

ICAR NL 2020

Organisational Structure & Budget 2020

International Committee for Animal Recording (ICAR) 12th November 2019



ICAR Board Meeting, 14th and 15th November 2019

Prepared on

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1. Proposed Organisation & Staffing structure:

1.1 Existing Organisational structure; Structure as of November 2019 is as follows;

Chief Executive (Contracted – 50% ICAR, 50% Service ICAR)

Employees:

- Administrations Executive (Employee Service ICAR /Full time permanent)
- Certification Services Executive (Employee Service ICAR/full time permanent)
- Information Executive (Employee Service ICAR /full time permanent)

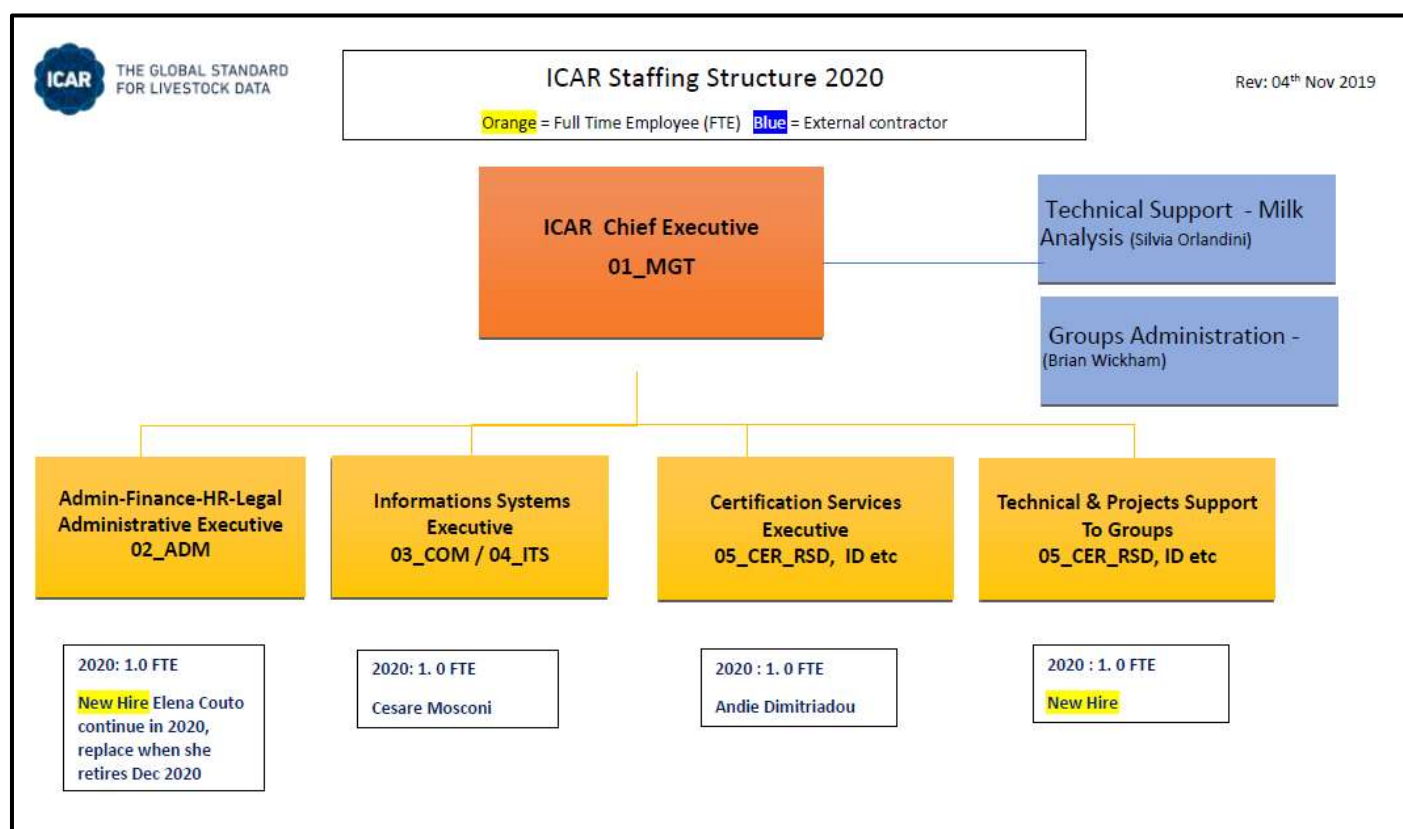
Contracted Consultants:

- Milk Analysis Technical Consultant (Contracted 100% Service ICAR)
- Groups Coordinator (Contacted 100% Service ICAR)

In total between Employees and Contracted Consultants our consolidated annual personnel costs in 2018 came to €381K and the budget for 2019 is €390K.

1.2 Proposed Organisational Structure 2020; With the move to The Netherlands we have an opportunity to enhance the skill set in ICAR. The proposed Organisation Chart for ICAR NL 2020 can be seen here below;

Figure 1. Proposed Organisation Chart ICAR NL 2020



The CE has written Job Description for all above positions. (See at the end of this document for the new hire **Appendix 1 Technical & Project Support position**).

