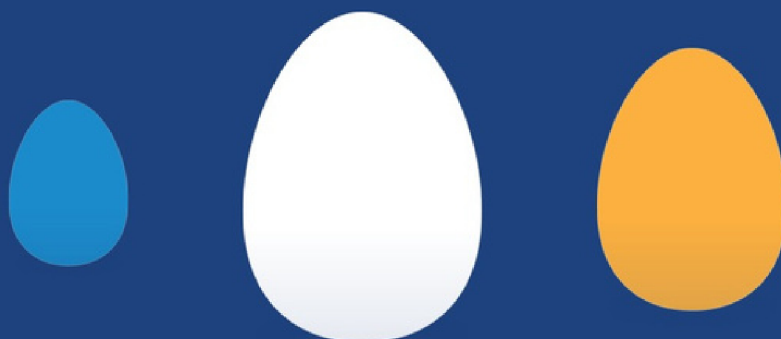


# Strategic Plan 2023-2026

Drafted May 2023- Approved by the BOD:





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## **Introduction:**

The International Poultry Welfare Alliance (IPWA) was officially organized in September 2018. Since then, IPWA has grown to encompass involvement from all major poultry-producing regions worldwide through a multi-stakeholder alliance of integrators, processors, breeders, suppliers, growers, retail and foodservice, associations, and academics. The organization has spent the last few years focused on building outcomes-based Key Welfare Indicators (KWIs) and providing educational opportunities through webinars and the member-only website while also providing opportunities to facilitate meaningful welfare discussions throughout the value chain. As IPWA moves into its next 3-year strategic plan, it will continue to support its existing work, while expanding its footprint to move poultry welfare forward.

For 2023-2026, IPWA will focus on doing more through partnerships and outreach. The Board will review this plan to maintain relevancy and flexibility based on a changing environment. IPWA will provide additional training and education materials to help members improve their welfare programs while increasing our engagement in welfare related research. IPWA will help facilitate the advancement of poultry welfare from within and outside of our membership footprint. IPWA will continue to provide engagement and educational opportunities for our members while working together with others to advance and multiply opportunities in welfare – internationally and dimensionally. Throughout the past three years, IPWA members have identified several areas for further research and IPWA will become more active in communicating and supporting these research initiatives in the future.

## **Vision statement:**

*The International Poultry Welfare Alliance is the catalyst for continuous improvement in global poultry welfare that is socially, environmentally, and economically viable.*

## **Mission statement:**

*We continuously advance poultry welfare by fostering open dialogue, sharing best practices, and supporting science-based research via a global, multi-stakeholder alliance.*



## 5 Pillars:

The Alliance maintained its 5 IPWA Pillars as guiding principles for the organization. The pillars are the foundational focus areas for the Alliance and include:

*Poultry health and welfare:* this pillar is focused on providing a space for welfare practitioners a place to understand how welfare research, measurement, innovation, and hot topics relate to actual production of poultry.

*Communication and stakeholder engagement:* the goal of this pillar is to provide a platform for open and transparent communication among all stakeholders, proactive IPWA messaging, external outreach, and be recognized as a credible voice for poultry welfare.

*Education and training:* the goal of this pillar is to focus on providing welfare education, methods, and practical training materials to improve the handling, care, and treatment of poultry.

*Sustainability:* we believe that poultry production and poultry welfare cannot be separated from goals to improve and maintain the sustainability of the products we produce. While welfare is our focus, we acknowledge that other parts of sustainability can be affected by the decisions we are making related to poultry welfare. Environmental impacts, food security, worker safety, biosecurity and food safety are examples of aspects of sustainability which can be affected by welfare decisions.

*Research and innovation:* by including scientists, engineers, academic experts, and other professionals in the Alliance, we hope to encourage and support research that will result in innovation. For this pillar, our goal is to support and promote scientific research and innovation to advance the understanding and improvement of poultry welfare outcomes.

## Volunteer-led Committees:

As a member-led organization, the following committees are established to manage the objectives and goals of the 2023 – 2025 strategic plan. Committees work closely with IPWA professional staff to establish tactical work plans, budgets, timelines, and measurables for the objectives and goals for which the committee is responsible.

***Poultry health and welfare:*** Identifying and reviewing emerging welfare topics and practices by providing objective commentary on hot-topic welfare issues, encouraging adoption of outcomes-based KWIs, and promoting innovation.



## Volunteer-led Committees Continued:

**Research and Innovation:** Identifying poultry research needs and opportunities for funding.

**Education and Training:** Increasing knowledge and application of poultry welfare by creating education and training resources.

**Communications:** Building trust through transparent communication about poultry welfare by enhancing awareness, dialogue, and engagement.

**Membership and Engagement:** Supporting IPWA staff in recruiting and retaining members while providing guidance on specific member prospects, needs, services, and benefits.

