



MAIA

STRATEGIC PLAN

2025-2029



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MESSAGE FROM THE CEO



Photo by Guadalupe Natareno, MAIA

“I am excited to share this 2025-2029 strategic plan with you. At MAIA, we are constantly innovating to adapt to the changes the world requires. This new strategic plan reflects our passion for service and our dream of changing and redefining the history of the women in our communities, generating an infinite impact.”

Andrea Coché
Chief Executive Officer of MAIA

As an Indigenous woman who grew up in Guatemala and has worked with MAIA for over 12 years, I have seen firsthand the transformational power of our model. I have watched extraordinary young women redefine what is possible for themselves, their families, and their communities. This plan is not just a roadmap for our future—it is a testament to the resilience, talent, and potential of the women and communities we serve.

This new strategic plan reflects our passion for service and our dream of changing and redefining the history of women in our communities, generating an infinite impact. This strategic plan is the result of a collaborative design process that brought together a diverse range of voices. This included input from our staff, the board of directors, MAIA students - we call them Girl Pioneers - and their families, allies, partners, and donors. This inclusive process ensures that the strategic plan aligns with our mission, vision, and values and reflects the shared commitment of all stakeholders to achieving long-term impact and systemic change in the communities we serve.

At MAIA, we care passionately about depth and breadth of impact. In our five-year strategic plan, we are committed to achieving both depth and breadth of impact. We intentionally focus on a select group of extraordinary young Indigenous women, providing long-term support to help them overcome obstacles and reach their full potential. This focus on depth enables us to drive transformational growth, accelerating community development and change within the communities we serve. At the same time, we understand the power of sharing our model and co-creating innovations to amplify collective impact. Through collaboration and partnerships, we extend our reach, contributing to systemic change and fostering a more equitable society.

We are more than a school. We are an accelerator of underrepresented female leadership.

Through our comprehensive empowerment model, the MAIA Impact School (Colegio Impacto de MAIA), we not only foster academic success but also equip Girl Pioneers and their families with the skills they need for success in school, work, and life. Our impact extends beyond Girl Pioneers, as our staff members have founded, led, and joined mission-driven organizations across Guatemala, showcasing the broader influence of our model. We further drive systemic change by sharing our proven practices with government, civil society, and the private sector, extending our influence beyond the classroom. In the next five years, we will track, document, and amplify the broader impact of our efforts, ensuring that our programs continue to drive systemic change at scale.

We remain girl- and women-centered. Students and recent graduates universally share two desires for their lives upon finishing their time in our programs: employment that allows them to support their families and the opportunity to continue their studies at the university level. We are continuously learning from Girl Pioneers about the challenges of navigating a post-pandemic economy as young Indigenous women in Guatemala who have no access to capital, face ethnic and gender discrimination, and are rurally located. To ensure that the brilliance of Girl Pioneers can shine in additional spaces, we will do more to connect graduates to work and study opportunities. This is a top priority in this strategic plan that will help us fully realize the investment made in each Girl Pioneer.

The COVID-19 pandemic has had lasting effects on our organization, the Girl Pioneers, and the communities we serve. Over two years of school closures (2020-2022) caused significant educational disruptions. Many girls fell behind academically, especially in core subjects like reading and math. At the same time, the economic impact of the pandemic pushed more families into extreme poverty. Even in the face of overwhelming challenges, we remain steadfast in our commitment to empowering Indigenous girls—unlocking their potential to lead choice-filled lives and transform their communities.

Securing Resources for Lasting Impact. The successful implementation of this strategic plan hinges on securing the necessary financial and human resources. Over the next five years, we aim to raise approximately USD\$15 million to fuel the growth of programs that expand access to education and empowerment for Indigenous girls in Guatemala. These funds are critical to investing in skilled personnel and resources aligned with our mission and vision, enabling us to deliver high-impact girl- and women-centered initiatives, unlock local leadership potential, and achieve lasting systemic change in the communities we serve.

We know that we cannot achieve this vision alone. MAIA's journey has always been powered by the collective efforts of our Girl Pioneers, staff, families, partners, donors, and allies. Together, we are proving that systemic change is possible when we combine our strengths and resources. I invite you to join us in this next chapter—to be part of a movement that ensures every Indigenous girl and woman can live a choice-filled life and lead lasting change in her community. Together, we can amplify the infinite impact of this model.

