



Registered Charity in England and Wales no. 1131333

Three Year Development Plan
October 2009 – September 2012

Draft v3 – October 2009

DRAFT

What is this plan for? How can you comment?

This plan is our first attempt at identifying and tackling the issues and challenges that face us as a new charity. We want to ensure that the work of the David Mather Foundation is sustainable, ensuring that we are able to support our cohorts of young people for many years to come.

Those of you involved to date will see that we have moved from a five year plan to a three year plan – this is a recognition of the excellent progress we have made to date thanks to all involved. The plan recognises the need to accelerate our pace in order to embed the work of the Foundation.

The plan needs refining and we need to be clearer about who is taking responsibility for each area of activity and who will be helping them. We hope that some of you will be able to donate your expertise and time to complete tasks that fit with your experience. This will also become clearer in the next few weeks as we monitor the work of the Locality Manager in Salta, Argentina and other possibilities are finalised.

In the meantime, we ask you to look through the documentation and identify gaps and areas for further discussion, as well as any areas in which you think you may be able to help. These will need to be brought up at the Trustee meeting in November.

In the interim please contact us with your comments either via the individual trustees, or to us at the following email addresses:

iancraigmather@googlemail.com

enquiries@davidmatherfoundation.org

After that meeting we will finalise the plan and get on with the job of making the Foundation a success.

Thank you to everyone who has helped with this plan to date, to everyone who has helped us move forward in such quick time and to all those who have donated or raised money for the David Mather Foundation.

David would be proud of what has been done in his name.

Many Thanks

Ian Mather
(Chair)

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Introduction

This document seeks to clearly define the structure and organisation of the David Mather Foundation and to describe the various roles and responsibilities within it, as well as the partnerships it will make.

We describe the overarching objectives and aims of the David Mather Foundation and also include a series of detailed plans which focus on what the Trustees believe to be the main areas and which begin on page 10.

We have also included a proposal for a 'Family of Schools' at page 9 which we believe will compliment the main plans, and will benefit young people in the UK as well as Argentina.

We have other documentation in place including a set of draft financial procedures and a safeguarding policy which will soon be available on the website.

Structure and Organisation

The David Mather Foundation in England

The David Mather Foundation is a charitable trust (often more simply referred to as a charity) registered with the Charity Commission in England and Wales, number 1131333. The overarching objective, captured in the Trust Deed of the charity, is to promote the benefit of young people in Argentina through:

- (a) the advancement of education and training;
- (b) the relief of poverty; and
- (c) the relief of financial hardship

The David Mather Foundation in England currently intends to meet its object through working in partnership with its Argentinean partner, the Fundación David Mather.

The Trustees in England

These are the people in England who are responsible for the David Mather Foundation. Their role covers developing the strategic aims and objectives of the Foundation, the raising and granting of funds to support the work of the Foundation and ensuring that the outcomes of its work are effective and in line with the aims and objectives identified. There are currently seven trustees; Ian Mather (Chairman), Lydia Brown (Treasurer), Rachel Barlow, Hannah Cross, Allison Redshaw, Lucy Wheatley and Alan Wilson.

The David Mather Foundation in Argentina

The Fundación David Mather is a separate legal entity in Argentina. It is currently in the process of becoming a registered charity in Argentina. We expect this process to be complete and formalised by the end of October 2009.

The aims of the Fundación David Mather are the same as those of the David Mather Foundation.

The Fundación David Mather's primary source of income will be grants received from the David Mather Foundation.

The Trustees in Argentina

These are the people in Salta, Argentina who are responsible for the Fundación David Mather. Their responsibilities include putting processes in place to carry out the objects of the Fundación (which are the same as those of the David Mather Foundation in England). The group currently consists of Gareth Mather (President) Irma Mather, Rodolfo Barrozo and Daniel Miranda.

They liaise at a strategic level with local government officers and determine the day to day work of the Fundación's staff in order to meet objectives set by the Foundation in England.

They are also responsible for ensuring that all monies the Fundación receives are spent in accordance with its purpose, and for implementing processes and procedures to ensure that this can be demonstrated to the David Mather Foundation in England.

The David Mather Foundation across the continents

There is no legal name or title which links the two organisations together as a group but they will be working together to meet their shared goals. They must each meet their respective legal requirements but both will work to advance the whole.

When trustees, friends and other supporters speak of the David Mather Foundation they will often be referring to both organisations together, and the goals which have been set to be met in partnership, except in a legal context when the two organisations remain distinct.

