



LATIN AMERICAN FOUNDATION FOR THE FUTURE

STRATEGIC PLAN

2016 - 2019

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SECTION A

INTRODUCTION

A1) Introduction

This Strategic Plan sets out the vision, mission and values of Latin American Foundation for the Future (LAFF), as well as our goals and programmes for the period 2016 – 2019. It is intended to provide a clear guide to our objectives for the next three years, and provide a framework for implementation of our programmes.

A2) About Us

LAFF is a UK-registered NGO operating in Peru, working with vulnerable children and the organisations that support them. We work closely with partner organisations in Cusco and Lima, supporting young people whose lives have been directly and profoundly affected by a wide range of social issues. Amongst other factors, the problems of poverty, high unemployment, family violence, alcoholism, sexual and physical abuse, lack of education, homelessness and teenage pregnancy, leave too many children in Peru vulnerable, socially excluded, and lacking opportunities. Working with and through our partners, LAFF reaches out to these children and young people, helping them to build a better future for themselves.

A3) Background

Seeing an opportunity to help these young people, our founders Sarah Oakes and Hannah Barrett established LAFF in 2007, and we became a registered UK charity the following year. Our initial aim of raising funds in Britain to support children's organisations in Latin America quickly broadened in response to needs on the ground, and in 2010 we began directly designing, implementing and supporting programmes in Peru. Our work now aims to improve the capacity of our partner organisations there, and ultimately to empower children and young people to build a better future for themselves.

Key to this new approach was the recruitment of our first International Partnerships Manager (now called the Programme Manager) to lead our work in Peru. Based in Cusco, this role is critical to our success, working with our partner organisations, providing capacity building and technical support, and managing projects. The IPM role also links our fundraising and financial activities in the UK with programme implementation in Peru. In June 2012, LAFF also launched our volunteer programme, recruiting volunteers to work alongside the IPM in Cusco. We are pleased to have attracted many excellent people to join us over recent years, contributing a wide range of valuable skills and experiences to strengthen our programmes and organisation.

Key to our approach is our work with partner organisations. Our partners are local organisations with six to fifteen years experience, with a profound understanding of young people's needs and aspirations. By working closely with them, we ensure that our own limited resources make a difference where it really matters.

A4) Developing our Strategic Plan

During the first years of LAFF's existence, we were a small and responsive organisation, and our strategy emerged organically in response to the needs of our beneficiaries and partner organisations. However, as our organisation grew, so did the need for more formal planning. LAFF's first strategic plan covered the period 2013 – 2015. It was developed using a participatory approach and based on the lessons and achievements of our work during the preceding years. This first plan was a milestone for our organisation as it was the first formally documented Strategic Plan developed by LAFF, and guided our work during the subsequent period. It was a demonstration of our commitment to increasing our capacity and impact, for the ultimate benefit of the young people we work with.

As the first plan expired at the end of 2015, LAFF began the process of reviewing and updating it. A pro-bono consultant volunteered his time to assist and help organise this work. After some initial discussions, the process was kick-started with two strategy workshops held during March 2016, with staff and volunteers in Cusco. The workshops contained a series of structured exercises, designed to provoke thought about LAFF's strategy for the next three years, and to begin the process of updating the organisation's Strategic Plan.

In addition, this revised plan is based on experience. We have learned a lot over the last few years, through our formal monitoring and evaluation process, as well as through trial and error, and informal observations. Feedback from our partners, our volunteers, evaluations made by our young people, and financial analysis of our impact, have all contributed insights and informed the development of this plan.

The workshops aimed to:

- examine LAFF as a whole, considering its overall direction
- ask fundamental questions about our role, identity, vision and mission
- plan our goals, operations and programmes for the future.

The results of these first two workshops were reported to the Trustees, who provided their input and guidance via a structured questionnaire. A third workshop was then held in Cusco, to review these responses and take a more detailed look at LAFF's programmes, our specific goals, and linking these to our monitoring and evaluation processes. Key extracts from these workshops are provided in Appendix 1.

The outcome of these workshops informed the preparation of a draft Strategic Plan for 2016 – 2019. This draft was circulated for feedback to all staff, trustees and volunteers, and after a series of rounds of feedback and revisions, the final plan was presented to the trustees for formal approval and adoption in July 2016.

SECTION B

VISION, MISSION, VALUES

B1) Our Vision, Mission and Values

LAFF has been guided by strong principles from its earliest origins. These were codified in our first Strategic Plan in 2013, where we clearly set out our vision, mission and values, providing a guiding light for our work ever since.

Now we have taken the opportunity to review, refresh and reaffirm these principles. While keeping their essence and spirit, we have aimed to make them simpler, shorter, and more memorable.

Vision

We envision a world where all young people have access to education and better life opportunities

Mission

To empower vulnerable young people in Latin America and the organisations that work with them, to build a better future for themselves.

Values

Quality over quantity

To take a focussed approach, working closely with a limited number of partners and beneficiaries.

Sustainability and independence

To work towards the long-term financial sustainability and independence of our beneficiaries, our partners and our organisation.

Participation and partnership

To build long-term relationships with our partners and beneficiaries, based on mutual trust and respect, and encourage their participation in our programmes.

To do more with less, as a non-profit

To pursue ever greater efficiency, on a non-profit basis.

Commitment and passion

To be personally engaged, committed and passionate about our work and impact.



SECTION C STRATEGIC GOALS

C1) Our Strategic Goals

LAFF has identified three key themes around which we organise our work and programmes. These themes have not changed from our previous Strategic Plan – indeed they are fundamental to what we do. However, where they were previously called ‘strategic priorities’, we have decided to call them ‘strategic goals’, and we have sought ways to express them more succinctly.

