



**INTERNATIONAL
CHESS
FEDERATION**

APPENDIX D/1 – FUNDING REPORT FORM

1. GENERAL INFORMATION

SUBMISSION DATE:	22 May 2023
BENEFICIARY NAME:	Jamaica Chess Federation
DEVELOPMENT LEVEL OF 2023:	3
PROJECT NAME:	Grandmaster in 10 (GM in 10)
PROJECT START DATE:	1 April 2023
PROJECT END DATE:	31 March 2033
PROJECT WEBSITE/SOCIAL MEDIA:	To be developed**
PROJECT DESCRIPTION:	<p>Jamaica would like to become the first country in the English-speaking Caribbean to produce a home-based Grandmaster. In doing the foregoing, we intend to:</p> <ol style="list-style-type: none"> 1. Develop a locally suited framework for the development of chess players at the highest level. 2. Spark significant interest among all Jamaicans in the sport of chess. 3. Use chess as a developmental tool for Jamaica.
PROJECT/PROGRAMME TOTAL BUDGET (euro): (Including other income)	Euro 275,500
FUNDING AMOUNT RECEIVED FROM FIDE FOR THIS PROJECT/PROGRAMME (euro):	Euro 5,000

2. KEY PERFORMANCE INDICATORS

	KPI	BASELINE (project start)	TARGET (project end)	ACTUAL
E.G	Number of schools teaching chess	20	25	24
1.	Average number of titled players in events hosted	3	6	1
2.	Number of affiliated clubs	0	50	33
3.	Number of chess sponsors	0	5	0
4.	Number of other strategic partners	3	5	4



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APPENDIX D/1 – CONTENT REPORT FORM

3. PROJECTS’ OUTCOMES / DELIVERABLES

- a. Promotion and dissemination activities: list the used sources/implemented activities which covered/promoted each of your projects:

Promotion and dissemination activities:	Your input:
Official website	**
Other social media sources/platforms	
Newspapers, magazines	
TV/Youtube shows	
Streams/podcasts	
Radio shows	
Blogs, twitter feeds	
Printed branded promotional materials	

**The core activities have not commenced. The core activities are currently being delayed, as the Government of Jamaica partner, the Ministry of Culture, Gender, Entertainment and Sports, has placed the funding amount with the Sports Development Foundation instead of in our bank account. They are currently consulting with the main funders, the Ministry of Finance and the Public Service, to ensure that our proposal is in keeping with the vision of the Ministry of Finance and the Public Service.

We have however commenced training of a cohort of players, supplemental to our GM in 10 core players. These players are deemed to have significant potential to be GMs, with the only barrier being their age. Every effort is being made to give these players a chance to develop into potential Grandmasters.

Currently, our only core GM in 10 inductee is Ms. Emelia-Rose Leake. Two players who were identified as supplemental players are FM Jaden Shaw and WCM Raehanna Brown.

The funding received through FIDE’s Planning and Development Commission was used to improve the standards of local tournaments in which these players participated and to provide support for participation in overseas tournaments. See below for a list of the tournaments that each player participated in:

#	GM IN 10	INTERNATIONAL TOURNAMENTS (2023)	
1	FM Jaden Shaw	<ul style="list-style-type: none"> a. Central American and Caribbean U-20 Championship – Absolute (11-16/07/2023) b. FIDE World Junior Chess Championships (21/09/2023 – 01/10/2023) c. CAC Youth Chess Festival 2023 - U16 Open (21-26/08/2023) d. PAN-AMERICAN YOUTH CHESS FESTIVAL 2023 - U16 Open (12-18/08/2023) 	



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APPENDIX D/1 – CONTENT REPORT FORM

2	WCM Raehanna Brown	a. CAC Youth Chess Festival 2023 – U18 Female (21-26/08/2023) b. Central American and Caribbean Games, San Salvador 2023 - Blitz Women (06-07/07/2023)	
3	Emelia-Rose Leake	a. CAC Youth Chess Festival 2023 – U10 Girls Open (21-26/08/2023) b. Central American and Caribbean Games, San Salvador 2023 - (06-07/07/2023) c. PAN-AMERICAN YOUTH CHESS FESTIVAL 2023 – U10 Girls (12-18/08/2023)	



**INTERNATIONAL
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FEDERATION**

APPENDIX D/1 – CONTENT REPORT FORM

As such they are being supported with high level training and assistance to participate in international standard tournaments.

c. Sponsors you actually involved in each of your projects.

Sponsors	Official website	Involvement in the project
N/A***		

***Sponsors are waiting for us to roll out the programme, which is currently being held up as the Government of Jamaica partner, the Ministry of Culture, Gender, Entertainment and Sports, as indicated above.

d. Strategical Partners you actually involved in each of your projects (UNESCO, National Ministries, NGOs, NOCs, etc).

Partners	Official website	Involvement in the project
Ministry of Finance and the Public Service (Jamaica)	www.mof.gov.jm	Conceptualizer and main funder of the Project (85%)
Ministry of Culture, Gender, Entertainment and Sports (Jamaica)	www.mcges.gov.jm	Government partner, who is providing oversight of the implementation.
Sports Development Foundation (Jamaica)	www.sdf.gov.jm	Holds the funding to ensure unused monies are not put back in the Consolidated Fund.
Jamaica Olympic Association	www.joa.org.jm	To provide supplemental funding and equipment (5%)

Please see attached to this report:

1. A copy of the GM in 10 Proposal sent to the Ministry of Culture, Gender, Entertainment and Sport (GM in 10_doc Training and National Programme Proposal)
2. A copy of the approval letter from the Ministry of Culture, Gender, Entertainment and Sport (GM in 10_doc Approval Letter from Ministry of Culture, Gender, Entertainment and Sport)



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APPENDIX D/1 – CONTENT REPORT FORM

4. LINKS, PHOTOS AND OTHER SUPPORTING MEDIA DOCUMENTS

1. <https://jamaica.loopnews.com/content/effort-underway-create-jamaican-chess-grandmaster-clarke>
2. <https://www.chess.com/news/view/jamaican-government-invests-heavily-into-chess-to-find-next-grandmaster>
3. <https://www.instagram.com/drnigelclarkeja/reel/CxRXAW2udYp/>
4. <https://twitter.com/NigelClarkeJa/status/1633312439780491266>
5. https://www.mof.gov.jm/wp-content/uploads/HMFPS-BUDGET-PRESENTATION_March-7-TO-PRINT-E.pdf
6. <https://www.jamaicaobserver.com/latest-news/clarke-wants-chess-grandmaster-for-jamaica-in-10-years/>
7. <https://www.jamaicaobserver.com/sports/jamaica-top-cac-youth-chess-festival/>

ATTACHMENTS TO THE REPORT

Financial Report Form specific to the activity/projects* (Appendix D/2)	<input checked="" type="checkbox"/>
Photos/videos (name the attached file as the Project Name_photos)	<input type="checkbox"/>
Other supporting documents (name the attached file as Project Name_doc)	<input checked="" type="checkbox"/>

I, the undersigned, President of the Jamaica Chess Federation, certify that the information provided in this report, including the Financial Report Form (Appendix D/2) attached, represents a true and fair summary of the activity/project noted above. At any moment, we will provide documentations and justifications related to the activity/projects/expenditures as required by FIDE or by its auditors, upon request of the FIDE.

