

**-STRICTLY CONFIDENTIAL-**

## Private Sector Organizations of Jamaica

## Strategic Plan

**-Draft for Discussion-**

**October 10, 2002**

**Stephen H. Van Houten BA, LLB, ILM**

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## Attachments

- 1 Capabilities Assessment
- 2 Strategic Competencies
- 3 Opportunity Screening Worksheet
- 4 Strategic Assessment Matrix
- 5 Action Planning Worksheet
- 6 Financial Summary
- 7 Business Structure
- 8 Organization Chart

## Bathroom Renovation

	<b>Shanks Plumbing and Heating David Telford 416 481 7215</b>	<b>Tysos Interiors Paul Pittman 416 436 0973</b>	<b>Carick Home Improvement Geno Scopelleti 416 781 6671</b>	<b>Just Bathrooms Mark La Chance 416 781 6671</b>	<b>Remarks</b>
<b>Price</b>	\$17,850.00	\$13,250.00		\$15-20,000	
<b>GST</b>	1,249.50				
<b>Total</b>	19,099.50				
<b>Items Excluded (our cost) est.</b>		Tub- Toilet- Sinks- Fixtures- Tiles-			
<b>Total Cost</b>	<b>\$19,099.50</b>				
<b>Floor</b>	Demolish, replace	Demolish, replace	Replace if needed		
<b>Walls</b>	Demolish, replace	Demolish, replace Concrete board in tub area; Painting included	Demolish, replace Concrete board in tub area		
<b>Tiles</b>	Allow \$2.50/ft. Tub area to ceiling. Not around toilet	We buy. 50 sq. ft- tub 40 sq. ft- walls 30 sq. ft.- floor			
<b>Ceiling</b>	Leave as is?	Demolish and replace	Replace if needed, or drywall over		
<b>Counter</b>	Corian	Corain, granite or marble (our choice); included			
<b>Cabinets</b>	Custom, 3 sets of drawers; Plastic coating	Embossed, vinyl coating			

## **Preface**

This plan has been prepared by the consultant assisting the associations with their proposed initiative.

Although the author has some familiarity with the activities and intentions of the consolidating associations, the plan has not been developed with consistent, direct input from the leaders of the associations involved.

For any plan to be effective requires commitment from those who will be expected to lead the organization and carry out its plans. This can only come from participation in the plan's development. Therefore, this plan can be considered directional only; it is recommended that the volunteer and staff leaders of the consolidating associations review it in depth and amend it to fit their common priorities.

Brainstorming sessions, focus groups, team-based initiatives in research and analysis, Board and Steering Committee discussions and member/ stakeholder input are all ingredients that will contribute to the completion of a plan that enjoys support and commitment and therefore will have the best prospects for successful implementation.



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## **Executive Summary**

Private Sector Organizations of Jamaica (NPSOJ) is the pre-eminent organization representing business in Jamaica.

NPSOJ is the result of the consolidation of the leading business associations in Jamaica: The Private Sector Organization of Jamaica (PSOJ), the Jamaica Exporters' Association (JEA), the Jamaica Bankers Association (JBA), the Jamaica Institute of Bankers (JIOB), the Jamaica Manufacturers' Association (JMA) and the Jamaica Chamber of Commerce (JCC).

The associations forming NPSOJ deliver a range of services to members, including: research, advocacy, public and government relations, education and training, business support, and networking.

The participating associations have agreed to consolidate. They have developed a business structure for the new organization (attached) and for their relationship. The consolidation initiative itself has been designed and implementation is underway. The challenge now is to make the resulting new organization a success in terms of member satisfaction, membership growth, service quality improvement, and financial stability.

### **Value Proposition**

The associations consolidating in the NPSOJ group deliver services that are powerful and distinctive.

No single association in Jamaica has a membership base comparable to that of the consolidated group, nor offers an equivalent range of service in across a wide range of areas.

The NPSOJ group has greater mass, and greater potential impact on government policy, than any single association can provide. Its knowledge base (and that of its members) positions it to create and deliver services of high relevance and value.

The combined capabilities of the consolidating associations create a powerful foundation for delivering education, training, and other services that meet member needs.

### **Strategy Summary**

The core strategies NPSOJ will use to build membership and revenue, to increase influence with government and to strengthen competitiveness are:

- Representing the entire private sector in advocacy on national issues
  - Increase base of member input on issues identification, position development
  - Increase density of representation
  - Increase influence and impact on government
  - Attract new members based on NPSOJ effectiveness and success



- **Combining services of the consolidating associations to increase their scope and reach**
  - Full range of association services available to all members (finance, export, commerce, committee work, training, projects, events, publications)
  - Expand audience for services to total membership, and others
  - Eliminate unnecessary duplication of effort
  - Capitalize, build on systems, staff skills
  - Develop new services and programs
  - Grow revenue stream, strengthen financial base
- **Combining resources to generate cost savings**
  - Share operational, administrative functions and systems (office space, accounting systems, committee support, administrative staff)
  - Reduce total staff headcount
  - Combine, share promotional initiatives
- **Modernizing communication and other technologies**
  - Implement integrated systems for telecom, internet
  - Implement association management, accounting software
- **Increasing staff effectiveness and professionalism, quality of service**
  - Rationalize staff organization to support business structure
  - Appoint new senior managers in key positions
  - Expand training programs in line with new business systems
  - Implement new performance management systems, incent customer service quality

### **Financial Summary**

The main focus of the associations is to represent views of the Jamaican business community through research and advocacy with government officials and agencies. This is the core service for each of them.

In addition, each association is involved in delivering a range of value-added services to members. Education and training is a key service for most of them; it is the fundamental purpose of JIOB. Project management is a growing area for some of the associations. This will continue and accelerate.

## Summary

**Bette Brennan and John Moffatt**

**Married March 12, 1994**

<b>Document</b>	<b>Bette</b>	<b>Shag</b>
Power of Attorney for Personal Care	Dec. 9, 1997 Attorney: Shag Alternate: Rob	Dec. 9, 1997 Attorney: Bette Alternate: Rob
Power of Attorney for Property		Dec 9, 1997 Attorney: Rob
General Power of Attorney (this has now been replaced by the P of A for Property but is still valid)	March 5, 1994 Attorney: Rob	
Will	Dec. 9, 1997  Executor: Rob Alternate: Mary  Beneficiaries: <ul style="list-style-type: none"> <li>• Personal, household effects: Mary</li> <li>• Residue: Mary 1/3 Peter 1/3 Rob 1/3</li> </ul> <p>Note: Rob's share is to be administered by Mary and Steve under a special trust, invested for Rob, income paid to him during his lifetime, then on his death his share is to be divided between Mary and Peter equally</p>	March 23, 1994  Executor: Bette Alternate: Rob  Beneficiary: Bette  If she predeceases him: Mary 1/3 Rob 1/3 Peter 1/3

Revenue growth will be achieved through:

- Membership growth
- Synergies in delivering education and training to the wider audience in all participating associations and other clients
- Synergies in repackaging educational and other services for greater impact
- Improved marketing

Cost savings will be realized through:

- Consolidation of offices
- Consolidation of staff
- Consolidation of operating systems and productivity improvement

Below is a summary of revenue goals for key service lines.

Product/Service	Market Goal	Revenue- J\$ Mils. (2002- net)	Future Plans- J\$ Mils.	
Research, advocacy	Effectiveness drives membership dues	25.3	2003	27.8
			2004 (+ 8%)	30.0
			2005 (+ 5%)	31.5
Education & training	Combine offerings, expand audience	21.1	2003	22.0
			2004 (+10%)	24.2
			2005 (+ 5%)	25.3
Events, publications, other	Rationalize, improve quality	20.5	2003	23.8
			2004 (+ 5%)	25.0
			2005 (+ 5%)	26.2
Project Management	Rationalize, manage better, renew and expand	15.8	2003	15.8
			2004 (+10%)	17.4
			2005 (+ 5%)	18.3
<b>Total</b>		80.8	2003	89.4
			2004	96.6
			2005	101.3

## **Marriage Contract**

**Dated March 9, 1994**

- Takes effect on marriage, during marriage and on any form of marriage breakdown, including death of either. (breakdown does not include institutionalization due to incapacity)
- Contract prevails over family Law Act ( Act essentially says that all property is considered family property and is shared equally)
- Each is financially independent of the other
- Property rights of each determined as if they are unmarried
- No division of property except by ownership (unlike Family Law Act)
  - Property owned separately is individual
  - Property owned jointly is joint
  - Property owned together is held as tenants-in-common
- If one dies, the other may stay in the Matrimonial Home for one year, then it shall be sold and the proceeds divided (the Executor of the one that died may agree with the survivor for a longer period to stay in the Matrimonial Home)
- No financial support rights or obligations on breakdown, and no claims on the other's estate
- In the event of disability requiring medical care, each is responsible for his/her own expenses, and will not seek support from the other.

## **Organization Background**

The PSOJ, JEA, JMA, JCC and JBA-JIOB have agreed that they will consolidate. A Memorandum of Understanding (MOU) has been signed by the associations to signify their intent. PSOJ and JEA announced their appointment of a joint CEO in 2001.

Over the past several months, consulting support and staff work have been carried out on a number of fronts in preparation for implementation.

With support from the CPEC program, funded by CIDA, organizational assessments have been carried out in PSOJ, JBA, JIOB, JEA, JMA and JCC, membership matrices have been constructed, financial analyses and projections prepared, information systems analyzed, recommendations made regarding corporate form and structure, and implementation plans developed. A proposal to CPEC for further support for implementation of the consolidation was prepared and submitted. This proposal was accepted earlier this year, and USAID has also agreed to share in supporting the project. JEA relocated its office to the newly renovated PSOJ office in summer 2002. JCC moved its office to the JMA office location in spring 2002, and those two associations have been sharing staff and other resources since that time.

A consolidation Steering Committee of Presidents and other leading representatives of the participating associations has been established. It has met several times in recent months and will continue to lead the process on behalf of the participating associations.

The participating associations are all incorporated bodies and exist as companies limited by guarantee. They do not have share capital or shareholders, but instead have members that for the most part are companies, individuals or associations. There is a small number of public bodies that are members as well.

### **Vision**

The NPSOJ will be Jamaica's leading business network, committed to strengthening national economic competitiveness and social well being.

We will do this by:

- Effectively influencing government policy
- Delivering customer-driven services of superior quality and value to our members
- Strengthening our workers' skills and our members' market share
- Opening our organization to active member involvement
- Fostering a culture of teamwork, creativity, responsiveness and professionalism

By accomplishing these goals we will earn our reputation for excellence and innovation in all that we do.

## Summary

**Bette Brennan and John Moffatt**

**Married March 12, 1994**

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## **Guiding Principles**

The consolidating associations have agreed that:

- They will maintain their individual identities
- They will continue to provide services to members
- Their Boards will decide policy on issues affecting their associations
- The NPSOJ will provide operations and systems for the group, employ the staff, and will collect revenues and incur expenses necessary to run the operation
- The NPSOJ Board will articulate positions on “macro”, national issues

## **Capabilities and Competencies**

The consolidating associations each have distinct competitive profiles. Nevertheless, they share a number of significant characteristics that will shape the new organization and its performance.

All have recognized names and reputations for advocacy, networking and member service, built over years of effort on behalf of their members. Each has a good sense of the issues members face and their business needs.

Some functions in various associations are carried out efficiently and generate a good level of member satisfaction. Others are not as well managed, and do not yield desired market or financial results.

Most of the associations suffer from a degree of financial fragility or weakness. This negatively affects operating performance and the ability to deliver quality service.

All have poor technology and management systems. This reduces productivity and responsiveness.

None has a proper human resource system or strategy. Thus, staff development, succession planning and professionalism suffer.

None of the associations in the group operates with a strong commercial sense or business approach to service and program delivery.

It will be critical to take effective measures to capitalize on these strengths, and to overcome current weaknesses in order to capitalize on opportunities that are developed and to avoid threats to success being realized wherever possible. The consolidation will generate efficiencies and scale that will magnify market strength in areas such as education and training, committee work, specific member services and advocacy. Internal efficiencies will reduce overheads and operating costs. Substantial ongoing investment in people (hiring, training, development) will be made over a period of several years as the consolidated organization takes shape. All of these actions will help to strengthen the customer's perception of the value of membership and services offered.