On a practical level, the David Mather Foundation in England will be primarily concerned with setting the strategic direction of the 'group', including defining the operational framework and generating funds; the Fundación David Mather in Argentina will use its local knowledge and experience to execute the plans and processes which will ensure the disbursement of funds is carried out in the most effective way to benefit young people in Salta.

Communication between the charities

Communication within the Foundation, and specifically between the two countries, will be on a frequent basis, with the Chair of the David Mather Foundation (Ian Mather) and the President of the Fundación David Mather (Gareth Mather) taking responsibility for sharing those communications with the rest of the Foundation. We are all working towards the same goal and so whilst we must legally operate as two organisations, in reality we will communicate frequently, share ideas, documents, and guide each other.

Additional roles within the David Mather Foundation

The Locality Manager.

This is currently Raul Casanova. He is employed full-time in Salta, by the Fundación David Mather. He has a work programme provided by the Foundation in England in line with the objectives agreed by Trustees. He has responsibility for the setting up of programmes, and for communication between educational organisations, families and young people. He will also represent the Fundación in communications with local government representatives in Salta. In time, we intend that Raul will line-manage the Co-ordinator.

The Co-ordinator

The Co-ordinator who we expect to be appointed at the appropriate time in the next year will work with the young people and their families and will liaise with the university mentors. Prior to the appointment of the Co-ordinator, these duties will be performed by the Locality Manager.

University Mentor

This is a voluntary role to be taken by students at university in Salta. They will work with the selected young people and their families to support them through the educational programmes.

What the Foundation wants to achieve

Aims of the David Mather Foundation

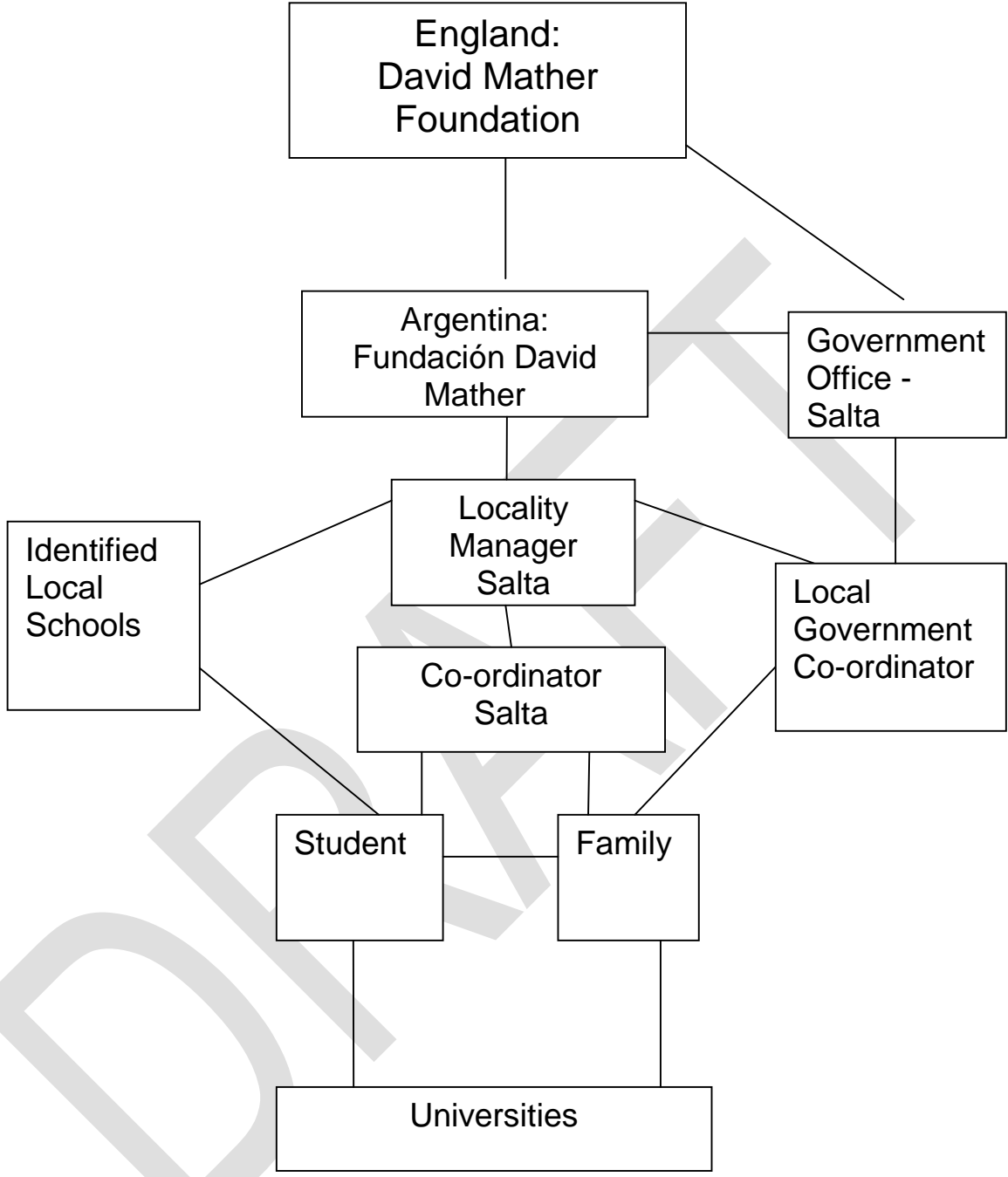
To help young people, who would usually be severely disadvantaged by their background and circumstances, to realise their full potential through education and development in the following areas:

