



THE GLOBAL STANDARD
FOR LIVESTOCK DATA

ICAR 2024
BUSINESS PLAN

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*Amended as per the ICAR Board meeting
26th and 27th October, 2023*

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Confidentiality

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Upon request, this document is to be immediately returned to Marie-Agnès Mourot, ICAR

Signature

Marie-Agnès Mourot

Name (printed)

Date

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I. Executive Summary

ICAR 2023/2024

Business

The current year, 2023, has been recognized as a transition year with additional costs. As for the recruitment and the handover period, which ends at the end of August. Consultants are hired to join the force for either ongoing projects or new ones that either came from the ICAR members survey conclusion or projects that have been discussed beginning of the year 2023 with different parties involved with a deadline for execution scheduled during Q3/Q4 2023 (Wiki, accreditation, Communication & Marketing, IT infrastructure, website migration, accounting tool migration, new EU projects, participation to events and summits).

2024 is the year

a) To start refreshing ICAR business and value proposition, the year to re-position ICAR in the heart of the strategic discussion globally, be part of the decision makers for the benefit of ICAR members and community.

b) To develop the concept of the Community of Interest by meeting ICAR going where the members are and respond to their needs, points of interests through regional and local events, webinars, workshops. Successful events run in the past still in ICAR members memories confirmed the needs to provide opportunities to network, learn and speak about business opportunities. This is also the role of ICAR.

c) To continue key and successful projects and initiatives launched in 2023 for the first time such as ICAR Wiki, BWYPEX. Moving forward, ICAR will translate this initiative to concrete implementation for long term period.

One example regarding BWYPEX: ICAR can create a position of “early career representative” across all working groups; expand membership of BWYPEX committee to include at least half of young people.

d) To build a stronger connection with start up/ecosystem companies focus on agri-tech/smart agri through targeted programmes, involve them in working groups and ask them to join ICAR as member by offering a new membership fee and services.

e) Reviewing, refreshing and implementing key infrastructure to support initiatives, delivery of quality and accuracy in terms of services, projects towards ICAR members and its community (IT, financial and customer management tools, access to content, dashboard, MyICAR, and more).

f) To prepare and develop the first step of a communication plan that has been started with showcasing ICAR activities on LinkedIn, and promote content available on ICAR website. Moving forward the communication plan will involve laying a solid foundation by clearly defining ICAR objectives, target audience, and key messages.

g) To continue to be run and pursued as “one team, one company” acting in agile and flexible manner to perform better in the most transparent and collaborative way. This includes the introduction of the budget holder concept to make the team more responsible for the ICAR financial results and performance. It is necessary to align the ICAR Secretariat’s skills and expertise from an individual to collective purpose for the benefit of the ICAR members and services to be delivered in cooperation with the Chairs of sub-committees and working groups; but also for clarity purpose towards our members who expect answers from the ICAR staff.

As a first conclusion

2024 is the year ICAR needs to give itself the tools and ability to be agile, flexible and act “SMART” (Specific, Measurable, Achievable, Relevant and Time-bound) as a response to the global markets, challenges and to deliver excellence of services towards its community by anticipating and proposing harmonization of quality and measurements with the main objective to support its members and partners business growth.

II. Projection Year End 2023 vs Budget 2023 and results 2022

a) Income

EUR 1.042M EUR Projection Year End 2023 versus Budget 2023 of 1.078M EUR and Year end 2022 of 1.099M EUR.

The two main sources are:

- Membership fees (30%) and Certification Services (70%).
- Of the Certification services some 40% comes from ID testing which continues to be a key source of income for ICAR.

b) Expenses: projection figures

ICAR’s main expense categories in 2023 are:

- Projection Personnel costs year end 2023 of EUR (550)K versus EUR (548)K in 2022
- 2023: Staff EUR (230)K, Consultants EUR (171)K
- Cost of Certification Testing (contracted to labs) of EUR (464)K
- The balance of EUR (64)K cost is spread amongst Admin, Travel and Special Projects

c) Cashflow

Between Savings and Checking accounts our balance at year end 2023 is expected to be between lower than EUR (100)K

ICAR 2023

Income and Expenditure analyses

CE expects that the year 2023 is a transition year with a lower results in terms of revenue and additional costs due to different elements such as:

- The decrease of 2023 revenue on activities such as label services (EUR (33)K in comparison with EUR (53)K in 2022) and data Centre Accreditation (EUR (3)K versus EUR (5)K in 2022).
- The recruitment, legal cost, the handover that generated additional travel costs during the handover period of the CE, which ends at the end of August.
- Additionally, and in order to continue key projects started in 2022 and 2023, consultants are hired to join the force for WiKI accreditation, Communication & Marketing, but also for IT and website migration.