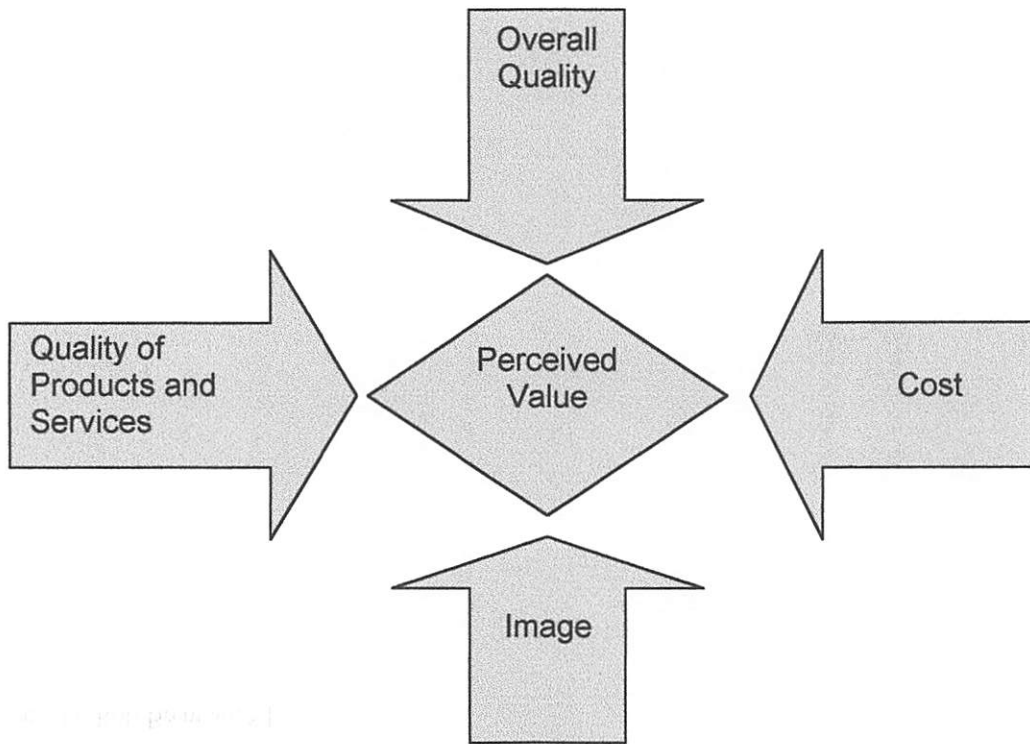
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**Dated March 9, 1994**

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- No financial support rights or obligations on breakdown, and no claims on the other's estate
- In the event of disability requiring medical care, each is responsible for his/her own expenses, and will not seek support from the other.



## Perceived Value



September 15, 2002

well as minimizing tax and other costs when the time comes. It is for this purpose that I suggested contacting you, and Rob agreed. We would appreciate your advice and recommendations in this connection.

In particular we wonder if there are any methods to deal with the condominium that would avoid potential probate and other costs, while delaying the need to clear it out for immediate sale. This is not the most convenient time for us to sell it, if other options are practical. Rob suggested for example that perhaps it could be transferred to joint ownership with the 3 children (Peter, Rob and Mary). Your thoughts on this or other options would be appreciated.

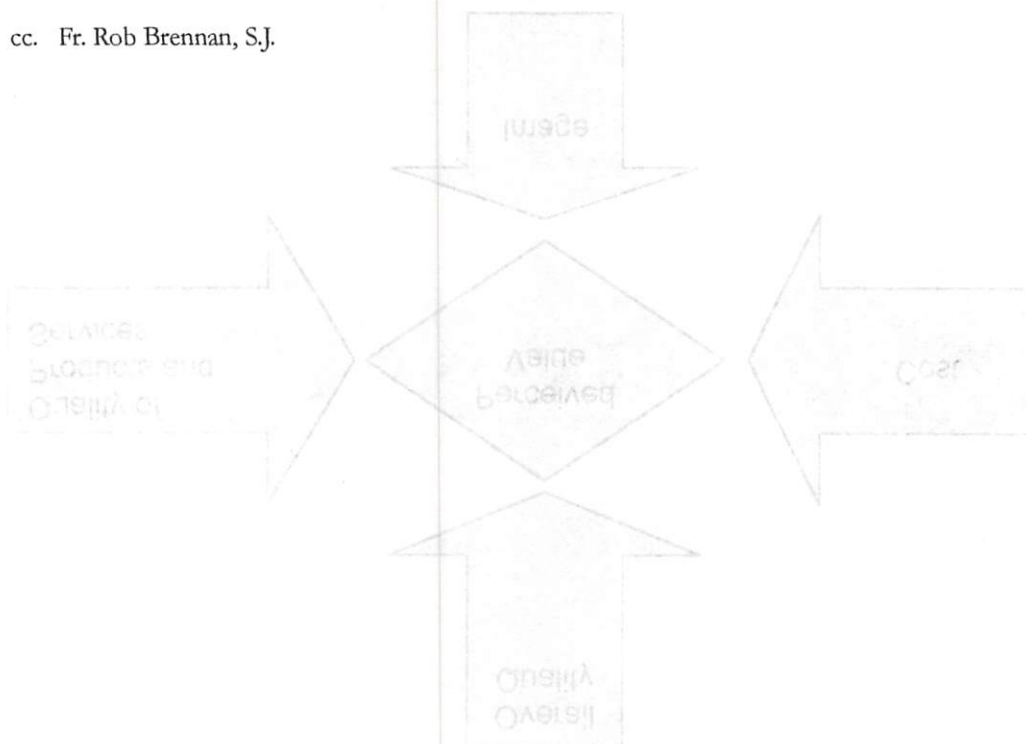
Rob now resides at the Jesuit community in Winnipeg. You can reach him there by telephone at 1-204-477-1755. His email address is [brennanr@istar.ca](mailto:brennanr@istar.ca). He is your client in this matter and will make needed decisions.

We all thank you in advance for your advice.

Sincerely,

Steve Van Houten

cc. Fr. Rob Brennan, S.J.



Perceived Value

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## SWOT Matrix

Each of the consolidating associations exhibits its own characteristics. The strengths and weaknesses of the group as a whole, and the opportunities and threats associated with them, are indicated below.

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Reputations of consolidating associations</li> <li>• Strong sector focus, brand recognition among associations</li> <li>• Wide array of member services</li> <li>• Adequate staff resources</li> <li>• Significant financial resources</li> </ul>	<ul style="list-style-type: none"> <li>• Increase influence, impact on government</li> <li>• Grow membership</li> <li>• Rationalize, combine, expand for greater participation, higher profits</li> <li>• Empower staff more effectively</li> <li>• Renew staff through new hires</li> <li>• Train in new systems</li> <li>• Invest in future programs, reduce costs and dues</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>• Poor financial, administrative systems</li> <li>• Low market share</li> <li>• Unclear NPSOJ- association relationships</li> <li>• Uncertainties re. staff- Board- association relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to modernize, integrate effectively</li> <li>• Failure to attract new members</li> <li>• Economic downturn</li> <li>• Inability to establish effective governance model, operating methods</li> <li>• Inter-association jealousy, competition</li> </ul>

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TORONTO, ONTARIO  
CANADA  
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September 15, 2002

M. Steven Gray  
Armel Gray  
390 Bay Street  
Toronto, Ontario

Dear Steven:

This is to follow up on our telephone conversation last Friday concerning Beatrice (Bette) Brennan and John (Shag) Moffatt.

Attached for your information are copies of the following:

- Summary of marriage contract, wills and powers of attorney
- Summary of their financial position
- Powers of Attorney for Bette and John (property and personal care)
- Wills of Bette and John
- Marriage contract
- Deed to condominium, held as tenants in common

Bette and John are each 82 years old. They were married in 1994, having each been widowed for a number of years previously.

Bette is my mother in law. She has three children: Peter (age 60, married with 4 children); Robert (57, a Jesuit priest... you spoke to Rob on the phone last Friday); and Mary (50, my wife, we have 3 children). John has no children.

Rob has power of attorney: Mary and I have been helping him to organize and handle financial arrangements for them, particularly since he lives out of town.

Bette and John's main asset is their condominium, probably worth \$850-900,000 currently. They each have private and government pension income sufficient to pay all of their expenses.

John has been in George Hees residence at Sunnybrook (the veterans' nursing home) since early August. He has Veterans' Affairs Canada pension income that fully offsets the cost of this. He suffers from dementia and will remain there for the rest of his life. Bette has been in Sunnybrook Hospital for one month with a broken hip, and has a number of other serious illnesses. She will not be able to return home either, but is expected to move to a nursing home for long term care after her hospitalization is over. Their income will certainly be adequate to meet the costs of their continuing care. Their health conditions must be considered quite fragile. Neither of them will be able to live at home again.

Rob and I, as well as Mary and Peter, have discussed estate planning issues for the two of them. We all want to arrange their affairs in a way that will be most effective in meeting their ongoing care needs, as

**Determinants of Association Service Quality**

There are a number of factors affecting the perception of association quality by members and prospective members. NPSOJ and the consolidating associations will strive to excel in them. Key attributes to be measured include:

1. Understanding the Member as Customer and Owner- make the effort
2. Communication- talk, and listen, to them in their language
3. Credibility- honesty, trustworthiness
4. Reliability- deliver on promises
5. Responsiveness- willingness to help
6. Competence- required knowledge, skills
7. Access- approachability
8. Courtesy- respect, consideration
9. Security- freedom from risk or doubt
10. Tangibles- appearance of facilities, personnel, communication materials

**Product/Service Positioning**

A number of conditions are necessary for NPSOJ's success. Some are external, others internal in orientation. The organization will focus its efforts on achieving them in 2003. Doing so will require concentrated effort and significant investment.

<b>External</b>		
<b>Product/Service</b>	<b>Positioning Statement</b>	<b>Success Factors</b>
Research, advocacy	Effectively influence government thinking and action on national issues, achieving results beneficial to the private sector	Quickly establishing credibility and influence of NPSOJ Effective public relations Early successes
Education & training	Deliver an expanding range of relevant, innovative programming to the whole membership and to the broader private sector	Successful combination of resources, programs of associations Launch Training Services Unit
Events, publications, other	Deliver timely, relevant service to specific sectors	Maintain sector focus and participation Increased staff productivity New marketing strategies and materials
Project Management	Deliver unique, relevant services that build member competitiveness	Identify and secure relevant new projects  Package market and deliver efficiently
<b>Internal</b>		
<b>Area/Function</b>	<b>Positioning Statement</b>	<b>Success Factors</b>
Staff	Develop a dedicated team of qualified professionals	Sound hiring, effective training Rational work distribution Teamwork, open communication
Systems	Implement modern technologies to increase member responsiveness and staff productivity	The right choices in software and management processes Flexibility to deliver custom service menus
Governance	Establish clear relationships that build organizational confidence and member service	Consensus among leadership Commitment to member service as top priority

### **Competitive Advantage**

NPSOJ and the associations offer many strategic advantages as a service provider for private sector firms in Jamaica. It is a unique grouping of major business organizations that are themselves prominent and influential in Jamaican society. Coming together in the consolidation, they represent a larger segment of the Jamaican private sector than any other association. This density of representation adds greatly to NPSOJ's potential for influence and impact.

The consolidating associations enjoy a high degree of member participation and leadership in the development of policy positions on important issues. They all have extensive networks of committees on important issues, and their volunteers are a great source of knowledge and intelligence on the needs and priorities of the membership broadly and the private sector overall. This intelligence effectively informs the development of policy positions that are relevant, and solutions that are practical and effective.

Staff support for research and advocacy work is greater in NPSOJ than in any other business association in Jamaica. Professional staff strength will be augmented further in the coming months, with new executive and professional staff in business services, economic research, training and project management, sector support, and other areas.

The associations each offer a wide array of value added services to members, beyond research and advocacy. They are all involved in training and education, ranging from seminars and short courses on topical issues, to the MBA program delivered by JIOB. Each association now delivers programs primarily to its own membership. This will continue. With consolidation however, the target audience will broaden to include the entire membership, as well as non-members, greatly expanding revenue potential. Similarly, education/ training subjects will be combined and expanded, and new programs developed, further improving customer responsiveness.

As a group, the consolidating associations have substantial expertise in the development and delivery of education and training programs. This strength is most focused in JIOB. JIOB will be the foundation in the NPSOJ group for a new Training Services Unit. The TSU will have a mandate to organize and deliver relevant training programs to the larger membership and other groups, to do so profitably, and to continually expand its offerings to maintain and grow market appeal.

Combining the resources of the associations will facilitate implementation of modern, professional systems for member communication, event management, committee support, web site management, and other areas. This will greatly enhance professionalism, customer responsiveness and productivity within the staff.

The consolidation will yield operational and cost advantages in many areas of the organization—such as accounting, administrative support, office maintenance and other services. These will be translated into reductions in membership dues over time. Bringing the staffs together in one location facilitates productivity and teamwork. Facilities renovations and equipment installations completed and planned at 39 Hope Road improve the professional work environment substantially.

## **Planning Assumptions**

To make consistent progress, an organization must constantly anticipate and assess the implications of the strategic factors likely to affect its ability to succeed. This process of building foresight about the future will help NPSOJ constantly recalibrate its view of the relevant future and provide a basis upon which to update the strategic plan annually. Annual review of the following assumption statements is an appropriate way to ensure the ongoing relevance of the strategic plan. Many of these assumptions represent critical uncertainties whose implications will need to be monitored in order for NPSOJ to plan effective responses and anticipate evolving needs.

### **Values**

- Members will want greater responsiveness from their associations and more results-driven interactions.
- Members will be more concerned with “what’s in it for me” and therefore less loyal to specific associations.
- People will place a greater value on time (personal time, work time, professional enhancement time). In order to remain loyal, associations must maximize the value of the time members spend.
- Members’ desire to pick and choose their own profile of services will result in mass customization. Associations such as those consolidating here need to (a) offer menus of services and benefits, (b) avoid increasing dues for inflation, and (c) build products for individual members. However, there is no way of predicting how this will look.

