



Africa Amini Alama

Strategic paper



„Pamoja tunaweza“

Strong together - New ways from the power of the heart

We are very proud to present you our strategic paper Strategy 2020. Thank you very much for your interest and that you take your time for us and our ideas.

We started at the beginning of 2016 to rethink our strategy, develop it further and put it into writing. We thought, discussed and coordinated and with a lot of energy and pleasure occupied ourselves with our development. It was a very fulfilling and delightful process and we are now more convinced than ever to be on the right path.

Enjoy the read!

At the beginning we would like to tell you a bit about ourselves

Who are we?

Dr. Christine Wallner as the founder has, with her love of Africa and the people, intuitively found this place and decided to build this project with full exposure and her own funds.

Mag. Dr. Cornelia Wallner-Frisee followed her calling to open a Healing Center which uses healing methods from the East and West and incorporates traditional African healing plants for recovery.

We work with a constant team of 122 employees from Africa, an nonsalaried core team in Austria, Germany and Switzerland, as well as numerous volunteers who provide their knowledge and expertise pro bono.

That way we ensure that the costs keep as low as possible and support the local economy and community.

We receive, with many thanks, important resources from sponsors and partners from Tanzania and abroad.

What do we do?

We are a charity organization with a charitable head office in Austria and sister associations in Germany and Switzerland. All three organizations fall under donation tax deduction and support the Tanzanian non-profit organization Africa Amini Alama which holds special status as a charitable organization.



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We have built in the north of Tanzania a center of power for people who search for help and holistic experiences on a physical, emotional and spiritual level. They will grow in their potential and succeed in future exercises with a lot of devotion, engagement and love.



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How do we work?

Africa Amini Alama translated liberally means: „I believe in Africa“. We offer help in the medical, educational and social areas. From a unique connection of traditional and modern medicine we are able to enhance the self healing powers of people who want to be cured. We give our employees a clear area of responsibility in which they can learn themselves and offer their abilities to the organization. We enable guests to feel the fundamental force of Africa, meet with locals and experience for themselves an inner change. Africa Amini also sees itself as a place of education where the exchange of knowledge, creativity, independent thinking and heart building is supported.

Where do we act?

We are located in the north of Tanzania in a powerful place, a remote area between the great African mountains Meru and Kilimanjaro.

We also act as a crossing place between Maasai and Meruland in the Arusha Region.

„Africa as the cradle of humanity can lead us into new worlds. Us Westerners are waiting for this new world - but only few of us know that it will be created in Africa.“ Mama Alama ISBN-978-3-280-05539-7

How did it all start?

It started with the love and the trust to the people here in the north of Tanzania. Dr. Christine Wallner was asked by the locals to help with a very necessary clinic. She invested with her own financial means until the people found trust in Mama Alama. To hold on to the vision and belief in order to overcome obstacles until the basis was stable enough to involve other people were the challenges of the first years.



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What do we stand for?

We want to provide a place of meeting, healing and growth. A place that nurtures, cures, challenges and stimulates inner and outer growth as well as health. A place of trust and love.

We stand for authenticity,
 respect and tolerance for otherness,
 building of the heart,
 intuition and creativity,
 responsible acting.

Which principles do we follow?

- We act with our hearts - energetic and practical.
- We accompany locals and guests who are willing to try to the process here.
- We respect the different cultures and learn from each other.
- We provide our resources and know-how to create something bigger (health, education, social) together and in accordance with nature.
- We live pro-actively in a constant change and shape.
- We trust in the power of all people involved and encourage diversity.
- We act sustainable. Every income from our money generating projects as well as donations help our medical, educational and social projects.
- We promote independence and responsibility of our employees, helping them to live creatively and independently and find their potential within their responsibility.
- We cooperate with existing government structures which appreciate the changes and incorporate them within their structures. In this way our projects serve as pilot projects for the government.
- Each allocated contract is decided in harmony with the local circumstances based on social and sometimes not monetary criteria. We use local workforce, local materials and avoid dumping and imported products in order to strengthen and develop the region.



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Which are our overall goals?

