Jamaican Diaspora Governance and Operational Structure: The Way Forward
EXECUTIVE SUMMARY

Introduction

One of the action items from the Jamaica Diaspora Advisory Board meeting in January 2010 was to develop a governance and operational structure for the Jamaican Diaspora.

The committee established for doing this exercise consists of three (3) Diaspora Board members: Mrs. Celia Grandison-Markey (UK), Mrs. Sharon Abrahams (Canada), Mr. Marlon Hill (USA), Mr. Herman Lamont Head of the Diaspora and Consular Affairs Department, Ministry of Foreign Affairs and Foreign Trade and Professor Neville Ying, Executive Director, Jamaica Diaspora Institute (JDI) and the Coordinator of this committee. The JDI focused on research that could guide the deliberations of the Committee. The Research inputs of the JDI were facilitated by two Research Assistants, Melesha Manderson and Aieka Smith who provided invaluable research services. These services related to two major areas. The first was a review of governance approaches of other Diasporas to identify best practices. The second was the Landscape Assessment of Diaspora Associations and groups to identify the major areas of needs that they serve. This was important because any governance structure designed should aim at energizing and strengthening the work of these groups and adding value to what they do. A specific aspect of the landscape assessment was the use of ICTs for communication and connectivity in relation to the Diaspora, its members, and the host country and the country of origin. The JDI also developed the following working definition for Governance to provide the framework for review, analysis, recommendations and conclusions:

*Governance is a mechanism and decision-making and implementation process which seek to enable networks and groups in the Diaspora to work in partnership and collaboration with each other, with other key stakeholders and with institutions of authority to define and foster their interests as well as the interests of their host country and country of origin.*

Purpose

Each Jamaican Diaspora location has a diversity of groups and associations. These include alumni associations, interest groups in healthcare, education, business as well as social clubs ranging from cricket to domino clubs. These groups could be considered to serve specific needs of their members and these members tend to have strong affinity to them.

The challenge is to find a governance and operational structure that will strengthen and sustain the involvement and contributions of these diverse groups while transforming the
Jamaican Diaspora Movement into a prominent international body with strong influence on policy and support actions for development of Diaspora communities and Jamaica.

**Research Questions**

The committee sought to answer several questions to drive the further development of the Jamaican Diaspora and ensure that any initiative that is developed meets the needs of both the Jamaican Diaspora no matter their location and the development of Jamaica.

1. What value added would any new governance structure bring to this situation?
2. Will an umbrella governance and operational structure involving democratically elected members and with legal status bring any value added to this situation?
3. Should there be a global umbrella Diaspora Governance and operational structure for all Diaspora locations?
4. What should be the relationship between the governance and operational structure and processes for the Diaspora, the Ministry of Foreign Affairs and Foreign Trade and the Jamaica Diaspora Foundation/ Jamaica Diaspora Institute?

**Major Activities**

*Four of the major activities were:*

1. **Landscape Assessment** of the variety of interest groups and associations in the major Diaspora locations – UK, USA and Canada and the use of ICTs  
   Expected Outcome: Inventory of groups and associations, the major categories of services they provide and member needs they satisfy as well as an identification of the use of websites/web portals.

2. **Governance approaches by major Diasporas** for example India, Mexico, Nigeria, Dominican Republic  
   Expected Outcome: Documentation of Governance Approaches and Best Practices

3. **Review of Current Governance Approaches** being developed or proposed by three major Jamaica Diaspora locations: USA, Canada and UK  
   Expected Outcome: Assessment of the extent to which these models meet important Governance criteria: Inclusiveness, Value Added, Connectivity, Synergy and collaboration
4. Development of Governance Model for the Jamaican Diaspora

Expected Outcomes:

a. Guiding Principles for developing an appropriate and effective Governance
b. Alternative Approaches for determining an Umbrella Governance Structure

Landscape Assessment of major Diaspora locations – UK, USA and Canada

The landscape assessment revealed that there is a significant number of Jamaican Diaspora organisations in the three major Diaspora locations. This is shown in Table 1.1.

