

Sustainable Expansion Strategy into Zimbabwe & Fiscal Independence

Equip Mozambique: Juris Law & Rights App

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Executive Summary



Equip Mozambique empowers communities through innovative legal education tools.

- The Juris Law & Rights App provides accessible legal education to a population where 62% live in rural areas, combating corruption and exploitation despite existing legal protections.
- Mozambique is ranked as the 7th least developed country, highlighting the critical need for such initiatives.

Scaling the Juris App requires addressing financial sustainability and societal impact.

- Financial sustainability is essential, as nonprofits with diversified revenue streams achieve greater stability.
- Impact-focused strategies include forming strategic partnerships and targeting key user segments for expansion into Zimbabwe.

Key findings reveal opportunities for financial growth and regulatory alignment in Zimbabwe.

- Expanding revenue models beyond the current "Big Bettor" approach can include Beneficiary Builder (e.g., lawyer advertising) and Policy Innovator models.
- A hybrid Private Voluntary Organization (PVO) and Trust-Deed framework ensures compliance with ZI's stringent NGO regulations while supporting rapid growth.
- Strategic partnerships in Zimbabwe, such as with Zimbabwe Lawyers for Human Rights, will bolster content generation and outreach efforts.

Recommendations focus on funding, target audiences, and partnerships for scalability.

- Enhance grant applications and secure diverse funding sources to achieve \$200K in annual revenue, ensuring long-term project sustainability.
 - Launch efforts should prioritize digitally literate youth and urban working adults in Harare and Bulawayo while leveraging SMS/USSD solutions for rural areas.
 - Collaborate with pro bono law firms and legal resource organizations to ensure the app's information remains relevant and impactful.
- ✓ By addressing these priorities, Juris can maximize its societal impact while transitioning into an independent, scalable initiative capable of transforming access to justice in Mozambique and beyond.

Background

Organization Overview



Mission

Empowering Mozambican leaders to drive systemic change through technology, education, and community programs, fostering holistic transformation (spiritual, social, economic).

1. Tech Innovation

- *Juris*: Legal rights app (30k+ users)
- *Fonte da Vida*: Bible access for 80k+ Portuguese-speaking Africans
- *Aidai*: Post-cyclone emergency info platform (10k+ beneficiaries)

2. Leadership Development

- Training programs for community-driven problem-solving

3. Economic Empowerment

- Restoring Hope Sewing School: Products sold globally to sustain widows' livelihoods

Impact



Juris



Consultare



Fams



Kultuare



Fonte da Vida



AidAI



We aim to be the premiere ideation and project incubation center for real, lasting change in Mozambique.

126

Jobs created

10,000+

Disaster-response beneficiaries

248,122

People reached through digital solutions

Source: (Equip Mozambique, 2025), (GiveFreely, 2023), (Mozilla, 2022)

Juris Law & Rights App

Juris is built on the principles of simplified law, seamless search, and accessibility, offering a strong reporting system and query features to enhance legal literacy



Snapshot



Mission

Empowering Mozambicans with accessible legal rights education through a mobile-first platform, fostering justice, accountability, and societal transformation.

1. Legal Rights Information

- Simplified explanations of Mozambican laws in Portuguese and local dialects
- Focus on land rights, family law, and civil rights

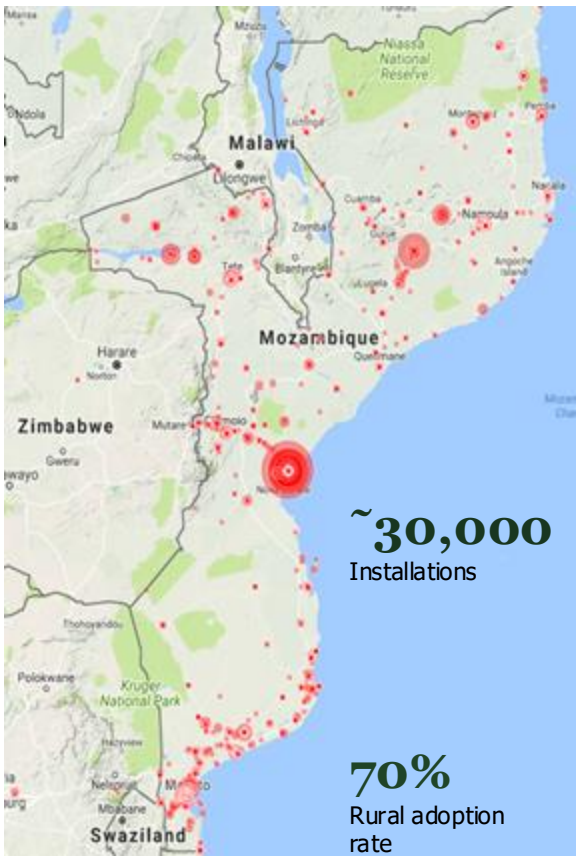
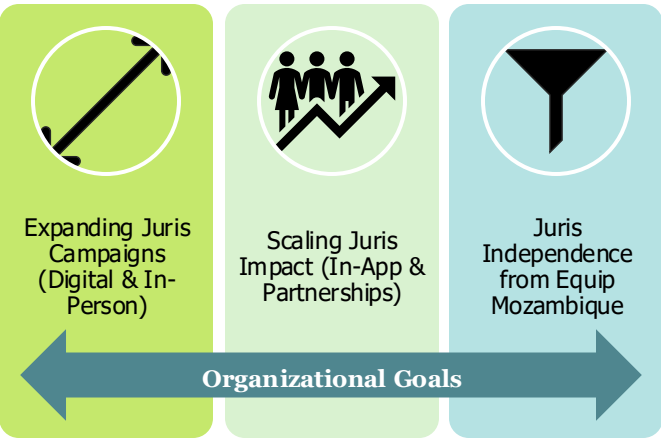
2. User-Friendly Design

- Offline functionality for rural areas
- Intuitive navigation for low-tech users