	Area of Focus	Previous Strategic Priority 2013 - 2015	New Strategic Goal 2016 - 2019
1	Working with young people	Equip children & young people with essential skills & guarantee that they access better education & employment opportunities, which enable them to build a better future for themselves.	Improve young people’s prospects through access to education, training, personal development and career guidance.
2	Working with partners	Increase local partner organisations’ capacity, self-sufficiency & sustainability.	Improve the sustainability and capacity of local partner organisations.
3	Improving our own organisation	Increase LAFF’s impact: Expand understanding of the context; diversify & improve partnerships; retain and develop our team; diversify and increase funds; communicate on our progress.	Increase LAFF’s sustainability and capacity (in order to better achieve SP 1 & 2 and increase impact)

C2) Our Strategic Framework

Our three strategic goals are the organising principle, around which our programmes are structured. Each of our programmes is intended to contribute to one of our three strategic goals.

Our strategic framework is shown on the following page.

Vision

We envision a world where all young people have access to education and better life opportunities

Mission

To empower vulnerable young people in Latin America and the organisations that work with them, to build a better future for themselves.

Values

Quality over quantity
Sustainability and independence
Participation and partnership
To do more with less, as a non-profit
To be committed and passionate

Strategic Goals

1 ↓

Improve young people's prospects through access to education, training, personal development and career guidance.

- 1.1. Formal Education & Training
- 1.2. Personal and Career Development

2 ↓

Improve the sustainability and capacity of local partner organisations.

- 2.1. Project Management & Funding
- 2.2. Consultancy & Training
- 2.3. Social Enterprise Development

3 ↓

Increase LAFF's sustainability and capacity.

- 3.1. Communications and Marketing
- 3.2. Fundraising and Income Generation
- 3.3. Performance, Strategy & Governance
- 3.4. Human Resources
- 3.5. Finance

C3) Monitoring & Evaluating our Strategic Plan

A key aim for LAFF during the next three years is to develop and implement a comprehensive Monitoring & Evaluation framework, based upon this Strategic Plan. This forms a key part of the enabling strategy for our Programme 3.3, Performance, Strategy and Governance.

At present, most of the assessment of our work and impact relies on the judgement and experience of our staff, trustees, volunteers and partners. As an organisation focussed on social impact, it can be difficult for us to quantify many of the outcomes we pursue, and convert them into easily captured indicators. As such, qualitative assessments and judgement will always be a part of our approach. However, we want to move towards a more robust and systematic approach, which captures and tracks both qualitative and quantitative data about our impact, and helps us improve our work over time.

For now, within this Strategic Plan, we identify two levels of indicators, against which we can monitor performance and impact.

First, are the “macro-indicators”, which will help us assess the performance of the organisation as a whole. These will be reviewed annually by the Board of Trustees, who will take a close interest in tracking them at strategic level. They are set out on the following page.

Then, there are the “micro-indicators”, which are programme-specific, helping us assess the performance of each programme. Various ‘draft’ indicators are suggested in this plan, which will help inform the development of our M&E framework. They may change significantly as the framework evolves, and we hope to sharpen our focus and narrow down the total number of indicators as this work progresses.

C4) Macro-Indicators

We aim to track the following high-level indicators:

- Total income (aim to increase income year-on-year over the lifespan of this Strategic Plan)
- % of administration costs versus programme costs (aim to maintain or reduce our administration costs from their current level)
- Total number of beneficiaries we work with (aim to maintain or increase)
- Total number of suitably qualified volunteers appointed (aim to maintain or increase)
- Partner satisfaction (assessment methodology to be determined).

In addition to regularly tracking these indicators, this plan contains a number of one-off objectives, which are set out in the enabling strategy for each programme. Several of these objectives are strategically important for LAFF, helping us build our capacity and impact. Monitoring our achievement of these objectives will be a key indicator for us over the coming years:

- Implement our two new programmes, 2.1. Project Management and Funding and 2.2. Consultancy & Training
- Develop and implement a Fundraising Strategy (Programme 3.2, Fundraising and Income Generation)
- Develop and implement a Monitoring & Evaluation Framework (Programme 3.3, Performance, Strategy and Governance)
- Improve our governance arrangements, including reforming the Board of Trustees and registering LAFF in Peru (Programme 3.3, Performance, Strategy and Governance)

SECTION D PROGRAMMES

D1) Our Programmes

In developing this Strategic Plan, we systematically reviewed each of our programmes from the preceding 2013 – 2015 period. We asked ourselves what results we had achieved, what resources each programme was using, and how we could best focus our attention moving forward.

Most of our programmes were retained in some form, although many underwent some modifications. Some were closed, or rolled together with other programmes. And we introduced a handful of new programmes, particularly aiming to contribute towards our third strategic goal of increasing our sustainability and capacity.

Our programmes for the 2016 – 2019 period are set out in the pages that follow.

D2) Strategic Goal 1

Strategic Goals		
1↓	2	3
Improve young people's prospects through access to education, training, personal development and career guidance.	Improve the sustainability and capacity of local partner organisations.	Increase LAFF's sustainability and capacity.
1.1. Formal Education & Training 1.2. Personal and Career Development		

Programme 1.1 – Formal Education and Training

Goal: *LAFF will financially support our Cusco-based partner organisations to ensure that 100% of their beneficiaries have access to education and training opportunities.*

Such education and training opportunities might include attendance at a school or college, a vocational training institute, or other educational/training provider suitable to the student's needs, including provision of third-party private tutoring.

Enabling Strategy:

LAFF will:

- Develop a robust fundraising strategy to ensure adequate funds for the programme
- Support partners and beneficiaries to research and identify suitable education/training opportunities, tutors and providers
- Provide financial support to cover fees charged by the third party education/training providers
- Provide financial support and practical assistance in sourcing educational materials, books, equipment, etc., required by the student(s)
- Provide additional tutoring where required on a case-by-case basis, e.g. where a student has special needs or has fallen behind
- Monitor students' academic progress

Programme 1.1 – Formal Education and Training (Continued)

Indicators:

Monitoring and evaluation of this programme should focus on indicators such as:

- Percentage of long-term beneficiaries learn to read, write and do basic arithmetic (target 100%)
- Percentage of beneficiaries receiving primary and secondary education (target 100%)
- Assessment of educational outcomes such as attendance at classes, grades, and percentage completing/graduating (no target, monitor improvement)
- Number of students going on to further study or employment after their course has finished (Target 100% of those beneficiaries wanting to)
- Vocational training and education at formal schools may need to be recorded and reported separately, as they have slightly different objectives.