Table 1.1: Distribution of Jamaican Diaspora Associations/ Organisations in the USA, UK and Canada

<table>
<thead>
<tr>
<th>Diaspora Region</th>
<th>Number of Jamaican Diaspora Organisations</th>
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<tbody>
<tr>
<td>USA</td>
<td>81</td>
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<tr>
<td>Canada</td>
<td>40</td>
</tr>
<tr>
<td>UK</td>
<td>66</td>
</tr>
<tr>
<td>Total</td>
<td>187</td>
</tr>
</tbody>
</table>

An assessment of these groups and associations indicate that they are organized around major areas of needs. These were clustered into the following groups:

a. education
b. foundations
c. social services
d. health/care
e. business, investment, trade

It should be noted that, the activities of these groups and associations are not limited to members of the Diaspora, but also to serve the needs of individuals in the country of origin, Jamaica.

Needs Served by Diaspora Groups and Associations:

1. Education:

These groups and associations provide:

- Financial assistance, infrastructure and services to education institutions in Jamaica.
- Social network for members in the Diaspora locations and
- Core fund raising groups for Diaspora location activities as well as for support to Jamaica

These groups and associations include:
  b. Alumni Associations
  c. Teachers’ Groups

2. **Foundations:**
These are legal entities for delivering social services and financial support for activities in the Diaspora as well as Jamaica.

3. **Social Services:**
These groups and associations provide a range of social services for members and groups primarily in Diaspora locations and to a lesser extent in Jamaica. They include:
  a. Youth Clubs and Youth Leadership Organisations
  b. Cultural Clubs and Organisations
  c. Faith-based Organisations
  a. Social Welfare

4. **Health/ Health care:**
These groups and associations facilitate the provision of voluntary health care assistance in Jamaica as well as, the organisation of fund raising activities to contribute to the development of health care facilities in Jamaica.

5. **Business, Investment and Trade:**
These groups and associations facilitate establishing business partnership and investment flows between the Diaspora and Jamaica. For example: Trade fairs.

Further work needs to be done to get a more comprehensive picture of the size of the Diaspora population served and the needs addressed by these groups.

**Assessment of ICT Infrastructure**

ICTs are important to the effective functioning of any Diaspora Governance structure and operation since they facilitate communication, information exchange and connectivity.
Findings on Government-led ICT Initiatives Located in the USA, UK and Canada:

After evaluating the type of ICT infrastructure located in Government-led initiatives that exist in the Diaspora host countries the following conclusions were made:

1. In the USA, the Diaspora Advisory Board has developed a proposal for a model of a website, which will be operated by the Jamaican Diaspora Association in the USA. However, they are currently seeking funding for the implementation of this initiative. The following are the government organisations in the USA with a website:
   - The Jamaican Embassy in Washington has a website.
   - The Consulate General of Jamaican in New York has a website and a developing database of Diaspora members and organisations.
   - The Consulate General of Jamaican in Chicago has a website.

2. In the UK, the Jamaican Diaspora Association UK is spearheading the efforts in developing a website. However, they have not developed their proposal for the website as yet. The following are the government organisations in the UK with a website:
   - The Jamaican High Commission in the UK has a website.

3. In Canada, the Jamaican Diaspora Advisory Board has not started the thrust towards developing their website. However, the following are the government organisations in Canada with a website:
   - The Consulate General of Jamaican in Toronto has a website.
   - The Consulate General of Jamaican in Ottawa has a website.

Additionally, the majority of the government-led structures in the Diaspora locations do not have a website to be linked to the new web portal being developed under the EC-UN Project: Knowledge Networks for connecting Jamaica and its Diaspora. They are linked to the Government of Jamaica website. The new web portal can therefore provide a platform for these organisations to post important information to share with their respective Diasporas.

Overall, this exercise was very useful for the development of the EC-UN project’s web portal which is being led by the JDI/Mona School of Business. Although this development currently focuses on the UK Jamaican Diaspora it has also been concluded that this initiative will stimulate the development of websites in the other Diaspora locations, which can be linked into this main web portal.

Further assessment needs to be done to determine the existence and use of websites by Diaspora organisations and groups, as well as, missions and consulates.
Governance Approaches by Major Diasporas

A review was done of nine (9) countries from different geographical regions to examine their approach to Governance and the design of their existing operational structure. The aim was to identify approaches and best practices related to Governance.

Clusters of Governance Approaches

This review of the governance and operational structures utilized by different Diasporas provided some best practices considerations that are useful in determining of the most effective model for the Jamaican Diaspora.

Based on the JDI’S extensive research and analysis, the major Diaspora structures utilized in other countries can be classified under three (3) broad categories.