Peter Myers
President



Official Stamp / Seal

*Financial reports (financial statements, official project report) specific to the activity/projects is required to be completed and submitted to FIDE with this report. In absence of the beneficiary's financial reports for the specific activity/projects, the FIDE financial report form is to be used.



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APPENDIX D/2 - FINANCIAL REPORT FORM

FIDE DF beneficiary to complete and submit to the fedfunding@fide.com

Together with Appendix D/1 - FUNDING REPORT FORM

BENEFICIARY NAME:	Jamaica Chess Federation
DEVELOPMENT LEVEL:	3
PROJECT NAME:	Grandmaster in 10 Years (GM in 10)
PROJECT START DATE:	1-Apr-23
PROJECT END DATE:	31-Mar-33
YEAR OF CONTRIBUTION:	2023/2024



FIDE DEVELOPMENT FUND	Currency	Amount
	EUR	5,000

ACTIVITY/PROJECT EXPENDITURES DETAILS

Date	EXPENSES <i>- Supplier/Beneficiary Name - Invoice No. (if not available any identification no.) - Type of expense, period, etc.</i>	Covered? <i>Mark Yes for expenses covered</i>	Amount in original currency		Amount in currency of FIDE DF
			Currency	Amount	EUR
24/05/2023	Prizes awarded for National Championships, which included GM in 10 participants - [FM Jaden Shaw and WCM Raehanna Brown]	Yes	JMD	150,000	884
24/05/2023	Arbiters for National Championships which included GM in 10 participant - [FM Jaden Shaw and WCM Raehanna Brown]	Yes	JMD	24,000	141
1/8/2023	Registration of GM in 10 Players for the CAC Youth Chess Festival in Trinidad and Tobago - [Emilia-Rose Leak, FM Jaden Shaw and WCM Raehannah Brown]	Yes	USD	1,406	1,304
12-18/08/2023	FT IM Jomo Pitterson - Coaching Fees - PAN-AMERICAN YOUTH CHESS FESTIVAL 2023 (12-18/08/2023) - [For WCM Raehanna Brown and Emilia-Rose Leake]	Yes	JMD	87,679	520
10/9/2023	Travel Grants awards for National Championships and National Junior Championships which included GM in 10 participants - [For FM Jaden Shaw and WCM Raehanna Brown]	Yes	JMD	275,000	1,620
2/12/2023	Prizes and other expenses for the Deborah Richards-Porter Ladies Chess Tournament - [Emilia-Rose Leake and to identify prospective GM in 10 participants]	Yes	JMD	90,000	530
Total expenditures (in currency of FIDE DF)			EUR	4,999	

We certify that the information provided in this report is accurate and represents a true and fair summary of the expenditures related to the project/activity above

At any moment, we will provide documentations and justifications related to the project/activities/expenditures as required by FIDE or by its auditors, upon requests of FIDE

President Signature  Function: President Name: Peter Myers	Treasurer Signature  Function: Treasurer Name: Jomo Pitterson
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Place: Jamaica

Date: 26/02/2024



Ministry of Culture, Gender,
Entertainment and Sport
4-6 Trafalgar Road, Kingston 5
Jamaica, West Indies.
Tel: 876-978-7654
Email: hmoffice@mges.gov.jm



REPLY OR SUBSEQUENT REFERENCE TO THIS COMMUNICATION SHOULD BE MADE TO THE PERMANENT SECRETARY AND THE FOLLOWING REFERENCE QUOTED: No MCGES.170/1

January 19, 2024

Mr. Peter Myers
President
c/o 31 Phoenix Avenue
Kingston 10

Re: Jamaica Chess Federation – GM10 National Programme

The Ministry of Culture, Gender, Entertainment and Sport (MCGES) is pleased to provide sponsorship support to the Jamaica Chess Federation earmarked to start the process of establishing a framework that could develop a Chess Grandmaster over the next 10 years, namely "GM in 10" as submitted by the Jamaica Chess Federation.

In keeping with your proposal, approximately Jamaican Thirty-six Million Five Hundred and Thirty Thousand Dollars (J\$36.53M) to be spent on the **GM in 10 Training Programme**, to include Jamaican Six Million, Three Hundred Thousand Dollars (J\$6.30M) for online training, Jamaican Thirteen Million, Two Hundred and Eighty Thousand Dollars (J\$13.28M) for face-to-face training and Jamaican Sixteen Million, Nine Hundred and Fifty Thousand Dollars (J\$16.95M) for participation in international tournaments.

It is our expectation that the activities directly associated with the Training Programme will include:

- (a) Training selected players on a weekly basis.
- (b) Having two (2) GM led workshops.
- (c) Each player participating in at least three (3) international tournaments:

with the remaining J\$9.4M to be used for the launch and marketing of the **GM in 10 National Programme** and the execution of the **GM in 10 National Programme**

As part of this support, the Ministry of Culture, Gender, Entertainment and Sport will provide the following:

1. Financial support of Twenty Million Jamaican Dollars (J\$20M) in the first instance with the balance of funding support to be provided at the end of the financial year
2. Place information on the MCGES' support of the Jamaica Chess Federation **GM in 10 National Programme** in related press releases
3. Provide photo opportunity with the Honourable Minister of Culture, Olivia Grange OJ, CD, MP or MCGES representatives for publication in local and international newspapers and on social media platforms.
4. Share detail of support with partner agencies as it sees fit.

In exchange for the aforementioned support, The Jamaica Chess Federation will:

- ✓ Prominently designate that the **GM in 10 National Programme** is supported by MCGES which shall read: "Supported by the Ministry of Culture, Gender, Entertainment & Sport" [with logo provided]
- ✓ Warrant and represent that you are free to enter into this Agreement; and that to the best of your knowledge and belief all the rights and releases necessary for production of the "**GM in 10 National Programme**" has been or will be secured; and that it will not violate or infringe the rights of any person, company or corporation

.../2

January 19, 2024

Mr. Peter Myers
President
c/o 31 Phoenix Avenue

Page 2

- ✓ Allow prominent branding by the MCGES at tournaments, championships etc where practicable
- ✓ Provide the MCGES with up-to-date information on **GM in 10 National Programme** for publication on social media and traditional platforms
- ✓ Provide VIP passes to MCGES where **GM in 10 tournaments/championships** is being hosted as is practicable
- ✓ Provide the MCGES with **GM in 10 National Programme** related media kits
- ✓ Provide a report on the implementation of the programme including use of funds

The Ministry of Culture, Gender, Entertainment and Sport also requires that individuals or entities seeking sponsorship support complete a Client Information form (client information forms enclosed).

The Ministry of Culture, Gender, Entertainment and Sport reserves the right to revoke this sponsorship and cancel its endorsement of sponsorship if the Jamaica Chess Federation is found to be in breach of any law or fails to comply with the terms outlined in this letter.


If the above is acceptable, please sign and return the enclosed copy of this letter to my attention. This letter will then constitute a binding agreement between the **MINISTRY OF CULTURE, GENDER, ENTERTAINMENT AND SPORT** and **JAMAICA CHESS FEDERATION**.

Sincerely,



Suzzette Ison
Principal Director, Sport Policy Development and Monitoring Branch
for Permanent Secretary

I understand and agree to the terms and conditions outlined in this letter. Please see my signature below as an indication of acceptance.

