

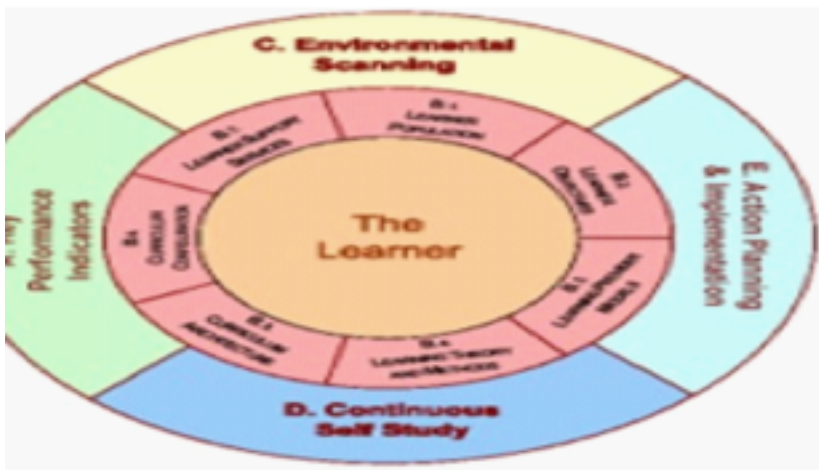


UNLEASHING THE POTENTIAL
THROUGH THE STRATEGIC
PLANNING PROCESS

STRATEGIC PLAN

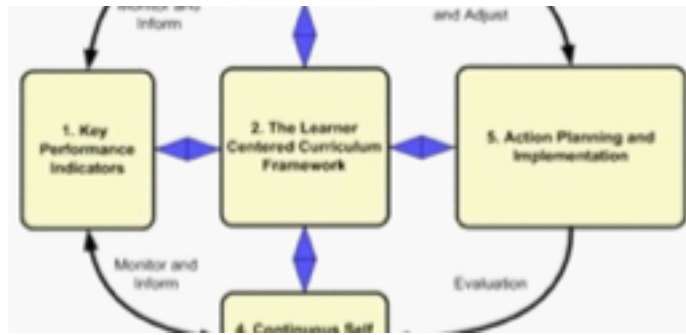
PART ONE

The Strategic Planning Process



The Planning Cycle





Strategic Planning Model



STRATEGIC PLAN OF THE JAMAICAN DIASPORA CANADA FOUNDATION JDCF 2012 -2014

Prepared Dudley E. Morgan M.A Director of Education & Regional Director Yukon, North West Territory and Nunavut, President and CEO Dudley Morgan and Associates of Johannesburg South Africa and World Wide Resources and Training Centre of Whitehorse Yukon

AND

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On Behalf of and with the Participation of the JDCF Board of Directors.

September 2012

Overview of the Process used To Develop the Strategic Plan.

STRATEGIC PLANNING DOCUMENT 1 JDCF

From: Kingsley P. Gilliam and Dudley E. Morgan

Introduction /Overview to JDCF STRATEGIC PLAN

At the August 14 2012 Board Meeting of the JDCF, President Valarie Steele advised the new Board of Directors, That before settling down to start new activities She wanted the entire Board to Participate in a strategic planning process, to chart a new course for the organization ,with the collective contribution of all board Members. She advised the Board that two members of the board, Dudley Morgan and Kingsley Gilliam, have substantial expertise and experience in strategic planning and have been doing it in Africa for The Ghanaian and Nigerian Governments. She noted that this is a costly process but that JDCF is getting it free of cost.

Dudley Morgan and Kingsley Gilliam briefly addressed board members, noting that there were significant challenges, due to distance and time Difference but that they would collectively design a process and communicate with all members of the board about the direction and timing of these session.

As a result a survey was conducted amongst the members to choose the best date for each session from two options. August 28 & 30, 2012 for session one, and September 11 &13, 2012 for session two.

To simplify the process and reduce the number of sessions that would be needed by teleconferencing to complete the Strategic Planning process, Step by step instructions were provided to each board member on how to review and suggest changes to the existing Mission Statement, as well as to suggest their individual visions, Values for the organization.

Each individual was also provided with tools and instructions to do a SWOT analysis of the JDCF and determine, its strengths, weaknesses, Opportunities and Threats.

These were then compiled in an anonymous manner and sent back to board members for review and editing and requested them to Develop their own Mission, Vision and Values statements , The Facilitators then took the results of the SWOT analysis and formulated them into goals and objectives in accordance with the

DAMES system of Goal formulation. Desirable, Attainable, Measurable, Ends-oriented and Specific.