## IPWA Strategic Objectives for 2023-2026

The IPWA strategic planning task force developed four primary strategic objectives:

1. Use Science-Based, Progressive Approach to Improve Poultry Welfare
2. Enhance and Facilitate Communication
3. Build and Enhance Training & Education
4. Ensure Organizational Health, Diversity, and Engagement

## Goals and example initiatives

The IPWA strategic planning task force determined that key goals allow the organization to meet its objectives – collectively forming the strategic plan. Key initiatives are necessary to demonstrate the tactical work professional staff and committee leaders will utilize to meet each goal.

The IPWA Strategic Plan covers a three-year period, starting June 2023. The Board of Directors will review the plan each January to determine progress and re-evaluate the plan as needed. An update for members will also be provided during the annual IPWA business meeting.



## Objective #1: Use Science-Based, Progressive Approach to Improve Poultry Welfare

**Goal: Promote a progressive, science-based, and outcomes-based approach forum focused on welfare which unites poultry stakeholders.**

Responsibility: Poultry Health and Welfare, Communications, and Research and Innovation Committees

**Implementation:** Encourage adoption, use and review of the KWI Guides

Key initiatives include:

- Support implementation/deployment, review, and updating on a regular basis for each KWI to inform communications, education, and training, and additional IPWA work.
  - Led by the Poultry Health and Welfare Committee, supported by the Communications Committee
- Identify gaps in KWIs where measurement may currently not exist but can in the future
  - Led by the Research and Innovation Committee

**Research:** promote and enable science and outcomes-based approach to deliver continuous improvement.

Key initiatives include:

- Identify and prioritize research needs with timelines – long-term, mid-term, and short-term.
  - Led by the Research and Innovation Committee
- Identify and facilitate funding partners and sources – letters of support, collaborative meetings, etc.
  - Led by the Research and Innovation Committee
- Synthesizing emerging research findings into actionable advice
  - Led by the Research and Innovation Committee, supported by the Poultry Health and Welfare Committee and the Communications Committee

**Innovation:**

Key initiatives include:

- Identify areas where further innovation in welfare is needed
  - Led by the Research and Innovation Committee
- Identify and share emerging technologies
  - Led by the Research and Innovation Committee, supported by the Communications Committee
- Develop new robust KWIs from available research and innovation – a pipeline of new/revised KWIs
  - Led by the Poultry and Welfare Committee, supported by the Research and Innovation and Communications Committees



### **Collaboration:**

Key initiatives include:

- Seek inter-disciplinary experts (i.e., social sciences, consumer researchers, etc.) to ensure holistic KWIs
  - Led by the IPWA Board of Directors, supported by the Membership and Engagement Committee
- Engage with or provide a forum for those implementing welfare training, standards, auditors, consulting, or others engaging with producers
  - Led by the Research and Innovation Committee, supported by the Communications Committee
- Become a resource to organizations providing research funding
  - Led by the Research and Innovation Committee, supported by the Communications Committee

## **Objective #2: Enhance and Facilitate Communication**

**Goals: Develop a strategic communications plan that builds trust through transparent communication about poultry welfare by enhancing awareness and dialogue between stakeholders and creating concise educational materials on improving welfare outcomes.**

**Awareness:** increase awareness of welfare and sustainability metrics for poultry production. Key initiatives include:

- Develop & host webinars to highlight IPWA's outcome-based, progressive approach to welfare
  - Led by Education and Training, supported by Communications Committee
- Provide insight and collaborate with US-RSPE members on welfare-related sustainability metrics for poultry production
  - Led by Poultry Health and Welfare Committee
- Survey members to understand questions, concerns and educational needs for welfare and sustainability-related topics
  - Led by Membership Committee, supported by Education and Training, Communications Committees
- Create external facing content on the public website that provides a basic understanding of poultry welfare and its relationship to overall sustainability
  - Led by Communications Committee, supported by Education and Training

**Communication:** increase dialogue to expand stakeholder members and communication between constituency groups.

Key initiatives include:

- Convene leaders within constituency groups to collaborate and advance the mission of IPWA
  - Led by the IPWA Board of Directors, supported by the Membership and Engagement Committee





- Empower influential, global poultry organizations to engage (i.e., national poultry organizations, IPC, IEC etc.)
  - Led by the IPWA Board of Directors, supported by the Membership and Engagement Committee
- Utilize IPWA newsletter to enhance communication and awareness to global members
  - Led by the Communications Committee
- Identify key topics that require additional resources, research and/or awareness summaries
  - Led by Education and Training Committee
- Expand and grow the resources section of the members-only website (P-WIN) to make the website the preferred source for poultry welfare information
  - Led by Education and Training Committee

**Resources:** create concise educational materials, meetings and webinars focusing on topics that drive continuous improvement in animal welfare outcomes.

