



*Environmental Foundation
of Jamaica*

EFJ Strategic Plan 2013 – 2015

AS APPROVED DECEMBER 2012

1. Environmental Foundation of Jamaica's Organizational Mission and Vision

With the decision to merge two entities that had their genesis in the Enterprise for the Americas Initiative (EAI) and the Tropical Forest Conservation Act (TFCA), to create a “new” Environmental Foundation of Jamaica (EFJ) the following mission and vision statements encapsulate the spirit of both documents.

Mission:

To be a major funder of environmental protection and child survival initiatives in the interest of sustainable development.

Vision:

To be the regional leader in funding and influencing policy for environmental management & conservation, as well as child survival and development.

1.1 Achieving the Vision

In order to achieve the vision set out above, it is critical for the EFJ to centre its plans for the next three years on three broad areas.

- a. **Fundraising**
- b. **Building capacity**, empowering and supporting the activities **of its stakeholders** and
- c. Upgrading, **improving** and streamlining its **operational activities**.

2. STRATEGIC GOALS

Through effective fundraising and grant making, while forming sustainable and meaningful *partnerships* with stakeholders, the EFJ over the period 2013 – 2015 will pursue the following goals:

Fundraising

- Seek diversified funding while building upon the foundation of sound financial management and efficient operations
- Focus on the building of the Endowment to ensure perpetuity of the organisation

Building capacity of its stakeholders

- Improve and develop the capacity of grantees through
 - The utilisation of the Institutional Self Assessment tool
 - Mentoring
 - Targeted support
- Sensitise the region to relevant information and findings to ensure community and national growth in the target areas.

Improving Operational Activities

- Optimising operational processes in the organisation
- Investigate and ensure constant innovation into activities that keep the organisation proactive and on the cutting edge in its policy and programme implementation at
 - (1) Local and National levels; as well as

- (2) Regionally and Internationally resulting in grantee and membership sustainability
- Research the most effective means of measuring, evaluating and reporting the impact of all activities.
- Focused grant making
- Effective and efficient communication and networking with partners

Four other documents are attached which supplement the Strategic Plan 2013 - 2015.

1. **Appendix A: Annual Strategic Objectives** – this provides a summary of the objectives for each year.
2. **Appendix B: The Action Plan** - provides a detailed list of activities for the attainment of the strategic goals highlighted above.
3. **Appendix C: Budget & Organisational Structure** – provides a basic outline of the staffing and the proposed expenditure to implement the strategic plan.
4. **Appendix D: Contextual Documents** – provides a background on the organisations and entities that gave rise to the Environmental Foundation of Jamaica in its current state.



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Appendix A

EFJ Annual Strategic Objectives 2013 – 2015

The following strategic objectives, and especially the timing and expected results, hinge primarily on the conclusion of the merger between the EFJ and JPAT/FCF. This strategic plan has factored that these documents would be completed by December 2012, prior to the commencement of all the other activities.

Year 1 – 2013

The EFJ is challenged to achieve the following:

- To secure at least one new funding source – by December 2013.
- To continuously implement the desired policies and controls to produce excellent financial performance in investments and fund management - continuously implemented
- The organization structure has been revamped (see appendix 4 – Budget and Organisational structure) with the requisite staff to achieve the outcomes listed herein – to be completed by June 2013
- The Endowment Trust Fund is fully operationalised with an active team of trustees and investments aligned to the organization’s vision at 2024 – to be completed by June 2013
- Grantee capacity improved through the use of Institutional Self Assessment tool and organizational support – continuously implemented
- Operational processes between the two merged entities agreed on – by March 2013.
- Proactive approach taken in grant making – continuously implemented
- Improving the image and publicity of the EFJ – continuously implemented
- Adequate Budgetary support provided to support the activities outlined above – annually

Year 2 – 2014

- Securing at least one new source of funding (continuing from 2013 with advanced talks with at least one Multilateral or Bilateral source)
- To continuously implement the desired policies and controls to produce excellent financial performance in investments and fund management - continuous
- Grantee capacity improved through the use of Institutional Self Assessment tool and organizational support – continuously implemented
- Operational processes continuously reviewed to make the organization more efficient and effective.
- Proactive approach taken in grant making – continuously implemented
- Improving the image and publicity of the EFJ – continuously implemented

Year 3 – 2015

- Securing at least one new source of funding (continuing from 2013 & 2014 with an agreement secured and advanced talks with at least one Multilateral or Bilateral source)
- To continuously implement the desired policies and controls to produce excellent financial performance in investments and fund management - continuous
- Grantee capacity improved through the use of Institutional Self Assessment tool and organizational support – continuously implemented
- Operational processes continuously reviewed to make the organization more efficient and effective.
- Proactive approach taken in grant making – continuously implemented
- Improving the image and publicity of the EFJ – continuously implemented



