



the Jane Goodall Institute of Canada



**Strategic Plan
2018 - 2020**

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Executive Summary

JGI Canada enters a new Strategic Plan from a position of strength after several years of steady growth, financially and operationally. In 2018, the organization enjoys respect from public and private sector funders, partners, and loyal donors who share our vision for the future of the Institute.

Coming out of the last Strategic Plan, JGI Canada is financially stable – running a surplus budget in the most recent fiscal – with an exceptionally skilled staff in place, an engaged Board of Directors, and a bank of volunteers from varied backgrounds and boasting a range of interests and skillsets.

The Strategic Plan outlined on the following pages lays the groundwork for invigorating every aspect of the organization and ensuring ongoing sustainability so that JGI Canada is increasingly less reliant on the founder to generate revenue and raise awareness of the causes we support. By virtue of our progress toward this goal, we also establish preparedness for the outcome of a global re-branding exercise scheduled to conclude in 2020.

Every element of operations – from program development to stewardship to media outreach and opportunities to demonstrate thought leadership in various sectors (conservation, animal welfare, youth engagement) – is an essential part of the scaffolding that builds an organization that can continue to grow beyond the influence of the founder and establish its place within Canada’s non-profit sector.

To that end, there is particular emphasis in this Strategic Plan on research; evidence-based program delivery; active partnerships; and diversification. Additionally, the plan reflects a sharp focus on greater rigour applied to the monitoring and evaluation of Roots & Shoots initiatives, which in turn will yield results-based reporting to funders and other stakeholders.

With an understanding that JGI Canada intends to diversify both programmatic and funding portfolios, we are creating programs that are scalable, marketable and distinctive. Communications and marketing strategies will make clear links between program areas to better articulate the common goal and vision that holds our range of initiatives together.

This plan is also a response to challenges. Programmatically, Roots & Shoots has been difficult to define and hard to measure for impact, especially community-level impact as required by most funders. In Africa Programs, our largest project is based in Democratic Republic of Congo, one of the most unstable regions in the world.

Operationally, we must prepare for revenue fluctuations resulting from commitments to JGI Global (including the re-brand of JGI), and an eventual end to Jane’s speaking events. Investing staff time in Global operations is another challenge that can strain internal capacity, and a competitive labour market can mean staff turnover.

Aware of these challenges, the 2018-2020 Strategic Plan projects a renewed commitment to results-based management in all program areas; the creation of an increasingly diverse funding portfolio; and innovative paths to reach new audiences and grow profile through online engagement, external presentations and media outreach.

We realize in this plan that we must continue to invest revenue and expertise in JGI Global. JGI's strength lies in high functioning collaboration among chapters if we are truly to make a difference and move closer to realizing Jane Goodall's vision.

Our iconic founder sets JGI apart from other NGOs. Hers is a distinct voice and brand. With increasing importance and urgency, however, JGI Canada will continue to demonstrate that it is unique not only through the protection of chimpanzees but also in giving equal value to conservation/humanitarian projects in Africa and youth outreach in Canada. This Strategic Plan sets out a road map for leadership in each of JGI Canada's key areas and in its role at the international level.

Organizational Description

JGI Canada is part of a broad network of Jane Goodall Institutes around the world, and takes its inspiration from the life and work of Dr. Jane Goodall, the world's most famous primatologist and a renowned environmentalist, conservationist and humanitarian.

Vision

A healthy planet where people make compassionate choices to live sustainably and in harmony with each other, the environment and other animals.

Mission

To understand and protect chimpanzees, other great apes and their habitats, and inspire and empower people to take action to make the world a better place for animals, people and the environment.

