

Local to Global



RAYJON SHARE CARE

Strategic Plan | 2023—2028



“[Strategic planning] is about organizing our best and most noble hopes and dreams, making them reasonable and actionable, and bringing them to life.”

—John M. Bryson

Dear Friends,

On behalf of the Rayjon Board of Directors, I am delighted to help unveil our latest Strategic Plan (2023-2028). Right from the beginning of the process, we determined that this plan would be a departure from our traditional process and this thinking paved the way for open dialogue about the direction we wanted to take as an organization. It is very important to the Board that the needs of the communities that we serve are front and centre in everything we do. Our revamped Mission, Vision, and Values clearly indicate our commitment to partner-driven, community-centric decision making. Our Theory of Change was developed after much careful thought about areas in which we feel we can help support positive change in our partner communities. Goals and indicators were set in collaboration with our Haitian and Dominican leaders so that all stakeholders are working towards common outcomes. This is a robust and well-considered Strategic Plan that will help us continue our transformation to an organization that can support lasting change in some of the most marginalized communities in Haiti and the Dominican Republic. I am proud to have been part of its development and can't wait to see where the next five years takes us!

Message from
the Chair

Joanna Catterson
Chair- Rayjon Board of Directors



VISION

Our community partners in Haiti and the Dominican Republic are empowered and have the resources to determine their future.

Rayjon Share Care works in partnership with communities in Haiti and the Dominican Republic to reach their goals in sustainable development. We invest in relationship building and the two-way exchange of knowledge, resources and skills to create bridges of sharing—local to global.

MISSION



Rayjon Share Care considers the following values to be fundamental to the work we do in Haiti, Dominican Republic, and Canada:

VALUES

- ◆ Respect and dignity for all people
- ◆ Integrity and honesty in all relationships and interactions
- ◆ Diversity, equity and inclusion
- ◆ Self-determination as a core principle of development
- ◆ Listening and learning

In 2021 the Rayjon Board of Directors began preparing for a journey of strategic planning by reaching out to partners, supporters and the public to better understand their thoughts about the organization, our direction and achievements.

We asked, "How can Rayjon, as a Canadian organization, continue to grow as a progressive and empowering international partner working with communities in Haiti and the Dominican Republic?"

We wanted to start the planning process off right, ensure that the ideas, perspectives and vision for future of our Haitian and Dominican partners were front and centre, even as we started to formulate our own. With the help of expert facilitator Ned Rava, strategic visioning became the spark to help us "**Re-Imagine Rayjon.**"