3. Community Impact Tools

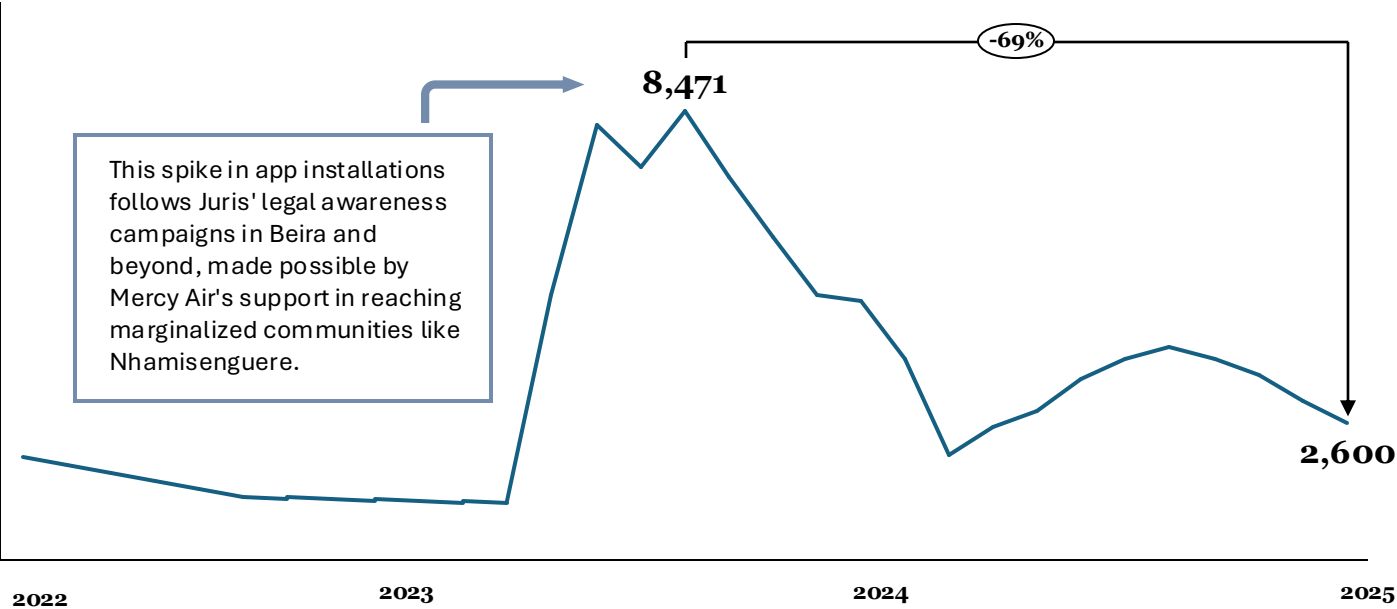
- Reporting mechanisms for legal violations
- Connection to local legal aid resources

Impact Metrics & Goals

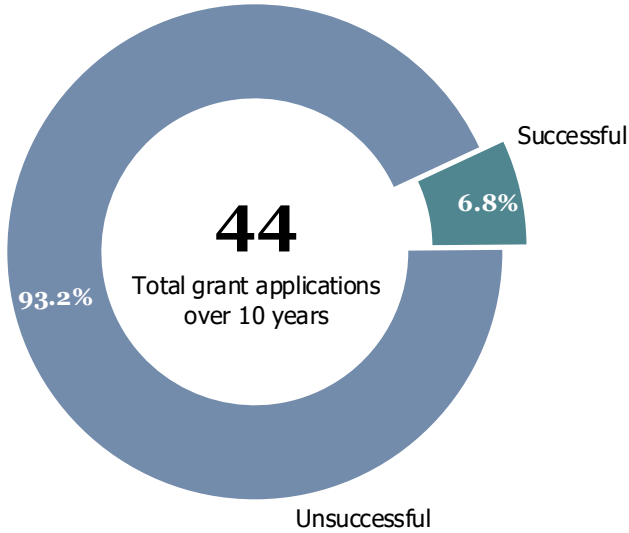


Source: (Juris Co., 2024), (Reinagel, 2025)

Application Installation (2022-2025)



Juris faces challenges in grant writing, acquisition, and long-term financial sustainability.



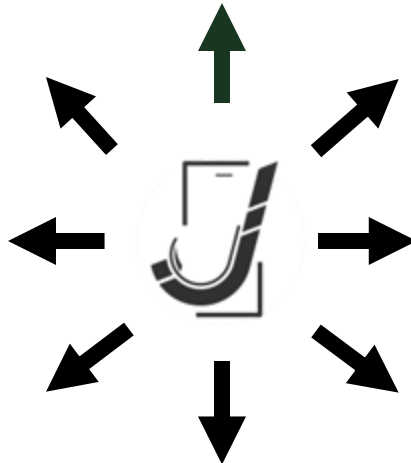

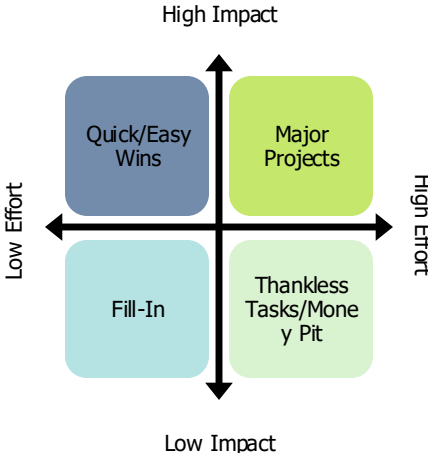
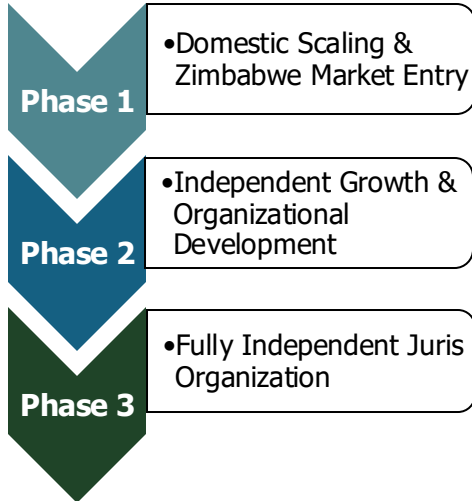
Source: (Equip Mozambique, 2025)

