

Appendix: Goals & Objectives



RAYJON SHARE CARE
Strategic Plan | 2023—2028



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Goals and Objectives 2023-2028

Introduction

The Goals and Objectives outlined in this document were developed collaboratively by Rayjon's Program Advisory Team (PAT), Rayjon's partners in Haiti and the Dominican Republic, and the Eyeglass Team (EGT). We work with our partners to support community development initiatives that are inspired, directed, and implemented by innovative and talented Haitian and Dominican leaders—the people who know best what the real needs of their communities are and how to solve them.

This document shares a number of “**goals**” we will reach for as keys to achieving our mission and vision. These goals link to our Theory of Change and the results that we hope to see in the next five years. **Actions** taken in Canada by the organization will consider how we can best, from a distance, support the success of our partners' initiatives through communication, fundraising, best practices, accountability, reporting, and the sharing of resources and skills, and the decentralization of knowledge. **Indicators** are signposts that will let us know when we are achieving the desired results.

These goals, actions, and indicators were created after much exchange and listening to the voices of our Haitian and Dominican partners. However, we acknowledge that they represent the perspectives and commitments of our Canadian Team. The goals, actions, and indicators as planned and perceived by our Haitian and Dominican partners themselves will vary and are best represented in their own distinct visions, missions, and plans. Our role is to provide responsive and flexible support, recognizing the dynamic nature of the process and the many cultural and individual differences in methodology and approach. We will seek understanding so that our partners understand our goals and perspectives and we theirs.

Foundational to achieving all of our specified goals are:

- Strong communication with our Haitian and Dominican partners
- Maximum input and participation from entire partner communities
- Strong financial accountability

- Active fund development/fundraising and communication with donors and supporters in Canada
- Support of Rayjon’s Program Management staff and operational decisions

Actions taken by all aspects of Rayjon will be consistent with our commitments to [Dignified Storytelling](#), [Anti-Racism Framework for International Cooperation](#), and [Spectrum of Organizational Guiding Principles](#) (by Nathan Nickerson).

Result/Goal #1: Members of our partner communities will have access to improved educational opportunities and outcomes

Theory of Change—Access to Quality Education, Decent Jobs

Indicators Specific to Alpha Adult Literacy Programs

- A) Ability to respond to waitlists and requests from communities who need and want the program
- B) Increase in number of Alpha participants attending, making progress, and satisfied with the program
- C) St. Marc: Continued partnership with Haitian Women’s Federation and local community each site where Alpha is provided

Actions

- Rayjon budget to support: completion of 4-year cycle in each village/centre that has started Alpha (St. Marc/Cap Haitian), opening of 1 new Alpha class in a new village per year (St. Marc), and training for new Alpha monitors

Indicators specific to Pinson Community School

- A) 300+ students completing education through Grade 6 at Pinson Community School annually
- B) Improved working conditions for teachers at Pinson School

Actions

- Fund continued training for Pinson Community School teachers

- Support development of community-led income generation strategies and ownership
- Invest in quality control: security, facilities, curriculum, opportunity

Indicators re Continuing Education and Career Development

- A) Increased number of students attending post-secondary education (Cap Haitian)
- B) Increased number of adults participating in career development activities
- C) Increased number of children with documentation in DR

Actions

- Cap Haitian: Recruit donors for scholarships, support creation of community service placements for scholarship students, work with C-NEW-C to develop plan for wind down of Tuition Support Program and Project des Jeunes, collaborate with like-minded organizations for student placement, ensure clear expectations for granting and maintaining scholarships, support improved monitoring and evaluation including collection of data on where students go post-graduation from high school
- St. Marc: Support cross-sharing of knowledge between Women's Federation/Microcredit Program/Pinson School/Local Partners
- Dominican Republic: Support families with obtaining documentation (funding to ASCALA) and paperwork to enrol children in government school after graduation from pre-school
- All Sites: Support additional training/business opportunities for adults post-Alpha

Result/Goal #2: Women will play an increased role in the economic development of their communities.

Theory of Change—Income Generation, Decent Jobs, Locally Implemented/Community Led, Partner Autonomy

Indicators re Microcredit

- A) There will be an increased number of women participating in the microcredit program.
- B) Level (percentage) of loan repayment will remain high.

Actions

- Budget to support loan portfolio growth and training
- Data collection

Indicators re Breadfruit Project

- A) The breadfruit mills will become functional
- B) Increased number of trees planted
- C) Increased employment of women
- D) The project will show a profit

Actions

- Continue funding partnership building (i.e. Primate's World Relief and Development Fund, Trees That Feed Foundation) to support next-phase planning with the Women's Federation
- Assist with purchase and delivery of specialty processing equipment

Result/Goal #3: Residents of Barrio 41 and surrounding bateyes will have improved access to water, sanitation, and increased access to government services

Theory of Change—Infrastructure Improvements, Improved Health and Well-Being

Indicators re Water and Sanitation

- A) Barrio 41 and the surrounding batey residents have access to reliable, safe water supply
- B) Barrio 41 and the surrounding batey residents have improved sanitation infrastructure
- C) Barrio 41 and the surrounding batey residents are able to test their water to determine safety

Actions

- Facilitate and maintain relationship with local partners (Puente, local municipal public works-MOPC, Neighbourhood Association-Junta de Vecinos, etc.)
- Confirm funding and support for community-driven water/sanitation projects including data collection and community prioritization

Indicators re Government Services

- A) Increased number of people able to obtain DR citizenship and/or other documents to live/work/access services in the DR

Actions

- Support budget and priorities as presented by local partners (ASCALA, Neighbourhood Association-Junta de Vecinos)
- Increase advocacy and awareness-building in Canada (i.e. podcasts, educational promotion, etc.)

