

**BARBADOS CO-OPERATIVE &
CREDIT UNION LEAGUE LTD**

• REGISTERED 1957



**STRATEGIC PLAN
AND ASSOCIATED
BUSINESS STRATEGIES**

2015-2018

SUCCESS EQUATION

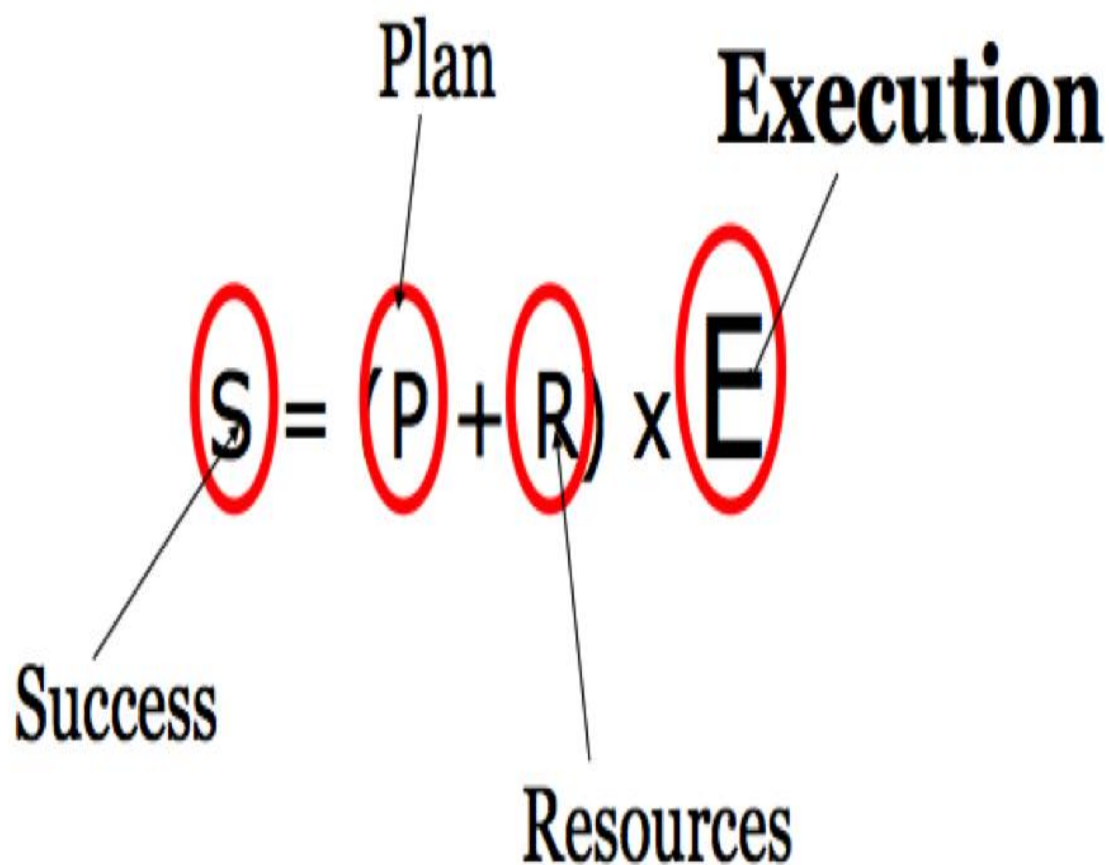


TABLE OF CONTENTS

1. Executive Summary
2. Current environmental conditions - SWOT
3. Main Competitive Threats
4. Vision, Mission and Corporate Values
5. Competitive Service Strengths
6. Strategic Intent
7. Strategic Goals
8. Action Plan with Key Objectives and key performance indicators (KPIs)
9. Key success factors
10. Key commitments
11. Budget (comment)
12. Legend (action plans)

1. EXECUTIVE SUMMARY

The BCCUL's 2015-2018 strategic plan is being crafted against the background of an uncertain macro-economic environment. Further there are some real and present threats to the enabling environment that constituents have hitherto enjoyed; these include taxation, the removal of tax incentives to save and other elements of the enabling environment.

In addition to taxation, other factors creating margin pressures on credit unions include the increasing level of NPLs and the depressed returns on investments in the prevailing economic climate. While from time to time there are some green shots in the economy, it is debatable if they are sustainable and therefore the extent to which a turnaround is in the offing cannot be predicted with any degree of confidence.

