

#### 4. Four Year Plan

<b>Strategic objective 1: Membership: Consolidate and Increase Membership</b>							
<b>Key Result Areas (KRA)</b>	<b>Strategic Initiatives</b>	<b>Planned Activities</b>	<b>Year 1 (2009)</b>	<b>Year 2 (2010)</b>	<b>Year 3 (2011)</b>	<b>Year 4 (2011)</b>	
1.01 Retain existing members	<ul style="list-style-type: none"> <li>Develop better, wider and more engaging communication with members</li> </ul>	<ul style="list-style-type: none"> <li>Use Board meetings to be in touch with members in the regions</li> <li>Improve websites and internal mailing system</li> </ul>	<ul style="list-style-type: none"> <li>Organize a member visit in link with the board meeting</li> <li>Develop an bimonthly 'e-bulletin'</li> </ul>	<ul style="list-style-type: none"> <li>Organize a member visit in link with the board meeting</li> <li>Publish the bimonthly 'e-bulletin'</li> </ul>	<ul style="list-style-type: none"> <li>Organize a member visit in link with the board meeting</li> <li>Publish the bimonthly 'e-bulletin'</li> </ul>	<ul style="list-style-type: none"> <li>Organize a member visit in link with the board meeting</li> <li>Publish the bimonthly 'e-bulletin'</li> </ul>	
	<ul style="list-style-type: none"> <li>Follow up promptly with members</li> </ul>	<ul style="list-style-type: none"> <li>Establish procedures with ICA Global to ensure prompt and effective response to our members</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with ICA Global to ensure prompt response</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with ICA Global to ensure prompt response</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with ICA Global to ensure prompt response</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with ICA Global to ensure prompt response</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with ICA Global to ensure prompt response</li> </ul>
	<ul style="list-style-type: none"> <li>Provide opportunities for members to debate thematic issues</li> </ul>	<ul style="list-style-type: none"> <li>Organize seminars / workshops / conferences relevant to members concerns and challenges</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a seminar program for the ICA GA</li> </ul>	<ul style="list-style-type: none"> <li>Organize a workshop with members in link with the board meeting</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a seminar program for the ICA GA</li> </ul>	<ul style="list-style-type: none"> <li>Organize a workshop with members in link with the board meeting</li> </ul>	<ul style="list-style-type: none"> <li>Organize a workshop with members in link with the board meeting</li> </ul>
1.02 Add new members	<ul style="list-style-type: none"> <li>Collaborate with ICA Global to recruit and promote membership in ICA Housing</li> </ul>	<ul style="list-style-type: none"> <li>Establish procedures with ICA Global</li> <li>Identify potential members and recruit according to rules/procedures</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with ICA Global on a monthly basis</li> <li>Recruit 2 new members</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with ICA Global on a monthly basis</li> <li>Recruit 2 new members</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with ICA Global on a monthly basis</li> <li>Recruit 2 new members</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with ICA Global on a monthly basis</li> <li>Recruit 2 new members</li> </ul>	
	<ul style="list-style-type: none"> <li>Work with ICA regions</li> </ul>	<ul style="list-style-type: none"> <li>Promote / create regional networks (Asia, Africa, Americas)</li> <li>Work in close collaboration with Cecodhas Co-op section (European network)</li> </ul>	<ul style="list-style-type: none"> <li>Identify a contact person with each ICA region</li> <li>Create a list of housing co-op organizations in each region</li> </ul>	<ul style="list-style-type: none"> <li>Get news from each region to include in the bimonthly bulletin</li> </ul>	<ul style="list-style-type: none"> <li>Get news from each region to include in the bimonthly bulletin</li> </ul>	<ul style="list-style-type: none"> <li>Get news from each region to include in the bimonthly bulletin</li> </ul>	<ul style="list-style-type: none"> <li>Get news from each region to include in the bimonthly bulletin</li> </ul>