Key initiatives include:

- Increase member participation and engagement via IPWA resources
  - On-line member-only resources library
  - Annual meetings with opportunities to network, learn about innovative research projects, and discuss progressive welfare initiatives
    - Thought-leader forums to discuss welfare challenges and solutions
      - Led by the Research and Innovation, Poultry Health and Welfare, and Education and Training Committees, supported by the Communications Committee
  - Create webinars, summary articles and/or training modules related to member questions and requests about welfare-related topics
    - Led by the Poultry Health and Welfare Committee and Education and Training Committee, supported by the Communications Committee
  - Develop Key Welfare Indicator (KWI) resources on development process, implementation processes, relevancy to sector of poultry value chain, application to an outcomes-based program specifically tailored to each sector: grocery and foodservice, allied industries, processors, integrators, etc.
    - Led by the Education and Training Committee, supported by the Communications Committee
- Aggregate broad KWI utilization information that can be communicated to members and stakeholders to showcase IPWA relevancy and successes.
  - Example initiative: Highlight successes via case studies globally.
  - Provide guidelines on how to use KWI data to drive continuous improvement.
  - Create external facing content that provides a general understanding of poultry welfare
    - Led by the Poultry Health and Welfare Committee, supported by the Communications Committee



**Relevancy:** Through professional communications, demonstrate key IPWA programs and resources that are continuously improving poultry welfare.

Key initiatives include:

- Collection of KWI utilization – not results but broad use of KWIs
  - Led by the Poultry Health and Welfare Committee, supported by the Communications Committee
- Provide regionally focused examples applicable to people at different stages on their welfare journey for continuous improvement
  - Led by the Poultry Health and Welfare Committee, supported by the Communications Committee
- Prepare materials in multiple languages used in major poultry producing regions
  - Led by the Communications Committee

### **Objective #3: Build and Enhance Training & Education**

**Goal: Develop training and education resources that increase knowledge and application of poultry welfare.**

Responsibility: Education and Training and Communication Committees

**Resources:**

Key initiatives include:

- Create certificate training and educational modules which will demonstrate qualification and skillsets necessary for responsible welfare.
  - Led by the Education and Innovation Committee, supported by the Communications Committee
- Offer public-facing resources to assist guidance for customers, potential members, and stakeholders.
  - Led by the Education and Innovation Committee, supported by the Communications Committee
- Advance implementation of KWIs through development of training resources.
  - Led by the Education and Innovation Committee, supported by the Communications Committee
- Create a poultry welfare terminology document which increases understanding of how words are used to describe welfare practices around the globe.
  - Led by the Education and Innovation Committee, supported by the Communications Committee



### **Promotion:**

Key initiatives include:

- Engage and collaborate with membership and stakeholders to promote buy-in to become a trusted source for training and education in poultry welfare.
  - Led by the IPWA Board of Directors, supported by the Membership and Engagement and Communications Committees
- Promote science-based poultry welfare training resources developed by IPWA or partner organizations.
  - Led by the Communications Committee

### **Collaborative Work:**

Key initiatives include:

- Identify and partner with key subject-matter-experts and educators who will contribute to material development.
  - Led by the Education and Training Committee, supported by the Membership and Engagement Committee

## **Objective #4: Ensure Organizational Health, Diversity, & Engagement**

**Goal 1: Drive member retention, growth, and diversification.**

**Goal 2: Engage and collaborate with external organizations to facilitate global poultry welfare improvement.**

Responsibility: Membership and Engagement Committee

**Engagement:** Increase engagement throughout IPWA members and identify opportunities for external engagement.

Key initiatives include:

- Generate opportunities for collaboration within poultry value chain
  - Led by IPWA Board of Directors and Membership and Engagement Committee
- Create opportunities for networking and engagement within and between stakeholder categories
  - Led by IPWA Board of Directors and Membership and Engagement Committee
- Identify and create opportunities to engage with external organizations who can help create poultry welfare improvement
  - Led by IPWA Board of Directors and Membership and Engagement Committee
- Identify opportunities for partnership with the US Roundtable for Sustainable Poultry & Eggs (US-RSPE)
  - Led by IPWA Board of Directors and Membership and Engagement Committee



**Growth:** Grow members from each global region year-over-year.

Key initiatives include:

- Develop a member recruitment plan, primary focus on retail and foodservice and global integrators
  - Led by Membership and Engagement Committee
- Annually quantify the scope and international diversity of the poultry value chain in IPWA
  - Led by Membership and Engagement Committee
- Equip and utilize recruitment material for members to promote IPWA
  - Led by Membership and Engagement Committee, supported by the Communications Committee
- Maintain financial self-sufficiency of the organization
  - Led by IPWA Board of Directors and Membership and Engagement Committee
- Enhance funding and resource streams beyond membership dues
  - Led by IPWA Board of Directors and Membership and Engagement Committee

#### **Diversification**

Key initiatives include:

- Focus on increasing the diversity of types of IPWA members (i.e., ducks, retailers)
  - Led by Membership and Engagement Committee
- Find outreach and recruitment opportunities in underrepresented poultry production regions
  - Led by Membership and Engagement Committee

**Retention:** Retain 95 percent of members in each stakeholder sector per year.

Key initiatives include:

- Annually survey member satisfaction to evaluate expectations of & value provided by IPWA
  - Led by IPWA Board of Directors and Membership and Engagement Committee, supported by the Communications Committee
- Establish outreach opportunities for BOD to communicate directly with members
  - Led by IPWA Board of Directors and Membership and Engagement Committee, supported by the Communications Committee