

# **Project Proposal** **'El Alfarero – Student Centre, Santa Cruz'**

*“Your Dreams must be bigger than your Memories”*  
*Thomas Friedman*

## **1. Background and Justification.**

### **A Brief History of 'El Alfarero' – the 'memories'.**

In 2001, the El Alfarero – Student Center opened its doors in the city of Sucre, Bolivia. Initially, as a pilot project, the centre had the aims of reaching the student population of that Andean city (approx. 25,000 students), through evangelism, counseling and discipleship. The methodology was initially to offer a Christian café with cheap and nutritious food, games, music, counseling and courses for the problems the students faced, and discipleship programs to help the Christian students mature. Perhaps the most successful aspect of the Café was the system of volunteering, whereby students, both Christian and otherwise, could work in the kitchen and café, and in return receive free food and friendship. After the initial two-year time-frame as a pilot project, the Centre had become so popular, that it was decided to draw up a long-term project proposal (SIM Project Number BO91138), which would enable the project to buy its own premises and expand its services.

In July 2003, the centre moved to new, larger premises. Within a year the new premises were fully paid for, at a cost of \$220,000 US. The new building, after a process of refurbishment, provided many more opportunities for ministry, and over the next few years, several new aspects were able to be included within the centre, whilst, at the same time, expanding the existing aspects. These new aspects included a fully-equipped office and library, a counseling centre, a pregnancy crisis centre and two furnished apartments for Alfarero staff. The final phase of the Centre expansion was completed in 2006, which was the construction of a new building at the rear of the property to house a conference hall, counseling rooms, an office, kitchens, bathrooms, a seminar room and a child-care centre. The new building cost over \$60,000 US. In 2006, the child-care centre (primarily to support the girls who decide not to abort their babies) and the young women's refuge (to house young women at risk or homeless due to falling pregnant) were opened on the same site.

At this time, all these elements of the ministry are functioning together, providing a comprehensive and holistic Christian service to the University population of Sucre. ([www.alfarero.org](http://www.alfarero.org)) More than 250 students a night pass through the café. There is a team of around 60 volunteers and 12 paid staff who help make it all happen. There are around 20 counseling sessions per

week for hurting and needy students, with a team of 20 or so trained Bolivian counselors working in the areas of Biblical Counseling and Pregnancy Crisis Counseling. There are various discipleship groups functioning, especially for the students who regularly come into relationship with Christ in the centre. There are regular courses being taught for the counselors, for couples, for parents, and for the general public. And perhaps most importantly, at this time, there is a maturing Bolivian leadership assuming responsibility for the whole project, including a Board of Directors (including lawyers, accountants and pastors wives), and a leadership team, which is making possible the pursuit of the dream of a new El Alfarero centre in the city of Santa Cruz.

### **El Alfarero, Santa Cruz – the ‘dream’.**

The El Alfarero – Student Centre will function in the city of Santa Cruz, close to the state university. Santa Cruz has a huge student population, and in contrast to many other Bolivian cities, it has a campus where all the university faculties are concentrated. The campus of the state university currently has 60,000 students studying and there are many private universities opening up all over Santa Cruz.

The El Alfarero – Student Centre in Santa Cruz will draw on the six years of experience of the El Alfarero – Student Centre in Sucre. It will position itself alongside the university campus, and seek to meet a wide variety of needs that the students have, including their economic needs, social needs, emotional needs, physical and spiritual needs. It will seek to do this by providing the same basic services that are provided in Sucre – a café with cheap, nutritious food, music and games, a system of volunteering, a counseling centre, a pregnancy crisis centre, a library and training courses.

Whilst Santa Cruz is a different reality to Sucre (there are several anticipated differences in the Santa Cruz centre, which will be discussed in this proposal), the basic needs of the students will be very much the same – the need for a place to hang out, cheap food, counseling, needs related to pregnancy crisis and abortion, orientation and teaching – as well as their spiritual emptiness. In discussions with the Vice-Chancellor of the state university, it was stated by him that of the 60,000 students at the university, 80% are in economic difficulty, to the extent that they find it hard to pay for their food, accommodation and studies. The volunteering system and the cheap prices at El Alfarero will meet a very real need that they face. The Vice-Chancellor of the University stated that the main needs of the students are alcoholism, pregnancy crisis, depression, low self-esteem and economic problems. Given this reality we expect the El Alfarero centre to be even more in demand than the Sucre centre - the city is bigger, the student population is bigger, and the needs appear to be greater. During different fact finding trips to Santa Cruz, and in discussions with many people, including Pastors, Christian leaders, missionaries and the Vice-Chancellor of the University, they all confirmed the urgent need for an El Alfarero centre in Santa Cruz, following, but not necessarily duplicating, the model of the El Alfarero centre in Sucre.

The El Alfarero – Student Centre in Santa Cruz will also function as a training and equipping centre to prepare men and women of God to reach out to the society around them. This would specifically be so in training leaders and counselors for Santa Cruz, but also as God calls many of these new leaders to move to other cities around Bolivia in order to open other, smaller El Alfarero centres. Already in the Sucre El Alfarero there are leaders who feel a call to work in Cobija, Trinidad and Potosi and it is felt that one of the key responsibilities would be to walk with developing leaders in their training process so that they have the skills and experience necessary to be obedient to God's call on their lives. The dream is that the El Alfarero – Student Centre in Santa Cruz would not just impact a city, but a nation, for Christ.

## **2. General Objectives**

Since the very early days, the El Alfarero in Sucre focused on Evangelism, Counseling and Discipleship. These three themes will continue to be priorities through each of the following objectives:

- To impact the student population of Santa Cruz through holistic Christian mission, helping to meet their economic, social, emotional, physical and spiritual needs.
- To create a place where God can mould the lives of the students and they can find Him to be the one who can meet their most basic needs and who can bring healing and hope to their lives.
- To train and equip men and women of God who can reach out with the love of Christ to those who are hurting in the society around them, both in Santa Cruz and further afield.
- To develop a team of committed leaders who have a passion for the vision of El Alfarero so that they can take on the leadership of the ministry in the future.
- To provide the infrastructure and systems which will enable the centre to be self-financing.
- To be a family of believers who are united on the rock of Christ, who stand firm in His word and who are a light to the city around them – all for His glory.

## **3. Specific Objectives**

To meet the general objectives, the El Alfarero – Student Centre in Santa Cruz will seek to replicate, rather than duplicate, the El Alfarero model from Sucre by opening a project with the following elements:

### **Café**

The Café will be the means by which the majority of the students come into direct contact with the centre, and will be the channel through which friendship and trust can be built up.

### **Objectives**

- That the café would be known for the quality of the friendly and warm service that it provides.
- To provide cheap and nutritious food.