1. State-led initiatives and structures located in the host country
2. State-led initiatives and structures located in the country of origin
3. Initiatives and structures driven by the Diaspora located in the host country

Governance Best Practices by Major Diasporas

The best practices in governance by the 9 Diaspora countries reviewed can be summarized in relation to the following criteria: Leadership, Inclusiveness, Value added, Connectivity, Synergy and Collaboration.

Leadership

The driving force for leading governance initiatives in home and host countries is driven by the state. However, there is a combination of state led initiatives and structures in the home country and initiatives and structures driven by the Diaspora in host countries. India and Israel are examples of these practices. The Prime Minister of both countries plays a key role in this process.

Inclusiveness

Diasporas seek to include diverse Diaspora groups and associations in the Diaspora by forming consortiums or umbrella structures.

India has the Global Organisation of People of Indian Origin. Nigeria has the Nigerians in the Diaspora Organisation in Europe which is the European arm of the Global Nigerian Diaspora Network. Haiti has the Haitian Diaspora Federation which is a merging of several organisations, groups and individuals in the Diaspora.
Value added

Value added is achieved through a mixture of economic and social agendas. In the case of the economic agenda the focus is on remittances and investment. India up to 2007 was the largest recipient of remittances globally. In terms of the social agenda Healthcare and Education are the leading areas with focus on professionals in these areas in the Diaspora.

The major area of focus for education is alumni associations and Diaspora skills banks.

Connectivity

Major Diasporas use ICTs and in particular web portals for connectivity, and communication, and promote Dialogue on developmental issues. Use is made of web portals for social networking as well as a Business portals focused on opportunities for members of the Diaspora to invest and capitalize on emerging business opportunities.

Synergy and Collaboration

Synergy and collaboration are fostered through structures such as consortiums of associations and groups in the Diaspora, global summits, Think Tanks and conferences, and combined efforts for major areas of national development in the country of origin.

Review of Proposed Governance Structure in Major Jamaican Diaspora Locations: USA, UK and Canada

The three major Jamaican Diaspora locations USA, Canada, UK have been making efforts to come up with effective governance structures. The following criteria developed by the JDI were used to do a preliminary analysis of these three proposed governance structure approaches:

i. Inclusiveness
   Representativeness in relation to diverse groups and associations in the Diaspora

ii. Value Added
   Deals with issues that cannot be covered adequately by individual groups or associations

iii. Connectivity
   Links Diaspora locations and country of origin
iv. **Synergy and collaboration**

Promotes synergy and collaborative efforts of diverse groups and associations

Using the governance criteria, the following is the preliminary assessment:

1. All the locations use an approach which focuses on establishing a legal entity
2. All three approaches need to reflect some more elements of inclusiveness.
3. There needs to be further dialogue and consultation in the Diaspora locations on how to achieve a greater degree of inclusiveness, greater value added and more effective synergy and collaboration among different associations and groups.
4. There needs to be a clearer mechanism for connectivity – links across Diaspora locations and links with country of origin, Jamaica.

**Overall Recommendations**

1. **GUIDING PRINCIPLES FOR GOVERNANCE STRUCTURE AND OPERATION**

The following guiding principles should be used in establishing Governance structures and operations for the Jamaican Diaspora:

- Use a model that meets the criteria:
  - **Inclusiveness**
  - **Value Added**
  - **Connectivity**
  - **Synergy and collaboration**

- Use ICTs and in particular web portals as important mechanisms for communication and connectivity.
- Use a mix of formal and informal structures.
- Use a Synergistic Governance model which incorporate the following elements:
  - **Initiatives and structures developed by the Diaspora in the host Country** e.g. foundations and interest groups for instance in education, health, business and investment
  - **State led Initiatives and structures in the host country** e.g. missions and consulates
  - **State led initiatives and Structures in country of origin** (home country) e.g. Diaspora and Consular Affairs Unit of the Ministry of Foreign Affairs and Foreign Trade, Jamaica Diaspora Foundation/ Jamaica Diaspora Institute, Joint Select Committee of the Houses of Parliament for Diaspora Affairs
iv. **Non-state led initiatives in home country** e.g. Association of Retired and Returning Residents, Homecoming Associations

e. The state should lead the process for governance initiatives. In doing this, there should be a combination of state-led initiatives in the home and host country and structures driven by the Diaspora in the host country.