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Appendix B

EFJ Action Plan 2013 – 2015

3. STRATEGIC ACTIVITIES FOR 2013-15

3.1 Fundraising

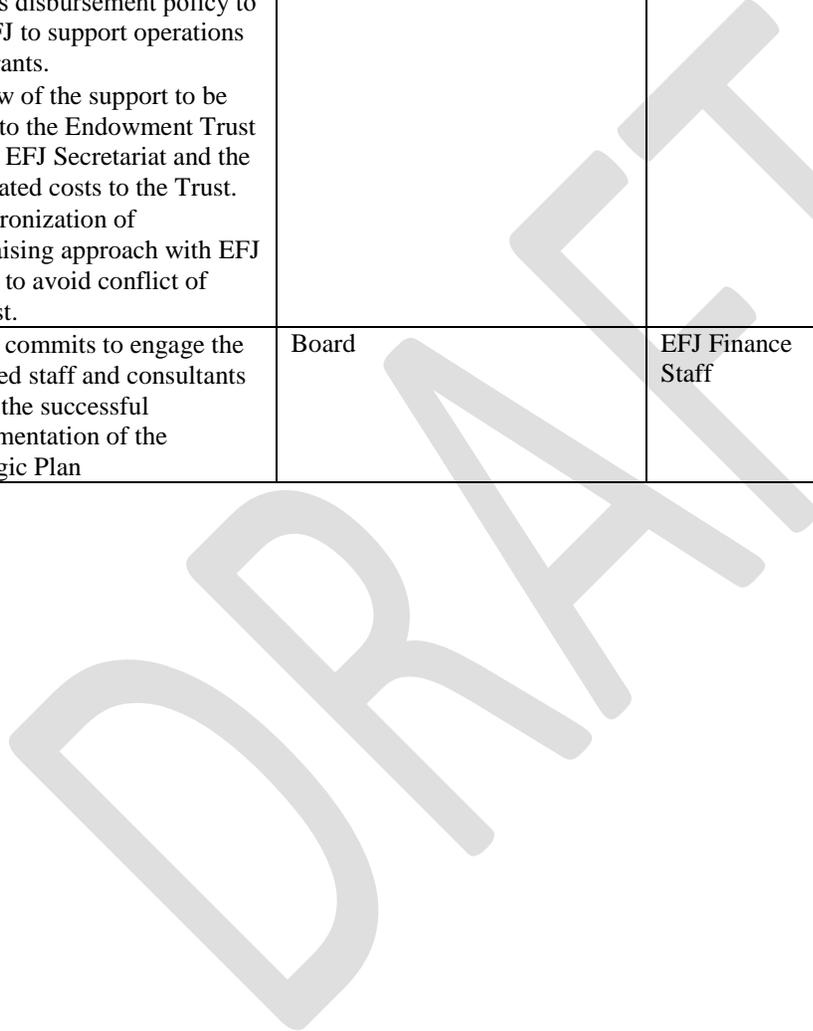
The establishment of a sustainable financial source to ensure the perpetuity of the organization has got to be one of the fundamental pillars on which the strategic action plan will be developed.

The Inception Board and the Secretariat of the EFJ will be charged with the following responsibilities:

- *Securing diverse sources of funding in particular from:*
 - *Multilateral and Bilateral Sources (debt swaps, etc)*
 - *Government – e.g. through Protected Areas Trust fund*
 - *Foundations, Individuals and Estates*
 - *Regional partners – e.g. CBF*
- *Maintaining and demonstrating financial prudence for transparency and promotion to potential funders*
- *Reviewing of the organizational structure with a view to providing a staffing cadre equipped to handle research and proposal writing requirements specifically targeted at potential funders' needs/areas of interest, including:*
 - *Identification and making presentations to potential funders*
 - *Evaluating and measuring impact of grants and reporting same*
 - *Communicating the work and message of the EFJ*
- *Providing the legal framework necessary to accept and meet requirements from the various funding sources e.g.*
 - *Having the framework for adding to, and or increasing the number of seats occupied on, the Board of Directors*
 - *Sub-committees of the Board to address these needs*
- *Review and update, as necessary, existing documents of the EFJ Endowment Trust to allow the consolidation of all funds set aside for Endowment purposes, including:*
 - *Review of the current membership of the Board of Trustees*
 - *Aligning the focus of the Trust with those of the Board of Directors so as to streamline fundraising (not targeting the same source)*
 - *Update, as necessary, the Endowment Trust's policies for Investment and Disbursement to EFJ*
 - *Establish reporting requirements and support to be given to Trust by the EFJ's Secretariat and the associated costs (if any).*
- *Providing adequate budgetary support to the aforementioned areas so that no area is neglected or reduced due to budgetary constraints.*