Notwithstanding the challenging environment members are demanding a higher level of service from their credit unions and further an expanded range of services. If this were not enough, the regulatory compliance burdens have also increased.

As the apex body, the onus is on the BCCUL to respond to the changing needs of its members. In this context therefore the BCCUL has identified the following strategic goals for the 3-year planning period (reference pages 9 to 12):

1. Increase revenue through the provision of additional services to member organizations.
2. Facilitate the establishment and launch of a Co-operative Bank by 2018.
3. Enhance responses to customer/member needs by reviewing and enhancing HR structure.
4. Strengthen the co-operative movement by facilitating strategic alliances / consolidations among smaller credit unions – and fostering greater co-operation between credit unions and other co-operatives.
5. Diversify the training formats and portfolio to effectively assist credit unions (local and regional) with continuous development of their staff, volunteers and members.
6. Continue the League's regional and international focus and linkages.
7. Improved advocacy/lobbying re: current and emerging issues with regulators, legislators and public policy officialdom.
8. Further promote and expand the offerings of the Central Fund Facility.
9. Develop research and information mining capabilities.

For each of the above strategic goals, action plans have been developed with objectives and strategies, time frames, KPIs, measures and key resources to be utilized (see pages 14 to 26).

There are several key success factors that will facilitate achievement of the various strategic goals and accompanying objectives. Key success factors identified are as follows:

- Adequate financial resources

- Human resources
- Legislation/regulation
- Co-operation among members

The budget for the 3-year Plan will be determined by management and approved by the Board from time to time.

2. CURRENT ENVIRONMENTAL CONDITIONS – SWOT

The results of a SWOT analysis conducted by members of the Board and senior staff revealed the following: (see Table 1)

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Recognized umbrella Body for co-operatives • Ability to access and mobilize technical resources • Well established, reputable training programs • Local, regional and International Linkages • Ownership by members • Consultant/ Development Officer • Committed core of volunteers • Creativity & innovation: Insurance company & Mutual Benefits Plan • Knowledgeable and competent staff • Good relationship with regulator • Inexpensive services 	<ul style="list-style-type: none"> • Limited Revenue Streams & inadequate financial resources • Inadequate staff compliment based on demands on league • Limited range of Services • Lack of co-operative spirit among some members • Limited visibility • Inability to generate the necessary support for the CFFT • Perception that we represent credit unions and not Co-ops • Not seen as very relevant to some members • Ineffective lobbying • Lack of clear mandate from membership • Ineffective communication with members
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Strategic Alliances with some key stakeholders • Offering Training solutions to neighboring territories & locally online • Pushing the credit union difference • Mergers and Consolidations (reduced reputational risk) • Securing access to Deposit Insurance • Strengthening relations/ creating alliances with other co-operatives (e.g. 	<ul style="list-style-type: none"> • Possible withdrawal of special concessions by government that support the growth and development of the co-operatives • Ageing profile of membership & leadership within the movement • Increased taxation • Adverse legislation • Continued diversity in the range of products offered by competitors • Potential fragmentation of movement

<p>food growers', pig farmers, taxi, etc.).</p> <ul style="list-style-type: none"> • Working with the FSC to create a stronger movement through effective regulation • Work with larger credit unions to offer an improved range of services across the movement ("piggy-backing" on their existing platforms, etc.) • Establishing of shared services 	<ul style="list-style-type: none"> • Cyber threat • Establishment of similar umbrella organization • Resistance to necessary mergers • Dominance of larger credit unions - failure one/both of the major credit unions could affect movement
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3. MAIN COMPETITIVE THREATS

Some of the main threats that the League and movement are exposed to are as follows:

- Possible withdrawal of special concessions by government that support the growth and development of the co-operatives
- Ageing profile of membership and leadership within the movement
- Increased taxation
- Adverse legislation
- Potential fragmentation of movement
- Establishment of similar umbrella organization

The League represents member co-operatives and is as strong and as powerful as the members allow. For this reason, specifically in relation to the League, the major threats are related to potential fragmentation of the movement, establishment of another umbrella organization and ageing leadership in the movement. Critical actions must be taken to pre-empt and/or respond to these situations.

4. VISION, MISSION AND CORPORATE VALUES

Vision

To be the Primary Trade Association and Provider of Developmental Solutions for our members in the Co-operative Movement.