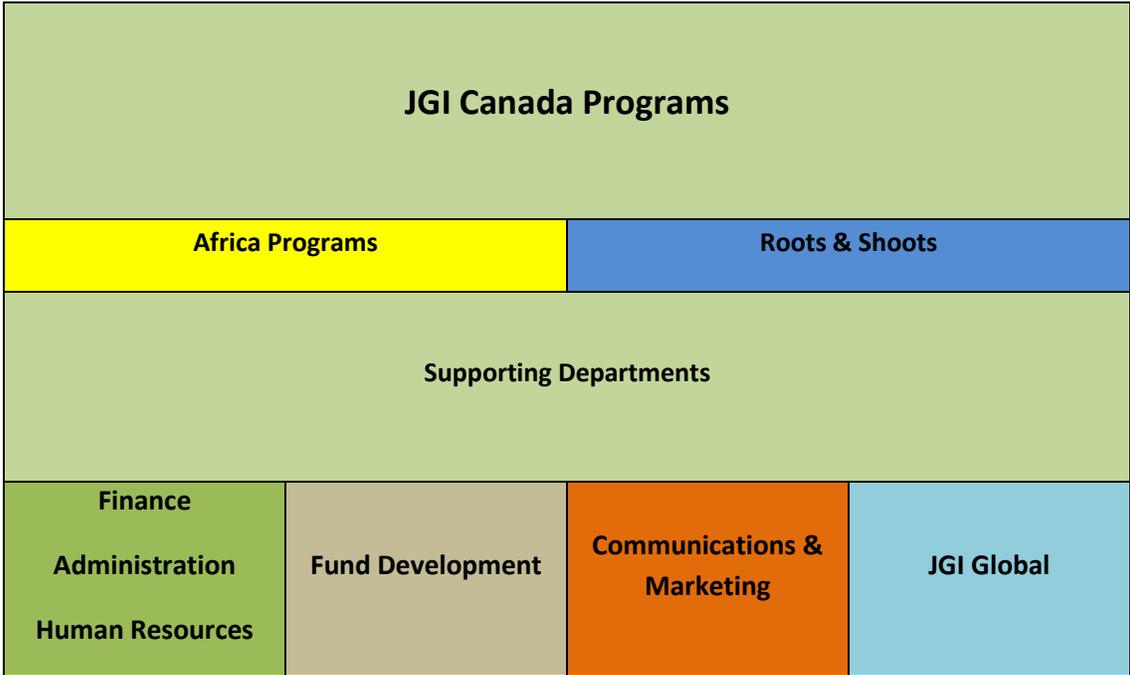
We Believe

Every individual matters and can make a difference – even our small actions, collectively can help to change the world for the better – providing hope for the future of our planet.

Our Values

- We strive to respect, nourish and protect all living things.
- We believe that animals, people and the environment are all interconnected.
- We believe that knowledge leads to understanding, and that understanding will encourage action.
- We believe that being adaptable, open-minded and transparent is essential to our work in a changing world.
- We act with integrity and compassion in all that we do and say.
- We believe in the power of collaboration.

Our Work



Imperative to our work – We:

1. Demonstrate measurable impact

We will develop and monitor key performance indicators (KPIs) to clearly demonstrate the importance and impact of our Africa-based initiatives and the Roots & Shoots program. By combining compelling stories and metrics in program reports we will demonstrate our effectiveness to current and prospective donors and partners, while strengthening our brand and our ability to secure financial support.

2. Ensure JGI Canada's sustainability

We will be prudent and efficient in our use of the Institute's financial and human resources. By continuing to closely monitor expenses we will ensure that spending is in line with board-approved budgets and projected revenues are realized. Before engaging in new or expanding programs, we will consider initiatives that are financially viable and where plans include ongoing, sustainable funding. Staffing levels will be monitored and assessed based on needs to deliver programs, to reach our goals and with consideration for financial resources available.

3. Increase awareness of and support for the Institute and our programs

Robust communications, marketing and fund development plans will generate interest in and greater awareness of JGI Canada and by extension, increase our ability to generate support. Over the next two years we will seek opportunities to increase our participation at externally-focused events and put significant effort into telling the JGI story in print and social media channels.

4. Engage skilled, committed employees, volunteers and partners in our work

We depend on the support of great people and organizations to reach our goals. Our employees, volunteers and partners will have the skills, tools and resources to support our work and in turn, will be committed to the Institute's mission and vision. To attract, steward and retain key staff and volunteers we will continue to seek their input and provide opportunities for their personal growth and development. We will become an Employer of Choice.

5. Work collaboratively with and contribute to JGI Global

JGI is currently considered a global organization and JGI Canada has played, and continues to play a significant role in this network of chapters. In our work we will consider the goals and objectives of JGI Global and ensure that we are aligned with and contributing to the global strategy and direction.

Fiscal 2018-2019

Programs – Goals, Objectives & KPIs

Africa Programs

Goals:

- Increased efforts for the protection of wild chimpanzees and conservation of their habitat in Africa
- Improved welfare of chimpanzees in captivity, including sanctuaries

Objectives:

- Expand community-centered conservation programs, including sustainable livelihoods, to reduce threats to chimpanzees and their habitat.
- Improve the resilience and health of communities in chimpanzee range by empowering women and girls

- Develop evidence-based programming through applied research and technology
- Support sanctuary best practices (Tchimpounga)

Strategy: Use evidence-based Community Centered Conservation to address threats to chimpanzees and their habitat.