Re-Imagining Rayjon




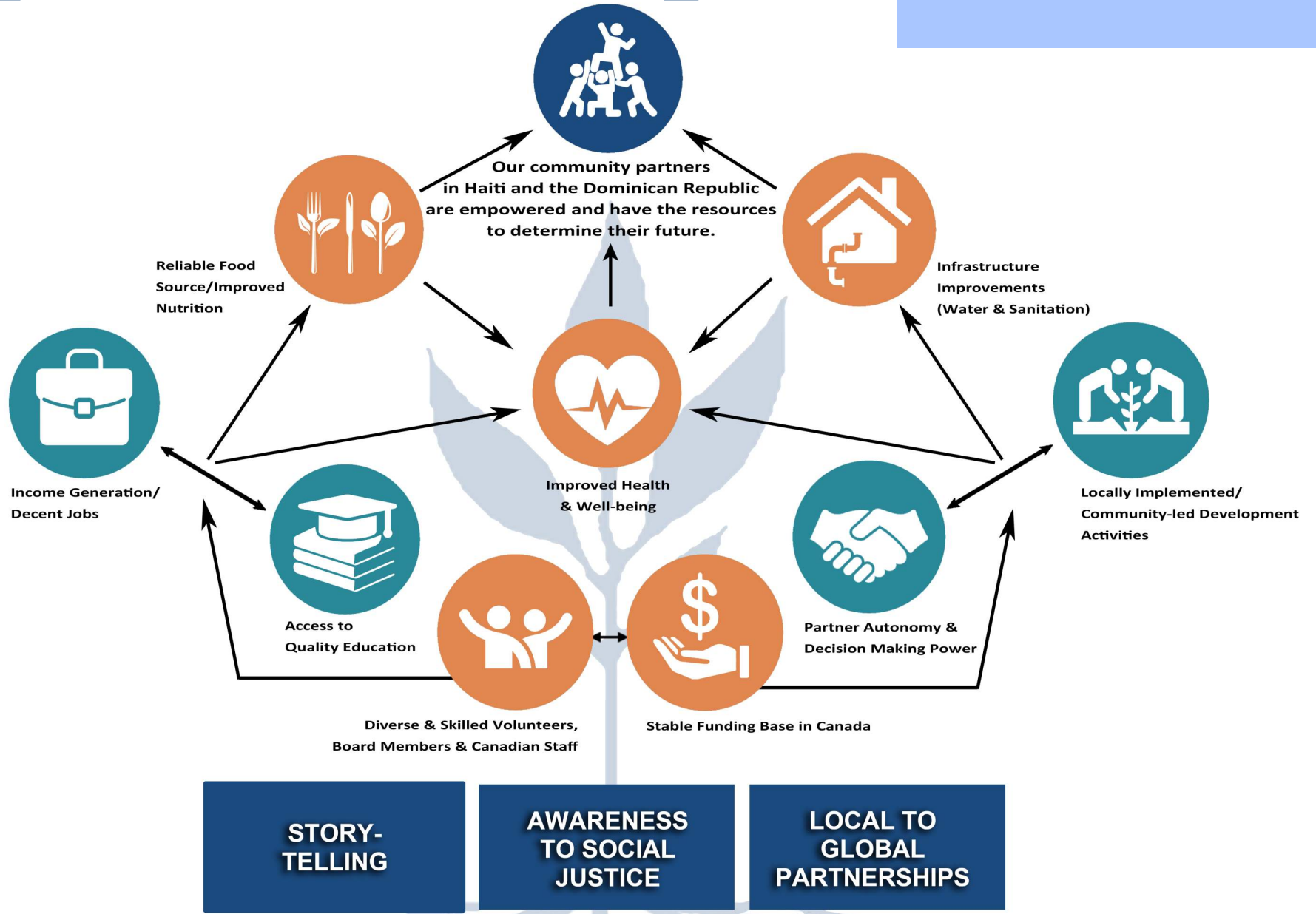
Click the play button to watch the special video we've created to introduce you to **Rayjon Re-Imagined!**

HOW WILL WE GET THERE?

On the following pages you'll find our "**Theory of Change**," a pictorial representation that shows the "links" between the results we hope to achieve (see our Vision in the circle at the top of the diagram) and how we expect change to happen. It gives us a tool to better understand the ever-evolving context, where we and our partners fit in, and where transformation happens, so that we might monitor progress and continue to make changes needed for that future we are aiming for!

[THEORY OF CHANGE]

Click play to watch a video explaining our Theory of Change!

Rayjon Share Care is a Canadian registered charity based in Sarnia, Ontario that works primarily with partners in Haiti and the Dominican Republic. We strive to bring awareness to social justice issues and situations in these countries and promote local to global solutions through partnerships in both Canada and Haiti/Dominican Republic.

Within Canada, we work to raise awareness through storytelling, trips, and events. We endeavour to provide flexible and responsive support in an ever-changing environment.

Rayjon Canada has a diverse and skilled group of volunteers, Board members and staff. We work with local and international partners to raise and distribute funds towards community-developed programs that contribute to improving the lives of the Haitian and Dominican people.

In order for our partners to thrive as empowered, independent, and self-sufficient individuals and communities, they require **reliable food sources**, **improved health and well-being**, and **infrastructure improvements** such as clean water and sanitation. **Income generation**, **decent jobs**, and **access to quality education** are imperative if these outcomes are to be realized. **Locally implemented and community-led development activities** that rely on our partners having **autonomy and decision making power** through civic engagement, strong local leadership, tools, and financial independence are key to attaining community goals. Our projects strive to contribute to progress in all of these areas.

