/ASS.

PREFECTURE D'ANTSIRABE

DISTRICT DE BETAFO

Le Chef de District de Betafo, soussigné, déclare avoir reçu de
l'Association dite « HARINTSOA THE HOME OF GOOD WILL », sise à Andrefatsena,
Fokontany Avaratsena Andrefatsena, Commune Urbaine de Betafo, District de Betafo.

Les pièces énumérées ci- dessous :

- Demande 04
- Procès-verbal de constitution..... 04
- Statut de base04
- Règlement intérieur04
- Etat signalétique des membres de bureau04
- Liste des membres04
- Photocopie CIN.....04

En foi de quoi, le présent récépissé est lui délivré provisoirement à
Monsieur RANDRIAMAROHAJA Riana Harintsoa, Présidente de l'association,
pour servir et valoir ce que de droit.

Betafo, le 21 Juillet 2016





APPENDIX B
SCHOOL CALENDAR



APPENDIX C
ORDINANCE DETERMINING THE CONDITIONS OF
FORMATION, OPERATION AND DISSOLUTION OF
ASSOCIATIONS

ORDONNANCE N° 60-133 DU 3 OCTOBRE 1960
PORTANT REGIME GENERAL DES ASSOCIATIONS
(J.O. n° 127 du 15.10.60, p.2090),
modifiée par ordonnance n° 75-017 du 13 août 1975
(J.O. n° 1076 du 23.08.75, p. 2254)

EXPOSE DES MOTIFS

La Constitution de la République Malgache en son préambule, garantit la liberté d'association dans les conditions prévues par la loi. Or, jusqu'à présent, ces conditions de l'exercice de la liberté d'association sont déterminées, à Madagascar, par la loi fondamentale française du 1er juillet 1901, rendue localement applicable, en ses titres I, II et IV, en même temps que le règlement d'administration publique du 16 août 1901, relatif à son application.

C'est pour remplacer ces textes et doter ainsi Madagascar dans ce domaine, d'une législation qui lui soit propre, qu'a été élaborée la présente ordonnance.

Ses dispositions ne diffèrent pratiquement pas de celles de textes français qu'elles se bornent à adapter aux contingences locales et à préciser sur certains points, ainsi qu'il a été fait d'ailleurs dans la plupart des Etats démocratiques modernes. Elles innovent cependant sur un point particulier. En effet, le titre III de la loi du 1er juillet 1901, relatif aux congrégations religieuses n'ayant pas été promulgué à Madagascar où le régime des cultes, l'objet de textes particuliers, certaines associations culturelles ou à caractère religieux ont pu se constituer comme les associations ordinaires réussissant ainsi à tourner la législation et la réglementation relative au règlement des cultes.

Il importait de faire disparaître cette anomalie. C'est pourquoi la présente ordonnance précise nettement, en son article premier, le champ de son application. Elle constitue bien le régime général des associations, mais n'est toutefois applicable aux catégories d'associations pour lesquelles, en raison de la particularité de leur objet, de l'étendue des moyens qui leur sont données pour remplir cet objet, existe ou pourra exister dans l'avenir, un régime particulier.

Le principe n'en demeure pas moins, qu'exception faite, de celles dont l'objet est illicite qui sont nulles et de nul effet et des associations étrangères soumises à autorisation préalable, les associations peuvent se former en toute liberté et obtenir la capacité juridique par simple déclaration.

CHAPITRE PREMIER
DISPOSITIONS GENERALES

Article premier - La présente ordonnance détermine les conditions générales de constitution, de fonctionnement et de dissolution des associations.

Toutefois, elle ne s'applique pas :

1° Aux syndicats professionnels et associations syndicales, aux sociétés mutualistes, aux sociétés au sens de l'article 1832 du Code civil, aux congrégations ou missions religieuses et aux associations culturelles ou à caractère religieux, dont le régime fait l'objet de dispositions législatives spéciales ;

2° Aux catégories d'associations pour lesquelles il sera jugé bon de déterminer par la loi un régime particulier.

Art. 2 - L'association est la convention par laquelle deux ou plusieurs personnes mettent en commun, d'une façon permanente leurs connaissances ou leur activité dans un but autre que de partager des bénéfices. Elle est régie, quant à sa validité, par les principes généraux du droit applicable aux contrats des obligations.

Art. 3 - Sous réserve des dispositions du chapitre III de la présente ordonnance relatives aux associations étrangères, les associations de personnes pourront se former librement sans autorisation ni déclaration préalable, mais elles ne jouiront de leur capacité juridique que si elles se sont conformées aux dispositions de l'article 6 ci-dessous.