The forecasted annual personnel costs for the new ICAR NL will be €464K. Considering we will have added a dairy technical consultant this will modernize ICAR and improve our 'response' time.

2. Proposed Budget for ICAR NL 2020:

The advantage of moving to NL is that ICAR as a Dutch Association will have one P&L and Balance sheet (recognizing the business activity will have discrete income and expense line items). The CE has consolidated what was formerly ICAR and Service ICAR budgets into one.

Initial draft for 2020 is shared here with Board for input. Recommend in mid-December we hold an ICAR Board call with one item; To approve the finalised ICAR 2020 budget

Table 1. ICAR NL 2020 Budget

ICAR NL (CONSOLIDATED ACCOUNTS)		
INCOME STATEMENT All figures in Euro (12/11/2019)		
	Combo Budget 2019	Combo Budget 2020
INCOME		
Members Fees	322,875	314,025
Business/Certification Services	615,000	710,254
Other operating income	18,110	35,000
TOTAL REVENUES	955,985	1,059,279
EXPENSES		
Employee Costs	175,000	248,000
Consultant Costs	215,000	215,000
Costs for External Contracted Certification Services	358,000	409,719
Office costs	53,200	45,000
Travel	45,000	45,000
Administration (accounting, legal, audit, bank)	65,000	52,000
Special projects expenses	60,000	40,000
TOTAL OPERATING COSTS	971,200	1,054,719
NET OPERATING PROFIT/ (LOSS)	(15,215)	4,560
Other extraordinary income / (expenses)		
Investment income / (expenses)		
PROFIT (LOSS) BEFORE TAXES	(15,215)	4,560
Taxes		
NET PROFIT (LOSS)	(15,215)	4,560

Income Breakdown by Activities ICAR NL Year 2020 (All figures in Euro)

Estimate	Labels	CoQ	ID	RSD	Milk PT	Milk Analysers	InterBeef	DNA Accred	Total
Income	35,000	30,000	330,000	60,000	65,000	65,740	114,514	10,000	710,254
Cost	10,000	10,000	175,000	42,000	30,000	42,719	100,000	0	409,719
Gross Margin	25,000	20,000	155,000	18,000	35,000	23,021	14,514	10,000	300,535
% Gross Margin	71%	67%	47%	30%	54%	35%	13%	100%	42%

Explanatory Notes to Budget ICAR 2020 NL (Consolidated)

INCOME

1. **Member fees**
Total amount to be invoiced to members for annual fees 2020.
2. **Business/Certification Services**
Income from the business activities in ICAR, certification of devices and members' audits
3. **Other operating income;**
Income from the contribution from LOC2020 for the organization of the annual conference (€10K),
Income from EU SMARTER (€25k).

EXPENSES

4. **Employee and related Costs**
Salaries and related social charges / costs related to direct employees of ICAR NL.
5. **Consultant costs;**
Cost of engaging external consultant personnel to support ICAR NL in its operations (including CE contract)
6. **Costs for Contracted Testing & Certification Services**
The direct costs associated with test and certification laboratories contracted by ICAR (ref income line item 2 direct costs budgeted at 58% of sales income).
7. **Office Costs**
Total cost to run the office including renting in HNK Utrecht and office in Rome for 2020.
8. **Travel**
Total cost for travel, accommodation and meals of the office, Board, and General Assembly. (covers 20.000 Euro for Board meetings, 20.000 Euro for office, and 5.000 Euro for Groups.
9. **Administrative services**
Cost for outsourcing services (accounting, legal, bank expenses, etc.)
As well our normal administrative services budget we have budgeted extra 10.000 Euro to reflect expected extra spend on legal fees related to the re-location
10. **Special projects expenses**
There are three ICAR special projects earmarked for 2020:
 - Sensor evaluations – at a cost of 20.000 Euro.
 - Future ICAR II relocation of the seat – budgeted a cost of 15.000 Euro.
 - Other TBD – 5.000 Euro

MCB end

Appendix 1.

International Committee on Animal Recording (ICAR) Position Description

POSITION TITLE: Technical & Project Support (v3 08/11/2019)

Position Holder: New hire ICAR NL

Date: January 2020

Business Unit: ICAR NL

Location: Utrecht, The Netherlands

Reports to: Chief Executive

POSITION SUMMARY:

Coordinates all Projects within ICAR's Groups, providing technical oversight, guidance and support to Groups activities as they implement the mission of ICAR NL.

This is an important team role within the organisation bringing recognised project management disciplines and responsiveness to ICAR's technical capability. It requires an in-depth knowledge of the technical aspects of animal recording in ICAR, with a prime focus on validation of sensors/technologies used in animal recording.