- 1- In our medical center, we act and treat in a task-oriented way. By using the knowledge of both cultural worlds - traditional and alternative medicine - a sustainable future is created that helps to heal people on the physical, emotional and spiritual level.
- 2- To provide people who are willing to educate themselves with the right tools that enables them to make their own decisions, think independently and creatively and earn their living.
- 3- Help for socially disadvantaged women and children to build a field of strength in which the organization and projects take responsibility of the ones who are in acute need.
- 4- Africa Amini Life as a professional, revenue generating tourism project is creating an area for its guests where they can experience in a unique way the nature, culture and power of a place and social responsibility.
- 5- Cooperation with established governmental structures and local entities.

Which measurements are we taking to achieve these goals?

- 1- Development and sustainability of the modern and natural healing centers with in-patient possibilities for patients who come from remote areas and need longer treatment.
- 2- Development and sustainability in educational projects such as English speaking elementary, secondary and vocational schools.
- 3- We provide our services for free or at a cost depending on the social situation of the people.
- 4- Development of Africa Amini life as a revenue generating project. The revenue serves for the long-term sustainability and development of Africa Amini Alama. Preserving the unique quality of our different accommodation possibilities like the exclusive Maasai Lodge in the Maasai steppe with views of Mt. Kilimanjaro, the Hillside Retreat, guesthouses and Hotelinis at the foot of Mount Meru and have them run by local employees.



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- 5- The responsible party of each project is there to ensure that the governmental institutions, where necessary and meaningful, are involved and also held responsible.

What do we want?

- We respect the culture of the people on site. We want that the different cultures profit from each other. This includes the support of the local processes as long as they are wanted by the locals.
- We are politically independent and open to any religion.
- Qualitative growth is our main focus.
- We offer services in medical provision and education and organize the purchase of goods. We do not believe in an exclusive support with cash.
- We build on communal land. The property belongs to the village.
- We create jobs for Africans.
- Decisions about support will mostly be done in accordance with local representatives and the equivalent village committees.

„We bring rain to Africa and sun to Europe“



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Graphical summary of projects



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Medizinische Projekte

- Health Center
- Healing Center
- Driving Doctors



Bildungsprojekte

- Englischsprachige Grundschule
 - Maasai Vision
 - Woreg Vision
 - Simba Vision
- Berufsschule
 - Tischler, Maurer, Mechaniker
 - Mechanikerwerkstätte
 - Frauen Nähgruppe
- Pamoja maasai secondary school
- Permakultur



Sozialprojekte

- Waisenhaus
- Akuthilfe
- Frauengruppen
- Maasailand



Einnahmengenerierende Projekte AA Life

- Maasai Lodge
- Hillside Retreat
- Guesthouses
- Hotelini

Stand April 2016

Health Center: modern medicine clinic
 Healing Center: natural healing therapies
 Driving Doctors: medical transports and visits



Projects and their Strategic Implementation

Vision AAA

A center of strength is created for people who search for help and whole-some experience on a physical, emotional and spiritual level. They grow in their potential and achieve their future tasks with more dedication, engagement and love.

Mission AAA

Africa Amini Alama translated liberally means: „I believe in Africa“. We offer help medical, educational and social areas. From a unique connection of traditional and modern medicine we are able to enhance the self healing powers of people who want to be cured. We give our employees a clear area of responsibility in which they can learn themselves and offer their abilities to the organization. We enable guests to feel the fundamental force of Africa, meet with locals and experience in themselves an inner change. Africa Amini also sees itself as a place of education where the exchange of knowledge, creativity, independent thinking and heart building is supported.



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1- Medical Projects:

1.1- Vision

“There is no disease in a fully conscious being.”

A field, in which each person can grow and become influential, is created in order to find once again who we really are as humans. And this means for us to be healthy with the respect of all living things.

1.2- Mission statement

Strengthening of the inner self-healing powers through modern medicine and traditional methods as well as therapeutic intervention to find the cause of diseases. Help for pressing and chronic patients - independent of their social status.

1.3- Sustainable results

Patients experience that as well as the physical aid of acute and chronic diseases, the inclusion of the emotional and spiritual blockades and their treatment are necessary and sensible for a long lasting cure. So we integrate these new methods into the health system and educate medical personnel.



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1.4- What have we achieved since 2010, where are we in 2016?

- **Development of the health station to a health center with over 150 patients per day**
 - General Clinic
 - Laboratory
 - Mother/Child Unit with Delivery and Before/After Care
 - Dentist
 - In-Patient Unit
 - X-ray and Ultrasound Unit
 - Ophthalmology

- **Healing Center**

Following the modern medicine diagnosis, treatments with natural plants, homeopathy, Vitalfeld therapy, scenar, acupuncture as well as self-created mixtures and remedies find their own equal standing. At our natural healing center on the foot of Mt. Kilimanjaro, surrounded by nature and good radiation, we live on the principle of achieve A LOT with LITTLE.