Budget allocation: approximately 50% of LAFF's annual budget is typically allocated to this programme **(including an allocation for the PM's salary – see annual budgets for details)**

Key People: Programme Manager, Fundraising Officer, Communication Officer, M&E Officer.

Programme 1.2 – Personal and Career Development

Goal: *LAFF will deliver a structured programme of personal development, career guidance and employability workshops and events to all of our Cusco-based partners' beneficiaries, each year, as well as providing practical assistance to beneficiaries in finding employment.*

Enabling Strategy:

LAFF will:

- Work with partners and young people to identify the needs and interests of beneficiaries in the areas of personal development, career guidance and employability skills
- Design and deliver a programme of workshops and events to address these needs, to all Cusco-based partners' beneficiaries, using LAFF staff and volunteers, and/or working with external providers. This programme shall be guided by the principles of youth engagement and participation set out in the Youth Participation Strategy
- Deliver one annual careers fair event to all Cusco partners, inviting all beneficiaries aged 15 +
- Follow up on the success of workshops and events by gathering feedback for constant improvement
- Provide career advice to beneficiaries, both through workshops/events and one-to-one as required, to help them find suitable employment
- Develop and maintain contacts with local volunteers and employers in the area, to deliver workshops with LAFF, and create stable long-term linkages between partners, beneficiaries, employers and local volunteers
- Assist beneficiaries with applying for jobs, organising and attending job interviews, including practical and financial support on an ad-hoc basis.

Programme 1.2 – Personal and Career Development (Continued)

Indicators:

Monitoring and evaluation of this programme should focus on indicators such as:

- Percentage of beneficiaries attending workshops and events organised by LAFF (target 90%)
- Establish a programme of 1:1 career guidance sessions to beneficiaries seeking work / internships
- Scores and evaluations provided by attendees on feedback forms (no target, monitor improvement)
- Evaluations provided by partners on participant's progress, learning, etc.
- Satisfaction of partners with sessions and outcomes
- Evaluations provided by tutors on sessions, assessing participation and comprehension
- Number of students attending job interviews (no target)
- Number of students going on to employment as a consequence of involvement in this programme (no target)
- Percentage of beneficiaries over 16 with a clear written career plan (target 100%)
- Improvement in life skills and social skills (qualitative assessment, no target)
- Improvement in employability skills/knowledge (qualitative assessment, no target)

Budget allocation: approximately 7% of LAFF's annual budget is typically allocated to this programme

Key People: Programme Manager, Vocational Training Coordinator, Vocational Training Assistant.

D3) Strategic Goal 2



Programme 2.1 – Project Management and Funding

Goal: *LAFF will provide expertise and financial and/or human resources to support our partners in the design, implementation and evaluation of projects that enable the development of those organizations.*

This is a new programme, aiming to respond to specific needs of the partners, in identifying, assessing feasibility, designing, funding, managing, monitoring and evaluating projects which they do not have the resources or capacity to deliver themselves. Projects should be identified and selected on the basis of their contribution to the strategic goal – improving the sustainability and capacity of our partner organisations.

In practice, LAFF's work with partners has often been on a project basis, which this programme puts on a more formal footing. However, it may require LAFF to develop its project management procedures. An example where this has been successful in the past would be LAFF's recent renewable energy programme: LAFF designed the scope of the project, provided management resources and expertise through its network, and secured the necessary funding.

The result of well-designed project initiatives should be that LAFF's partners improve their capacity, one project at a time, as well as providing a platform for LAFF to attract funds to our partners.

Enabling Strategy:

LAFF will:

- Develop a high-quality project management service for our partners, refining our project management processes as required
- Work with partners to identify suitable special projects aimed at improving their capacity and sustainability
- Assess the feasibility of at least one of these projects per partner, every three years, including assessment of the likely costs and benefits
- For projects found to be feasible, LAFF will obtain the necessary funding from focussed fundraising activities (e.g. trusts and foundations, etc.)
- For projects successfully funded, LAFF will manage the implementation through to completion on behalf of the partner
- LAFF will monitor and evaluate the impact of all special projects, defining appropriate M&E criteria for each project on a case-by-case basis
- Where necessary, LAFF will seek volunteers and/or consultants to assist on projects as required.

Programme 2.1 – Project Management and Funding (Continued)

Indicators:

Monitoring and evaluation of this programme should focus on indicators such as:

- Number of projects identified and assessed for feasibility (target 1 project, per partner every three years)
- Number of projects successfully funded (100% of feasible projects)
- Number of projects successfully implemented (100% of fully funded projects)
- Partners internal capacity and/or sustainability increased as a result of projects supported by LAFF (no target, qualitative assessment)
- Well-being of the beneficiaries will increase as a result of projects supported by LAFF (no target, qualitative assessment)

In addition, each project will need to have identified success criteria established at the outset, and the project monitored and evaluated against these specific indicators. Typical indicators might include completion of the project on time, within budget and to the required quality, as well as assessing the broader impact for beneficiaries.

Budget allocation: as this is a new programme, costs and required budget allocations will need to be determined as work progresses. However, approximately 2.5% of LAFF's annual budget is likely to be allocated to this programme

Key People: Programme Manager, PM Assistant, Fundraising Officer, Communication Officer, M&E Officer.

Programme 2.2 – Consultancy and Training

Goal: *LAFF will provide expertise, research and training to increase our partner organizations capacity and know-how.*

Enabling Strategy:

LAFF will:

- Regularly assess our partners needs by directly identifying their weaknesses or working with them to understand their demands
- Address the needs identified through internal or external training, research on specific themes, or consultancy
- The service provided will be focussed on developing our partners' skills and/or expertise
- Identify training providers in relevant areas and build a network
- Continue working with Red Semilla Nueva to contribute to the creation of training opportunities
- Recruit skilled volunteers that will be able to share their expertise with our partners
- Develop a teaching strategy that allows us to follow up on our partners' learning.