Art. 4 - 1° Toute association fondée sur une cause ou en vue d'un objet illicite, contraire aux lois ou aux bonnes mœurs, est nulle et de nul effet.

2° Il en est de même de celle qui tombe sous le coup des dispositions de l'ordonnance n° 60-063 du 22 juillet 1960, susvisées.

3° (Ord. 75 - 017 du 13.08.75) Toute association dont les activités constituent une menace pour l'ordre et la sécurité publique, les bonnes mœurs ou pour l'unité nationale est nulle et de nul effet.

Art. 5 - Toute association qui voudra obtenir la capacité juridique prévue par l'article 7 ci-dessous devra être déclarée par les soins de ses fondateurs ou de ses administrateurs ou directeurs et rendue publique.

La déclaration préalable en sera déposée, en triple exemplaires aux bureaux de la province dans laquelle l'association aura son siège social. Elle fera connaître la dénomination et l'objet de l'association, le siège de ses établissements et les noms, prénoms, professions et domiciles de ceux, qui, à un titre quelconque, sont chargés de son administration ou de sa direction. Il en sera délivré un récépissé.

Trois exemplaires des statuts de l'association seront joints à la déclaration.

Les associations sont tenues de faire connaître, dans les mêmes conditions, dans un délai de trois mois, tous les changements survenus dans leur administration ou direction ainsi que toutes les modifications apportées à leurs statuts. Ces modifications ou changements seront en outre consignés sur un registre spécial qui devra être présenté, sans déplacement, aux autorités administratives ou judiciaires chaque fois qu'elles en feront la demande.

Dans les deux mois de leur dépôt les déclarations d'associations seront rendues publiques, par les soins de l'administration, au moyen de l'insertion au journal officiel de la République d'un extrait précisant la dénomination de l'association, son siège social, son objet et la date de délivrance du récépissé.

Ces modifications ou changements se rapportant à la dénomination, au siège social ou à l'objet d'une association, doivent être rendus publics dans les mêmes conditions.

Les modifications ou changements ne sont opposables aux tiers qu'à partir du jour où ils auront été déclarés.

Art. 6 - Toute association régulièrement déclarée peut, sans aucune autorisation spéciale, ester en justice, acquérir à titre onéreux, posséder et administrer, en dehors des subventions de l'Etat, des provinces et des communes:

- 1° Les cotisations de ses membres ou les sommes au moyen desquelles, ces cotisations ont été rédimées ;
- 2° Le local destiné à l'administration de l'association et à la réunion de ses membres ;
- 3° Les immeubles strictement nécessaires à l'accomplissement du but qu'elle se propose.

Art. 7 - En cas de nullité prévue au paragraphe premier de l'article 4, la dissolution de l'association est prononcée par le tribunal civil, soit à la requête de tout intéressé, soit à la diligence du ministère public. Celui-ci peut assigner à trois jours francs et le tribunal, sous les sanctions prévues à l'article 9 ci-dessous, ordonner par provision et nonobstant toute voie de recours la fermeture des locaux et l'interdiction de toute réunion des membres de l'association.

(Ord. 75-017 du 13.08.75) La dissolution visée au paragraphe 3 (nouveau) de l'article 4 est prononcée par arrêté du Ministre de l'Intérieur.

Art. 8 - Seront punis d'une amende de 5.000 à 50.000 francs et, en cas de récidive, d'une amende double, ceux qui auront contrevenu aux dispositions de l'article 6.

Seront punis d'une amende de 20.000 à 1.500.000 francs et d'un emprisonnement de dix jours à un an, les fondateurs, directeurs ou administrateurs de l'association qui se serait maintenue ou reconstituée illégalement après le jugement de dissolution.

Seront punies de la même peine les personnes qui auront favorisé la réunion des membres de l'association dissoute en consentant l'usage d'un local dont elles disposent.

Art. 9 - En cas de dissolution volontaire, statutaire ou prononcée par justice, les biens de l'association seront dévolus conformément aux statuts ou, à défaut de dispositions statutaires, suivant les règles déterminées en assemblée générale.

Art. 10 - Si pour une raison quelconque aucune règle de dévolution des biens d'une association dissoute, volontairement, statutairement ou en justice, n'a été fixée, le tribunal civil à la requête de tout intéressé ou du ministère public nomme un curateur. Ce curateur provoque dans le délai déterminé par le tribunal la réunion d'une assemblée générale dont le mandat est uniquement de statuer sur la dévolution des biens ; il exerce les pouvoirs conférés aux curateurs des successions vacantes.