If necessary therapeutic healing interventions are used to explore the deeper root of a disease.

- **Driving doctors**
 - Medical Transports to the Health Center
 - Transports from the Health Center to other clinics
 - Treatment of patients in remote areas



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1.5- Strategy 2020

- Expansion of the Health Centers to a clinic with emergency and planned surgeries in gynecological, trauma and orthopedic areas. Creation of the necessary building measures and medical staff resources.
- Structural measurement with the creation of clinic management system including a clinic administrator, accounting and patient record system with internet access.
- Expansion of the Healing Center in quantity and quality through employment of additional medical staff, building of in-patient unit and further integration of natural healing knowledge.
- Patients from industrial countries come to be treated at the center and find new ways and power for their life.
- Expansion of the wound healing center as an address for chronic wounds.
- Construction of a rehabilitation center with physiotherapy for patients after operations and with chronic diseases.
- Expansion of the driving doctors projects by purchasing an ambulance car with its own driver and nurse for medical transports.
- Achieve a PPP private public partnership with the Health Center in the sense of a shared responsibility between the governmental entities and AAA. To put the basic legal conditions with the government into writing. To introduce a second level of project responsibility in the medical area whose responsibility are also to be the contact person for their state cooperation partners.
- Regular meetings with the local district authorities, to involve the public into decisions in the medical area and to learn about their needs.
- Maintaining the free treatment of patients from families in need in addition to the governmental supplemented treatments.



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Strategic measurement criteria medicine	Now value 2015	Target value 2020
Stay within the planned time and cost of the status of the clinic with surgery activities	Create plan	<5% difference
Number of treated patients per day	150	200
Number of surgeries per year	0	> 200
Percentage of diabetes patients with satisfying glucose setting	70%	80%
Percentage of well adjusted hypertension patients	70%	90%
Number of patients at the Healing Center per day	120	> 200
Number of in HIV clinic accompanied patients per month	0	40
Share of patients suffering from rheumatism who can live an independent life again	50%	70%
Number of attendance of medical educational seminars per year	25	150
Number of patients from industrialized countries	0	> 50
Share of patients that come regularly for a check-up	65%	75%
Number of patient nights per year	0	> 3000
Success of cure based on improvement of well-being	70%	85%
Number of patients at Rehcenter/physiotherapy per day	0	>40
Number of medical transports (getting people to the clinic)	150	> 300
Viable legal basis in writing	partly	100%
Responsible for the medical project successfully established as the point of contact PPP	Position still open	Successfully established
Meetings and action plans are successfully followed	30 %	95 %
Share of patients from income stable living situations who only pay state costs and deductibles for examinations	75%	/5%
Share of completely free patients treated per day	25%	25%



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2- Educational projects

2.1- Vision

Children and young adults are handed tools through education and practical attainments so they can shape their lives independently.

2.2- Mission

Expansion and conservation of three English-speaking elementary schools and one middle school for children from poorer families in which, as well as the passing of knowledge and creativity, independent thinking and building of the heart is encouraged.

Vocational schools where young adults can learn a craft to establish the base of their future.

2.3- Sustainable results

To watch a new generation grow that is self-confident, critical, creative and enters the professional life with a respect towards others that comes straight from their hearts.



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2.4- What have we achieved since 2010, where are we in 2016?

- **Three English-speaking elementary schools**

- Maasai Vision in Ngabobo: 246 children (2 pre-units, one PC learning class, 1st-5th elementary school)
 - Worseg Vision in Momella: 255 children (2 Montessori kindergarten classes, 1 pre-unit, 1st-4th elementary school)
 - Simba Vision in Madebe: 110 children (2 pre-units, 1st and 2nd class)
- The schools are being run as a Private Public Partnerships together with the government. They are among the first English-speaking state schools.
 - One section of the teachers is provided by government, all other costs are carried by Africa Amini Alama.
 - Elementary schools that give children from economically weaker families a chance to receive a high quality education.
 - In 2015 Maasai Vision school was the best school in Arumeru District, the 70th place of 16,000 schools and best government school in Tanzania.
 - At the moment during the development phase an intense exchange with the main sponsors of the respective schools is taking place.
 - A big part of the schools is financed by sponsorships.