Indicators:

Monitoring and evaluation of this programme should focus on indicators such as:

- Partners acquiring new skills, knowledge of capabilities (no target, qualitative assessment)
- Number of instances of consultancy/training delivered.

Budget allocation: as this is a new programme, costs and required budget allocations will need to be determined as work progresses. However, approximately 2.5% of LAFF's annual budget is likely to be allocated to this programme

Key People: Programme Manager, PM Assistant, ad-hoc volunteers as required.

Programme 2.3 – Social Enterprise Development

Goal: *LAFF will support our partners' new and existing social enterprises by providing financial support, expertise and human resources, in order to increase their social impact and revenues.*

Enabling Strategy:

LAFF will:

- Provide consultancy through LAFF volunteer in order to increase social enterprises internal capacity
- Assess the feasibility of partner's business ideas and work to improve those ideas
- Carry out business planning, conducting market research, analysis, financial modelling, etc., as required.
- Support the design and implementation of business strategies, including marketing strategy
- Provide financial or human support for the development of the enterprises.

Indicators:

Monitoring and evaluation of this programme should focus on indicators such as:

- % of enterprises which are operating independently of donations, and are sustainably covering their costs (target 100%)
- Social enterprises will be operating and generating a funding stream to cover part of the partner organisation's programme and operating costs
- Social enterprises will be ethically responsible, and whenever possible, foster community development
- Social enterprises, within their capacities, will provide training or employment to beneficiaries that demonstrated interested in the trade
- Assessment of impact on community development (quantitative assessment).

Budget allocation: approximately 2% of LAFF's annual budget is typically allocated to this programme

Key People: Programme Manager, Social Enterprise Coordinator, Social Enterprise Assistants, ad-hoc volunteers as required.

D4) Strategic Goal 3



Programme 3.1 – Communications and Marketing

Goal: *LAFF will keep our stakeholders informed and engaged about our work, and promote our work to new audiences.*

Enabling Strategy:

LAFF will:

- develop and maintain an effective social media strategy
- continue to raise awareness of our work and the issues we work to tackle
- conduct active outreach to find blogs and online magazines to promote our work
- implement the Ambassador Programme
- identify targeted new and existing audiences and work to engage them, and language styles and topics which engage these audiences
- use personal stories and case studies to engage interest
- follow, maintain and develop LAFF's brand guidelines
- regularly publish newsletters and blogs
- develop and maintain a high quality media database

Indicators:

Monitoring and evaluation of this programme should focus on indicators such as:

- Our reach – how many views on social media, how many click-throughs, how many newsletter subscribers?
- How many blogs/outlets publishing our work as a result of our outreach?
- Level of engagement of new and existing supporters – social media interactions, emails, etc.
- Number of former LAFF former volunteers remaining actively engaged, e.g. through the ambassador program

Budget allocation: approximately 2% of LAFF's annual budget is typically allocated to this programme

Key People: Programme Manager, Communications Officer, remote Communications volunteers (1 or 2)

Programme 3.2 – Fundraising and Income Generation

Goal: *Ensure all programs and LAFF costs are covered. Enable LAFF to grow in a sustainable way.*

Enabling Strategy:

LAFF will:

- develop and implement an effective fundraising strategy
- implement the scholarship programme, increase the number of individual donors through the program
- maintain good communications and reporting to donors of all kinds
- identify opportunities for income generation in Cusco
- begin to actively research and analyse opportunities for a LAFF social enterprise
- Identify potential corporate/business donors, both in Peru, UK and elsewhere
- diversify and expand our donation sources
- develop long term relationships with our donors and access multiyear grants
- design and implement an income generation strategy in Peru, if the goals of programs 3.3 and 3.4 are reached

Indicators:

Monitoring and evaluation of this programme should focus on indicators such as:

- Strategy developed and implemented (milestone)
- Actual income increasing
- Number of donors, and diversity of sources (trusts, personal donors, events, corporate, etc.)
- Number of grants and long-term donors (one year plus)
- Number of institutions involved in scholarship programme

Budget allocation: approximately 20% of LAFF's annual budget is typically allocated to this programme. This figure includes the commission charged by fundraisers, which is accounted for as a cost.

Key People: Programme Manager, Fundraising Officer, Trustees, remote Fundraising volunteers (1 or 2)

Programme 3.3 – Performance, Strategy and Governance

Goal: *Ensure all work is driven by a comprehensive strategy, all programs are appropriately monitored and evaluated, and LAFF strategies, policies, internal processes and procedures are adequately developed.*

Enabling Strategy:

LAFF will:

- implement and develop an effective M&E strategy in all of our programs, with appropriate indicators
- at all times LAFF will rely on an updated and relevant strategic plan that will guide our work
- proactively manage and monitor risks to the organisation
- develop strong internal procedures and policies covering all internal and external operations
- reform the Board of trustees to improve engagement and support the strategic development of the organization
- LAFF will become a registered Peruvian organization.

Indicators:

Monitoring and evaluation of this programme should focus on indicators such as:

- Existence and uptake of policies and procedures covering important areas of LAFF's work
- Effective M&E occurring across programmes
- Extent to which actions are guided by strategic plan and strategic plan is updated
- Engagement levels of Board of Trustees

Budget allocation: approximately 2% of LAFF's annual budget should typically allocated to this programme

Key People: Programme Manager, M&E Advisor, Trustees

Programme 3.4 – Human Resources

Goal: *Ensure that LAFF has the human capacity to follow the strategic plan and meet objectives.*

Enabling Strategy:

LAFF will:

- At all times LAFF will count on a productive and effective full time team in Cusco covering most of the available positions.
- LAFF will have an effective volunteering programme that will allow us to recruit skilled volunteers for a minimum of three months and maintain them engaged after their time in Cusco
- LAFF will be supported by a team of remote and part time local volunteers providing expertise and contributing to our programs
- At all times LAFF will be managed by a skilled program manager that will guide all LAFF program and activities
- When LAFF becomes a registered Peruvian organization, program managers will stay for a minimum of two years.