PETER MYERS (PRESIDENT, JAMAICA CHESS FEDERATION)
(Print Name)

(Authorised Signature)
19/01/2024
(Date)

01 September 2023

The Permanent Secretary
Ministry of Culture, Gender, Entertainment & Sport
4-6 Trafalgar Road
Kingston 5

Attention: Mrs. Suzzette Ison

As you are aware, the Minister of Finance and the Public Service, Dr. the Hon. Nigel Clarke, announced the allocation of J\$40M to the Jamaica Chess Federation (JCF) through the Ministry of Culture, Gender, Entertainment and Sport (MCGES), when he opened the 2023/24 Budget Debate at Gordon House on Tuesday, 7 March 2023. This allocation was earmarked to start the process of establishing a framework that could develop a Chess Grandmaster over the next 10 years.

In keeping with the announcement made, the JCF hereby presents its plan, inclusive of budget and request for an initial disbursement, to commence the rollout of the programme, which we have named “GM in 10.”

As announced by Dr. Clarke, the core programme will be led by Chess Grandmaster (GM) Maurice Ashley, in collaboration with the MCGES and JCF. GM Ashley is a Jamaican-born, American chess player, author, and commentator, who in 1999, earned the FIDE (World Chess Federation) title of GM, making him the first black person to do so. The GM title is the highest player title/rank that can be attained in Chess.

GM in 10 Programme Objective

The main objective of GM in 10, is the establishment of a chess development programme, that will facilitate the growth of a GM within Jamaica, over the next 10 years. To do so requires expanding the JCF’s reach across Jamaica, to identify and develop talented players amongst our population and to get as many Jamaicans as possible involved in the process.

From there, selection and coaching over time, will facilitate sustained improvement in performances, culminating in the attainment of improved chess rankings, titles, and leading to the realization of the goal of producing a GM.

For 2023-24, we intend to focus approximately J\$36.53M on the **GM in 10 Training Programme**, which includes J\$6.30M for online training, J\$13.28M for face-to-face training and J\$16.95M for participation in international tournaments. It should be noted that participation in international tournaments is a key component of the Training Programme.

Activities directly associated with the Training Programme include:

- Training selected players on a weekly basis.
- Having two (2) GM led workshops.
- Each player participating in at least three (3) international tournaments.

The remaining J\$9.4M will be used to launch and market the GM in 10 Programme and execute the **GM in 10 National Programme**.

The GM in 10 National Programme consists mainly of an island-wide search in primary level schools and youth clubs across the country. It will focus on spreading the sport of chess across primary schools, prep schools and communities across Jamaica, by establishing an island-wide system targeting (but not limited to), the teaching of chess to children between the ages of 6 and 12, who may be selected, if they meet necessary criteria, to eventually advance to the Training Programme.

Implementation Plan

The Implementation Plan for the GM in 10 Programme is provided as a PowerPoint Presentation attached. The Plan is intended to be a Ten-year Plan, in other words, the same process will be followed each year. Key aspects of the Implementation Plan have been provided as Appendices to this letter.

Budget Allocations

As indicated in our proposed budget at Appendix I, the total estimated cost for executing the entire **GM in 10 Programme** for the first year, 2023-24 financial year, is J\$45.9M. J\$40M would come from the Government, as announced, and J\$5.9M would come from private sector sponsorship, grants from other non-Government entities and/or JCF generated resources.

Of the amount allocated by the Ministry of Finance and the Public Service (MFPS), approximately J\$7.9M will be used directly for the National Programme, J\$500,000.00 for a launch and J\$1M for marketing activities. Marketing of the GM in 10 Programme will be done to attract sponsorship to supplement the grant being provided by the Government of Jamaica.

The JCF is requesting J\$20M to start the execution of the plans for the activities summarised above. These activities will include, in the main:

- Establishing the online and face-to-face Training Programmes, using the first cohort selected from our Age Group (U8-U18) Chess Champions
- Mobilizing Chess Coaches and Clubs to teach chess across the island.
- Marketing the GM in 10 Programme
- Launching the entire GM in 10 Programme

Let's Get It Done!

In partnership with MCGES and GM Maurice Ashley, we are confident that the "GM in 10" programme will be effective in producing Grandmasters, International Masters and FIDE Masters.

We have topped the world in the development of elite athletes on the track, and now we have the audacity to say to the world, as Jamaicans, we believe that with fixity of purpose, we can also top the world in competitive intellectual pursuit.

This is not just a win for chess, this is a win for all Jamaica and, in our opinion, will help to make an important nexus between sport and the intellectual development of the Jamaican population.

Should you require any additional information, please do not hesitate to contact me.

I so advise.

Yours respectfully,



Peter Myers
PRESIDENT

876-425-5939

jamchessfed.president@gmail.com

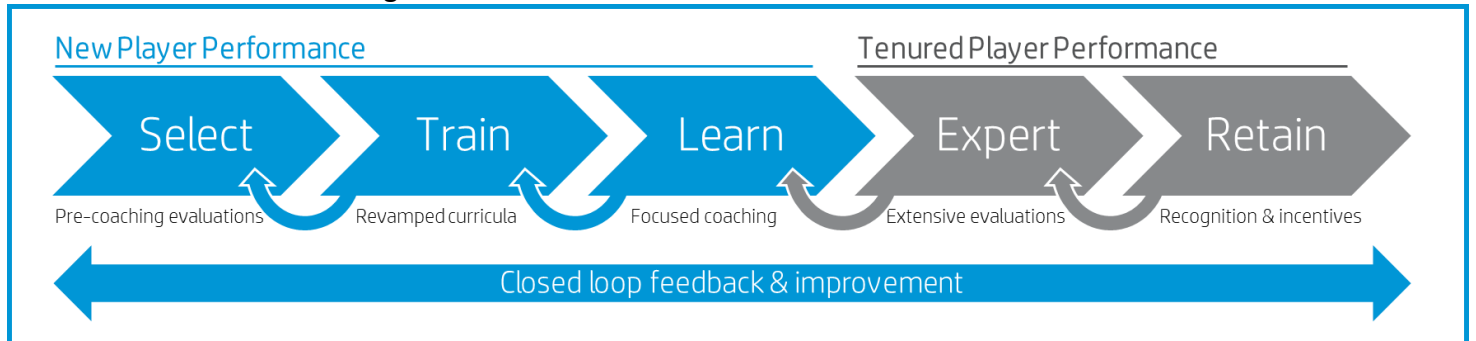
jamchess.com



Please use CUG phone number 876-579-7016

GM IN 10 - THE TRAINING PROGRAMME

The “GM in 10 Years” Training Process



Hands On GM Workshop:

The featured component of the Training Programme is the actual GM “hands on” training which will be conducted in the form of two “face to face”, 5-day workshops for the year. GM Maurice Ashley will utilize the Mikhail Botvinnik approach to chess training, which is employed after identifying talented players for the core group. The initial core group will consist of players selected from the pool of National Age Group Chess Champions and players who have shown very special talent.