- That every customer would receive their order in a timely fashion and that all food and drink served would be of a high standard.
- That we develop a culture of respect, confidence, transparency and commitment amongst all the staff and volunteers.
- That evangelism and discipleship are priorities both with the volunteers and with the customers.
- To provide a safe environment in which young people can relax together without the influence of drugs or alcohol.

### **Counseling Centre**

God is the only one who can mould lives and change hearts, and any lasting change has to be from the inside out – opening up hearts and lives and facing the truth about ourselves and where we have come from – so that God can heal and guide for the future.

#### **Objectives**

- That the counselors would be people of integrity who are dependent on God alone and are following Christ's example and guided by the Holy Spirit - counselors who recognize their own weaknesses and failings and are dependent on the grace of God.
- That the counselors would understand how to help the counselees, with God's guidance, to find the roots of their problems.
- That the counselees would learn to take responsibility for their lives, their decisions and their future.
- That the counselors would be able to guide their counselees to Christ's feet where they can find forgiveness and hope.
- That in training counselors, men and women of God would be equipped to reach out more effectively to those around them and to show the love of Christ.
- That there would be a system established of accreditation for the Biblical Counseling Course either with a University in the US or Canada or with the Evangelical University in Santa Cruz.
- To begin training counselors in March 2009 in order to have a number of trained personnel by the time we open the Alfarero in January 2010.

### **Pregnancy Crisis Centre**

#### **Objectives**

- To be a place of refuge where there is unconditional acceptance for young people who are facing a crisis pregnancy or who have suffered an abortion, so that they may come to understand the love of God.
- To be a place that speaks truth to the young people – giving orientation and information to those facing a crisis pregnancy – about the development of the baby, about the possible consequences of an abortion, about adoption, legal advice and a Biblical perspective, so that THEY can make an informed decision.
- To be a place of restoration where, regardless of the decision that they take, they can find complete restoration through a personal relationship with Christ so that they can continue their lives, able to face the pain of the past and have hope for the future.

- To work in conjunction with the existing Pregnancy Crisis ministry of 'Centro Vida', supporting and encouraging one another and working together to have a greater impact in the city.

### **Refuge for Female Students**

The female students needing the refuge would be those at risk of abuse or who have been thrown out of home because of falling pregnant.

#### **Objectives**

- To provide a physical and emotional refuge for women who find themselves vulnerable and unprotected because of pregnancy or abuse, a place where they can experience love, acceptance, significance and security.
- That during their time in the refuge the women would come to understand that they can experience an internal peace and security that doesn't come from their circumstances but from a personal relationship with Christ.
- To help the women to grow in maturity and dependence on God, giving them not only a sound spiritual base but also helping them to face the past in counseling, restore broken relationships and to have the practical skills necessary to make good decisions for their future.

### **Child-Care Centre**

The child-care centre would primarily care for the babies of university students who decide not to abort, having passed through the pregnancy crisis centre. However, it would also be open to the general student population. It would care for children from newborn until 3 years of age. The centre would seek to work holistically with both children and parents.

#### **Objectives**

- That each child in the nursery would understand, at the level to which they are able, that God loves them and has special plans for their life.
- To work with each child on the level of intellect, emotion and will.
- To help the parents understand that God is the source of everything that they will need in life and as parents and that they need to learn to depend on Him.
- Through the parent classes, to stimulate better communication between parents and children.
- To give quality teaching which will enable growth and maturity amongst both the children and the parents.

### **Two On-site Apartments**

These apartments would be designated for employees of the centre, principally the Director and Administrator of the centre.

#### **Objectives**

- To strengthen security by having Bolivian staff living on-site.
- To reduce wage costs, and so facilitate self-sufficiency, by providing the benefit of housing in lieu of higher wages.
- To improve the administration of the project by having key people close by

### **Offices**

#### **Objectives**

- To enable the efficient running of the project by providing a Director's office and an Administrator's office.
- To provide office space for the ministry of 'Centro Vida' – allowing a close partnership with them.

### **Reception area, library with books and materials**

#### **Objectives**

- That this area will become the hub of all other El Alfarero ministries and visitors will all be directed through the office for their different inquiries – be it counseling, nursery, refuge, library, courses or renting the facilities.
- To maintain a constant communication with the local churches and ministries so that the churches would see El Alfarero as a resource and not a threat.
- That every customer that walks in receives immediate and adequate attention and feels confidence in the services offered and the confidentiality that is maintained.
- That the office serves to facilitate good communication between all the different areas of El Alfarero ministry.
- That the library is constantly maintained and updated to make it a valuable resource to the churches and counselees.

### **Conference Hall and two Seminar Rooms**

These rooms would serve our internal needs, as available spaces for the teaching of courses and for special events, but they would also be available for rent for external events, with a view to aiding self-financing.

#### **Objectives**

- To promote all the services that the Alfarero offers including the conference hall and the seminar rooms, regularly visiting institutions that might want to utilize the facilities that offered.
- To give each client a personalized and quality service that meets their specific needs.
- To evaluate after each event the service given and customer satisfaction.
- To ensure adequate maintenance of the infrastructure at all times.
- To generate enough income to sustain the areas of the ministry that are loss making – especially the refuge and the child-care centre.

### **Program of Courses**

The program of courses would be designed to develop leaders, train counselors, equip the local church and reach the University students.

#### **Objectives**

- To offer specific one-off courses that aim to equip the local church in dealing with specific counseling issues such as depression, self-esteem, grief, addictions, abuse etc
- To offer specific one-off courses that aim to meet the needs of the university students such as 'How to make Good Decisions', 'Dating and Love', 'Discovering your Personality/Temperament'.
- To train mature Christians in Biblical Counseling over a period of 18 months and offer them an internship in biblical counseling.

- To train Pregnancy Crisis Counselors over the period of semester, in partnership with the existing pregnancy crisis service 'Centro Vida'.

### **Leadership Development**

The development of leaders is an objective that will run through the whole project, as it does in Sucre, but with a number of specific objectives.

#### **Objectives**

- To bring from Sucre a few of the leaders who can help to establish the Santa Cruz Alfarero and train new leaders (it will be a strategically wise move to begin the new El Alfarero with a nucleus of key people who already have the vision and passion for the project, and can communicate that to others, rather than try to begin with a whole new staff and leadership who are new to the concept of an El Alfarero centre).
- To meet weekly with each staff member in a mentoring relationship.
- To seek to identify potential leaders and to begin investing in their lives.
- To offer the possibility of an intensive internship for those who are feeling called to open an El Alfarero in another city or country.
- To establish a Board of Directors with mature Christian professionals from different churches in the city.

