



STRATEGIC PLAN

2021–2025

QUECHUA BENEFIT 1996–2020



Mike Safley and Don Julio Barreda

In 1996 “Don” Julio Barreda and Mike Safley were sitting on the square at 14,400 feet above sea level drinking coffee. They were discussing Mike’s new book about the life and times of Don Julio, the world’s greatest alpaca breeder. Julio lifted his cup and hesitated before asking, *“Is there anything the alpaca breeders in the US could do for the people of my community?”* The translator, who was also a dentist in the

USA, asked Don Julio, *“Is it possible to bring a team of dentists to Peru and provide dental care?”* Don Julio said, *“Bueno,”* and Quechua Benefit was born.

Since that first mission in 1996, Quechua Benefit has walked an ever-widening path. From the very beginning Don Julio insisted on focusing on women and children. The teams treated men, but Don Julio always complained, saying,

“The men take care of themselves.”

His original vision to help women and children has become a fundamental principle of Quechua Benefit.



Quechua Benefit 2020

PERU AND THE PANDEMIC

The COVID-19 crisis has turned the world of nonprofits upside down, particularly international NGO's. Fundraising is much more difficult, and program delivery is challenging at every turn. Especially in Peru where, at this moment in June 2020, schools are closed, travel is restricted, and new cases and deaths are still climbing. In short, the country is shut down.

After 25 years on the ground in Peru, Quechua Benefit is used to overcoming challenges. We are good at it. We intend to continue our core mission and live to fight another day.

The graph on the next page details Quechua Benefit's pre-pandemic spending, budgets and plans, what we intend to spend this year, and our 2021 estimated budget when full operations resume.

We are pursuing the following programs with a budget that is \$300,000 less than we originally projected and half what we spent in 2019.



Maria Fernanda is in her fourth year of secondary school at Casa Chapi. Her single mother and five brothers and sisters live in Caylloma. They are grateful for the schoolbooks and food provisions during the pandemic shutdown.



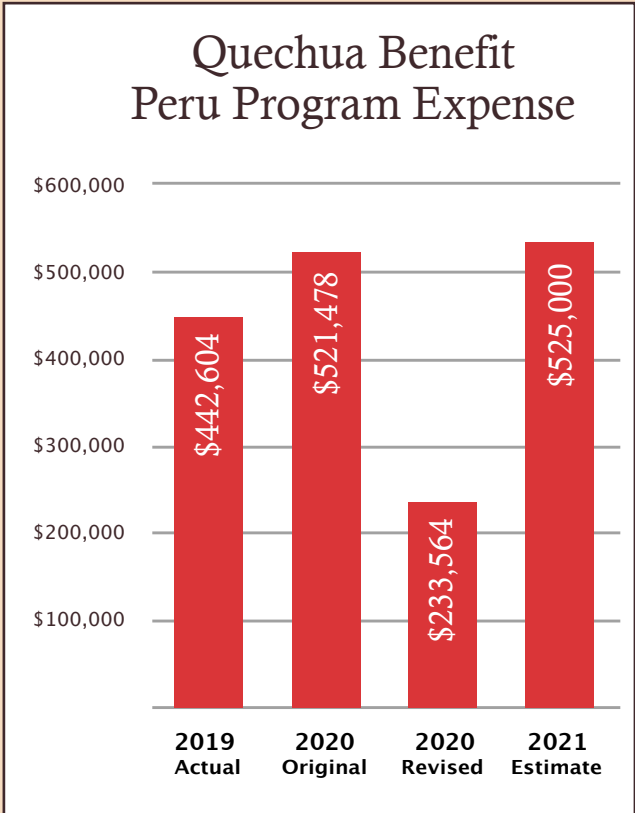
Food in storage at Quechua Benefit's Arequipa office is ready for delivery to Casa Chapi families.



The Chipa family of six in Coporaque receives a food delivery. Angeles and Rosalyn in 6th and 4th grades at Casa Chapi continue their studies at home.

Quechua Benefit currently has 150 students that would normally be attending grades 1-12 at Casa Chapi. Each of these students lives in Quechua Benefit's housing during the school year. Their nuclear families include from 4 to 10 additional members, to make a total of 700 people. These are the least among us, the poorest of the poor. Quechua Benefit is meeting the immediate needs of families.

- 1) We are delivering 30 days' worth of food every 30 days to each family and will continue this mission until the country reopens.
- 2) The Casa Chapi teachers for grades 1-6 will begin delivering virtual lessons on iPads supplied by the Ministry of Education in July.
- 3) The high school students who attend private schools on scholarships will be receiving their lessons directly from the school they attend while living on the Casa Chapi campuses in Arequipa.
- 4) Quechua Benefit is supplying each family that lives in very remote areas with a cell phone to stay in contact with their teachers.
- 5) We will continue to stay in touch with each family and be available to deliver medicines, warm clothes, books, and other essential supplies that are not currently within these families' reach.





Peru Country Director Alejandro Tejeda delivers schoolbooks and a month's supply of food to Edith, Michell, and Washington's family in Caylloma.



Joel and Jorge live in Chivay with their elderly grandfather and attend Casa Chapi, which gives them hope for a brighter future.