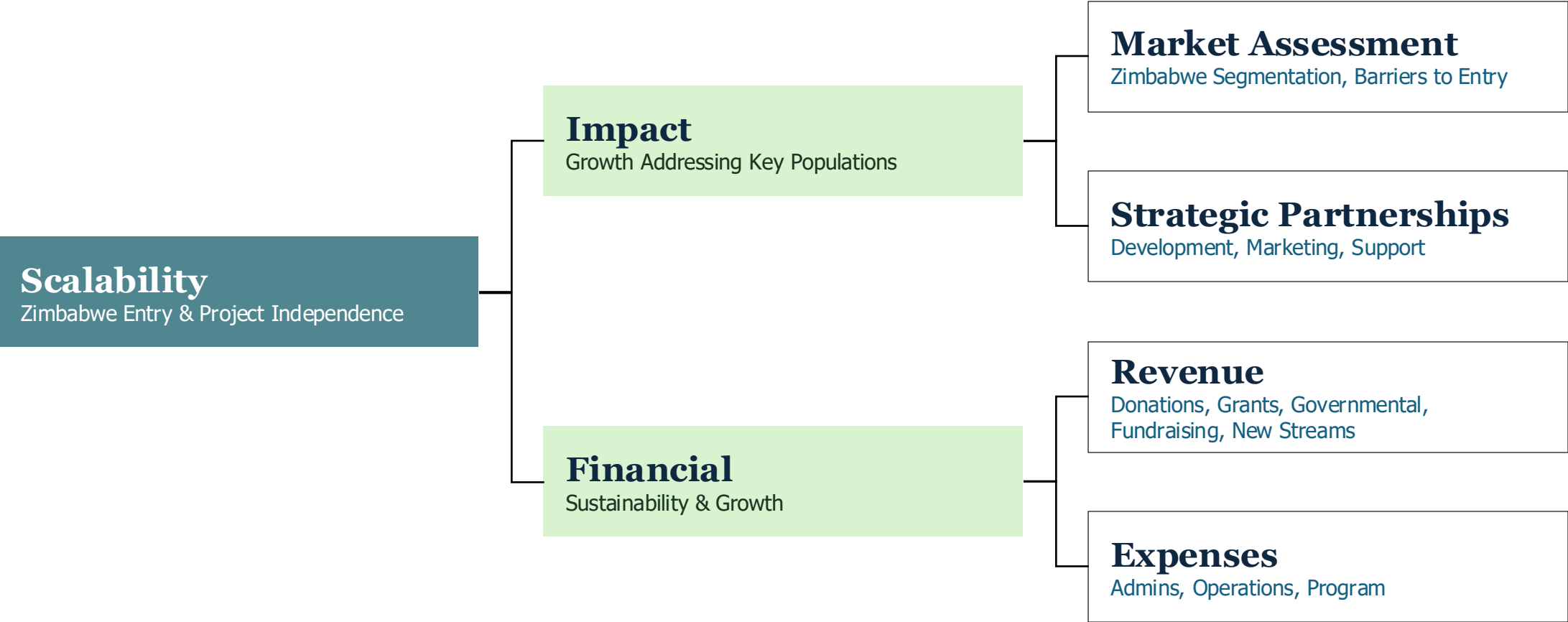
Approach

Scope

Scale the Juris App internationally, starting with Zimbabwe, to enhance legal accessibility and drive societal impact, ultimately transitioning the app into an independent, self-sustaining entity



Expansion Strategy	Market Entry Focus	Objective	Long-Term Vision			
<p>Juris aims to scale both within Mozambique and internationally.</p> 	<p>Zimbabwe selected as a key target market.</p> 	<p>Maximize societal impact and enhance legal accessibility.</p> 	<p>Transition Juris into an independent initiative beyond its umbrella organization.</p>  <ul style="list-style-type: none">•Domestic Scaling & Zimbabwe Market Entry•Independent Growth & Organizational Development•Fully Independent Juris Organization			
Executive Summary	Background	Approach	Financial Analysis	Impact Analysis	Strategic Recommendation	Conclusion



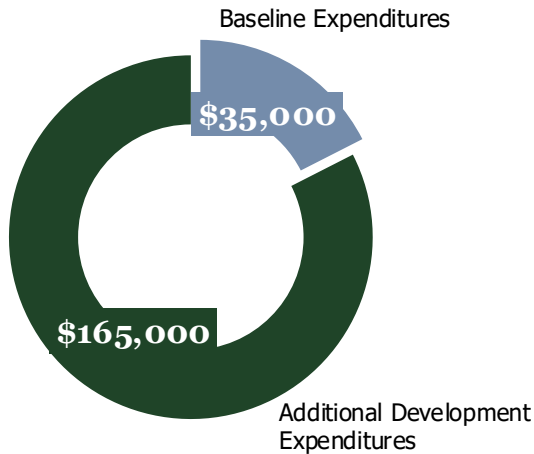
Financial Analysis

Financial Goals

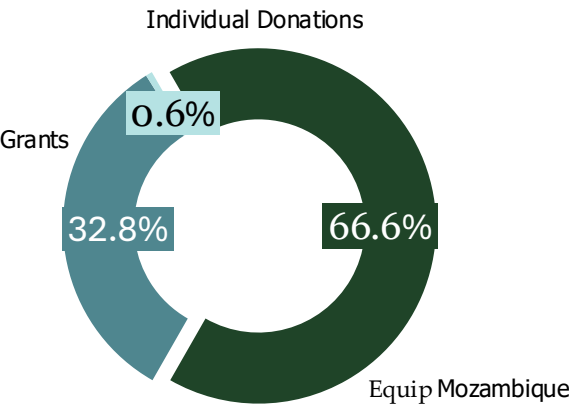


Juris seeks \$35,000 annually to ensure its fiscal sustainability upon separating from Juris, with a target of \$200,000 for maximizing its growth.

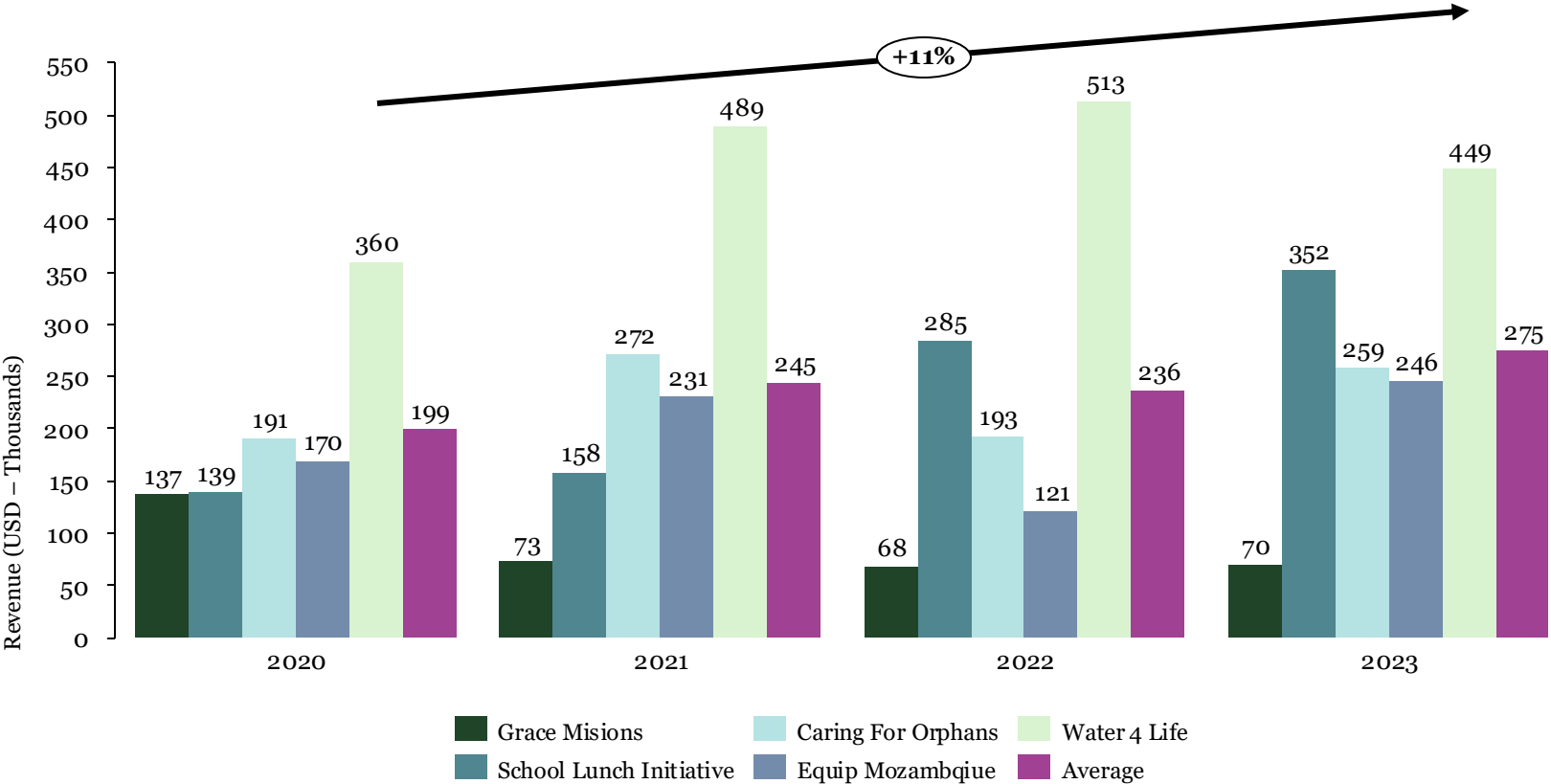
Cost Structure



Revenue Inflows



Mozambican NGO Revenue Inflow



Source: (Pro Publica, 2025)