## **4. Action steps**

**'To impact the student population of Santa Cruz through holistic Christian mission, helping to meet their economic, social, emotional, physical and spiritual needs'.**

- *Purchase a site for the El Alfarero centre close to the state University.*
- *Create the infrastructure within which these needs can be met.*
- *Create a menu for the café that will generate sufficient income to cover El Alfarero expenses and wages but will also have some items that are really cheap to serve the students who are really struggling financially.*
- *Implement the volunteer system so that the students can participate in El Alfarero, feel part of something and also receive free food in exchange for hours worked.*
- *Ensure that El Alfarero is a place of peace and refuge where the students can relax and enjoy friendship without encountering drugs or alcohol.*

**'To create a place where God can mould the lives of the students and they can find Him to be the one who can meet their most basic needs and who can bring healing and hope to their lives.'**

- *Communicate with the student population in all the publicity (eg on the table-tops in the Café) that El Alfarero is a place to meet with God and where he can heal and mould lives.*
- *Offer free counseling by trained counselors to any student who wants to talk about their life and the situations that they face or have faced.*
- *Offer the opportunity for discipleship for those who want to know more about Christ and the Bible.*
- *Offer courses which focus on the reality of the student's lives and speak to their situation and the challenges that they face.*
- *Provide literature in the library that helps students to understand themselves, others and God and face specific issues in their lives.*

- *Be an example and witness as a group of staff and counselors of what God can do in the lives of people.*

**‘To train and equip men and women of God who can reach out with the love of Christ to those who are hurting in the society around them, both in Santa Cruz and further a field.’**

- *Focus on developing good relationships with local churches and pastors, especially upon arrival in Santa Cruz, so that the church leaders have confidence in the ministry and allow their leaders to train as counselors both for the benefit of El Alfarero and also to take these skills back into the local church.*
- *By March 2009 begin training the Biblical Counselling course to train counselors.*
- *To hold these training sessions or classes on neutral ground (Red Viva or Cruzada Estudiantil or another rented facility) so that El Alfarero is clearly interdenominational and is not specifically affiliated to a particular church or denomination.*

**‘To develop a team of committed leaders who have a passion for the vision of El Alfarero so that they can take on the leadership of the ministry in the future.’**

- *Visit the local churches constantly during the first year in order to get to know them, establish good relationships and to spot potential leaders, employees and counselors.*
- *Focus a lot of time and energy in mentoring potential leaders on a one-to-one basis.*
- *Share the vision with these people on a regular basis and provide opportunities for prayer days, retreats etc.*

**‘To provide the infrastructure and systems which will enable the centre to be self-financing.’**

- *Work closely with architects and builders to ensure a high quality of construction which will need minimal maintenance.*
- *Establish administrative systems, a network of suppliers and cost-controls to establish an efficient and responsible use of resources.*
- *Establish a menu which is sufficient to cover the costs of preparation and wages as well as utilities and taxes.*
- *Promote the Conference hall and seminar rooms to gain sufficient income to cover all other aspects of the El Alfarero ministry.*

**‘To be a family of believers who are united on the rock of Christ, who stand firm in His word and who are a light to the city around them – all for His glory.’**

- *By the focus on individuals and their worth, mentoring, prayer, vision sharing and counseling, develop a sense of family and commitment amongst the workers at El Alfarero, and enabling each one to grow in their spiritual lives.*

**Café**

**‘That the café would be known for the quality of the friendly and warm service that it provides’**

- *Train each volunteer and staff member in customer service and how to serve and greet each customer.*
- *That each person working at El Alfarero would understand the vision and desire to treat each person who enters as someone special and important in God’s eyes.*
- *Find some key, committed Christian volunteers who will help us to begin the café and set the tone for El Alfarero - Santa Cruz.*

**‘To provide cheap and nutritious food’**

- *Design recipes and a menu that will provide good nutritious food for the students at prices they can afford.*

**‘That every customer would receive their order in a timely fashion and that all food and drink served would be of a high standard’**

- *Provide thorough training for all those who work in the kitchen in how to prepare each item on the menu.*
- *Ensure high standards of hygiene in the kitchen.*
- *Find more committed and mature Christian students who are prepared to commit to coordinating the kitchen once a week.*
- *Ensure that there are clear instructions written in the kitchen explaining the preparation of each item on the menu.*
- *Train the volunteers in how to wait tables.*

**‘That we develop a culture of respect, confidence, transparency and commitment amongst all the staff and volunteers’**

- *Set an example that begins with the leadership and staff of how to treat one another with respect.*
- *Teach each staff member how to approach conflict in a helpful and constructive way in order to find solutions.*
- *Implement principles and guidelines that deal with all situations that are likely to arise including conflict, confidentiality and other important issues.*
- *Have a devotion time for staff members and available volunteers each morning.*

**‘That evangelism and discipleship are priorities both with the volunteers and with the customers’**

- *Through the Christian music, the messages on the tables and the posters, communicate to customers and volunteers that God is wanting to have a relationship with them.*
- *Offer discipleship groups for volunteers and customers who have an interest in knowing about Christ and the Bible.*
- *Have regular evangelistic events for the volunteers.*
- *Regularly show evangelistic films open to the public.*

**‘To provide a safe environment in which young people can relax together without the influence of drugs or alcohol’**

- *Implement a policy that there is no smoking, drugs or alcohol allowed on site.*

## **Counseling Centre**

**'That the counselors would be people of integrity who are dependent on God alone and are following Christ's example and guided by the Holy Spirit - counselors who recognize their own weaknesses and failing and are dependent on the grace of God'**

- *By example, show dependence on God in all areas of life and be prepared to be transparent with those training as counselors.*
- *Implement a requirement that each person training as a counselor also receives counseling in order to open up their own heart to Christ.*
- *Pray that God would be working in the hearts of the counselors.*

**'That the counselors would understand how to help the counselees, with God's guidance, to find the roots of their problems'**

- *Teach the counseling students how to help their counselees to get to the root of their problems and to understand the process of sanctification, first in their own lives and then for their counselees.*

**'That the counselees would learn to take responsibility for their lives, their decisions and their future'**

- *Emphasize with the counselors that they have a responsibility before God to lead their counselees and guide them with the help of the Holy Spirit, but that the ultimate aim is for the counselees to take responsibility for their own lives and not become dependent of their counselors.*
- *Counselors will learn how to use questions to help counselees take responsibility and make good decisions but will not tell the counselees what to do.*

**'That the counselors would be able to guide their counselees to Christ's feet where they can find forgiveness and hope'**

- *Counselors will learn how to present Christ without pressurizing their counselees or taking advantage of their problems to evangelize them.*
- *Counselors will be free to share from their own life and experience when they are asked by their counselee.*

**'That in training counselors, men and women of God would be equipped to better reach out to and love the people around them'**

- *The counseling course will help the participants to understand that Christ is the only hope for the world and that as Christians we have a responsibility to reach out in a holistic manner, following the example of Christ*
- *Each student will be encouraged to seek God's will for where and when they should apply all that they have learned, whether in the local church, El Alfarero, another ministry or another city or country*