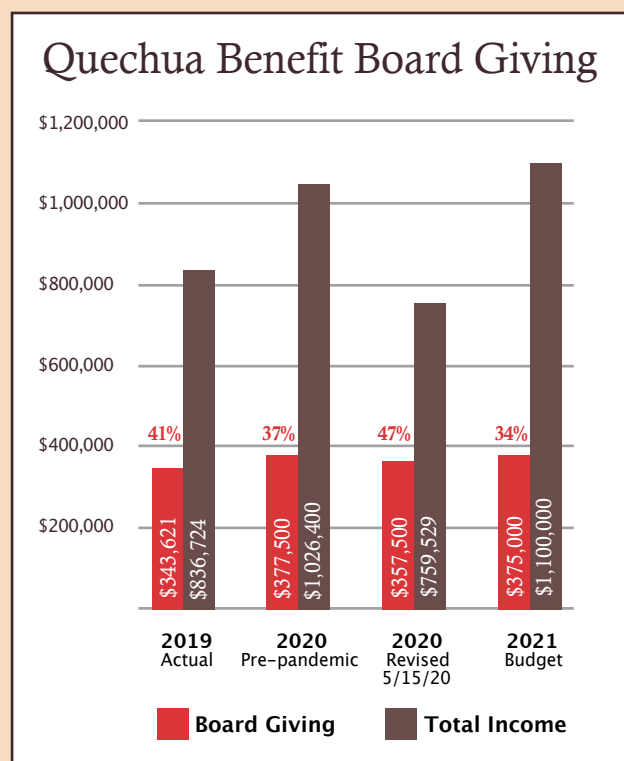
FUNDRAISING 2020

Fundraising is Quechua Benefit's biggest challenge in 2020. We are fortunate to have a very generous Board of Directors and loyal donors. One pledge, which is key to our fundraising success, is our Board of Directors' commitment to pay 100% of Quechua Benefit's overhead year in and year out. Their percentage of our total giving demonstrates their love and generosity:

- 1) 2019 Actual -
41% of Total Giving; 138% of Overhead
- 2) 2020 Pre-pandemic Budget -
37% of Total Giving; 162% of Overhead
- 3) 2020 Revised Budget –
47% of Total Giving; 188% of Overhead
- 4) 2021 Estimated Budget -
34% of Total Giving; 136% of Overhead



*Quechua Benefit
works every day
in the grinding poverty
of highland Peru
and we,
just like the people we serve,
are survivors.
Thanks to our loyal donors,
strategic partners, and
generous board members,
we will recover
along with the economy
and come back
stronger than ever.*



In 2020 the organization cannot hold traditional fundraising events, and charitable giving in general is down worldwide. But our donor list is strong, and monthly giving is holding up. In addition, we have received a \$47,000 forgivable loan from the SBA for office payroll. We anticipate year-end giving to be strong.



STRATEGIC PLAN 2021–2025

Quechua Benefit is a nonprofit that serves the Quechua people in the Andean highlands of Peru—some of the poorest people on earth. Quechua Benefit operates under one overarching principle:

BREAKING THE CYCLE OF POVERTY

Economists define the cycle of poverty as a set of multi-generational factors and events that, once they become entrenched in a society, are likely to continue indefinitely without outside intervention. Quechua Benefit has three programs that are designed to break the cycle of poverty for the most at-risk segment of Peruvian society:

- Women, primarily single mothers
- Children, from birth through their graduation from high school
- Quechua speaking livestock breeders

Among these three groups, children are most vulnerable to the cycle of poverty. Childhood lays the foundations for adult abilities, interests, and motivation. Quechua Benefit believes that poverty stems from learned behaviors that form an ongoing cycle that becomes almost impossible to break without specifically designed interventions that make permanent life changes.

To break the cycle of poverty, Quechua Benefit uses a holistic two-generation poverty alleviation approach that focuses on permanent solutions that begin early in the Quechua people's lives. This approach has three main components:

- Education
- Parasitic Anemia Prevention
- Livestock Welfare

This gives children access to effective educational programs, ensures that women and children receive anemia prevention therapy, and teaches adults economically empowering livestock management skills. In short, Quechua Benefit is starting to break the cycle of poverty for the most vulnerable people in the Andean highlands. But much work remains to be done, and Quechua Benefit has set its sights on the future.



The first dental clinic in Macusani, Peru in November, 1996. The dentist in the middle of the photo is doing triage and diagnosis due to the overwhelming number of patients seeking care.



Every tooth in this small boy's mouth was rotted to the gum line.

came to realize that the need in Peru was, as Don Julio said,

“like a dripping faucet that never stops.”

To address the “leaky” faucet, Quechua Benefit began donating to existing children’s homes operated by other nonprofits. Quechua Benefit observed that the children’s success was dependent on a safe home and nutritious food, especially in the unforgiving environment and grinding poverty of the Peruvian highlands.

In the beginning, Quechua Benefit flew dental teams into Peru and visited more than 40 communities. They treated tens of thousands of patients, pulling teeth for long lines of the poorest people on earth.

In the early 2000s Quechua Benefit added international medical teams consisting of pediatricians, cataract surgeons, general practitioners, gynecologists, and nurse practitioners.

Following 10 years of international medical missions, Quechua Benefit



The line waiting to see a doctor forms early in the morning and never gets shorter.