The submissions from the second exercise was used to winnow down the suggested Mission, Vision and Values statements to one of each , that was agreed upon by consensus.

The Following Represents the outcome of that process and the New, proposed Mission for the JDCF, subject to membership ratification.

Since there was neither previously stated Vision nor Values, statements, those elements are new and subject to ratification.

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While the goals and objectives is not a final list it represents what was derived from the process, unless otherwise indicated.

JDCF REVISED MISSION, NEW VISION AND VALUES STATEMENTS, GOALS AND OBJECTIVES APPROVED BY THE BOARD JULY 11, 2012

JDCF MISSION STATEMENT

The Jamaican Diaspora Canada Foundation (JDCF) in partnership with the Jamaican Government will outreach to Jamaicans living in Canada for the purpose of enhancing the development of Jamaica, in critical areas including national security, health, social development, business and education through continuing liaison and collaboration with the Jamaica Diaspora, to impact positively the interest of Jamaicans everywhere. The JDCF will also raise, manage and allocate funds for live alternating initiatives in Jamaica.

JDCF VISION STATEMENT

The JDCF will become the recognized entity to those within Canada and Jamaica to advise and support successive governments of Jamaica in areas of need and to be a driving force behind every Jamaican Canadian Association in Canada, in supporting their charter to share the Jamaican culture and assisting Jamaicans in their specific constituencies.

VALUE STATEMENT

The Jamaican Diaspora Canada Foundation (“JDCF”) will strive to be respectful, honest, responsible and transparent in all of its dealings with Jamaicans in the Diaspora and in Jamaica. The JDCF will promote consensus decision making and endeavor to support the decisions that are made by the majority and with pride effectively communicate our pursuit of excellence as we promote a no harm policy. Board Members and members will be encouraged to be positive stewards and ambassadors of the JDCF as we continue our pursuit of cohesion, mutual respect, accountability, trustworthiness and the ability to carry out the decisions of the board and membership.

STRATEGIC GOALS AND OBJECTIVES

FOR

JAMAICA DIASPORA CANADA FOUNDATION

We have taken great liberty to use the information that you provided on Mission, Vision, Strengths, Opportunities and Threats, as well as the feedback from last Thursday’s meeting to transform and convert some of these into the development of goals and objectives.

We are viewing goals and objectives in this context as:

Goals - (THE WHAT) what we must achieve to be successful. The goal is what we want to be

want to be.

AND

Objectives (THE HOW) – Specific outcomes expressed in measurable terms (not activities). The objectives are the steps to get to the goals

GOAL

To promote effective board management and relationship that will result in cohesive, respectful, effective, dynamic and committed organizational behavior that will attract and maintain wide membership across Canada.

Objective (1) to increase and retain membership on an annual basis with monthly and quarterly membership drive promotion and advertising.

Objective (2) To create on-going effective communication with other Jamaicans on a in-person basis; through effective use of media; the use of advertising brochures, business cards and a active web site with updated information.

Objective (3) Individual members and directors/officers of JDCF to treat each other with utmost respect at all times.

Objective (4) Future leaders to create visibility through mentorship programs for younger youths to be engaged in, on an ongoing basis.

Objective (5) to convene at least one youth conference annually.

Objective (6) Disseminating information to Jamaican Associations and organizations throughout Canada, at least on a quarterly basis (e.g. News Letter updates)

Objective (7) to promote and host significant events that features prominent Jamaicans, i.e., Jamaican politicians, Jamaican sports personalities and other intellectual Jamaicans from other professions.

Objective (8) Co-hosting some of the targeted opportunities of objective #7.

Objective (9) Reminder for each director to provide in writing to the JDCF president, his/her goals and objectives, as it relates to his/her portfolio. To be completed and delivered by September 24th, 2012

GOAL

Establish effective fiscal management processes with structured time lines

Objective (1) Prepare annual budget with monthly and quarterly financial statements as a requirement and a rigorous monitoring process.

Objective (2) Establish fund raising opportunities on an ongoing basis through different methods: e.g. golf tournaments, Diaspora charity gala, Diaspora brunch/lunch, Future Leaders fund raising dinner/special events.

Objective (3) Research for grants for nonprofit organization and make applications for specific grants.

Objective (4) Obtain Charitable Status by June 2013

GOAL

To actively engage in identifying areas of needs in Jamaica in collaboration with the government of Jamaica and assist in remedying these situations, in cooperation with Jamaican Diaspora from other countries, especially in the areas of education, health and social development (as in the current health project we are involved in, the former Rose Town project and the Rocky Point restoration project).