**'That there would be a system established of accreditation for the Biblical Counseling Course either with a University in the US or Canada or with the Evangelical University in Santa Cruz'**

- *That Joanne Langford, the Counseling Director, investigate possibilities for receiving accreditation for the Masters Level course that she teaches, either from a University in the US or Canada or in Bolivia.*
- *Before beginning to teach in March 2009, receive accreditation.*

**‘To begin training counselors in March 2009 in order to have a number of trained personnel by the time we open the Alfarero in January 2010’**

- *As contacts are made with local churches, El Alfarero will be presented not just as a ministry to help University students but also as a place that supports and equips the local church.*
- *Leaders and mature Christians in all the churches will be encouraged to pray about the possibility of training as Biblical Counselors in order to better be able to reach out to the hurting communities around them and within the church itself.*
- *One or more neutral training rooms will be located where the training can begin, once a week for class and the once a week in small groups.*
- *The aim is to train at least 30 people in these first 2 groups.*

### **Pregnancy Crisis Centre**

**‘To be a place of refuge where there is unconditional acceptance for young people who are facing a crisis pregnancy or who have suffered an abortion, so that they may come to understand the love of God.’**

- *Working in partnership with ‘Centro Vida’, establish El Alfarero as a place that is known for its love and acceptance, and that can also provide help on many different levels for those who are suffering – from counseling to doctors controls and ultrasound, parent classes, bible studies, nursery, refuge etc.*

**‘To be a place that speaks truth to the young people – giving orientation and information to those facing crisis pregnancy – about the development of the baby, about the possible consequences of an abortion, about adoption, legal advice and a Biblical perspective, so that THEY can make an informed decision.’**

- *Ensure that all counselors are well trained to give accurate information to those seeking help in order that they may make a informed decision*
- *Teach counselors how to ask questions and help counselees get to the root of their problems and then to make wise decisions, and teach the counselors that they must not tell their counselees what to do, but let them decide.*

**‘To be a place of restoration where, regardless of the decision that they take, they can find complete restoration through a personal relationship with Christ so that they can continue their lives, able to face the pain of the past and have hope for the future.’**

- *Teach the counselors how to share about Christ without pressurizing or taking advantage of the situation, but to use the resources available to help the counselees face the past and have hope for the future.*
- *To always offer to pray with a counselee in the session and to be committed to on-going prayer for the life of that person.*

**‘To work in partnership with the existing Pregnancy Crisis ministry of Centro Vida, supporting and encouraging one another and working together to have a greater impact in the city.’**

- *To provide office space and counseling rooms for ‘Centro de Vida’, which will enable that ministry to be more viable in the long-term. To be an encouragement and support to the team of ‘Centro de Vida’ in their other ministries, such as Abstinence, in local schools.*

### **Refuge for Female Students**

**‘To provide a physical and emotional refuge for women who find themselves vulnerable and unprotected because of pregnancy or abuse, a place where they can experience love, acceptance, significance and security’**

- *To construct on-site a home to house up to 8 women plus a Director.*
- *To provide the rules and structure necessary for the smooth running of the refuge, but also for the physical and emotional protection of the women.*

**‘That during their time in the refuge the women come to understand that they can experience an internal peace and security that doesn’t come from their circumstances but from a personal relationship with Christ’**

- *Each day there will be devotions in the refuge in which the women have to participate.*
- *Each one will have to help as a volunteer as least 2 hours a day and this will provide contact and friendship with Christians.*
- *They will be assigned a church to attend each Sunday and will spend the day with an adopted family from the church which will also show them family love and help them to know God more.*
- *Each one will be encouraged to participate in discipleship.*

**‘To help the women to grow in maturity and dependence on God, giving them not only a sound spiritual base but also helping them to face the past in counseling, restore broken relationships and to have the practical skills necessary to make good decisions for their future.’**

- *In the refuge they will learn to be responsible, taking turns to cook and clean.*
- *They will be taught how to cook cheap nutritious meals.*
- *They will be taught how to budget their money and encouraged to begin saving as soon as they find a job and have some income.*
- *They will participate in ante-natal classes and preparation for parenthood, which deals with all aspects of preparation and parenthood.*
- *They will have weekly counseling meeting to help them to face the past and restore broken relationships.*
- *When possible the Director of the refuge will work to help restore relationships with the family.*
- *The El Alfarero staff will also commit to praying for the women and helping them in practical ways such as finding somewhere to live when their 6 months in the refuge finishes, and helping them to find part-time work.*

### **Child-Care Centre**

**‘That each child in the nursery would understand, at the level to which they are able, that God loves them and has special plans for their life.’**

- *Through the Bible-based teaching, the system of discipline and the relationship of the staff with the children, demonstrate the value of each one.*
- *Have a daily time of prayer and Bible teaching with the children.*
- *Have a time of staff devotions every day.*
- *That the nursery would be a place of peace where each child feels completely secure.*

**‘To work with each child on the level of intellect, emotion and will.’**

- *To provide a nursery of excellence in quality of infrastructure and teaching, where each child is stimulated in their physical, emotional, intellectual and spiritual development from the time they are small babies.*

**‘To help the parents understand that God is the source of everything that they will need in life and as parents and that they need to learn to depend on Him.’**

- *To focus in the parent classes on God as the source of wisdom and strength for them as parents.*
- *To provide counseling to those parents who want it.*
- *To offer a discipleship class for those who are interested.*
- *To encourage friendship and support amongst the parents.*

**‘Through the parent classes, to stimulate better communication between parents and children.’**

- *To focus in the teaching on the importance of relationship with the children and understanding them as individuals.*
- *To model ways to the parents of communicating and disciplining.*
- *To have regular social events which encourage relationship and communication between parents and children and with other parents.*

**‘To give quality teaching which will enable growth and maturity amongst both the children and the parents.’**

- *Open the parenting class up to the public and not just nursery parents.*
- *Ensure quality teaching by professionals or people with experience in the area.*
- *To have a mixture of teaching on medical, development, discipline, spiritual and other issues.*

### **Two On-site Apartments**

**‘To strengthen security by having Bolivian staff living on-site.’**

- *Security is an issue in Santa Cruz and having 2 families live on-site plus the refuge will help to significantly cut the security risk.*
- *Give preference to the Administrator and Director to live on-site as their roles are much broader than the other staff and leaders.*

**‘To reduce wage costs, and so facilitate self-sufficiency, by providing the benefit of housing in lieu of higher wages.’**

- *Construction of 2 good quality fully furnished apartments will cut down on wage costs in the long-term as rent wouldn't be charged, but the wages would be reduced accordingly.*

**'To improve the administration of the project by having key people close by'**

- *The nature of the project is that the Director and the Administrator need to be available and 'on-call' most of the day.*