These observations led to the construction of Casa Chapi in 2010. Casa Chapi began as a children's home consisting of seven buildings, solar power and a medical clinic. The children who lived at Casa Chapi began to thrive,

excelling at their nearby public school. Peru's Ministry of Education took notice and approached Quechua Benefit to ask the charity to build its own school onsite.



Casa Chapi Primary School opened in 2014.

The two-story classroom building is in the second row from the bottom right.

In 2015 Quechua Benefit refined its mission in Peru to focus on Breaking the Cycle of Poverty. Some would argue that “breaking the cycle of poverty” is too general, too grand, too ambitious. The Peruvian theologian Gustavo Gutierrez argues,

“Latin American misery and injustice go too deep to be responsive to palliatives.”

We all know that small efforts, delivered sporadically, do not lead to lasting change. Our reach must be more constant, more ambitious. It must be transformational in nature and sustainable for future generations.

Quechua Benefit believes that transforming Peru's highland society must begin with the youngest and most vulnerable, including:

- Preschool through secondary school age children, with an emphasis on the youngest children,
- Girls through age 17,
- Women who are marginalized or excluded.

Quechua Benefit's greatest strength is the ability to deliver essential services to remote communities over vast geographic areas.

BREAKING THE CYCLE OF POVERTY

THE PATH FORWARD

In 2016 Quechua Benefit developed three sustainable social justice programs that support its mission of “Breaking the Cycle of Poverty.” Each has proven to be successful. This was due, in large part, to our implementation of the 2017 Case for Support and its accompanying fundraising campaign. The most important result of the campaigns was the investment made in programmatic goals and staff capacity.

In 2017 Quechua Benefit initiated a series of community meetings in the highlands of Peru to ask what each community needed most. After multiple meetings, a plan came into focus.

- Developing scalable programs, such as our reading program, which grew from our experience operating Casa Chapi, that could be adopted by the Peruvian Ministry of Education for implementation in existing public schools.
- Instituting anemia prevention campaigns, focused on women and children, in partnership with the Peruvian Ministry of Health. Good health is the predicate for any population that aspires to break the cycle of poverty.
- Providing veterinarian training and assistance to improve the economic productivity of alpaca livestock management practices in conjunction with a Peruvian veterinarian university. Healthy animals support healthy families and open a door for those intent on escaping poverty.
- Recreating Quechua Benefit to focus on and strengthen sustainable, results-based, scalable, monitored programs and strategic partnerships to leverage individual donations and attract major donor funding for the above programs.

Now it is time for our second strategic plan based on the success of our programs and what we have learned. The new plan is the same vision we share with Peru and our local partners.



2021–2025 STRATEGIC PLAN

VISION

We know that to break the cycle of poverty our vision must create hope and opportunity for every family in the highlands of Peru. Quechua Benefit intends to change lives with three specific initiatives that will foster social justice for all highland families:

- Providing access to preventative medicine that contributes to healthy communities.
- Creating more effective educational opportunities for all school-aged children.
- Facilitating economic empowerment opportunities that focus on the highland family's livestock which is their primary source of income.

MISSION STATEMENT

Quechua Benefit's mission is to empower the Quechua people in the highlands of Peru through educational programs, medical care, and efficient farming practices.

VALUES

To put the light of learning in children's eyes, to restore anemic kids from lethargy to excitement and optimism, and help their families earn more cash income from their livestock. To this end, all Quechua Benefit decisions will be based upon the following values:

- Governing with professional management and accountability systems
- Being responsible stewards of donor resources
- Helping women and children feel respected and achieve their full potential
- Listening to and respecting the Quechua people and their culture
- Striving for social justice, and
- Acting ethically with loyalty and love

THE STRATEGIC PLANNING PROCESS

In 2014 several things happened that changed the course of Quechua Benefit. The organization decided that international medical missions were not the best use of the charity's resources. This became a major change of focus. While therapeutic in nature, the medical missions did not create sustainable cures for the most central problems in the Quechua people's lives. The school, on the other hand, was clearly sustainable. Staffed by Peruvians and partially funded by the Peruvian Ministry of Education, it offered its students an opportunity to break the cycle of poverty.

The 2021–2025 Strategic Plan incorporates the best lessons from our past work, and a new dedication to grow capacity and create a more sustainable opportunity for children and families living in the highlands of Peru.

Strategy I: Anemia Prevention Program

Annually, Peru loses over \$637 million U.S. in GDP to vitamin and mineral deficiencies. Scaling up core micronutrient nutrition interventions would cost less than \$16 million per year. (“Peru: Nutrition at a Glance,” <http://siteresources.worldbank.org/INTLACREGTOPNUT/Resources/Peru4-20-10.pdf>)

Anemia affects more than 50% of all pregnant Peruvian women and children under five years of age, and 47% of school children in grades 1-12. Quechua Benefit’s goal is to reduce the anemia rate to less than 20% in the entire Peruvian population by 2025. Each and every anemia-free child automatically has a head start on breaking the cycle of poverty.

The focus on anemia began in 2015, when Quechua Benefit conducted one of its last international medical missions with 25 people from the USA in the Colca Valley town of Lari. A doctor on the team made the following observation:

“Siomera’s face was unforgettable.”