Strategy: Fundraising				Goal: Financial Sustainability		
OBJECTIVE	ACTIONS	PRIMARY RESPONSIBILITY	PARTNERS	DURATION		PERFORMANCE INDICATORS / TARGETS
				START	END	
<ul style="list-style-type: none"> • Securing diverse funding sources 	<ul style="list-style-type: none"> • Research and prepare funding support proposals for different entities to secure funding for the EFJ’s operations. Entities include: <ul style="list-style-type: none"> • Multilateral sources • Bilateral Sources • Foundations • Regional Partners • Government – through Protected Areas Trust funds 	Board and CEO	Staff: <ul style="list-style-type: none"> • <i>Fund-Raising Specialist</i> • <i>Prog. Coord.</i> • <i>Research Interns</i> • <i>COO/Finance Expert</i> 	November 2012	December 2015	<ul style="list-style-type: none"> • At least one major funding source in each category is secured by 2015
<ul style="list-style-type: none"> • Maintaining financial prudence 	<ul style="list-style-type: none"> • Continuous efforts made to maintain and improve upon the EFJ’s financial record for management and investment of funds 	Board and Secretariat	EFJ Finance Staff	On going		<ul style="list-style-type: none"> • No case of fraud or improper investment of funds during the period
<ul style="list-style-type: none"> • Review of organizational structure 	<ul style="list-style-type: none"> • Providing a staff structure that focuses on fund raising equipped to handle: <ul style="list-style-type: none"> • Research and Proposal writing • Identifying and making presentations to funders • Evaluating and measuring impact of grants and reporting findings • Communicating the work of the EFJ 	Board and senior Management	EFJ with HR support (NEPA, consultants)	August 2012	March 2013	<ul style="list-style-type: none"> • Organisational structure with the requisite staffing in place by June 2013
<ul style="list-style-type: none"> • Review of Endowment Trust 	<ul style="list-style-type: none"> • Consolidate funds available – from both JPAT/ FCF and the “old EFJ” • Update, as necessary, existing EFJ Endowment Trust document. • Review of the current Trustees to assess if there is need for change to align with needs of 	Board	EFJ Trustees	January 2013	June 2013	<ul style="list-style-type: none"> • New Trust agreement in place with Trustees objectives synchronized with that of the Board of Directors • Cost structure in place to value the cost of support given to the Trust by EFJ’s secretariat • Policy in place for the disbursement of support to EFJ vis-à-vis grants and administrative

	<p>the new Board.</p> <ul style="list-style-type: none"> • Review of the Endowment Trust’s Investment policy. • Review of the Endowment Trust’s disbursement policy to the EFJ to support operations and grants. • Review of the support to be given to the Endowment Trust by the EFJ Secretariat and the associated costs to the Trust. • Synchronization of fundraising approach with EFJ Board to avoid conflict of interest. 					<p>costs.</p> <ul style="list-style-type: none"> • Investment policy in place wide enough to allow for prudent investments in the most lucrative assets with the best investment managers. • Alignment of fundraising efforts so that one donor is not targeted by the EFJ Board and Trust separately. • Decision on the composition of the EFJ’s Trust so that Trustees have the desired level of competence and motivation to support the thrust of the EFJ.
<ul style="list-style-type: none"> • Committed budgetary support from Board 	<ul style="list-style-type: none"> • Board commits to engage the required staff and consultants to see the successful implementation of the Strategic Plan 	Board	EFJ Finance Staff	January 2013	December 2015	<ul style="list-style-type: none"> • Commitment by the Board to funding support at least for the 3 years of the strategic plan to ensure its successful implementation



3.2 Building Capacity of Stakeholders

The effectiveness of EFJ's interventions for the most part resides with the calibre of grantees selected. The focus in this Strategic Plan is on ensuring that the capacity of the grant beneficiaries can be monitored and improved. Not only is the improvement in their capacity important for the Foundation's reporting needs, but also the sustainability of the grantees' future endeavours. The EFJ will address grantee capacity building by:

- The use of its Institutional Self Assessment tool for Capacity Development (ISA)
 - The ISA will be used to assess and train 'stronger' members as "trainers" in using the ISA tool
 - These trainers will be asked to roll out the ISA tool to smaller/newer grantees and members, as well as to continue reporting on their development and those of their 'trainee' groups in development in the ISA focus areas¹
- Mentoring
 - Higher ranked members² will be asked to mentor less capable grantees/members where possible;
 - EFJ will also provide advice and mentoring to grantee where possible;
 - "Umbrella" non government organization will be co-opted to provide institutional support in the form of consultants for grantees not covered above;
 - "Start up" grantees will be provided with a template outlining the policies and processes necessary to ensure smooth operational functioning. Where possible training will be provided for the membership base of the grantees;
 - Advice will be provided for ensuring sustainability of activities after the EFJ project has been completed;
 - Research will be done on older grantees to assess how they have survived so that their best practices can be used to guide other grantees;
- Targeted Support
 - Grantees found to be deficient after the ISA will be provided with financial support to ensure improve capacity. As time and data progresses, financial support can be more targeted to emerging focus areas with recurring weaknesses;
 - Stronger grantees will be assessed with a view to providing assistance to maintain their capacity as suitable;
 - Targeting strong NGOs, CBOs for maximum impact of grant funding. These should essentially be well established NGOs/CBOs that focus on the EFJ priority areas and contribute to national impacts; have a good track record in implementing projects; have developed a strategic and business/marketing plan and are suitably poised for sustainability.
 - Assisting NGOs to seek matching funds.