1. supplying support to develop their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals;
2. facilitating their study at any university, college or institution of higher or further education;
3. supporting them to prepare for entry to any occupation, trade or profession on leaving any educational establishment.

Initial Objectives

1. Identifying young people with a high level of academic potential under the age of 25 living in the province of Salta Argentina who, without the support of the David Mather Foundation, would be either:
 - financially unable to continue their education – through inability to pay the costs associated with studying, or where limited capacity for income generation renders their family unable to cope financially; or
 - lacking in the skills required and/or the financial backing needed, to set up their own business or follow an alternative vocational route.
2. Through support and guidance, raising the aspirations of those young people who otherwise would be unlikely to consider the options of continuing in education, setting up their own businesses, or pursuing professional goals.
3. Providing training to the young people to develop skills that will enable them to work part time to contribute to their family's income whilst they are continuing their education; or to equip young people with sufficient business knowledge and skills to enable them to pursue their ambitions.
4. Educating the families of the young people such that they are able to emotionally and practically support those young people who continue with their education or pursue vocational activity.
5. Offering financial assistance through scholarships, maintenance allowances, grants or loans to facilitate the young people's time in continuing education, or for the set up of new business ventures

How the countries will work together



How the Foundation will achieve its objectives

A) Getting a framework of support in place.

1. The Locality Manager supported by local government agencies, develops links with the Universities in the area. The Universities are asked to sign up to two aspects of the Foundations work.
 - a) To take particular interest in the selected young people, providing them with access to the university facilities throughout their time on the programme and inviting the young people and their parent(s)/guardian(s) to visit the Universities to facilitate understanding and remove cultural and educational barriers.
 - b) To invite students from appropriate disciplines to give their time on a weekly basis for two hours to work with the young people in supporting their educational aims.
2. The Local Government Officers agree with the Fundación which schools are to be involved in the programme. This will be a small number in the initial programmes. It would also be helpful if Local Government agencies could provide the following:
 - a) Health promotion support for the families – healthy eating advice, health & safety advice, sexual health advice, drugs advice etc.
 - b) Some financial support or equivalent for renting office space, to support utility costs – e.g. telephone, electricity, gas etc and transport costs – towards petrol etc.
 - c) Links to appropriate ministries.
 - d) Public support for the Foundation from the Governor and through the media.
3. The Locality Manager informs/visit the schools to explain the programme and to get the schools to participate in the programme.

B) Identifying the young people

1. The school provides information about young people who have been assessed as meeting the criteria to benefit from the programme.

These are young people, starting their last year of school (aged 15) who are academically capable of gaining the required standard to go onto Further Education (6th Form/ College) and on to university but have significant social or financial barriers likely to prevent their remaining in education.

Schools will provide any academic data to support the case for their selected young people.

The Foundation is particularly keen to support girls and members of local ethnic groups as they are currently under-represented in higher education in Salta.

The young people will then be selected using the criteria developed by the Foundation.

2. The school also provide information about young people age 13 & 14 who could be future candidates for the programme.
3. The Locality Manager, supported by others with relevant expertise, considers the applicants' suitability for the programme, using the Foundation's criteria. He then selects a final set of young people to be interviewed prior to being offered the programme. These young people are interviewed by the Co-ordinator and a member of the school staff. The programme and the expected commitment from the young person and the family are explained.
4. There is also a similar interview with the parent(s)/guardian(s) who must also agree to the commitments prior to the young person being offered the programme. The Fundación representative, the young person and the parent(s)/guardian(s) will sign up to the programme by completing the Agreement (draft version attached at Appendix 1).