Objective (1) Create special committees to work on these projects.

Objective (2) Work collaboratively with Jamaica Diaspora in other countries on the specific projects and creates a cooperative working relationship with the Jamaican government on these projects.

Objective (3) Communicate on a broad basis with Jamaicans throughout Canada as well as JDCF members about special project needs and providing progress reports on the projects.

GOAL

Provide strong encouragement for each director and each member to act as Stewards and

Ambassadors by representing and promoting Jamaica continuously, in every way possible.

Objective (1) Increase regional representation of JDCF in the provinces.

Objective (2) Effective use of news media to promote things Jamaican.

Objective (3) Conducting ourselves always as proud Jamaicans with honesty, integrity and credibility in whatever we do.

ADDITIONAL GOAL:

TO DEVELOP THE MEMBERSHIP IN EACH REGION AND SEAT REGIONAL DIRECTORS IN EACH REGION BY 2014.

Objective 1

To provide technical and organizational assistance to Regional Directors and in Areas that is not currently represented by a Regional Director

Objective 2

To commission qualified individuals to visit and promote the JDCF in the Regions In support of Local membership and leadership.

Objective 3

To ensure that the leadership visit the regions to support special events in the Regions and promote the organization.

PART TWO

BOARD RESPONSIBILITIES

President:

The President shall be one of the two representatives who represent the JD-CF on the Advisory Board. The President will preside over all meetings of the Executive Committee and shall be one of the co-chairs who preside over all meetings of the general membership. The President, or the Vice-President, shall prepare the agenda for the executive and general membership meetings; shall instruct the General Secretary to send out notices of all meetings.

At executive committee and general membership meetings, the President shall have one vote and shall exercise his "executive privilege" of one vote in the case of a tie. The President is an ex-officio member of all committees and groups formed by the JD-CF. At sub-committee and working group meetings, as an ex-officio member, he shall have no voting power, but in case of a tie he shall have the power to cast his vote.

The President, and an ad hoc committee, shall resolve or manage any conflicts that persist among Directors, after every effort has been made to mediate such conflicts at the local level.

Vice President:

The Vice President shall carry out the duties and exercise the powers of the president in his absence or if he is unable to perform. The Vice-President shall hold responsibility for all written, official communication and so shall prepare and submit for executive approval or ratification all official correspondence that shall

go out on behalf of the JD-CF. The Vice-President submits all official correspondence to the General Secretary for safe-keeping and filing. The Vice-President (as the chair of the Planning and Operations Committee) shall lead in the development of a strategic plan that takes into consideration all rules and regulations pertaining to non-profit organizations and foundations, as required by provincial and/or federal legislation. Liaise between the board and chairpersons of each sub-committee or working group.

General Secretary

The General Secretary, also referred to as Secretary JD-CF, shall have following functions: a) Proper safe-keeping of all correspondence including but not limited to the official minutes of all meetings; b) Regular recording of the proceedings meetings including but not limited to Executive Committee, general membership meetings, committee meetings and biennial conference as well as official meetings of regional directorships; c) keep an accurate list of members and their records as submitted by the Director of Membership; notify officers and members of their election or appointment to the board;

d) Keep proper calendar of meetings and activities of the JD-CF; e) managing the editing process regarding publications / promotional material of the JD-CF; f) performs the duties of liaison between the media and the Executive Committee; g) manages the staff and affairs of the JD-CF Secretariat; h) keeps the JD-CF seal.

The General Secretary is also one of the spokespersons on behalf of the JD-CF

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Treasurer

The Treasurer shall be the custodian of the funds of the Society and of any and all securities which are the property of the Society and keep an accurate record of each. a) prepares and keeps an accurate and up-to-date record of all finances; b)

present an annual report for audit and submit audited statements in a published annual report to the membership at the Annual General Meeting c) responds in a timely manner to the general membership and executive committee on all matters or queries pertaining to the financial status of the JD-CF; d) submits a quarterly financial statements at general; presents quarterly and other financial statements at executive meetings; e) liaise with the banks and other financial institutions with respect to the keeping of financial records and submits same to the General Secretary; f) keep a journal with a list of all members recording their payment of dues submits same to the Director, Membership Relations; g)

Deputy Secretary

Assists General Secretary in general and holds responsibility in particular for duties specific to organizing the general membership and annual general meetings.

