

Strategic Plan

2024 - 2026



Generations
Humanitarian



FROM CYCLES OF SCARCITY TOWARD ABUNDANCE

3 YEARS 4 GOALS

- ➔ Research
- ➔ Collaboration
- ➔ Homes & Centers
- ➔ Economic Stability





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President's Letter

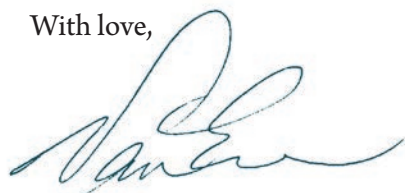
Greetings.

At the time I founded Generations Humanitarian, it seemed like the worst possible period to launch another nonprofit. That was November 2008, and the stock market had just crashed. Surprisingly, we survived the Great Recession and actually grew. Sixteen years later, as we look back, we have become astonished at our progress. We have helped rear some 1600 children. Many of our children at the Sunflower and Espinal homes (our first homes) have aged out, becoming productive members of society. They went from living in an orphanage to being caring mothers and fathers and providing a home for their own offspring, breaking the cycle of homelessness and poverty. They became business owners, accountants, chefs, and soldiers.

As part of this organization, you have been key to this success. I am grateful for your dedication in the past, and now look forward to working with you in the coming years. Right now, the world is preoccupied with geopolitical strife and economic scarcity and in the midst of these goings-on, those “disposable” street children still wander adrift—hungry, exposed, unloved, and fearful.

Our marketing plan is wrought with abundance in mind for these days. This is an invitation to you to bury your scarcity. It is an invitation to turn outward and increase your abundance by giving it away. Whether you are a home donor or strategic volunteer, you will find your place in this plan to move this great work forward. Join me. We need you.

With love,

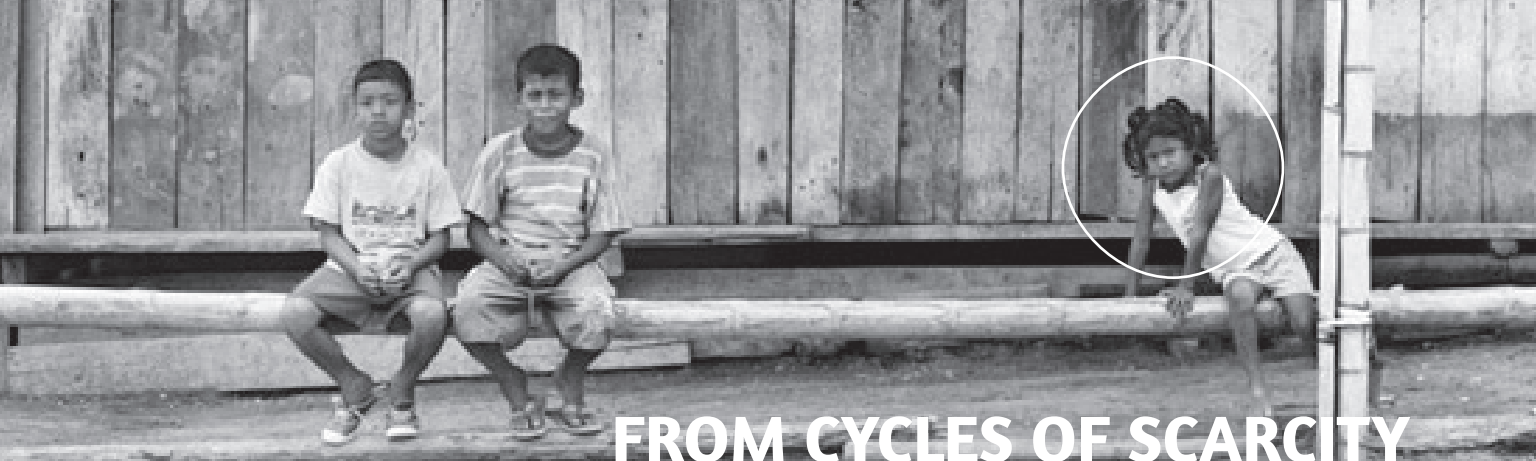


Van Evans, *President*
Generations Humanitarian



With sweet Marisol, age 15. Having a body the size of a 9-year-old, Marisol is representative of the 17% of Latin American children whose growth is stunted due to malnutrition. When we found her, she was sleeping in a doghouse.





FROM CYCLES OF SCARCITY

EXECUTIVE SUMMARY

Take a few minutes to read this short booklet, Generations Humanitarian's (Genhu) Strategic Plan for 2024–2026, and you'll see what we've been working on for the past few months.

The Plan outlines the joint work that we will do as Genhu, together with our country affiliates and numerous allies. In due course, each Genhu country will have its own strategic plan, and these will align to this general Genhu Strategic Plan. For now, however, all affiliate countries will follow the plan as outlined here. We currently operate in Peru, Colombia, and Venezuela.

Generations Humanitarian envisions a world without street children.

Our hearts are drawn toward street children and our mission includes saving future generations by breaking the cycle of scarcity among the ubiquitous kids wandering through the streets of Latin American cities. By nature, our mission is supplementary to the institutions of family and government, but our goals can make us potentially adversarial to government as well.

For the next two years, we plan to build upon our expertise and social capital to introduce systemic change in the way the problem of street children is addressed. Further, in the absence of any intervention in the field, we will move to install solutions for immediate relief, professional care, and loving homes.

Specifically, we have four goals that build upon each other:

- **RESEARCH.** Evidence-based solutions will govern program implementation and our goal is to produce a body of research toward systemic change. Our objective, at the outset, is to continue a learning and evaluation framework for our programs in our own drop-in centers. Valid and reliable methods have already materialized, as our holistic approach of physical, mental, emotional, and cultural activities have shown to develop rounded adults of these children, much like good parents do in their private homes. We are currently conducting research on anthropomorphic data (weight and height) to see if our diet is more effective than UN averages. This data is being collected until the end of 2024 and in some new homes, 2025.

We will continue to evaluate financial efficiency, collaboration with local governments and food producers, and other program interventions for the children. We will offer to publish some of our findings in professional journals for the benefit of all.

- **COLLABORATION.** Our goal is to exploit unused social capital in the field. Our objectives will happen on three levels:

A. Intra-home. Latin American mindsets and governments are slow to connect the dots between agencies and other resources. We have had great success thus far in bringing together local municipalities



TOWARD ABUNDANCE

(*alcaldias*), social service providers, marketplace producers, foreign in-kind donations, university internships, and other volunteers to create a single home (drop-in center) for pennies on the dollar of other methods. The central strategy is to piggy-back on unused capacity. We are in discussions with agencies on the city and department level to open new homes. The government will provide the local and equipment, we will provide the staff, volunteers, food, and supplies.

B. Inter-home. There appears to be little collaboration, and often some competition, among homes and centers in the field. Our objective is to connect and unite them in appropriate and nonthreatening ways.

C. International. Country directors frequently meet to learn from each other and share ideas of success with other stakeholders.

- **HOMES AND CENTERS.** Our goal through 2026 is to establish a simple step-by-step blueprint to open a model drop-in center (MDIC) that can be implemented by the relatively unsophisticated, enabling a franchise of hundreds of homes in the coming years in an affordable manner. We currently have more than half dozen requests to open new homes.
- **ECONOMIC STABILITY.** Currently, we have sufficient funds to operate without donations for one year. Our goal is to increase this by 2026 to three years. By the end of 2026, we plan to have an endowment that will provide 25% of our operating expenditures. We also have an internal campaign of abundance among our home directors to increase self-reliance on local in-kind providers. The dollar cost of feeding the children in our homes represents approximately 55 percent of our annual budget. Our plan is to decrease this amount to 33 percent by the end of 2026 by engaging local foodstuff providers.

At the end of the day, our work will produce evidence-based, efficient, franchised, and scalable solutions that can be implemented not only by us, but also by government agencies, the marketplace, NGOs, US-based 501(c)(3)'s, religious congregations, and Mom-and-Pop orphanages.

Appreciation

Thanks are in order to Sandra Gongora, Ana Giraud, and Jaime Figueroa, our three country directors, for their valuable input. Particular gratitude is given to Dr. Richard Estes and Thomas McKenna at the University of Pennsylvania's School of Social Policy and Practice for their attention to the value of the strategic change cycle and planning process.





VISION, MISSION AND MANDATES

➔ VISION

Generations Humanitarian envisions a world without street children.

➔ MISSION

Generations Humanitarian is committed to transform street children toward an abundance of health, hope, and loving homes—thereby breaking the cycle of scarcity for generations to come.

➔ MANDATES

We are mandated by regulatory agencies of the US to create public value and insure the common good is advanced. We will comply with accounting and regulatory requirements. As we develop our alliances with government agencies and other actors in the field, we are aware that some mandates may be set forth.

➔ BELIEFS

- We believe all children should grow up in a home with goodly, loving parents who provide for their physical, emotional, and spiritual needs.
- We believe that street children are resilient and given opportunities and love, they can transform their own lives and become productive adults and rear happy families.
- We believe in being subject to the sovereign power of the nations wherein we work and respect their political philosophies and forms of government. We believe we have the right, however, to advocate for street children in any adversarial context provided we do so within the legal system of those countries and with its own citizens.
- Latin American countries are Christian nations without a strong custom of separation of church and state. We hold a holistic ideology and believe spirituality is a necessary part of one's wellbeing. We are faith-based to the extent that we share the belief in Christian ideals and promote them to the children. Other than professing a belief in Jesus Christ and his teachings, we do not permit our mission to coerce street children toward any religious institution, thereby respecting their right to self-determination.



BELIEFS AND VALUES

➔ VALUES

Genhu strives to be:

- Loving
- Culturally Sensitive
- Collaborative
- Accountable
- Open and Transparent



Background and Organizational Profile

The UN estimates there are 150 million street children worldwide, however given that this estimate is from 1989, it is considerably outdated. The true numbers are unknown. It has also been estimated that 40 percent live in Latin America, yet Latin America has only 8% of the world population.

Street children are called *gamines* (urchins) in Colombia, *pajaros fruteros* (fruit birds) in Peru, *polillas* (moths) in Bolivia, *resistoleros* (little rebels) in Honduras and *disposables* in Brazil. They are victims of hunger, exposure, violence, kidnapping, illegal adoptions, rape, and pornography. They are trafficked and sold for slave labor, for sexual exploitation, for their organs, as well as the participation of boys and girls in armed conflicts. In our previous work, it was not uncommon for children to be brought to our homes who had been held as slaves, some as young as 8 years of age.



The bulk of the 40 million Latin American street children are located in Developing Nations or Least Developed Nations (LDNs). These are countries with lower incomes and a lower human development index (HDI).

A significant body of research is available on the study of street children in Latin America, including demographics, causality, and their struggles. Inter-governmental agencies such as UNICEF and others spend considerable resources and effort to tackle the problem systemically through advocacy, laws, etc. It is not a surprise that government social service agencies in Latin America have minimal budgets and these are spread too thin to make any significant difference.

While countries grapple to take preventative measures, millions roam uncared for on the streets, and there is a dearth of research recommending best practices and interventions. Further, well-meaning NGOs and churches have stepped in to do what they can by opening orphanages and centers, but given the magnitude of the problem, these are unsophisticated, non-federate, and few and far between.

This is where we enter the picture.

We currently operate in 3 countries: Peru, Colombia, and Venezuela.



COUNTRY

HEADQUARTERS

Venezuela

San Felipe, Yaracuy

Colombia

Ibague, Tolima

Peru

Cusco, Cusco

Currently, we only have operations in South America North (green) and Andean (orange) areas. In time, as we grow, each country will have a Country Director. Country Directors are native to their lands and oversee operations in their respective countries, including presiding over home directors. While we are not immediately operating homes in all countries within these areas, Genhu plans a presence in each country to lay the groundwork for our goals of Collaboration and Research.

The worst sin towards our fellow creatures is not to hate them, but to be indifferent to them; that is the essence of inhumanity. – from *The Devil's Disciple* by George Bernard Shaw





STRATEGIC ISSUES

SWOT Analysis

STRENGTHS

- **Social Capital**
We have social capital here in the U.S. that we have not leveraged. We will redo the website and social media pages to strengthen our networking.
- **Intellectual Capital**
All of our country directors have a master's degree in a related field. There are no employees

STRENGTHS

- Social Capital
- Intellectual Capital
- Diversity of Background
- Sympathetic Funding base

WEAKNESSES

- Poor Communication/Coordination
- No Media Exposure
- Weak Fundraising Model
 - No Comprehensive Best Practice Model for Kids

who do not have at least a bachelor's degree. The president has a doctorate in Philanthropic Studies.

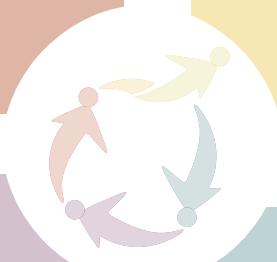
- **Diversity of Background**
Only directors of countries serve in their respective countries, but we have people from each culture: U.S., Colombia, Peru, and Venezuela.
- **Sympathetic Funding base**
Up until now, we have a base of 500 or more donors.

OPPORTUNITIES

- Research on Best Practices
- Unused Farm and Building Capacities
- Local Governments Eager
- Alliances Possible
- Local Country Volunteers and Social Capital

THREATS

- Economic Collapse
- Donor Fatigue
- Political Unrest/Guerrillas
- Poor Technological Channels
- Resistance by other Actors to Ally



WEAKNESSES

- **Poor Communication/Coordination**
We have done a very poor job of communication among our supporters. That is why our repeat donors have dropped off. We need to rework the communication plan with them.
- **No Media Exposure**
We have done a very poor job of soliciting free media. In 2024 we are focussing on social media and other channels.
- **Weak Fundraising Model**
We need a development director. Although we have no budget for one now, we will begin with volunteers and formulate a hiring plan and budget for a development officer in 2025.
- **Local Country Volunteers & Social Capital**
We have made great strides in the past three years on increasing our volunteer base. In Colombia, we now have more than 100 regular volunteers, some of them have volunteered for more than 10 years. We will work to increase volunteerism in Peru.
- **No Comprehensive Best Practice Model for Children**
Research is mixed on models and there is a dearth on research for orphanages and drop-in centers in developing nations vs. the foster care system. We are doing our own research on anthropometric data of our children before and during interventions. The quantitative methodology will be reported to funders, but will also be submitted to peer-reviewed journals for possible publication to contribute to new knowledge in the field.

OPPORTUNITIES

- **Research on Best Practices**
As mentioned above, we will develop a careful methodology on best practices in each culture we work in.
- **Unused Farm and Building Capacities**
There is significant untapped capacity in the field. Local municipalities and governors have committed to provide locales and this will continue to grow. We also are implementing solar and wind power, plus hydroponics and other technologies to increase self-reliance at our homes.
- **Local Governments Eager**
Most local and departmental governments are eager to assist us in homes in their areas by providing

in-kind and logistical assistance. We also have made alliances with the police and army in Colombia.

- **Alliances Possible**
As we broaden our geographic scope, we plan to formulate alliances and share knowledge with other orphanages and street children organizations.
- **Local Country Volunteers and Social Capital**
We have success in growing our local volunteers. As of this update, we have more than 50 dedicated daily volunteers at our homes throughout Peru, Colombia, and Venezuela. Volunteers are consistent and dependable and many receive groceries to feed their own families. We will continue to grow in this area.

THREATS

- **Economic Distress**
Inflation and economic uncertainty continue to affect donor levels, expedition participants, and volunteer levels for those who are struggling to make ends meet.
- **Donor Fatigue**
We no longer will emphasize fundraising in Utah, as donor fatigue and competition for similar organizations remains raw.
- **Political Unrest**
While this has been a diminishing issue in Colombia, it may be increasing. We have also seen in the past two years increased violence and civil unrest in Peru. Venezuela is a failed state and our staff has been threatened with violence and imprisonment. The Maduro government is not friendly to nonprofit organizations.
- **Poor Technological Channels**
We need to overcome firewalls, unreliable connection, bandwidth, and other technological limitations. Frequently, our Venezuelan director is without power and internet for days.
- **Resistance by other Actors to Ally**
We have experienced thus far, that many grass-root smaller organizations like ours lack progressive thinking and see overtures to ally as threatening their existence. They see us as competition for the limited slice of their pie, and fail to see the synergistic effects of collaboration.



ORGANIZATIONAL GOALS

Goal 1: Research

Our goal for this plan is to introduce a body of research toward systemic change for Best Practice interventions with a specific class of street children.

Our objective is two fold:

A. Study the best program interventions for non-violent children 2-18 years of age. These children are homeless or have a single guardian in most cases. They may work in the streets and/or live in the streets. These children will be taken into our centers as appropriate. We will establish a learning and evaluation framework for our programs (health, mental health, education, etc.) in our own homes and centers. In this plan we do not anticipate working with children with substance abuse addiction, those who are violently anti-social, sex workers, or former child combatants.

Measurable outcome: By the end of 2026, we will have completed and published our Best Practice internal evaluations.

B. Study the most efficient way to maintain a low-cost drop-in center utilizing self-sufficient and green technologies. This may include solar, wind, hydroponics, and contracts with local food producers and distributors to receive free or low cost near-expiration foodstuffs. We also will continue to implement mental health objectives and cultural identity programs (music, dancing, sports, field trips, chess, etc.). This research objective will justify our model home in the Homes & Centers goal.

Measurable outcome: By the end of 2026, we will have completed and published a step-by-step guide to opening and operating a Model Drop-In Center (MDIC) that can be replicated by the relatively unsophisticated. (Note: this does not mean that professional services are done by the unqualified).



By the way, how is this goal different from normal program evaluation? Because there appears to be a dearth of Best Practice program interventions in the field, our study will begin with our own homes, and will spread out to other homes as well across Latin America.

Goal 2: Collaboration

Our goal is to exploit unused social capital in the field.

Our objectives will happen in three areas:

A. Intra-Home. Latin American mindsets and governments are slow to connect the dots between agencies and other resources. We have had great initial success in bringing together local municipalities (*alcaldias*), social service agencies, marketplace producers, foreign donations, university internships, and other volunteers for a single home.



Measurable outcome: This Collaboration objective is the key to completing our Research Objective B in 2026. If Research Objective B is met, it will be so because of the success of collaboration at the local level.

B. Inter-Home. Our goal is to continue to connect and unite our homes throughout the country. The synergy of collaboration among home directors in different sub-cultures has produced efficiencies of scale. It has created a forum for home leaders to discuss strengths, weaknesses, opportunities, and threats and join in seeking solutions.

Measurable outcome: Have at least 10 drop-in centers and homes by 2025

C. International. As affiliates, we will ally ourselves with other stakeholders, both locally and abroad to collaborate with this plan internationally.

Measurable outcome: By 2025, Genhu will have at least one alliance with an INGO, a media producer, and with a federal government in the field.



Goal 3: Homes and Centers

This goal builds upon the first two goals. The Homes & Centers Goal is to execute the Model Drop-In Center (MDIC) blueprint improved by the Research and Collaboration Goals, and facilitate the opening of 6 new homes for approximately 500 children. For our purposes, we generally use the terms “homes” and “drop-in centers” synonymously, and we may have some that operate as full time orphanages.

We hold the minimum standards for parenting to be:

- Physical security.
- Minimum amount of love and nurturing.
- Role modeling for children
- Negotiate the system on behalf of the children (Dentist, Parent-Teacher conference, etc.)

We believe that if street children are given these, even minimally, they can transform their lives. Our blueprint for MDICs provides for children to “drop in” and receive the deficits of these standards on a consistent basis, all day if necessary.

MDICs provide the following that correspond to the standards above:

- Food, shelter, clothing, hygiene needs, medical attention, and safety.
- Loving and nurturing staff, volunteers, interns, and mental health professionals.
- High standards of conduct, discipline, and education. We have tutors on staff
- Promote a work ethic for children to become productive members of society
- Negotiate medical, educational, legal, and guardianship issues on behalf of the children.

Objective: Here's How We Will Do It

We enter an urban zone populated by street kids where little intervention exists and do the following:

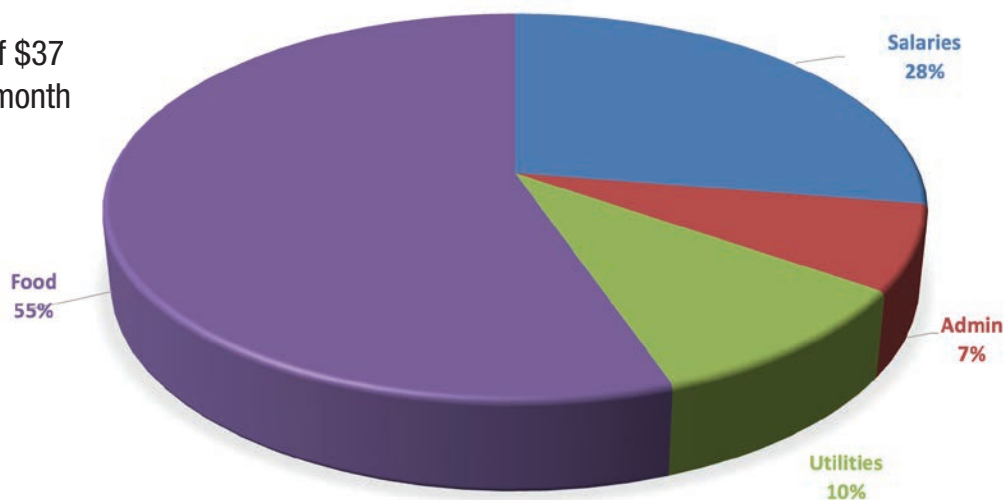
1. **Locale.** Meet with the local politician (usually the mayor, governor, or minister of social services), who agrees to provide a suitable locale to us rent-free for at least 3 years and pays for or shares in the remodeling costs. They also provide kitchen equipment and furniture. Each MDIC maintains between 50-150 children, depending upon the population density of the area and the size of the building. In most cases, it is the local government who requests to meet with us to collaborate on a solution.



2. **Volunteers.** Engage local women's self help groups and local nonprofits to help coordinate volunteers who will help with meals, mentoring, security, and other services.
3. **Administration.** Hire a home director who manages the MDIC and reports to the country director. Total paid staff: Director, Assistant Director, 1–2 cooks. Volunteers include tutors, university interns, men who provide logistics or construction labor.
4. **Food.** Contract unused capacity at significant discounts with food purveyors (farmers, distributors, resellers) to provide for daily meals.
5. **Services.** Contract unused capacity for social services such as mental health, medical, legal, recreation, and education.
6. **Research.** Assign bi-lingual interns to work at the center to mentor, love, and nurture the children. Interns also fulfill research goals and coordinate university volunteers from local universities.
7. **Donations.** Coordinate with the Genhu U.S. office in-kind items to be sent to the home, from administrator's computers to clothes for the children, and so forth.
8. **Correlation.** Local directors update child databases for research results, thereby de-centralizing data management tasks and costs.

Measurable outcome: Facilitate the opening of MDICs for 500 children is our goal by the end of 2025, to add to our current population of 700+ children.

Legend:
Break down of \$37
per child per month



Goal 4: Economic Stability

Our goal is to become financially stable.

Our objective is to establish a cash buffer and then an endowment.

Measurable outcome: By the end of 2025, Genhu will have six months of non-perishable food storage for each home, and a financial reserve of two years for program expenses (the homes). By 2026, we will have an endowment of \$1 million.



BUDGETS

Organizational Expense Budget (US Dollars) – Annual

Personnel:	
Executive Director	\$72,000
Secretary:	\$3,000
Travel	\$20,000
Office supplies	\$600
Advertising / Printing	\$1,200
Insurance: D&O Liability	\$2,000
Internet and Development	\$3,000
Telephone	\$2,400
Total	\$104,200

Program Budgets (US Dollars) – Monthly

Program Expense – Homes	
Salaries	\$4,400
Cucuta: Uchapeta y Morelly	\$700
Venezuela: La Negrita, Villafuerte	\$700
Azul Wasi	\$600
Jardin	\$700
San Jose	\$700
Medellin	\$650
Espinal	\$1,900
Melgar	\$800
New home 1	\$1,000
New home 2	\$1,000
New home 3	\$1,000
New home 4	\$1,000
New home 5	\$1,000
New home 6	\$1,000
Monthly Total	\$17,150
Annual Total	\$205,800

Annual Budget Totals	
Organizational Expense	\$104,200
Program Expense	\$205,800
Cash Reserve	\$200,000
Total for 2025 and 2026	\$510,000

Appendix:

STAFF:

USA

President: Van C. Evans

Secretary: Lindsey Zimmerman

Treasurer: Scott A. Evans

Colombia

Country Director: Sandra Milena Gongora

Venezuela

Country Director: Ana Julia Giraud

Peru

Country Director: Jaime Figueroa Tello

GLOSSARY:

Best Practice

An idea that asserts that there is a technique, method, process, activity, incentive or reward that is more effective at delivering a particular outcome than any other technique, method, process, etc. Best practices can also be defined as the most efficient (least amount of effort) and effective (best results) way of accomplishing a task.

Developing Nations or Least Developed Nations (LDNs).

Developing countries are countries that haven't reached Western-style standards of democratic government, free market economy, industrialization, social programs, and human rights guarantees for their citizens. Latin American nations are also sometimes referred to as Less Economically Developed Countries (LEDCs).

Human Development Index

An index combining normalized measures of life expectancy, literacy, educational attainment, and GDP per capita.

Social Capital

A concept in business, economics, organizational behavior, political science, public health, and sociology that refers to connections within and between social networks as well as connections among individuals.



Street Children

A widely accepted set of definitions, commonly attributed to UNICEF, defines street children into two main categories:

- Children on the street are those engaged in some kind of economic activity ranging from begging to vending. Most go home at the end of the day and contribute their earnings to their family. They may be attending school and retain a sense of belonging to a family. Because of the economic fragility of the family, these children may eventually opt for a permanent life on the streets.
- Children of the street actually live on the street (or outside of a normal family environment). Family ties may exist but are tenuous and are maintained only casually or occasionally.

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PHOTOGRAPHY & CREDITS

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