<b>Strategic objective 2: Influence: Increase global influence to promote co-operatives as a specific values based business model</b>						
<b>Key Result Areas (KRA)</b>	<b>Strategic Initiatives</b>	<b>Planned Activities</b>	<b>Year 1 (2009)</b>	<b>Year 2 (2010)</b>	<b>Year 3 (2011)</b>	<b>Year 4 (2011)</b>
2.01 Improve ICA's effectiveness as a lobbyist and advocate the co-operative business model and values.	<ul style="list-style-type: none"> <li>Build strategic partnerships with international organizations, in co-ordination with ICA Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>Form alliance with organizations on specific campaign themes such as climate change</li> </ul>	<ul style="list-style-type: none"> <li>Review and evaluate existing partnership</li> <li>Carry out a survey with members to identify priority issues</li> </ul>	<ul style="list-style-type: none"> <li>Develop a lobby action plan based on priorities identified by members</li> <li>Identify partners</li> </ul>		
	<ul style="list-style-type: none"> <li>Promote co-op housing tenure through the use of creative communication technologies</li> </ul>	<ul style="list-style-type: none"> <li>Maintain/expand website</li> <li>Translate specific relevant ICA Housing materials on website</li> <li>Website forum to share and discuss housing co-op issues</li> </ul>	<ul style="list-style-type: none"> <li>Create a section presenting housing co-ops / 4 articles per year</li> <li>Update website every 2 weeks</li> <li>Investigate the feasibility of a website forum</li> </ul>	<ul style="list-style-type: none"> <li>Publish 4 articles presenting a particular housing co-op</li> <li>Update website every 2 weeks</li> </ul>	<ul style="list-style-type: none"> <li>Publish 4 articles presenting a particular housing co-op</li> <li>Update website every 2 weeks</li> </ul>	<ul style="list-style-type: none"> <li>Publish 4 articles presenting a particular housing co-op</li> <li>Update website every 2 weeks</li> </ul>
2.02 Maintain and further develop effective communications and knowledge management systems	<ul style="list-style-type: none"> <li>Inform members of global issues and trends</li> <li>Develop an external communication program</li> </ul>	<ul style="list-style-type: none"> <li>Develop global, publicly searchable database for housing co-op organizations</li> <li>Develop procedures for identification of issues and trends</li> </ul>	<ul style="list-style-type: none"> <li>Get expert help and develop database</li> <li>Launch database at the 2009 Plenary</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the database</li> <li>Set up News/ Issue Alert</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the database</li> <li>Set up News/ Issue Alert</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the database</li> <li>Set up News/ Issue Alert</li> </ul>
2.03 Build the credibility of the ICA as the centre of excellence for knowledge, expertise and co-ordinated action about co-operatives.	<ul style="list-style-type: none"> <li>Collect and disseminate housing co-op information &amp; best practices</li> <li>Promote educational materials developed by the housing co-op sector</li> <li>Launch research on relevant housing topics</li> </ul>	<ul style="list-style-type: none"> <li>Country profiles</li> <li>Case studies on specific relevant issues (elderly, youth, green, health , finances)</li> <li>Develop library online</li> <li>Seek student placement to assist in the research function</li> </ul>	<ul style="list-style-type: none"> <li>Research and write 8 profiles</li> </ul>	<ul style="list-style-type: none"> <li>Research and write 8 profiles</li> <li>Investigate the feasibility of an online library</li> </ul>	<ul style="list-style-type: none"> <li>Research and write 8 profiles</li> </ul>	<ul style="list-style-type: none"> <li>Research and write 8 profiles</li> </ul>