Should the General Secretary be unable to perform the duties of the office, the Deputy Secretary shall assume these duties, as instructed by the Executive Committee.

Regional Directors

Mobilize members of the Diaspora in their communities or geographical regions. Act as area presidents and head the respective committees that govern operations and activities in said areas. Work closely with the President, Vice President and General Secretary.

Director, Membership Relations

Inform membership; plan membership strategy to increase numbers; develop and maintain database of all members: including their professions, contact info, track payment of dues, track donation amounts by member; provide forms and receive applications for membership which, when complete, shall be sent to the General Secretary.

Director of Future Leaders

Develop strategy targeted to youth members; outline programs and activities; help Director of Membership to maintain database of youth members; create linkages between Canadian youth of Jamaican origin and/or descent and those in Jamaica; establish programs that preserve the Jamaican culture including but not limited to the promotion of the arts.

. Director, Finance Business Affairs and Special Projects

The Director, *Finance and Business Affairs and Special Projects* works closely with the Board to further the goals of the JD-CF.

The Director establishes and oversees a short/medium term corporate strategy and implements its objectives within prescribed terms.

The Director works closely with the President, Vice-President, Portfolio Directors, and the Directors in the Regions, and of Fundraising, Outreach and Communication to implement strategy for the creation/implementation of the Jamaica Fund, as previously approved by the JD-CF board and any other fiscal measures that might be approved by the Board or initiated by the Jamaica Government, to achieve its vision 2030 plan.

The Director will review all former and ongoing projects, produce a status report on these projects for the board, evaluate the effectiveness of these projects and make recommendations as to the value and possible future of such projects, make recommendations for appropriate action as warranted, including changes in strategy and termination of the project if necessary.

The Director will be executive sponsor and have responsibility for all new JDCF projects that are not directly within the direct mandate of another Director.

The Director will suggest and develop life altering projects to enhance, Jamaica's Social, cultural economic and political development and oversee the funding strategies and implementation.

The Director will ensure that the President and Board are aware of any malfeasance and inefficiency in any such projects and recommend how the President and Board deal with such malfeasance and inefficiency.

Director, Outreach and Communication

Works closely with the sub-committee to further the goals of the JD-CF.

Establishes a short/medium term strategy and implements its objectives within prescribed terms. Works closely with the Vice-President and Regional Directors and Director, Fundraising projects/activities to implement or amend Outreach and Communication strategy, as previously approved by the JD-CF board.

Director, Fundraising and Special Events

Works closely with the sub-committee to further the goals of the JD-CF.

Establishes a short/medium term strategy and implements its objectives within prescribed terms. Works closely with the Treasurer and Vice-President and Director of Outreach and Communication on fundraising projects/activities and/or to present funding proposals previously approved by the JD-CF board.

Director, Education

Works closely with the two sub-committees to further the goals of the JD-CF.

Establishes short/medium term strategies. Organize activities and events to implement objectives within prescribed terms. Works closely with select communities or groups in Canada and in Jamaica, previously approved by the JD-CF board.

Director, Social Services and Health

Director of Social Services and Health will be an advocate for Social Services and Healthcare improvements and capacity building in Jamaica. To that end the Director will consult with Jamaica's Government Ministries, municipal social service and healthcare departments ,agencies, and hospitals , Academic

institutions and non- governmental social service organizations to identify priority areas of need and to develop projects that the JCDF can assist with, in conjunction with Canadian governments, agencies, institutions and organizations. The Director of Social Services and Health will be the JDCF's chief representative on the Diaspora Healthcare planning team to implement the Healthcare 20/30 Vision plan with the Ministry of Health in Jamaica.

Director, Justice Issues

Works closely with the Justice sub-committee to further the goals of the JD-CF. Establishes a short/medium term strategy and implement its objectives within prescribed terms.

Director, Government Relations

Works closely with the President and Vice-President. Liaises with members of the Canadian federal government to further the goals of the JD-CF.

Director, Culture and Arts

Custodian of who Jamaicans say they are. Manages the JD-CF's image through transmitting and translating the essence of Jamaica to existing and future generations. Plans activities aimed at achieving this goal: preserve and communicate the authentic Jamaican culture, including but limited to the arts.

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EXECUTIVE REPRESENTATIVE...

Descriptions - Goals - Objectives...

- Through the President and Executive Committee ; work closely with all Directors (Especially Regional) with the distinct goal of Achieving and Sustaining Cross-Communication between Regions and other Directors; with Emphasis on Regional Membership Development strategies.