**Offices**

**'To enable the efficient running of the project by providing a Director's office and an administrator's office.'**

- *Provide a fully equipped on-site office for the Director and Director of counseling to share where they can prepare for conferences, read, study and receive visitors.*
- *Provide an office for the Administrator where all the finance can be dealt with and legal documents kept, also where the external accountant can work and check the accounts.*

**'To provide office space for the ministry of 'Centro Vida' – allowing a close partnership with them.'**

- *Provide office space for 'Centro Vida' for a minimal cost to them. (This would be far more beneficial to them than their existing premises and costs. Their Board of Directors is looking favourably at this option at this time).*
- *Provide direct access from that office to the counseling floors and all the facilities there.*
- *Develop a close working relationship with them.*

**Reception area, library with books and materials**

**'That this area will become the hub of all other El Alfarero ministries and visitors will all be directed through the office for their different inquiries – be it counseling, nursery, refuge, library, courses or renting the facilities'**

- *Create a warm and inviting office and library area where people can be well received and find clear information about all the services offered in El Alfarero.*
- *Train the Director of Office and Library well so that she will have a clear understanding of each area of El Alfarero and is also a trained counselor and knows how to respond to those seeking counseling.*

**'To maintain constant communication with the local churches and ministries, that the churches would see El Alfarero as a resource and not a threat.'**

- *Send out clear publicity to the churches about all the El Alfarero services, and a twice yearly newsletter.*
- *Maintain personal contact by phone with pastors and leaders.*
- *Invite Pastors and church leaders to at least one special event in El Alfarero each year.*

- *Respond to suggestions by church members and leaders for materials on particular subjects.*

**‘That every customer that walks in receives immediate and adequate attention and feels confidence in the services offered and the confidentiality that is maintained.’**

- *Create a peaceful atmosphere in the office where people can feel comfortable asking about counseling or a particular service.*
- *Make use of a private area within the office to fill out information about counselees, so that they don't have to fill out their forms in front of other people.*
- *Make clear with our counseling ethic and signs on the wall that confidentiality is maintained.*

**‘That the office serves to facilitate good communication between all the different areas of El Alfarero ministry.’**

- *Make sure that communication is maintained within the different ministries of El Alfarero, typing up minutes of meetings, communicating commitments, having a record of each person's timetable, maintaining phone lists and sending regular e-mails.*
- *Collect and collate for the Board of Directors the monthly reports from the leaders of each area of ministry.*
- *Take responsibility for storing and filing all record, Power Points, course materials, minutes etc.*

**‘That the library is constantly maintained and updated to make it a valuable resource to the churches and counselees.’**

- *Make sure that the library is constantly updated and maintained.*
- *Have a clear system for loaning out books and DVDs.*
- *As time allows, continue to find people who can help with translating key materials.*
- *Publicize the library facilities in the churches so that more leaders and pastors use it as a resource.*
- *Investigate all suggestions for particular books made by staff, counselors or churches and wherever possible attain those resources.*

### **Conference Hall and two Seminar Rooms**

**‘To promote all the services that El Alfarero offers including the conference hall and the seminar rooms, regularly visiting institutions that might want to utilize the facilities that we offer.’**

- *Produce good quality publicity available to publicize the salon and other rooms available for rent.*
- *Set a good market price for the rent which will ensure profit for El Alfarero but will also ensure a good demand for the use of the conference hall.*
- *Build contacts with local TV and radio that will facilitate the good publicity of the facilities.*

**‘To give each client a personalized and quality service that meets their specific needs.’**

- *Through dialogue with each customer, make sure that we understand their specific requirements and expectations.*
- *Have a member of El Alfarero leadership present at every event to ensure complete satisfaction and so solve any problems that may arise.*
- *Write a clear contract with the clients so that both sides are sure of commitments and expectations.*

**‘To evaluate after each event the service given and customer satisfaction.’**

- *Develop a form that clients fill in to indicate their satisfaction and any suggestions and evaluate these forms with the leadership team to make any necessary adjustments.*

**‘To ensure adequate maintenance of the infrastructure at all times.’**

- *Make sure that once a week and before every event, the infrastructure is checked by the person responsible.*
- *Make adequate resources available to maintain the infrastructure in an excellent condition.*

**‘To generate enough income to sustain the areas of the ministry that are loss making – especially the refuge and the child-care centre.’**

- *When publicizing the facilities, make sure the people know that in using the facilities they are supporting the refuge and child-care centre.*
- *Aim to have at least two big events each week in order to sustain these ministries and maintain the infrastructure.*

**Program of Courses**

**‘To offer specific one-off courses that aim to equip the local church in dealing with specific counseling issues such as depression, self-esteem, grief, addictions, abuse etc’**

- *Develop a system of courses designed to equip the local church.*
- *Send out a semester plan of courses to each church and then monthly reminders.*
- *Teach these courses between the staff and counselors, always helping in the preparation and making sure that the quality of teaching is high.*
- *Once a year bring in a visiting speaker who can do a weekend conference on a specific topic (for example Igor Amestegui – Domestic Violence).*

**‘To offer specific one-off courses that aim to meet the needs of the university students such as ‘How to make Good Decisions’, ‘Dating and Love’, ‘Discovering your Personality/Temperament’.’**

- *At least once a semester offer courses specifically aimed at students who aren’t yet Christians.*
- *Include an evangelistic element in the course teaching.*
- *Try to coordinate with ‘Cruzada Estudiantil’ and other interdenominational groups to get speakers to help with these courses.*

**‘To train mature Christians in Biblical Counseling over a period of 18 months and offer them an internship in counseling.’**

- *In conjunction with Joanne Langford, teach Biblical Counseling to mature Christians and as part of the course in the third semester have an internship at El Alfarero.*
- *Be looking for a Bolivian who can be trained up to later become the Director of Counseling and teach the course.*

**‘To train Pregnancy Crisis Counselors over the period of a semester’**

- *In consultation with ‘Centro Vida’, establish what need there is for additional Pregnancy Crisis Counselors and provide training for them using CARE UK materials as has been done in Sucre*
- *Provide on-going training for those already counseling and the opportunity to meet for prayer and study once a week.*

**Leadership Development**

**‘To bring from Sucre a few of the leaders who can help to establish the Santa Cruz El Alfarero and train new leaders (it will be a strategically wise move to begin the new El Alfarero with a nucleus of key people who already have the vision and passion for the project, and can communicate that to others, rather than try to begin with a whole new staff and leadership who are new to the concept of an El Alfarero centre).’**

- *Once the Santa Cruz El Alfarero is ready to open its doors bring one or two of the leaders from Sucre to fill positions such as Administrator and Office and Library Director – having first had them train up people in Sucre to take over their positions.*
- *With these Bolivians who understand how the El Alfarero works and have caught the vision, train other staff and volunteers to work in El Alfarero Santa Cruz.*