Mission

The BCCULL is committed to the supporting and developing of Co-operatives, and contributing to building the profile of the movement in Barbados, the region and beyond.

CORE VALUES

- Integrity
- Co-operation
- Respect
- Solidarity
- Volunteerism

5. COMPETITIVE SERVICE STRENGTHS

The League has several competitive strengths that allow it to be a key player in the sector. These services are attractive and offer customers value for money. The services are as follows:

- Training solutions
- Mutual Benefits Plan (MBP) administration
- Insurance – Group Medical & Group Life i.e. Co-opMed
- Central Fund Facility Trust (CFFT)
- Development projects
- Technical assistance

6. STRATEGIC INTENT

That strategic intent is that over-riding major long-term goal that the League has agreed to achieve over the coming years. It sets the context for the strategic goals and objectives that will ensure the sustainability and financial viability of the organization.

The strategic intent of the League is as follows:

To Facilitate the Development of one-stop Financial and other Service solutions for the Co-operative movement.

This intent is to provide a range of services to the various customers while at the same time, providing focus for the leadership of this important institution.

7. STRATEGIC GOALS

Strategic Goal 1- Increase Revenue Through the Provision of Additional Services to Member Organizations.

Strategic Objective 1.1 - Launch shared services to enhance operational effectiveness and enhance regulatory compliance efforts.

Strategic Objective 1.2 - Market and promote the shared services offered.

Strategic Objective 1.3 - Identify new revenue streams for the League.

Strategic Objective 1.4 - Monitor and evaluate sustainability of new revenue streams.

Strategic Goal 2 - Facilitate the Establishment and Launch of a Co-operative bank by 2018.

Strategic Objective 2.1 - Intensify lobbying with key stakeholders (internal and external) in relation to role and importance of establishing a Co-operative Bank.

Strategic Objective 2.2 - Obtain technical advice (business case, legal requirements etc.) for establishment of the bank.

Strategic Objective 2.3 - Initiate extensive public relations campaign among members to promote and achieve buy-in to the model for Co-operative Bank.

Strategic Objective 2.4 - Refine the business plan/proposal for the establishment of the Co-operative Bank and present to members for a decision.

Strategic Goal 3 - Enhance Responses to Customer/Member Needs by Reviewing and Enhancing HR Structure of the League.

Strategic Objective 3.1 – Conduct an audit of the HR structure of the League to determine its effectiveness and identify performance gaps.

Strategic Objective 3.2 – Approve and implement the new structure for HR in the League.

Strategic Objective 3.3 – Monitor and evaluate the effectiveness of the new HR structure.

Strategic Goal 4 - Strengthen the Co-operative Movement By Facilitating Strategic Alliances / Consolidations Among Smaller Credit Unions - and Fostering Greater Co-operation Between Credit Unions and Other Co-operatives.

Strategic Objective 4.1 – Provide enhanced assistance to small/medium sized credit unions in the short term.

Strategic Objective 4.2 – Provide leadership that facilitates practical and mutually beneficial strategic alliances among smaller credit unions in the long-term.

Strategic Objective 4.3 – Utilise the advocacy and lobbying capability to encourage smaller co-operatives to merge operations where possible and feasible.

Strategic Objective 4.4 – Organise and facilitate meetings between credit unions and other co-operatives.

Strategic Objective 4.5 – Facilitate discussions between credit unions and other co-operatives to identify initiatives that can be pursued collaboratively.

Strategic Objective 4.6 – Create and obtain approval for action plans and implement and monitor agreed decisions/actions.

Strategic Goal 5 - Diversify the Training Formats and Portfolio of the League to Effectively Assist Credit Unions (Local & Regional) with the Continuous Development of their Staff, Volunteers and Members.

Strategic Objective 5.1 – Research, implement and maintain at least one additional training delivery format for each learner set.

Strategic Objective 5.2 – Review and revise the existing funding model for the Education Fund and implement the revision.

Strategic Objective 5.3 – Generate additional training income to support the education and training activities in the League.

Strategic Objective 5.4 - Prepare annual action plans and budgets for approval.

Strategic Goal 6 - Continue the League's Regional and International Focus and Linkages

Strategic Objective 6.1 - Develop specific and documented strategic intent, strategic goals and objectives for the regional and international linkages.

Strategic Objective 6.2 - Share strategic intent and action plans with member organizations to get buy-in.