Membership and fees

The results of the ICAR Membership in terms or number of members in 2023 remain stable in comparison with the 2022.

| | Full Members | Associate Members |
|------|--------------|-------------------|
| 2022 | 87 | 45 |
| 2023 | 90 | 47 |

However, we are facing different challenges in terms of collecting membership fees in comparison to 2022:

- Currently and according to the Statutes the associate member who did not pay the yearly fee is cancelled in December. The full member loose the right to vote at the following GA but still maintain the membership for a second year. Being an INGO I think a member should be cancelled within the year they did not pay.

- In 2023, we will undoubtedly witness the global repercussions of geopolitical conflicts. This is evident in the challenges faced by some of our members who are unable to pay their annual membership fees.

- In comparison to the previous years, only 85% of outstanding invoice have been collected at the end of 3rd quarter 2023 compared to 92% in the same period last years. The total amount to be collected before end of the year 2023 is EUR (47)K when only half of it is expected to be received before end of the year.

Furthermore, CE noticed that ICAR members companies might merged more often than in the past and therefore it is necessary to review and diversify membership services and fees related despite the fact that Membership fees will increase as of 2024.

Expectation

Inflation might reach +3% index on regular activities as well as the regular expenses which we see as similar to 2023 with perhaps a +4% inflation index on employees. If the rates of the Lab test increase (not indicated yet) we may be forced to add that increase onto our Certification clients. The CE has also identified some key projects arising from ICAR Board's strategy reviews in 2024.

Summary and estimation costs of special projects for ICAR in 2024 vs. 2023

| Special projects | 2024 | ICAR 2024 Costs (EUR) |
|--------------------------|--|-----------------------|
| BWYPEX | Ongoing with special session on stage at Bled | 5.000 |
| ICAR Accreditation | Continue improvement accreditation concept (17065) | 35.000 |
| ISO 17065 | In conjunction with accreditation | 9.000 |
| ICAR website restructure | Focus on easier access to content and functionalities | 20.000 |
| ICAR IT infrastructure | Improve security and review infrastructure external and internal | 36.000 |
| ExtraMIR | Platform | 5.000 |
| CRM | Continuity of Visma migration to Exact Online (included CRM) | 5.000 |
| WIKI | Consultancy fees and integration | 15.000 |
| Total | Worst case scenario | 130.000 |

ICAR Staff

- Revision of the roles and responsibilities stated in September 2023 with the main objective to make each employee responsible for leading projects and for becoming a budget holder.

- Review the possibility to enroll 2 consultants as employee of ICAR instead of the remaining consultants. A contract of 3 to 4 days per week has been discussed in Q3-2023.

- ICAR should consider offering young professionals (PhD) to close their studies by joining ICAR Team force and report to experts within the team. This profile should match with data scientist and data analysis communication skills to offer recommendations towards the members (extra services). This profile exists already in different organisations such as IDF and has created an increase of membership growth, awareness and engagement towards the stakeholders and partners.

Budget Process

As discussed in Q3-2023, ICAR CE proposed the ICAR Finance Committee and ICAR Board Members to implement 2 versions of the budget:

- A conservative one to share in an official channel with externals and members.
- A second version that aims to motivate the ICAR Team together with the ICAR Board Members to reach better results from an income and monitor expenditure, common goals and objective performances.

This second budget speed will help to measure the performance of the ICAR Team, individually and collectively.

The budget 2024 will be shared and discussed during the face to face Board|Staff meeting – October 25 to 27, 2023 (Utrecht).

III. Company Description / Vision / Mission / Strategy

About ICAR and its Sub-Committees | Working Group dynamic

ICAR (www.icar.org) is an international NGO founded in 1951 as the International Committee for Animal Recording. It is an Association, now registered in The Netherlands, with its headquarters in Utrecht, NL.

ICAR Members are mainly the national dairy herd improvement and breeders' Organisations, as well as Ministries of Agriculture involved in the animal breeding / production sector. ICAR also has Associate members who are the manufacturers of recording or identification products or services.

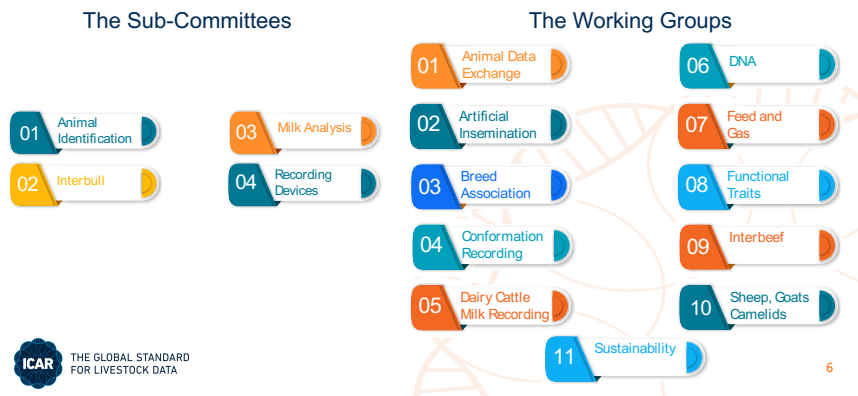
The primary aim of ICAR is to promote the development and improvement of animal identification, performance recording and evaluation in farm animal production according to common and shared Guidelines for getting comparable data in different countries.