Art. 11 - Lorsque l'assemblée générale d'une association est appelée à se prononcer sur la dévolution des biens, quel que soit le mode de dévolution, elle ne peut attribuer aux associés, en dehors de la reprise des apports une part quelconque des biens de l'association.

CHAPITRE II ASSOCIATIONS RECONNUES D'UTILITE PUBLIQUE

Art. 12 - Les associations déclarées peuvent être reconnues d'utilité publique par décrets pris en conseil de Gouvernement.

Art. 13 - Les associations reconnues d'utilité publique peuvent faire tous les actes de la vie civile qui ne sont pas interdits par leurs statuts, mais elles ne peuvent posséder ou acquérir d'autres immeubles que ceux nécessaires au but qu'elles se proposent. Toutes les valeurs mobilières d'une association reconnue d'utilité publique doivent être placées en titres nominatifs.

Elles peuvent recevoir des dons et legs après y avoir été autorisées par décret en conseil des Ministres. Les immeubles compris dans un acte de donation ou dans une disposition testamentaire qui ne seraient pas nécessaires en fonctionnement de l'association sont aliénés dans les délais et formes prescrits par le décret qui autorise l'acceptation de la libéralité; le prix en est versé à la caisse de l'association.

Elles ne peuvent accepter une donation mobilière ou immobilière avec réserve d'usufruit au profit du donateur.

CHAPITRE III ASSOCIATIONS ETRANGERES

Art. 14 - Sauf dispositions contraires prévues par les conventions internationales, aucune association étrangère ne peut se former à Madagascar, sans autorisation préalable du Ministre de l'Intérieur. Elle ne peut avoir des établissements à Madagascar qu'en vertu d'une autorisation distincte pour chacun de ces établissements.

Art. 15 - L'autorisation peut être accordée à titre temporaire ou soumise à un renouvellement périodique. Elle peut être subordonnée à l'observation de certaines conditions. Elle peut être retirée à tout moment.

Art. 16 - Sont réputées associations étrangères, quelle que soit la forme sous laquelle ils peuvent éventuellement se dissimuler, les groupements présentant les caractéristiques d'une association, qui ont leur siège à l'étranger, ou qui, ayant leurs sièges à Madagascar, sont dirigés en fait par un ou plusieurs étrangers, ou bien ont soit des administrateurs étrangers, soit un quart au moins de membres étrangers.

Art. 17 - En vue d'assurer l'application de l'article précédent, le Ministre de l'Intérieur et les Secrétaires d'Etat délégués aux provinces peuvent, à toute époque, inviter les dirigeants de tout groupement ou de tout établissement à leur fournir par écrit, dans le délai d'un mois, tous renseignements de nature à déterminer le siège auquel ils se rattachent, leur objet réel, la nationalité de leurs membres, de leurs administrateurs et de leurs dirigeants effectifs.
Ceux qui ne se conforment pas à cette injonction ou font des déclarations mensongères sont punis des peines prévues à l'article 22 ci-dessus.

Art. 18 - Les demandes d'autorisation sont adressées aux bureaux de la province dans le ressort de laquelle fonctionne l'association ou l'établissement.
Pour être recevables elles doivent mentionner la dénomination et l'objet de l'association ou de l'établissement, le lieu de son fonctionnement, les noms, prénoms, professions, domiciles et nationalités des membres étrangers et de ceux qui, à un titre quelconque, sont chargés de l'administration ou de la direction de l'association ou de l'établissement.
Les étrangers résidant à Madagascar qui font partie de l'association doivent être titulaires d'une carte d'identité ou d'un titre de séjour régulier.

Art. 19 - Les associations étrangères auxquelles l'autorisation est refusée ou retirée doivent cesser immédiatement leur activité et procéder à la liquidation de leurs biens dans le délai d'un mois à dater de la notification de la décision.

Art. 20 - Les associations étrangères quelle que soit la forme sous laquelle elles peuvent éventuellement se dissimuler, qui ne demandent pas l'autorisation dans les conditions fixées ci-dessus, sont nulles de plein droit.
Cette nullité est constatée par arrêté du Ministre de l'Intérieur.

Art. 21 - Les arrêtés portant autorisation, refus, retrait d'autorisation ou nullité de droit d'une association étrangère, doivent être publiés au *Journal officiel* de la République malgache. Les arrêtés portant refus ou retrait d'autorisation ou nullité de droit d'une association étrangère doivent prescrire toutes mesures utiles pour assurer l'exécution immédiate de cette décision et la liquidation de biens de l'association.