Revenue Models



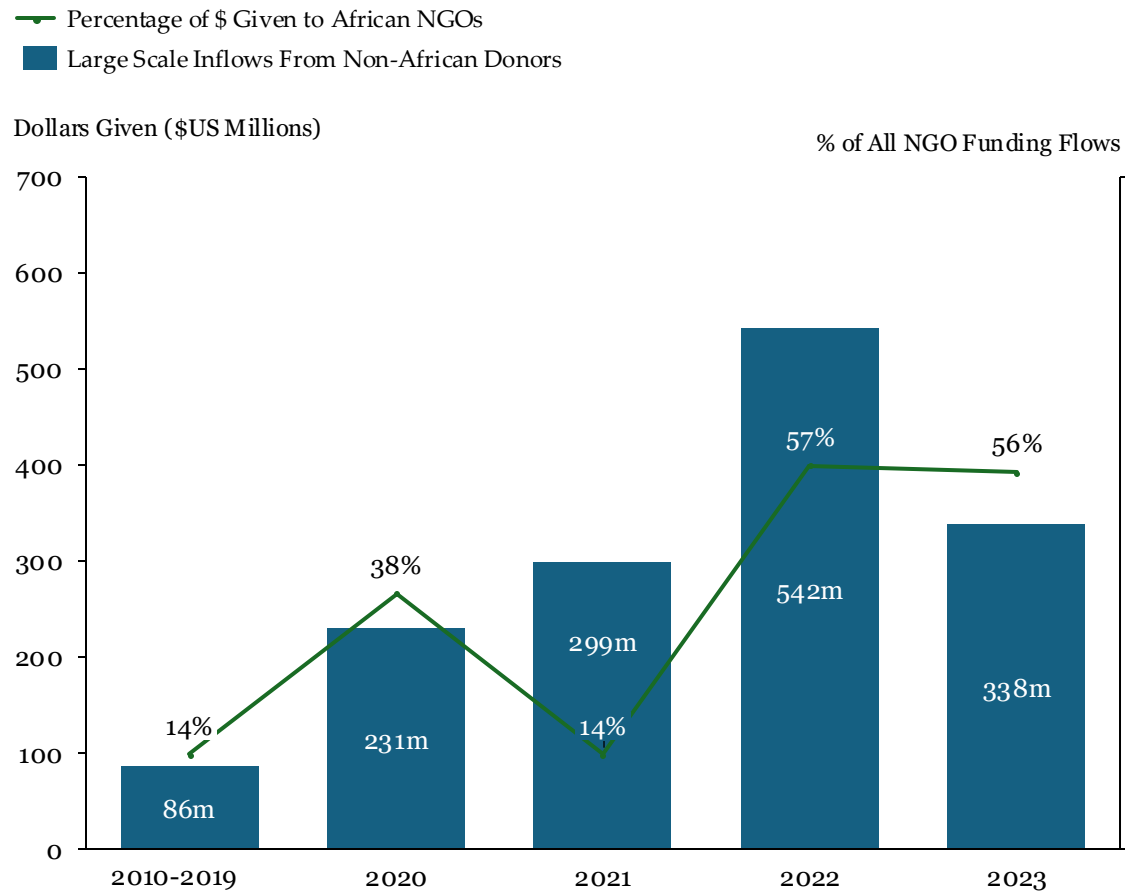
Like many non-profits, Juris primarily relies on the ‘Big Bettor’ revenue model. Given potential drawbacks and resource strains caused by implementing a second revenue model, we recommend Juris optimize its current model prior to pursuing new ones.

Revenue Strategy	Advantages	Drawbacks
Big Bettor (Current Model) Relies on major grants or large donations from a few individuals or foundations.	<ul style="list-style-type: none">• Large pool of resources available• Current method, largely used by nonprofits	<ul style="list-style-type: none">• Timely• Increasing Competition for grants• Use case of money may be restricted
Heartfelt Connector Focuses on small donations from a large number of people	<ul style="list-style-type: none">• Provides an initial flow of revenue with little restriction on its use	<ul style="list-style-type: none">• Potential donor base vastly differs from user base
Beneficiary Builder Generates revenue by offering services to stakeholders who benefit from our resources, receiving a percentage of their earnings in return (e.g., connecting users with lawyers who pay us upon winning a case).	<ul style="list-style-type: none">• Ensures Juris’ interest in providing end-to-end assistance for users	<ul style="list-style-type: none">• Current Partnerships involves pro bono lawyers• Risks straying the app from initial vision

Source: (Foster 2009)

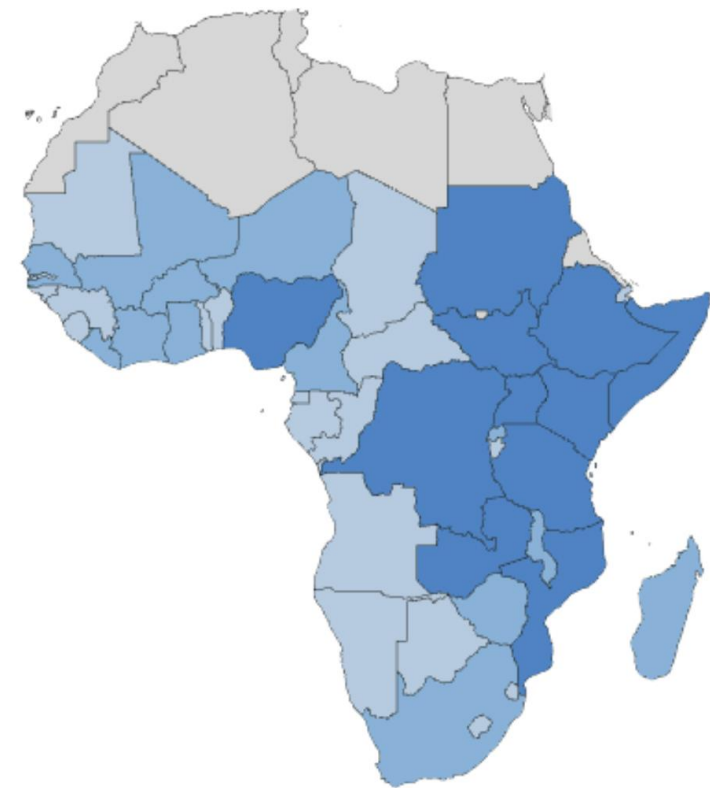
Large scale private donor giving into Africa by non-African donors has drastically increased since the COVID-19 pandemic, emphasizing the need for targeting private foundations among recent USAID budget cuts.