Strategic Objectives 6.3 - Implement continuous system of internal public relations to keep member organizations informed of importance of maintaining regional and international linkages.

Strategic Goal 7 - Improved Advocacy/Lobbying re: Current and Emerging Issues with Regulators, Legislators and Public Policy Officialdom

Strategic Objective 7.1 - Identify technical resources to advise the Advocacy Committee and prepare their terms of reference.

Strategic Objective 7.2 - Develop a consultation protocol in consultation with regulator.

Strategic Objective 7.3 - Develop advocacy and lobbying strategies.

Strategic Objective 7.4 - Approve recommended strategies and protocol.

Strategic Objective 7.5 - Implement approved Advocacy/Lobbying strategies.

Strategic Goal 8 - Further Promote and Expand the Product Offerings of the Central Fund Facility (CFF)

Strategic Objective 8.1 - Promote the CFF among member organisations emphasising the many benefits.

Strategic Objective 8.2 - Revisit the current governance structure of the CFF to determine if any changes are necessary.

Strategic Objective 8.3 - Grow the assets to \$8 million to place the facility in a better position to respond to societies that need liquidity support and financing for projects.

Strategic Goal 9 - Develop Research and Information Mining Capabilities

Strategic Objective 9.1 - Examine the options for creating research capacity within the League.

Strategic Objective 9.2 - Implement the decision re roll out of research products and services.

Strategic Objective 9.3 - Monitor and evaluate effectiveness of research offerings.

8. ACTION PLANS WITH KEY OBJECTIVES AND KEY PERFORMANCE INDICATORS (KPIs)

See appendices for action plans.

9. KEY SUCCESS FACTORS

There are several factors that will facilitate the successful implementation and achievement of the various strategic goals and objectives. The Board must ensure that the all-important resources are made available to management of the League to ensure effective implementation and ultimate financial growth as projected, and enhanced service quality to customers/members.

The identified key success factors are:

- Adequate financial resources
- Human Resources
- Legislation/regulation
- Co-operation among members of League

10. KEY COMMITMENTS

Members of the Board and senior management agree to six (6) key commitments as follows:

- Being member-focused
- High human resource competences and capabilities
- The will to succeed
- Spirit of volunteerism
- Creating a reasonably enabling internal environment
- Incorporating advanced technology where feasible

11. BUDGET

The budget will be determined by management and approved by the Board. This planning document includes indicative budget numbers in the resources column where applicable, and the source of funds i.e. operating budget, allocation from Funds under management or other source. During the 3-year shelf life of the strategic plan, annual work plans and budgets will be prepared for approval by the Board of Directors.

ACTION PLANS

STRATEGIC GOAL 1 - Increase Revenue Through the Provision of Additional Services To Member Organizations					
Objectives	Leader	Key Strategies	Time-frame	KPI/Measures	Resources
Strategic Objective: 1.1 Launch shared services to enhance operational effectiveness and enhance regulatory compliance efforts	GM	<ul style="list-style-type: none"> • Select firm to deliver shares services for compliance & internal audit (C & IA) services • Present proposals to members to get buy-in • Roll out C & IA services 	Q3 & Q4 FY 15/16	<ul style="list-style-type: none"> • Buy-in from members • Firm selected and contracted • Successful launch of services 	<ul style="list-style-type: none"> • Internal HR • Shared Services Committee • Operating Budget
Strategic Objective 1.2: Market and promote the shared services offered.	GM	<ul style="list-style-type: none"> • Allocate responsibilities for project to staff or consultant • Develop marketing and promotion strategies 	Ongoing after launch	<ul style="list-style-type: none"> • Marketing & promotion plans implemented • Member organisations aware of shared services 	<ul style="list-style-type: none"> • Operating budget • Internal HR
Strategic Objective 1.3: Identify new revenue streams for the League.	FC & GM	<ul style="list-style-type: none"> • FC to develop innovative revenue streams and action plans. • Plans submitted to the Board for approval. 	FY 15/16	<ul style="list-style-type: none"> • Increased revenue and diversification of income streams 	<ul style="list-style-type: none"> • FC • Internal HR
Strategic Objective 1.4 Monitor and evaluate sustainability of new revenue streams.	FC	<ul style="list-style-type: none"> • Quarterly analysis of trends 	Ongoing	<ul style="list-style-type: none"> • Sustained flows of additional income 	<ul style="list-style-type: none"> • Internal