### **Culture**

- Association members will expect delivery vehicles to be what they want and when and where they want them (which will vary according to the service).
- It will become more critical for associations to build up their image as membership loyalty dissolves.
- There will be increased competition from inter-net companies as well as from unexpected sources for traditional association products and services, for example, from for-profit organizations, and government bodies. There is uncertainty about where the competition will come from and the nature of it.
- The lines between not-for-profit organizations and for-profit organizations will continue to blur.
- Members will want options to how they purchase services and programs, and one-stop shopping opportunities will increase.
- Organizations will need to be technology-driven to keep up with their members.



- It will be increasingly important for associations to adopt a culture of agility in order to anticipate and address increasing pace of change.

### **Economic Climate**

- An increasingly competitive environment will drive members to look to their associations to help them succeed; the unique value of NPSOJ services and activities will attract new members.
- Qualified and quality workers will be difficult to find, particularly for associations—requiring NPSOJ to provide a broader range of staff training.
- Associations must continue to take advantage of opportunities for international collaboration. FTAA will increase global exposure and competitive pressure, but will open opportunities for NPSOJ to collaborate.
- Associations like NPSOJ will be increasingly subject to the ups and downs and demands of a global economy, especially since associations tend to be “under-resourced.”

### **Knowledge**

- Through an objective process mechanism, associations like NPSOJ will need to become validators and distillers of information.
- Members will expect NPSOJ and the consolidating associations to become knowledge distributors as part of their core business; that is, the associations will be portals to the global body of knowledge of their members’ focus.
- There will be an increased need to educate the workforce on knowledge brokering.
- How resources are organized within associations will be different.

### **Technology**

- In order to be successful in the future, associations will need to invest heavily in technology.
- Associations will need to make critical choices more frequently about emerging technologies on behalf of their members and will face financial constraints as they enter changing technology life cycles.

**Staff and Volunteer Workforces**

- Associations like those consolidating in Jamaica will be compelled to do a lot more for their staffs: Offer better salaries, improve their technology, attract a professional workforce, spend more on recruitment, offer more flexible work options, promote the professionalism of staff, and attract the best and brightest in the workforce.
- The consolidating associations and NPSOJ will need to have greater accountability, expectations, and performance systems.
- Organizations' staff will need to make more strategic and not just tactical choices in allocating their resources.
- Associations will outsource those things that are not strategic, both core and non-core functions, resulting in a reduced central staff.

## **Market Overview**

Together, the consolidating associations represent a net constituency of approximately 720 members, over 600 of which are commercial enterprises.

The total number of commercial enterprises in Jamaica that could be potential members of an association in the group was estimated in the year 2000 at some 8,700 firms or businesses. This may be a conservative estimate. Excluding hotels and tourism-related businesses would reduce the target market to perhaps 6,000. Thus, the NPSOJ group represents only about 10% of the target market at present. This is a low market share, and there is clearly room for very substantial expansion.

Our ability to achieve this expansion will be dependent on building a reputation for delivery of quality service that builds competitiveness in areas that are seen by the marketplace as valuable and important. This is a difficult hurdle, but the benefits of consolidation position NPSOJ and the participating associations to attract new members far better than before.

New and improved services, effective marketing, improved productivity, and favourable pricing will be key to organizational expansion.

The target market for the consolidating associations is the private business sector of Jamaica, including such sectors as: manufacturing, exporting, importing, commerce and trade, technology, communications, business services, financial institutions, the extractive and agro-processing sectors, crafts, and others. Particular focus will be given to firms of medium and larger size, where dues revenue and fees for provision of service are likely to be highest. Relatively less attention will be paid to the tourism/ hotel sector, where JHTA is the leading association and is not part of the consolidating group.

Economic conditions in Jamaica generally are not strongly favourable to business expansion here.

The Jamaican economy grew 1.7 percent in 2001 following the marginal 0.8 percent growth in calendar 2000. The recovery in GDP growth comes following four consecutive years of decline precipitated in part by the financial crisis of 1996. However, long-term growth has been hampered by consistently high real interest rates, a high level of crime and violence, a decline in competitiveness and some structural rigidity. The unemployment rate fell 1 percent to 15 percent at the end of 2001. The cost of servicing an expanding public debt (132.8 percent of GDP at end-March 2002) poses significant fiscal challenges for the Government.

The Government has been successful in maintaining single digit inflation since 1997, largely through tight monetary policy and by preventing a rapid nominal depreciation of the exchange rate. However, Jamaica's exports have contracted every year for the past five years, reflecting weak performances in both the traditional and non-traditional export sectors. Rising imports (mainly food and capital goods) since 1998/99, combined with a slowdown in tourism receipts and increased investment income outflows, resulted in a widening of the external current account deficit from 3 percent of GDP in 1998/99 to about 8.6 percent of GDP in 2001/02

Key economic indicators are indicated below:

## Market Overview

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Economic conditions in Jamaica generally are not strongly favorable to business expansion here.

The Jamaican economy grew 4.7 percent in 2004 following the marginal 0.3 percent growth in calendar 2003. The recovery in GDP growth comes following four consecutive years of decline precipitated in part by the financial crisis of 1998. However, long-term growth has been hampered by consistently high real interest rates, a high level of crime and violence, a decline in competitiveness and some structural rigidity. The unemployment rate fell 1 percent to 18 percent at the end of 2004. The cost of new and an existing public debt (132.8 percent of GDP at end-March 2005) poses significant financial challenges for the Government.

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Key economic indicators are indicated below.

	2001	2000	1999	1998	1997
Population (Mils.)	2.61	2.59	2.58	2.56	2.54
GDP (\$ Mils.)	358.0	329.2	294.1	273.4	258.0
GDP/capita (\$)	137.2	126.8	113.9	106.7	101.6
GDP Growth (%)	1.7	0.7	-0.4	-0.3	-1.7
Inflation (%)	7.0	8.2	6.0	8.7	9.7
Net Savings (\$000s)	16.3	16.5	14.5	14.4	16.4
Loan rates (%- Overall weighted)	19.46	22.12	24.64	30.08	31.93
Exchange rate (J\$:US)	46.19	43.32	39.33	36.68	35.59
Trade Balance (US\$ Mils.)	-2,081	-1,925	-1,644	-1,612	-1,625
Unemployment Rate (%)	15.0	15.5	15.7	15.5	16.5

Sources: Statistical Institute of Jamaica, Bank of Jamaica, Planning Institute of Jamaica

The outlook for economic performance in Jamaica is moderate. According to the Economist Intelligence Unit, the rate of GDP growth has slowed in 2002, as consumer demand remains sluggish and the major goods export sectors continue to struggle. GDP growth will remain muted in 2002, at just over 1%. In 2003, economic activity should accelerate, aided by construction growth, a stronger recovery in major export sectors, including tourism and agriculture, and increased private investment inflows.

The Ministry of Finance and Planning has a GDP target of 2-4% for the current fiscal year. Inflation is projected to moderate to 5.0% in 2002, and to 4.0% and 3.0% in 2003 and 2004, respectively.

In these circumstances, the market for new membership, being the bulk of the Jamaican private sector, is not expected to grow rapidly over the medium term. Thus it will be necessary for the associations to gain most of their membership in the plan period through increases in market share, rather than by enjoying substantial expansion of the market itself. Over time, as Jamaica's economic performance improves, this situation may change and market expansion will become a larger component of the NPSOJ expansion strategy.

It is realistic to expect that the consolidating associations will increase their aggregate market share significantly in the next several years. Development and delivery of new products and services, combining existing services for greater scope and mass, as well as improved marketing and packaging, should enable the associations to build credibility and customer loyalty.

One of the highest potential areas to mine in expanding service delivery and revenue in the short term is the other associations in the consolidation group. Each association will

be able to market its programming to the members of the other associations' members. As programming is combined, improved and repackaged, our reputation as a high quality source of value-added services will add additional market reach. Over time, this will add to the appeal of membership.

### Target Market Description

Product/Service Area	Market Segment	Sources of Revenue	2003 J\$ Mils	2004	2005
Research and advocacy	Med.- large firms in all sectors	Membership dues	27.8	30.0	31.5
Publications, seminars, events and missions	Current members Members in other consolidating associations Prospective members	Fees for service	6.2	6.5	6.8
Training and education, incl. MBA	Financial institution members Members in other consolidating associations Prospective members	Tuition Fees for service	22.0	24.2	25.2
Export Services	Export sector members Prospective export sector members Members and prospects in export-related/support fields	Fees for service	2.2	2.3	2.5
Project Management	All members Prospective members	Management fees  Interest differential recovery	15.8	17.4	18.3
Other	All members Prospective members	Various	15.4	16.2	17.0
<b>Total</b>			89.4	96.6	101.3

### **Purchase Criteria**

Association membership is a discretionary expense for members and potential members— membership is not essential to doing business. Therefore, associations face the challenge of developing products and services, including advocacy, that are seen by firms to be of strategic importance and impact to them, compelling their financial support and personal participation.

The cost of association membership is a real concern. It is one of the forces driving the consolidation initiative. Cost efficiencies and productivity improvements generated by the consolidation will yield cost savings over time.

Many members of all of the associations consider effective advocacy a very high priority. Each association is moderately effective now; the consolidation itself will heighten awareness of the importance of the private sector and establish a more favourable climate for the associations to press their positions vigorously. The powerful branding associated with the new organization will command immediate influence.

Other services offered by the associations are of varying quality and strategic importance. They will be strengthened where necessary to ensure market appeal for members and profitability for the associations. These include training and education, seminars and courses, events and missions.

Projects managed by the associations under contract with donors and sponsors will be a growing part of the service array offered to members. They are not all well packaged and marketed now. This will be corrected as they are brought under the supervision of new executive management. All such projects must have the potential to generate member satisfaction and association profitability if they are to be maintained.

There is no current best practice concerning association dues and user-pay pricing. Members will pay for what they value- for what gives practical benefit to them. A low cost program and service strategy generally does not work in creating value for members. It is preferred to take the high road, creating and delivering quality. This will require appropriate funding, both through annual dues and user-pay funding for services.

## **Product/ Service Overview**

The major services and products offered by the consolidating associations are listed in the table below.

One major service to members offered by the associations is advocacy on public issues of importance to the business community in Jamaica. These include national issues of concern to all businesses in Jamaica and to the economy and society as a whole, such as crime reduction. Those national "macro" issues will be dealt with by NPSOJ itself. The interested associations will deal with advocacy concerning issues of particular interest to their sectors and members. It has been agreed that participating associations will continue to develop policy and positions independently, and it is acknowledged that their positions may be different, and even in conflict.

The analyses, positions and reports prepared at present are generally developed with involvement by volunteer committees and supported by staff. They are of satisfactory quality in many areas, but sometimes lack thorough objective economic analysis and substance. This can impair their persuasive impact and over time reduce organizational credibility. We plan to reorganize and augment staff in the Business Services area to strengthen analytical and advocacy capacity. This will be done in late 2002 and early 2003.

We will combine policy committees where appropriate to better deploy volunteer effort and to bring more of the member resources available to bear on issues. We will complete planned committee restructuring in late 2002. It is expected that there will be a substantial reduction in the number of committees, but that the areas covered now will all be covered after the consolidation is completed.

Advocacy work also creates opportunities to produce publications for sale, and events to launch or support them. These create revenue opportunities as well.

Seminars, events and missions are significant sources of revenue. In addition, they help to generate positive publicity for the associations. However, duplication of effort here causes market fatigue, as is the case with advocacy and committee work. Consolidation may not increase revenue from this source in the short term, but eliminating unwanted duplication will reduce fatigue and dissatisfaction, thus protecting short-term revenue, maintaining this income source for the longer term, and perhaps freeing up member contributions for other purposes valuable to the associations.

Training and education services are important services in the associations, and contribute significant revenues. However, they under perform their potential by a significant margin. The associations' programs often compete against one another: staff and other resources are divided and not used to best effect; conflicting/competing content confuses the market and reduces attendance; complementary content is not harnessed; opportunities to solidify and strengthen offerings are not generated.

JIOB is especially well equipped, skilled and experienced in delivering effective training and education to high volumes of participants. They also under perform potential in terms of full cost recovery. In addition, their core market in the financial services sector is close to saturation. Expansion of JIOB efforts into other content areas and other market



groups will help them to generate higher satisfaction levels and profits. JIOB will form the core of a new Training Services Unit (TSU) within the NPSOJ.

Export services include providing "in-firm" support and technical advice, certificates of origin, holding export related events, carrying out special studies and reports, and organizing missions and fairs. This area of service works effectively for JEA, and yields very good satisfaction levels. Our plan is to maintain this work and to expand its reach to members that are not JEA members in the pre-consolidation period. This will provide opportunities for moderate revenue growth in the short term. As membership grows over time, higher levels of additional income may be generated.

Project management, like training services, is an important and growing area of work for most of the participating associations. It generates member satisfaction, revenue, and income. Services offered range from training/ skills development, to cluster promotion, to policy analysis in trade and environment.