For doing so, ICAR establishes rules and standards, specific for the purpose of identifying animals, the registration of their parentage, recording their performance, evaluating their genetics, and publication of such.

The different range of activities of ICAR are ensured by a network of volunteers formed by the expert practitioners working for the ICAR Member Organisations. At the end of Q3-2023, 4 sub-committees are composed by 40 professionals, and 11 working groups composed by 203 professionals.

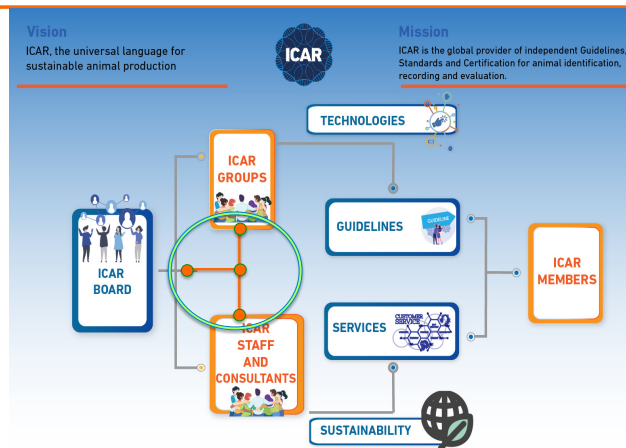
The ICAR CE would recommend to review the number of participants by working group in particularly and also the number of working groups in general in order to increase efficiency, involvement, flexibility in the follow-up and accomplishment of the mission defined by group. This will also helps tremendously the ICAR Staff to follow-up and manage the group in the most effective manner.

ICAR: SUB-COMMITTEES AND WORKING GROUPS



ICAR Vision / Mission / Key Stakeholders

ICAR MISSION & VISION FLOW



ICAR's Roadmap to deliver Board Strategy

The ICAR's Roadmap for achieving the Board Strategy remains crucial in realizing our goals and targets set by the ICAR CE for the year 2024. This is especially true for aspects related to membership engagement and strategic growth, enhancing the quality of communication, and improving access to content through the ICAR website and social channels.

It is essential to emphasize the importance of close collaboration between ICAR Board Members, ICAR Chairs of various groups (Subcommittees, Working Groups, Task Forces), ICAR Staff, and Consultants. This collaboration should focus on aligning objectives, targets, and timelines while using consistent measurement principles.

Members

Eventhough the points raised on the business plan 2023 remain relevant, the year 2024 should be focused on the revision of the dynamic and harmonization of ICAR Membership.

Harmonization of Membership aims to strengthen the concept of community, exchange of ideas, concepts, data and more in a trustworthy unique umbrella where everyone has a voice and role to play.

Harmonization means more benefits, support, interaction. Most of the time, harmonization of membership brings a new dynamic from community of interests and new revenue streams.

a) The scope

The scope and initial step in reviewing membership in ICAR should involve all members being included at the same level to combine the knowledge and expertise of the entire community, while still maintaining ICAR's neutral image.

b) Engagement

- Better engagement pathway for Associate Members to Board:

- Network Full Members – President, VPs, CE to work out engagement priorities– reinforce identity.
- Be closer to ICAR Members by working with local organisation, government, universities.
- Propose common programmes that are closer to the members's needs from a regional to national level.

c) Communications

The Board has reached a consensus with the ICAR CE on the significance of implementing a communication plan for the year 2024 and beyond, in addition to the points outlined below. Investment in this aspect should be considered as a strategic move to achieve our goals of Membership Growth and raising awareness of ICAR, as per the ICAR CE's proposal.

- Webinars – SC/WG to schedule webinars throughout year under ICAR control in terms of content and speakers to be invited.
- Newsletter – regularise communications schedule.
- Socials – LinkedIn, X (Twitter) – cross reference to website.
- Promote the ICAR Members as "Champions" especially those that cooperate closely with ICAR to find solutions for the benefits of improving guidelines, standards and devices on the market.
- Educate ICAR members to promote ICAR when they participate to global/regional/local events on key topics that are relevant for ICAR community and link their experience to ICAR social media accounts.

d) Make recommendation

- Motivation towards the ICAR sub committees and working groups are key. Creating a recommendation page by committee and working group will motivate the curiosity to know more about the work done and will create another path of exchange of ideas.