STRATEGIC GOAL 2 - Facilitate the Establishment and Launch of a Co-operative Bank by 2018.					
Objectives	Leader	Key Strategies	Time-frame	KPI/Measures	Resources
Strategic Objective 2.1: Intensify lobbying with key stakeholders (internal and external) in relation to role and importance of establishing a Co-operative Bank.	Sub-C	<ul style="list-style-type: none"> • Identify team of members to be lobby group • Identify key stakeholders to lobby • Establish terms of reference and code of conduct for the team • Meet and agree to key points for discussion/arguments in advance of engagement with stakeholders 	FY 15/16	<ul style="list-style-type: none"> • Team formed • Stakeholders identified • Support obtained from key stakeholders 	<ul style="list-style-type: none"> • Internal HR • Banking Committee • Consult.
Strategic Objective 2.2: Obtain technical advice (business case, legal requirements etc.) for establishment of the bank.	Sub-C	<ul style="list-style-type: none"> • Identify legal entity to advise the League and member co-operatives • Prepare TORs for legal work 	FY 15/16	<ul style="list-style-type: none"> • Legal entity selected • Legal advice received. 	<ul style="list-style-type: none"> • Development Fund & special contributions
Strategic Objective 2.3: Initiate extensive public relations campaign among members to promote and achieve buy-in to the model for Co-operative Bank.	Sub-C	<ul style="list-style-type: none"> • Identify credit unions and other stakeholders who are not in favour of the bank/model • Set up face to face meetings and engage them 	FY 15/16	<ul style="list-style-type: none"> • Schedule of meetings prepared • Meetings held 	<ul style="list-style-type: none"> • Internal HR
Strategic Objective 2.4: Refine the business plan/proposal for the establishment of the Co-operative Bank and present to members for a decision.	Sub-C	<ul style="list-style-type: none"> • Liaise with Consult. re refinement of business plan/business case proposal • Review document to ensure fitness for purpose • Arrange meeting with members to present document for decision-making 	Q2 2016	<ul style="list-style-type: none"> • Completion of document for presentation • Convening of meeting • Go/no-go decision by members 	<ul style="list-style-type: none"> • Consult. • Development Fund & Special Contributions

STRATEGIC GOAL 3 - Enhance Responses to Customer/Member Needs by Reviewing and Enhancing HR Structure of the League					
Strategic Objectives	Leader	Key Strategies	Time-frame	KPI/Measures	Resources
Strategic Objective 3.1: Conduct an audit of the HR structure of the League to determine its effectiveness and identify performance gaps	HR Committee	<ul style="list-style-type: none"> • Develop Terms of Reference for consultancy • Hire specialist to conduct audit • Obtain report with proposals for new HR structure and associated systems 	Q3 FY 15/16	<ul style="list-style-type: none"> • Audit specialist hired • Audit report completed and submitted 	<ul style="list-style-type: none"> • HR consultant • Operating budget
Strategic Objective 3.2: Approve and implement the new structure for HR in the League.	BOD & GM	<ul style="list-style-type: none"> • Audit report submitted to Board for approval • GM to prepare action plan for implementation of new HR structure 	Post Q4 FY 15/16	<ul style="list-style-type: none"> • Audit report approved • HR structure successfully implemented • Enhancement of capacity to meet the needs of members through programmes and services 	<ul style="list-style-type: none"> • Internal HR resources • Operating budget
Strategic Objective 3.3: Monitor and evaluate the effectiveness of the new HR structure.	HR Committee	<ul style="list-style-type: none"> • Systematize a monitoring and evaluation system. • Make changes to address the weaknesses identified. 	Ongoing post Q4 FY 15/16	<ul style="list-style-type: none"> • Positive feedback re new HR structure 	<ul style="list-style-type: none"> • Internal HR resources. • Operating budget