Project management has a commercial aspect that is aligned with the business approach to be brought to training and education in the TSU. Therefore it will be organized into a PM Unit, and will be overseen by the same staff Director as the TSU. This will help the group to identify and develop new projects that meet member and association criteria.

A project of particular importance is the World Bank lending program at JEA. It provides an excellent income stream, and is of significant value to participating firms. It will continue to be an important project for the next several years. It requires dedicated attention, and will have dedicated staff devoted to its operation.

### **Products and Services**

<b>Product/Service Name</b>	<b>Description</b>
Research and advocacy	<ul style="list-style-type: none"> <li>• Economic research and analysis</li> <li>• Publications and reports</li> <li>• Development of policy positions on key issues, national, sectoral and specific</li> <li>• Advocacy with government officials, the media, other groups and the public</li> </ul>
Seminars, events and missions	<ul style="list-style-type: none"> <li>• Seminars on topical issues</li> <li>• Luncheons, awards programs and other events</li> <li>• Trade missions and fairs</li> </ul>
Training and education	<ul style="list-style-type: none"> <li>• Short courses on subjects of sector or broader business interest</li> <li>• MBA program</li> </ul>
Export Services	<ul style="list-style-type: none"> <li>• Market studies and reports</li> <li>• Certificates of origin</li> <li>• In-firm support services</li> </ul>

Project Management	<ul style="list-style-type: none"> <li>• Sponsored projects in fields of interest to sectors, e.g.               <ul style="list-style-type: none"> <li>○ JCCP (cluster development)</li> <li>○ CPEC (training)</li> <li>○ Conference Board (business analysis)</li> <li>○ Briefing Room (international trade)</li> <li>○ BCE (trade and environment)</li> </ul> </li> <li>• Loan interest subvention</li> </ul>
Other	<ul style="list-style-type: none"> <li>• Miscellaneous services and other income</li> </ul>

## **Business Strategy**

Our overall business strategy is aimed at fulfilling our Vision for NPSOJ and the consolidating associations.

This historic initiative gives us an unprecedented opportunity to gain credibility, improve our service performance, grow our business volume and membership base.

We expect that the consolidation will create great interest in the Jamaican business community. This attention creates opportunity for us, but only if we are well prepared to take advantage of it in a systematic, aggressive way. The private sector in Jamaica is looking to our associations for leadership on issues of importance to them, and our success in demonstrating leadership by effectively consolidating and then delivering results will do much to raise our credibility and reputations.

To capture these opportunities it is important that we press forward in the short term with high impact initiatives to gain currency in the minds of members, prospects, government leaders and the public. Immediate positive impact and early "wins" in advocacy and service delivery will provide needed demonstrations of the benefits of the consolidation, the power of its members, and the value of participation. This will provide a foundation for attracting new participating associations into the group in future, and for effective recruitment of new members.

We plan to integrate our staffs, management systems and programs over the first six months of consolidation. Committees will be integrated early in the process. Establishment of the Training Services Unit and Project Management Unit will take place in spring 2003. This integration is intended to facilitate application of skills to wider member constituencies, and to reduce duplication of effort where appropriate. However, it is an important principle that services now valued and enjoyed by members will continue to be delivered.

New projects and revenue-generating services will be sought out aggressively by the PMU. All projects and services will be operated on a full cost recovery basis, with a surplus for NPSOJ. A project evaluation matrix is attached.

We will also undertake a sustained program of marketing.... for our advocacy, our value-added services, and for our training and project deliverables. This will support member recruitment efforts and will generate revenue and income in its own right. This effort will be multi-faceted, focused on NPSOJ and the participating association, and using indirect and direct methods to generate exposure, recognition and support.

From an organization/culture standpoint, it is important that NPSOJ establish and build a more service and customer- oriented focus. Each association has its own culture and expectations; this will remain so. They will continue to want to ensure that their members are well and appropriately served. The NPSOJ office and staff organization must develop a culture and competencies that will meet the diverse needs of the members of the participating associations. Their focus must be service. This will require a significant paradigm shift for the NPSOJ organization.

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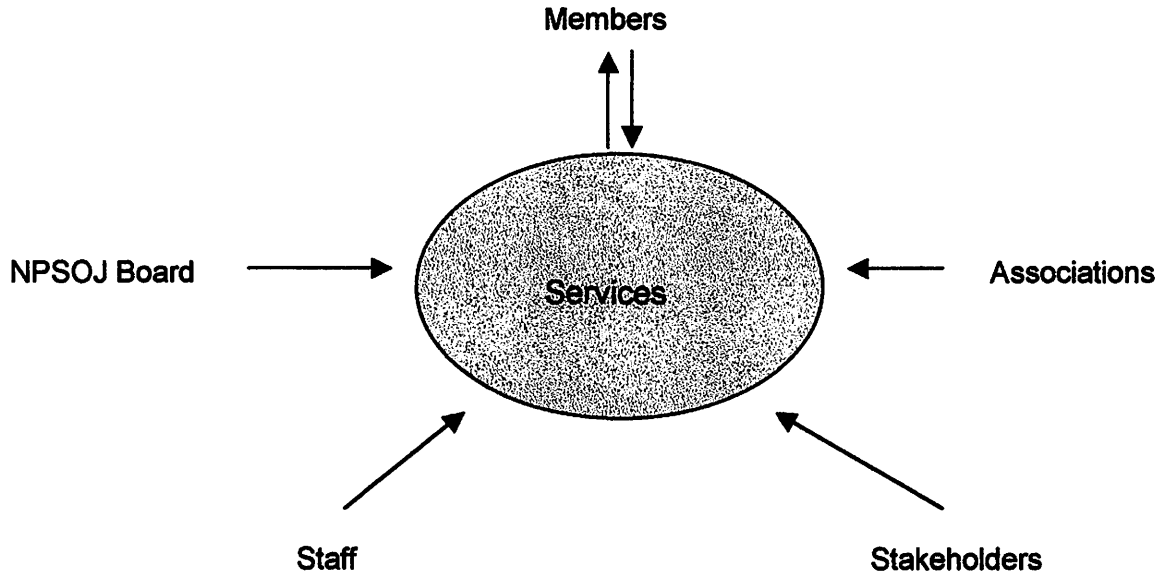
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From an organizational standpoint, it is important that NPSCJ establish and solidify a more service and customer-oriented focus. Each association has its own culture and expectations; this will remain so. They will continue to want to ensure that their members are well and appropriately served. The NPSCJ office and staff organization must develop a culture and competencies that will meet the diverse needs of the members of the participating associations. Their focus must be service. This will require a significant paradigm shift for the NPSCJ organization.

**Desired Focus**

Our overall strategies are based on the Vision for NPSOJ and the associations. Specific business strategies are aligned with these and are indicated below.

Vision Element/ Major Strategies	Specific Business Strategies
<p><b>Effectively influence government policy</b></p> <p><b>Open our organization to active member involvement</b></p> <p>Represent the entire private sector in advocacy on national issues</p>	<ul style="list-style-type: none"> <li>○ Increase, improve member input on issues identification, position development</li> <li>○ Increase visibility, credibility and favourable resolution of issues affecting members</li> <li>○ Focus on increasing density of representation               <ul style="list-style-type: none"> <li>▪ Retention</li> <li>▪ Recruitment</li> </ul> </li> </ul>

<b>Vision Element/ Major Strategies</b>	<b>Specific Business Strategies</b>
<p><b>Deliver customer-driven services of superior quality and value to our members</b></p> <p><b>Open our organization to active member involvement</b></p> <p>Combine services of the consolidating associations to increase their scope and reach</p>	<ul style="list-style-type: none"> <li>○ Expand audience for services to total membership, and beyond</li> <li>○ Rationalize, eliminate unnecessary duplication</li> <li>○ Develop new services and programs</li> <li>○ Grow revenue stream, strengthen financial base</li> <li>○ Open NPSOJ to participation by additional associations</li> <li>○ Increase member satisfaction</li> </ul>
<p><b>Delivering customer-driven services of superior quality and value to our members</b></p> <p>Combine resources to generate cost savings</p>	<ul style="list-style-type: none"> <li>○ Share operational, administrative functions and systems (office space, accounting systems, administrative staff)</li> </ul>
<p><b>Strengthen our workers' skills and our members' market share</b></p> <p><b>Foster a culture of teamwork, creativity, responsiveness and professionalism</b></p> <p>Modernize communication and other technologies</p>	<ul style="list-style-type: none"> <li>○ Implement integrated systems for telecom, internet, management systems</li> </ul>
<p><b>Foster a culture of teamwork, creativity, responsiveness and professionalism</b></p> <p>Increase staff effectiveness</p>	<ul style="list-style-type: none"> <li>○ Rationalize staff organization to support business structure</li> </ul>

## Business Strategies and Major Initiatives

Business Strategy	Major Initiatives	Goal	Timing
<b>Represent the entire private sector in advocacy on national issues</b>			
Increase, improve member input on issues identification, position development	Restructure, combine member policy committees		Nov 02
	Hold member roundtables to gather ideas	Monthly in 2003	Start Jan 03
	Member issues survey	2 in 2003, annual thereafter	Start Mar 03
Increase visibility, credibility and favourable resolution of issues affecting members	Complete research, advocacy staffing	Complete hiring, appointments	Jan 03
	Meet Ministers to introduce NPSOJ	Meet all in 2003	Jun 03
	Prepare and release major new reports on key issues	4 per year	Nov 03
Focus on increasing density of representation <ul style="list-style-type: none"> <li>Retention</li> <li>Recruitment</li> </ul>	Staff/ boards/committee chairs meet all current members in 2003 to explain benefits of consolidation, new dues schedule	Retain all current members	Jul 03
	Attract new members based on NPSOJ benefits	10% gain- 2003	Dec 03
		8% gain- 2004	Dec 04
	<ul style="list-style-type: none"> <li>New marketing materials</li> </ul>	5% gain- 2005	Dec 05
	<ul style="list-style-type: none"> <li>Media campaigns</li> </ul>		Ongoing
	<ul style="list-style-type: none"> <li>Member-to-member calls, visits</li> </ul>		
	<ul style="list-style-type: none"> <li>NPSOJ Symposium, Open Houses</li> </ul>		
	<ul style="list-style-type: none"> <li>Publicity re advocacy positions</li> </ul>		
	<ul style="list-style-type: none"> <li>Repackaged services, events</li> </ul>		
	<ul style="list-style-type: none"> <li>Stronger Project marketing</li> </ul>		

Business Strategy	Major Initiatives	Goal	Timing
<b>Combine services of the consolidating associations to increase their scope and reach</b>			
Expand audience for services to total membership, and beyond	Inventory, rationalize and open full range of association services to all members	All services identified, sorted	Feb 03
	Eliminate unnecessary duplication	Rationalize duplicates	Mar 03
	Develop marketing plan, communication, web strategy, repackage offerings	Plan approved	Apr 03
		Materials, marketing initiatives in place	Jun 03
		New services launched	Ongoing
	Increase breadth, depth, and speed of the creation, distillation and dissemination of knowledge		Ongoing
			Ongoing
Grow revenue stream, strengthen financial performance	Integrate operation of training services	Establish, launch TSU	Apr 03
		Complete TSU business plan	May 03
	Integrate operation of project management services	Establish, launch PMU	Apr 03
		Complete PMU business plan	May 03





Business Strategy	Major Initiatives	Goal	Timing
<b>Increase staff effectiveness</b>			
Reorganize staff to support business structure	Finalize structure, identify and appoint staff	Complete staff organization	Jan 03
	Implement new performance management systems, incent customer service quality	Systems installed, staff trained	Jan 03
Expand training programs in line with new business systems	Association management training	Workshop held	Nov 02
	Communication, teamwork, change management training	Workshop held	Nov 02
	Training in new equipment and systems	All staff trained in relevant systems	Feb 03
	Training in job skills	3 days/ year per employee	Ongoing

### Marketing Strategy

Key marketing goals are indicated above. Management will develop a separate marketing plan for NPSOJ early in 2003.

Some preliminary ideas for brainstorming sessions include the following:

- Hold welcome meetings for new members; make them feel at home, tell them what NPSOJ and the associations are doing, ask them to get involved.
- Hold "Town Hall" meetings designed primarily to generate awareness of NPSOJ activities and seek input for future initiatives.
- Launch an email/fax Bulletin system to inform members. Make them one-issue, one-page briefings, issued on a real-time basis. Do this instead of a periodic print newsletter, to save money and increase timeliness.
- Establish a member-hosted plant tour program, where groups of members can visit other members to learn about their processes, issues and concerns. Exclude visitors that compete with or are from the same sector as the host if necessary, to encourage openness and to give visitors fresh ideas.
- Give members brief position statements on key policy issues and encourage them to use them in their own discussions with government officials.