Dr. Jim Gallagher first saw her as they boarded the bus. Siomera stood on the sidewalk barefoot in a tattered dress. Her tangled hair framed an angelic face. That picture was engraved in his mind. The bus pulled out of the square just as Dr Gallagher snapped a photo of the girl he would come to know as Siomera.

Using Jim’s snapshot, the Quechua Benefit team searched for Siomera. They found her family, which has 11 children. The youngest is just a baby and the oldest is a 19-year-old sister with a baby of her own. Casa Chapi offered to help the kids, but their mother Yola was suspicious of accepting help from strangers.

Casa Chapi’s staff went to the family home again with a so-

cial worker to explain how they could help, but Yola slammed the door in their faces. Finally, after a visit from Padre Marcos, the village priest, Siomera’s parents consented to Quechua Benefit’s assistance beginning with medical checkups. They tested the entire family and found they were all anemic with high parasite loads.

This experience led Quechua Benefit to test all the kids at Casa Chapi. Despite good meals and excellent personal hygiene, almost 40% of the kids were anemic. These discoveries launched Quechua Benefit’s development of a comprehensive anemia prevention protocol.

Siomera has joined Dante, her older brother, at Casa Chapi. Today she is healthy, learning and growing.



Siomera

Key Outcomes 2016–2020

- In 2016 Quechua Benefit diagnosed and treated 1,000 children for parasites and provided iron supplements to those with anemia.
- 70% of the children who were diagnosed with anemia were cured.
- In 2019 this total has grown to approximately 20,000 with a cure rate between 45% and 93%, depending on the district and compliance.

Key Outcomes 2021–2025

Quechua Benefit created a proven, simple, and cost-effective therapy for anemia. The NGO also developed a proven system to deliver that therapy throughout the Peruvian highlands. Quechua Benefit will:

- Provide anemia testing and deworming treatment through the public-school system with our strategic partners the Peruvian Ministry of Health and Education.
- Provide iron supplements and vitamins to afflicted women and children.
- Deliver adult education about anemia and nutrition to communities with our strategic partners, the Peruvian Ministry of Social Services and local Municipalities.

Specific Strategic Objectives:

- 1) To diagnose and treat the entire population of women and children in the 40 communities in the Colca Valley for parasites twice a year and cure 70% of all pregnant mothers and children diagnosed with anemia through the 12th grade by 2021.
- 2) Expand existing strategic partnerships to include the entire Arequipa and Puno Provinces by 2025.
- 3) Partner with the following NGOs and public and private institutions:

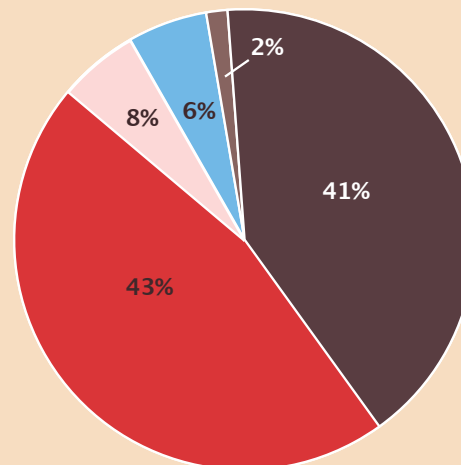


- 4) Measure the results of our efforts by maintaining a universal data base for all patients that quantifies:
 - The number of people treated as a percentage of the population by community
 - The cure rate for pregnant mothers and children diagnosed with parasitic anemia

- 5) Manage the campaigns and maintain Quechua Benefit funding level at 43% of the total cost of campaigns including medicine, testing supplies, travel and overhead.

- The total cost of two tests and treatment of one school-age child per year is \$15.57 and for one mother or preschool child is \$18.24.
- Quechua Benefit's share is 43% (\$6.69 for a school-age child and \$7.84 for a mother or preschool child).

AGENCY COST SHARING



- MINSA
- Quechua Benefit
- Municipality
- Ministry of Education
- Vitamin Angels

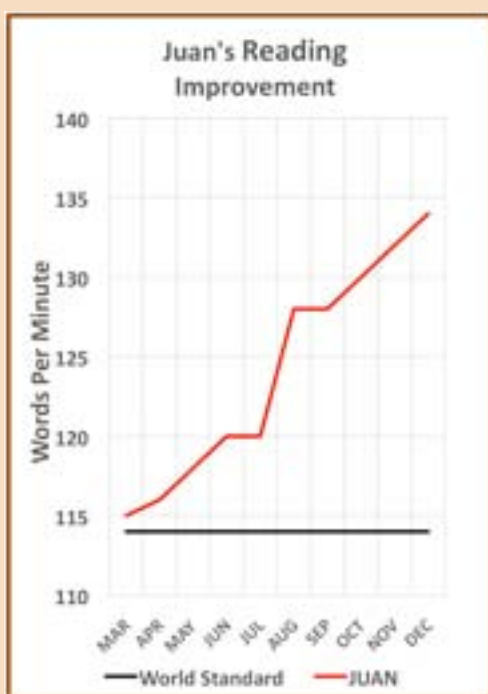
Strategy II: Education Program

Quechua Benefit has developed a model curriculum of project-based learning and a unique reading program that teaches first grade Quechua-speaking children Spanish. This prioritizes reading in a school system that is, by law, taught in Spanish.