f. Interest groups in the major clusters: education, foundations, Social Services, healthcare, business investment and trade should be used as key building blocks in the reshaping and development of Diaspora governance structures.

g. Diaspora Governance structures should seek to incorporate the following considerations:
   - **Strengthening technical assistance to Jamaica by Jamaicans in the Diaspora**
   - **Creating structured, transparent platforms for the Diaspora to invest financially in viable business ventures in Jamaica**
   - **Utilizing existing bilateral operational frameworks between Jamaican Diaspora countries and Jamaica to protect the rights and interests of Diaspora members in their host countries**
   - **Establishing credible institutional capacity for joint venture projects and collaborative contributions between Jamaicans in the Diaspora and Jamaican partners to help address the social problems in Jamaica**

2. **GLOBAL UMBRELLA DIASPORA GOVERNANCE AND OPERATIONAL STRUCTURE FOR ALL DIASPORA LOCATIONS**

It is recommended that each major Diaspora location has an umbrella organisation, especially since the Diaspora is spread across the world and each location has a high number of organisations that they would need to support.

This Governance structure will facilitate better connectivity and inclusiveness of Diaspora organisations in the host country as well as in Jamaica.

This umbrella group could be a Confederation of Diaspora Associations and groups with focus on major benefits that an umbrella group can provide including:
   - Negotiating and lobbying on behalf of Diaspora members, associations and groups in the host country and in the country of origin (Jamaica) especially for major items that affect members within and across Diaspora locations such as Immigration and participation in the governance of the home country, and investment and trade.
• Increased visibility and prominence of Jamaicans in the affairs of the host country (e.g. Canada, USA, UK) affairs and decision making in issues concerning Jamaica.
• Improving the diplomatic ties between Jamaica and the host country (e.g. Canada, USA, UK)
• Facilitating major monetary contributions, investments, and philanthropic support for the home country, Jamaica
• Strengthening technical assistance to Jamaica by Jamaicans in the Diaspora through a skills register/skills data bank

3. ICTs and in particular global web portals should be used as mechanisms for communication, exchange of information and viewpoints in this governance arrangement. In addition to this, a web portal should be used to facilitate connection, networking and cross border exchanges with members of the Jamaican Diaspora despite their geographic location. It should also be used to store a database of research on the Jamaican Diaspora and a skills data bank. This web portal will also facilitate global fora between members of the Diaspora and would also incorporate Jamaicans in the home country.

Conclusion

Governance structures and processes for strengthening Diaspora communities in Diaspora locations as well as engaging the Diaspora in a structured way with the homeland become important when transnational actors confront issues regarding their participation in the countries where they reside and how they network with their homeland. The idea of creating effective governance institutions that can assist the process of engagement is relatively new for Jamaica and will take time to become a reality.

New structures must be created and traditional ideologies rethought to effectively reach out to members of this community. Creating sound governance institutions is the main ingredient in achieving this end. The experiences of other Diasporas will be vital in the process of moving the Jamaican overseas community ahead. Research has indicated that there has been a growing trend especially among countries with large and established Diasporas to create Diaspora Foundations. While this is critical, these foundations must be supported and nourished by similar institutions and initiatives in the country of origin. This also underscores the point that, the type of transnational organisations that members of the Diaspora belong to influence their participation in homeland affairs and in lobbying host governments to make decisions in the interest of their country of origin.

The Diaspora must be recognized as a critical partner in governance. Consistent with this we can use as important building blocks for creating the governance and operational structures for the Jamaican Diaspora the rich diversity of groups and associations with
strong affinity for Jamaica and serving the needs of their members. The interest groups around which these are clustered could therefore be a useful starting point. These include:

- education
- foundations
- social services
- health/care
- business, investment, trade

The critical role that embassies, missions and consulates and the department of Diaspora and Consular Affairs department of the Ministry of Foreign Affairs play in serving the needs and concerns of members of the Jamaican Diaspora should also be maintained and strengthened.

New structures such as the Jamaica Diaspora Foundation and the Jamaica Diaspora Institute will have an integral role to play in the development and functioning of effective governance and operational structures for the Jamaican Diaspora.

The development process for the governance and operational structures for the Jamaican Diaspora will require as an important ingredient a series of dialogue and consultations in the major Diaspora locations involving these major stakeholders to ensure that the important criteria of: inclusiveness, value added, connectivity, synergy and collaboration are met. The JDI can perform an important facilitating role in this process.