Art. 22 - Ceux qui, à un titre quelconque, assurent ou continuent à assurer l'administration d'associations étrangères ou d'établissements non autorisés sont punis d'un emprisonnement d'un à cinq ans et d'une amende de 5.000 à 50.000 francs.

Les autres personnes participant au fonctionnement de ces associations ou de leurs établissements sont punies d'un emprisonnement de six mois à trois ans et d'une amende de 5.000 à 250.000 francs.

Les mêmes peines sont applicables aux dirigeants administrateurs et participants à l'activité d'associations ou d'établissements qui fonctionnent sans observer les conditions imposées par l'arrêté d'autorisation ou au-delà de la durée fixée par ce dernier.

CHAPITRE IV DISPOSITIONS DIVERSES

Art. 23 - Les unions d'associations ayant une administration ou une direction centrale sont soumises aux dispositions de la présente ordonnance. Elles doivent déclarer leur dénomination, leur objet et le siège des associations qui les composent. Elles font connaître dans les trois mois les nouvelles associations adhérentes.

Art. 24 - Les associations déclarées ou reconnues d'utilité publique sont soumises à un contrôle particulier lorsqu'elles bénéficient de subventions de l'Etat, des provinces ou des communes.
Toute entrave apportée à l'exercice de ce contrôle entraînera la suppression de la subvention.

Art. 25 - Des décrets pris en conseil des Ministres régleront en tant que de besoin les modalités d'application de la présente ordonnance.

Art. 26 - Les associations déclarées, les associations reconnues d'utilité publique et les associations étrangères autorisées fonctionnant à Madagascar à la date de la présente ordonnance sont soumises à ses dispositions sans qu'il soit nécessaire pour elles de faire une nouvelle déclaration ou d'obtenir une nouvelle reconnaissance d'utilité publique ou une nouvelle autorisation.

Toutefois, les associations culturelles ou à caractère religieux constituées sous le régime de la loi du 1er juillet 1901, ont un délai de six mois à compter de la date de la présente ordonnance dont les dispositions ne leur sont pas applicables pour se mettre en règle avec la législation et la réglementation en vigueur relatives au régime des cultes à Madagascar.

Art. 27 - Sont et demeurent abrogées toutes dispositions antérieures se rapportant à l'objet de la présente ordonnance.





APPENDIX D

PHOTOS FROM ANDRIAMBOROMANGA VILLAGE

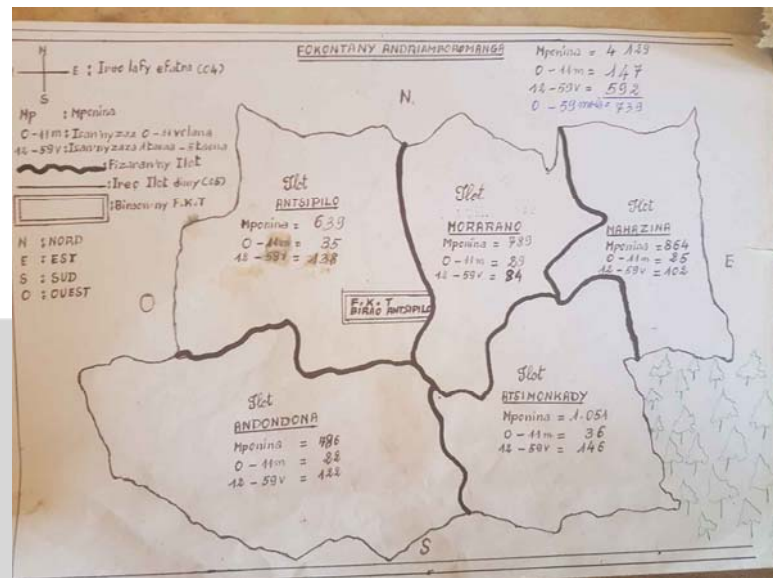


Figure 11.1: Number of Population in Andriamboromanga with its 5 sub-villages
Source: Commune Betafo, 2016



Figure 11.2: Road Condition to the Village
Source: Mbola, 2017



Figure11.3: One of the Primary School in the Village
Source: Riana, 2016



Figure 11.4: Fighting the absence of Water and Electricity supply
Source: Mbola, 2017



Figure 11.5: Villagers of Andriamboromanga with the President and Co-Founder of HARINTSOA
Source: Riana, 2016

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