This story of Juan, a sixth grader, is typical of the 150 plus kids that attend Casa Chapi from kindergarten through twelfth grade.

Juan's father has not recognized his paternity, so Juan has his mother's last name. Juan's single mother relies on Casa Chapi to provide hope for a brighter future.

Juan loves swimming and football, and his favorite subjects in school are math, art, and reading. Someday he hopes achieve his dream of becoming a pilot or engineer.



Alejandro Tejeda, the director of Casa Chapi, says, *"Juan makes friends easily and helps the new children at Casa Chapi. He has excelled in the reading program."*

Here is Juan in his own words:

Dear Friend,

Thank you for helping me live and study at Casa Chapi. I am doing well. There are lots of animals here and I like to read. I have a lot of fun here. God bless you, thank you for helping me.

—Juan



Dr. Abhijit V. Banerjee and Dr. Esther Duflo won the Nobel prize for economics in 2019 for their work that focuses on breaking the cycle of poverty. In their book *Poor Economics: A Radical Rethinking of the Way to Fight Global Poverty* (New York: Public Affairs, 2011) they observed that reading was a primary path to scholastic achievement and economic empowerment. They noted the following in their book:

“Putting together the effect on education and wages, she [India] concluded that every year of primary school... raised wages by about 8%. This estimate of the returns to education is very similar to what is commonly found in the United States.” (p. 82)



The Nobel Prize winners went on to describe one of the primary keys to educational achievement is reading, particularly where school is taught in the students’ second language.

“Pratham [the program leader in India] calls this Reading to Learn the sequel to its more basic Learning to Read and the learning gains were substantial.” (p. 98)

Key Outcomes 2016–2020

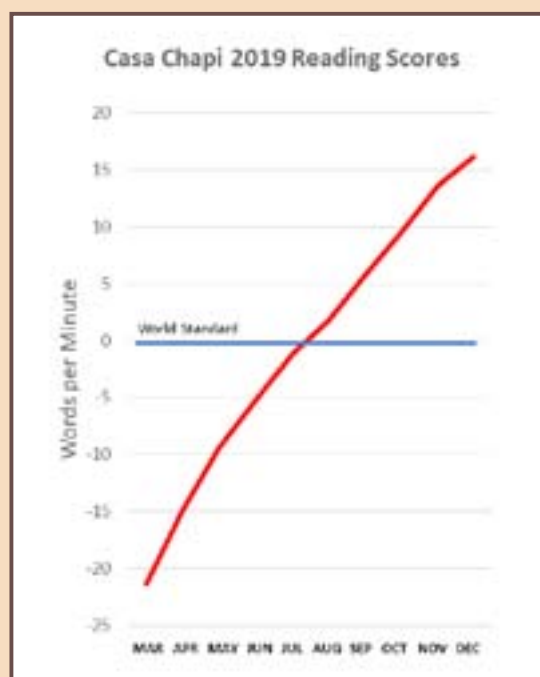
Based on the experience of operating Casa Chapi for the last six years, Quechua Benefit decided to underpin its educational goals with the following insights:

- Reading Spanish is the most important skill we can teach first and second graders. Most of the students come to school from homes where Quechua is the household language. Thus, they are ill-equipped to join mainstream classes taught exclusively in Spanish.
- Quechua-speaking children who cannot read are destined to drop out of school.
- After Casa Chapi made reading a priority, the children went from reading at 25% below the world standard to reading an average of 25% above the world standard in just one year.
- The Casa Chapi reading plan is scalable. It is centered on a very simple technology: the stopwatch. The stopwatch, when used together with specialized inexpensive books, phonetics and flash cards, creates the kind of success that rewards children's efforts and keeps them in school.
- Once children can read at sixth grade level, their earning potential and job prospects rise to a level that allows them to break the cycle of poverty.