C) Supporting the young people through the programme

Support will be provided in a variety of ways which may include, but is not restricted to, the following:

1. Introduction to university life through visits to the campus, taster sessions etc.
2. Pairing with a University Mentor.
3. Provision of a study environment which enables them to complete homework in a quiet environment.
4. Training in a craft or skill which will enable them to continue to earn money for their family whilst they continue to study, but in a more effective and less time-consuming way than they may otherwise have done.
5. Financial grants for books, materials, transport to their place of education.

The David Mather Foundation Family of Schools

In the development of the David Mather Foundation to date it has become clear that as individual young people are identified for the programme there are a number of potential opportunities for schools in Argentina and England to benefit in broader ways.

Interest has been shown by a number of schools in England to be involved with the Foundation as a way to set up links with the young people and schools involved in Argentina to develop an international dimension to their work. This is seen by OFSTED as an important aspect of the work of schools in raising aspiration and broadening horizons.

All students in Salta province learn English and so links with schools in England would be beneficial. Schools in England where Spanish is taught would find this a mutually useful linkage.

The internet capabilities of the schools we intend to work with are not yet known, but video-conferencing, pen pals, joint projects etc could be possible. If there are difficulties the Foundation could consider facilitating the capability of the schools in Salta to develop technology links.

The schools in England could be encouraged to raise funds, either for a partner school in Salta or for the work of the Foundation in general.

If the Foundation develops the concept of a Foundation Family of schools, it could consider bringing the Locality Manager over from Argentina to learn about the English system and develop personal links with some schools. The Foundation could also look at exchanges and / or visits from one country to the other.

If Ceri and Ian do their trip round Argentina in 2011 they could sign up schools to the family as they travel and create a really exciting international network.

The David Mather Foundation– Three Year Development Plan

What follows is a set of tables which include our proposed plans for the next three years.

Area of Focus - Organisational Support – Universities/ Schools/ Other Charities/ Companies

Objectives	Activity	Led by	Completed by	Success Criteria
To engage past students of Hull University – for both financial support and other support	<ol style="list-style-type: none"> 1. Draft an article for Hull Alumni Magazine – to include details and photos of David and other ex-students of Hull, details of Foundation, and asking for both financial and other support. 2. Contact person with journalism experience to 'tidy up' the article. 3. Liaise with Alumni magazine to get article published. 4. Build relationship with Alumni magazine to enable publication of articles on the progress of the Foundation. 	Hannah	<p>30 Nov 2009</p> <p>30 Nov 2009</p> <p>30 Dec 2009</p> <p>Ongoing</p>	<p>Publication of at least one article in Hull Alumni magazine.</p> <p>Monies/expertise/offers of time received by the Foundation.</p>
To engage current university students across the UK – for both financial support and other support	<ol style="list-style-type: none"> 1. Identify appropriate universities i.e. those with Latin American /Spanish/ International Development departments – start Hull then UCAS course lists 2. Develop information packs which describe the Foundation's purpose and asks for volunteers to help both in Salta and UK (as mentors from the UK or on the ground in Salta). 3. Have UK students applying to volunteer their time to help in Salta, and raising money in the UK to fund their own expenses. 4. Have ongoing fundraising and Foundation awareness events in the UK. 5. Negotiate with universities to allow a year with the Foundation in Salta to become a 	Rachel	<p>30 June 2010</p> <p>30 June 2010</p> <p>31 July 2010</p> <p>31 July 2011 onwards</p> <p>31 July 2013</p>	<p>Awareness of the Foundation such that we receive a number of applications to volunteer to work in Salta, and such that funds are being raised for the Foundation.</p>

Objectives	Activity	Led by	Completed by	Success Criteria
	<p>recognised placement activity for students to do to meet their degree requirements i.e. instead of students attending university or teaching English as is the norm for a 'year abroad' in a language degree.</p> <p>6. Develop links with Overseas Development Agency.</p> <p>7. Further develop links with Ministries in Salta to encourage links with U.K. universities.</p>	<p>Ian</p> <p>Ian</p>	<p>onwards</p> <p>31 July 2013</p>	
To develop the 'family of schools' concept	<p>1. Develop educational packs for secondary schools in UK.</p> <p>2. Develop educational packs for primary schools in UK.</p> <p>3. Develop a manageable list of schools in UK to visit to promote the Foundation and the 'family of schools' concept.</p> <p>4. Develop educational packs for schools in Argentina.</p> <p>5. Develop a manageable list of schools in Argentina to visit to promote the concept, and to understand what resources they need to help this work e.g. the Foundation may consider the donation of a computer and internet connection.</p>	<p>Allison</p> <p>Roger</p> <p>Locality Manager</p> <p>Locality Manager</p>	<p>January 2010</p> <p>January 2011</p> <p>February 2010</p> <p>December 2009</p>	The Foundation to be supporting a network of schools, who benefit in both countries, and who will also be fundraising for the Foundation.
To seek funding from other charitable organisations	<p>1. Reference volumes in libraries to be reviewed to develop database of appropriate charitable organisations which the Foundation can approach for funding.</p>	<p>Lydia</p>	<p>Ongoing from 30 Aug 2009</p>	The Foundation to be in receipt of regular funding from other charities.