Rayjon is committed to ongoing, long-term relationships with the people of Haiti and Dominican Republic as we walk the path of development and social justice with them.

Theory of Change



PILLAR OBJECTIVES



Integral to the way we imagine change are the three pillar objectives of **Storytelling, Awareness to Social Justice,** and **Local to Global Partnerships.**

These are foundational and cross-cutting, supporting positive change with each step forward.





Rayjon's approach is one of **partnership**. Community development initiatives are inspired, directed, and implemented by innovative and talented Haitians & Dominicans. They know best what the real needs of their communities are and how to solve them.

As we strive for healthy, respectful collaboration with our Haitian & Dominican partners, we are committed to implementing:



Anti-Racism Framework for Canada's International Cooperation Sector



Spectrum of Organizational Guiding Principles
(by Nathan Nickerson)



Principles of Dignified Storytelling



HOW will we get there?

our [THEORY OF CHANGE] in action

Partner Autonomy & Decision Making Power |
Locally Implemented/Community-led
Development Activities



Rayjon believes solutions come from the people who are directly affected and decisions should be made by the communities we serve. For example, we support information gathering in the bateyes near Consuelo, DR, as community committees in each location determine their next steps. Examples of projects completed and ongoing include floors, roofs, water supply, and bathrooms. The Haitian Women's Federation is another example of a partner making decisions about programs and activities that are best suited to the needs and vision of their members.



"It really reflects our vision here... as leaders in Haiti wanting to serve our own people."

— Andre Jean-Pierre, Director C-NEW-C, Cap Haitian

"The aim community is a part of the decision making process, as a subject of right."

—Peterson Benjamin, Rayjon Board Member

[Photo top left]: Community members cast ballots in DR

[Photo bottom right]: Haitian Women's Federation members & supporters

our

THEORY OF CHANGE

in action

Reliable Food Source/Improved Nutrition |
Improved Health & Well-Being |
Infrastructure Improvements (Water & Sanitation)

Without fundamental basic needs such as food, water, and health care, our partners cannot thrive to their fullest potential. Rayjon supports a number of initiatives that help to provide communities with these important items. Community gardens, the “breadfruit project,” eyeglass clinics, bathrooms, water projects, infant nutrition, and mobile medical clinics are all examples related to basic needs which Rayjon is proud to support.



“Clean water and health care and school and food and tin roofs and cement floors, all of these things should constitute a set of basics that people must have as birthrights.” —Tracy Kidder

[Photo top left]: Vegetables grown in community garden, DR
[Photo middle right]: Completed water project, Barrio 41, D
[Photo bottom left]: Arlín models her new glasses, received at a Rayjon Eyeglass Clinic in 2023.

our

THEORY OF CHANGE

in action



Access to Quality Education | Income Generation/Decent Jobs

Education in a variety of forms is key to self-determination and community development. With appropriate quality education, community members can become active participants in the work force and take on leadership roles in moving their communities forward.

Rayjon invests in educational opportunities across age groups and subject areas in order to reach a broad

number of participants. We support preschool and school age children, adult literacy, financial and business skill development, sewing classes, and teacher professional development. Microcredit programs help women establish and maintain small businesses. Train-the-trainer models allow for dissemination of knowledge throughout the communities.



"Education is the most powerful weapon which you can use to change the world."

—Nelson Mandela

[Photo top left]: Adult literacy class, Lagaren, Haiti

[Photo middle right]: Students at Pinson Community School, Haiti

[Photo bottom right]: Rossette, Entrepreneur and Microcredit Participant, Haiti

our

THEORY OF CHANGE

in action

Stable Funding Base in Canada | Diverse & Skilled Board Members, Volunteers & Canadian Staff

Rayjon is a volunteer-driven organization that couldn't function without its many supporters. Staff, board members, committee leaders, event coordinators, and countless other volunteers work to ensure that funding is available to assist our Haitian and Dominican partners in reaching their goals. Our staff and volunteers are committed to Diversity, Equity and Inclusion in all that we do.