e) Time line proposals

Commented [MM1]: Amended communication plan

| PERIOD | ACTIVITIES | KEY ACTION POINTS |
|----------------------|--------------------------------|--|
| Nov to Dec 23 | Membership key benefits review | - Prepare and finalise membership key benefits summary to promote on the website and send communication to all members with Happy Seasons Greetings personal electronic cards - Prepare new list of benefits + pricing model for the new categories of membership to be sent to non members and new potential companies and organisations. o include laboratories, universities, start-ups, and similar entities; o introduce a fresh framework offering fees or benefits specifically for these associate members. |
| Dec 2023 to Jan 2024 | Communication plan | - Outlines how an organization will communicate with its target audience or stakeholders - Define goals and objectives as per the SMART principles defined by the ICAR CE - Define target audience and measurement with the support of the new CRM (implementation Q1 2024) - Prepare key messages: these should align with your objectives and be crafted to resonate with your target audience. - Content strategy and channels to be used |
| Jan to Feb 24 | ICAR Website and social media | - Ready to refresh the page on ICAR website about new membership benefits - Ready to monitor new categories or membership in the CRM - Communication campaign, follow up and convert to new members onboard - Launch engagement programme with the members (promotion of ICAR during their participation to other conferences and workgroups) |
| March to April 24 | Evaluation | - Evaluation of the first 3 to 4 months - Adjustment of the steps and milestones |
| May 24 | Annual Conference | - Update the members about the changes during Bled Conference - Catch up feedback |
| June 24 | Evaluation | - Evaluation financial and membership growth results at the end of Q2FY24 - Run survey towards all members |

Partners

- The term partnership does not have a straightforward meaning. It is typically used interchangeably with collaboration, coalition and joint working in a trustworthy mindset.

Nowadays and due to the geopolitical situation around the world, NGO's are trying to combine efforts and synergy instead of developing programmes in an isolated manner.

- Partnership provides a mechanism for organizations to work together and adapt their policies to better reflect the needs of their respective community from a local to global level. This aims to contribute to improving a given situation on an equal basis.

- CE ICAR has started this principle by identifying the key partners that have worked with ICAR in the past years and within a trustworthy environment in successful projects.

- The first organization that came out of the list is IDF. For this reason, the CE ICAR and the current DG of IDF agreed to concretize this by signing a MoU (Memorandum of Understanding) during the World IDF Summit 2023.

Through this MoU, both parties agree and believe in working together in a collaborative way and recognize the relevant expertise, skills and strengths of each organisation.

- The areas of collaboration have been identified as well as principle milestones such as:

- Work together in partnership in order to promote the role of dairy/dairy production in sustainable food systems and their contribution to the UN Sustainable Development Goals.
- Share relevant publications and information pertaining to their work.
- Develop an agreement for any joint project where items such as responsibilities, intellectual property and budget should be clarified.
- Develop a mutually agreed action plan which details specific goals and actions; both organizations will collaborate in the specific projects.
- Invite a representative from the other organisation to attend Annual General Meetings, technical webinars and other relevant meetings.

Similar MoU might be necessary to sign with other key partners along the year 2024 if ICAR believes it will help to reach and enhance broader services towards its community and to

reinforce ICAR's position as the unique leader of providing quality through its standards and guidelines globally.

Guidelines

- Interactive Guidelines through WIKI, APIs
- Sensor/AMS Data Integration
- Sustainability Guidelines / Traits
- Animal Health and Welfare
- Treacibility
- ADE (Data Exchange Standard)

Groups

- Group assessment – regularize and share traffic light reviews
- Formalize policy to increase efficiency and deliveries of key objectives towards each group
- Involve one young professional as active person on each group
- Feedback – formalize members feedback on relevance / efficacy of Groups
- Increase visibility of SC/WGs output
- Formalize industry alliance 'guest' sub-groups for key SC/WGs.

Services

The report analysis of ICAR services delivered to Members versus non Members aims to conduct a comprehensive analysis of membership growth and engagement, focusing on the breakdown services provided by ICAR. ICAR delivers essential and valued services to key industry sectors, generating significant data, awareness, and financial benefits.

It is our duty to share these benefits with the community strategically, ensuring that we maximize the value of ICAR's membership while mitigating the risks of potential reductions in membership value.

Other services that require particular attention are:

- Conduct 'Life Cycle' review of ICAR's paying services
- Develop new cost based Interbeef fees model
- Improve visibility – explore use of Testimonials of service users
- ICAR ISO17065 Project for 2023-2025 (ISO Requirements for bodies certifying products, processes and services)

Technologies

- Integrate AMS data into Members' services
- Formalize engagement pathway for Associate Members to Board

Sustainability

- Phase II STF - Define Key Sustainability Traits
- Sustainability Guidelines / Traits – dedicated Section/ Webpage
- Increase ICAR's Sustainability imprint
- Collaborate further with IDF & EFFAB's Sustainability efforts

IV. ICAR Business / Revenue Streams

The ICAR Members voted the proposal to increase the annual membership fee as of 2024 and progressively over the next 3 years. This will allow ICAR to see an increase of income at the end of 2024 if all invoices are paid through date and collected.