STRATEGIC GOAL 4 - Strengthen the Co-operative Movement by Facilitating Strategic Alliances/Consolidations Among Smaller Credit Unions – and Fostering Greater Co-operation Between Credit Unions and Other Co-operatives.					
Strategic Objectives	Leader	Key Strategies	Time-frame	KPI/Measures	Resources
Strategic Objective 4.1: Provide enhanced assistance to small/medium-sized credit unions in the short term.	GM & T/A Consult.	<ul style="list-style-type: none"> • Determine specific areas that warrant assistance from the League • Identify smaller co-operatives that are most feasible for strategic alliances • Co-op external professional assistance in the process as necessary • Develop & get approval for plan of action for the specific areas of assistance • Roll-out action plan 	Ongoing	<ul style="list-style-type: none"> • Smaller co-operatives for strategic alliances identified • Action plan approved • Action plan implemented successfully 	<ul style="list-style-type: none"> • T/A Consult. • Development Fund & Operating Budget
Strategic Objective 4.2: Provide leadership that facilitates practical and mutually beneficial strategic alliances among smaller credit unions in the long-term.	GM & T/A Consult.	<ul style="list-style-type: none"> • Identify leadership to drive process of facilitating strategic alliances • Provide advocacy, moral suasion and visionary leadership • Engage leadership of targeted smaller co-operatives in meaningful discussions/negotiations • Focus on letting co-operatives know the benefits in forming strategic alliances 	FY 16/17	<ul style="list-style-type: none"> • Leadership identified • Successful advocacy achieved 	<ul style="list-style-type: none"> • Operating Budget • Training Room
Strategic Objective 4.3 Utilise the advocacy and lobbying capability to encourage smaller credit unions to merge operations where possible and feasible.	GM & T/A Consult.	<ul style="list-style-type: none"> • Identify credit unions that would benefit from mergers/consolidations • Document and disseminate the benefits of mergers/consolidations • Where feasible, enlist the support of credit union members/influential persons 	FY 16/17	<ul style="list-style-type: none"> • Successful mergers/consolidations 	<ul style="list-style-type: none"> • Operating budget • Internal HR

STRATEGIC GOAL 4 - Strengthen the Co-operative Movement by Facilitating Strategic Alliances/Consolidations Among Smaller Credit Unions – and Fostering Greater Co-operation Between Credit Unions and Other Co-operatives.					
Strategic Objectives	Leader	Key Strategies	Time-frame	KPI/Measures	Resources
Strategic Objective 4.4 Organise and facilitate meetings between credit unions and other co-operatives	GM	<ul style="list-style-type: none"> • Develop appropriate protocols and submit for approval. • Develop action plans and communicate with credit unions and other co-operatives. 	Q1 FY 16/17 Q2 FY 16/17	<ul style="list-style-type: none"> • Successfully convening meetings. 	<ul style="list-style-type: none"> • Internal HR • Meeting Room
Strategic Objective 4.5 Facilitate discussions between credit unions and other co-operatives to identify initiatives that can be pursued collaboratively.	GM	<ul style="list-style-type: none"> • Organise brain storming sessions to identify initiatives. • Bring leadership of both groups together for informal discussions. • Create Special Purpose Advisory Joint Committee 	Q3 FY 16/17	<ul style="list-style-type: none"> • Identification and prioritization of initiatives for implementation 	<ul style="list-style-type: none"> • Special Purpose Advisory Joint Committee • Internal HR
Strategic Objective 4.6 Create and obtain approval for action plans and implement and monitor agreed decisions/actions.	GM	<ul style="list-style-type: none"> • Implement and monitor agreed decisions/actions 	Ongoing	<ul style="list-style-type: none"> • Successful implementation of decisions/actions 	<ul style="list-style-type: none"> • Project-specific contributions

STRATEGIC GOAL 5 - Diversify the Training Formats and Portfolio of the League to Effectively Assist Credit Unions (Local and Regional) with the Continuous Development of their Staff, Volunteers and Members.					
Strategic Objectives	Leader	Key Strategies	Time-frame	KPI/Measures	Resources
Strategic Objective 5.1: Research, implement and maintain at least one additional training delivery format for each learner set.	TO	<ul style="list-style-type: none"> • Research methodologies to deliver training solutions utilising alternative delivering formats. • Prepare proposal re acquisition of appropriate systems to deliver training solutions via alternative delivery formats. • Acquire and implement new systems to deliver training solutions. • Monitor effectiveness of new systems. 	FY 15/16	<ul style="list-style-type: none"> • Effective implementation of new systems. • New formats delivered to learner sets. 	<ul style="list-style-type: none"> • Legacy ISP resources • Internal HR
Strategic Objective 5.2: Review and revise the existing funding model for the Education Fund and implement the revision.	Finance Committee & TO	<ul style="list-style-type: none"> • Finance Committee to review formula and recommend feasible alternative approach. • Consultation with members to get buy-in. 	FY15/16	<ul style="list-style-type: none"> • Utilisation of revised funding model. 	<ul style="list-style-type: none"> • Internal HR
Strategic Objective 5.3: Generate additional training income to support the education and training activities in the League.	TO	<ul style="list-style-type: none"> • Prepare and implement marketing plan • Deliver training courses • Monitor and evaluate effectiveness of delivery through delivery channels. 	FY 16/17	<ul style="list-style-type: none"> • Effective design and implementation of Marketing Plan • Course registrations and completions 	<ul style="list-style-type: none"> • Education Fund • Course fees