¹ Programmatic Capacity, Constituency Building/Outreach, Financial Management, Resource Development, Human Resources, Organisational Management, Leadership/Governance, and Strategic Vision and Planning

² post ISA assessment

- Improved sensitization campaign (communication and public relations) in target areas
 - Provide assistance to grantees to get their message out to the public through workshops and seminars
 - Assist with developing the organisation's ability to prepare project proposals and submitting letters of inquiry
 - Providing a vehicle for developing partnerships with agency working in the areas with which they are affiliated
 - to increase knowledge on national hot topics, primarily through showcasing EFJ grant results, including building on those of the original FCF and EFJ entities.

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Strategy: <i>Building Capacity</i>			Goal: <i>EFJ Stakeholders are better equipped to implement projects</i>			
OBJECTIVE	ACTIONS	PRIMARY RESPONSIBILITY	PARTNERS	DURATION		PERFORMANCE INDICATORS / TARGETS
				START	END	
<ul style="list-style-type: none"> Using the Institutional Self Assessment (ISA) tool for capacity development 	<ul style="list-style-type: none"> ISA rolled out and used to assess wide base of grantees Groups will be trained to roll out the ISA Trained Groups will roll out the ISA to other CBOs and NGOs 	<p><i>CEO (through the Programme Coordinators and Officer)</i></p>	<p>Strong Grants e.g. Association of Development Agencies, Council for Voluntary Social Services</p>	<p>March 2013</p>	<p>continuous</p>	<ul style="list-style-type: none"> ISA rolled out to at least 20 grantees in year 1 thereafter at least 10 more per year. ISA mandatory for all new grantees At least 12 active “trainers” available – (4 per county across the island)
<ul style="list-style-type: none"> Mentoring 	<ul style="list-style-type: none"> Highly ranked grantees (post ISA) will be asked to mentor less capable grantees EFJ to provide advice and mentoring from its staff Umbrella NGOs will be asked to provide support Research done on older grantees to assess challenges/ lessons learnt etc 	<p><i>Programme Coordinators and Officer</i></p>	<p>Strong grantees All former CBOs/NGOs who have benefited from EFJ grants</p>	<p>June 2013</p>	<p>continuous</p>	<ul style="list-style-type: none"> At least 1 Grantee paired with (the minimum) 12 “trainers” EFJ provides mentoring to at least 3 Grantees directly At least 2 large umbrella grant organization engaged to provide support to other grantees (ideally in Kgn and Montego Bay areas) Report prepared on the factors affecting sustainability efforts of older grantees
<ul style="list-style-type: none"> Targeted support to members/NGOs 	<ul style="list-style-type: none"> Deficient grantees (post ISA) provided with the necessary support to improve capacity. Strong grantees assisted to ensure their continued sustainability whether financial or otherwise. Strong grantees target for grant to ensure maximum impact of grant funding Assisting grantees to source matching funding for projects where possible. 	<p><i>CEO (through the Programme Coordinators and Officer)</i></p>	<p>Strong grantees (based on a ISA assessments)</p>	<p>Sept 2013</p>	<p>Continuous</p>	<ul style="list-style-type: none"> At least 15 grantees capacity deemed improved based on their baseline (initial) assessment. Based on needs assessment at least 2 strong grantees are provided with capacity support. Major grants are awarded to strong grantees with wide reach At least 2 grantees who seek support (per year) are channeled to potential funder.
<ul style="list-style-type: none"> Facilitating project writing and conducting meetings and other sensitization sessions 	<ul style="list-style-type: none"> Providing support in the form of consultants/umbrella NGO that can assist with developing letters of inquiry and project proposals Providing financial support or others to grantees in their sensitization sessions 	<p><i>Programme Coordinators and Officer</i></p>		<p>July 2013</p>	<p>continuous</p>	<ul style="list-style-type: none"> At least 3 grantees are assisted with project proposal writing session to other Funders At least 5 workshops/seminars/town hall meetings held per year.

3.3 Improving Operational Activities

To ensure the organization truly benefits from its years of operations and the fact that there will be a combination of processes from two organisations it is critical that the governance practices of the EFJ be addressed in the ensuing months. The following broad headings address how the improvement in governance will take place.

3.3.1 Optimising operational processes in the organization

Best practices and years of “on the ground experience” would have influenced the policies now in place for both entities. However, where there exists more than one method or policy it is instructive that a period of time be taken by the Board and Management of the new EFJ to review and select the best processes to be adopted going forward. Among the processes are:

- *Addressing the call for proposals process (inclusive of):*
 - *Type of Call process to be used i.e. general call for proposals vs. two tier call system vs. a hybrid of the two systems*
 - *Determining the most appropriate grant awards process*
 - *Reviewing the process used to select thematic areas (Targets, Consultation)*
- *Synchronising the Personnel and other HR policies*
- *Review of Processes in the Finance and Programme Departments, in particular when there is additional and diverse funding sources*
- *Review of the Motor Vehicle and Equipment Policy (both for Secretariat and Grantees)*
- *Review of the process used to Monitor and Evaluate Grants and implementing a policy to report the impact of grant making.*
- *Reviewing the Sub committees of the Board of Directors to ensure effective use of members and also address the matter of the co-opting and the use of a “Friends of the EFJ” (technical expertise and core of interns)*
- *Review of Membership in particular looking at their*
 - *selection, retention and eligibility*
 - *capacity building/mentorship needs*