Objectives	Activity	Led by	Completed by	Success Criteria
	<ol style="list-style-type: none"> 2. Creation of a paper brochure (& online) to be used specifically to attract funding/support from other charitable organisations. 3. Contact appropriate organisations to be contacted for funding. 4. List of organisations to be contacted on an ongoing basis. 		<p>31 March 2010</p> <p>To perform in 'waves' to assess quality of approach.</p> <p>First 10 to be contacted by 31 May 2010</p>	
To work with other charities to ultimately help more young people	<ol style="list-style-type: none"> 1. Develop database of charities with common goals. 2. Use brochure developed by Jody, and individual letters to organisations, to ask for either specific help/advice, or to partner with the Foundation. 	Hannah	<p>Ongoing from 30 Aug 2009</p> <p>As and when required and appropriate</p>	The Foundation to have developed relationships with a handful of other charities who offer support and advice, and work in partnership with the Foundation
Develop information packs for range of organisations	<ol style="list-style-type: none"> 1. Packs need to be contextualised for audience: Schools, Universities, Charities, Patrons etc 2. Short & Long term indicators of impact and success need to be developed 3. Involvement of students and families in promotional packs 4. Packs eventually will need to work in Spanish & English 	Ian	Dec 2010	Packs in place for all organisations
Donations or in-kind support received from local companies in Salta	<p>Information packs developed for use in Salta to approach local companies for their input (financial or other).</p> <p>Meetings with companies to discuss ways in which they can support and what kind of skills they need in their businesses.</p>	Ian/Locality Manager	Dec 2011	<p>Regular, dependable donations from local companies in Salta.</p> <p>Possible agreement for students to be 'sponsored' by local companies, through their education</p>

Objectives	Activity	Led by	Completed by	Success Criteria
To engage effective 'friends' and 'patrons' of the charity to raise the profile of the Foundation	<ol style="list-style-type: none"> 1. Identify potential patrons who are more likely to engage with the aims of the Foundation e.g. links to David, local to Salta, entrepreneurs etc. 2. Approach potential targets through most appropriate trustee – e.g. age 3. Build political allies e.g. MPs and South America Minister 	Ian	Dec 2010	Two key Patrons, Four Friends in place.
Demonstrate the Impact of the Foundation	We must devise a range of short, middle and long term impacts that we can use to show that money is effectively spent and outcomes are good.	Ian	December 2010	Impact statements in place Evidence easily available
Demonstrate barriers facing our young people and families	<p>We need to have a range of base-line data that demonstrates all barriers facing the young people in our programme.</p> <p>Limitations of schools</p> <p>Financial pressures on families</p> <p>Young people getting to university etc</p>	Locality Manager	December 2010	Barriers articulated

Area of Focus - Website design & Marketing

Objectives	Activity	Led by	Completed by	Success Criteria
<p>Redevelop website to give Foundation identity – perhaps mirroring logo design.</p> <p>Website public face & 1st port of call for people investigating DMF.</p>	<ul style="list-style-type: none"> - colour/layout re-think - Accessibility – less text, much more pictures, plus videos of Salta, interviews with Trustees, Government officials. - Simple front page, very visual, with brief outlines of info with links to it rather than all on front screen. - Perhaps ‘Folder’ design with tabs at the top of the page for easy navigation. - Focus on easy navigation, and clear two part message – poverty in Salta & reasons DMF launched. - ‘DONATE NOW’ button on each page which should request in another screen – email address, where did they hear about DMF etc, optional for monthly or one-off donations. 	Jody / Dick	Before formal charity launch & marketing activity to ‘external’ donators	Professional, personal, visual, accessible, easy to use website – Inspiring.
Information gathering & Content of website	<ul style="list-style-type: none"> - Direct Donations with email capture to begin building database for newsletters & update emails. - See above box – more pics & video’s highlighting area’s DMF wants to address. - Success stories & personal stories of the kids in Salta – updated regularly. Pics? - See outline Website design below. 	Jody	Before formal charity launch so max capture of data & impact	Engaging, interactive, personal, compelling – generally geared to create emotive response to visitors & geared towards building ‘external’ donations to set-up DD & newsletter. Success = increased hits, click throughs, & general traffic, plus increase in time of visit.