Indicators:

Monitoring and evaluation of this programme should focus on indicators such as:

- Having full recruitment to volunteer positions
- Percentage of volunteers with university degree and able to speak Spanish to intermediate level (80%)
- Number of volunteers staying engaged after their placement (e.g.. Via the ambassadors programme)
- Number and level of engagement of remote and part time local volunteers
- Staff retention of Programme Managers

Budget allocation: approximately 10% of LAFF's annual budget is typically allocated to this programme. **(including an allocation for the PM's salary – see annual budgets for details)**

Key People: Programme Manager, PM Assistant, Recruitment Officer, Trustees.

Programme 3.5 – Finance

Goal: *To ensure LAFF manage, account for and allocate properly our financial resources, and meet all financial reporting requirements (e.g. from donors and statutory authorities)*

Enabling Strategy:

LAFF will:

- LAFF will always have an updated current and future budget
- LAFF will follow proper bookkeeping procedures, recording all transactions and retaining documentation (invoices, receipts, etc.)
- LAFF will keep up-to-date analysis of income, allocation and expenditure at all times
- LAFF will produce transparent, complete and detailed financial reports for all relevant stakeholders

Indicators:

Monitoring and evaluation of this programme should focus on indicators such as:

- All accounts completed and filed on time
- Administration costs kept low
- Every financial transaction properly recorded and accounted for.

Budget allocation: approximately 2% of LAFF's annual budget is typically allocated to this programme

Key People: Programme Manager, Trustees, Accountants.



SECTION E OUR PARTNERS

E1) Our Partnership Approach

One of our values is 'participation and partnership'. We seek to build long-term relationships with our partners and beneficiaries, based on mutual trust and respect, and encourage their participation in our programmes.

Our partner are like-minded, independent organisations, with exceptional first-hand understanding of the problems that young people face in Cusco and Peru. Their experience working directly with beneficiaries, and their strong commitment to their cause, underpin their effectiveness, and ours. Despite their strengths, our partners face obstacles and benefit from our support to develop further and grow their impact.

LAFF defines partnership as a long-term relationship with another independent organisation, defined and formalised by a Memorandum of Understanding. We select our partners carefully, working closely with them to provide assistance and financial support towards their own organisational development and sustainability. In addition, we work directly with their beneficiaries, offering complementary programmes to directly enhance their education and personal development. In return, our partners commit to acknowledging our work and contribution publicly, and to facilitating our programmes and activities within their organisations and facilities.

E2) Our Partners

We have been working with our current partners for many years now.

Casa Mantay provides a home, education, and employment opportunities to young mothers from the Cusco area and their children, many of whom have been abused, rejected by their families, and have nowhere else to go. Their mission is to give the opportunity to adolescent mothers to take responsibility and enjoy motherhood in a secure environment, where they find the material and emotional help they need to live a life of dignity.

Azul Wasi provides a home for twenty four boys, primarily victims of abandonment, neglect or abuse. Providing pastoral care, education, and a place to live and eat, Azul Wasi is LAFF's oldest partner.

The Sacred Valley Project is a non-profit organization based in Ollantaytambo and Calca, Peru, dedicated to improving access to education for young women from low-income families in remote, mountain communities of the Sacred Valley. Their mission is to provide safe and nurturing accommodation, educational resources and nutritious meals for these young women so that they may continue their secondary education and become knowledgeable and empowered women.

Mosqoy is a not-for-profit business based both in Canada and in Cusco, Peru, aiming to promote educational and cultural rights for Andean communities in Peru. They run a textile revitalisation programme, using profits from fairly-traded hand-woven textiles to support local community development projects, as well as running a youth programme and supporting responsible tourism.

Ruwasunchis work to foster community development within the community of Manchay, on the outskirts of Lima. They aim to create meeting spaces that support learning and development opportunities for vulnerable communities.

APPENDIX 1

RISK REGISTER

F1) Risk Register

	Description of Risk	Impact (1-5)	Likelihood (1-5)	Risk Score (1-25)	Response / Controls / Mitigation
	Programme 1.1				
1.1a	Young people with no DNI will not be accepted into school. Young people will miss months of education because of bureaucratic procedures.	5	2	10	LAFF will start a dialogue with UIT (Unidad de Investigacion Tutelar) in order to be able to advocate for our beneficiaries and try to accelerate the bureaucratic process.
1.1b	Despite going to school, some young people will still struggle to learn to read, write and do basic maths. Young people won't be able to proceed into further or technical education (universidad or instituto)	5	2	10	LAFF will monitor the beneficiaries' academic progress and suggest/ provide further 1:1 support to those students that cannot catch up
1.1c	Lack of funding to provide financial support to further education. Young people will miss a chance to proceed towards a better career path.	5	3	15	LAFF will expand our fundraising strategy and make sure we have more funding available for this programme.
	Programme 1.2				
1.2a	Lack of partners' commitment to our curriculum. They will not transmit to young people the importance of the work done/ will not organize the group upon arrival of the LAFF team/ they will interrupt and show no respect for LAFF people working	5	4	20	LAFF will work with partners to make them understand the importance of the work we do; will demonstrate expertise and punctuality; will update curriculum and show partners the positive results of the work done.
	Programme 2.1				
2.1a	Lack of quality preliminary information provided by partners. Inaccurate budget/ inaccurate planning. Projects are not implemented as they should be and/or are not concluded	5	3	15	LAFF will run an independent feasibility study before accepting a project and will require partner to fill in our LAFF financial assistance request form

F1) Risk Register (cont.)