Andrea Coché, Chief Executive Officer of MAIA

A young girl with long dark hair, wearing a colorful floral headband and a black traditional Mayan blouse with intricate multi-colored embroidery. She stands in front of a vibrant, patterned background. Her hands are clasped in front of her.

Her infinite impact

Photo by Silent Images/MAIA

STRATEGIC PLAN 2025-2029

At MAIA, we maximize and amplify the transformative power of women to create a society with equity and opportunity.

The 2025-2029 strategic plan is a working theory of action describing how we believe we can best invest our resources and energies to bring about the outcomes that will most move us boldly toward our mission and vision. We will leverage our expanded monitoring & evaluation department as well as third-party evaluators to collect the qualitative and quantitative data necessary to continuously refine our efforts in light of evidence.

To achieve our mission over the next five years, we will focus on four strategic areas that will drive our impact:

I Optimize & Innovate:

Continuously optimize our comprehensive empowerment model of Girl Pioneers through contextualized innovation.

II Strengthen Our Core:

Strengthen our organization by investing in the organizational culture, structures, systems, and resources needed to sustain our core work and become one of the best institutions to work for.



III Expand Local Leadership:

Formalize and expand our model to enhance staff leadership.



IV Scale Our Impact:

Share our approaches, tools, and lessons learned with other organizations, allies, and networks to scale our impact.

Each strategic area includes context and explanation for the set of strategies that will lead to a set of outcomes.



Strategic Area I

Optimize & Innovate

Continuously optimize our comprehensive empowerment model of Girl Pioneers through contextualized innovation.

Photo by Silent Images/MAIA

Context and explanation

Our award-winning comprehensive empowerment model encompasses both a secondary school and a socioemotional support program for Girl Pioneers and their families. We are committed to continuously strengthening this model by responding to data and feedback from the communities we serve. For instance, our data reveals that the economic situation has worsened in rural Guatemala, affecting families and limiting employment prospects for our graduates. At the same time, Girl Pioneers—both current students and graduates—consistently express that their top priorities are securing employment and pursuing a university education.

Over the next five years, we will refine and enhance our selection processes to ensure that each cohort of Girl Pioneers reflects the broad range of experiences and backgrounds within Indigenous communities in rural Guatemala. This approach will ensure each Girl Pioneer gets the individualized support she needs to succeed while staying within our organizational capacity. Additionally, we will strengthen our post-secondary pathways, connecting well-prepared students with opportunities that align with their aspirations for higher education and meaningful employment.

We remain committed to continuously evaluating our impact and refining our processes and models based on the evolving needs of Girl Pioneers and the insights we gain along the way.

Strategies and outcomes

Strategies

- A. Strengthen and maintain the **Impulso model** (which prepares students during their final year of primary education and their first year at the Impact School), remaining flexible to the contextual changes of public schools.
- B. Refine and enhance our **selection model** of Indigenous girls for incoming cohorts of Girl Pioneers.
- C. Maintain the effectiveness of our **integrated empowerment model** (academic model and socioemotional support model for adolescents and families) while consistently responding to our data to innovate.
- D. Increase investment in our **post-secondary support model (Launch Program)**. Deepen and expand cost-effective partnerships for employment and university scholarships.
- E. Build a **formal network of graduates** who support each other, open doors for one another, and better seize opportunities within the ecosystem.

Outcomes

We see a future where more Girl Pioneers graduates will be on the path to achieving four core goals, measured by:

Continuous education

- Number of years of study at age 25
- Annual graduation rate from the MAIA Impact School
- Number or percentage of graduates studying at the university level