Strategy: <i>Improving operational processes</i>				Goal: <i>Instituting best practices for effective operations</i>		
OBJECTIVE	ACTIONS	PRIMARY RESPONSIBILITY	PARTNERS	DURATION		PERFORMANCE INDICATORS / TARGETS
				START	END	
<ul style="list-style-type: none"> Review of legal framework 	<ul style="list-style-type: none"> Review of the Board size with a view to having an adequate number of seats at the disposal of the Board without having to review legal documents Structure in place to meet the reporting requirements of funders Review of the policy of selecting Board Committees and co-opting membership 	<ul style="list-style-type: none"> Board 	TNC, US Govt. and lawyers contracted to do same	June 2012 December 2012	December 2012 December 2012	<ul style="list-style-type: none"> Appropriate Board size in place Legal structure created within the Articles and Memorandum for the receipt of funding from diverse sources. Board Committees flexible enough to address any needs/requirements from funders
<ul style="list-style-type: none"> Reviewing the call for proposals process 	<ul style="list-style-type: none"> Review of the type of call process to be used - one call vs. two tiered call system vs. a hybrid of the two foregoing systems Review of the process used to select thematic areas for the call for proposals Determining the most appropriate process for selecting grants to be awarded 	<ul style="list-style-type: none"> Secretariat – led by Senior managers - to make recommendation to the Board. Secretariat – led by Senior managers - to make recommendation to the Board. Grant Management/Technical Review Committee and Secretariat – led by Senior managers - to make recommendation to the Board. 	Board	November 2012 November 2012 January 2013	January 31, 2013 January 31, 2013 March 2013	<ul style="list-style-type: none"> Call process determined and membership and general public notified. Process determined and Board and staff made cognizant of the procedure. Process determined and communicated to staff and membership.
<ul style="list-style-type: none"> Review of Personnel and other HR Policies 	<ul style="list-style-type: none"> Establish new HR and other personnel policies. Coordinate with Organizational Review under Fundraising Strategy 	<ul style="list-style-type: none"> Secretariat – led by Senior managers - to make recommendation to the HR and Compliance Committee of the Board of Directors 	Board	November 2012	January 31, 2013	<ul style="list-style-type: none"> Policies in place by February 1, 2013
<ul style="list-style-type: none"> Review of Finance Department processes 	<ul style="list-style-type: none"> Finance and General Purposes Committee of the Board to have continuous review of the Finance Department to ensure compliance with requirements of funders 	<ul style="list-style-type: none"> Senior Management and Finance Committee of the Board 	Board	2013	On going	<ul style="list-style-type: none"> Continuous review as soon as relevant funding source has been secured.

<ul style="list-style-type: none"> Review of Motor Vehicle and Equipment policy (including procurement/purchase, disposal, maintenance, assignment, recall etc) 	<ul style="list-style-type: none"> Update, as necessary, Motor Vehicle and Equipment policies for purchasing for grantees and secretariat 	Secretariat – led by Senior managers - to make recommendation to the Finance and General Purposes Committee of the Board of Directors	Board	November 2012	January 31, 2013	<ul style="list-style-type: none"> Policy established on the purchase and disposal of Secretariat Motor Vehicles and equipment and communicated to all staff. Policy established on purchase of assets for grantees (including recall of same)
<ul style="list-style-type: none"> Review of process used to Monitor and evaluate grants 	<ul style="list-style-type: none"> Determination of the process to be used to monitor and evaluate grants Determination of a mechanism to report on the impact of grants in a timely manner Establishing a procedure for dealing with problematic grants 	Grant Management/Monitoring and Evaluation Committee and Secretariat – led by Senior managers - to make recommendation to the Board.	Board	November 2012	January 31, 2013	<ul style="list-style-type: none"> Policy established and communicated to all relevant persons
<ul style="list-style-type: none"> Review of Board Committees 	<ul style="list-style-type: none"> New Board to look at the Sub Committees of the Board to determine the committees needed as well as a method to select members (inclusive of procedure to be used to co-opt members) 	Board	Secretariat	January 2013	March 31, 2013	<ul style="list-style-type: none"> Committees established after official appointment of Inception Board. Procedure for co-opting membership on sub committees established.
<ul style="list-style-type: none"> Review of Membership of EFJ 	<ul style="list-style-type: none"> Rationalisation of method used to select, remove and maintain membership. Review of the Eligibility criteria for EFJ Membership 	Board	Secretariat	November 2012	December 2012	<ul style="list-style-type: none"> Inception Board establishes a criteria for membership

3.3.4 Focused grant making

The Board, staff and membership conduct a retreat each year that will help to determine what should be done for strategic grant making. This will lead to:

- *Focus on areas that the Board and membership think should be given priority (or the Board wishes to create a niche in) e.g. recycling and renewable energy.*
- *Channeling of grants into areas for which funding sources are available e.g. climate change.*
- *Focus on giving grants to sectors with greatest need or facing most neglect e.g. disabled or children with varying disabilities, denuded areas or those with greatest potential for land slippage.*
- *Targeting areas for which the potential for significant and deleterious actions are emerging.*