**‘To meet weekly with each staff member in a mentoring relationship’**

- *Make time each week with each staff member a priority in the first years of the project.*
- *Use this time to help them develop in the spiritual maturity and dependence on God.*
- *Work through issues that come up with counseling or studying a book together.*

**‘To seek to identify potential leaders and to begin investing in their lives’**

- *Constantly be searching a praying for potential leaders.*
- *Seek ways to begin to involve these people and give them some specific responsibilities.*

**‘To offer the possibility of an intensive internship for those who are feeling called to open an Alfarero in another city or country.’**

- *The Alfarero model is not just for Sucre or Santa Cruz but can be used and adapted all across Bolivia and other Latin American countries.*
- *Alfarero Sucre and Santa Cruz will encourage anyone who feels God’s call to open an Alfarero in another location giving them specific and intensive*

*training, starting with counseling training but including all aspects of the ministry and administration.*

**'To establish a Board of Directors with mature Christian professionals from different churches in the city.'**

- *Throughout the first years in Santa Cruz and during the process of getting to know the churches, be looking and praying for professionals who are excited by the vision and prepared to get involved.*
- *Particularly look for some who are lawyers and accountants to help with those aspects of the project, but also for pastor's wives who often have more time than their husbands.*
- *From the beginning expect each Board member to be actively involved in the ministry supporting one specific area of ministry (ie refuge) and meeting weekly with the Director of that area to support and encourage.*

**5. Monitoring and Evaluation.**

The project would be subject to the same rigorous evaluation procedures applied to the El Alfarero project in Sucre, being accountable to SIM at national and international levels, along with supporters, home churches, and local and national Bolivian government.

**Café**

- Monthly reports given to National Directors and local board of Directors
- Control by an external accountant
- Legal government control in terms of taxes
- Bi-monthly meetings with the coordinators of the kitchen to evaluate
- Formal evaluations of every staff member will be held each semester
- Weekly leadership meetings with other Directors
- Weekly meeting with the Board member responsible for this area
- Annual review of the vision of the El Alfarero ministry and evaluation of the previous year

**Counseling**

- Detailed notes kept of all counselees and counseling sessions
- Weekly meetings for each counselor with their supervisor
- Weekly counselors training and prayer meetings
- Annual retreat and evaluation
- Occasional evaluations by the counselees
- Weekly leadership meetings with the other Directors
- Weekly meeting with the Board member responsible for this area
- Monthly reports given to National Directors and local board of Directors

**Pregnancy Crisis**

- Detailed notes kept of all counselees and counseling sessions
- Weekly meetings for each counselor with their supervisor
- Weekly counselors training and prayer meetings
- Annual retreat and evaluation
- Occasional evaluations by the counselees
- Weekly leadership meetings with the other Directors

- Weekly meeting with the Board member responsible for this area
- Monthly reports given to National Directors and local board of Directors
- Agreement with the local government for the doctors to give controls and evaluation by them
- Copies of professional qualifications of all personnel involved in ante-natal or medical aspects
- Annual evaluation of the relationship with Centro Vida

### **Refuge**

- Detailed records of all women living in the refuge – including family information and medical records
- Weekly meetings for each woman with their counselor
- Weekly leadership meetings with the other Directors
- Weekly meeting with the Board member responsible for this area
- Monthly reports given to National Directors and local board of Directors
- Annual retreat and evaluation
- Monthly evaluation of each resident with the Director of the refuge and the General Director

### **Nursery or child care**

- Detailed records of all the children in the nursery– including family information and medical records
- Clearly defined rules and expectations that the parents have to sign
- Daily verbal opportunities for the parents to ask questions
- Psychological testing for each child upon entrance, half way through the year and at the end of the year
- Weekly leadership meetings with the other Directors
- Weekly meeting with the Board member responsible for this area
- Weekly planning and evaluation meeting with all the staff member who work in the nursery
- Monthly reports given to National Directors and local board of Directors
- Annual retreat and evaluation

### **Office and library**

- Clear records of all resources in the library with date purchased, price, number of copies and code
- Monthly review of all resources to account for each item
- Clear accounting procedures for courses and library use
- Weekly leadership meetings with the other Directors
- Weekly meeting with the Board member responsible for this area
- Monthly reports given to National Directors and local board of Directors
- Annual retreat and evaluation
- Annual inventory of all resources
- Twice yearly newsletter to all churches and supporters
- Informal on-going evaluation through contacts with pastors, other ministries and customers

### **Marketing – Conference hall and seminar rooms**

- Clear accounting procedures checked by external accountant
- Records of all events

- Weekly evaluation of the infrastructure
- Annual review of the pricing structure
- Evaluation by clients after each event
- Weekly leadership meetings with the other Directors
- Weekly meeting with the Board member responsible for this area
- Monthly reports given to National Directors and local board of Directors
- Annual retreat and evaluation
- Annual inventory of all resources

### **Courses**

- Each course will be evaluated by the participants at it's conclusion
- Evaluations will be reviewed in the weekly leadership meeting and necessary changes made
- Each semester the course program will be discussed by the Board
- Copies of all courses taught – both the Power Points and the printed materials – will be kept in the office

### **Leadership development**

- Each leader will meet weekly with the National Directors
- Potential leaders will be regularly evaluated by the leadership team and the Board
- Those who are participating in the internship with receive a monthly evaluation
- Evaluations and progress will be communicated with their local church leader so that together we can help them grow into the leaders God has called them to be

### **The whole El Alfarero ministry**

- Evaluation is on-going at the Board meeting held every month or 6 weeks
- Quarterly reports will be sent to SIM Bolivia and International
- Annual evaluation takes place in December and January during the University vacation when the café is closed
- Before handing the project over at the end of 2013, an external evaluation will take place

## **6. Risk and Problem Analysis.**

**Question: Are we allowing enough time to develop relationships with the local church before we open the doors?**

In the El Alfarero Sucre the development and maintenance of good church relationships is an on-going challenge. Initially El Alfarero Sucre was viewed with suspicion and there was doubt on the part of the Pastors that maybe El Alfarero was stealing their young people and wanting to start it's own church. Despite constantly re-inforcing that this is NOT the aim, it took time and experience for the churches to trust the El Alfarero. Seeing the value of the project and the tangible results in terms of new conversions, maturity and growth in their young people, and training for the church, is what changed the attitude of the churches towards the El Alfarero, and led to the now healthy

relationships that El Alfarero Sucre has with the vast majority of the local churches.

The advantages for the Santa Cruz project are two-fold. Firstly, track record is a huge advantage. Many of the pastors and church leaders have heard of El Alfarero Sucre or even been there. Those that haven't can watch the DVD and get an understanding for the ministry and look at its track record. Secondly, having seen the importance of good relationships with the Pastors, that would be an even more important objective in the first years in Santa Cruz than it ever was in Sucre.