Large Scale Funding Flows to African NGOs by Non-African Donors



Source: (Bridgespan, 2023), (Pew Research, 2025), Philanthropist(2022)

USAID Shutdown Directly Disrupts 1.6 Billion US Dollars in NGO Funding to Sub Saharan Africa

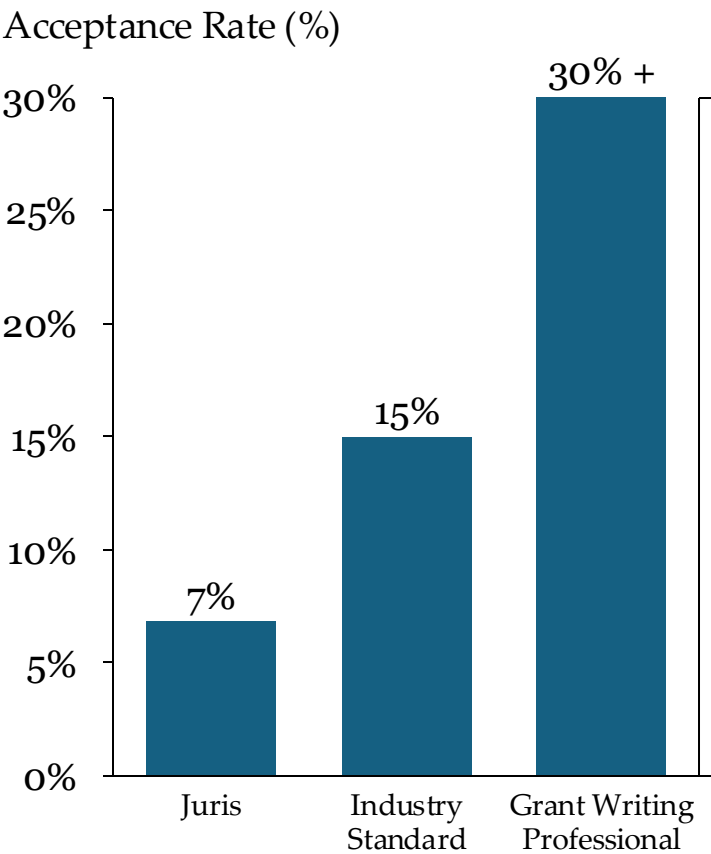


Grant Landscape – Internal Factors



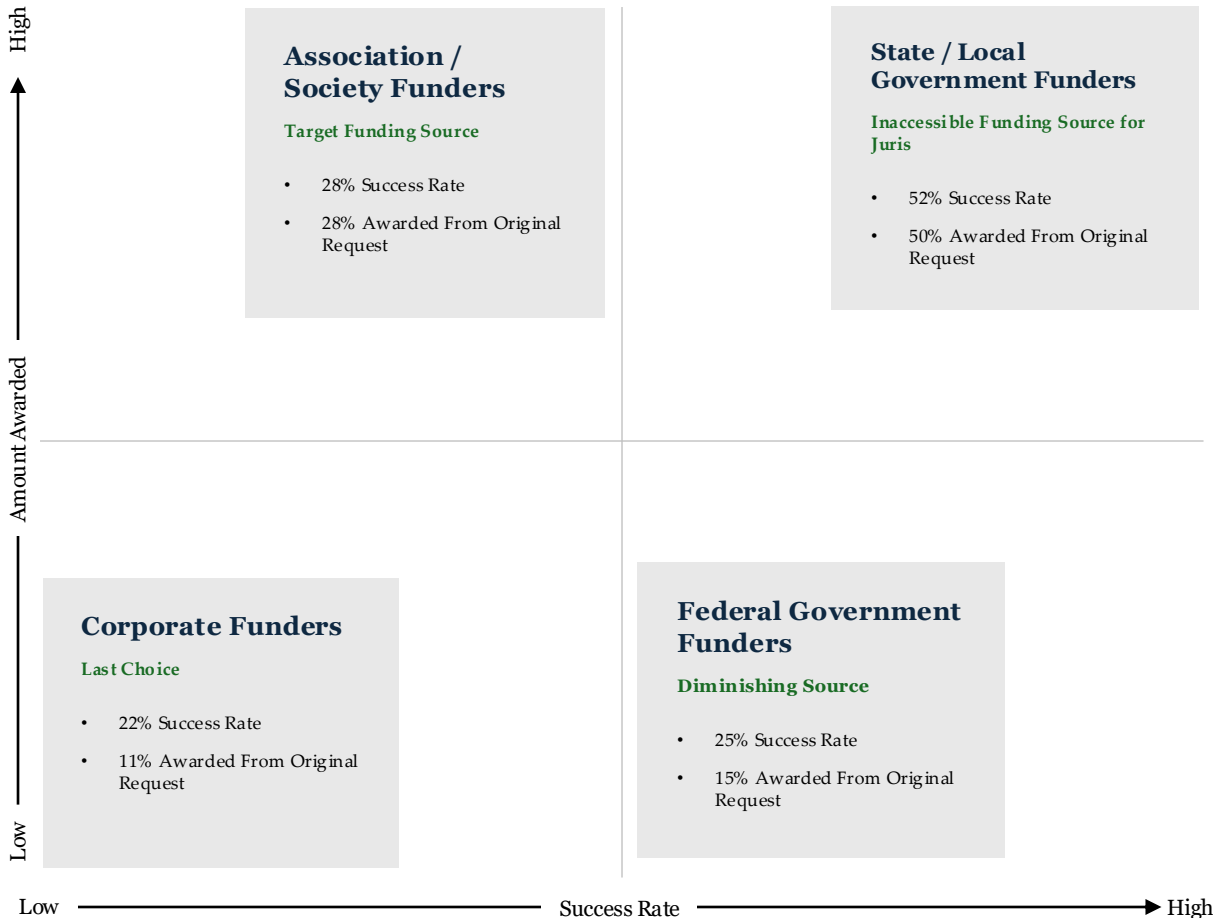
Juris is seeing low Grant acceptance rates as a result of poor grant management practices and a lack of grant writing experience.

Grant Acceptance Rates by Writer



Source: (Professional Grant Writer, 2025), (Instrumentl, 2025)

Success Rate and Award % of Different Funding Sources



Recommendation – Grant Management



To improve its proposal success rate, Juris will utilize a grant management software and begin evaluating grants with a weighted rubric

Grant Software Benefits

01.

Find Grants

Recommends grants fitted to Juris’ specific background

03.

Business Intelligence Insights

Gain insights on funder profiles and past application successes

05.

Verify Post Award Compliance

Ensure Juris stays up to date with compliance requirements after receiving funds

02.

Write with AI

AI Solutions on average save 50% on time writing grants

04.