New revenue streams for NGO's might seemed restricted to few options, but the nowadays and thanks to new technologies that facilitate communication, the list can offer multiple possibilities; the most challenging is to pick up those that fit for purpose within the mission and vision of the organization.

Membership Fees Tiers

Create different membership tiers with varying benefits and pricing, offer the possibilities to companies linked to ecosystem, start-up, organization linked to educational sectors.

Membership tiers doesn't mean automatically fees; it means as well exchange of services that can reduce costs, increase networking, positioning brands and awareness.

Offer premium benefits to members who demonstrate trustworthy and constructive collaboration with ICAR.

Corporate Memberships

Attract corporate members who can pay for group memberships for their employees. This can be an attractive option for companies looking to support a cause and provide benefits to their staff. This can be applicable to companies that offer products to consumers.

Events and Conferences

Host annual conferences, workshops, webinars, or seminars, and charge for attendance is a common tendance. Offer a special price for young professionals, students and compensate the difference by proposing sponsorship. We can also offer virtual access for a fee to non members, allowing ICAR members from around the world to participate free of charge.

Online Courses and Training

Develop and sell online courses or certification programs related to ICAR organization's mission. This can be a valuable resource for both members and non-members.

Sponsorships and Partnerships

Seek partnerships with businesses or other organizations that align with ICAR mission. They can provide financial support in exchange for promotional opportunities or exclusive access to our membership base.

Grants and Awards

Apply for grants from foundations, government agencies, or other funding sources that support ICAR cause. Additionally, we can establish awards or scholarships funded by donations or endowments.

Recommendation Services

ICAR has valuable experts and expertise in a particular area, offer recommendation services to individuals or businesses for a fee to non members and FOC for members will play in ICAR favor to make the distinction between members and non-members.

Affiliate Marketing

Partner with companies whose products or services align with our mission.

Membership Directory

Create a membership directory that is accessible to the public for a fee. This can be a valuable resource for businesses and individuals seeking specific expertise or connections.

Research and Data Reports

ICAR is collecting valuable data or conducts research, consider selling reports or insights to interested parties. However, this requires a particular First Time Employee's to be focused on this exercise.

Crowdsourcing and Crowdfunding

Launch crowdfunding campaigns for specific projects or initiatives. Encourage members to contribute to these campaigns and promote ICAR within their own network.

Business/Certification Services (see appendix)

Income from the business activities in ICAR, certification of devices and members' audits. Referring to the Appendix document, a deeper analysis has been done to identify how to distinguish services delivered/offered to ICAR members and non-members.

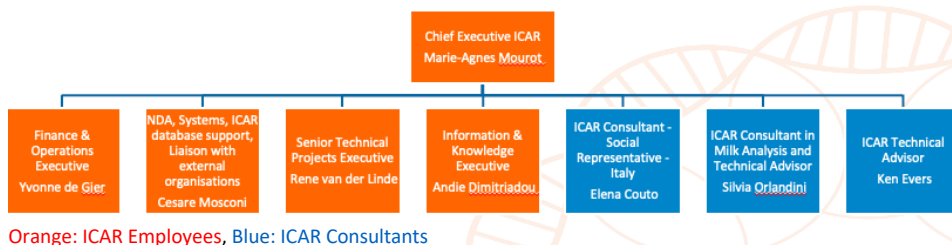
Year 2023 (All figures in Euro) - QTR

| 30th September 2023 | Labels | CoQ | ID | RSD | Milk PT | InterBeef | Acc. DNA Data Centres | Total |
|---------------------|--------|--------|---------|--------|---------|-----------|-----------------------|----------------|
| Income | 25.940 | 20.110 | 275.870 | 54.851 | 46.711 | 128.559 | 3.100 | 555.141 |
| Cost | 6.311 | 6.368 | 161.604 | 39.362 | 31.153 | 128.558 | 0 | 373.356 |
| Actual Gross Margin | 19.629 | 13.742 | 114.266 | 15.489 | 15.558 | 1 | 3.100 | 181.785 |
| % Gross Margin | 76% | 68% | 41% | 28% | 33% | 0% | 100% | 33% |

Year 2022 (All figures in Euro) - QTR

| 30th September 2022 | Labels | CoQ | ID | RSD | Milk PT | InterBeef | Acc. DNA Data Centres | Total |
|---------------------|--------|--------|---------|--------|---------|-----------|-----------------------|----------------|
| Income | 43.700 | 19.685 | 228.709 | 36.667 | 34.905 | 124.592 | 4.500 | 492.758 |
| Cost | 10.837 | 7.753 | 112.973 | 25.695 | 26.289 | 120.591 | 0 | 304.138 |
| Actual Gross Margin | 32.863 | 11.932 | 115.736 | 10.972 | 8.616 | 4.001 | 4.500 | 188.620 |
| % Gross Margin | 75% | 61% | 51% | 30% | 25% | 3% | 100% | 38% |

V. Staffing and Operations



Orange: ICAR Employees, Blue: ICAR Consultants

ICAR Utrecht office is the HQ for ICAR. Two permanent employees are located there, Rene van der Linde (Technical Project), Yvonne de Gier (Finance/Admin) and since June 2023 Marie-Agnes Mourot (ICAR CE) . Two other permanent employees of ICAR are located in Rome Andie Dimitriadou (Information & Knowledge) and Cesare Mosconi (IT support & Communications).