Eighteen months before the centre opens, is sufficient time to visit churches and meet with pastors, given these two advantages. At the same time, it is recognized that maintaining and further developing those relationships is an on-going task.

**Question: Can you really apply a small city success to a big city model?**

El Alfarero Santa Cruz will not impact the whole city as El Alfarero Sucre did, since the city of Santa Cruz is so big and spread out. However, within the area that El Alfarero Santa Cruz will operate it will be able to reach more than 60,000 students (60,000 from the state university plus all the students in private universities) which is many more than Sucre (25,000). Many of the largest and fastest growing churches are also on the west or centre of the city and therefore within easy reach of El Alfarero and all the training that we will offer.

In general terms, the risks involved with this new project Santa Cruz are greatly reduced now that there is the working model of the Alfarero project in Sucre. Having learned the lessons from developing the first Alfarero, through many mistakes and successes, we feel we can confidently move ahead with the new project along the same lines. We do understand that Santa Cruz is different to Sucre, and that the project will need to be adjusted to reflect the new reality. However, the basic business model for self-financing, and the basic needs of students will remain largely the same.

**Specific changes that would be made to reflect the different reality:**

During our investigation trip to Santa Cruz, we managed to talk to many different people including Tito Ramos, the Director of Campus Crusade, Patricia Banegas, the Director of Centro Vida, two pastors, various architects, a few students and the Vice Chancellor of the University. We learned some very significant information from them.

**Opening hours**

The state university is not a campus that contains accommodation and the majority of the students don't live near the campus but live out on the outskirts of the city where they can afford to rent a room. The effect of this is that students come to their classes in the morning, and then go home in the evening, usually with a lengthy bus journey each way. The class structure is different from Sucre in that most faculties have classes all day with free periods in between classes, and most classes finish by around 8pm so that people can get home safely.

This being the case, the recommendation that we received was to open from 10am until 9pm since there is more demand for a place to eat and hang out at lunchtime than in the evening. Closing at 9pm would allow any volunteers to get home safely on the buses before they stop running at 10pm.

The counseling would be focused in the afternoon from 3pm until 9pm. The design of the building allows for these opening times and the kitchen is divided so that the cooks and volunteers can work simultaneously without getting in each others way.

### **Pregnancy Crisis**

There is less stigma attached to a pregnancy outside of marriage and most people would choose to have their children but then either give them to their parents to take care of, or drop out of the University. A huge percentage of students drop out of university each year for this reason.

The focus of El Alfarero Santa Cruz needs to be two-fold. Focusing on teaching about abstinence, the consequences of pre-marital sex etc. and also giving practical support to pregnant women so that they can find a way to continue to study and not be condemned to a life of menial work and poverty due to a pregnancy at that stage of their lives.

### **Cultural differences**

The 'camba' (Santa Cruz) culture is much more open and friendly. People love new ideas and are willing to talk to new people. This will be a considerable advantage when opening El Alfarero because it will be much easier to find volunteers and people wanting to be involved.

This also affects counseling as, in general, people are more aware of their feelings and more prepared to talk about their problems. This could lead to significant numbers of counselees from early on.

### **Purpose built building**

'Cambas' live in a big city that is much more developed than Sucre, and they have different expectations of quality. They expect a high level of quality in infrastructure and service. They are also used to spacious surroundings.

In the target area for the construction of the centre, there is at present little construction other than private homes, and in reality the cost of modifying an existing structure would be high.

Given the climate in Santa Cruz it will be necessary to have air-conditioning throughout the building which is obviously easier to put in during the construction phase rather than add later.

Since security is a factor in Santa Cruz, having a purpose built building with 3 floors and basement will help considerably, and security can be taken into account in the design and construction of each area.

Building a purpose-built building is really the only viable option for the El Alfarero, Santa Cruz.

### **In conclusion**

The project will also have the advantage of being known by many people and churches in Santa Cruz already, which will help us to get past the initial barrier of mistrust. Of course, until we get there and try, we will never know for sure.

But having the experience and reputation we now have, we feel more

confident that the Santa Cruz Alfarero will be successful than we initially felt about the Sucre one. (Our conversations in Santa Cruz confirmed that we are right to feel confident). We also feel completely convinced that God is calling us to do this, and as he has always proved faithful up until this point, we have no reason to doubt his faithfulness in the future.

## **7. Time Frame**

**The objective would be to have the El Alfarero open and functioning early 2010, offering full services to the student population.**

- *Get the project proposal approved by mid-2007*
- *Begin fundraising from mid-2007*
- *Phase 1: Ideally purchase land in 2007 before the land prices rise, or at the latest in mid-2008*
- *Phase 2: Work with architects to finalize plans and getting planning permission – finalized plans depend on having the exact land so either 2007 or 2008*
- *Mid-2008 arrive in Santa Cruz and begin building contacts with the local churches*
- *Phase 3: Construction of the basic structure and installation of lift and air conditioning mid-2008 until mid-2009*
- *March 2009 begin training counselors*
- *Phase 4: Finish and furnish the basement and ground floor begin early to mid 2009*
- *Phase 5: Finish and furnish the 2<sup>nd</sup> and 3<sup>rd</sup> floors late 2009*
- *Late 2009 work on publicity for the El Alfarero and look to interviewing key staff and leaders*
- *Bring some staff from Sucre to help in training and to work as leader in the new El Alfarero Santa Cruz – December 2009.*
- *January 2010 month on intensive training and preparation for all staff, counselors and volunteers.*
- *February 2010 open the doors of El Alfarero with all services functioning.*

**By the end of 2010 (the first year of functioning) the objective would be to at least equal the levels achieved by the Sucre El Alfarero eg, 250 students per day coming in to the Café on average; at least 50 student volunteers; a team of committed and trained staff; with an active**

**advisory board; strengthening trust and cooperation with local churches with the support (meaning active participation of several members and a good working relationship with the Pastor) of at least 10 local churches.**

- *Based on all the above action steps, this should be the natural result.*

**By the end of 2011, the Alfarero would be completely self-financing and would have a local Bolivian Board of Directors.**

- *Once the Alfarero is self-financing and no longer needs to depend on the mission, the advisory board can become the Board of Directors and have more direct control of the project but still under SIM.*
- *Self-financing means that all expenses – from wages to taxes, to maintenance will be supported by the income that is generated by the salon and the café.*

**By the end of 2013 the Alfarero would be totally run by a Bolivian team of leaders, with its own legal identity, separate from SIM.**

- *By the end of 2013 Alfarero should be sufficiently mature – not just financially but in terms of the leadership and the Board that is can function with it's own legal identity and separate from the mission just as Alfarero Sucre is doing.*
- *By this stage a 'Dream Team' of leaders will be in place to take on the full running of the project without missionary help.*
- *As National Directors we would remain in a supportive role in 2014 but without active daily participation in the project.*

## **8. Budget**

The budget includes the purchase of land, the construction of a 4 storey building and the furnishing thereof. Built into the budget are funds to cover the wages during the first year of functioning, money to cover taxes and all utilities during the construction phase and the first year of functioning.