Key Outcomes 2021–2025

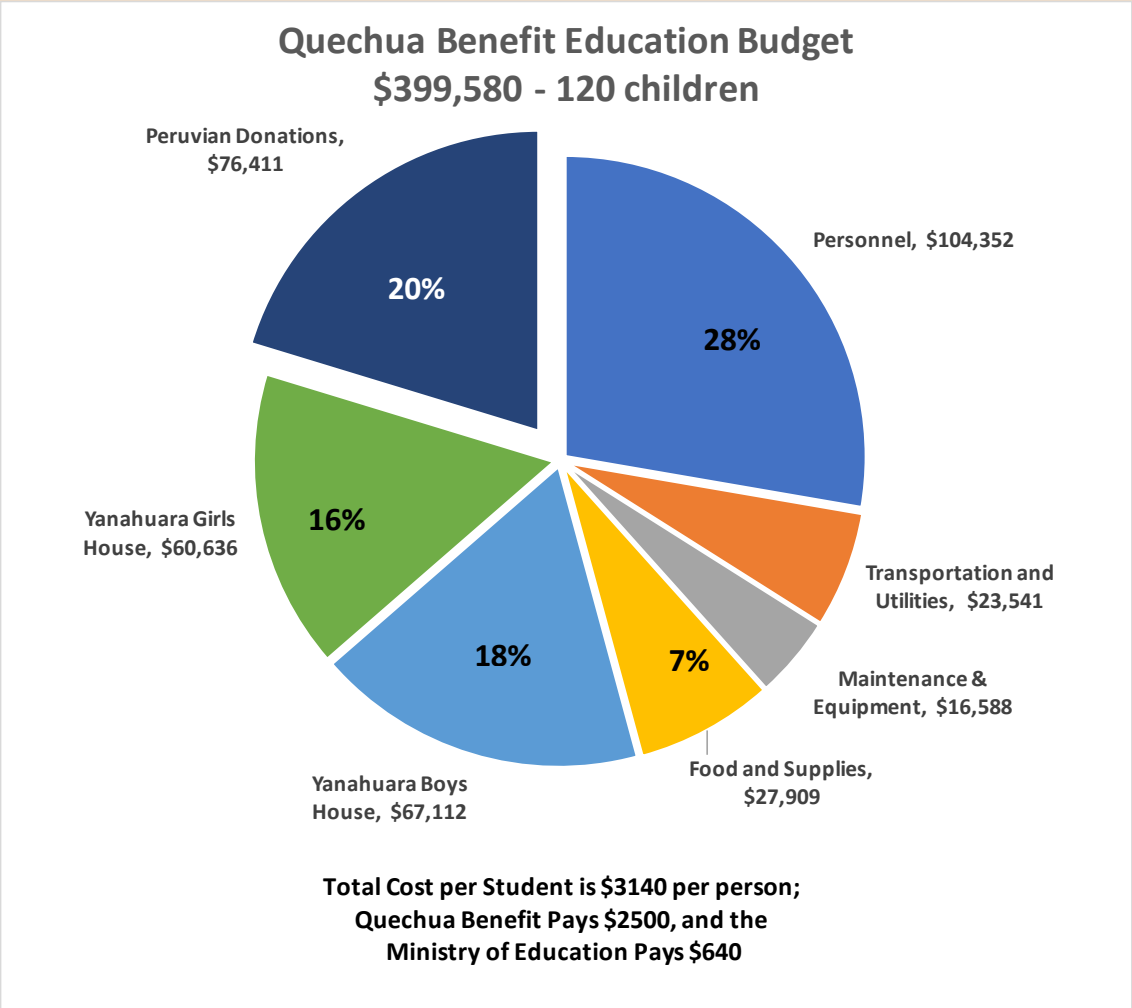
To achieve these education goals in 2021–2025, Quechua Benefit will:

- Operate Casa Chapi's primary school in Chivay and the girls' and boys' campuses in Arequipa through graduation from high school as both educational innovation centers and providers of educational outcomes that break the cycle of poverty for the students.
- Teach children to read and write Spanish.
- Model innovative curriculum that can be easily assimilated by the existing public-school system.
- Give all graduates from the Casa Chapi schools the opportunity to attend either a university or a technical institute.



Specific Education Project Timetables:

- From 2021–2025 serve the population of poorest highland schools and create reading proficiency training programs in 20 highland primary schools.
- From 2021–2025 provide course material to interested schools for Quechua Benefit's remedial reading program.
- From 2024–2025 scale the program throughout the Provinces of Arequipa and Puno.
- Develop a viable, sustainable foundation to finance higher education for all Casa Chapi students.
- In each program, measure results by maintaining a database that includes:
 - Average improvement of words read per minute per student per grade,
 - Average increase in National Proficiency Test scores.



Strategy III: Economic Empowerment - Animal Welfare

Quechua Benefit recognizes that without economic empowerment—particularly for women, single mothers and highland families—the cycle of poverty cannot be broken. Several programs address this issue, but it remains the central challenge for our NGO’s mission. The scope of the problem is immense and our attempts to find scalable solutions have been humbling.

In 2016 Quechua Benefit conducted a tour through 10 Andean communities to hear first hand what the most pressing economic issues were for the poorest populations in all of Peru. The meeting described below highlights the primary problem we heard expressed:



Dr. Mosquera conducts a focus group in Aymana to discover the most pressing community needs.

Quechua Benefit’s team crowded into the mayor’s office, a 15 x 20-foot room that doubled as a community center for the tiny town of Aymana, which is located miles above sea level and far from any modern conveniences. The team sat down in white plastic chairs along the far wall, across from the local men who came mostly out of curiosity, not quite sure what would unfold. Quechua Benefit was there simply to listen.

Next, the women filed in and sat on the floor in the back of the room. Their wide skirts, a rainbow of color, sat like cumulus clouds pooled around them on the cold grey cement. Children darted in and out. The women on the Quechua Benefit team got out of their chairs and joined the women on the floor.

Dr. Jose Mosquera, a surgeon and international public health expert, led the focus group. Dr. Mosquera began by inquiring about the general health of the community.

He asked, “What is the most important health issue you face?”

*One of the men immediately responded,
“The health of our alpacas.”*

*The team, taken by surprise, asked,
“But what about your children’s health?”*

*A young lady cradling a baby wrapped in a crimson blanket with two small children at her feet almost
whispered when she raised her hand and replied,*

“If the alpaca die, our children will not eat.”