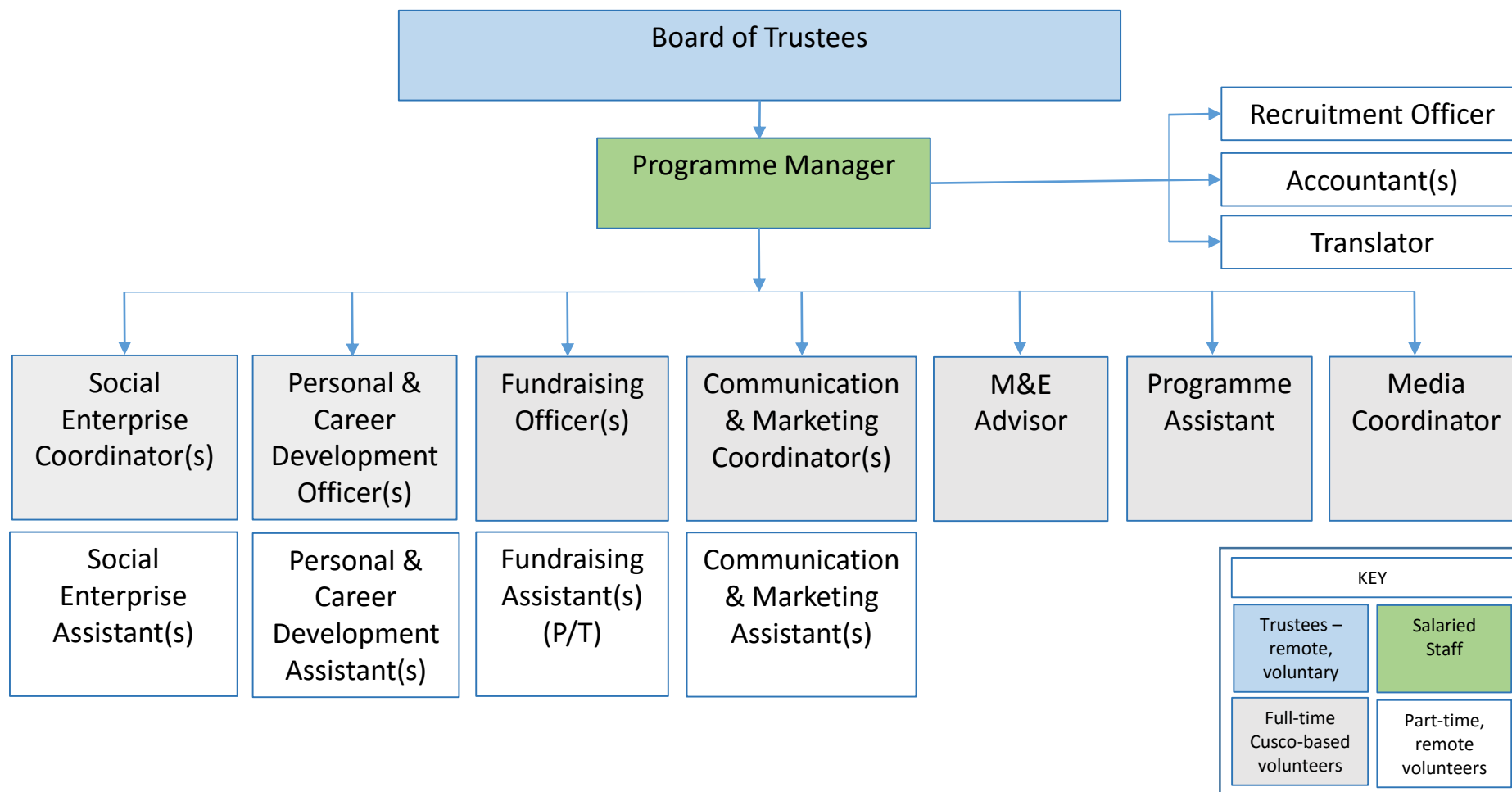
	Description of Risk	Impact (1-5)	Likelihood (1-5)	Risk Score (1-25)	Response / Controls / Mitigation
	Programme 2.2				
2.2a	Lack of time and/or geographical distance of partners. Difficulties in coordination of sessions.	5	2	10	LAFF will have to take the training session to the partner, even if it is not the best use of time and money.
2.2b	Lack of skilled providers in Cusco causing difficulties finding the right providers for training.	5	2	10	LAFF will get in touch with other organizations, focused on training NGO staff. We will also get in touch with experts in Lima and invite them for a session in Cusco.
2.2c	Red Semilla Nueva is a great ally when managed well. When not, it can waste the PM's time and cause distraction from other goals.	5	3	15	LAFF could take a stronger lead within the "comision de capacitacion" and make sure relevant and high quality training is available at least 3 times a year
	Programme 2.3				
2.3a	Despite the consultancy given, partners will not be able to put in practice LAFF advice because of lack of resources. LAFF's consultancy service therefore could have limited impact.	5	4	20	Not only LAFF will provide consultancy, but also practical support for the implementation of the project where possible.
	Strategic Goal 3				
3a	Due to the workload and the urgency of our relationship with partners (strategic goals 1 and 2), these internal programmes might be left aside. LAFF funding, sustainability and growth would be affected.	5	3	15	LAFF will ensure a full team at all times and encourage trustees involvement, particularly on Strategic Priority 3.
	General / Strategic Risk				
4a	Weak M&E strategy and implementation and/or overly ambitious M&E indicators/goals, due to lack of M&E volunteers.	3	3	9	LAFF to review indicators and M&E strategy carefully.

F1) Risk Register (cont.)

	Description of Risk	Impact (1-5)	Likelihood (1-5)	Risk Score (1-25)	Response / Controls / Mitigation
4b	Brexit resulting in reduced income from UK donations and/or reduced value of donations due to reduced value of the pound.	4	4	16	Monitor the situation. Develop a diversified fundraising strategy.
4c	Inability to recruit volunteers leading to reduced capacity.	5	4	20	Maintain focus on volunteer recruitment.
4d	Annual accounts not prepared and submitted on time.	4	3	12	Programme Manager and Trustees to maintain focus on ensuring accounts and prepared and submitted on time.