<b>Strategic objective 3: Development: Develop strong co-operative enterprises for social and economic progress</b>						
<b>Key Result Areas (KRA)</b>	<b>Strategic Initiatives</b>	<b>Planned Activities</b>	<b>Year 1 (2009)</b>	<b>Year 2 (2010)</b>	<b>Year 3 (2011)</b>	<b>Year 4 (2011)</b>
3.01 Improve capacity building initiatives	<ul style="list-style-type: none"> <li>Seek to influence and establish new co-operative financial systems for housing improvement</li> </ul>	<ul style="list-style-type: none"> <li>Collect pertinent information</li> <li>Collaborate with co-op banking sector</li> <li>Develop information materials</li> </ul>	<ul style="list-style-type: none"> <li>Develop research framework</li> <li>Seek student placement for this project</li> <li>Start research</li> </ul>	<ul style="list-style-type: none"> <li>Finalize research</li> <li>Publish results</li> </ul>		
3.02 Strengthen intercooperation	<ul style="list-style-type: none"> <li>Act as a reference center for housing co-op development programs</li> </ul>	<ul style="list-style-type: none"> <li>Establish web links for development programs of members and non members</li> </ul>	<ul style="list-style-type: none"> <li>Identify housing co-op development organizations and establish web links</li> </ul>	<ul style="list-style-type: none"> <li>Publish 2 articles / year introducing co-op housing experts</li> </ul>	<ul style="list-style-type: none"> <li>Publish 2 articles / year introducing co-op housing experts</li> </ul>	<ul style="list-style-type: none"> <li>Publish 2 articles / year introducing co-op housing experts</li> </ul>
3.03 Consolidate and build strategic alliances	(Under 2.01)					
<b>Strategic objective 4: Governance: Strengthen ICA's sustainability through financial capacity, good governance and a committed people base</b>						
<b>Key Result Areas (KRA)</b>	<b>Strategic Initiatives</b>	<b>Planned Activities</b>	<b>Year 1 (2009)</b>	<b>Year 2 (2010)</b>	<b>Year 3 (2011)</b>	<b>Year 4 (2011)</b>
4.0 Increase funding from alternative sources	<ul style="list-style-type: none"> <li>Pursue the membership reform fee in co-ordination with ICA and other ICA SO</li> <li>Seek new sources of funding</li> </ul>	<ul style="list-style-type: none"> <li>Research and Solicit funds from organizations on specific issues</li> </ul>	<ul style="list-style-type: none"> <li>Prepare research, send out letters marketing materials/ arrange relevant meetings</li> </ul>	<ul style="list-style-type: none"> <li>Develop long term fund raising plan</li> </ul>	<ul style="list-style-type: none"> <li>Implement fund raising plan</li> </ul>	<ul style="list-style-type: none"> <li>Implement fund raising plan</li> </ul>
4.02 Maximize effectiveness and good governance	<ul style="list-style-type: none"> <li>Ensure a representative, diverse, skilled board of directors</li> </ul>	<ul style="list-style-type: none"> <li>Carry out ICA Housing Board Skills Audit</li> <li>Develop ICA Housing Board succession plan</li> </ul>	<ul style="list-style-type: none"> <li>Develop / carry the skills audit</li> <li>Inform members of upcoming vacancy and roles of board</li> </ul>		<ul style="list-style-type: none"> <li>Inform members of upcoming vacancy and roles of board</li> </ul>	
Build skills appropriate to roles and responsibilities	<ul style="list-style-type: none"> <li>Ensure proper transfer of knowledge to new board members and new officers</li> </ul>	<ul style="list-style-type: none"> <li>Prepare board orientation for new board members</li> <li>Prepare hand over package</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and carry board orientation (package and session)</li> </ul>		<ul style="list-style-type: none"> <li>Prepare and carry board orientation</li> </ul>	
4.04 Strengthen the organizational development of ICA	<ul style="list-style-type: none"> <li>Harmonize ICA Housing rules with ICA Global rules</li> </ul>	<ul style="list-style-type: none"> <li>Adopt new rules</li> </ul>	<ul style="list-style-type: none"> <li>Re-write the rules</li> <li>Adopt the rules</li> </ul>	<ul style="list-style-type: none"> <li>Get ICA approval</li> <li>Post new rules</li> </ul>		