The ICAR Consultants are located either in Italy or North America. It is important to note that not all of the employees or consultants are full time based.

Only Cesare, Andie, Rene and Marie are.

This is creating some challenges in terms of availability of the staff and Consultants despite the fact that the ICAR Team is composed by dedicated and professional individuals.

ICAR needs to further build capacity by proposing some of our current consultant to become ICAR employees. Even if they are able to work four days per week, their capacity to cover key duties would be seen as immediate improvement in terms of responsiveness, execution of tasks, follow up of projects and inquiries.

ICAR CE would like to propose to offer to one of ICAR consultant (Silvia Orlandini) to become a ICAR employee for 3 days as of January 01, 2024, and meanwhile renew and increase by one extra day the ICAR consultant/advisor (Ken Evers) on the top of the current 4 current days as per his consultancy contract. This will be reviewed at the end of 2024.

As a second stage, as agreed with the ICAR Board Members during the ICAR Board meeting held in Utrecht on 26 and 27 October, ICAR should consider hiring a Young Professional (Junior) with an university background and strong interests on Animals and livestock sector analysis and datascience to provide and enhance services to ICAR members.

The Job profile will be shared with the ICAR Board Members for validation (Date: before end of January 2024).

Commented [MM2]: Amended - young professional's profile

VI. ICAR Projects to be funded 2024

BWYPEX – ICAR’s young persons’ exchange program

During the ICAR annual conference 2023, the ICAR’s young person’s exchange program has been kicked off successfully.

The 4 respective Research Topics for study and reporting by the appointed Researchers and the relevant ICAR Group and Mentors were listed in the table below.

| Topic of Interest | ICAR WG/SC | Group Chair | Mentor | Young Person/ Researcher |
|----------------------------|----------------------|-----------------------|-----------------------------|--|
| Sustainability Traits | Feed & Gas WG | Birgit Gredler-Grandl | Birgit Gredler-Grandl +? | Caeli Richardson (AbacusBio International, NZ/SCO) |
| Sensors for Animal Welfare | Functional Traits WG | Christa Egger-Danner | Christa Egger-Danner +? | Katharina Schodl (ZuchtData EDV-Dienstleistungen, Austria) |
| ExtraMIR | Milk Analysis SC | Christian Baumgartner | Christian Baumgartner +? | Michael Whittaker (Cattle Information Systems, UK) |
| Beef on Dairy | Interbeef WG | Andrew Cromie | Andrew Cromie/Matt Shaffer? | Jo Newton (Agriculture Victoria, Australia) |

The post event action was to monitor and support the researchers and integrate into their respective ICAR working groups. This has been done successfully.

What is the plan for 2024?

The current ICAR CE contacted the four young researchers to ask their feedback and recommendation in order to improve and prepare the next steps of this programme.

Overall, the programme is a fantastic initiative, an amazing opportunity for young persons and to raise the profile of ICAR.

However, there is room for improvement across multiple areas.

Based on the relevant feedback collected, the ICAR CE proposed to revise the timeline to improve:

- Longer time frame between identification of successful candidate, commencement of travel & delivery of report. 1 year in length?
 - Time to integrate in ICAR working group & build network before trip starts.
 - Take pressure off travel schedule.
- Final report due before presentation at ICAR meeting.
 - Opportunity for feedback and review before public presentation.
- Run BWYPEX program every 2 years.
 - Provide time for careful planning of projects & time to write up.
 - Reduce risk of ICAR host “burnout”.
 - Provide further opportunity to action recommendations from BWYPEX projects.

In a longer term perspective, the ICAR’s young persons’ exchange program aims to create a wider engagement for young people with the objective to reach:

Network. Guidelines. Certification.