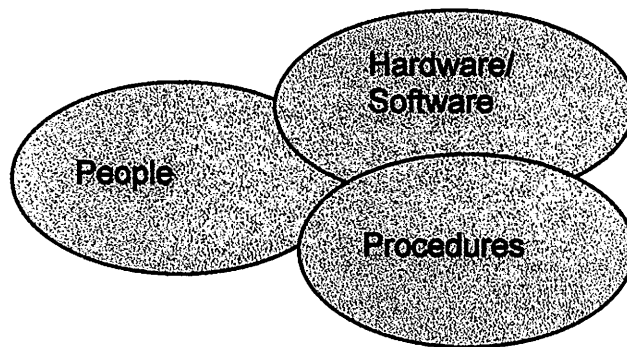
- **Require the CEO to make a specified number of member visits each month. This can be extended to other executive staff as well.**
- **Develop and use a simple costing analysis sheet for all planned events and new service opportunities, so staff will have a good understanding of the financial implications of new initiatives.**
- **Prepare a simple, clear “Membership Value” sheet for prospective and current members. Quantify the value of each training program, lobbying success, lobbying initiatives underway, and other association services. The total should-- must-- exceed the price of membership.**
- **Give members a commission for recruiting new members**
- **Launch a “member-adopt-a-member” mentorship program.**
- **Give new recruits something to do: invite them to join and work for a cause, not just an association-- follow up; create a sense of urgency.**
- **Set up a “Good News” bell, or room, or page on the NPSOJ website, to celebrate successes of any and every kind, large or small. The key is to ring it often, to generate enthusiasm and positive energy.**
- **Brainstorm more ideas often.**

## Organization and Management Team

The staffs of the participating associations will be consolidated into the NPSOJ. This provides significant opportunity to reduce duplication, increase specialization of function, increase quality and teamwork, and reduce total cost. Our challenge will be to manage human resource issues in a way that will maximize job satisfaction and performance, increasing the probability of success in achieving these gains.

At the same time, substantial new management systems have been installed and are being installed now. This represents a further training and skills development challenge, and raises new issues concerning system integration.

### The System Trinity



## Organization Structure

An organization structure for the staff has been prepared and is attached.

The organization proposed here structures the staff of the consolidated organization into three major groups under the CEO: Operations; Business Services; and, Training Services and Project Management. These groupings reflect the major areas of work in the organization. A senior executive, reporting directly to the CEO, would lead each of these groups. It should be a key goal of the organization to establish a structure that is focussed heavily on members and provision of services to members. Major categories of services should be grouped together to promote clarity of roles for staff, and to facilitate efficient service delivery to members, the paying customers of the organization.

In the new organization, training & education and project management stand out as distinct, major areas of current member service and future growth potential. Each of the consolidating associations does considerable work in these areas now, as noted earlier in this report. In a consolidated organization, the opportunity to achieve synergy and to

expand the market reach for these services is very great. Membership expansion can also be expected as a result of better packaging and delivery.

To ensure that the best service possible is delivered now, and to capture the opportunities for future growth and revenues, it is intended that these areas be organized into distinct units that will have direct management and individual business plans.

Other member services, such as advocacy, economic research and analysis, sector support and networking activities, should be brought together in a grouping that will facilitate cooperation, work sharing, and teamwork. This will ensure improved service packaging and efficient delivery.

Training and Project Management are of great importance to the consolidating associations. Each of them is involved in these activities in different combinations and with different emphases. For each of them, these areas of activity provide very important streams of revenue that contribute greatly to financial stability and viability. Each of them finds that these functions constitute important means of delivering value-added, essential to securing and maintaining membership satisfaction and loyalty. It is proposed that these two areas be structured as Business Units, having separate budgets, profitability targets and market expansion goals. They should be run on a more businesslike basis than has been the case previously, on a fully costed basis.

All training and education functions in the organization should be part of the new Training Services Unit—TSU. This includes long programs like the JIOB MBA program, through shorter courses and workshops offered by all of the associations. The work activities and staff skill set requirements in these services are similar—curriculum development, trainer identification and brokering, audience recruitment and marketing, program registration, logistics and administration. Bringing these activities together will enable improved efficiency, more professional customer service, and staff skill enhancement.

Goals for this Unit should deal with attendance levels, new program development targets, profitability and audience satisfaction.

The Project Management Unit should be established for similar reasons—financial importance to the associations and service content for members.

The PMU will focus not only on managing current projects, but also on developing new ones that meet financial and service targets. Unit goals should cover profitability, new projects secured, member participation and satisfaction. Potential new projects will be evaluated based on whether their content is valuable to members and supports the Vision; whether they are offered to members at competitive/favourable pricing; and whether they have satisfactory income potential for the associations. A new opportunity screening worksheet to assist in this evaluation is attached.

Operations includes the internal financial and administrative functions to be carried out by the organization, including internal support services such as information technology and maintenance services. This area is essential to the effective functioning of the association, and for proper stewardship of its assets, but for the most part it is not the area of work that provides services to members.

<b>P</b>	<b>Victoria</b>	<b>50</b>	<b>100</b>	<b>160</b>	<b>310</b>	<b>62</b>	<b>372</b>
<b>Sierra Leone - Currency; leone</b>							
<b>C</b>	<b>Freetown</b>	<b>15000</b>	<b>19000</b>	<b>31000</b>	<b>65000</b>	<b>20800</b>	<b>85800</b>
<b>P</b>	<b>Freetown</b>	<b>15000</b>	<b>19000</b>	<b>31000</b>	<b>65000</b>	<b>13000</b>	<b>78000</b>
<b>C</b>	<b>Other</b>	<b>12000</b>	<b>15200</b>	<b>24800</b>	<b>52000</b>	<b>16640</b>	<b>68640</b>
<b>P</b>	<b>Other</b>	<b>12000</b>	<b>15200</b>	<b>24800</b>	<b>52000</b>	<b>10400</b>	<b>62400</b>
<b>Singapore - Currency; dollar (S). NOTE: One Rate For Country</b>							
<b>C</b>	<b>Singapore</b>	<b>19</b>	<b>33</b>	<b>45</b>	<b>97</b>	<b>31</b>	<b>128</b>
<b>P</b>	<b>Singapore</b>	<b>19</b>	<b>33</b>	<b>45</b>	<b>97</b>	<b>19</b>	<b>116</b>
<b>Slovakia - Currency; koruna</b>							
<b>C</b>	<b>Bratislava</b>	<b>300</b>	<b>500</b>	<b>600</b>	<b>1400</b>	<b>448</b>	<b>1848</b>
<b>P</b>	<b>Bratislava</b>	<b>300</b>	<b>500</b>	<b>600</b>	<b>1400</b>	<b>280</b>	<b>1680</b>
<b>C</b>	<b>Other</b>	<b>240</b>	<b>400</b>	<b>480</b>	<b>1120</b>	<b>358</b>	<b>1478</b>
<b>P</b>	<b>Other</b>	<b>240</b>	<b>400</b>	<b>480</b>	<b>1120</b>	<b>224</b>	<b>1344</b>
<b>Slovenia - Currency; dollar (US)</b>							
<b>C</b>	<b>Ljubljana</b>	<b>*</b>	<b>11.00</b>	<b>16.00</b>	<b>27.00</b>	<b>10.80</b>	<b>37.80</b>
<b>P</b>	<b>Ljubljana</b>	<b>*</b>	<b>11.00</b>	<b>16.00</b>	<b>27.00</b>	<b>6.75</b>	<b>33.75</b>
<b>C</b>	<b>Other</b>	<b>*</b>	<b>8.80</b>	<b>12.80</b>	<b>21.60</b>	<b>8.64</b>	<b>30.24</b>
<b>P</b>	<b>Other</b>	<b>*</b>	<b>8.80</b>	<b>12.80</b>	<b>21.60</b>	<b>5.40</b>	<b>27.00</b>
<b>Solomon Islands - Currency; dollar (SI). NOTE: One Rate For Country</b>							
<b>C</b>	<b>Honiara</b>	<b>25</b>	<b>50</b>	<b>75</b>	<b>150</b>	<b>48</b>	<b>198</b>
<b>P</b>	<b>Honiara</b>	<b>25</b>	<b>50</b>	<b>75</b>	<b>150</b>	<b>30</b>	<b>180</b>
<b>Somalia - Currency; schilling. NOTE: One Rate For Country</b>							
<b>C</b>	<b>Mogadiscio</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>40.00%</b>	<b>*</b>
<b>P</b>	<b>Mogadiscio</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>25.00%</b>	<b>*</b>
<b>South Africa - Currency; rand</b>							
<b>C</b>	<b>Cape Town</b>	<b>50.00</b>	<b>70.00</b>	<b>90.00</b>	<b>210.00</b>	<b>67.20</b>	<b>277.20</b>
<b>P</b>	<b>Cape Town</b>	<b>50.00</b>	<b>70.00</b>	<b>90.00</b>	<b>210.00</b>	<b>42.00</b>	<b>252.00</b>
<b>C</b>	<b>Durban</b>	<b>65.00</b>	<b>75.00</b>	<b>90.00</b>	<b>230.00</b>	<b>73.60</b>	<b>303.60</b>
<b>P</b>	<b>Durban</b>	<b>65.00</b>	<b>75.00</b>	<b>90.00</b>	<b>230.00</b>	<b>46.00</b>	<b>276.00</b>
<b>C</b>	<b>Johannesburg</b>	<b>50.00</b>	<b>65.00</b>	<b>90.00</b>	<b>205.00</b>	<b>65.60</b>	<b>270.60</b>
<b>P</b>	<b>Johannesburg</b>	<b>50.00</b>	<b>65.00</b>	<b>90.00</b>	<b>205.00</b>	<b>41.00</b>	<b>246.00</b>
<b>C</b>	<b>Pretoria</b>	<b>28.00</b>	<b>52.00</b>	<b>73.00</b>	<b>153.00</b>	<b>48.96</b>	<b>201.96</b>
<b>P</b>	<b>Pretoria</b>	<b>28.00</b>	<b>52.00</b>	<b>73.00</b>	<b>153.00</b>	<b>30.60</b>	<b>183.60</b>
<b>C</b>	<b>Other</b>	<b>22.40</b>	<b>41.60</b>	<b>58.40</b>	<b>122.40</b>	<b>39.17</b>	<b>161.57</b>

## **Skills and Performance Development**

With consolidation, there will be new people on staff, people in new assignments, new groupings and teams, and new systems and responsibilities. For many, the consolidation will also represent a change of work location and organizational culture.

This degree of change has the potential to cause great stress and anxiety for staff. A number of factors must be brought to bear to deal with this situation. These include:

- Clear commitment to success by Boards and volunteers
- Strong, supportive leadership from the CEO and executive staff
- Effective training for all employees in newly installed equipment and systems
- Training in change management, communication skills and teamwork
- Effective performance management initiatives and systems
- Performance- based incentive compensation
- Ongoing training in job skills

These factors fall into three main categories: leadership; training; performance management.

Leadership is the responsibility of the Chairman of NPSOJ, the Boards of Directors of the associations, as well as the CEO and executive team. Many of them will participate in a workshop in modern association management practice, to build awareness of trends and issues, and to focus on customer service and professional management skills. This will take place in 2002. Further leadership skills development will be provided if required. The leadership group will also be strengthened by participation in change management, teamwork and communication skills.

Training of staff will be extensive throughout the plan period.

Staff, with leadership, will receive training in association management practices, communication, change management and teamwork. They will also be trained in the use of the new systems being installed in the NPSOJ. Areas covered will include the new telecom system; accounting system; loan management software; and association management software. This training will be delivered, often by software vendors, as new systems are installed and implemented. Training in the new performance management system will be delivered to all staff in 2002 and early 2003.

Ongoing training in job skills will be required throughout the plan period. It is proposed that all staff receive, on average, at least three days job-related training per year. Training needs will be identified and updated on a continuing basis, and training plans will be developed each year based on these requirements. Budgets will be developed accordingly. One method to reduce the cost of this level of training will be to add staff to relevant training programs that are developed and offered to members.

	<b>Rwanda - Currency; franc (R)</b>					
C	Kigali	*	7400	10000	17400	24360
P	Kigali	*	7400	10000	17400	21750
C	Other	*	5920	8000	13920	19488
P	Other	*	5920	8000	13920	17400

[Top]

<b>C = Commercial Accommodation</b>							
<b>P = Non-commercial Accommodation</b>							
<b>* = Actual and reasonable expenses. Receipts required.</b>							
	Country City	Meal allowances				Incidental expense allowance	GRAND TOTAL (taxes included)
		Breakfast	Lunch	Dinner	Meal Total		
<b>Samoa - Currency; tala. NOTE: One Rate For Country</b>							
C	Apia	15.00	27.00	40.00	82.00	26.24	108.24
P	Apia	15.00	27.00	40.00	82.00	16.40	98.40
<b>San Marino - Currency; euro. NOTE: One Rate For Country</b>							
C	San Marino	*	*	*	*	40.00%	*
P	San Marino	*	*	*	*	25.00%	*
<b>Sao Tomé and Príncipe - Currency; dollar (US). NOTE: One Rate For Country</b>							
C	Sao Tomé	9.00	18.00	24.00	51.00	16.32	67.32
P	Sao Tomé	9.00	18.00	24.00	51.00	10.20	61.20
<b>Saudi Arabia - Currency; riyal (S)</b>							
C	Jeddah	60	75	120	255	82	337
P	Jeddah	60	75	120	255	51	306
C	Riyadh	65	95	120	280	90	370
P	Riyadh	65	95	120	280	56	336
C	Other	52	76	96	224	72	296
P	Other	52	76	96	224	45	269
<b>Senegal - Currency; franc (CFA)</b>							
C	Dakar	9000	11000	14000	34000	10880	44880
P	Dakar	9000	11000	14000	34000	6800	40800
C	Other	7200	8800	11200	27200	8704	35904
P	Other	7200	8800	11200	27200	5440	32640
<b>Seychelles - Currency; rupee (SEY). NOTE: One Rate For Country</b>							
C	Victoria	50	100	160	310	99	409



Performance management is another critical component of the NPSOJ human resource strategy. None of the consolidating associations has a complete, working PM system. This will be corrected in the consolidation. Job descriptions for every position in the NPSOJ staff organization chart have been prepared. Position competency summaries have been built into them.