- **Vocational schools**

- Mechanical, carpentry and masonry workshops (65 apprentices), that make a 2-year craft apprenticeship for youth from socially disadvantaged families possible.
- Erich Plasonig Professional Mechanical Workshop:
Repair shop with high quality standards and complete equipment. It is used for the repair of company owned vehicles, know-how transfer, education of mechanics and a service company for the area of Ngare Nanuki.



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- Computer school with 10 work stations.
- **Female Tailor Group** (25 women) with independent workshop in Momella and a shop in Arusha National Park, which with our 5-year tailor apprenticeship can run their own profit center.
- **Pamoja Maasai Secondary School in Ngabobo**
High quality secondary school for talented Maasai children from disadvantaged families.
 - First building phase of the secondary school (4 classrooms are finished) has started being financed through the Maasai.
 - Thanks to the school project, electricity was brought to Ngabobo.
 - It will start the year when the first graduates of the elementary school need a secondary school.
- **Perma culture**
 - Educational gardens in all elementary schools and the orphanage.
 - Garden with fresh vegetables and herbs at the Lodge. (Herbs from the garden are used daily for meals and tea.)
 - Water project in Ngabobo, Madebe, Maroroni and Ongontukoiti. (With that 3000 people in Ngabobo, 500 in Madebe, 2700 in Maroroni and 2100 in Ongontukoiti will be provided with drinking water.)



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2.5- Strategy 2020

- To complete the three existing English-speaking elementary schools with school garden and kindergarten through 7th grade.
- Ensure quality via know-how transfer from volunteer teachers as well as employment of qualified staff and further education.
- Expansion of the vocational school to allow an ever higher education for apprentices. (Integration of new machines, electronic and increased know-how transfer from Europe.)
- To generate new clients from the surrounding area through marketing measurements and expansion of the service in the Erich Plasonig Car Repair Shop.
- To accompany the female tailor group with know-how transfer in order to support them even more in their independence.
- To expand the E-Learning-Center to 10 computer work places with internet connection.
- Creation of the Pamoja-Maasai-Secondary-School in Ngabobo through the construction of the necessary infrastructural buildings like a boarding unit, teacher houses, creation of legal basis and initiation of the first classes.
- Expansion of the permaculture project by offering more seminars by trained teachers, integrating permaculture into the syllabus of schools and tending of school garden as a show case project. Pass the knowledge also to guests of Africa Amini Life.



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Strategic measurement criteria education	Now value 2015	Target value 2020
Number of pupils in all 3 elementary schools	611	971
Number of 7th grade classes	0	3
Number of further education seminars for teachers per year	2	>6
Teaching quality: Nat. exams ranking 4./7. class Maasai vision	70 th out of 16000 schools	Top 5%
Teaching quality: Nat. exams ranking 4./7. class Worseg vision	Not yet	Evaluate at end of 2016
Teaching quality: Nat. exams ranking 4./7. class Worseg vision	Not yet	Evaluate at end of 2018
Number of pupils who graduate successfully	0	90
Number of students with a final certification of vocational school every two years	63	75
Number of apprentices who get full time work	60	75
Share of income of garage from external clients	15%	50%
Number of tailors who can generate their own income	10	> 20
Number of students that finished their basic PC course per year	75	100
Number of e-learning users per day	0	>20
Completion of Pamoja secondary school	Planned	Form 3 activ
Number of permaculture seminars for farmers per year	0	3
Organic vegetables from own garden at schools and orphanage	~ 2 days per week	daily



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3- Social projects

3.1- Vision

Share part of our prosperity with people who fight for life.

3.2- Mission

To help families with grants of items until they are able to support themselves again.

3.3- Sustainable results

To offer a place where many people are promoted in their development. To enforce the responsibility of people who cannot survive on their own yet.

3.4- What have we achieved since 2010, where are we in 2016?

- **Orphanage in Momella (40 children)**
 - Orphanage with 40 children (45% girls, 65% boys)
 - A home where children experience social competence, a caring living together, safety and happiness.
 - Create a stimulating climate for learning.
 - Openness to foreign cultures and at the same time receive an understanding of their own culture.
- **Acute help for families in need**
 - Food packages: Each month more than 10 families receive regularly donations of food and item packages. Further families receive support in emergency cases.
 - Construction of houses for 3 to 4 people made out of local material. With more than 9 constructed houses in Momella and surrounding more than 36 people have received a new home.