Key Performance Indicators:

Community Centered Conservation *DRC-DHF project*

- At least 85% of project output targets are met
- At least 80% of the project's immediate outcomes are met (see PMF¹ for details)
- At least 70% of the project's intermediate outcomes are met (see PMF for details)

Uganda-IAYI project

- At least 80% of project output targets are met
- At least 70% of the project's immediate ²outcomes are met (see PMF for details)

Other AP initiatives

- Funds disbursed based on agreement with JGI US for Tchimpounga and Uganda Environment Education

AP Global Support

- At least 5 Global AP meetings co-chaired
- JGI Canada submitting results aligned to Global AP targets

Strategy: Increase collaboration with academic and research institutions to ensure rigour in program delivery.

Key Performance Indicators:

- 1 searchable research database set up
- At least 2 researchers contacted for potential collaboration

Roots & Shoots

Goals:

- Demonstrated impact of youth making a difference for animals, people and the environment

¹ PMF = Performance Measurement Framework

² IAYI is starting its first year of implementation, so we are focusing on immediate outcomes at this stage.

- Increased engagement of young people in underserved and Indigenous communities

Objectives:

- Support young people to gain knowledge, develop compassion and take meaningful action through JGI-designed campaigns and individual youth-led initiatives
- Enhance existing and develop new partnerships within the education sector and with youth-focused organizations
- Co-create targeted youth-centred programs with key stakeholders from underserved and Indigenous communities

Strategy: Work collaboratively with organizations focused on under-served and indigenous populations.

Key Performance Indicators:

IAYI (R&S component in Canada)

- 100% of IAYI interns trained on R&S methodology
- At least 60% of IAYI youth cohort complete a R&S project

Targeted R&S training programs

- 100 educators (at least 60% from Indigenous/underserved schools) trained on R&S
- 50% of R&S projects carried out by Indigenous/underserved schools

A.P.E Funds

- 50% of APE grants provided to Indigenous / underserved student population
- 500 youth participants in APE fund projects are Indigenous and/or from underserved student population

Strategy: Apply a results-based management approach to Roots & Shoots.

Key Performance Indicators:

- 100% of R&S proposals (CSC, TMMC, etc.) include a Logic Model and linked with a Performance Measurement Framework

Fund Development

Goal: Raise yearly budgeted revenue to ensure long-term sustainability of the organization and effective delivery of JGI Canada’s programs.

Strategy: Increase revenues and diversify funding sources with no single source of revenue contributing more than 60% of total income.

Communications & Marketing

Goal: Reach new audiences, improve stewardship and enhance brand awareness through the growth of JGI Canada's digital profile, ongoing development of a portfolio of marketing materials, and increasing media outreach.

Strategy: Build-out website by introducing new functionality to support programs and revenue generation

Key Performance Indicators:

- Website traffic increases by 15% (from 144K to 165K)
- Visits to Roots & Shoots page increase 15% (2289 to 2,632)

Strategy: Grow digital profile to build online community that includes new supporters

Key Performance Indicators:

- Number of followers/engagement on all platforms increases by 20% (FB followers 28,509 to 34,211; Twitter followers 14,800 to 17,760; Instagram followers 1,200 to 1,440)
- 10% increase in Chimp Guardian donations realized through SM channels (\$9.3K to \$10.3K)
- 5 new videos created in support of each program area and donor stewardship

Strategy: Increase media coverage to reach new audiences and establish thought leadership

Key Performance Indicators:

- Distribute 4 media releases/year
- Minimum 40 media mentions of JGI Canada/year
- Pursue 1 – 2 targeted media outlets in support of program areas
- Publish JGI column in media such as Huffington Post
- 1 – 2 op-eds published/year
- One active media partnership in place

Strategy: Build brand awareness by leveraging opportunities at external-facing events

Key Performance Indicators:

- Grow email database by minimum 10% (21,676 to 23,843)
- CEO and/or program staff speak/present at 3 to 4 new events/year

- Minimum one public campaign with supporting media strategy initiated

Strategy: Improve stewardship by increasing high quality and varied communications with donors

Key Performance Indicators:

- Distribute minimum 6 e-newsletters/year
- Produce Annual Report
- Produce Roots & Shoots Case for Support
- 2 – 3 new foundations and/or corporations are engaged with JGI
- Establish Advisory Council for JGI Canada
- Establish Friends of JGI Canada