ICAR’S YOUNG PERSONS’ EXCHANGE PROGRAM OBJECTIVES

| Organisation | Initiatives | Potential for ICAR |
|---|---|--|
| NSW Farmers Association (peak lobby group for farmers in Australia) | Place for “young farmer representative” across all 19 working groups/committees in non-voting capacity. | ICAR create a position of “early career representative” across all working groups. |
| Increased young person membership by ~260% in 2 years. | Dedicated Young Farmer Council to advocate for needs of younger members. | Expand membership of BWYPEX committee to include at least ½ young people (ideally past recipients). |
| | Dedicated activities & events for Young Farmer members. | Expand remit of BWYPEX Committee to other activities to engage young people (or restructure to have overarching early career engagement that encompasses BWYPEX) |
| | Scholarships to support tertiary studies. | |

Time line 2023 | 2024:

| PERIOD | KEY ACTION POINTS |
|---------------|--|
| Oct 23 | - Meeting online with the 4 Young professionals and Rene - Objectives: a) Preparation of the webinar to be scheduled Mid November 2023 b) Purpose: what happened since Toledo? Key learnings on projects and results c) Talking about ICAR/Interbull conference 2024 |
| Jan to Feb 24 | - Preparation of the ICAR/Interbull conference - Objectives: a) Get the 4 young professionals on stage during the plenary session b) Preparing the next programme 2025 |
| January 2024 | - Invite the Chairs to define the topics and call for mentoring the BWYPEX 2025 |
| May 24 | - Conference – Bled: 4 Young Professionals on stage - Start the promotion of the programme 2025 |

WIKI Pilot Section 3 Guidelines

Based on the insights and deliveries delivered by the consultants working on WIKI project along 2023, and due to the importance of this tool for the ICAR community and awareness, the ICAR Board decided to continue to invest in this project in 2024.

ICAR has contracted Bruce Golden for 6 months to help us deliver and finalize this project under the direction of CE and René van der Linde. Project plan and external consultancy costs estimated EUR (10)K –(15)K from September 2023 to April 2024.

Project Update:

ICAR Guidelines – WIKI expansion 2023-2024

Milestones

- MediaWiki configured: <http://wiki.icar.org/index.php/Guidelines>
 - Skin modified
 - Extensions installed
 - CSS modified for ICAR style and form
 - DNS records now point to wiki.icar.org
- Organization and initial page hierarchy
 - Initial top-level page design agreed to
 - Eliminate Section numbering
 - Link all PDFs not in this project to the top-level page
 - Break long pages to reduce length
 - Consolidate redundant content into linkable pages
- SOP ~95% finished. Significant changes from PDF:
 - References embedded within page using <ref>
 - Figure captions location changed to under figure
 - Equations in LaTeX only
- SOP page of general principles and guidance
- Decision to drop Section 18 Breed Associations from the project. Keeping:
 - Cattle Milk Recording
 - Bovine Functional Traits
 - Bovine Emissions for Genetic Evaluation

Tasks in progress

- Convert Section 3 Beef Cattle Recording to a best practices example
- Project road map
- Organize working groups meeting
- Training session(s)
- Implement email page change watch notification process

Issues to resolve

- Page modification and creation approval process
 - Implemented page approval extension that displays only a page's approved content by default.

ICAR Website and IT infrastructure refresh

It's been 2016 since ICAR reviewed its website offering/presentation. In 2023, the ICAR website has been modernized, as well as the ICAR branding and design.

It is important to continue this exercise, taking in consideration the results of the surveys addressed to the ICAR members (September 2023).

The necessity to revisit the back end functionalities is important if ICAR wants to improve front end features and access as it has been identified by the ICAR secretariat, the IT consultant (Andromeda) and the Web designers that have been engaged in March 2023 to achieve the delivery prior May 2023 (Toledo launch).

For this reason, a Web Developer named Dev-Up (Achraf Chennan) located in the Netherlands has been engaged to work closely with ICAR IT consultant Andromeda (Danilo Domenici) and ICAR Team to reshape the website, connect it to the IT infrastructure that requires refreshment in terms of servers and software (last update was done in 2014), and allow the team to reposition ICAR content in a more accessible way.

ISO17065

ICAR is a Certification Body that runs and administers its own certification schemes. However, we have no official independent, internationally recognised accreditation as a Certification body. ICAR as a Certification Body (CB) should look at getting independent international accreditation. The international ISO/IEC 17065:2012 standard establishes the principles and requirements for the competence and impartiality of product, service, and process certification for bodies like ICAR offering these services.

ICAR will look to contracting NEN (Dutch national standard association) for accreditation of ICAR for this ISO17065 standard.

We expect this to be a two-three year project culminating in late 2024 or mid 2025. The costs of achieving ISO17065 over the three years have yet to be fully established.

QLIP already has this accreditation and ICAR will initially ask QLIP to act as a consulting hand in 2023 to ascertain the project resources required (both in manpower, time and costs).

ICAR plan to spend only QLIP cost in 2023 estimated at (10)K EUR consultancy.