Objectives	Activity	Led by	Completed by	Success Criteria
Newsletter	<ul style="list-style-type: none"> - Important to build email database above. - Standard Foundation template - Success updates, links back to website with new content. - Sponsorship Events news. - Engages people to read. - Every quarter? (Monthly perhaps too much). 	Lydia	Post launch	<p>See above two boxes.</p> <ul style="list-style-type: none"> - Engages supporters and encourages continued support & interest.
<p>Viral Marketing</p> <p>Using free media to get the message out to the world.</p>	<ul style="list-style-type: none"> - Personal contacts on Social Networking sites & email – send out to all ‘Friends’ of DMF to send onwards to all their friends etc. - Content related & links back to website. - Upload website videos to YouTube with appropriate search keywords. - Push for people to become a ‘Friend’ on Facebook & visit website. 	Rachel	Pre-launch and at launch	Increased traffic to website & newsletter sign-up & (hopefully) donations.
<p>Refinement of fundraising message</p> <p>What are the key messages – the ‘calls to action’</p>	<ul style="list-style-type: none"> - Target smaller donations (less likely to be cancelled in tough times) of around £2-£5 per month. - Website, newsletters, Social Networks should all reflect consistent message. - Understand & make clear what we’d like people to give and/or do. 	Lydia	Before formal launch	Increase in monthly donations and guaranteed income from ‘external’ sources.

Objectives	Activity	Led by	Completed by	Success Criteria
Justification (our Unique 'Selling' Points)	Why should the person in the street support our charity rather than others?	Ian	December 2009	Clear messages shared through all of the Foundation's 'outlets' ie newsletter, website, brochure etc
Awards and Rewards	Develop a range of awards for supporters of the Foundation: School student fundraisers – Foundation Heroes? Adult Fundraisers – certificates? Friends dinner? Etc.	Ceri	February 2010	Awards become valued and well-known
The Launch	1. Decide on date for launch 2. Identify key activities and key people Identify venues	Ian	July 2010?	Launch successfully raises profile
Media Policy	We need to identify how we will build a productive relationship with the media both in England and Salta/Argentina	Rachel	Dec 09	Policy in place

Example Outline Website design

If you look at any of the large charities their front screens are very uncrowded, very interactive, with pics & links with little text. Couple of examples: <http://www.cancerresearchuk.org/> <http://www.oxfam.co.uk/> (has inspiring videos') <http://www.wateraid.org/>

(We need to bear in mind that the Foundation is much smaller and that our personal message is important, at the same time as achieving some of the things that the bigger charities do. Also need to make sure we can maintain it – not just very high tech stuff that only one person knows how to maintain – we need to make sure that at least two people can do it.)

All the usual Website things need to be on there too – Press&Media Relations, Contact Us etc.

Tab 1 – Front Screen/Homepage

- Who are we?
- Why we exist?
- What are we trying to achieve?
- Pictorial and video – images so much more powerful than text.
 - Interviews with Trustees each answering a couple questions on the above?
 - Illustration of the economic situation in Salta & surrounding barrios etc.
- Content on how £2/£5/£10 per month make a positive difference in the life of the kids & families
- By donating X we can buy X, or has X impact etc.
- DONATE NOW button

Tab 2 – 'Meet the Kids & Families'

- case studies

- pictures
- videos?
- Constantly updated 'blog' of success & events
- DONATE NOW button

Tab 3 – Meet the Trustees

- pics, bios, personal statements etc (lends credibility)
- DONATE NOW button

Tab 4 – Individual Sponsorship & Events

- summary of events, pictures
- outline of upcoming events
- how much raised by specific events
- what to do if you want to create an event for DMF

Tab 5 – Charity and Business Support

- 'If you are a business and would like to support DMF do XYZ'
- Updates of successes on this.