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Strategy: Streamline operational processes				Goal: Selecting best practices of both entities		
OBJECTIVE	ACTIONS	PRIMARY RESPONSIBILITY	PARTNERS	DURATION		PERFORMANCE INDICATORS / TARGETS
				START	END	
<ul style="list-style-type: none"> Focus on priority areas 	<ul style="list-style-type: none"> EFJ to select focus areas for which it wants to be a sector leader and channel grants The EFJ will conduct annual retreats to determine the areas for strategic grant making, including specific targets in the selected area e.g. recycling 	Board and <i>CEO (through the Programme Coordinators and Officer)</i>	Targeted grantees in the respective areas	2013 (and conducted annually)		<ul style="list-style-type: none"> EFJ becoming known in the general public for its work in at least 3 areas within the 3 year period Specific targets set for areas selected
<ul style="list-style-type: none"> Aligning grants with areas of secured funding 	<ul style="list-style-type: none"> With the diverse funding sources being targeted the EFJ should ensure that there is a mechanism to channel grants into these areas and not accumulate funds without a plan in place 	Board and <i>CEO, with Fundraising consultant and Programme Coordinators</i>	Membership	2013	On going	<ul style="list-style-type: none"> With each secured funding source ensuring that the funds are spent in the areas for which they have been received.
<ul style="list-style-type: none"> Focus on giving grants to sectors with greatest need 	<ul style="list-style-type: none"> Channeling grant funding into NGO sectors with greatest needs 	Board and <i>CEO, with Fundraising consultant and Research Interns</i>	Targeted grantees	2013	On going	<ul style="list-style-type: none"> After each annual retreat of Board and staff – at least one area should be selected for targeted grant funding
<ul style="list-style-type: none"> Proactive grants 	<ul style="list-style-type: none"> EFJ should be more “pro-active” in its grant making looking at areas with the potential to create the greatest harm on the environment and child sectors Being Proactive with existing grantees as well to ensure efficiency and avoid decommitment/default 	Board, staff and Membership	Targeted NGOs and related sector interests	2013	On going	<ul style="list-style-type: none"> At least two areas selected in the three years of the strategic action plan

3.3.5 Effective networking and communication

It is absolutely key going forward that brand EFJ continues to grow and develop so that it is easily recognized and becomes a household name in the various sectors in which it focuses. To achieve this, brand EFJ should be effectively promoted. Consequently, essential to this is:

- *Using diverse media to communicate the work and impact of EFJ*
 - *Finalising the EFJ's website and making it very interactive*
 - *Use of social media more effectively – inclusive of facebook, twitter and tumblr*
 - *Utilizing the other forms of mass media e.g. television (and cable), radio and newspapers.*
- *Effective branding of EFJ on all projects*
 - *Ensuring signage and a presence at all project sites, and functions, respectively.*
 - *Reviewing how the EFJ's name and logo is being associated with older projects to determine if the use may be injurious to the organization.*
- *Using the EFJ's network of membership organisations to the benefit of the organization. Included in this network are:*
 - *Council of Foundations*
 - *IUCN*
 - *RedLAC*

Strategy: Streamline operational processes				Goal: Selecting best practices of both entities		
OBJECTIVE	ACTIONS	PRIMARY RESPONSIBILITY	PARTNERS	DURATION		PERFORMANCE INDICATORS / TARGETS
				START	END	
<ul style="list-style-type: none"> Maximizing the use of diverse media to effectively communicate the work of EFJ 	<ul style="list-style-type: none"> Finalising the “new” EFJ website and have live in short order Using social media (facebook, twitter and tumblr) to keep the “EFJ public” constantly updated Utilizing other forms of mass media (print and electronic) to communicate the work of EFJ 	Secretariat and CARIMAC EFJ Secretariat EFJ Secretariat	CARIMAC and Mona GIS Staff Media – tv, print and radio	On going On going On going	Dec. 2012	<ul style="list-style-type: none"> Website fully operational Sites updated at least weekly with new info Quarterly publications / broadcasts of EFJ related events and multiple media houses covering EFJ major events
<ul style="list-style-type: none"> Effective branding of all EFJ projects 	<ul style="list-style-type: none"> Ensure appropriate signage at all EFJ project sites Mandatory presence of EFJ at all handing over ceremonies for EFJ projects Review the use of EFJ branding on all projects in particular older projects to assess continuous benefit of EFJ name with project Continued targeted Public Awareness Initiatives: 	EFJ Board, Secretariat and Membership	Membership	On going		<ul style="list-style-type: none"> EFJ signage within 1st year ALL new projects – incentives designed for grantees and staff to remember and comply EFJ representation at all handing over ceremonies EFJ signage removed from all project sites that may be injurious to our reputation. Appropriate signage placed on all existing projects deemed worthy of same
<ul style="list-style-type: none"> Utilising the EFJ’s network of membership organisations to secure beneficial outcomes 	<ul style="list-style-type: none"> Using EFJ’s membership in international and regional foundations to leverage support for future grant funding to the EFJ 	Board, Secretariat and Resource Mobilisation Specialist / consultant	Council of Foundations RedLAC IUCN	On going		<ul style="list-style-type: none"> Successfully utilizing these membership organization to secure funding from at least two (2) entities during the three year period