STRATEGIC GOAL 5 - Diversify the Training Formats and Portfolio of the League to Effectively Assist Credit Unions (Local and Regional) with the Continuous Development of their Staff, Volunteers and Members.					
Strategic Objectives	Leader	Key Strategies	Time-frame	KPI/Measures	Resources
Strategic Objective 5.4: Prepare annual action plans and budgets for approval.	TO	<ul style="list-style-type: none"> • Systematize planning and budgeting process 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Timely submission of plans and budgets 	<ul style="list-style-type: none"> • Internal HR

Strategic Goal 6 – Continue the League’s Regional and International Focus and Linkages					
Strategic Objectives	Leader	Key Strategies	Time-frame	KPI/Measures	Resources
Strategic Objective 6.1: Develop specific and documented strategic intent, strategic goals and objectives for the regional & international linkages.	AC & GM	<ul style="list-style-type: none"> • Co-op team to work on strategic documents for regional and international focus • Develop plan including: strategic intent, strategic goals and objectives 	Q2 2016	<ul style="list-style-type: none"> • Team formed • Plan developed 	<ul style="list-style-type: none"> • Internal HR resources
Strategic Objective 6.2: Share strategic intent and action plans with member organizations to get buy-in.	BOD	<ul style="list-style-type: none"> • BOD disseminates plan to member organisations for feedback • Obtain formal approval for plan 	Q2 2016	<ul style="list-style-type: none"> • Plan disseminated to member organisations • Feedback received and analysed 	<ul style="list-style-type: none"> • Internal HR resources
Strategic Objective 6.3: Implement continuous system of internal public relations to keep member organizations informed of importance of maintaining regional and international linkages.	AC & GM	<ul style="list-style-type: none"> • Team refers to the PR professional for advice on promoting among members • Roll out of internal PR Plan 	Ongoing post Q2 2016	<ul style="list-style-type: none"> • Internal PR strategy successfully implemented 	<ul style="list-style-type: none"> • Internal HR resources • PR professional

Strategic Goal 7 – Improved Advocacy/Lobbying re: Current and Emerging Issues with Regulators, Legislators and Public Policy Officialdom					
Strategic Objectives	Leader	Key Strategies	Time-frame	KPI/Measures	Resources
Strategic Objective 7.1: Identify technical resources to advise the Advocacy Committee and prepare their terms of reference.	GM	<ul style="list-style-type: none"> • Network to identify potential candidates to form the main lobby/advocacy team • Recommend team based on competence, character & commitment to the movement • Identify the team leader to carry the vision & mission from among the members • Obtain approval for final team 	Q3 FY 15/16	<ul style="list-style-type: none"> • Team members identified and approved • Team leader identified and supported by team 	<ul style="list-style-type: none"> • Internal HR
Strategic Objective 7.2: Develop a consultation protocol in consultation with regulator.	GM	<ul style="list-style-type: none"> • Research best-practice protocols for consultation • Select the most relevant to Barbados environment • Prepare draft and submit to regulator for review • Amend draft based on feedback from regulator 	Q3 FY 15/16	<ul style="list-style-type: none"> • Best-practices researched • Protocol implemented 	<ul style="list-style-type: none"> • Internal HR resources
Strategic Objective 7.3: Develop advocacy and lobbying strategies.	AC	<ul style="list-style-type: none"> • Draft advocacy and lobbying strategies based on best-practice • Customise strategies to suit needs of Barbados • Utilise the services of PR professional to advise the AC and assist in the implementation of strategies. 	Q3 FY 15/16	<ul style="list-style-type: none"> • Advocacy & lobbying strategies developed 	<ul style="list-style-type: none"> • Internal HR resources • Development Fund