AMS Data Integration into Members database/services

| Sub Tasks | Task Detail | Hazard & Mitigation |
|---|---|--|
| Integration of AMS data into milk recording | Integration of at least fat %, protein% and SCC measured by robots. Add to guidelines – DCMR group. | Availability of time of group members. |
| Create guidelines for collecting and reporting new traits. | Milking speed, box time (both DCMR group), teat coordinates (conformation group). Add to guidelines. | Availability of time of group members. |
| Flagging of data | Filling field in ADE format with name and type of device. Check if required data is included in ADE format. | Manufacturers not providing this information. |
| Use of AMS and sensor data in genetic evaluation | Discuss with small group of people involved in genetic evaluation. Standardize way to calculate correction factor (between traditional MPR and robot data) among countries. | Members not yet working on it. |
| Approved update of guidelines Section 13 | Approved guidelines from (on/at/in) line measurements. MA SC. | Update of Section 13 not approved or not supported. |
| Validation/certification service for sensor/AMS devices? | Service to be promoted, either current certification or also validation of sensor/AMS systems. MRSD SC. | Manufacturers may not apply for service. |
| Robot and sensor maintenance/on-farm calibration guidelines | Making available documents provided by manufacturers? MRSD/ICAR staff. | Availability of documents. No ICAR validation service. |

René and the key ICAR Chairs of MRSD, DCMR, MASC & FTWG have taken on these tasks which are both technically complex and politically challenging. The CE recommends we also contract some international experience / outside help in 2023 to add some pace to these key items. Estimate (10)K EUR costs for this initially, but contract a Project Manager for 2 years should be approx. (40)K EUR.

Summary of Projects Costs in 2023

| Special Projects 2023 | ICAR 2024 Costs (€) |
|---|---------------------|
| BWYPEX | 3.000 |
| ICAR Website and IT infrastructure incl software for ExtraMir | 40.000 |
| Wiki | 10.000 |
| ISO17065 | 10.000 |
| AMS Integration | 10.000 |
| Special Projects 2024 TOTAL | 143.000 |

Summary of the business plan 2024: key focus, priorities by subjects/topics:

Network. Guidelines. Certification.

Summary | Key focus, Priorities by topics | Part 01 to 03

| TOPICS | KEY FOCUS ACTION POINTS |
|---|---|
| Re-positioning ICAR on the heart of strategy discussions and decisions on a global level | <ul style="list-style-type: none"> - Identify the place to be, the forum of discussion and topics - Be considered as unavoidable organisation to be consulted before inviting any other stakeholders to strategic discussions. - Propose forum of discussion about key topics such as traceability, consequences in terms of data bridge, OR forum that groups different key players that belong to the same industry+particular guests (AMS Summit style) |
| ICAR: the key guardian of metadata security and transfer | <ul style="list-style-type: none"> - ICAR's content is mainly composed by metadata, meaning "data about data". - It can help to define as the data providing information about one or more aspects of the data; - it can be used to summarize basic information about data that can make tracking and working with specific data easier. |
| Membership growth and engagement | <ul style="list-style-type: none"> - Promote louder and clearer the ICAR benefits - Championing the ICAR members that contribute actively to the ICAR benefits, the guidelines, standards - Monitor new categories or membership in the CRM that will allow ICAR to analyse better insights - Communication campaign, follow up and convert to new members onboard - Launch engagement programme with the members (promotion of ICAR during their participation to other conferences and workgroups) - Involve Young Professionals to ICAR Community as key players in SC, WG, and more ... - Be closer to the farmers in terms of communication, programmes, support and showcasing |

Summary | Key focus, Priorities by topics | Part 02 to 03

| TOPICS | KEY FOCUS ACTION POINTS |
|--|--|
| Partnership | - Seek partnerships with businesses or other organizations that align with ICAR mission. They can provide financial support in exchange for promotional opportunities or exclusive access to our membership base. |
| Breakdown services | - Based on deeper analysis conducted to identify how to distinguish services delivered/offered to ICAR members and non-members and margin % applicable to each category of services, it is crucial to reposition the services and diversify sources of services from other components (example: special services for merging markets supported by fundings, organisations). |
| Sub Committees and Working Groups | - Revision of the ToR and policy to improve and clarify expectations from the chairs, the contributors - Taking in consideration that the members of these groups are delivering key and strategic insights, work on voluntary base. - Build up more than never closed engagement with each Chair of each group, improve the fact/tasks sheet to be reviewed on regular basis, measure - Propose forum of discussion about key topics such as traceability, consequences in terms of data bridge, OR forum that groups different key players that belong to the same industry+particular guests (equivalent of the AMS Summit). |

Summary | Key focus, Priorities by topics | Part 03 to 03

| TOPICS | KEY FOCUS ACTION POINTS |
|--|--|
| Achieve key projects successfully | - Wiki - ISO17065 - BWYPEX to get ready for 2025 - ExtraMIR - Website / Financial / CRM |
| Invest in ICAR Secretariat expertise | - Launch budget holder responsibilities - Review roles and responsibilities / tasks / titles - Convert consultancy to ICAR employee - Hire young professional to join ICAR as Data Scientist |
| Events preparation and successful achievement | - Focus on Bled conference 2024 - kick off and prepare ICAR conference 2025 - Identify and launch key regional events/workshop programmes 2024 - Work with other partners and organisations find sponsorship to support projects/events |

End of the report "business plan 2024"