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Appendix C

EFJ's Organizational Chart 2013 – 2015

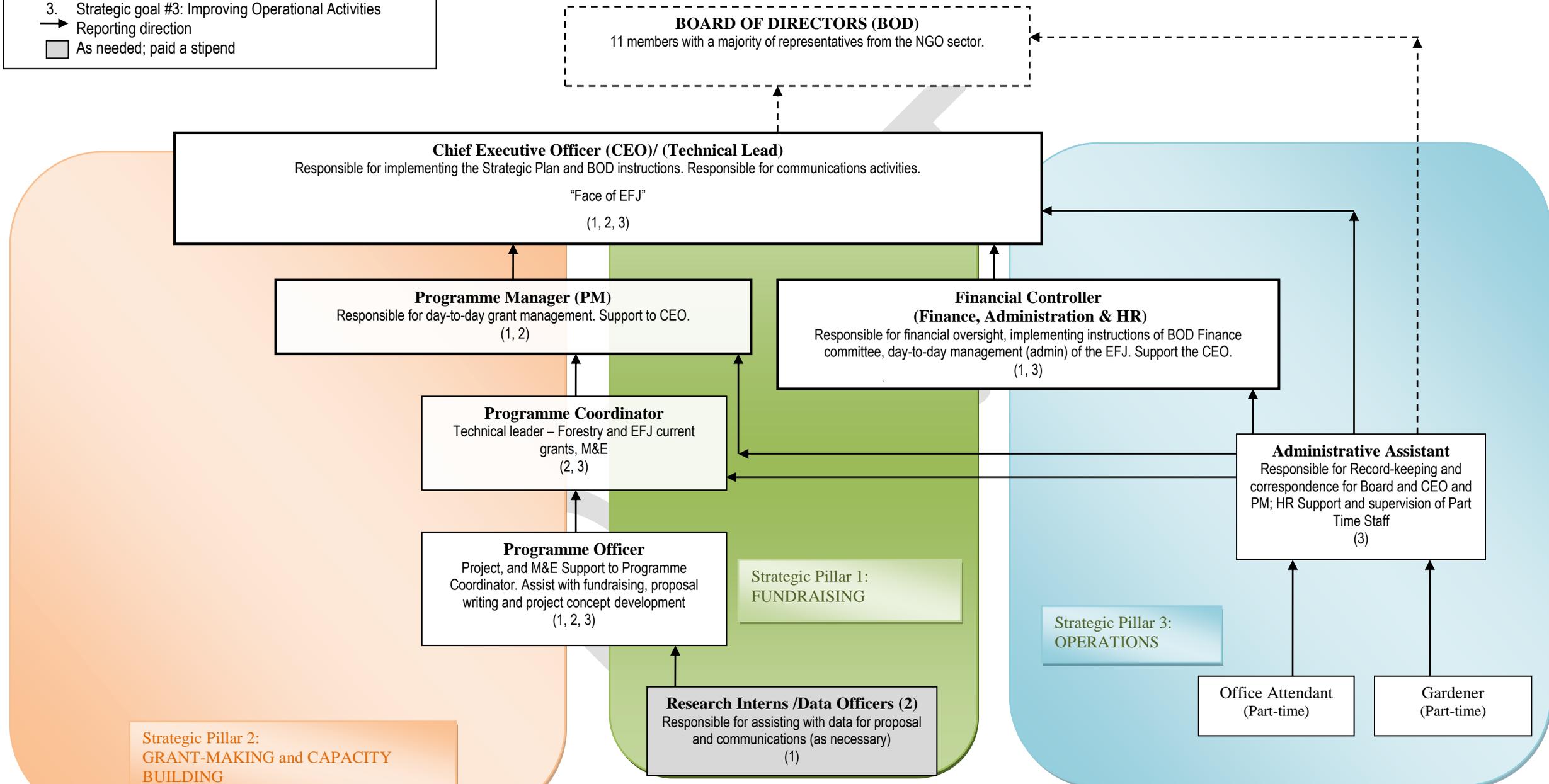
EFJ Strategic Plan 2013-2015

-----KEY-----

1. Strategic goal #1: Fundraising
2. Strategic goal #2: Building Capacity of its Stakeholders
3. Strategic goal #3: Improving Operational Activities

→ Reporting direction

■ As needed; paid a stipend



-----OUTSOURCE AS NECESSARY-----

- HR Support (set-up and semi-annual audit)
- Site Visits/Monitoring
- IT
- Graphics/Production of materials



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Appendix D

EFJ Contextual Documents

Background

The Environmental Foundation of Jamaica (EFJ) was established in 1991 under a creative debt swap arrangement between the Governments of Jamaica (GOJ) and United States of America (USG) under the Enterprise of the Americas Initiative (EAI). Operations began in 1993.

The Jamaica Protected Areas Trust (JPAT) was established in 2004 as a public/private partnership to create opportunities for the protection and enhancement of natural areas and biodiversity in Jamaica. JPAT was established as the legal entity to secure and administer the Forest Conservation Fund (FCF).

Like the EFJ the Forest Conservation Fund (FCF) emerged from a debt swap between the same two governments. The difference was that in September 2004 three agreements were signed. Both governments entered in the Debt Swap Agreement in exchange for a commitment by the GOJ to fund eligible forest conservation activities in Jamaica. The Nature Conservancy (TNC) entered into a Swap Fee Contractual Agreement with USG pursuant to which TNC agreed to pay USG the agreed Swap Fee in exchange for a commitment by USG to prepay and cancel certain of the debt owed by GOJ to USG. TNC, GOJ and JPAT became signatories to the Forest Conservation Agreement (FCA).

The GOJ and the USG gave consent to the merger of the EFJ and the FCF in 2012 and it was decided that the emergent entity would retain the name Environmental Foundation of Jamaica. At the time of this document the legal teams from all the entities involved are scheduled to prepare and review the legal documentation for the finalization of the “new” EFJ.

An inception Board of Directors was selected to lead the strategic direction of the new EFJ. It is this inception Board that will chart the course of the organization for its first two years. This document aims to lay the building blocks for this new entity and set it on a path for sustained financial and operational viability.

1. The Way Forward

a. “Old EFJ”

In the “old” EFJ’s Strategic Action Plan (SAP) 2009 – 2012 it was stated that:

In moving forward, the EFJ needs to seriously increase emphasis on the following:

- *Monitoring and Evaluation of its programmes to determine impact*
- *Communicating the work and impact of EFJ*
- *Branding of the organization*
- *Closer alignment of programmes/themes with critical development goals*
- *Communicating the work of EFJ (including branding of EFJ)[sic]*
- *Expanding partnership with umbrella NGOs in support of civil society coordination*
- *Identifying and pursuing diverse sources of funding for sustainability of the grant making entity.*

The resulting three-year SAP had **eight (8) directions** in its strategic framework, including:

- *Impacting critical development goals*
- *Governance, Effective Operations and Employee Learning and Growth*
- *Prudent financial management*

- *Financial sustainability*
- *Communications and Outreach*
- *Networking and External Relationships*
- *Monitoring and Evaluation*
- *Strategic grant-making for maximum impact*

The foregoing statements are still valid given the focus that the emergent entity will have. Additionally, with the streamlining of activities of the two funds it is wise to keep and expand some of these areas, and to include other focus areas the inception Board has seen as critical.

b. JPAT

The JPAT Strategic Action Plan for 2006-2011 outlined the following as objectives for which JPAT was established:

1. To establish, restore, protect and maintain parks, protected areas, including marine protected areas, and natural reserves of Jamaica;
2. To develop and implement scientifically sound systems of natural resource management in Jamaica, including land and ecosystem management practices;
3. To sponsor, offer and assist in training programmes to increase the scientific, technical and managerial capacities of individuals and organizations involved in conservation efforts in Jamaica;
4. To restore, protect and ensure the sustainable use of diverse animal and plant species in Jamaica;
5. To undertake and sponsor research and identification of medicinal uses of tropical forest plant life to treat human diseases, illnesses, and health-related concerns;
6. To develop and support the livelihoods of individuals living in or near a tropical forest of Jamaica in a manner consistent with the protection of such tropical forest.

Six strategic directions were identified:

1. Corporate Governance
2. Funding and resources
3. Coordination of key processes
4. Skills development and training
5. Enhancing existing and establishing new partnerships
6. Technical input

c. FCF

In its Strategic Action Plan for 2006 – 2011 the following were the key objectives:

1. Undertake reforestation activities in denuded areas in the priority sites
2. Protect, conserve and maintain parks, protected areas and reserves
3. Ensure that the country's biodiversity is maintained through the restoration, protection and or sustainable use of the natural resources
4. Develop a program that has a long term orientation and focuses on sustainability
5. Develop and support the livelihoods of persons living in or near a tropical forest in a manner that is consistent with protecting such areas
6. Establish partnerships with stakeholders both at the governmental and local levels in efforts for environmental conservation and protection
7. Build the capacity of individuals and organisations involved in conservation efforts

8. Develop and implement scientifically sound systems of management including land and ecosystems management
9. Strengthen the capacity of organisations at the national and local levels for managing natural resources
10. Undertake research that is technically sound and practical and
11. Develop and implement an effective information and communication system that reaches the wider stakeholder population.

Five broad strategic directions were established. These directions represent the key areas for activities towards the objectives of the Fund. These strategic directions are:

1. Establishment of efficient management mechanisms
2. Develop and embedment of grant-making and investment philosophies
3. Utilization of a results-based approach to site identification and associated activities
4. Communications and Outreach and
5. Monitoring and Evaluation

and were built on the following pillars:

- **MEASURABLE REFORESTATION AT TARGETED PRIORITY SITES ACHIEVED**
- **EFFICIENT MANAGEMENT MECHANISMS ESTABLISHED**
- **MEASURED IMPROVEMENT IN ENVIRONMENTAL INDICATORS AND BEHAVIOUR**

The foregoing shows that there was an alignment in the some of the strategic directions of the three entities even before the merger. It is therefore plausible that formulating the strategic direction of the new entity should be relatively seamless.