GM Mikhail Botvinnik was the 6th World Chess Champion. He was known as the Patriarch of the Soviet Chess School and his training style focused on the following:

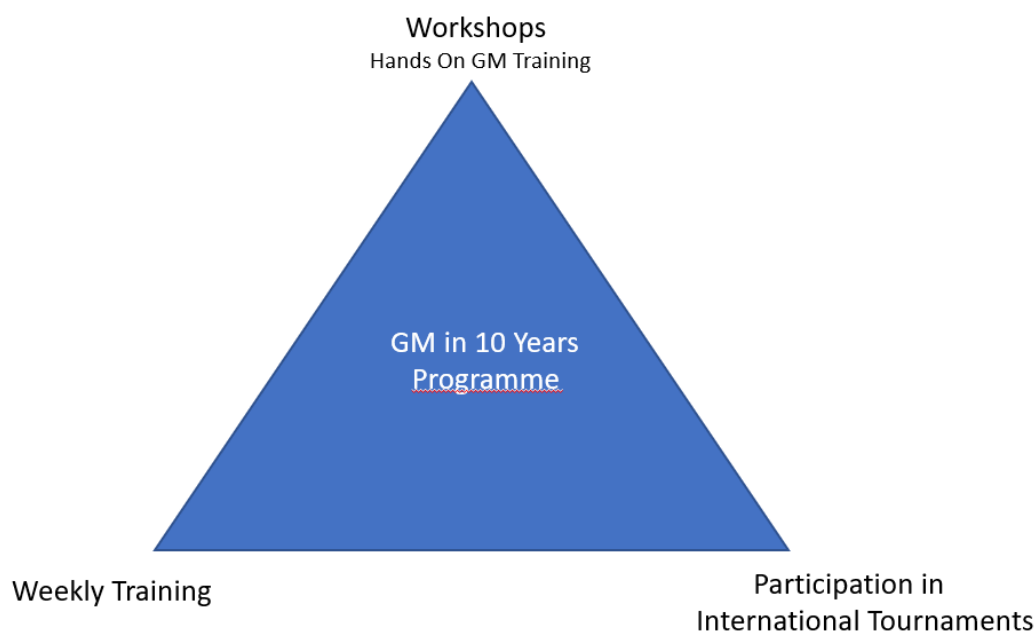
- Narrow opening repertoire and focus on understanding the resulting position.
- Annotating one’s games and studying strong players’ games.
- Promoting physical fitness for players.

He also focused on playing for the initiative and encouraged sacrificing material for compensation.

In the case of the “GM in 10” programme, what will be used is a modified version consisting of identifying talented players, then having GM Ashley lead Workshops as follows:

- Five days of training.
- Developing a 6-month plan for GM training and support, with local coach led training.
- Developing a gameplan for each Player and each Coach.
- Analysing Coaches’ capabilities.
- Training Coaches.
- Training Players.

The two workshops will be scheduled for calendar year 2023.



Weekly Training & Participation in International Tournaments

Training will take place weekly online and over-the-board. Trainers/Coaches will have monthly check-ins with GM Maurice Ashley, to track the progress of players. Individual coaching plans will be revised, as necessary.

The ChessKid.com platform will be utilized for training purposes for all players. This will ensure the following:

1. Child safety when online.
2. Enable use of Data Management techniques.
3. Consistency in tool usage for all players.
4. Use of enhanced training videos.

Also, selected players will play in 3 International Tournaments, which may be drawn from the following:

- CAC Games
- Pan American Youth Chess Festival
- CAC Youth Chess Championship
- CAC U20 Championship
- Pan American U20 Championship
- CARIFTA Chess Championships
- World Juniors
- World Cadets

GM IN 10 - THE NATIONAL PROGRAMME

The National Programme consists of two activities intended to support the Training Programme by 'developing the ground' from which suitable players will grow to become part of the Training Programme. The National Programme will have two foci, a Community element and a Schools element.

Community Programme:

- This component will be one of our two flagship support activities; the most important of all our support activities. We will be starting the search for potential GMs outside of the immediate chess fraternity, through the police youth clubs across the island.
- We will be investing a lot of time going to police youth clubs across the island to encourage the participation of young community members.
- We are currently partnering with the Ministry of National Security (MNS), the Jamaica Constabulary Force – Community Safety and Security Branch (JCF CSSB) and the Ministry of Education and Youth (MEY) through the National Police Youth Club Oversight Committee. One meeting has been attended by the Jamaica Chess Federation to start the awareness about the proposed partnership, which has been well received with significant excitement.
- We project to initially target at least three Police Youth Clubs in each parish, in specially selected communities, where children are deemed to be at risk.

Schools Programme

- This component will be the second of our two flagship activities. We will be starting the search for potential GMs in primary/prep schools across the country.
- We are currently partnering with the MEY through their Youth Empowerment Officers. One meeting of the MEY Youth Empowerment Officers staff has been attended by the Jamaica Chess Federation to start the awareness about the proposed partnership, which has been well received and again, with much excitement generated.
- We project to initially target at least three primary/prep schools in each parish, in specially selected communities, where children are deemed to be at risk.

Training/Sensitization: Coaches and Mentors

- Given that we are targeting players below the age of 10 in at risk communities as our main cohort, an extensive sensitization programme will be implemented for our coaches and mentors. This programme will involve Jamaica Chess Federation, Jamaica Constabulary Force, MNS and MEY representatives, who will sensitize each coach and each mentor on what will be expected of them.
- We project to engage at least 30 coaches and 20 mentors across the island in at least two 4-hour sessions each year under this component.

Mentoring:

- Each time a child is identified from the at-risk communities for the programme, they will be assigned both a coach (as necessary) and a mentor.
- The coordination of this aspect of the programme will be carried out by the Jamaica Chess Federation in association with the MNS Crime Prevention Division which currently has a very robust at-risk programme in place.
- We have no projections on the associated costs of mentorship, as this will be voluntary and the mentors will only be allowed to claim for expenses that may arise, resulting from activities developed by the MNS, MEY, the Jamaica Constabulary Force and/or the Jamaica Chess Federation, such as fairs, further sensitization, emergency interventions, etc.

LIST OF APPENDICES

- 1. APPENDIX I – BUDGET DETAILS - FINANCIAL YEAR 2023-2024 – ESTIMATED**
- 2. APPENDIX II – SUMMARY OF INVESTMENT BY THE JCF (RESPONDING TO MCGES)**
- 3. APPENDIX III – FURTHER RESPONSES TO QUESTIONS RAISED BY THE MCGES**
- 4. APPENDIX IV – TRAINING PLAN**
- 5. APPENDIX V – MARKETING AND PROMOTIONAL PLAN**
- 6. APPENDIX VI – MONITORING AND EVALUATION FRAMEWORK**
- 7. APPENDIX VII – RISK MANAGEMENT MATRIX**
- 8. APPENDIX VIII – STAKEHOLDER MANAGEMENT PLAN**
- 9. APPENDIX IX – COMMUNICATION PLAN**
- 10. APPENDIX X – RESULTS FRAMEWOK**