Strategic Goal 7 – Improved Advocacy/Lobbying re: Current and Emerging Issues with Regulators, Legislators and Public Policy Officialdom					
Strategic Objectives	Leader	Key Strategies	Time-frame	KPI/Measures	Resources
Strategic Objective 7.4: Approve recommended strategies and protocol.	BOD	<ul style="list-style-type: none"> • AC prepares documents for submission to Board • Advocacy and lobbying strategies based on best-practice submitted to approval 	Q4 FY 15/16	<ul style="list-style-type: none"> • Advocacy & lobbying strategies approved 	<ul style="list-style-type: none"> • Internal HR resources
Strategic Objective 7.5 – Implement approved Advocacy/Lobbying strategies.	AC & GM	<ul style="list-style-type: none"> • Create team charged with implementation of new advocacy and lobbying strategies • Various stakeholders targeted 	Ongoing post Q4 FY 15/16	<ul style="list-style-type: none"> • Advocacy and lobbying strategies attaining success 	<ul style="list-style-type: none"> • Internal HR resources • Development Fund

Strategic Goal 8 – Further Promote and Expand the Product Offerings of the Central Fund Facility (CFF)					
Strategic Objectives	Leader	Key Strategies	Time-frame	KPI/Measures	Resources
Strategic Objective 8.1 – Promote the CFF among member organisations emphasising the many benefits.	BOT, GM & A/FO	<ul style="list-style-type: none"> • Identify and document all relevant benefits of the CFF in one high quality PR document • Develop strategy to promote the CFF to the various member co-operatives • Implement strategy to promote the CFF 	Q1 FY 15/16	<ul style="list-style-type: none"> • Promotion strategy document prepared • Promotion strategy rolled-out successfully 	<ul style="list-style-type: none"> • Internal HR
Strategic Objective 8.2 – Revisit the current governance structure of the CFF to determine if any changes are necessary.	BOT	<ul style="list-style-type: none"> • Create team to review the CFF governance structure, and give clear TOR • Arrange meetings to discuss governance structure • Seek approval for recommendations 	Q2 & Q3 FY 15/16	<ul style="list-style-type: none"> • CFF governance structure changes approved 	<ul style="list-style-type: none"> • Internal HR • CFFT Operating Budget
Strategic Objective 8.3 - Grow the assets to \$8 million to place the facility in a better position to respond to societies that need liquidity support and financing for projects.	BOT	<ul style="list-style-type: none"> • Roll-out the CFF in full • Place emphasis on growing asset base according to strategies in the CFF proposal document • Monitor implementation process to ensure weaknesses are resolved speedily 	Ongoing	<ul style="list-style-type: none"> • CFF fully rolled-out • Attaining target asset base 	<ul style="list-style-type: none"> • Internal HR

Strategic Goal 9 - Develop Research and Information Mining Capabilities					
Strategic Objectives	Leader	Key Strategies	Time-frame	KPI/Measures	Resources
Strategic Objective 9.1: Examine the options for creating research capacity within the League.	Research Committee	<ul style="list-style-type: none"> • Identify and prioritize the key research needs of the movement • Network and liaise with similar organisations to determine the possible options for building research capacity. • Examine the feasibility of developing strategic partnerships to further the movement's strategic research agenda • Submit proposal to the Board for approval re the building of research capacity within the League. 	Q3 FY 15/16	<ul style="list-style-type: none"> • Feasible options identified • Proposal submitted to the Board for approval. 	<ul style="list-style-type: none"> • Internal HR
Strategic Objective 9.2: Implement decision re roll out of research products and services.	GM	<ul style="list-style-type: none"> • Prepare action plans for roll out of research products and services • Implement action plans 	2016	<ul style="list-style-type: none"> • Roll out of research products 	<ul style="list-style-type: none"> • Development Fund • Special contributions
Strategic Objective 9.3 Monitor and evaluate effectiveness of research offerings.	GM	<ul style="list-style-type: none"> • Develop system to monitor effectiveness of research outputs • Implement monitoring system to address identified weaknesses 	Ongoing	<ul style="list-style-type: none"> • Favourable reviews of research outputs 	<ul style="list-style-type: none"> • Internal HR

LEGEND

AC – Advocacy Committee FC – Finance Committee GM – General Manager A/FO – Accountant/Finance Officer
TO – Training Officer FY – Fiscal Year Sub-C – Sub Committee Consult. – Consultant
T/A – Technical Assistance TOR - Terms of Reference BOT - Board of Trustees