



Strategic Plan for 2011-2015

Abridged Version

Mama Makeka House of Hope (MMH Hope) was established in 2002 as a non-profit organization in memory of Mama Makeka Rebecca, who died in the Democratic Republic of the Congo due to inadequate health care services. Throughout her life, Mama Makeka Rebecca believed that *there is always room for one more*. Therefore, as a non-profit organization, MMH Hope envisions bringing the same sense of hospitality, nurture, deep faith, empowerment, and hope to individuals suffering from the consequences of all forms of “unfreedoms” – systemic social deprivation, neglect of public facilities, intolerance or over activity of repressive local, regional, and national authorities, violence and conflict, and lack of access to most basic education and health services.

During the first seven years of operation, Pakisa Tshimika, son of Mama Makeka and MMH Hope’s founding director, served on a part-time basis while continuing to hold the position of Associate General Secretary of Mennonite World Conference. Beginning with January 1, 2010, Tshimika assumed the position of director of MMH Hope on a fulltime basis. What followed, then, was a transitional year in which a larger and more focused future for MMH Hope was charted. This strategic plan is the fruit of that work, and sets forth the priorities for MMH Hope for the period from 2011-2015.

The mission of MMH Hope continues to be to promote, advocate, and provide financial and technical support to initiatives related to health, education, and community empowerment for the underserved communities in Africa and in the Central San Joaquin Valley of California

In the first eight years this mission was realized through a series of projects, funded by grants and donations, in the Democratic Republic of Congo (hospital and school equipment and supplies, support for peace initiatives, consultation on medical and school development, higher education scholarships), Zimbabwe (housing and supplies for orphaned children), and Fresno (education in peacemaking for high school students and a feasibility study of potential services to Fresno’s underserved children).

This current strategic plan sets forth the priorities of MMH Hope for the next five years: 2011-2015. These include the following:

- **Building a strong and financially sustainable organization.** As a non-profit organization, MMH Hope depends on donations and grants for its operations and projects. A top priority is to expand MMH Hope’s support base to assure a stable and efficient administrative operation (currently a fulltime executive director and part-time administrative assistant, along with volunteer assistants). In addition, continuing work in developing organizational policies is projected.
- **Further Development of the Board and Congo Committee.** MMH Hope is currently served by a board of seven members in North America and a committee in Congo (listed at the end of this document). The strategic plan calls for the further development of each in terms of both members and policies.
- **Primary Projects to be Developed.** During the next five years, MMH Hope is focusing its energies on two primary projects in the Democratic Republic of Congo. These are as follows:

1. The International Center for Professional Resourcing (in Maluku, near the capital of Kinshasa). MMH Hope has acquired a multi-acre parcel on a hillside overlooking the Congo River and Valley situated above the riverside town of Maluku. The property was purchased with several major donations, and is debt free. The Center, fully developed, is projected to include a variety of spaces typically found in a conference center: rooms for overnight housing for persons attending workshops and conferences, meeting rooms, dining/restaurant facility, library and the like. The property is also of sufficient size to accommodate poultry and small livestock, as well as vegetable gardening.

A critical need in Congo is to nurture and resource the intermediary structures of society including the faith communities that are struggling to co-manage public services such as education and health care, and the professional associations through which the educators, doctors, nurses, lawyers, business persons and the like are empowered to provide quality services to the people. The Center will provide a place for workshops, conferences and library/internet research and study for these community professionals who are often working under adverse conditions with limited resources.

While the Center will be built in phases as funds become available, the total cost of the Center is projected to be in the neighborhood of \$2.5 million. Once built, the Center is projected to be not only self sustaining through the income generated by its housing, restaurant and programs, but also generate additional funds for other MMH Hope projects in Congo.

2. Kajiji Poverty Reduction Program. Congo is divided into rural health zones, of which Kajiji is one. These health zones constitute one of the more stable organizational units in Congo society. Each health zone typically serves in the neighborhood of 100,000 – 200,000 persons, anchored by at least one hospital and multiple rural health clinics.

Kajiji is located in Western Congo near the border of Angola. Inasmuch as MMH Hope’s executive director already has a personal and professional history with Kajiji, members of the board are aware of its long history as a significant church center in Congo, and the leaders in Kajiji are already well known by the executive director and MMH Hope committee members in Congo, Kajiji has been chosen as the site for a pilot, demonstration project in comprehensive community development that may be replicated in other health zones.

Specifics of this larger project include the rehabilitation of the Kajiji Credit Union/Microfinance Centre in support of local small business and related initiatives (\$7,500), equipping already existing health centers in the health district (\$7,500 per year per center), and improving access to clean and safe drinking water through a well drilling project (initial investment of \$36,600 for drilling equipment plus up to \$300 per hand pump).

3. Centre for Peacebuilding, Leadership and Good Governance (continuing project). Since its early years, the Centre for Peacebuilding in Kinshasa has been a Congo partner agency supported by MMH Hope. The Centre, under the direction of Pascal Kulungu, provides training in the areas indicated, including intervention services for persons and organizations in conflict. Kulungu also teaches peacebuilding and leadership in the Christian University of Kinshasa, where he also serves as the chief financial officer. He is also a member of MMH Hope’s Congo committee.

- **Global Networking and Covenant Relationships.** MMH Hope enters into contractual arrangements with other organizations who desire the consulting and facilitating expertise of its executive director. More recently this has included contractual work with Mennonite World Conference (project on “Healing and Learning from Memories” and the International Community of Mennonite Brethren (Congo education consultation and follow-up).

A more detailed version of the MMH Hope Strategic Plan for 2011-2015, including detailed budgets, is available from MMH Hope: E-mail: Info@mmhhope.org; Website: www.mmhhope.org.

MMH Hope Administration

Pakisa Tshimika (Dr. PH), Executive Director
Dennis Becker, Administrative Assistant
Melissa Reimer, Volunteer Assistant

MMH Hope Congo Committee

Maurice Matsitsa (Mission Administrator, Former School Headmaster)
Pascal Kulungu (Peace Center and University Administrator, Former Hospital Administrator)
Serge Tshinyama (Attorney and University Educator)

MMH Hope Board

Dalton Reimer, Chair (University Faculty/Administrator, Emeritus)
Gary Nachtigall, Vice-Chair (Univ. Faculty/Administrator, Emeritus)
Ken Neufeld, Secretary (Realtor)
Karen DeVoogd (University Educator)
Roger Fast (MD - Surgeon, Retired)
Christine Landis (Clinical Social Work/Therapist)
Gail Newell (MD – Gynecology/Obstetrics)

Contact in Canada

Ferd Pauls: (MD; Experience in Congo, International Consultant)
Cassandra Siemens: (International Finance Consultant)
Ray Brubacher: (international development)