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- **Support of women groups in Maasai land**
 - 2 female handicraft groups in Madebe and Lekurumuni:
Maasai women, who live near the poverty line, can offer their handmade jewelry for a fair price at our regular markets and with the revenue can feed their children. We sell the items in our shop at the lodge and search for distributors in Europe.
Special project: to bring the jewelry under the brand “Alama” exclusively on the market.
 - 3 micro credit groups
 - 10 women in the first group (2,000,000 starting capital)
 - 30 women in the second group (2,000,000 starting capital)
 - 10 women in the third group (900,000 starting capital)

3.5- Strategy 2020

- Orphanage: keep on giving children a home in which they experience protection, love and encouragement. Including daily tasks, preparing the kids for their future work/education.
- Keeping up the continuous communication with sponsors.
- Continuation of the support for families in need. Delivery of food packages together with the guests from Africa Amini Life and construction of houses when needed.
- Support of the already existing women's groups in Maasailand and effort of finding a continuous distribution for their products.
-

Strategic measurement criteria social projects	Now value 2015	Target value 2020
Stable kids measured on their abilities to play freely and their openness	93%	95%
Number of children with psychological anomalies	5	1
Number of children that graduate from elementary school	0	8
Number of sponsor letters per year	3	3
Number of family sponsors	10	10
Revenue of Maasai jewelry per year	€ 9.000	€ 10.000



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4- Income generating projects (Africa Amini Life)

4.1- Vision

To make our guests feel the fundamental force of this special place between Mount Meru and Kilimanjaro and help at the same time the country in its development by the tourism revenue.

4.2- Mission

A respectful tourism in the sense of an exchange of resources. Medical, educational and social projects are financed and supported as 100% of the profit will be paid into the charitable organization. Guests can feel the power of this country at the Kilimanjaro, interact with people on site and experience inner change.

4.3- Sustainable results

A new type of tourism that allows the guests to feel the special power of this country. At the same time meeting people of different cultures during their stay.



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4.4- What have we achieved since 2010, where are we in 2016?

- **Africa Amini Maasai Lodge in Ngabobo**
 - Construction of 10 Bomas (houses for 2 to 7 Personen)
 - Restaurant kitchen area
 - Expansion of pool with spa area (sauna and tepitarium)
 - Conference and meeting room
 - Staff area
 - Permaculture garden
- **Africa Amini Hillside Retreat**
 - Private house for max. 8 people
 - Pool area
 - Permaculture garden
- **Africa Amini Guest Houses**
 - Construction of 2 houses
 - Construction of 2 tents
- **Africa Amini Hotelini (3 Units)**
- **Africa Amini Helper Houses**

4.5- Strategy 2020

- Increase of occupancy of all accommodations through word-of-mouth, professional internet presentation and marketing measures with local and international travel agencies.
- Preservation of service quality.
- Increase of revenues for the funding of Africa Amini Alama.
- Market the accommodations in Momella as a Healing Resorts for guests from industrialized countries where they can find a combination of nature healing therapies is offered. Market the land at Kilimanjaro is a place of power.

Strategic measurement criteria	revenue	Now value 2015	Target value 2020
Occupancy Lodge		15%	45%
Guest rating of Lodge „excellent“ on Trip Advisor and booking.com		96%	96%
Increase of income from Tourism		100%	300%
Guests who use the medical amenities		0	50



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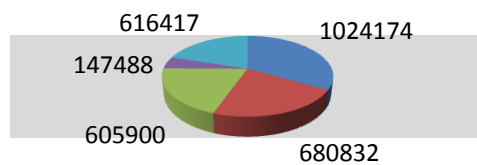
Numbers and facts

Economical Analysis 2009/10 until 2015

(all costs in Euros)

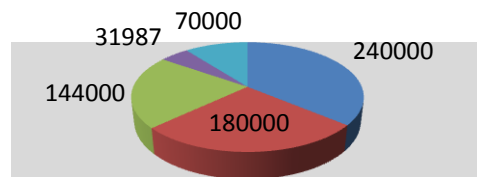
Project description	2009-2015	Expenditures					
		2010	2011	2012	2013	2014	2015
Total expenditures incl. investments							
Medical Projects (MEDICAL)		101'900	155'100	106'400	167'500	240'000	229'000
Educational Projects (EDUCATION)		3'200	31'700	161'432	137'500	180'000	167'000
Social Projects (SOCIAL)		21'500	36'300	146'100	103'000	144'000	155'000
Cultural Exchange Projects (EXCHANGE)		37'500	6'000	23'500	15'500	31'987	33'001
Finance Projects (FINANCE)		70'411	83'071	158'000	174'635	70'000	20'300
TOTAL		234'511	312'171	595'432	598'135	665'987	604'301