APPENDIX I

BUDGET DETAILS - FINANCIAL YEAR 2023-2024 - ESTIMATED

INCOME	(J\$)	NOTES
Government Grant	40,000,000	
Sponsorship	5,936,100	
Total	45,936,100	
EXPENDITURE		
	(J\$)	NOTES
National Programme		
Launch	500,000	
Island-wide Search	7,900,000	
Total	8,400,000	
Training Programme (Online)		
Chesskid.com Platform	480,000	1000 units @ J\$480 each
International Trainers	1,024,000	1 GM@J\$12.8k/hr X 80 days
Local Trainers	4,800,000	8 @J\$5k/hr x 120 days
Total	6,304,000	
Training Programme (Face-to-Face Workshops)		
GM Training Fees	3,200,000	J\$1,600,000/workshop
GM Airfare	320,000	J\$160,000/Workshop
GM accommodations	672,000	J\$48,000/night
GM Meals	224,000	J\$16,00/day
GM Travelling Expenses	70,000	J\$5,000/day
Coaches Training Fees	1,600,000	J\$20,000/day x 8 coaches
Coaches Travelling	25,000	J\$3125/coach
Coaches Accommodations	1,008,000	J\$21,000/day x 8 coaches
Coaches Meals	1,152,000	J\$12,000/day
Coaching Workshop	160,000	J\$4,000/day x 20 coaches
Players Travelling	37,500	J\$3,125/player
Players Accommodations	1,512,000	J\$21,000/day
Players Meals	1,728,000	J\$12,000/day
Training Material	320,000	J\$160,000/Workshop
Facility	1,000,000	Large room @ Christar Villas
Training Equipment	250,000	J\$125,000/Workshop
Total	13,278,500	
Training Programme (International Tournaments)		
Players' Airfare	6,912,000	J\$192,000 per player; 12 players
Coaches Airfare	2,304,000	4 coaches
Accommodations/Reg. Costs	6,144,000	12 players and 4 coaches
Coaches Fees	873,600	J\$10,400 per day
Uniforms	240,000	J\$3000 for each shirt
Miscellaneous	480,000	J\$1000 per tournament
Total	16,953,600	
Marketing		
Public Relations	1,000,000	
Total	1,000,000	
Total Funding	45,936,100	
Total Expenditure	45,936,100	

APPENDIX II

INVESTMENT BY THE JCF

MCGES COMMENT

The ten-year plan is commensurate to the investment being made by the Government of Jamaica (J\$40M/Year for 10 years) and the Jamaica Chess Federation (JCF).

JCF RESPONSE

The investment to be made each year by the JCF includes, but is not limited to the following:

Promotional/Public Awareness:

- This component has as its main goal, the spreading of information on the opportunity to become part of the programme, to all parents and children across the country.
- Press releases – At least one every 2 weeks = 26/year
 - The JCF crafts all its releases, distributes to media houses, provides content for its online presence (facebook and Instagram) and conducts its own follow up.
 - We have never quantified the time and effort for the foregoing, given our voluntary status. We however conservatively estimate that each news release would be worth approximately J\$10,000.00 for a total investment of **J\$260,000.00 per year**.
 - Each press release will focus on the progress of the National Programme, the Training Programme and successes of those already selected and provide information on how everyone can get involved.
- Advertisements – At least one every month = 12/year
 - At least one per month in each of the two major newspapers (Gleaner and Observer), the two major TV stations (TVJ and CVM) and at least three of the major radio stations (RJR, Nationwide and Irie FM)
 - At least one per month for the electronic media
 - Again we will be removing the ‘middleman’, that is, the PR/Ad Agency and carry out the work needed ourselves. This cost we have estimated at J\$30,000.00 per ad = **J\$360,000.00/year**.
 - We will seek sponsorship to run the ads via the various media houses.
 - Each add will at least feature a specific aspect of the programme, eg. one of the participants, a key coach
 - The cost to place the ads will be covered by the GoJ Grant.
- Quarterly Newsletter – At least quarterly = 4/year
 - The JCF is one of a very few sporting bodies that currently produces a quarterly newsletter. Again, 90% of the work is voluntary, which includes the writing, editing, proofreading of articles and photography. We have a graphic artist who puts it all together.
 - The time, effort and expertise required to produce each high quality document each quarter, is estimated to value approximately J\$100,000.00 = **J\$400,000.00 per year**.
 - We will have a **GM in 10** component within the existing quarterly. This quarterly will target mainly the private sector and provide all the information being provided in the press releases sent out each quarter. The main objective is to encourage private sector financial support.

Community Programme:

- This component will be one of our two flagship activities. We will be starting the search for potential GMs outside of the immediate chess fraternity, through the police youth clubs across the island.
- We will be investing a lot of time going to police youth clubs across the island to encourage the participation of young community members.
- Currently, we have not calculated the cost of this in terms of travel mileage across the island. We are currently partnering with the Ministry of National Security (MNS), the Jamaica Constabulary Force – Community Safety and Security Branch (JCF CSSB) and the Ministry of Education and Youth (MEY) through the National Police Youth Club Oversight Committee. One meeting has been attended by the Jamaica Chess Federation to start the awareness about the proposed partnership, which has been well received with significant excitement.
- We project to initially target at least three Police Youth Clubs in each parish, in specially selected communities, where children are deemed to be at risk. Due to the varying distances, and potential availability of suitable Jamaica Chess Federation representatives in each Parish, we estimate that on

average, it will cost approximately J\$10,000.00 to sensitize each Youth Club. **This equates to J\$420,000.00 per year.**

Schools Programme

- This component will be another of our two flagship activities. We will be starting the search for potential GMs in primary/prep schools across the country.
- Currently, we have not calculated the cost of this in terms of travel mileage across the island. We are currently partnering with the MEY through their Youth Empowerment Officers. One meeting of the MEY Youth Empowerment Officers staff has been attended by the Jamaica Chess Federation to start the awareness about the proposed partnership, which has been well received and again, with much excitement generated.
- We project to initially target at least three primary/prep schools in each parish, in specially selected communities, where children are deemed to be at risk. Due to the varying distances, and potential availability of suitable JCF representatives in each Parish, we estimate that on average, it will cost approximately J\$10,000.00 to sensitize each school. **This equates to J\$420,000.00 per year.**

Training/Sensitization: Coaches and Mentors

- Given that we are targeting players below the age of 10 in at risk communities as our main cohort, an extensive sensitization programme will be implemented for our coaches and mentors. This programme will involve Jamaica Chess Federation, Jamaica Constabulary Force, MNS and MEY representatives, who will sensitize each coach and each mentor on what will be expected of them.
- We project to engage at least 30 coaches and 20 mentors across the island in at least two 4-hour sessions each year under this component. We project that this component will cost approximately J\$200,000.00 per session, for just the venue, light refreshments, meeting paraphernalia. Total estimated cost is therefore **J\$400,000.00.**
- Other costs associated with bringing together the participants, such as travel grants will be covered by the GoJ grant.

Mentoring:

- Each time a child is identified from the at-risk communities for the programme, they will be assigned both a coach (as necessary) and a mentor.
- The coordination of this aspect of the programme will be carried out by the Jamaica Chess Federation in association with the MNS Crime Prevention Division which currently has a very robust at-risk programme in place.
- We have no projections on the associated costs of mentorship, as this will be voluntary and the mentors will only be allowed to claim for expenses that may arise, resulting from activities developed by the MNS, MEY, the Jamaica Constabulary Force and/or the Jamaica Chess Federation, such as fairs, further sensitization, emergency interventions, etc.
- We will set aside a contingency budget each year of **approximately J\$200,000.00** for this aspect of the mentorship component.

Given the foregoing, it is estimated that the Jamaica Chess Federation will invest approximately **J\$2,660,000.00 annually, in the 10-year plan.**

Comparison of the Government Grant and funding to be provided by other entities.

The Government through the Cabinet and Parliament, has established that funding of up to J\$40M will be earmarked each year for the Programme. We have estimated that we will only need an additional investment of J\$6M each year.

As we market the Programme and its successes grow, we anticipate increased non-Government investment, which will decrease the gap between the Government and non-Government investment.

APPENDIX III

FURTHER RESPONSES TO QUESTIONS RAISED BY THE MCGES

1. MCGES COMMENT

The difference in investment made by the GOJ compared to that to be generated by other entities seems disproportionately vast

JCF RESPONSE

Correct. The Government through the Cabinet and Parliament, has established that funding of up to J\$40M will be earmarked each year for the Programme. We have estimated that we will only need an additional J\$5.9M each year.