Track Applications

Access a centralized repository for all grant writing deadlines

Weighted Rubric: AU Civil Tech Fund

Criteria	Weight (1-5)	Score (1-10)
Monetary Value	5	3
Mission Alignment	5	9
Geographic Location/Facilities Support	3	4
Eligibility	4	7
Likelihood to Meet Deadline	2	4
Key Personnel Availability	1	3
Competition	4	7
Number of Awards	3	5
Score (Sum product)	139	

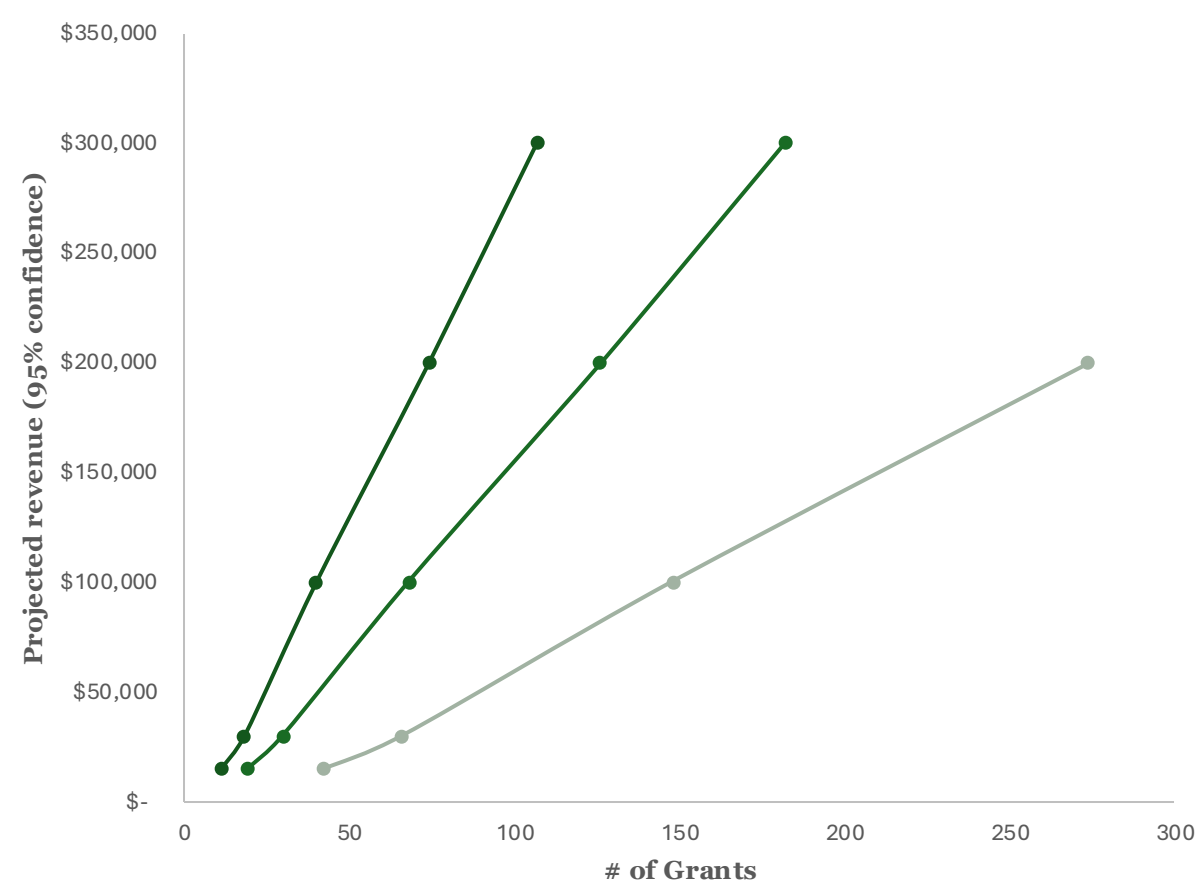
Sources: PGWAdmin. (2021, December 14).

Revenue Projections



With Juris achieving its target success rate, a minimum of 18 grants per year should be written to ensure fiscal sustainability, highlighting the accessibility of grant writing alone as a solution

of Grant Annual Grant Applications Required to Achieve Revenue Targets With 95% Confidence



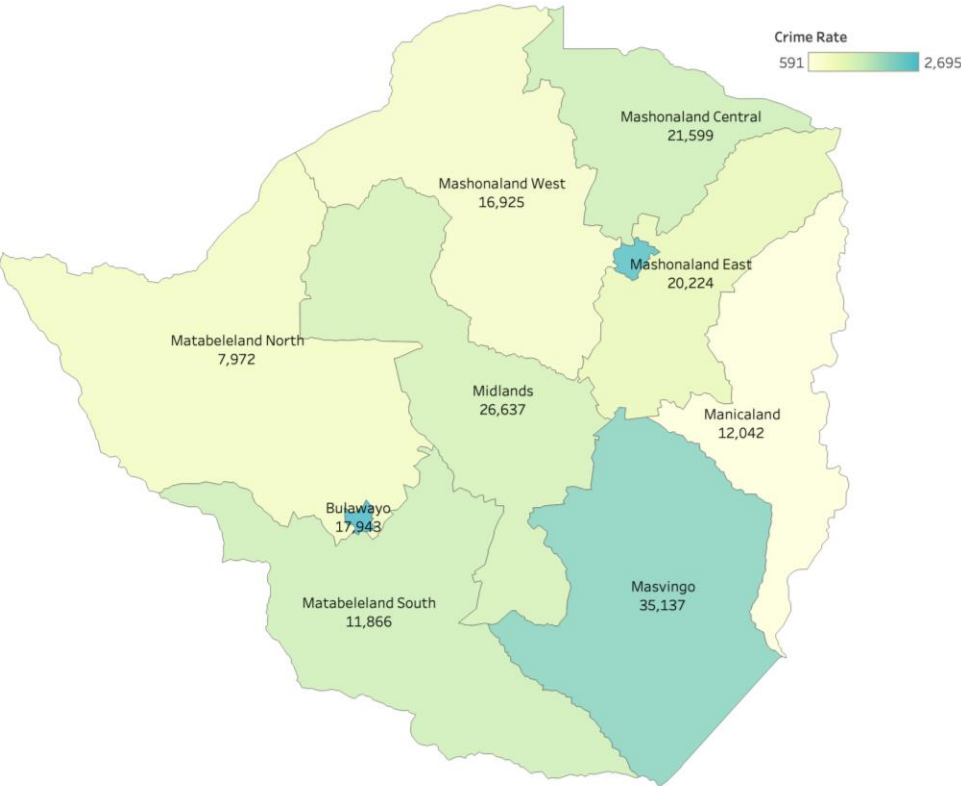
Acceptance Rate	Fiscal Sustainability (30k)	Maximal Development (200k)
Current Success Rate (7%)	66 Grants	274 Grants
Industry Standard Success Rate (15%)	30 Grants	126 Grants
Target Success Rate (25%)	18 Grants	74 Grants

Sources: PGWAdmin. (2021, December 14).