Several, attempts have been made in Diaspora locations across the globe to develop best practices to mobilize the support of the Diaspora community and to engineer institutions that address the specific needs and greater involvement of members of this community. While Diasporas are formed out of different historical contexts, Jamaica can learn valuable lessons from the experiences of other developing countries, with influential Diasporas, that are seeking new avenues to tap into the potential of their Diaspora members. These have been incorporated in the Governance and operational structure recommended.

Professor Neville Ying
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Mona School of Business
University of the West Indies
Mona, Kingston 7
Jamaica
July 2010
Appendices
### Appendix 1: Detailed List of Diaspora Governance Structures in Major Diasporas

<table>
<thead>
<tr>
<th>Country</th>
<th>State led initiatives and Structures (host country)</th>
<th>State led Initiatives and Structures (country of origin)</th>
<th>Initiatives and Structures driven by the Diaspora (host country)</th>
</tr>
</thead>
</table>
| **India** | • The Global Organisation of People of Indian Origin.  
  • Indicorps | • Ministry of Overseas Indian Affairs - Government of Kerala,  
  • High Level Committee on Indian Diaspora  
  • Indian Development Foundation  
  • Global Advisory Council of Overseas Indians  
  • Confederation of Indian Industry (CII)  
  • The Overseas Indian Facilitation Centre (OIFC)  
  • Repository of Diaspora History | • Indian Institute of Technology Alumni Association  
  • The American India Foundation.  
  • Federation of Indian Students in Australia  
  • National Federation of Indian American Associations (NFIA) |
| **Cameroon** | | | • Association of Cameroons in Canada  
  • The Deutsch-Kamerunische Brucke (German Cameroonian Bridge)  
  • Cameroon Cultural Centre  
  • Association of Students from |
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<th>State led Initiatives and Structures (country of origin)</th>
<th>Initiatives and Structures driven by the Diaspora (host country)</th>
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<tbody>
<tr>
<td>Cameroon</td>
<td>• Association of Highly Trained Professionals</td>
<td>• Council of Cameroon in the Diaspora (CCD)</td>
<td>Cameroon</td>
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<td></td>
<td>• Berlin-Douala</td>
<td>• Cameroon Diaspora Network</td>
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<td></td>
<td>• Cameroon Diaspora Network</td>
<td>• The Millennium Foundation</td>
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<td>Nigeria</td>
<td>• Global database of Nigerians in the Diaspora</td>
<td>• The Nigerians in the Diaspora Organisation Europe (NIDOE)</td>
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<td></td>
<td>• House Committee on Diaspora Affairs, Nigeria</td>
<td>• The Nigerian Electoral reform Group (NDERG)</td>
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<td>South Africa</td>
<td>• The South African Network of Skills Abroad(SANSA)</td>
<td>• The South African Diaspora Network (SADN)</td>
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<td></td>
<td>• The Home Coming Revolution</td>
<td>• The Home Coming Revolution</td>
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<td>Country</td>
<td>State led initiatives and Structures (host country)</td>
<td>State led Initiatives and Structures (country of origin)</td>
<td>Initiatives and Structures driven by the Diaspora (host country)</td>
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| **Mexico** | • Secretariat of Foreign Affairs, Sub-secretariat of North America  
       • Institute for Mexicans Abroad (IME)  
       • National Council on Mexican Communities Abroad  
       • National Coordination of State-level Migrant Affairs Offices  
       • The Mexico Talent Abroad | | • Home Town Associations  
       • Consultative Council of the Institute for Mexicans Abroad (CCIME) |
| **Haiti** | • National Coalition for Haitian Rights  
       • Association for the Integrated Development of the North of Haiti  
       • The Haitian League | • Ministry of Haitians Living Abroad  
       • The “Tenth Department” | • National Haitian American Elected officials (NHAEON)  
       • The Haitian American Network Business Foundation  
       • Haitian American Association for Political Action  
       • The Association of Haitian Women in Boston  
       • The Haitian American Leadership |
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<tr>
<th>Country</th>
<th>State led initiatives and Structures (host country)</th>
<th>State led Initiatives and Structures (country of origin)</th>
<th>Initiatives and Structures driven by the Diaspora (host country)</th>
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<tr>
<td>Philippines</td>
<td></td>
<td>• Department of Labour, Overseas Workers Welfare Administration (OWWA)</td>
<td>Organisation (HALO)</td>
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<td></td>
<td></td>
<td>• Department of Labour, Philippine Overseas Employment Administration (POEA)</td>
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<td></td>
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<td>• Department of Foreign Affairs, office of the Under Secretary for Migrant Workers Affairs</td>
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<td></td>
<td></td>
<td>• Office of the President, Commission on Filipinos Overseas (CFO)</td>
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<td></td>
<td></td>
<td>• Committee of Overseas Workers Affairs</td>
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<td></td>
<td></td>
<td>• Economic Resource Centre for Overseas Filipinos (ERCOF)</td>
<td></td>
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<tr>
<td>Dominican Republic</td>
<td>• National Presidential Council for Dominican Communities</td>
<td>• Ministry of Trade, Industry, Consumer and Diaspora Affairs.</td>
<td>• The Dominican American Roundtable (DANR)</td>
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<td>Country</td>
<td>State led initiatives and Structures (host country)</td>
<td>State led Initiatives and Structures (country of origin)</td>
<td>Initiatives and Structures driven by the Diaspora (host country)</td>
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<tr>
<td></td>
<td>Abroad</td>
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<td>American Professional Alliance (DAPA)</td>
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<td></td>
<td>• Dominican Students Associations</td>
<td></td>
<td>• The Community Associations of Progressive Dominicans (ACDP)</td>
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<td></td>
<td>• Dominicans 2000 Project</td>
<td></td>
<td>• Global Foundation for Democracy and Development</td>
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<tr>
<td>Israel</td>
<td>• Inter-Ministerial Diaspora Committee</td>
<td>• Inter-Ministerial Diaspora Committee</td>
<td>• The American Jewish Joint Distribution Committee (JDC)</td>
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<td></td>
<td>• Local chambers of Commerce</td>
<td>• Local chambers of Commerce</td>
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<td></td>
<td>• Ministry of Science, Culture and Sports</td>
<td>• Ministry of Science, Culture and Sports (Diaspora sports and cultural exchanges)</td>
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<td></td>
<td>(Diaspora sports and cultural exchanges)</td>
<td>• World Zionist Organisation (WZO)</td>
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<td></td>
<td>• Ministry of Industry, Trade and Labour</td>
<td>• Ministry of Industry, Trade and Labour (targets Diaspora to promote trade and investment in Israel)</td>
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<tr>
<td></td>
<td>(targets Diaspora to promote trade and investment in Israel)</td>
<td>• Jewish Agency of Israel (JAIF)</td>
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<td></td>
<td>• Ministry of Immigrant Absorption</td>
<td>• Partnership 2000</td>
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<td></td>
<td>• Israeli Diaspora Bond</td>
<td>• Ministry of Immigrant Absorption</td>
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<td>• Israeli Diaspora Bond</td>
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## Appendix 2: JAMAICAN DIASPORA Governance Structures Summary Comparisons United States, Canada, and United Kingdom