APPENDIX 2

ORGANOGRAM





APPENDIX 3

ANALYSIS OF LAFF

Analysis of LAFF

During the strategic planning workshops which informed the development of this Strategic Plan, staff, volunteers and trustees participated in a series of exercises to analyse our organisation.

The results of some of these exercises are included here as an appendix:

- A) Horizon-scanning exercise, using the PESTELI technique, to examine wider trends which might affect our work
- B) Stakeholder Analysis Exercise, to identify who our key stakeholders are
- C) SWOT analysis, to better understand our strengths, weaknesses, opportunities and threats.
- D) Business Model Canvas exercise, to help understand how different parts of the organisation interact

A) Horizon Scanning (PESTELI)

	Notes
Political	Upcoming elections in Peru, may lead to changes in social policies and BECA 18 programme. Overall unlikely to have much effect on LAFF.
Economic	<p>Peru – Changing commodity prices affecting economy in Peru / Latin America. Introduction of TPP affecting economy in Peru. Economic downturn could lead to increases in poverty and at risk young people in Peru and more widely, leading to increased demand for the work of LAFF and our partners. Job market changes making it difficult to select appropriate vocational training and/or job placements for beneficiaries. Lack of good quality training and educational providers in Cusco.</p> <p>UK – UK economy slowly improving, may lead to increase in charitable donations generally. Uncertainty around the EU referendum.</p>
Social	<p>Perceptions of Peru and Latin America as no longer a poor continent, may affect level of donations received. However, rising incomes in Peru may increase ability to source local donations in Peru.</p> <p>Increasing inequality, particularly between rural and urban environment.</p> <p>Quality of formal education in Peru, lack of adequate health and education policies, and lack of support to rural communities – all affecting vulnerable children – need policy/institutional change in these areas to break poverty cycles.</p>

(Continued)

	Notes
Technological	Internet use and social media use increasing, providing opportunities for LAFF to communicate cheaply, but also increasing demands on time (social media requires active management). Use of technology by partners and beneficiaries leading to possible increased costs for LAFF?
Environmental	Impact of La Niña and el Niño, Climate change.
Legal	Stricter border controls affecting ability to obtain visas for staff and volunteers.
Industrial	Increasing expectations around Monitoring & Evaluation (M&E) creating new demands on staff and volunteers. Changing funding landscape may affect income.

B) Stakeholder Analysis	Partners	Donors – Trusts & Foundations	Donors - Individuals	Volunteers – Local Peru	Volunteers – International	Volunteers - Remote
Influence: How do they influence us?	“They are LAFF” – they define what LAFF does.	Provide the necessary money for our work		Volunteers deliver and help to shape our work on a day-to-day basis.		
Importance: How important are they to our work?	*****	*****		*****	*****	***
Contribution: What do they give to LAFF? Why do we need them?	They are the means by which LAFF reaches beneficiaries and hence creates social impact.	Money. We can do nothing without money.		Local knowledge, contacts, cultural sensitivity, credibility.	Skills, time, work, commitment. Make a financial contribution by covering costs of their placement.	Skills and a flexible resource.
Needs: What do they want from LAFF?	Money, resources, expertise in specific areas.	Social impact (as demonstrated through monitoring & evaluation); Communications (reporting, social media updates, etc.)		Work experience, travel, social impact		
Evaluation: Are we currently meeting their needs? How do we think they view us?	3 ½ out of 5	4 out of 5		3 out of 5	4 out of 5	3 out of 5
Specific Interests: In what areas of our work are they involved?	Programmes	Fundraising and communications, Programmes.		Involved in all aspects of LAFF’s work		
Location: Where are they located geographically?	Peru (Cusco & Lima)	Mainly UK		Peru	Peru	Globally
Internal / External: Are they part of the organisation, or external?	External	External		Internal		
Engagement: How do we engage, motivate and communicate with them?	Mainly face-to-face	Reports, social media, etc.		Social media, recruitment platforms, face-to-face, email, Skype		

(Continued)	Staff	Trustees	Beneficiaries	Collaborators	General Public / Social Media Audience
Influence: How do they influence us?	Shape and coordinate our work	Provide strategic direction	Define what needs LAFF addresses	Not a strong influence, specific support on particular programmes	Provide an audience for our work
Importance: How important are they to our work?	*****	*****	*****	***	***
Contribution: What do they give to LAFF? Why do we need them?	Skills, time and work, continuity, legitimacy and structure.	Provide legal status, strategic decision-making & governance authority.	Provide a purpose for LAFF and define overall strategy.	Skills, opportunities, contacts.	Provide credibility and brand image, social perspective and audience. Ultimately convert into donations.
Needs: What do they want from LAFF?	As for volunteers, plus salary and benefits, guidance and supervision.	Social impact, communication and participation in LAFF’s work, respect.	Wide range of needs, but specifically enjoy our workshops (most visible part of LAFF’s work)	Varies widely, but all want a partnership opportunity and communication.	Communication and engagement in our work
Evaluation: Are we currently meeting their needs? How do we think they view us?	3 ½ out of 5	Not sure? 4 ½ out of 5?	3 ½ out of 5	5 out of 5	3 out of 5
Specific Interests: In what areas of our work are they involved?	Involved in all aspects of LAFF’s work	Involved in all aspects of LAFF’s work, but particularly governance, finance and strategy.	Education programmes and vocational training.	Varies. Could potentially be involved in any area of LAFF’s work.	Fundraising and communication
Location: Where are they located geographically?	Peru	Globally	Peru	Peru	Globally
Internal / External: Are they part of the organisation, or external?	Internal	Internal	External	External	External
Engagement: How do we engage, motivate and communicate with them?	Social media, recruitment platforms, face-to-face, email	Reports, emails & Skype	Face-to-face	Email and face-to-face.	Social media, newsletter