This simple story lies at the core of any effort to break the cycle of poverty in the highlands of Peru. Consider that an average family of four owns a small herd of about 150 alpacas. From these animals, they make 85% of all their annual income, which amounts to about \$100 per month.



Dr. Rito Huayta, a veterinarian paid by Quechua Benefit to teach approved alpaca husbandry practices.

Key Outcomes 2016–2020

Quechua Benefit identified animal health as the most important driver of family income in the highlands, and it provides them the biggest opportunity to lift themselves out of poverty.

- Economic empowerment in the highlands depends on healthy livestock, primarily alpacas, to eat and raise for fleece, which is the primary source of nutrition and cash income.
- Quechua Benefit discovered there were no veterinarian services available to the communities, and the farmers had no technical training or resources for livestock husbandry.

Key Outcomes 2021–2025

As a result of its experiences in 2016–2020, Quechua Benefit proposes the following:

- To assist with livestock husbandry initiatives that are relatively inexpensive and for which the farmers are willing to help pay.
- To deworm herd dogs and prevent livestock from becoming infected with *Sarcocystis*, which makes the meat unfit for consumption and can result in human death.
- To vaccinate female alpacas and baby alpacas (“cria”) to prevent enterotoxaemia, which kills many of the cria born in any given year.
- To establish a strategic partnership with an Andean veterinarian school to educate and train community leaders in animal husbandry practices and vaccination protocols.
- To scale the economic empowerment program model in the Department of Puno (population 1,415,608) in 2022.



Sarcocystis—a parasite that is the second leading cause of income loss in the herds after enterotoxaemia—makes alpaca meat unfit for human consumption.



Quechua Benefit's preventative medicine campaigns focus on those most afflicted with anemia: mothers and their children.

From 1996–2020 Quechua Benefit developed its unique strength...

...which is to efficiently serve remote communities in a sustainable manner. Today we are highly experienced and ready to deliver three specific programs: 1) anemia prevention, 2) education, and 3) animal welfare, directly to remote locations over a vast geographic area. Few, if any, nonprofits serve these Quechua communities.

- Excluding the largest cities (where we are not active), the indigenous population in Quechua Benefit's service area is about 1,308,665.

- Dr. Paul Farmer of the Harvard School of Public Health had this to say about the value of delivering results on the ground to remote communities:

"The biggest obstacle facing global health is a failure of delivery. The gritty business of actually delivering health care in developing countries has not attracted much academic interest, even though improving capacity to deliver care in these settings will save lives, [and] leverage substantial and growing philanthropic support of global health." (May 20, 2013, the World Bank Group)

■ STRATEGY I: Fundraising 2021–2025

• 2021	\$1,100,000
• 2022	\$1,250,000
• 2023	\$1,375,000
• 2024	\$1,500,000
• 2025	\$1,650,000

In 2017 Quechua Benefit's Board of Directors pledged to fund 100% of Quechua Benefit's overhead. All the following are paid for by the board:

- Office expenses
- Fundraising costs
- Board travel
- Administrative salaries

No Board member receives any compensation for their service. One hundred percent of all outside contributions directly benefit women and children in Peru.

Key Outcomes 2021–2025:

- Create multiyear funding from additional major donors in the amount of \$600,000 beginning in 2020.
 - Quechua Benefit currently has major gift pledges for 2020 program costs of \$450,000.
 - These multiyear pledges were for three years beginning in 2017.
 - Extend multiyear pledges from 2021-2025.
- Expand our fundraising to include institutional grants. Quechua Benefit currently does not receive grant funding.
 - Obtain one capacity building grant in 2021
 - Obtain one multiyear grant of at least \$300,000 per year for anemia prevention campaigns
 - Obtain one multiyear grant for education of at least \$300,000
- Expand our existing community of individual donors by
 - Elevating current individual donors' level of donation
 - Expanding online giving, including text to donate
 - Continuing to expand the donor base, which is currently in excess of 500 donors, through social media and events
 - Renewing and expanding major donor pledges an additional three years
- To reduce dependence on events-based fundraising. Currently Quechua Benefit holds approximately six events per year that raise an average of \$300,000 from the U.S. alpaca breeder community.

■ STRATEGY II: Governance 2021–2025

Quechua Benefit's Strategic Plan aims to empower new leadership, add executive strength and institute policies and procedures that will allow it to create sustainable programs into the future.

Key Outcomes 2016–2020:

In 2016 Quechua Benefit's founder said:

"With the transformation of Quechua Benefit, I see a future that will endure far beyond my lifetime and achieve far beyond my original vision. We are becoming a world class nonprofit."

In 2016 Quechua Benefit endeavored to solidify the foundation's future by doing the following:

- Reordered its priorities, eliminating international drop-in medical missions.
- Appointed Board members Dale Cantwell and Mike Safley as co-executive directors and reduced committee involvement in directing policy and programs.
- Reorganized the Board of eight highly effective and unique individuals to take on a larger advisory role.
 - Chad Colton, Chairman
 - Janice Clingman, Treasurer
 - Dr. Charles Gulotta, Secretary
 - Lynn Edens
 - Pamela Brewster
 - Kris Wigger
 - Dr. Ian Tippetts, Education Director
 - Dale Cantwell, Co-Executive Director
 - Mike Safley, Founder and Co-Executive Director

Key Outcomes 2021–2025:

- Reorganize and expand our committees to improve effectiveness.
- Create a Quechua Benefit Advisory Board in Peru made up of strategic partners and community leaders to increase efficiency on the ground.
- Encourage additional individual board member involvement to improve fundraising initiatives and donor involvement.