2. MCGES COMMENT

Is there a 3-year Implementation Plan for the ten-year period which includes a Results Framework?

JCF RESPONSE

The Plan is intended to be a ten-year Plan, in other words, the same process will be followed each of the ten years. Therefore, each year, the Training Programme will involve two face-to-face workshops with GMs, ongoing online training with GMs, training with local trainers, participation of the core group in selected tournaments overseas and the National Programme will continue with primary and prep schools across the country being impacted with chess. There will be continuous marketing and PR. The only difference will be the fact that there will only be one launch.

3. MCGES COMMENT

What will the identification criteria include for the athletes?

JCF RESPONSE

The following are the key factors that will be used to assess each prospective athlete:

1. Parents are supportive of the effort that's required by their child to become a GM.
2. Be focused or can focus on only the sport of chess.
3. Be resilient. Able to lose and bounce back to win quickly.
4. Able to take direction.
5. Be able to see patterns and be a quick learner.
6. Be passionate about chess.
7. Think in terms of strategy and tactics.
8. Have a fighting spirit.
9. Must have the ability to be a good student.
10. Must not be easily intimidated.

4. MCGES COMMENT

Who are the target groups?

JCF RESPONSE

The target/primary group are children under 12 years of age, who exhibit certain characteristics. These characteristics help to provide clarity for a core group, who have the possibility of becoming GMs. There are exceptions who will include outstanding players/talents under 18 years of age, which would be a secondary group.

5. MCGES COMMENT

Is this a training for trainers workshop? OR a Training for players workshop?

JCF RESPONSE

The plan is to have a GM-led workshop every six months or roughly two (2) per year. The core group and their assigned coaches will participate in the workshops. So it will be both train the trainers and train the core players.

6. MCGES COMMENTS

What are these supporting activities the \$8M will be used to fund?

JCF RESPONSE

Supporting Activities Under the National Programme

- The supporting activities include an islandwide search through the Police Youth Clubs and primary/preparatory schools across the country. We will be sending coaches to Police Youth Clubs and primary and preparatory schools across the country to introduce the programme, teach the game where necessary and identify talent that meet or potentially meet the required specifications.
- This support programme will provide the bulk of the talent that will feed into the core GM in 10 training Programme, while at the same time keeping the entire country primed for the development of the GM in 10 years.
- We will also be significantly improving the quality of the five Open Tournaments held locally each year, so as to attract high quality entrants from overseas. This will improve the quality of opponents that our GM in 10 prospects will face on local soil and reduce costs associated with the need for overseas participation.

Community Programme:

- We are currently partnering with the Ministry of National Security (MNS), the Jamaica Constabulary Force – Community Safety and Security Branch (JCF CSSB) and the Ministry of Education and Youth (MEY) through the National Police Youth Club Oversight Committee.
- We project to initially target at least three Police Youth Clubs in each parish, in specially selected communities, where children are deemed to be at risk.

Primary/Prep Schools Programme

- We are currently partnering with the MEY through their Youth Empowerment Officers.
- We project to initially target at least three primary/prep schools in each parish, in specially selected communities, where children are deemed to be at risk.

Mentoring:

- Each time a child is identified from the at-risk communities for the programme, they will be assigned both a coach (as necessary) and a mentor.
- The coordination of this aspect of the programme will be carried out by the Jamaica Chess Federation in association with the MNS Crime Prevention Division which currently has a very robust at-risk programme in place.

7. MCGES COMMENT

These funds should not be used to finance the hosting of the AGM. This expense is one should be absorbed be the Federation as that is a responsibility of same and is an ongoing annual activity which would have preceded any development plan.

JCF RESPONSE

The proposed AGM funding was removed from budget proposal. The rationale was to save on the need for a separate launch. Now an amount has been included in the budget for a launch.

8. MCGES COMMENT

The number of 5 days workshop contradicts the specification to 80 days and 120 days noted in the budget.

JCF RESPONSE

The 5-day workshops are face-to-face and separate from the online training, to which the 80 days and 120 days refer.

9. MCGES COMMENT

What happens to those not selected as a part of the core group? How will they be treated thereafter in terms of their continued growth and development?

JCF RESPONSE

Not everyone will be selected for the GM in 10 programme. Players not selected for this core group will continue to be trained under other JCF programmes such as the National Squad Programme, through their school clubs, their local clubs and personal coaches. The core group is specific for those that we think can become GMs.

Further, those not successful in advancing to the core group will still be engaged to help in various ways (training, mentoring, sparring) with the development of the core group.

10. MCGES COMMENT

Will GM Ashley be teaching the coaches or athletes how to establish five (5) day workshops?

JCF RESPONSE

No. GM Ashley will work with the JCF administration to establish the 5-day workshops. Woman International Master (WIM) Deborah Richards-Porter, International Master (IM) Jomo Pitterson and Candidate Master (CM) Mark Cameron will learn (and document) the process from GM Maurice Ashley.

11. MCGES COMMENT

Is the GM led training and support different from local coach led training?

JCF RESPONSE

Yes, the GM led training is face-to-face workshop-based and online training, which will both be on a higher level than local coach led training.

12. MCGES COMMENT

Will a M&E framework be developed to track the progress of each player/ coach?

JCF RESPONSE

Yes. Both a Monitoring and Evaluation Framework and a Risk Management Matrix will be developed.

13. MCGES COMMENT

Is the Analysing of Coaches abilities a needs assessment? If yes in order of priority is it one of the activities that will occur to establish who is selected for the training?

JCF RESPONSE

Yes, it is an assessment of the capability of the coach, so that GM Maurice Ashley can modify his ongoing support to help all local (player) coaches develop. It is the second most important factor that will help to determine who is selected for training. The most important factor.

14. MCGES COMMENT

What will be the selection criteria for the coaches?

JCF RESPONSE

Through a written application and assessment, the coaches will have to provide evidence of the following:

a. Expertise and Experience:

A proven track record of coaching advanced chess players, showcasing their ability to guide players through higher-level strategies and tactics.

Success in training players who have shown improvement in their performance and achieved notable accomplishments in tournaments.

b. Strong Communication Skills:

Effective communication in conveying complex concepts and strategies to players at all levels.

c. Analytical Abilities:

Excellent analytical skills to review games, identify strengths and weaknesses, and provide insightful feedback on various aspects of the player's play, including openings, middlegame, and endgames.

- d. **In-depth Opening Knowledge:**
An understanding of various openings, including their nuances and transpositions and extensive knowledge of a wide range of openings and be capable of advising players on appropriate choices based on their style.
- e. **Positional and Strategic Understanding:**
A strong grasp of positional and strategic concepts, guiding players in maneuvering through complex middlegame positions, making long-term plans, and exploiting imbalances.
- f. **Endgame Mastery:**
Proficiency in endgame theory and techniques, teach advanced endgame principles and helping players improve their endgame play, leading to decisive results.
- g. **Up-to-date Knowledge:**
Current with the latest trends, theories, and developments in chess. Awareness of recent games, analyses, and advancements in opening theory.
- h. **Motivational Skills:**
Ability to inspire and motivate players, instilling a strong work ethic, discipline, and dedication to continuous improvement.
- i. **Ethics and Professionalism:**
High ethical standards, promoting fair play and sportsmanship, professionalism in interactions with players, parents, and tournament organizers.