“What you do makes a difference. And you have to decide what kind of difference you want to make.”

—Jane Goodall

[Photo top left]: Trail & Ale annual Walk/Run fundraiser

[Photo middle right]: Chef Roza with dancers from Moon Bellydance Troupe pose at Culture & Cuisine—1,001 Nights: An Evening in the Middle East

[Photo bottom left]: Rayjon volunteers hold dipladenia at annual Rayjon-DeGroot's plant sale



Diversity, Equity & Inclusion (DEI) are foundational to the elimination of inequalities, building of relationships, and collaboration toward a more just world.

"Diversity is the presence of difference among people on your team. Inclusion is what you do with those differences."

– Global Novations

DEI are necessary to ensure that the voice and perspective of each person has equal value in terms of influencing operations and the achievement of our mission.

All of the programs, initiatives, and activities supported by Rayjon overseas affect marginalized communities and address in some fashion systemic barriers to equity and inclusion. Working with racialized and marginalized communities in Haiti and the Dominican Republic means that there must also be a recognition of power differentials and understanding of our colonial histories and how they continue to shape our sector and how we work. Rayjon is committed to a partnership approach which supports the redistribution of power in the organization and in society at large, and identifying and addressing unhealthy power structures and dynamics.



Please see [Rayjon's DEI plan](#) to learn more about concrete next steps and targets to hold us accountable to progress.

The [Sustainable Development Goals](#) (SDGs) are a collection of 17 interconnected goals to address humanity's global challenges, including poverty, inequality, climate change, environmental degradation, prosperity, peace and justice.

Rayjon's strategic plan objectives are linked to the SDGs, identifying actions that we can take together to eradicate poverty, end inequality, and address climate change—

leaving no one left behind.

[LEARN MORE](#)

DO NO HARM

Rayjon seeks to implement a "Do No Harm" approach, recognizing that our presence and intervention can have unintended consequences in partner communities, fueling or prolonging conflict, disrupting the local economy, or undermining local leadership and priorities. Rayjon Board Member **Peterson Benjamin** has summarized [6 key principles](#) to guide us, ensuring that we act in compassion and solidarity, while in line with local context and doing no harm.



Note from our President

In the 37 years since Rayjon was established, thousands of Canadians and other North American and European people have experienced the “richness” of life in Haiti, the DR and other developing countries. In addition, numerous long-standing relationships, friendships and partnerships have been developed in Haiti, the DR and other developing countries.

The recently developed Strategic Plan presents a clear Vision and Road Map for an ongoing sustainable future for the Rayjon organization which is both inspiring and exciting.



—John Barnfield, May 22, 2023

Resources & Appendix

No strategic plan would be complete without a more detailed set of **goals & objectives** (linked to our Theory of Change), **actions** we commit to take in support of our Haitian & Dominican partner’s initiatives, and **indicators** to let us know if/when we are achieving the desired results. You’ll find all of that information in the [Appendix](#) and [Resources](#).

“...It is like rungs of a ladder. What we do today must add to the past achievements in order to achieve the final goals that are sustainable development and social justice”

—Renaud Thomas, Director Rayjon Share Care Haiti, St. Marc

In
Closing





“I think what we mean by strategic is able to adapt to changing conditions while still moving towards our vision...How do we get in a right relationship of change that allows us to harness and shape things towards community, towards liberation, towards justice?”

—Adrienne Maree Brown

[Special thanks to:]

This plan is a **LIVING DOCUMENT**.

The Rayjon Board commits to evaluating progress and revising the plan regularly, in response to emergent circumstances and changing needs of our organization and international partners.

- ◆ Nenad Rava for his expert facilitation in strategic planning & theory of change development
- ◆ [Meghan Bond Photography](#) for many of the beautiful photos in this document
- ◆ Katy Trimble & Chris Bluhm ([Lawrence Kinlin School of Business at Fanshawe College](#)) for developing the Theory of Change graphics
- ◆ Hudson Thomas & students at St. Patrick’s High School tech department for creating