■ STRATEGY III: Management 2021–2025

Key Outcomes 2021–2025:

- Hiring a Development Director: The highest management priority for Quechua Benefit is to hire a full-time professional fundraiser by the end of 2021.
- Hiring a paid professional to replace current volunteer Executive Director by the end of 2022. This will allow the current Co-Executive Directors to return to being board members and act in an advisory capacity to the new Director.
- Quechua Benefit's founder Mike Safley, a vigorous 74-year-old, remains the organization's current primary fundraiser, but he has asked that Quechua Benefit begin training a new development director.
- Daily fundraising activities should be transitioned to a new development director by 2022.

Over the next 5 years Quechua Benefit will focus on the faithful execution of these goals and strategies.

QUECHUA BENEFIT FIVE YEAR STRATEGIC PLAN

PREVENTATIVE MEDICINE STRATEGIES

	2021	2022	2023	2024	2025
Provide anemia testing and deworming treatment	Number of communities participating in anemia program				
	25	30	35	40	45
	Percentage of school population with anemia at end of the year				
	50%	45%	40%	30%	20%
	Number of new strategic partners participating in anemia program				
	1	1	2	2	3
Provide iron supplements and vitamins to women and children	Provide iron supplements to anemic patients				
	100%	100%	100%	100%	100%
	Supply prenatal vitamins to pregnant women				
	50%	60%	75%	85%	95%
	Supply multi-vitamins to children				
	Casa Chapi only	25% of Colca Valley	50% of Colca Valley	75% of Colca Valley	100% of Colca Valley
Deliver anemia education in conjunction with our strategic partners	Develop educational materials				
	in 2021				
	Community education / number of communities				
	100%	100%	100%	100%	100%
	Education for parents and children / number of communities				
	50%	60%	75%	85%	95%

EDUCATION STRATEGIES

	2021	2022	2023	2024	2025
Operate Casa Chapi primary and Arequipa high schools as educational innovation centers and providers of outstanding educational outcomes	Percentage of students going to secondary school				
	100%	100%	100%	100%	100%
	Percentage of going to post-secondary education				
	90%	90%	90%	90%	90%
Give all graduates the opportunity to attend university or technical institute	Develop scholarship fund for post-secondary education; Number of students fully funded				
	2	7	15	20	30
Teach children to read and write in Spanish	Track reading proficiency; each grade level reading average must be at or above world standard				
	Each student will read at 90% or more of the world standard for their grade by the end of the school year (excluding special needs students)				
Model innovative curriculum that can be easily assimilated the the public school system	Develop a strategic outreach reading proficiency program				
	in 2021				
	Hire or begin a joint venture with an educational director in Peru to create and manage outreach				
	in 2022				
	Develop Strategic Partner Primary Schools for reading proficiency				
		5	10	20	40

ECONOMIC EMPOWERMENT STRATEGIES

	2021	2022	2023	2024	2025
Assist with livestock husbandry initiatives that are effective and for which the farmers are willing to help pay	Deworm dogs – Number of communities				
	Establish protocol	3	5	10	15
	Vaccinate for enterotoxaemia – Number of communities				
	Establish protocol	3	5	10	15
Scale the economic empowerment program for the Department of Puno	Develop new strategic partners with communities and others to expand the program through the districts of Arequipa and Puno – # of communities				
	2				
	Develop new strategic partners with communities and others to expand the program through Puno – # of communities				
	2	3	3	5	
Establish a strategic partnership with an Peruvian veterinary school to educate and train community leaders in animal husbandry practices and vaccination protocols	Develop and maintain strategic partner veterinary schools				

FUNDRAISING GOAL STRATEGIES

	2021	2022	2023	2024	2025
Create multiyear funding from additional gift pledges	Renew \$400,000 per year for 5 years				
	in 2021				100%
	Add additional multi-year pledges				
	\$50,000	\$100,000	\$50,000		
Expand fundraising to include institutional grants	Capacity Building Grant – Development Director				
	\$150,000				
	Anemia Grant				
		\$50,000	\$50,000	\$100,000	\$100,000
	Educational grant				
		\$50,000	\$50,000	\$100,000	\$100,000
Expand our existing community of individual donors	Elevate the number of donors from prior year donation				
	20	30	35	40	50
	Online donations				
	\$30,000	\$35,000	\$40,000	\$45,000	\$50,000
	Total number of active donors				
	450	500	550	650	750
Reduce dependence on event-based fundraising	Number of events				
	5	5	4	4	4

LEADERSHIP AND MANAGEMENT STRATEGIES

	2021	2022	2023	2024	2025
Hire Development Director	in 2021				
Hire paid professional to replace current Executive Director			in 2023		
Create Quechua Benefit advisory board in Peru	Number of meetings/number of new members				
	1 / 3	1 / 2	1 / 2	1 meeting	1 meeting
Reorganize and expand committees/improve effectiveness		1) Fundraising 2) Education			



Today's children will break
the cycle of poverty tomorrow

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