15. MCGES COMMENT

What will be the selection criteria for the players?

JCF RESPONSE

The following are the key factors that will be used to assess each athlete:

- a. Parents are supportive of the effort that's required by their child to become a GM.
- b. Be focused or can focus on only the sport of chess.
- c. Be resilient. Able to lose and bounce back to win quickly.
- d. Able to take direction.
- e. Be able to see patterns and be a quick learner.
- f. Be passionate about chess.
- g. Think in terms of strategy and tactics.
- h. Have a fighting spirit.
- i. Must have the ability to be a good student.
- j. Must not be easily intimidated.

16. MCGES COMMENT

A clear distinction needs to be made when participants in training are coaches or players. So that it is understood that one workshop is training for trainers (if that is the case) and if the other is training of players.

JCF RESPONSE

Both workshops will be for both Trainers/Coaches and Players, but at different times and days within the five-day period, depending on the focus. However, it should be noted that there will be some activities which will allow for Trainers/Coaches to participate with Players, on the same day and same time.

17. MCGES COMMENT

Will there be two workshops per year, starting this year?

JCF RESPONSE

Yes, there will be two workshops each year, starting this year.

18. MCGES COMMENT

How will coaches be tracked?

JCF RESPONSE

There will be ongoing meetings (at least monthly) with the local (player) coaches, the GM consultant(s) and the JCF administration to assess the status of how the coaches are performing with their players, who are part of the core team.

19. MCGES COMMENT

Will there be any coaching (training) on how to use the ChessKid.com platform? Has that been accounted for in the budget?

JCF RESPONSE

Yes. There will be training and coaching provided by ChessKid.com. The support has already been included in the budget under Online Training costs.

20. MCGES COMMENT

What kind of progress reports will the MCGES receive on the implementation of these activities?

JCF RESPONSE

The progress on activities and implementation of plans will be communicated to the MCGES in the form of emails, operational KPI status reports and whatever reporting that MCGES finds appropriate. The main KPIs are LiChess online and FIDE ratings improvement, as well as performance improvements in tournaments.

21. MCGES COMMENT

The budget for the financial year of 2023-2024 needs to be more comprehensive as some of the items are inconsistent with the narrative.

JCF RESPONSE

The budget has been amended to remove the inconsistencies being referenced.

22. MCGES COMMENT

We recommend the submission of supporting resources. These include but are not limited to the following:

Implementation Plan

- a. Training Plan**
- b. M&E Plan**
- c. Stakeholder Management Plan**
- d. Marketing Plan**
- e. Communication Plan**

JCF RESPONSE

- a. Training Plan – See APPENDIX IV
- b. M&E Plan – See APPENDIX VI
- c. Stakeholder Management Plan - See APPENDIX VIII
- d. Marketing Plan - See APPENDIX V
- e. Communication Plan – See APPENDIX

APPENDIX IV

TRAINING PLAN

GOAL: Drive improvement in Core team of players by a combination of Two Annual GM-led Workshops, weekly training by GMs (online) and Local Coaches (online and face-to-face) and participation in Local & International Tournaments.

IDENTIFICATION OF PLAYERS

- **National Age Group Tournament Champions** U8, U10, U12, U14, U16, U 18 (Absolute and Female) – Target 12 players for assessment
- **Coaches Choice** - Candidates selected by Coaches across Jamaica – Target 12 players for assessment
- **Questionnaires**
 - Create list of questions to identify talent to become GMs.
 - Questions for both players & parents
- Interview selected players and parents
- Review the games of selected players
- Reduce to a Core Team of 12

TRAINING FLOW:

- Select Core Team
- Schedule Workshops twice per year to be led by GM Maurice Ashley
- Execute Ongoing Coaching by GM Ashley and the Core Team Local Players' Personal Coaches

WORKSHOPS

1. GM Maurice Ashley will be the GM coach for the Workshops, which are scheduled to be held in August and December of each year.
2. The Workshop will be a 5-day event of approximately 8 hours per day.
3. Materials for the Workshop will be provided by GM Ashley and will consist of material specific to players and also, coaches.
4. Training equipment will be provided by GM Ashley, along with the JCF.
5. The GM Mikhail Botvinnik approach to chess training will be used.
 - Narrow opening repertoire and focus on understanding the resulting position.
 - Annotating one's games and studying strong players' games.
 - Promoting physical fitness for the players.
 - Playing for the initiative and sacrificing material for compensation.
6. The Core team will participate in the Workshop, together with their coaches.
7. Local (Player) Coaches will be assessed on their understanding of the "7 Skills of Chess Training".
8. A gameplan for each player/coach will be established by the end of each Workshop.

WEEKLY (ONGOING) TRAINING

1. On-going training will be occurring in the 6 months between the Workshops.
2. The training will be online and be between the Local Player's coach and the player, with support for the local coach provided by GM Ashley.
3. Some over the board coaching will also be provided by the players' coaches.
4. Approximately, 120 days of coaching will be provided by the players' coach and approximately 80 days support will be provided by GM Ashley between workshops.
5. Training will be on the ChessKid.com platform.
6. The ongoing training will be conducted weekly.
7. The coach will use the "7 Skills of Chess Training" Approach.
8. Also, the coach will use Lichess.org for detailed instruction on chess coaching. Other materials will be provided by GM Ashley on an "as needed" basis.
9. Additional tools such as ChessBase, Chessable or other software may be used by the players' coach as needed.
10. The performance improvement by the player will be identified by two main KPIs, LiChess Online and FIDE ratings improvements, as well as performance improvements in tournaments.

COACHING PROCESS

1. Core team of targeted 12 players
2. Collect their games for an analysis of strengths & weaknesses

3. Speak with their coaches and develop a coaching plan
4. Finalize their coaching plan & tournaments to participate in for the upcoming months
5. Discuss best practices with the Coaches

TRAINING MODEL FOR COACHES

Seven (7) Skills

- **Tactics** - The first step to improve tactics skill is to make an in-depth study of tactical motifs and checkmate patterns. A consistent approach to studying tactics is key. It will be more beneficial to solve 3-5 puzzles every day than to binge occasionally.
- **Strategy** - The ability to find a suitable plan in the position relies heavily on your evaluation skill. Working to improve your evaluation skill will also help you find candidate moves that serve the need of the position at hand.
- **Calculation** - Train your mind to calculate all the forced variations in the position, in other words all the checks, threats and captures.
- **Openings** - Don't rely on memorization only. Aim to understand the typical development ideas in the opening of your choice by going over master-level games where the particular opening was played. Improve your repertoire over time.
- **Visualization** - Visualization skill will naturally improve over time if you are disciplined in your tactics and calculation training.
- **Endgames** - Study essential theoretical positions and important endgame ideas. For example, the "principle of two weaknesses" is an important endgame idea that will serve you well in many endgame situations.
- **Evaluations** - Study and work on the understanding of the 5 most important positional elements.

APPENDIX V

MARKETING AND PROMOTIONAL PLAN

Goal:

General awareness across the island amongst potential sponsors, players parents, members, along with the general public, of the GM in 10 Programme.

Objective:

To gain a market presence and substantial involvement with businesses, the general public, players and JCF members.

Strategy:

The strategy is to use networking, teaching of chess, playing of chess and advertising in a low- cost manner, to get information on the GM in 10 Programme to the public.