C) SWOT Analysis	Positive Impact	Negative Impact
Internal Factors	<p>Strengths (resources & capabilities)</p> <ul style="list-style-type: none"> Qualified staff and volunteers Partnerships Access to UK donors Local volunteers in Peru and internationally (and financial contributions of those covering their own placement costs) Fairly established in Cusco Strong network of donors Trust / good reputation / public image Good international network Good brand Good orientation and arrival support for volunteers Teamwork and cooperation Communications 	<p>Weaknesses (deficiencies in resources & capabilities)</p> <ul style="list-style-type: none"> No legal status in Peru High turnover of volunteers, inconsistent human resources Insecure funding Not financially independent (i.e. donor dependent) Lack of financial accountability from partners Weak fundraising strategy Lack of contacts and strong network in Cusco Lack of commitment from part-time (local and remote) volunteers Dependent on partner cooperation – lack of engagement can be an issue
External Factors	<p>Opportunities (factors that can affect us favourably)</p> <ul style="list-style-type: none"> Trustees – more engagement from Trustees? Strengthen knowledge management, internal policies and procedures Create a second paid role in Peru to strengthen structure? Improve fundraising strategy More local engagement in Peru e.g. stronger partnerships and networking with NGOs and other organisations locally. Create a LAFF social enterprise for income generation and creating employment opportunities for former beneficiaries. Building LAFF's capacity (funding, volunteer engagement, etc.) Permanent additional project manager in Cusco, to improve control over our programmes 	<p>Threats (factors that can affect us negatively)</p> <ul style="list-style-type: none"> Lack of staff, volunteer commitment or responsibility Lack of funding / financial stability & independence New government and uncertain policy changes Volunteer misconduct damaging reputation Economic downturn in UK affecting income Image closely connected to partner's performance and reputation, over whom we have little control Knowledge transfer and handover from one volunteer to the next is weak.

D) Business Model Canvas

The group was introduced to the concept of a business model, based on the work of Osterwalder and Pigneur et al.

A business model describes how an organisation creates, delivers and captures value, covering nine component parts.

The group was set an exercise to complete a 'Business Model Canvas to describe LAFF, drawing on the discussions in the workshop, ready for the second session. Although the model is principally geared to private sector profit-making businesses, it provided us with a new way of thinking about our organisation.

The blank Business Model Canvas is shown on the next page, and the nine components of an organisation are described on the subsequent page.

Key Partners



Key Activities



Value Propositions



Customer Relationships



Customer Segments



Key Resources



Channels



Cost Structure



Revenue Streams



Term	Description
Customer Segments (Key actors served)	LAFF does not have 'customers', but who are the key stakeholders and groups which LAFF aims to reach and serve. For whom are we creating value?
Value Propositions	The specific services which LAFF undertakes and the value they create and deliver for our customers
Channels	How we reach our 'customers'. How do we deliver our services and communicate with them?
Customer Relationships	The types of relationships we have with different customer segments, and how we establish and maintain them.
Revenue Streams (Funding)	Where our money and resources come from. LAFF do not generate 'revenue', but primarily receive funding from donors.
Key Resources	What resources we have and need to deliver our work
Key Activities	The main operational activities, work streams and programmes which comprise our work
Key Partnerships	The network of suppliers and partners which make our work possible
Cost Structure	All the costs incurred to operate the organisation. Our costs should be split between operational costs (overheads) and direct programme implementation costs.

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<p>Partner organisations: Mosqoy, Azul Wasi, Casa Mantay, SVP, Ruwanchis</p> <p>Local networks e.g. Red Semilla Nueva</p> <p>Donors – individual</p> <p>Donors – trusts & foundations</p> <p>Businesses – donors and job placements</p> <p>Universities and schools – volunteers and donors</p>	<p>Programmes direct with young people, e.g. education, vocational training & career guidance, job placements.</p> <p>Programmes through partners, e.g. capacity building, social enterprise development, other projects.</p> <p>LAFF internal management, e.g. research, recruitment, fundraising and communications.</p>	<p>Partners Support for their work through consulting, funding, know-how, workshops, etc.</p> <p>Beneficiaries Opportunities, skills, education, social support, improved job prospects</p> <p>Donors Good feeling, social impact, communication & engagement</p> <p>Volunteers Experience, personal development, opportunities, social impact</p>	<p>Emphasis on long-term personal relationships with partners and beneficiaries: we know everyone by name.</p> <p>Relationships with donors need more consideration and attention.</p> <p>Relationships with volunteers are good, but a longer-term engagement strategy would be beneficial.</p> <p>Channels</p> <ul style="list-style-type: none">• In-person meetings (formal and informal)• Emails• Workshops• Social media• Newsletter• Christmas cards• Phone calls & Skype• Reports to donors (formal & informal)	<p>Partners Nonprofits in Latin America working with young people from disadvantaged backgrounds. Each partner engaged with on an ad-hoc individual basis.</p> <p>Beneficiaries Young disadvantaged people under the care of our partner organisations. Beneficiaries currently approached as a single population, or segmented by partner</p> <p>Donors</p> <ul style="list-style-type: none">- Individual and group donors- trusts and foundations- corporate <p>Volunteers</p> <ul style="list-style-type: none">- Local (live in Cusco)- Remote (engage mainly via internet)- International (placement volunteers)
Cost Structure			Revenue Streams	
<p>Cost of direct support to beneficiaries – e.g. tuition fees, school uniforms, books, etc.</p> <p>Project costs – e.g. renewable energy project, social enterprise projects</p> <p>Fundraising costs – commissions, etc</p> <p>Staff salaries</p> <p>Overheads and admin costs – insurance, IT hardware & software, renting work spaces, printing & promotional material, transport, supplies, subscriptions (i.e. foundation lists), etc.</p>			<p>Trusts and foundations</p> <p>Individual donors</p> <p>Schools</p> <p>Corporate (a revenue stream to be developed as part of a new fundraising strategy?)</p> <p>Giftaid</p> <p>Fundraising events e.g. SV Brewery, Pub Quiz, races and challenge events, JustFundMe, Crowdfunding via volunteers, etc.</p>	