2009-2015



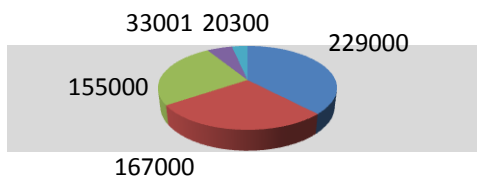
- Medizinische Projekte (MEDICAL)
- Ausbildungs Projekte (EDUCATION)

2014



- Medizinische Projekte (MEDICAL)
- Ausbildungs Projekte (EDUCATION)

2015



- Medizinische Projekte (MEDICAL)
- Ausbildungs Projekte (EDUCATION)



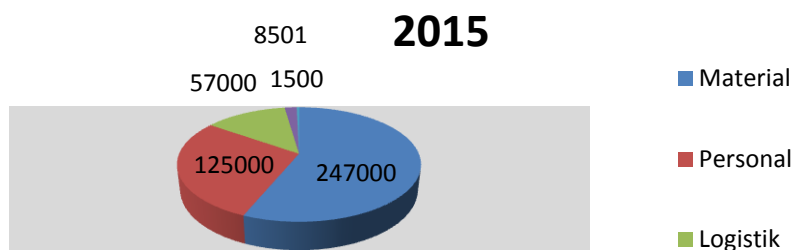
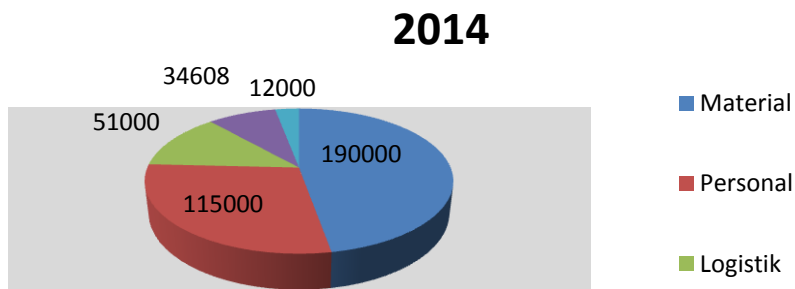
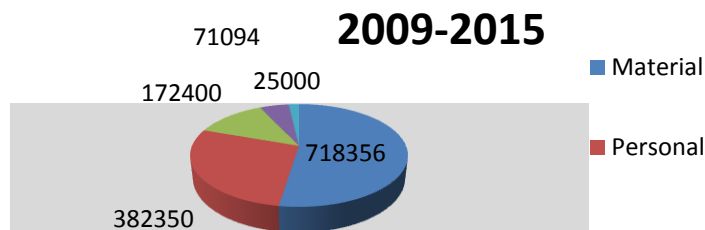
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Economical Analysis 2009/10 until 2015

(all costs in Euro)

Cost positions	2009-2015	Statement of costs					
		2010	2011	2012	2013	2014	2015
Running costs per year ecl. investments							
Material		20'011	38'921	71'300	147'000	190'000	247'000
Personal		25'850	22'500	33'500	60'500	115'000	125'000
Logistics		8'750	12'650	12'000	31'000	51'000	57'000
Administration & Sponsor care		4'900	7'600	8'200	7'135	34'608	8'501
PR		0	1'000	4'000	6'500	12'000	1'500
TOTAL		59'511	82'671	129'000	252'135	402'608	439'001



Financial analysis 2009/10 until 2015



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(all costs in Euro)

Source of funding	2009-2015	Income					
		2010	2011	2012	2013	2014	2015
Total Income							
Donation DDr. Christine Wallner		226'011	158'221	195'000	130'000	78'000	20'298
Donation Dr. Cornelia Wallner				80'000	95'000	72'000	21'651
Donations + Sponsoring		8'500	145'500	312'398	384'396	528'513	565'119
Grant		0	8'000	8'000	10'000	0	0
Financial earnings		0	450	34	250	0	30'501
TOTAL		234'511	312'171	595'432	619'646	678'513	637'568