Tab 6 – Our Supporters & Friends of DMF

- Pictures and messages from supporters & 'friends' of DMF – kind of a forum for all

Area of Focus - Events and Fundraising

Objectives	Activity	Led by	Completed by	Success Criteria
Ensuring that the David Mather Foundation has enough funds to continue its work.	Develop, and then put into place, a fundraising plan which includes fundraising targets and specific events.	Alan	Plan in place and being followed by March 2010	Enough funding to continue indefinitely
<p>Plan will include:</p> <p>Short term objective to raise as much money as possible using one off and recurring events.</p> <p>Eventual objective to approach companies and individuals with a view to establishing direct debits from them (once foundation profile is raised).</p> <p>To try to get as many people as possible involved in ideas to raise money, perhaps creating a North v South competition to see who can raise the most cash, which can tie in with an annual update/reunion/BBQ/football match competition to raise money.</p> <p>People to draw on contacts with events management experience to widen the net of fundraising ideas.</p>	<p>Examples of fundraising activities:</p> <p>London Marathon 2010/2011</p> <p>Triathlons/sponsored bike rides (East to west).</p> <p>North v South day (a competition, perhaps football match with BBQ etc, which could even tie in with launch date and fundraising targets).</p> <p>The Launch – July 10</p> <p>Family of schools</p> <p>Awards Dinner</p> <p>Anglo/Argentine Business involvement</p> <p>Argentinean Odyssey</p> <p>Discretionary \$X on food bills in Argentina and UK (Argentinean restaurants)</p>	<p>Alan</p> <p>Ren will try to get entries for the marathon failing which he will get people involved in a half marathon or something similar.</p> <p>Kal to contact Jody with regards to the North & South idea.</p>	As above	

Area of Focus - Finance

Objectives	Activity	Led by	Completed by	Success Criteria
Financial procedures in place and effective	Finalise and approve financial procedures (including accounting for in-kind donations), then ongoing monitoring to ensure compliance.	Lydia	January 2010	In place and effective Independent review of procedures completed.
Set annual budget and develop monitoring arrangements	Budget set Effective monitoring procedures in place	Lydia	January 2010	Budget set Procedures in place
Budgeting – “exit strategy”	We need to make sure that we have enough money to support each young person we engage, right through the programme, and that if we don't, we take a break for a year and do not engage a new cohort. By then end of Summer 2010 should have a better idea but need full budget drawn up and processes in place to make sure that we're monitoring it.	Lydia	ASAP once costings obtained but prior to engaging second cohort at the latest	Three year budget in place – feeds into fundraising plan etc. Budget monitoring process in place.
Cost benefit analysis of provision.	Quarterly analysis of intervention packages and their effectiveness (versus cost)	Ian	May 2010	Cost effectiveness developed and informs decision making
Treasury Management policy in place	Determining best practice for money management and transfer between countries	Lydia	February 2010	Policy in place and effective
Produce annual accounts and annual report, and file on time.	Produce annual accounts and annual report – file on time with Charity Commission	Lydia	April 2010	Accounts produced and filed to meet Charity Commission requirements
Produce Environmental/ Sustainability Policy	Gather best practice guidance for small organisations and charities. Prepare and approve Policy, and monitor adherence.	Lydia	July 2010	Policy in place and works well to reduce adverse environmental/social impact of the Foundation's work.

Area of Focus – Intervention Packages

Objectives	Activity	Led by	Completed by	Success Criteria
Safeguarding procedures robust and effective.	Policy finalised for u.k. CRB checks for all staff & trustees in place Policy developed for Argentina CRB equivalence in place Young person image policy in place	Lucy	February 2010	Policies in place and effective.
Identify standard as well as tailored packages of care	Review objectives of Foundation and identify actions that will fulfil aims and objectives	Ian	February 10	Clear itemised packages of interventions to discuss with partners stakeholders and potential sponsors. Each should have its individual success criteria.
Cost standard packages of care	Analyse individual packages of care and cost individual elements. Provide website page with options for donations giving detail of what each £ and or peso will provide	Ian	Feb 10 By launch July 10	As above with costings Total donations as a result of information Donations by type Reach of donations
Ensure identified packages are meeting the needs of the young people and their families	Review recruitment and retention Review YP and family experience +ve and –ve Consider how best to refine /redirect support to meet needs	Locality Manager	By Feb 2011	Retention of young people and recruitment to FE

Objectives	Activity	Led by	Completed by	Success Criteria
Refine and renegotiate packages to get best outcomes and value for money	Review initial arrangements quarterly to assess effectiveness and outcomes plus VFM	Ian	On going Quarterly and Annual report	Outcomes achieved Within budget

At this stage it is not possible to cost individual packages of intervention as it will be necessary to explore donations in kind from schools and colleges. The cost of services in Argentina also needs to be explored. This work has therefore concentrated on identifying specific packages of intervention that can be offered as standard sponsorship packages (though many will also involve a tailored element)

Below suggestions are made regarding the structure of packages of intervention:

1. Packages of Intervention for Young People

Package of Intervention	What does it consist of?	Rationale	Potential Provider
Total cost of supporting one young person to receive all forms of intervention for 1 year or more (up to 5 years as intervention will usually be from aged 15/16 through 2 years of FE and then 3 years of HE)	The full costs of supporting one young person inc mentoring, tutoring, resourcing as outlined in discreet packages below	One donor could “adopt/champion” one young person, or a group of donors could sponsor 1 or more young people for a given period of time	
Study Skills	Safe and appropriate place to study Equipment e.g. laptops, broadband, stationary, books, library etc Tutoring Travel costs	Home conditions for many YP are not suitable i.e. no light or electricity	School out of hours Teachers University students

Package of Intervention	What does it consist of?	Rationale	Potential Provider
Careers and vocational guidance	Individual interviewing and counselling about preferred directions and requirements, commitment	Need to ascertain HFE options and potential support needs	Schools/universities
Vocational skills	Explore raw materials available Market research, Scoping Fabrication/Production workshops Health and safety Retailing and marketing – links to shops in Salta town, airport etc Co-operative working Business management	YP will need to make and sell artefacts to supplement studies. Better to work together to share load, increase productivity and release study time	Local businesses, HFE, DHD Salta regeneration schemes Locality Manager
Education costs	University fees Clothing/bags etc		
General Health Support	Hearing, sight, oral health Nutrition Substance Misuse Contraception/ sexual health/relationships Emotional intelligence	All basic to raising achievement and maintaining education	DHD SALTA

2. Packages of Intervention for Families

Package of Intervention	What does it consist of?	Rationale	Potential Provider
Expenses	Time and travel to Foundation meetings etc School and university meetings Support workshops	This is additional to normal YP support, need to encourage engagement	DMF
Support for parent(s)/guardian(s)	Parenting workshops Maslow's 'Hierarchy of Needs' (a personal motivation theory)	New word to parent(s)/Guardian(s)	DHD Salta
Vocational skills	Needs assessment and opportunity scoping Collaborative working e.g. joint working, bulk buying, room/workshop hire, Small loans Business management Health and safety Marketing	Families economy needs to be supported, and families need to be motivated	DHD Salta regeneration
Family well being	Small loans and support as above plus any other support or guidance agreed with family.		As above plus DMF

Appendix 1 – The Agreement (Draft)

1. The Fundación – will provide

- a) an agreed amount of financial support to the young person and their family throughout the young person's time on the programme. The amount of this support will depend on young person need and the family situation as assessed using the Fundación's criteria, and will be negotiated with each family on an individual basis.
- b) a university mentor for each young person to help guide them through their educational programmes.
- c) training opportunities for the young person to develop skills to support their educational attainment and possible means of income generation to enable them to remain in education.
- d) opportunities to visit university for both the young person and the parent(s)/guardian(s) to familiarise themselves with the workings of university and to break down any educational, social or cultural barriers.
- e) support to work through, with the co-ordinator, any issues that arise that may jeopardise the young person's successful conclusion on the programme.

2. The Young person – will agree to

- a) study to the best of their ability
- b) attend weekly mentoring sessions to support their educational development
- c) visit a university on at least one occasion.
- d) inform the Foundation Co-ordinator and University mentor of any problems they may be having.

3. The family – will agree to

- a) support the young person to attend the mentoring sessions
- b) work with the co-ordinator to find the best way to provide the young person with an appropriate place to do their home study
- c) be keen for the young person to receive a University education
- d) work with the Foundation to describe their needs and to utilise any financial support in an appropriate manner.
- e) work through, with the co-ordinator, any issues that arise that may jeopardise the young person's successful conclusion on the programme.

Agreement in Principle (This agreement has no legal power and is simply a statement of intent by all involved.)

Client of the Fundacion _____ (the name of the young person)

Young Persons agreement:

I _____ (name) agree to study to the best of my ability, to attend the mentoring sessions each week and work with the members of the Foundation to be successful in my educational programmes and go on to complete a university course.

Signed _____ (young person)

Parental/Guardian Agreement:

We / I _____ (name) parent(s)/guardian(s) of the above named young person agree to do our best to help her/him to study to her/his utmost potential and to ensure she/he is able to stay in education to complete a university course.

Signed _____ (parent/guardian)

Fundación Agreement:

We endeavour to provide the agreed amount of financial support (as detailed in Appendix X) to _____ and her/his family throughout the course of her/his educational programmes up to the start of a university course.

We will provide a university mentor to provide additional educational and social support.

We will work with the universities to provide opportunities to visit them and overcome any barriers to educational programmes.

We will consider the offer of further financial support throughout the university course for successful young people.

We will do our best to support _____ and the family to overcome any barriers to achieving a university degree.

Signed _____ (on behalf of the Fundación David Mather)