Actions:

1. **GM IN 10 BANNER** - Establish a banner to be used at chess tournaments, meetings etc. that will clearly communicate the programme.
2. **WEBSITE & EMAIL MANAGEMENT** - Promote GM in 10 Years on the JCF website along with monitoring email communication. <http://jamchess.com>
3. **PUBLICATIONS** - Include GM in 10 Years Updates in the Quarterly Publications. Also, begin a GM in 10 Years Newsletter.
4. **NETWORKING** - Advertise the GM in 10 years Programme with chess clubs and academies across the island. Also, promote GM in 10 Years amongst coaches. In addition, attend small business networking events.
5. **SOCIAL MEDIA** - Utilize JCF established Facebook, Instagram, Twitter, TikTok and You Tube sites to promote GM in 10 Years.
6. **PRINTED MATERIAL** - Establish a Marketing Sheet with the basic rules of chess. This can be used to promote GM in 10 Years with new players. These can also be left with businesses. New players will hang on to these sheets, which have our branding.
7. **REACH OUT TO MEMBERS OF THE JCF** - Call and email JCF members to remind them and discuss GM in 10 Years. This interaction is important. Also, include players in GM in 10 Years events.
8. **WORKSHOPS** - Provide free workshops at schools, Offices and Universities. The idea is to provide the best material at no cost, to get people comfortable in joining.

APPENDIX VI

MONITORING AND EVALUATION FRAMEWORK

Expected Results	Indicators (KPIs)	Baseline 2023	Targets	Means of Verification
Impact Statement: The Programme will contribute to developing the capacity of the Jamaica Chess Federation to produce a Chess Grandmaster.	1. FIDE Rating Improvement: Measure the increase in FIDE rating on a yearly basis.	TBD	An average increase of at least 20 FIDE rating points per year	FIDE.com
	2. Tournament Performance: Number of FIDE-rated tournaments participated in.	TBD	Number of tournaments won and/or placed in the top 3 positions = 70%.	JCF Tournament results and records.
	3. Training Metrics: Hours spent on tactical training, strategic training, endgame practice, etc.	TBD	Completion of all training milestones and/or modules set by GM Trainers.	Training logs and online platform analytics
	4. Opening Repertoire Expansion: Number of new openings learned.	TBD	Mastery level attained for each new opening as assessed by GM Trainer	Opening repertoire documentation
	5. Game Analysis and Preparation: Number of games analyzed per year	TBD	In-depth analysis of 52 games/year	Game analysis documentation
	6. Performance against Strong Opponents: Win/loss/draw ratio against opponents with higher FIDE ratings.	TBD	50% improvement/year	Tournament results

APPENDIX VII

RISK MANAGEMENT MATRIX

Programme	Risk Description	Impact (/5)	Probability (/5)	Risk Priority (/25)	Mitigation Measure/Response
The Programme will contribute to developing the capacity of the Jamaica Chess Federation to produce a Chess Grandmaster	Insufficient Quality Coaching	4	4	16	Hire/contract experienced and proven coaches
	Player Burnout	4	3	12	Implement structured rest periods
	Inadequate Tournament Exposure	3	2	6	Plan regular participation in events
	Lack of Psychological Training	4	3	12	Integrate mental skills training
	Ineffective Study Techniques	3	2	6	Teach efficient study methods
	Parental Pressure	5	3	15	Conduct parent partnership sessions

RISK MANAGEMENT MATRIX KEY

	IMPACT	PROBABILITY
	1: Negligible	1: Very unlikely
	2: Minor	2: Unlikely
	3: Moderate	3: Neutral
	4: Significant	4: Likely
	5: Severe	5: Very likely

APPENDIX VIII

STAKEHOLDER MANAGEMENT PLAN

Stakeholder Group	Stakeholder Needs/Expectations	Level of Influence	Communication Channels	Engagement Strategies
Junior Chess Players	Skill improvement, mentorship	High	Coaches, emails, workshops	Training sessions, mentorship
Parents/Guardians	Player progress, educational benefits	High	Meetings, emails, orientation	Progress reports, parent involvement
Chess Coaches	Professional growth, strategic input	High	Meetings, emails, workshops	Professional development, strategy discussions
Chess Clubs and Organizations	Strong chess community, collaboration	Medium	Meetings, forums, social media	Collaborative events, resource sharing
Schools and Educational Institutions	Educational benefits, collaboration	Medium	Meetings, emails	Curriculum integration, educational partnerships
Tournaments and Competitions Organizers	Successful participation, growth	Medium	Emails, meetings, events	Coordinate participation, event collaboration
Sponsors and Donors	Impact visibility, contribution	Medium	Updates, events	Recognition, progress updates, involvement
Media and Press	Success stories, program promotion	Low	Press releases, events	Feature stories, program promotion
Government and Regulatory Bodies	Educational alignment, compliance	Low	Meetings, official channels	Compliance, educational goals alignment
Local Community	Awareness, involvement	Low	Events, social media	Public events, awareness campaigns

Feedback Mechanism: We will establish a system to receive feedback from stakeholders. This will be online, through whatsapp groups, our website and social media pages.

Monitor and Adjust: Our completed stakeholder needs will only manifest after consultations with the actual stakeholders once the programme is rolled out. We will regularly review the stakeholder management plan to assess its effectiveness and make necessary adjustments based on changing stakeholder needs and evolving programme goals.

Stakeholder Crisis Management: After meeting with key stakeholders, we will establish contingency plans to address any unexpected issues that might arise with stakeholders. We will maintain transparent communication and take swift action to address concerns.

Celebrate Achievements: We will acknowledge and celebrate the successes and milestone achievements of the junior chess players and the programme as a whole. This will reinforce stakeholder engagement and loyalty.

APPENDIX IX

COMMUNICATION PLAN

Objective: To successfully communicate results of Core Members performances in International Tournaments

GOAL

Identify list of actions to be taken before, during and after International Tournaments, to accomplish the main goal of awareness and visibility of the activities, participation and successes.

	ACTION	METHOD	FREQUENCY	OWNER
1	Sending information to and from the event team to the JCF	Email to JCF Publications & PR from Head of Delegation/ Team Lead	TBD - As needed	Secretary
2	Pre- Event press releases	Email pre press releases	Week 1	Publications/PR Teams
3	Event press releases	Email press releases	Week 2	Publications/PR Teams
4	Post Event press releases	Email post press releases	Week 3 (as necessary)	Publications/PR Teams
5	Social media communication	Facebook, Instagram and Website	Weekly – Wks. 1 to 3	Publications/PR Teams
6	TV communication as possible during and after the events	Email /Call TVJ/CVM	Weekly – Wks. 1 to 3	Publications Team

APPENDIX X

PROPOSED 10-YEAR RESULTS FRAMEWORK

Outcome	Indicators (KPIs)	Baseline 2023	Targets	Means of Verification	Risks & Assumptions
A system established capable of producing world standard chess players at the highest levels.	Number of new Grandmasters	0	1 by 2033	Ratings.FIDE.com	<ol style="list-style-type: none"> The discipline, rigour and commitment required for chess training and success, might be negatively impacted by Jamaican cultural norms. Too much focus on male participants Poor adaptability to a changing international chess environment. Pushing young players to the extreme of their capabilities may result in ethical issues. Competing life priorities
	Number of new International Masters	2	1/year	Ratings.FIDE.com	
	Number of new FIDE Masters	7	2/year	Ratings.FIDE.com	
	Number of new Candidate Masters	24	4/year	Ratings.FIDE.com	