Impact Analysis

Demographic Snapshot

Dual path of impact creation and financial stewardship, where thorough market assessment informs program development while diversified funding streams ensure longevity



16.8 m

Population of Zimbabwe

90.6%

Cellular mobile connection penetration rate



6.45 m

Individuals using the internet



Social media user identities



97.4%

Urban youth smartphone penetration

67%

Rural SMS dependency

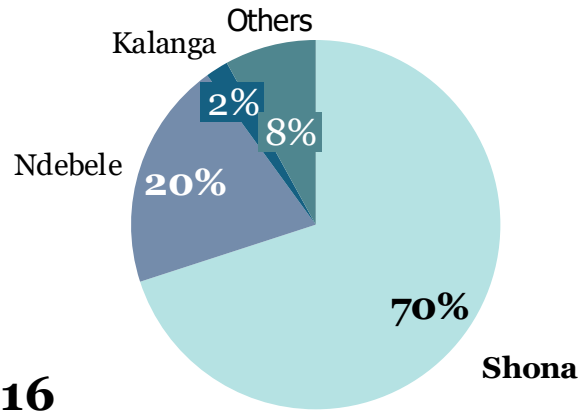
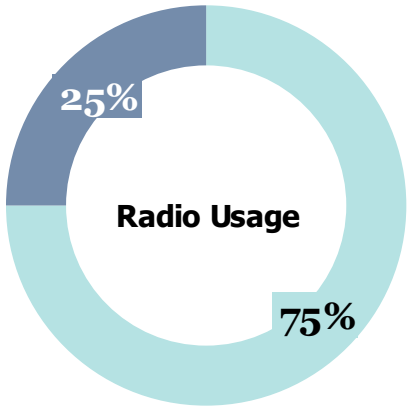
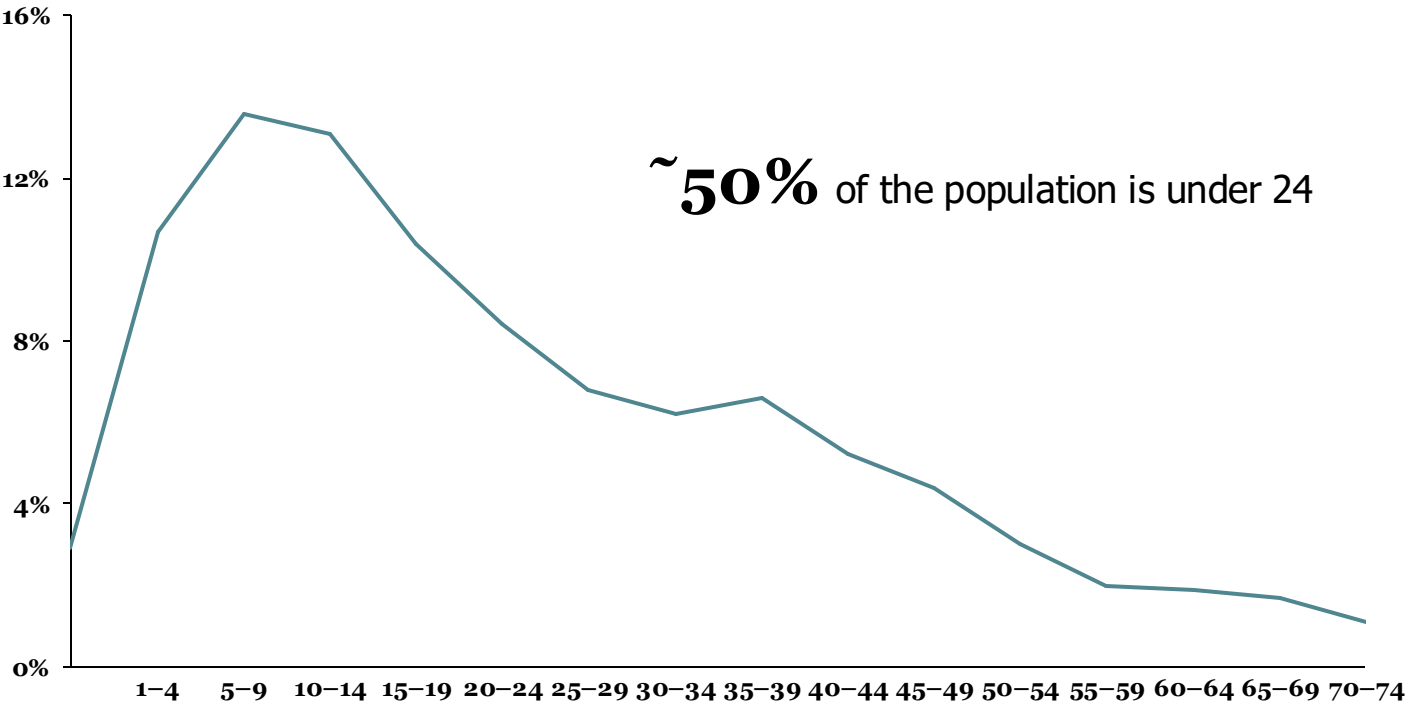
2.1 m



Country snapshot

Sources: PGWAdmin. (2021, December 14).

Age Distribution

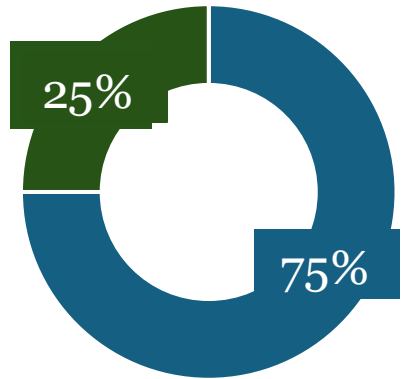


16
Official languages

Sources: PGWAdmin. (2021, December 14).

Partnerships

Targeted partnerships can close Zimbabwe's legal access gap



>75% of Zimbabweans face legal issues without formal representation



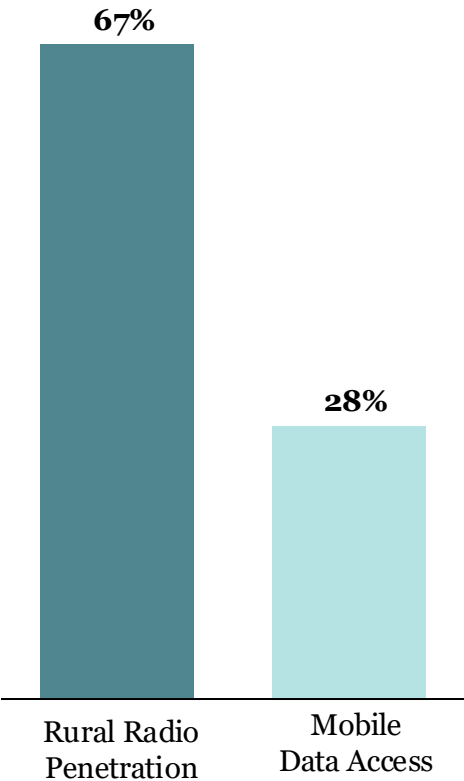
Target: 500+ legal queries processed in Year 1 via mobile clinics

40%

Average legal literacy rate in rural areas



Goal: Monthly legal clinics w/ 4+ NGOs and Pro Bono law firms participating



Importance of Radio in Outreach

Source:

Partnerships

Five avenues for collaboration to maximize Juris' impact within targeted demographics in Zimbabwe (Short term to long term).