Result/Goal #4: Health and Well-Being will be improved in our partner communities

Theory of Change—Reliable Food, Improved Nutrition, Improved Health and Well-Being

Indicators re Health and Wellness Programming

- A) Gilbert Clinic in St. Marc opens independently
B) Robust nutrition program at C-NEW-C
C) DR: Increased access to medical services
D) PLADESCULBA: Nutrition program running consistently
E) Increased awareness of mental health needs

Actions

- St. Marc: Facilitate partnership and capacity building for the local community to reopen the Gilbert clinic independently
- Cap Haitian: Prioritize C-NEW-C Nutrition Program and Red Zone funding, support diversification of funding, facilitate partnerships to support C-NEW-C programs, evaluation of Nutrition Program outcomes
- DR: Confirm ongoing funding and support for ASCALA mobile medical program, and nutrition at pre-school (PLADESCULBA)
- All Sites: Encourage exploration of opportunities to provide mental health supports (i.e. crisis intervention, trauma counselling, psychological wellness, etc.) and other opportunities to improve health

Indicators re Eyeglass Program

- A) Return to pre-COVID number of clinics and numbers of eyeglasses distributed
- B) Reconnect and rebuilt relationships with partners
- C) Strengthened ties between Eyeglass Program and other Rayjon activities
- D) Increased number of younger optometrists/opticians connected with the program

Actions

- Support relationship-building and resource sharing between Haitian/Dominican partners and Eyeglass Team (i.e. link with Consuelo optometrist—leaving glasses with clinic)
- Encourage knowledge sharing between volunteers and hosts (e.g. Puente doing pre-clinic surveys)
- Trip promotion locally (i.e. coverage post-trip with local media)
- Recruitment of younger optometrists/opticians through Ontario programs; use of a student trip scholarship
- Opportunities for Eyeglass Team members to gain insight into other Rayjon projects
- Inclusion of Eyeglass Team representation on future Partnership trips
- Have a Board member act as a link between the Eyeglass Team and the Board
- Priority to plan a trip to Cap Haitian when feasible
- Other locations/connections to explore in gradual ramp-up of trips—Belize, Guatemala, El Salvador, Nicaragua

Indicators re Food Security

- A) Partner communities have reliable access to nutritious food

Actions

- Support inclusion of sustainable agricultural practices in partner programming
- Support community garden initiatives with a focus on expanding access to and variety of nutritious foods available
- Data collection
- Facilitate partnerships with experts, sharing of knowledge

Result/Goal #5: The Canadian organization, administered and supported by a diverse and skilled Board, staff, and volunteers, will provide reliable funding to our partners

Theory of Change—Stable Funding Base, Diverse and Skilled Volunteers/Board/Canadian Staff

Indicators re Finance

- A) Steady year-over-year growth in income including donations, fundraising, and grants
- B) Reserve Fund in place

Actions

- Maintenance of donor relations (Executive Director)
- Use of Canada Helps as a primary donation tool (Financial Director with support of volunteers)
- Invest in Will Power Campaign (Board approval)
- Yearly Holiday Appeal (Executive Director with support of volunteers for mailing, receipting, thanking)
- Define list of major fundraising events and focus on establishment of leadership of these events (Chair to coordinate)
- Establish Financial policy that sets an appropriate amount for the Reserve Fund (ad hoc committee of ED, Financial Director, and Board members)
- Determine criteria for reserve fund (see above)
- Commit to reserve fund contributions in each budget cycle as necessary to reach established targets

Indicators re Volunteers

- A) Attract and keep a variety of volunteers

Actions

- Review and revise volunteer handbook with list of volunteer positions and current people in those roles (Chair)
- Reach out to committees and event chairs to determine needs, evaluate satisfaction in roles, timing, and need for succession planning (Chair)
- Partnerships with educational institutions to fulfill specific tasks (Executive Director)
- Clear location on website for people to see what is needed and who to contact
- Use of social media to advertise need for specific volunteers (Program Assistant)
- At all events have opportunity for people to sign up to volunteer at upcoming events or other roles (event leadership)

- Establish one person on Board who acts as a clearinghouse for volunteers—matches, keeps track of what is needed; point person who is a liaison with event leadership

Indicators re Board Diversity

A) The Rayjon Board will consist of people of diverse ages, backgrounds, skills, and experience

Actions

- Develop a succession planning structure including term limits, expectations of role shadowing, clear pathways to leaderships positions (Chair and Nomination Committee)
- Diversity, Equity & Inclusion to be front and centre of Nomination Committee when considering new Board members (Nomination Committee)
- Commitment to implementation of Diversity, Equity & Inclusion Plan (all constituents)