DIMENSIONS:

Number of people reporting directly to you: N/A

Total number of employees supervised: N/A

Payroll: Yes

Unit operating budget: ICAR NL

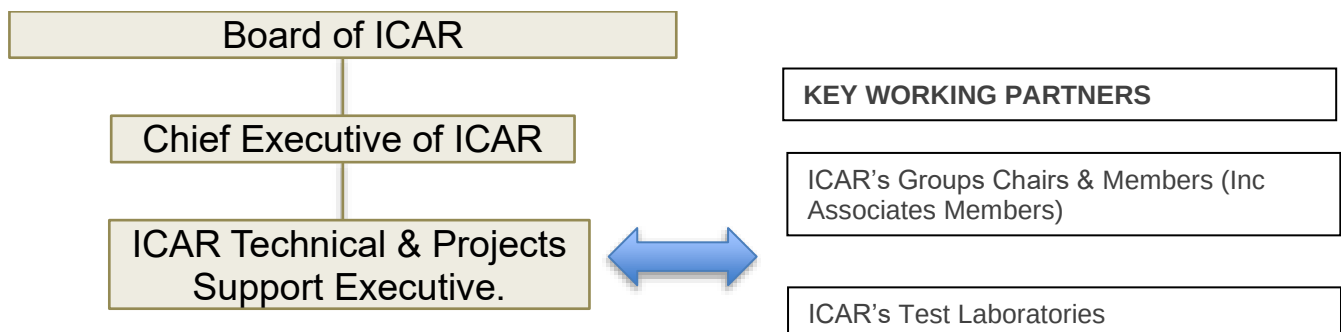
Other direct costs under your control: Budgeted projects as set by CE in the Annual Budget

Other information: As ICAR expands its Certification to include Field Validation of sensors and devices then this person will be responsible for working with Groups, Members and ICAR laboratories to develop and monitor ICAR's Sensor Validation protocols

Comments on any changes likely within 12 months:

As ICAR sets up in NL this is a key role based in Utrecht.

ORGANISATIONAL RELATIONSHIPS



MAJOR CHALLENGES

Prioritising ICAR Technical Projects and using recognised Project Management disciplines, improving the speed of completion of these Projects.

As ICAR NL sets up in Utrecht this role will be the 'anchor' of ICAR in The Netherlands representing the new face of ICAR.

MAIN RESULTS

The position holder has overall responsibility for achieving and managing the delivery of the following main results:

MAIN RESULT SUMMARY

Main Result	Objective
Prioritisation of ICAR Group Projects	Ensure that all Groups have been consulted with respect to identifying key projects in their area. Then working with CE and Chairs agree prioritisation for inclusion in ICAR's annual budget.
Technical Support & Oversight to Groups	Ensure that Group projects are properly resourced by members within the Group. Using recognised Project Management principles coordinate and track the project milestones to completion.
Reporting	Ensure regular Projects Reports are sent to CE and to ICAR Board where relevant.
Communication	As the initial Anchor in ICAR Utrecht be an ambassador for the organisation.
Teamwork	Mutually assist other Executive Team members as required.

The following table lists the currently identified business processes that the position holder is primarily responsible for. These may be amended from time to time in consultation with the position holder, in which case the latest version shall apply.

The achievement of the Objectives above, and the contribution you make to the Outputs below, as well as the nature of the working relationships will be considered in assessing your performance at annual review.

BUSINESS PROCESS DETAILS

Name	Description	Outputs
Identification & Prioritisation of Groups' Projects	Working with CE & Group Chairs, set up process to identify and prioritise Projects each year.	Agreed List of Projects with resources budgeted and agreed milestones/timeline for completion.
Provide Technical support and direction to ensure Project flow/progression.	Liaise with Chairs and Group members to help as required with Technical Guidance for projects.	Working with Chairs & Group members develop Project Charters and ensure adequate Test & Validation Protocols are in place.
Track and report and monitor Groups Projects	Using recognised Project Management tools / processes, monitor milestones and progress of ICAR Groups Projects and initiate corrective actions where and when needed.	Regular monthly/quarterly reports on projects with corrective action plans where needed.

WORKING RELATIONSHIPS

Main Contacts	Nature or purpose of contact
Chief Executive	For leadership, guidance, support and decision-making. To provide advice and recommendations on Groups Projects.
Groups Chairs, Members, Mfrs, and ICAR Test Labs	To share technical assistance in general and in particular, with development of Validation protocols for devices in the field.
Other Members of Executive Team	To provide and receive assistance as part of an effective Executive team.
President of ICAR	To provide, or facilitate the provision, of any information requested by the President.

KNOWLEDGE, EXPERIENCE AND COMPETENCIES REQUIRED

FORMAL QUALIFICATIONS

Essential	Desirable
At least a bachelor's degree in discipline relevant to animal recording/science. Extensive experience in a wide range of animal recording activities. Experience in Smart farming technologies.	Masters or PhD preferred. Proven Experience of running field validation trials with dairy recording technologies devices. At least > 3 years' experience.

COMPETENCIES REQUIRED

Essential	Desirable
Excellent written and spoken English.	Proficiency in other major languages.
Excellent computer skills relevant to Administration and Project Management functions	Skill in use of Statistical analysis tools e.g. 'R' or Python
Pleasant personality, energetic and job focused.	Able to lead diverse teams that are not directly under your daily responsibility i.e. members of Group, and ICAR team members.
Ability to work well as part of a team.	Proficiency quality management tools.

OTHER INFORMATION

Must be prepared and able to travel to all parts of the world.