

LATIN AMERICAN FOUNDATION FOR THE FUTURE

Strategic Plan

2020-2024

Executive Summary



Our Vision

We envision a Latin America where all children and young people can access quality education that will enable equal life opportunities

Our Mission

We work with **local partners** to improve **our long-term ability** to provide **quality education and personal development** to children and young people in vulnerable conditions in Peru

Our Values

- Quality over quantity
- Sustainability and independence
- Partnership and participation
- Cost-conscious and efficient
- Transparency and accountability
- Caring and inspiring

LAFF'S Organisation

External Programmes

Quality Education

1.1 Formal Education - Work with partners to ensure that all children and young people have access to formal learning environments and additional support that foster and develop their cognitive abilities and technical skills

1.2 Personal Development – Work with our local partners organisations to identify and meet the basic physical, emotional, and social needs of their beneficiaries, equipping them with essential tools for life.

Capacity Building

2.1 Organisational Capacity Building – Work with our local partners to improve their organisational capacities in the areas of governance, monitoring and evaluation, communications and management

2.2 Financial Sustainability – Work with our local partners to improve individual and collective capacities in the areas of fundraising, financial planning and management.

Internal Functional areas

3.1 Governance – Ensure LAFF is guided by well-developed policies and effective internal processes and procedures including the monitoring and evaluation of internal and external programmes in a responsive, accountable and transparent manner

3.2 Communications - Inform and engage with current and potential stakeholders to promote LAFF's reputation, work, and mission whilst broadening our reach to new audiences.

3.3 Human Resources - Ensure that LAFF has the human capacity to follow the strategic plan and meet objectives. Ensure efficient internal communications within the organisation, utilising a range of reliable channels and encouraging positive working relationships between all levels of the organisation.

3.4 Fundraising - Ensure all external and internal programme costs are covered through developing and implementing an effective and targeted fundraising strategy, strong donor relationships, and transparent and accountable financing, contributing towards the financial sustainability of LAFF

3.5 Finance

Ensures appropriate accounting procedures and controls are in place, and that proper financial records are maintained.

Key strategic goals for 2020-2024

	Annual projects per programme	Fundraising strategy	Self sufficient partners	Measuring impact
Strategic goal	To increase our effectiveness by correctly identifying the specific areas in which our partners and beneficiaries need more support within our programmes and design tailored annual projects accordingly.	To develop a more targeted, structured fundraising strategy with a focus on increasing the proportion of unrestricted funds. (See section 7.3 of the strategic plan)	To work with out partners to improve build their capacity to continue to deliver high quality services, and enhance their sustainability	To develop better tools that will allow us to evaluate our performance as an organization as well as our impact on beneficiaries on the short and long term.
Expected outcome	Our partners and beneficiaries will feel our projects are relevant and useful to them as we start to produce more effective and tangible outcomes.	We will be able to increase our ability to meet our partners' needs and ensure the financial sustainability of LAFF's programmes.	Our partners will have the appropriate tools, systems and mindset to continue their work more efficiently, effectively and with a long-term aim of self-sufficiency.	We will have a better insight into the impact of our projects and programmes, therefore a greater ability to deliver high quality programmes over the Strategic Plan.

Key actions for Internal Programmes

3.1 Governance

- Salesforce is to become central database.
- Annual review of policy and procedures including trustee guidelines and performance, data protection and privacy policy and job descriptions.
- Annual action plans set by and for Board and PM.
- LAFF to be legally registered in Peru.
- Appointment of second PM.
- Organisational Capacity Assessment (OCA) and PESTEL carried out annually.

3.2 Communications

- Advertise volunteer coordinator and trustee roles on a greater range of recruitment sites, including Latin American recruitment sites.
- More targeted donor communications strategy (see social media strategy)
- Reach out to more UK & international business to expand potential donor base
- Work with Fundraising team to have a more targeted and active outreach to LAFF Amigos and other donors
- Create a communication cycle for all our donors, following social media and website strategies. Consistently send 'thank you's within 3 days of donations.

3.3 Human Resources

Ensuring that LAFF constantly has the capacity to maintain its commitments to its partners, recruiting high quality individuals who share LAFF's mission

- Foster an atmosphere of positive, confident and respectful interaction between volunteer coordinators, and with other branches
- Utilise reliable channels to ensure efficient and effective communication among volunteer team, PM, trustees, and remote volunteers
- Oversee staff, trustee and volunteer's satisfaction.
- Effective communication between staff, volunteer coordinators and partners
- Receive detailed feedback from beneficiaries about LAFF workshops
- Ensure LAFF international community grows big and strong, setting up new strategies and new channels to keep them engaged and active

3.4 Fundraising

- Follow fundraising plan (p.67/8 in Strategic Plan) to deliver general appeal
- Explore more fundraising options in Peru.
- Create a structured local fundraising process and guide.
- Board of Trustees agree on and execute an official LAFF Corporate Outreach Guideline.
- Establish partnerships with local and UK/international companies and corporations to raise money

3.5 Finance

- LAFF will create a multi-year budget which will always be kept updated.
- LAFF will follow proper bookkeeping procedures, recording all transactions and retaining all documentation on time.