The performance management system is based on assessment of these competencies and the attainment of objectives discussed and agreed by each employee and his/her supervisor. It includes regular written performance appraisals, and provides a basis for performance improvement and skills development. This ties into the training programs that are implemented over time by NPSOJ.

As well, the system provides for monetary compensation for attaining and exceeding objectives. The incentive plan will be subject to approved budget allocations.

P	Other / Azores	9.18	13.57	19.95	42.70	8.54	51.24
<b>Puerto Rico - Currency; dollar (US). NOTE: One Rate For Country</b>							
C	San Juan	8.50	22.00	26.00	56.50	18.08	74.58
P	San Juan	8.50	22.00	26.00	56.50	11.30	67.80

[Top]

<b>C = Commercial Accommodation</b> <b>P = Non-commercial Accommodation</b> <b>* = Actual and reasonable expenses. Receipts required.</b>							
	Country City	Meal allowances				Incidental expense allowance	GRAND TOTAL (taxes included)
		Breakfast	Lunch	Dinner	Meal Total		
<b>Qatar - Currency; riyal (Q). NOTE: One Rate For Country</b>							
C	Doha	66.00	85.00	118.00	269.00	86.08	355.08
P	Doha	66.00	85.00	118.00	269.00	53.80	322.80

[Top]

<b>C = Commercial Accommodation</b> <b>P = Non-commercial Accommodation</b> <b>* = Actual and reasonable expenses. Receipts required.</b>							
	Country City	Meal allowances				Incidental expense allowance	GRAND TOTAL (taxes included)
		Breakfast	Lunch	Dinner	Meal Total		
<b>Réunion - Currency; euro. NOTE: One Rate For Country</b>							
C	Saint-Denis	*	*	*	*	40.00%	*
P	Saint-Denis	*	*	*	*	25.00%	*
<b>Romania - Currency; dollar (US)</b>							
C	Bucharest	6.00	13.00	20.00	39.00	12.48	51.48
P	Bucharest	6.00	13.00	20.00	39.00	7.80	46.80
C	Other	4.80	10.40	16.00	31.20	9.98	41.18
P	Other	4.80	10.40	16.00	31.20	6.24	37.44
<b>Russia - Currency; dollar (US)</b>							
C	Moscow	22.00	22.00	40.00	84.00	26.88	110.88
P	Moscow	22.00	22.00	40.00	84.00	16.80	100.80
C	St. Petersburg	18.00	35.00	50.00	103.00	32.96	135.96
P	St. Petersburg	18.00	35.00	50.00	103.00	20.60	123.60
C	Other	17.60	17.60	32.00	67.20	21.50	88.70
P	Other	17.60	17.60	32.00	67.20	13.44	80.64

## **Attachments**

- 1 Capabilities Assessment**
- 2 Strategic Competencies**
- 3 Opportunity Screening Worksheet**
- 4 Strategic Assessment Matrix**
- 5 Action Planning Worksheet**
- 6 Financial Summary- 2003**
- 7 Business Structure**
- 8 Organization Chart**

<b>P</b>	<b>Panama City</b>	8.00	15.00	23.00	46.00	9.20	55.20
<b>C</b>	<b>Other</b>	6.40	12.00	18.40	36.80	11.78	48.58
<b>P</b>	<b>Other</b>	6.40	12.00	18.40	36.80	7.36	44.16
<b>Papua-New Guinea - Currency; kina</b>							
<b>C</b>	<b>Port Moresby</b>	15.00	28.00	39.00	82.00	26.24	108.24
<b>P</b>	<b>Port Moresby</b>	15.00	28.00	39.00	82.00	16.40	98.40
<b>C</b>	<b>Other</b>	12.00	22.40	31.20	65.60	20.99	86.59
<b>P</b>	<b>Other</b>	12.00	22.40	31.20	65.60	13.12	78.72
<b>Paraguay - Currency; guarani</b>							
<b>C</b>	<b>Asuncion</b>	*	34000	43000	77000	30800	107800
<b>P</b>	<b>Asuncion</b>	*	34000	43000	77000	19250	96250
<b>C</b>	<b>Other</b>	*	27200	34400	61600	24640	86240
<b>P</b>	<b>Other</b>	*	27200	34400	61600	15400	77000
<b>Peru - Currency; dollar (CDN)</b>							
<b>C</b>	<b>Lima</b>	16.00	20.00	30.00	66.00	21.12	87.12
<b>P</b>	<b>Lima</b>	16.00	20.00	30.00	66.00	13.20	79.20
<b>C</b>	<b>Other</b>	12.80	16.00	24.00	52.80	16.90	69.70
<b>P</b>	<b>Other</b>	12.80	16.00	24.00	52.80	10.56	63.36
<b>Philippines - Currency; peso (P)</b>							
<b>C</b>	<b>Manila</b>	470	465	740	1675	536	2211
<b>P</b>	<b>Manila</b>	470	465	740	1675	335	2010
<b>C</b>	<b>Other</b>	376	372	592	1340	429	1769
<b>P</b>	<b>Other</b>	376	372	592	1340	268	1608
<b>Pitcairn Islands - Currency; dollar (NZ). NOTE: One Rate For Country</b>							
<b>C</b>	<b>Adamstown</b>	*	*	*	*	40.00%	*
<b>P</b>	<b>Adamstown</b>	*	*	*	*	25.00%	*
<b>Poland - Currency; dollar (US)</b>							
<b>C</b>	<b>Warsaw</b>	5.50	13.00	22.00	40.50	12.96	53.46
<b>P</b>	<b>Warsaw</b>	5.50	13.00	22.00	40.50	8.10	48.60
<b>C</b>	<b>Other</b>	4.40	10.40	17.60	32.40	10.37	42.77
<b>P</b>	<b>Other</b>	4.40	10.40	17.60	32.40	6.48	38.88
<b>Portugal - Currency; euro</b>							
<b>C</b>	<b>Lisbon</b>	11.47	16.96	24.94	53.37	17.08	70.45
<b>P</b>	<b>Lisbon</b>	11.47	16.96	24.94	53.37	10.67	64.04
<b>C</b>	<b>Other / Azores</b>	9.18	13.57	19.95	42.70	13.66	56.36

## 1 CAPABILITIES ASSESSMENT

Strengths

Importance

Performance

Weaknesses

## 2 STRATEGIC COMPETENCIES

### Skills, Processes, Knowledge

A   B   C   D

### Current Strategic Competencies

<u>Candidate Strategic Competencies</u>	<u>Value to Customer</u>	<u>Differentiation from Competition</u>	<u>Difficulty to Copy</u>
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A.

B.

C.

D.

## Treasury Board of Canada Secretariat

## Appendix D - Allowances - Module 4 Effective October 1, 2002

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

\* Reasonable and justifiable expenses. Receipts required.

- Private non-commercial accommodation
- Meals
- Incidental expenses

C = Commercial Accommodation P = Non-commercial Accommodation * = Actual and reasonable expenses. Receipts required.							
	Country City	Meal allowances				Incidental expense allowance	GRAND TOTAL (taxes included)
		Breakfast	Lunch	Dinner	Meal Total		
	Oman - Currency; sul rial (Oman)						
C	Muscat	4.00	8.50	11.50	24.00	7.68	31.68
P	Muscat	4.00	8.50	11.50	24.00	4.80	28.80
C	Other	3.20	6.80	9.20	19.20	6.14	25.34
P	Other	3.20	6.80	9.20	19.20	3.84	23.04

[Top]

C = Commercial Accommodation P = Non-commercial Accommodation * = Actual and reasonable expenses. Receipts required.							
	Country City	Meal allowances				Incidental expense allowance	GRAND TOTAL (taxes included)
		Breakfast	Lunch	Dinner	Meal Total		
	Pakistan - Currency; rupee (PK)						
C	Islamabad	160	400	525	1085	347	1432
P	Islamabad	160	400	525	1085	217	1302
C	Karachi	*	440	570	1010	404	1414
P	Karachi	*	440	570	1010	253	1263
C	Lahore	235	510	575	1320	422	1742
P	Lahore	235	510	575	1320	264	1584
C	Other	128	320	420	868	278	1146
P	Other	128	320	420	868	174	1042
	Panama - Currency; dollar (US)						
C	Panama City	8.00	15.00	23.00	46.00	14.72	60.72

### **3 OPPORTUNITY SCREENING WORKSHEET**

**What is the Opportunity?**

**What is the Market Need to Be Served?**

**What Is (Are) the Market(s) to Be Served?**

**Is the Opportunity Compatible with Our Strategic Focus? Strategic Competencies?  
Mission Statement?**

**How Is the Market Need Currently Being Met?**

**What Product/Package Improvements Are Needed/Desired by Market?**

**Can We Be Cost Competitive?**

**Have We the Necessary Management Capability and Capacity?**

**Can We Handle the Technology?**

**Can We Handle the Operations?**

**Can We Handle the Marketing? Do We Have Appropriate Distribution Channels?**

**Can We Handle the Financing?**

**What Is the Current Size of the Market? Is it too Large or too Small?**

**Is There a Competitive Opening? How Must We Position Offering to Obtain Entry?**

**Is There a Reasonable Basis for a Competitive Advantage for us? What Strategic  
Competencies Are Involved?**

**Is There Potential for Specialty Status for Us? Which Features or Benefits Will  
Command a Premium?**



P	Düsseldorf	*	20.00	29.00	49.00	12.25	61.25
C	Munich	*	15.34	24.54	39.88	15.95	55.83
P	Munich	*	15.34	24.54	39.88	9.97	49.85
C	Other	*	11.46	24.95	36.41	14.56	50.97
P	Other	*	11.46	24.95	36.41	9.10	43.24
<b>Ghana - Currency; cedi</b>							
C	Accra	*	117500	140000	257500	103000	360500
P	Accra	*	117500	140000	257500	64375	321875
C	Other	*	94000	112000	206000	82400	288400
P	Other	*	94000	112000	206000	51500	257500
<b>Gibraltar - Currency; pound. NOTE: One Rate For Country</b>							
C	Gibraltar	*	*	*	*	40.00%	*
P	Gibraltar	*	*	*	*	25.00%	*
<b>Greece - Currency; euro</b>							
C	Athens	12.00	19.00	25.00	56.00	17.92	73.92
P	Athens	12.00	19.00	25.00	56.00	11.20	67.20
C	Other	9.60	15.20	20.00	44.80	14.34	59.14
P	Other	9.60	15.20	20.00	44.80	8.96	44.65
<b>Greenland - Currency; dollar (US). NOTE: One Rate For Country.</b>							
C	Nuuk	*	21.00	38.00	59.00	23.60	82.60
P	Nuuk	*	21.00	38.00	59.00	14.75	73.75
C	Thule	*	15.00	20.00	35.00	14.00	49.00
P	Thule	*	15.00	20.00	35.00	8.75	43.75
<b>Grenada - Currency; dollar (EC). NOTE: One Rate For Country.</b>							
C	Saint George's	30.00	42.00	75.00	147.00	47.04	194.04
P	Saint George's	30.00	42.00	75.00	147.00	29.40	176.40
<b>Guadeloupe - Currency; euro. NOTE: One Rate For Country</b>							
C	Basse-Terre	*	*	*	*	40.00%	*
P	Basse-Terre	*	*	*	*	25.00%	*
<b>Guam - Currency; dollar (US). NOTE: One Rate For Country</b>							
C	Agaña	*	*	*	*	40.00%	*
P	Agaña	*	*	*	*	25.00%	*
<b>Guatemala - Currency; quetzal</b>							
C	Guatemala City	50.00	87.00	136.00	273.00	87.36	360.36

**Who Are the Most Likely Competitors? What Will Be Their Likely Competitive Response?**

**Can We Achieve Significant/Adequate Market Penetration? Estimate Market Share for 1st and 5th years.**

**What Is the Expected Growth Rate for the Market?**

**What Are the Expected Profit Levels for the Market?**

**Are There Any Threats to the Market?**

**Is There Any Potential for Product or Service Displacement?**

**What Is the Expected Return on Invested Capital?**

**What Is the Downside Exposure to Financial Loss?**

**Can We Afford the Downside Exposure?**

<b>France - Currency; euro</b>							
C	Nantes	4.12	12.35	16.92	33.39	10.68	44.07
P	Nantes	4.12	12.35	16.92	33.39	6.68	40.07
C	Paris	16.77	18.29	26.68	61.74	19.76	81.50
P	Paris	16.77	18.29	26.68	61.74	12.35	74.09
C	Other	13.42	14.63	21.34	49.39	15.81	65.20
P	Other	13.42	14.63	21.34	49.39	9.88	59.27
<b>French Guiana - Currency; euro. NOTE: One Rate For Country</b>							
C	Cayenne	*	*	*	*	40.00%	*
P	Cayenne	*	*	*	*	25.00%	*

