



IGA Strategic Plan Proposal 2018-2030

1. Introduction

The primary purpose of strategic planning is to focus the association on elements that are crucial to serving the members of the association, and by extension the professions or industries the association represents. It also provides a means of quantifying and measuring organizational and programmatic success.

The strategic planning process becomes a periodic activity to step back, rethink and reassess the mission of the association and the current relevance of its goals and strategies.

After analyzing strengths, challenges, declaring mission and vision statements of the association and propose the goals and strategies, IGA has a include a list of key initiatives, "what" the association will do, initiatives that should be aligned with the goals.

Here, a summarized Strategic Plan IGA 2018-2030 is presented, which we, as members, directors, and country representatives, can use as a guide to reach our vision as association.

2. Activities, Mission and Vision of IGA

The activities of IGA reported in its statutes are:

- Undertaking relevant actions or activities in collaboration with interested international or national goat organization to reach IGA purposes.
- Sponsoring the Journal, Small Ruminant Research (the "Journal").
- Perpetuating the International Conferences on Goats.

For the period 2018-2030, the mission and vision statements are as follows:

Mission

The International Goat Association promotes goat research and development for the benefit of humankind, to alleviate poverty, to promote prosperity and to improve the quality of life.

Vision

IGA is a global network of people and organizations working in the goat or small ruminant sector linking research and production by sharing information, experience, and best practices. IGA advocates socially just, environmentally sound and economically viable goat production. IGA promotes regional activities with a global and diversity perspective.

Based on the strengths and challenges, four goals are proposed.

1. Maximize organizational effectiveness
2. Strengthen the global network of people and organizations linking research and production, by sharing information, experience, and best practices.

3. Expand the goat's role in socially just, environmentally sound, and economically viable production.
4. Promote regional activities with a global and diversity perspective

3. Needs and priority activities: key initiatives

For each goal, the Board of Director of IGA has selected a list of need / priority activities to be implemented.

3.1. Goal 1. Maximize organizational effectiveness: operational objectives, strategies, progress indicators, final objectives and responsible

- Enhance IGA programs, services, and communication to increase member engagement and value.
- Ensure the ongoing financial health of the organization.
- Optimize IGA country representatives' / regional directors' function.

From the analysis of the activities to fulfill the objective "*Goal 1. Maximize organizational effectiveness*", it follows that it is necessary to increase member engagement and value through enhance IGA programs, services, and communications. This can be achieved through the optimizations IGA country representatives' / regional directors' functions, and as a result, the ongoing financial health of the organization could be ensured. CR and RD must promote the importance and activities of the IGA in their countries and regions, as well as the strategic plan, the future activities, etc. All priority activities are linked, so that the main objective of "maximize organizational effectiveness" would be met.

3.2. Goal 2. Strengthen the global network of people and organizations linking research and production by sharing information, experience, and best practices

In this case, the list of activities proposed to meet strategic objective 2 was much higher.

- Increase support for research, training, education, and interventions that address and reduce the poverty among underserved populations.
- Develop and promulgate guidelines to promote the research/science into social interventions.
- Make/develop accessible information/literature on specific issues identified by the committee to the wider public (eg white papers, multimedia).
- Create more complete database on membership (via survey or membership form).
- Explore international fundraising efforts to support international, interinstitutional research on goats.

From the analysis of the priority activities selected to fulfill the objective "*Goal 2. Strengthen the global network of people and organizations linking research and production by sharing information, experience, and best practices*", it is observed that it is necessary to increase support for research, training, educations, and interventions focused on underserved populations.

This would link with another of the priority needs / activities selected by respondents to meet the strategic objective: "*Develop and promulgate guidelines to promote the research / science into social interventions*", through exploring opportunities of national or international

fundraising. Even IGA can advise or be involved in this kind of fundraising or offer the contacts of IGA members as international experts. Thus, it could help to increase support for research, training, education, and interventions, that address and reduce the poverty among underserved populations.

One of the responses also selected as the most important to achieve the goal, was *“Make/develop accessible information/literature on specific issues identified by the committee to the wider public (eg. white papers, multimedia)”*, which also support the previous priority activities.

And finally, *“create more complete database on membership (via survey or membership form)”* would allow, in the first place, to efficiently manage the information of the IGA members, in order to be able to make decisions. And secondly, see trends, sectorize interests, facilitate contacts and promote the long-awaited networking between members of the association and society.

3.3. Goal 3. Expand goats’ role in socially just, environmentally sound and economically viable production situations

In this case, the 3 activities proposed as priorities to meet the strategic objective were the following:

- Promote goats’ role in decreasing economic and social disparities.
- Educate other professionals and the public about goats’ role in a socially just, environmentally sound, and economically viable production situations.
- Promote the application of goat knowledge for improving wellness at the individual, organizational and community levels.

Regarding to strategic objective *“Goal 3. Expand goats’ role in socially just, environmentally sound, and economically viable production”*, it is essential to promote goats’ role in decreasing disparities. This is possible if IGA dedicates efforts in educating other professionals and the public about goats’ role in a socially just, environmentally sound and economically viable production situation, as well as promoting the application of goat knowledge for improving wellness at the individual, organizational and community levels. Also, it is necessary to translate research results into smallholder goat development for livelihood and food security examples. Some examples of these efforts could be:

- In conferences where IGA is involved, offer expert talks or sections dedicated to these topics.
- Offering programs, courses, seminars, etc., to educate professionals, the general public and underserved or marginal populations on these topics (virtual or in-person).
- Broadcasting goats’ role in decreasing disparities and its benefits through social media and newsletters.

3.4. Goal 4. Promote regional activities with a global and diversity perspective

And finally, but not less important, it is necessary to reach the goal 4 *“Promote regional activities with a global and diversity perspective”*. In this case, the two activities were considered priorities:

- Create webinars/podcasts/online resources, as well conference/dialogic forums that address current issues and disseminate them broadly.
- Make conference materials available to non-attendees.

Fulfilling these activities, we can also contribute to the need "enhance branding", increasing visibility and reaching potential members for IGA.

The development of virtual training materials or activities, as well as searching for mechanisms for access to conferences remotely could be a way to increase revenue for IGA and to ensure the ongoing financial health of the organization.