A family on her own terms

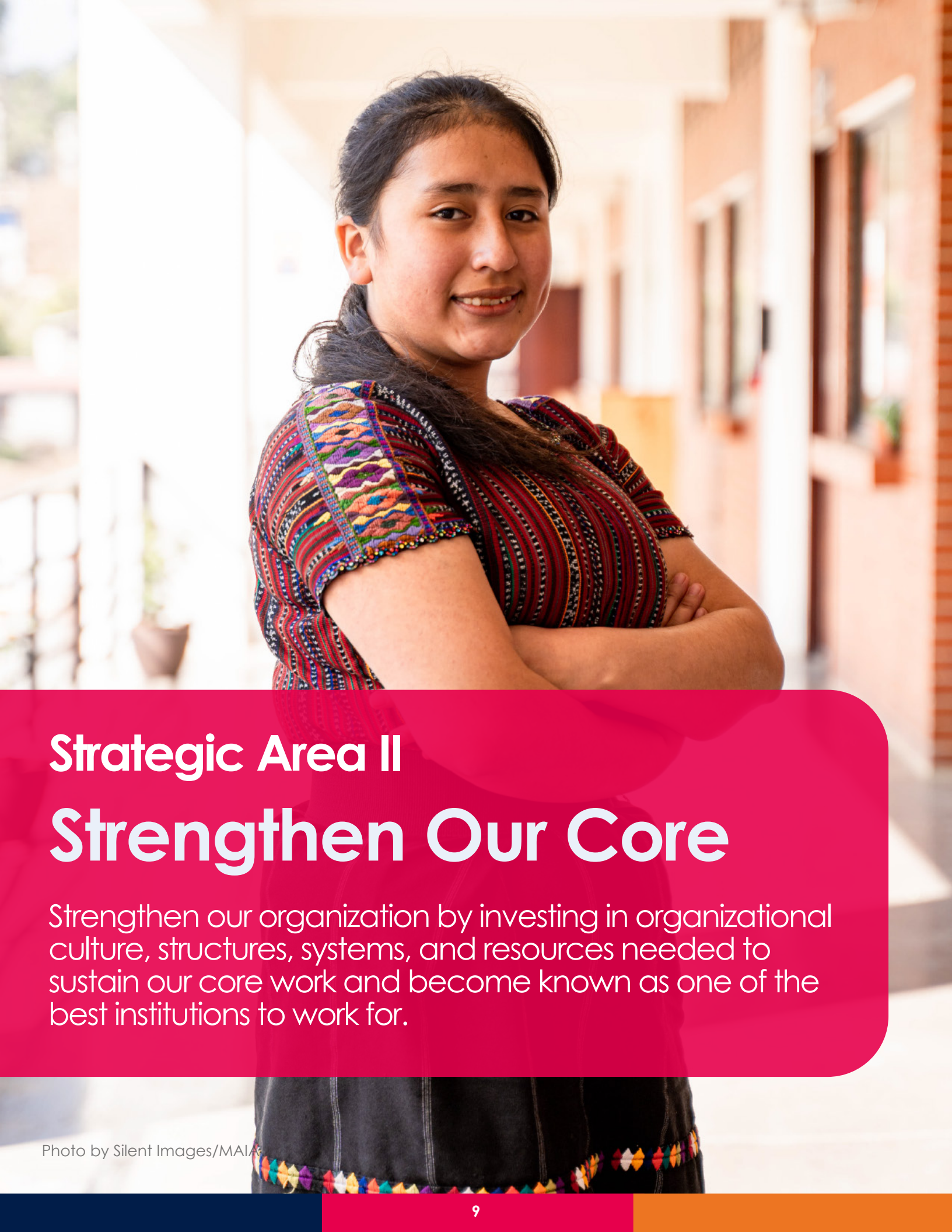
- Quantity of graduates who wait until age 25 to start a family
- Quantity of Girl Pioneers neither married nor pregnant while in MAIA programs
- The average age of all graduates for marriage and pregnancy

Economic autonomy

- Quantity of graduates with formal employment (regardless of age)

Unlocking Leadership Potential

- Quantity of Girl Pioneers and graduates who identify as involved in leadership in their community, including places of work, universities, community, and religious organizations



Strategic Area II

Strengthen Our Core

Strengthen our organization by investing in organizational culture, structures, systems, and resources needed to sustain our core work and become known as one of the best institutions to work for.

Context and explanation

At MAIA, we recognize that turning our priorities into reality requires:

- a strong and sustainably committed staff;
- a thriving Monitoring and Evaluation system;
- an organizational culture for data-driven decision-making;
- expanded physical infrastructure;
- compelling external communication that engages others in our mission; and
- a robust fundraising strategy.

Over the next five years, we will take concrete steps to strengthen and advance our organization in each of these key areas.

Strategies and outcomes

Strategies	Outcomes
<p>A. Attract, retain, and invest in top local talent, providing them with the training, resources, and guidance needed to excel in their roles.</p> <p>B. Utilize qualitative and quantitative data from our Monitoring and Evaluation department and external consultants to continually assess our results and improve systems.</p> <p>C. Develop systems for interdepartmental collaboration and performance management of our strategic plan, centered on our vision and mission while adapting to the context.</p> <p>D. Expand and improve our building to meet the organizational goals.</p> <p>E. Consistently communicate our vision, mission, and organizational strengths with a unified voice, always contextualized to goals and audience.</p> <p>F. Invest in the resources and strategies needed for fundraising and effective fund management.</p>	<p>We have high staff retention and satisfaction, adequate space, a strategic plan in action, and the necessary resources to support all our efforts, measured by:</p> <ul style="list-style-type: none">● Staff retention;● Employee Satisfaction Index;● Annual monitoring and evaluation reports of our programs and strategies;● A multiyear fundraising plan is in place, developed with third-party experts; and● Annual organizational revenue (and % change between years).



Strategic Area III

Expand Local Leadership

Formalize and expand our model to enhance staff leadership.

Photo by Silent Images/MAIA

Context and explanation

Our staff predominantly live in rural communities and identify as Indigenous women. As an organization, we have done much to maximize our team's potential to create transformational change. Former staff members have used the training given by our organization to lead or found organizations that work towards goals aligned with our vision, highlighting that our potential as a female leadership accelerator extends beyond Girl Pioneers to include our staff.

Over the next five years, we will codify and expand our leadership development model for staff (connected with the strategic Area IV), understanding that this adds value to the trajectories of both Girl Pioneers and our staff who join other mission-driven organizations. In doing so, we will continue to plant seeds of increasingly prepared local leaders, contributing to systemic change. At the same time, codifying this model will enhance our capacity to invite and collaborate with other organizations.

Strategies and outcomes

Strategies

- A. Formalize professional growth trajectories (including creating standard professional development packages with diplomas for educators and mentors) within each programmatic area and ensure a plan for each staff member to receive the necessary support to grow professionally.
- B. Increase our focus on elevating and celebrating the achievements of our staff, demonstrating to them and Girl Pioneers "how far" our talent is reaching (the vast majority of whom are from local Indigenous communities).
- C. Invest in formal systems to maintain contact with former staff members and keep track of their current activities to learn more about how our talent incubation programs have contributed, and where we could continue to grow our programs to enhance leadership.
- D. Celebrate and elevate the achievements of current and former staff members advancing our mission, both within the organization and publicly.

Outcomes

Women whose leadership trajectories were empowered by our organization will be leading in more spaces, measured by:

- The number of staff members per year who have completed a diploma/certificate provided by MAIA;
- The number of former staff members working in government and/or civil society with focuses or missions aligned with our organizational areas of interest at MAIA;
- A list of boards and/or volunteer leadership positions held by our staff members (including the reach of these organizations);
- Published impact stories of Girl Pioneers, staff, and our organization.



Strategic Area IV

Scale Our Impact

Share our approaches, tools, and lessons learned with other organizations, allies, and networks to scale our impact.

Context and explanation

A significant driver of our success stems from our abundance mindset and our openness to sharing and learning from other institutions whose missions and visions align with ours. While we recognize that our model is tailored to a specific population and rooted in a highly local context—making full replication unfeasible at this time—our proven track record and achievements position us as emerging experts in several key areas: education (with a focus on local educators training), women's empowerment and gender equity, girls' rights, child and adolescent protection, socioemotional support (through our social work-based model), and organizational local leadership development.

Over the next five years, we will formalize our operational values and core practices into scalable frameworks that can be shared with a wider audience. We will actively engage with foundations, organizations, and local and national government bodies, inviting them to collaborate through workshops, training sessions, networks, and other civic platforms to expand our impact.

Strategies and outcomes

Strategies

- A. Train external individuals and organizations with our best practices (including educational institutions, NGOs, public sector entities, community organizations, and related entities).
- B. Leverage the investment that we have made in co-creating networks to collaborate and share innovations with other stakeholders.
- C. Participate in networks focused on education, women's empowerment and gender equity, girls' rights, and child and adolescent protection to promote systemic change (including networks of nonprofit organizations, government, the private sector, and Indigenous communities).
- D. Amplify the voices and leadership of Indigenous women (Girl Pioneers and our staff members) through their participation in national and international public spaces and through external communication of impact stories and celebrations of success.

Outcomes

Our influence will reach more policies, organizations, and sectors, measured by:

- The number of organizations (educational institutions, NGOs, public sector entities, community organizations, and related entities) receiving support from us and the number of people these agencies serve;
- The number of events (in-person + online) where we have a presence (and the number of attendees at the event);
- The number of networks where we hold leadership roles; and
- The stories of success and impact were published due to our strategies in this area.

Learn more



MAIA