<table>
<thead>
<tr>
<th>Jamaican Diaspora United States, Inc. (pending) Registered: State of Illinois Tax Exempt Status – through Jamaican Diaspora MidWest, Inc. Bank Account: Chase Regional Board corporations shall be established under the national corporation to operate for each of the three regions as Regional Chapters</th>
<th>Jamaican Diaspora Canada Foundation Registered: Province of Ontario</th>
<th>Jamaican Diaspora UK Registered: England</th>
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<tr>
<td><strong>Board (proposed):</strong> National Board – composed of three Regional Advisory Board members; Up to two (2) coordinator members from each of the JDUS regional areas elected by Members in each of the regions, as determined; Two (2) Future Leader representatives (18-30 years old); Up to three (3) persons who may bring specialist skills and knowledge to the Corporation; Up to four (4) Working Group Chairs; Up to two (2) at large members from the community. Each Region shall have a board of similar composition – led by the Regional Advisory Board member. Qualifications: At least 18 years old</td>
<td><strong>Board:</strong> National Board comprised of 24 elected and appointed directors/officers in addition to the Immediate Past President; Two (2) ex-officio positions held by the Consul General to Toronto and appointee of High Commissioner Directors and Officers include President; Vice-President; General Secretary; Assistant Secretary (Communications) Treasurer; Director, Membership Relations and outreach; Director, Youth (New Generation); Deputy Secretary; Director, Finance and Business Affairs; Director, Outreach and Communication; Director, Fundraising and Special Events; Director, Justice; Director of Social Services, Director, Education; Director, Government Relations; Director, Culture and Arts and 10 Regional Directors. Two ex-officio positions (non-voting) - in keeping with their position tenure in Canada or Toronto but not exceeding a period of 4 years. Qualifications: At least 18 years old; be a member of JD-CF for at least two years; not in bankruptcy or mentally incompetent; be a resident of Canada at least 6 months consecutively and a permanent resident or citizen</td>
<td><strong>Board:</strong> Management Board is comprised of not less than three (3) and not more than nineteen (19) persons. Board is to be comprised of (4) Honorary Officers; Up to (2) co-ordinator members from each of the (6) JDUK regional areas: Northern, East Midlands, West Midlands, Eastern, South West &amp; London elected or appointed by Full members in each of the regions; (1) Assistant Secretary; (1) Public Relations Officer; Up to (3) persons co-opted by the Management Board who may bring specialist skills and knowledge to the Company; (2) JDUK Diaspora Advisory Board Members And (2) Future Leader representatives Qualifications: At least 18 years old</td>
</tr>
<tr>
<td>Leadership of the Board: National Governing Board appoints officers - Chair, Chair-Elect, Treasurer, and Secretary. No Director except the Chair-Elect may hold more than one office at any time. The Chair-</td>
<td>Leadership of Board: Executive Committee - includes President, Vice President; General Secretary; Treasurer; Director, Member Relations; Director, Future Leaders; Director, Executive Liaison for Regional Directors; Immediate Past</td>
<td>Leadership of the Board: Management Board appoints Chair, Vice Chair, Secretary Term: Two year terms</td>
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<tr>
<td><strong>Election</strong></td>
<td><strong>President (non-voting)</strong></td>
<td><strong>Election</strong></td>
</tr>
<tr>
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</tr>
<tr>
<td>Regional Advisory Board members are elected by delegates at Biennial Conference – and shall serve as Advisory Board members to US</td>
<td>Term: Maximum of 4 years in 10 year period</td>
<td>President and Vice President are elected by delegates at Biennial Conference – and shall serve as Advisory Board members to Canada</td>
</tr>
</tbody>
</table>