[Top]

C = Commercial Accommodation P = Non-commercial Accommodation * = Actual and reasonable expenses. Receipts required.							
	Country City	Meal allowances				Incidental expense allowance	GRAND TOTAL (taxes included)
		Breakfast	Lunch	Dinner	Meal Total		
	Gabon - Currency; franc (CFA)						
C	Libreville	8500	13000	16000	37500	12000	49500
P	Libreville	8500	13000	16000	37500	7500	45000
C	Other	6800	10400	12800	30000	9600	39600
P	Other	6800	10400	12800	30000	6000	36000
	Gambia - Currency; dalasis. NOTE: One Rate For Country						
C	Banjul	*	200.00	240.00	440.00	176.00	616.00
P	Banjul	*	200.00	240.00	440.00	110.00	550.00
	Georgia - Currency; dollar (US)						
C	Tbilisi	6.00	10.00	20.00	36.00	11.52	47.52
P	Tbilisi	6.00	10.00	20.00	36.00	7.20	43.20
C	Other	4.80	8.00	16.00	28.80	9.22	38.02
P	Other	4.80	8.00	16.00	28.80	5.76	34.56
	Germany - Currency; euro						
C	Berlin	14.32	14.32	31.19	59.83	19.15	78.98
P	Berlin	14.32	14.32	31.19	59.83	11.97	71.80
C	Bonn	*	17.38	26.59	43.97	17.59	61.56
P	Bonn	*	17.38	26.59	43.97	10.99	54.96
C	Düsseldorf	*	20.00	29.00	49.00	19.60	68.60

#### 4 STRATEGIC ASSESSMENT MATRIX

		MARKET ATTRACTIVENESS		
		HIGH	MODERATE	LOW
COMPETITIVE POSITION	STRONG	star	blue chip	cash cow
	ADEQUATE	go-go	dark horse	plodder
	WEAK	wildcatter	gambler	loser

	Hungary - Currency; dollar (CDN)						
C	Budapest	*	17.00	25.00	42.00	16.80	58.80
P	Budapest	*	17.00	25.00	42.00	10.50	52.50
C	Other	*	13.60	20.00	33.60	13.44	47.04
P	Other	*	13.60	20.00	33.60	8.40	42.00

[Top]

\* Reasonable and justifiable expenses. Receipts required.

- Private non-commercial accommodation
- Meals
- Incidental expenses

[ [List of Related Topics](#) | [Previous](#) | [Next](#) ]

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<b>Eritrea - Currency; nakfa</b>						
C	Asmara	122.00	169.00	219.00	510.00	673.20
P	Asmara	122.00	169.00	219.00	510.00	587.52
C	Other	97.60	135.20	175.20	408.00	538.56
P	Other	97.60	135.20	175.20	408.00	489.60
<b>Estonia - Currency; dollar (US)</b>						
C	Tallinn	10.00	14.00	19.00	43.00	56.76
P	Tallinn	10.00	14.00	19.00	43.00	51.60
C	Other	8.00	11.20	15.20	34.40	45.41
P	Other	8.00	11.20	15.20	34.40	41.28
<b>Ethiopia - Currency; birr</b>						
C	Addis Ababa	35.00	125.00	150.00	310.00	409.20
P	Addis Ababa	35.00	125.00	150.00	310.00	372.00
C	Other	28.00	100.00	120.00	248.00	327.36
P	Other	28.00	100.00	120.00	248.00	297.60

[Top]

C = Commercial Accommodation							
P = Non-commercial Accommodation							
* = Actual and reasonable expenses. Receipts required.							
	Country City	Meal allowances				Incidental expense allowance	GRAND TOTAL (taxes included)
		Breakfast	Lunch	Dinner	Meal Total		
	Faeroe Islands - Currency; krone (D). NOTE: One Rate For Country						
C	Tórshavn	*	*	*	*	40.00%	*
P	Tórshavn	*	*	*	*	25.00%	*
	Falkland Islands - Currency; pound. NOTE: One Rate For Country						
C	Stanley	*	*	*	*	40.00%	*
P	Stanley	*	*	*	*	25.00%	*
	Fiji - Currency; dollar (Fiji). NOTE: One Rate For Country						
C	Suva	11.00	17.00	30.00	58.00	18.56	76.56
P	Suva	11.00	17.00	30.00	58.00	11.60	69.60
	Finland - Currency; euro						
C	Helsinki	*	23.55	33.64	57.19	22.88	80.07
P	Helsinki	*	23.55	33.64	57.19	14.30	71.49
C	Other	*	18.84	26.91	45.75	18.30	64.05
P	Other	*	18.84	26.91	45.75	11.44	57.19

## 6 Financial Summary- 2003

### NPSOJ Proposed Budget- 2003

02-10-07

J\$ 000s

#### REVENUES

Total Membership Dues	27,826
less: reserved for associations	-2,783

<b>Subtotal- Membership Dues</b>	<b>25,043</b>
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Publications & Bulletins	319
Seminars & Events/ Missions	5,873
Export Week	500
Export Services	490
Certificates of Origin	1,231
<b>Subtotal- Member Services</b>	<b>8,413</b>

Courses	9,350
MBA Programme	12,640
<b>Subtotal- Education &amp; Training</b>	<b>21,990</b>

Project Management Fees	1,800
Interest- World Bank	14,000
<b>Subtotal- Project Management</b>	<b>15,800</b>

Rent (net)	3,288
Interest/ Investment/ Dividend	11,077
Miscellaneous	980
<b>Subtotal- Other</b>	<b>15,345</b>

<b>Total Revenue</b>	<b>86,591</b>
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## Treasury Board of Canada Secretariat

## Appendix D - Allowances - Module 4 Effective October 1, 2002

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

\* Reasonable and justifiable expenses. Receipts required.

- Private non-commercial accommodation
- Meals
- Incidental expenses

<b>C = Commercial Accommodation</b> <b>P = Non-commercial Accommodation</b> <b>* = Actual and reasonable expenses. Receipts required.</b>							
	Country City	Meal allowances				Incidental expense allowance	GRAND TOTAL (taxes included)
		Breakfast	Lunch	Dinner	Meal Total		
<b>East Timor - Currency; dollar (US). NOTE: One Rate For Country</b>							
C	Dili	6.40	13.25	18.25	37.90	12.13	50.03
P	Dili	6.40	13.25	18.25	37.90	7.58	45.48
<b>Ecuador - Currency; dollar (US)</b>							
C	Quito	16.00	14.00	19.00	49.00	15.68	64.68
P	Quito	16.00	14.00	19.00	49.00	7.45	56.45
C	Guayaquil	5.00	10.00	13.00	28.00	8.96	36.96
P	Guayaquil	5.00	10.00	13.00	28.00	5.60	33.60
C	Other	12.80	11.20	15.20	39.20	12.54	51.74
P	Other	12.80	11.20	15.20	39.20	7.84	47.04
<b>Egypt - Currency; pound (E)</b>							
C	Cairo	23.00	57.00	82.00	162.00	51.84	213.84
P	Cairo	23.00	57.00	82.00	162.00	32.40	194.40
C	Other	18.40	45.60	65.60	129.60	41.47	171.07
P	Other	18.40	45.60	65.60	129.60	25.92	155.52
<b>El Salvador - Currency; dollar (US). NOTE: One Rate For Country</b>							
C	San Salvador	9.50	13.00	20.00	42.50	13.60	56.10
P	San Salvador	9.50	13.00	20.00	42.50	8.50	51.00
<b>Equatorial Guinea - Currency; franc (CFA). NOTE: One Rate For Country</b>							
C	Malabo	*	*	*	*	40.00%	*
P	Malabo	*	*	*	*	25.00%	*

**EXPENSES**

Salaries & Benefits	33,671
Health & Life Insurance	600
Payroll Taxes	3,370
Pension Plan	450
Training and Welfare	1,011
Travel & Entertainment	674
Incentive Compensation	1,685

**Subtotal- Staff** 41,461

Property Tax	60
Utilities	1,099
Insurance	260
Rent Expense	0
Repairs/ Maintenance/ Security	877
Phone/Internet	630
Stationery/ Printing/ Photocopy	1,128
Office / General/ Courier/ Postage	2,380
Dues/ Subscriptions/ Donations	265
Bank Charges/ Interest	257
Professional Services	742
Audit Fees	1,092
CABFI	120
Depreciation	2,233
Miscellaneous	182
Bad Debts	466
GCT/ other taxes	1,471

**Subtotal- Office** 13,262

Advertizing/ Promotion/ PR	1,093
Meetings & Seminars	2,171
Workshops/Tutorials	2,525
Lecturers/ expenses	4,801
Exams/Graduation/ Orientation	771
Interest-Micro Project	700
Provision for credit facilities	12,000

**Subtotal- Programs, Services** 24,061

**Total Expenses** 78,784

**Surplus/(deficit)- Steady State** 7,807

<b>C</b>	Other	34.40	44.00	48.00	126.40	40.45	166.85
<b>P</b>	Other	34.40	44.00	48.00	126.40	25.28	151.68
<b>Liberia - Currency; dollar (US). NOTE: One Rate For Country</b>							
<b>C</b>	Monrovia	*	23.00	28.00	51.00	20.40	71.40
<b>P</b>	Monrovia	*	23.00	28.00	51.00	12.75	63.75
<b>Libya - Currency; dinar (L)</b>							
<b>C</b>	Tripoli	*	13.000	27.000	40.000	16.000	56.000
<b>P</b>	Tripoli	*	13.000	27.000	40.000	10.000	50.000
<b>C</b>	Other	*	10.400	21.600	32.000	12.800	44.800
<b>P</b>	Other	*	10.400	21.600	32.000	8.000	40.000
<b>Liechtenstein - Currency; franc (SW). NOTE: One Rate For Country</b>							
<b>C</b>	Vaduz	*	*	*	*	40.00%	*
<b>P</b>	Vaduz	*	*	*	*	25.00%	*
<b>Lithuania - Currency; dollar (US)</b>							
<b>C</b>	Vilnius	8.00	7.00	14.00	29.00	9.28	38.28
<b>P</b>	Vilnius	8.00	7.00	14.00	29.00	5.80	34.80
<b>C</b>	Other	6.40	5.60	11.20	23.20	7.42	30.62
<b>P</b>	Other	6.40	5.60	11.20	23.20	4.64	27.84
<b>Luxembourg - Currency; euro. NOTE: One Rate For Country</b>							
<b>C</b>	Luxembourg	9.92	14.87	27.27	52.06	16.66	68.72
<b>P</b>	Luxembourg	9.92	14.87	27.27	52.06	10.41	62.47

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\* Reasonable and justifiable expenses. Receipts required.

- Private non-commercial accommodation
- Meals
- Incidental expenses

[ [List of Related Topics](#) | [Previous](#) | [Next](#) ]

P. Myanmar	45.00	38.00	80.00	188.00
C. Myanmar	13.00	62.00	60.00	302.00
Laos - Currency dollar (US)				

P. Other	18.50	24.50	40.00	80.00
C. Other	12.00	24.50	45.00	88.00
P. Other	18.50	24.50	45.00	88.00
C. Other	12.00	24.50	45.00	88.00
Lebanon - Currency dollar (US)				

P. Other	11.50	28.00	41.50	80.00
C. Other	8.00	28.00	41.50	80.00
P. Other	11.50	28.00	41.50	80.00
C. Other	8.00	28.00	41.50	80.00
Laos - Currency dollar (US)				

P. Other	7.50	9.50	18.00	35.00
C. Other	7.50	9.50	18.00	35.00
P. Other	7.50	9.50	18.00	35.00
C. Other	7.50	9.50	18.00	35.00
Laos - Currency dollar (US)				

City	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income
Grand Total												
Actual and reasonable expenses (Receipts included)												
P = Non-commercial Association												
C = Commercial Association												

[Top]

P. Bishkek	0.00	13.00	14.00	27.00	44.00	60.00
C. Bishkek	0.00	13.00	14.00	27.00	44.00	60.00
Kyrgyzstan - Currency dollar (US) NOTE: One Rate for Country						

P. Kuwait City	8.00	8.00	10.00	17.00	25.00	33.00
C. Kuwait City	8.00	8.00	10.00	17.00	25.00	33.00
Kuwait - Currency dollar (K) NOTE: One Rate for Country						