### **Set-up costs:**

**PHASE 1: Purchase of land: \$142,800 plus \$10,000 lawyers and legal fees**

**(714metres squared, x 200 dollars per square meter)**

**PHASE 2: Architect's designs and planning permission: \$20,000  
Utilities for the construction phase \$2,500**

**PHASE 3: Construction: \$571,200  
based on 2,856 m2 of construction at \$200 per m2 for a finished product**

4 storey building (including all architects fees, constructor's fees and materials, all taxes and paperwork, with underground parking available to accommodate those hiring the events hall.):

There are several reasons for preferring a four-storey building as opposed to a more spread-out, multi-building set-up as in Sucre:

- A building that goes up instead of spreading out means that a smaller plot of land would be suitable – and land in the centre of Santa Cruz will be at a premium. A smaller plot of land reduces costs and increases flexibility in terms of where the project could be.
- In terms of convenience, it would be far more efficient to put one-air conditioning system into one building, than three or four systems into three or four separate buildings.
- With one building of several floors, it will be easier to control security, which is an issue in Santa Cruz.
- We have identified that we need to position ourselves on or around the Avenida Busch which passes right by the University Campus. This is a strategic position, as our investigations in Santa Cruz have shown us that the University is moving all of its faculties to this side of their campus, and so we need to position ourselves there. We already have a few people keeping an eye on available land in this sector.

All in all, a multi-storey building will be cheaper, more manageable and more secure.

### **Lift and Air Conditioning: \$30,000**

### **PHASE 4: Furnishing and equipping of ground floor and basement**

#### **Ground floor: \$61,000**

Café, offices, kitchen and library

#### **Café set up - \$14,000**

Tables, chairs, glass tops, till, computer, printer, music system, soft furnishings, table tennis tables, table football tables, table games.

#### **Kitchen set up - \$15,000**

Building and equipping of industrial kitchen with stainless steel surfaces that will last, fridges 2/3, freezers 2/3, microwaves 3, cookers, kettles, liquidizers, ceramic dishes for 120 people of all varieties, all kitchen utensils needed.

#### **Offices set up - \$8,000**

Desks, chairs, client's chairs, filing cabinets, computers and printers

#### **Library set up - \$21,000**

Purchase of books and DVD's , library furniture – lockable shelving, sofas etc.

#### **Albergue (Refuge for Women) - \$5,000**

Furnishing of a 4 bedroom apartment to house up to 8 girls plus the Director.

### **Basement: \$16,500**

Counselling rooms, kitchen, doctor's consulting room, parking area.

**8 Counseling rooms - \$2,500**

Sofas, chairs etc for each room, white boards and markers, clocks, 3 T.Vs and Dvd players....

**Kitchen and Counselors Room - \$2,000**

**Doctor's office - \$12,000**

Ultrasound machine, medical equipment (including sterilizer, Doppler, scales, and much more – based on list of required equipment for a doctor's office given by the health authority), examining bed, desk, chairs.

**Parking area – (included in the construction costs)**

**PHASE 5: Furnishing and equipping of 2<sup>nd</sup> and 3<sup>rd</sup> floors**

**Second floor: \$30,000**

Two seminar rooms, child-care centre, bathrooms.

**Two Seminar rooms - \$10,000**

Tables and chairs for 50 people in each, two projectors, sound systems, laptop computers, white boards and screens.

**Child-care centre - \$10,000**

Equipping and furnishing of a day care centre to cater for up to 50 babies from 0 – 3 years old.

**Living Space - \$10,000**

2 apartments for employees furnishing would cost **\$5,000 each**

**Third floor: \$30,000**

Conference facility for up to 350 people with bathrooms, kitchen and patio with barbeque area.

Table and chairs, projector, automatic screen, white boards, sound system with microphones etc, fully fitted kitchen, barbeque for large groups.

**Promotion costs: \$10,000**

Includes money for possible fund raising trips to the US or UK  
Design and printing of all publicity materials for El Alfarero Santa Cruz

**Wages: \$15,000**

Wages during the first year of the project which will allow El Alfarero Santa Cruz to build up a financial cushion which will enable them to meet any unforeseen expenses once opened that would challenge the aim of being self-sufficient.

**Recurring costs:**

**El Alfarero Santa Cruz aims to be self-financing right from the beginning.**

**How will this happen?**

This is how the economic situation in the Sucre Alfarero is shaping up this year.

**Income**

Café Income:	200,000 Bs.	(\$25000)
Events Income:	40, 000 Bs.	(\$5000)
Other Income:	5,000 Bs.	(\$625)
Total:	245,000 Bs.	(\$30625)

**Expense**

Wages:	81,000 Bs.	(\$10125)
Taxes:	18,000 Bs.	(\$2250)
Purchases:	110,000 Bs.	(\$13750)
Utilities:	24,000 Bs.	(\$3000)
Maintenance	10,000 Bs.	(\$1250)
Total:	243,000 Bs.	(\$30375)

In the El Alfarero, Sucre, the biggest income earner is the café, followed by the renting of the conference room. The café functions for a minimum of ten months of the year, with an average of 20,000 Bs per month income, and the conference hall is generating approximately 4,000 Bs per month. The bulk of the expense is generated through supplying the needs of the café, with wages in second place.

In Santa Cruz, taking into account the different reality, there will be higher costs. Wage costs are higher there, as is the cost of supplies. We also anticipate higher utility costs, to the centre being open more hours, and due to the needs for a heating and air-conditioning system. And tax costs will be higher.

However, we also anticipate higher income. We will be able to charge slightly higher prices in the café, in keeping with the reality of Santa Cruz, and the café will be open for twice as long. Also, in terms of the renting of the facilities, we will have three rentable spaces, in the two seminar rooms and the conference hall, whereas in Sucre, the only really rentable space is the conference hall.

All in all, we still anticipate that the project will self-finance within a short space of time, whilst taking into account that we estimate both expenses and income to increase by approximately 30%.

**Project Cost before Contingency and Admin:**

**PHASE 1: \$152,800**

**PHASE 2: \$22,500**

**PHASE 3: \$601,200**

**PHASE 4: \$77,500**

PHASE 5: \$85,000

TOTAL COSTS BEFORE CONTINGENCY AND ADMIN: \$939,000

Contingency money – 10%      \$93,900

Administration fee – 10%      \$103,290

**TOTAL PROJECT COSTS: \$1,136,190**