**Members:** (a) **Full Members.** Organisations operating in the area of benefit who support the purposes of the Corporation and who have paid or agreed to pay the annual dues for the respective fiscal year; (b) **Individual Members.** Individuals operating in the area of benefit who support the purposes of the Corporation and who have paid or agreed to pay the annual dues for the respective fiscal year.

**Meetings:** National Board (quarterly); Regional Boards (monthly)

**Annual Meeting:** Within 4 months of end of fiscal year

**Benefits/rights of membership:** Elect the National Board (? At Conference or locally)

*(Note: What/who defines who is a Jamaican?)*

**Working Groups:** (National and in each regional chapter): (a) Alumni Associations; (b) Faith-Based Initiatives; (c) Youth & Leadership Development; (d) Arts & Culture; (e) Public Safety and Disaster Preparedness; (f) Education; (g) Health; (h) Civic Engagement & Mobilization; (i) Immigration; (j) Trade/Business Linkages

**Members:** All Jamaicans, Jamaican organisations and business in Canada are by definition member of JD-CF; Voting reserved to registered members and paid membership status

**Classes of Members:** (1) Voting; (2) Non-voting; (3) Honorary (non-Jamaicans/foreigners, diplomatic); (4) Associate (researchers, politicians)

**Meetings:** Held monthly

**Quorum:** 20% of Members

**Voting:** Majority

**Annual Meeting:** Within 4 months of end of fiscal year

**Benefits/rights of membership:** Unsure; Elected President and Vice President at Conference; Locally?

*(Note: What/who defines who is a Jamaican?)*

**Working Groups:** Similar groupings

**Members:** (a) **Full Members.** Organisations operating in the area of benefit who support the purposes of the Corporation and who have paid or agreed to pay the annual dues for the respective fiscal year; (b) **Individual Members.** Individuals operating in the area of benefit who support the purposes of the Corporation and who have paid or agreed to pay the annual dues for the respective fiscal year.

**Meetings:** Unclear – Annual General Meeting

**Benefits/rights of membership:** Elect the Management Board (? At Conference or locally)

*(Note: What/who defines who is a Jamaican?)*

**Working Groups:** Similar groupings