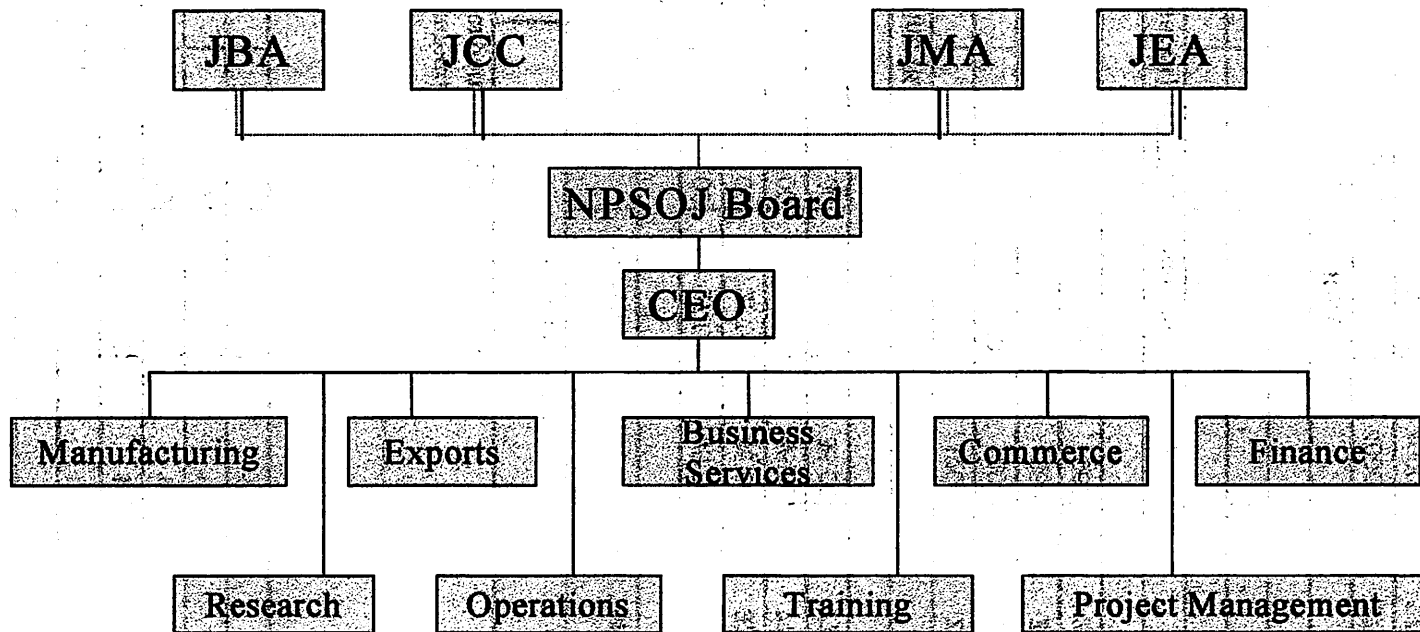
Macao - (See Yunnan)						
P. Pyongyang						
C. Pyongyang						
North Korea (People's Republic of) - Currency dollar (North Korea) NOTE: One Rate for Country						

<b>Korea (Dem. People's Republic of) - Currency; won (North Korea). NOTE: One Rate For Country</b>						
<b>C</b>	Pyongyang	*	*	*	*	40.00% *
<b>P</b>	Pyongyang	*	*	*	*	25.00% *
<b>Kosovo - (See Yugoslavia)</b>						
<b>Kuwait - Currency; dinar (K). NOTE: One Rate For Country</b>						
<b>C</b>	Kuwait City	5.00	6.00	10.00	21.00	6.72 27.72
<b>P</b>	Kuwait City	5.00	6.00	10.00	21.00	4.20 25.20
<b>Kyrgyzstan - Currency; dollar (US). NOTE: One Rate For Country</b>						
<b>C</b>	Bishkek	6.00	12.00	14.00	32.00	10.24 42.24
<b>P</b>	Bishkek	6.00	12.00	14.00	32.00	6.40 38.40

[Top]

<b>C = Commercial Accommodation</b> <b>P = Non-commercial Accommodation</b> <b>* = Actual and reasonable expenses. Receipts required.</b>							
	<b>Country City</b>	<b>Meal allowances</b>				<b>Incidental expense allowance</b>	<b>GRAND TOTAL (taxes included)</b>
		<b>Breakfast</b>	<b>Lunch</b>	<b>Dinner</b>	<b>Meal Total</b>		
	<b>Laos - Currency; dollar (US)</b>						
<b>C</b>	Vientiane	*	9.00	11.50	20.50	8.20	28.70
<b>P</b>	Vientiane	*	9.00	11.50	20.50	5.13	25.63
<b>C</b>	Other	*	7.20	9.20	16.40	6.56	22.96
<b>P</b>	Other	*	7.20	9.20	16.40	4.10	20.50
	<b>Latvia - Currency; dollar (US)</b>						
<b>C</b>	Riga	10.00	14.00	35.00	59.00	18.88	77.88
<b>P</b>	Riga	10.00	14.00	35.00	59.00	11.80	70.80
<b>C</b>	Other	8.00	11.20	28.00	47.20	15.10	62.30
<b>P</b>	Other	8.00	11.20	28.00	47.20	9.44	56.64
	<b>Lebanon - Currency; dollar (US)</b>						
<b>C</b>	Beirut	*	19.00	31.00	50.00	20.00	70.00
<b>P</b>	Beirut	*	19.00	31.00	50.00	12.50	62.50
<b>C</b>	Other	*	15.20	24.80	40.00	16.00	56.00
<b>P</b>	Other	*	15.20	24.80	40.00	10.00	50.00
	<b>Lesotho - Currency; moloti</b>						
<b>C</b>	Maseru	43.00	55.00	60.00	158.00	50.56	208.56
<b>P</b>	Maseru	43.00	55.00	60.00	158.00	31.60	189.60

# Proposed Business Structure

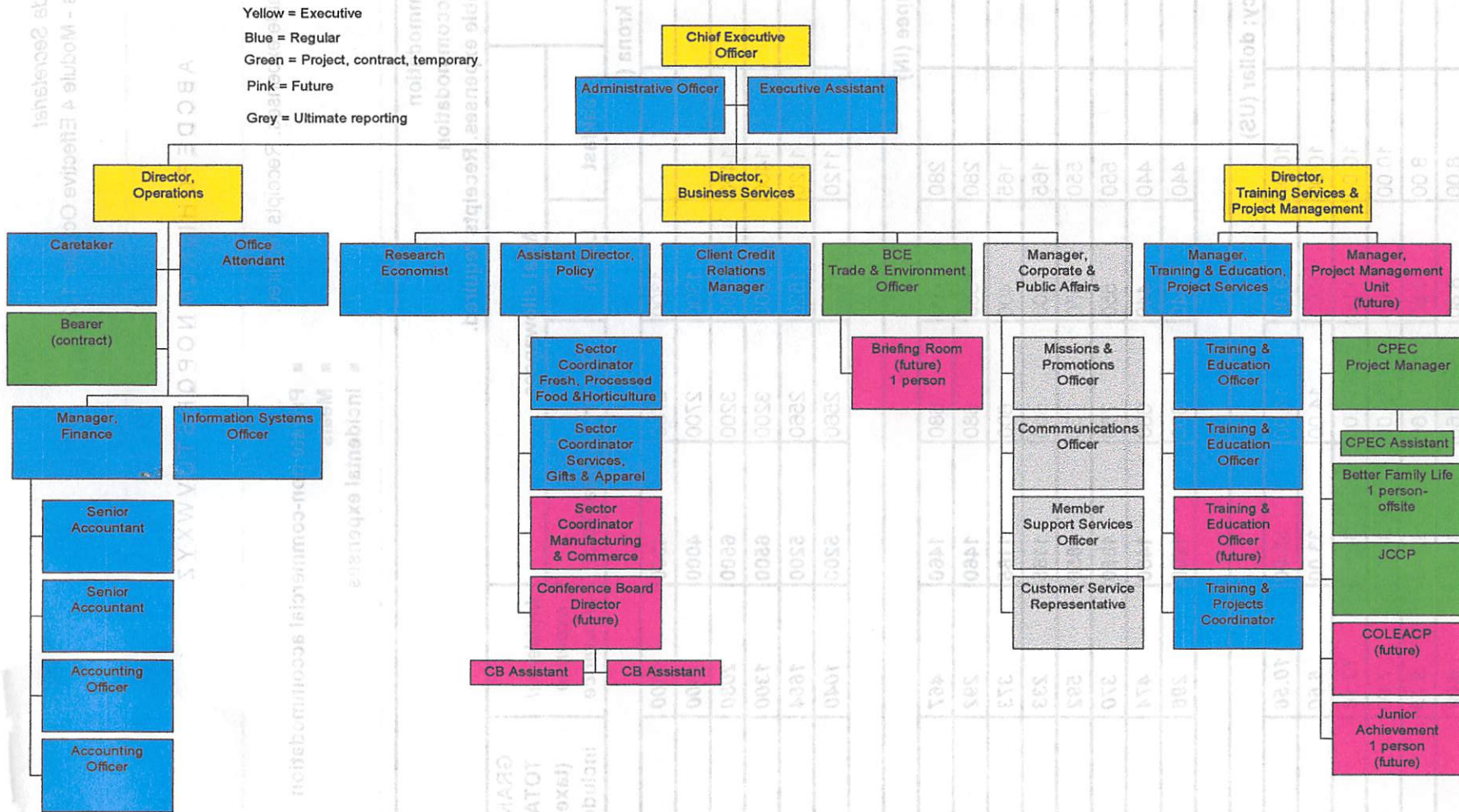


<b>Japan - Currency; yen</b>						
<b>C</b>	Tokyo	2500	3250	6500	12250	16170
<b>P</b>	Tokyo	2500	3250	6500	12250	14700
<b>C</b>	Other	2000	2600	5200	9800	12936
<b>P</b>	Other	2000	2600	5200	9800	11760
<b>Jordan - Currency; dinar (J)</b>						
<b>C</b>	Amman	10	10	15	35	46
<b>P</b>	Amman	10	10	15	35	42
<b>C</b>	Other	8	8	12	28	37
<b>P</b>	Other	8	8	12	28	34

[Top]

C = Commercial Accommodation							
P = Non-commercial Accommodation							
* = Actual and reasonable expenses. Receipts required.							
	Country City	Meal allowances				Incidental expense allowance	GRAND TOTAL (taxes included)
		Breakfast	Lunch	Dinner	Meal Total		
	Kazakhstan - Currency; dollar (US)						
C	Almaty	25.00	27.00	45.00	97.00	31.04	128.04
P	Almaty	25.00	27.00	45.00	97.00	19.40	116.40
C	Other	20.00	21.60	36.00	77.60	24.83	102.43
P	Other	20.00	21.60	36.00	77.60	15.52	93.12
	Kenya - Currency; shilling (K)						
C	Nairobi	600	950	1200	2750	880	3630
P	Nairobi	600	950	1200	2750	550	3300
C	Other	480	760	960	2200	704	2904
P	Other	480	760	960	2200	440	2640
	Kiribati - Currency; dollar (A). NOTE: One Rate For Country						
C	Tarawa	*	*	*	*	40.00%	*
P	Tarawa	*	*	*	*	25.00%	*
	Korea (Republic of) - Currency; won (South Korea)						
C	Seoul	13000	24000	40000	77000	24640	101640
P	Seoul	13000	24000	40000	77000	15400	92400
C	Other	10400	19200	32000	61600	19712	81312
P	Other	10400	19200	32000	61600	12320	73920

### NPSOJ Proposed Staff Structure





Treasury Board of Canada Secretariat

Appendix D - Allowances - Module 4 Effective October 1, 2002

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

\* Reasonable and justifiable expenses. Receipts required.

- Private non-commercial accommodation
- Meals
- Incidental expenses

C = Commercial Accommodation P = Non-commercial Accommodation * = Actual and reasonable expenses. Receipts required.							
	Country City	Meal allowances				Incidental expense allowance	GRAND TOTAL (taxes included)
		Breakfast	Lunch	Dinner	Meal Total		
Iceland - Currency; krona (I)							
C	Keflavik	*	1300	2700	4000	1600	5600
P	Keflavik	*	1300	2700	4000	1000	5000
C	Reykjavik	1400	1900	3200	6500	2080	8580
P	Reykjavik	1400	1900	3200	6500	1300	7800
C	Other	1120	1520	2560	5200	1664	6864
P	Other	1120	1520	2560	5200	1040	6240
India - Currency; rupee (IN)							
C	Mumbai (Bombay)	280	500	680	1460	467	1927
P	Mumbai (Bombay)	280	500	680	1460	292	1752
C	Kolkata (Calcutta)	165	400	600	1165	373	1538
P	Kolkata (Calcutta)	165	400	600	1165	233	1398
C	New Delhi	550	550	750	1850	592	2442
P	New Delhi	550	550	750	1850	370	2220
C	Other	440	440	600	1480	474	1954
P	Other	440	440	600	1480	296	1776
Indonesia - Currency; dollar (US)							
C	Denpasar (Bali)	10.00	9.00	14.00	33.00	10.56	43.56
P	Denpasar (Bali)	10.00	9.00	14.00	33.00	6.60	39.60
C	Jakarta	10.00	11.00	17.00	38.00	12.16	50.16
P	Jakarta	10.00	11.00	17.00	38.00	7.60	45.60
C	Other	8.00	8.80	13.60	30.40	9.73	40.13
P	Other	8.00	8.80	13.60	30.40	6.08	36.48