Strategy	Juris Improvement	Media Engagement	Youth Engagement	Knowledge Sharing	Legal Aid Delivery
Details	<u>Symbiotic Relationship</u> Collaborating with established NGOs would give access to established international grant and legal advice networks Increase grassroots legal work and exposure to loyal civilians and users	<u>Radio Outreach</u> Hosted jointly with existing legal education NGOs Talk shows, legal Q&A, and rights education segments Leverage trusted rural channels	<u>Internship Pipeline</u> Attract law student volunteers to first conduct research on identifying gaps in Zimbabwe's legal system Secondly, to help with Zimbabwean law translation in local context	<u>Workshops & Seminars</u> Peer-to-peer nonprofit training hub Co-hosted by legal aid organizations Think Tank that hosts On-going seminars to decode complex regulatory frameworks	<u>Legal Aid Clinics</u> Informative and legal assistance workshops facilitated monthly by nonprofits and pro bono law firms to help civilians under their rights Impact would be measured through an increase in the number of queries on Juris in the clinics
Partnerships	Established NGOs: BareFootLaw and Jamf Foundation	Legal Education NGOs: Zimbabwe Information and Technology (ZITET) and ABA Popular Radio Channels: Radio Zimbabwe, Star FM, and Power FM	Student Engagement: Abammeli Bamalungelo Abantu (ABA) and Jamf Foundation	Legal Aid Organizations: Juris, BareFootLaw, and Legal Resource Foundation Zimbabwe	Legal Assistance: Jamf Foundation, Muvingi & Mugdaza, and BareFootLaw Internet Access & Tech: Uncommon and Morambida

Source:

Barriers to Entry

Regulatory and political landscape create structural hurdles for new entrants



Legal Framework

- Must be registered as 1 of 3 legal frameworks
- Foreign funding is monitored closely
- Must not advocate for policy reform or "undermine Zimbabwe's interests"
- ✓ Trust component allows for pursuance of non-public benefit activities, and PVO component allows it to engage in public-facing activities



Cyber & Data Policy

- Must obtain a data controller license which can range up to 2,500 USD
- Juris must comply with Zimbabwe's stringent data regulations such as SI 155



Language Barrier

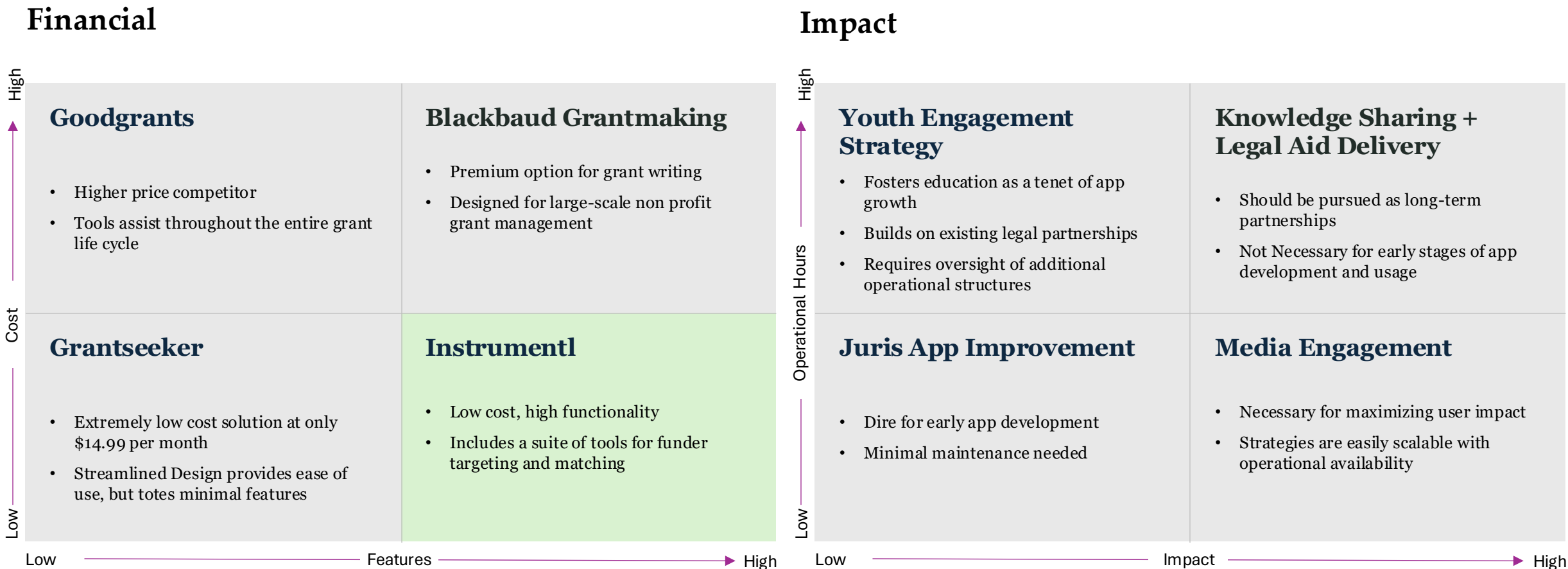
- Recognizes 16 official languages
- Miscommunication due to language differences compromises quality of legal advice

Source:

Strategic Recommendation

Strategic Recommendation

Through optimizing grant its grant management, proper demographic segmentation, and formation strategic new partnerships, Juris can strategically enter Zimbabwe in a fiscally viable way while maximizing its customer impact



Conclusion

Appendix & Bibliography

```
In [20]: from scipy.stats import binom

# Given values
p = 0.15 # Probability of success (7% acceptance rate)
grant_payout = 15000 # Each grant pays out $15,000
target = 300000 # Target total payout
target_successful_grants = target // grant_payout # Minimum successful grants to meet the target
confidence_level = 0.95 # 70% confidence

# Function to find the minimum number of trials
def find_min_trials(p, target_successful_grants, confidence_level):
    n = target_successful_grants # Start with the minimum number of trials equal to the number of required successful grants

    # Loop to find the minimum number of trials where cumulative probability >= 80%
    while True:
        # Calculate the cumulative probability of having at least 'target_successful_grants' successful trials
        cumulative_prob = 1 - binom.cdf(target_successful_grants - 1, n, p)

        if cumulative_prob >= confidence_level:
            return n
        n += 1 # Increase the number of trials if the confidence level isn't met

# Find the minimum number of trials needed
min_trials = find_min_trials(p, target_successful_grants, confidence_level)

print(f"Minimum number of trials (grants) required: {min_trials}")

Minimum number of trials (grants) required: 394
```

```
In [6]: # p = .25; 200k - 74 grants; 100k - 40 grants; 30k - 18 grants; 15k - 11; 300k - 107 grants
# p = .15; 200k - 126 grants; 100k - 68 grants; 30k - 30 grants; 15k - 19; 300k - 182 grants
# p = .7; 200k - 274 grants; 100k - 148 grants; 30k - 66 grants; 15k - 42; 300k - 394 grants
```

Source:

Equip Mozambique – Empowering leaders to transform their nation. (2024). Equipmoz.org. <https://equipmoz.org/>

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Source: