

# World Union of Wholesale Markets

## World Union of Wholesale Markets

# 2007 - 2009 STRATEGIC PLAN



**WUWM**

**World Union of Wholesale Markets**

*Promoting wholesale and retail markets world-wide*

[www.wuwm.org](http://www.wuwm.org)

# Index

- 1. Executive Summary (Overview)**
- 2. Authorisation of the Strategic Plan**
- 3. Description of WUWM**
- 4. WUWM Mission, Vision and Values**
- 5. WUWM Goals and Strategies**
- 6. Appendices**
  - **2007-2009 Goals and strategies**
  - **2007-2009 Goals for the Board and Secretary General**
  - **2007-2009 Action Plan**
  - **Process for Implementing the 2007-2009 Action Plan**
    - i. Activities**
    - ii. Budget and Finance**
    - iii. Monitoring and Evaluation**
    - iv. Communicating**
    - v. Ongoing development of the Action Plan**

# 1. Executive Summary

## 1.1. *Overall WUWM Mission*

To promote the essential role that wholesale and retail markets play in ensuring the sustainable access, availability and distribution of a diverse variety of quality fresh food products, whilst maintaining competitive prices and the highest standards of service and food security, throughout the international community.

## 1.2. *Summarised Goals of the WUWM*

- a) To develop and promote the international exchange of information on wholesale and retail markets so as to improve the construction, organisation and administration of member markets;
- b) To participate in the activities and issues of wholesale and retail markets, as well as production markets or markets at point of origin;
- c) To exchange experiences, skills, knowledge and expertise for the overall benefit of the membership.
- d) To develop and promote the important relationship existing between market authorities, operators, traders and businesses on the market.

## 1.3. *Key Strategies for WUWM Goal Achievement*

- a) Establish links and develop collaboration with key-players in the international food distribution industry;
- b) Promote the wholesale and retail market role in ensuring effectiveness in the food distribution chain;
- c) Develop opportunities to increase the communication and cooperation between wholesale/retail market authorities and traders/producers/wholesalers;
- d) Support markets in facing the ongoing challenges of modernisation and service provision.

## 1.4. *Ongoing Development and Monitoring of the Strategic Plan*

The WUWM Strategic Plan requires ongoing development. This should be carried out by the WUWM Chairman and Secretary General, in coordination with specified members of the Board and WUWM members as may be determined appropriate. Monitoring and evaluation should

## 2007-2009 STRATEGIC PLAN

be undertaken principally by the Secretary General, reporting periodically at the bi-annual meetings of the Board, including presentation of progress reports on projects, related costs and funding.

### **1.5. *Budget and Financial Planning***

The WUWM Chairman, Board and Secretary General will ensure the budgets and financial planning of the Union serve the vision, goals and activities of the Union as laid out within this Strategic Plan.

### **1.6. *Communication of the WUWM Strategic Plan***

- a) Every Board member of WUWM will have a full copy of this plan.
- b) Copies of this Plan are available to each member in the WUWM as a valuable reference point for communicating with their relevant authorities, and for ensuring that a clear and concise knowledge of the activities and benefits of WUWM can be provided to the membership.
- c) WUWM will publish this Plan in promotional materials including the website, brochures, meeting documentation, etc.
- d) Relevant portions of the Plan will be included in the By-Laws of the WUWM Statutes.
- e) WUWM will supply copies of this Plan to funding bodies, trade associations, potential collaborators, and any other major players supporting WUWM goals and objectives, etc.
- f) The Chairman and Board will promote the contents of this Plan in their dealings with the media; the Secretary General through press releases released from the Secretariat before/after each membership meeting.

## 2. Authorisation of the WUWM Strategic Plan

### **WUWM Board** *May 2006 - May 2007*

Chairman: Donald Darnall, Baltimore, USA  
Vice Chairman: Graham H. Wallace, Glasgow, Scotland, United Kingdom  
Director's: Rodrigo Li Guzman, San José, Costa Rica  
Carmo Zeitune, Sao Paulo, Brazil  
Torben Flinch, Copenhagen, Denmark  
Wolf Rohde, Hamburg, Germany  
Ricardo Angelucci, Buenos Aires, Argentina  
Carlo Dianzani, Florence, Italy  
Javier de Paz, Madrid, Spain  
Michel Escoffier, Paris, France  
Bob Penter, Melbourne, Australia  
Ottavio Guala, Turin, Italy  
Marcel Verbelen, Brussels, Belgium

#### Ex-officio

Honorary Chairman: Marc Spielrein, Paris, France  
José Augusto Ramos Rocha, Lisbon, Portugal

Secretary General: Maria Cavitt, The Hague, The Netherlands

## **3. Description of WUWM**

### **3.1 History of WUWM**

WUWM began operating as the international platform for the exchange of knowledge and experience of wholesale market authorities and food professionals in 1958. This came after a first international congress took place in Munich, Germany in 1955, where European local authorities came together to discuss food and market issues in an attempt to address issues of concern at that time.

Established originally as a working group within the International Union of Local Authorities (IULA), WUWM quickly grew into a large and dedicated network of food professionals which expanded beyond the borders of Europe already in the early 1980's. Through the collection of information and the organisation of conferences and specialised meetings, WUWM grew in both strength and capability. By pooling the expertise which existed within its membership, WUWM was soon able to provide members, as well as the authorities responsible for the establishment and management of wholesale markets, with valuable advice and support.

The new WUWM Statutes approved in 2001/2002 provided a sound basis for the consolidation and growth of WUWM. During the following two years, new organisational and working methods were introduced and the participation of members in the Union's activities and the promotion of its image grew. This growth in membership, expertise and capability led to a decision to take independence from IULA, and in July 2003 WUWM sought legal autonomy. Under the direction of Marc Spielrein the WUWM Chairman at that time, in close collaboration with members of the WUWM Board and the Secretary General, the WUWM established itself as an independent non-profit association domiciled in The Hague in The Netherlands. The founding members of this association were Mr Douglas Noakes from the United Kingdom, in recognition of his contribution as a former WUWM President; and Mr Rolf Brauer from Germany, in recognition of his long-term active contribution as a WUWM member and Vice President.

### **3.2 The wholesale market situation and WUWM**

In the 1970s and 1980s, wholesale markets faced with the rise and consolidation of new forms of distribution, urban growth, environmental issues, the growth of logistics and new consumer concerns - especially in terms of food quality and safety, the diversification of consumption and supply arising from the needs of ethnic minorities, have been constantly pushed to implement adaptation and modernisation strategies.

As part of this effort to adapt markets to effectively meet these needs, there has had to be a significant change in their concept. Issues of logistics, concern about the standards of hygiene of premises, and the involvement of operators in market management, have acquired greater importance.

Accordingly, during the latter half of the 1990s and the early 2000s, new markets appeared to replace obsolete premises, and investment was made to adapt old markets to new hygiene and safety requirements. Portugal, Italy, the UK, Germany, France and the Czech Republic are some of the countries where this building and refurbishment drive has had the greatest effect. These developments led the WUWM European Union Working Group to approve at its meeting in May 2004, a Guide to Good Practice for Wholesale Markets, aimed at reflecting the European Union's guidelines on food quality and safety. The work done in this area has aroused great interest on the part of other non-European members, who have asked WUWM to co-ordinate similar work in their countries.

The recent eastwards enlargement of the European Union, and the important role that wholesale markets in membership of WUWM play there and in candidate countries, as well as in Russia and China, are key instruments in consolidating the development of the market economy, and provide an opportunity for further growth in WUWM activities and membership. Population growth in the countries of Latin America and Asia, and its concentration in ever larger conurbations, created new impetus for the organisation of the food supply to these populations, and has led these countries to pay particular attention to the importance of wholesale markets.

In addition to the role that markets play in supplying the population, attention should also be drawn to their important role as

## 2007-2009 STRATEGIC PLAN

instruments in the planning of commercial and logistical activities in the urban environment, and in supporting the development of agricultural production, and, as existing initiatives in Brazil and certain Northern European countries have clearly demonstrated, in combating social exclusion.

The importance of diet to the health of populations has given rise to increasing intervention by public authorities in this field, with markets participating in many programmes and projects aimed at increasing the awareness of consumers of the role that diet plays in maintaining health.

The liberalisation of world agri-food trade in the context of the recent WTO agreement means that food will increasingly be sourced at world level, requiring food quality and safety issues to be determined on the basis of international co-operation involving producers and the various operators and agents in the supply chain, including naturally, wholesale markets themselves.

As an organisation representing wholesale markets from all over the world, involving significant numbers of operators of various kinds and large flows of mainly perishable goods, WUWM has a large field of action and responsibility. The expectations of WUWM by members are therefore enormous. The WUWM capacity to respond to these expectations depends essentially on its ability to obtain support from international institutions concerned with these issues, and on the willingness of its members to become involved. Bringing together, as it does, markets in many parts of the world with differing organisation models, economic and social environments, histories and experiences, one can claim that WUWM constitutes a potential network of excellence with tried and tested technical and scientific capabilities whose service to its members and to all wholesale markets and their operators deserves further development

It is important to recognise that the Union's financial, human and technical resources are limited. With a few exceptions, the mobilisation of its members' capabilities and skills in support of the Union's collective activities has not been common practice, contributing to the fact that its present capacity for action and public exposure is somewhat limited. In the light of this situation, it is important to develop a range of actions that would contribute to creating a favourable climate in which WUWM is not only called on to play a more active role on the world stage, but could also obtain support for its activities from international institutions concerned with the issues of food quality and safety, public food supply, and the promotion of agricultural and commercial development.

## 2007-2009 STRATEGIC PLAN

Implementation of these actions would also provide members with a stronger voice in their dealings with the national public institutions that regulate them in their countries.

It is also important to us to develop, in an organised and sustained way, actions to improve the value chain represented by markets and their operators in relation to efficient food supply matched to the needs of different groups of consumers, urban planning, plurality of distribution circuits and the protection of biodiversity.

The exchange of experience between the various market authorities, in the search for solutions that will give wholesale markets an even more active role, will benefit from the worldwide co-ordination and reputation of the WUWM. The success of these actions will depend on the involvement not only of market managers, but also of operators and their associations - both of which are key agents in the process of revitalising our markets.

### **3.3 The Retail Market Situation and WUWM**

The Retail Markets Working Group was established by WUWM in 2001. The Working Group had become an established part of the WUWM with meetings providing a valuable exchange of information and good practice, and as it grew increasing clear that many issues relevant to wholesale markets were also relevant to retail markets, the formalisation of the role of retail markets within WUWM took place during the WUWM 24<sup>th</sup> Congress in Baltimore, USA in September 2005. At that event a WUWM Retail Market Declaration was prepared outlining a concrete definition of a retail market. Thereafter a formal WUWM Retail Market Committee was developed and general WUWM membership was opened to retail markets and operators.

Recognizing the contribution made retail market operators/authorities to the markets industry and the common agenda of many aspects of Wholesale and Retail Markets, WUWM seeks to build on the work already done in embracing retail markets within the WUWM structure. In that spirit, this Strategic Plan incorporates retail market goals, objectives and activities designed to serve the interests of the retail market membership in WUWM and the sector in general.

### 3.4 WUWM Membership

Due to its constantly changing nature, a full and detailed membership list is available in an attached annex. The WUWM membership criterion is as listed hereunder:

1. Direct full market members:

Wholesale: Individual markets or market organisations directly involved in the operation and management of local-authority owned, stated-owned and/or private wholesale markets.

Retail: An 'organisation' which has a core business of operating retail markets. An 'organisation' can be a public or private retail market operator or an association of cities and/or operators.

2. Collective full market members:

Entities, institutes or associations (both stated-owned and/or private) that are shareholders, or representatives of wholesale/retail markets in their respective countries, both by their own initiative or competence and by delegation of competency, that are of their choosing, and according to their own local situation.

3. Associate Organisation Members:

Wholesale: Private companies, industry associations, institutes or organisations interested in, or working with, wholesale markets.

Retail: Any other organisation that has an interest in retail markets.

4. Associate Individual Members

Wholesale: Any individuals interested in, or working with, wholesale markets

Retail: Any individual with an interest in retail markets (i.e. academics, traders, consultants, etc)

### **3.5 WUWM Board and Secretary General**

The managing bodies of the Union are the Union Membership and the Board of Directors. The Board of Directors consists of a Chairperson, Vice Chairperson and Directors. The Board of Directors has a minimum of 5 and a maximum of 13 members, including the Chairperson and Vice Chairperson. The membership elects from among its voting members those that are to serve on the Board of Directors, with an election occurring every year during an annual meeting of the Membership. At each election, approximately half the Directors will be elected/re-elected for a 2year term. The Board will, where possible, be regionally and thematically representative of the Union's membership and activities.

The Secretary General is accountable to the WUWM Membership via the Board of Directors and Chairperson.

### **3.6 WUWM Regions and Committees**

#### **WUWM Regional Working Groups**

- Europe
- America's
- Asia/Pacific
- Africa

#### **WUWM Technical Committees**

- Retail Markets
- Food Safety and Hygiene (inc. good practice guides, HACCP, etc)
- Markets and Environment
- Marketing
- Promoting Market Authority/Trader Relations

### 3.5 WUWM Highlights and Achievements 2004-2006

- 2004 Launch of formal draft of the *WUWM Guide to Good Practice for Wholesale Market Authorities in the EU*
- 2004 WUWM Membership Meeting I, Rome, Italy.
- 2004 WUWM Retail Market Working Group meets in Volendam, The Netherlands
- 2004 Participation of the WUWM Chairman at the “Food and Supplying Meeting” in Recife, Brazil
- 2004 Wholesale market tour launched on the WUWM website
- 2004 Development of an international WUWM wholesale market questionnaire in collaboration with FAO
- 2004 WUWM 2004 Yearbook produced
- 2004 Participation of the WUWM Chairman at the 20<sup>th</sup> Anniversary of CAWA in Beijing, China
- 2004 Participation of WUWM Director Wolf Rohde at the Freshfel Wholesale Division Meeting in Frankfurt Germany
- 2004 Development of a WUWM Vision Report and Strategic Plan
- 2004 WUWM Membership Meeting II, Sydney, Australia
  
- 2005 WUWM Retail Market Working Group Meeting, Vienna, Austria
- 2005 WUWM Membership Meeting, Nice, France
- 2005 WUWM Secretariat relocated in The Hague
- 2005 WUWM supports Latin American Wholesale Market Congress, Medellín, Colombia
- 2005 WUWM/Freshfel Joint Meeting, Barcelona, Spain
- 2005 WUWM International Wholesale Market Survey 2004/2005 completed
- 2005 24<sup>th</sup> WUWM Congress, Baltimore, USA. Theme: “Modern Trends in Food Distribution ...from Grower to Consumer”
- 2005 WUWM opens to retail market membership
- 2005 WUWM 24<sup>th</sup> Congress Declaration produced
- 2005 WUWM Statutes amended and new By-Laws drafted

## 2007-2009 STRATEGIC PLAN

- 2005 WUWM Retail Market Working Group Meeting, Tarragona, Spain
- 2005 WUWM Waste Management and Cleaning Working Group established in Brussels, Belgium
- 2005 WUWM Retail Market Declaration drafted
- 2005 WUWM/FAO Memorandum of Understanding drafted
  
- 2006 WUWM European member study launched on waste management and cleaning
- 2006 WUWM Board Meeting, The Hague, The Netherlands
- 2006 WUWM begins production of the monthly e-newsletter
- 2006 WUWM Guide to Good Practice (GPG) received for review by the European Commission (SANCO)
- 2006 WUWM Conference, Sao Paulo, Brazil. Theme: 'New Management Concepts for Food Supply'
- 2006 WUWM meets Markos Kyprianou, European Commissioner Health and Consumer Protection, Thessalonica, Greece
- 2006 WUWM meets Marianne Thyssen, Belgium Member of the European Parliament and "Internal Market" Commission
- 2006 WUWM Chairman and Secretary General officially launch 25th WUWM Congress in Beijing, China
- 2006 WUWM Retail Market Meeting in Glasgow, Scotland
- 2006 WUWM Discussion Paper on Wholesale Markets and Environmental Protection produced
- 2006 WUWM Conference, Bremen, Germany. Theme: 'Markets in Partnership'
- 2006 WUWM Preliminary Report on the Role and Importance of Retail Markets produced
- 2006 WUWM GPG distributed by SANCO to EU member states for a second review
- 2006 WUWM Retail Market Working Group Meeting in Hamburg, Germany

## 4. WUWM Mission, Vision and Values

### 4.1 Mission Statement

To promote the essential role that wholesale and retail markets play in ensuring the sustainable access, availability and distribution of a diverse variety of quality fresh food products, whilst maintaining competitive prices and the highest standards of service and food security, throughout the international community.

### 4.2 WUWM Vision

1. To ensure that wholesale and retail markets are recognized for their important role in local, national and international food distribution chains.
2. That WUWM be internationally recognized as the premier international organisation to support wholesale and retail market promotion and development by excellence in:
  - a) Offering an efficient arena for information exchange, networking, and cross fertilization of wholesale/retail market knowledge.
  - b) Helping member development in new businesses through promoting mutual links between wholesale and retail markets.  
Establishing contacts between importers, exporters and wholesalers of our respective markets. In brief, helping members enlarge their respective client and supply bases.
3. To confidently contribute to the representation of the interests of wholesale and retail markets with international institutions, national and local governments. We must convincingly demonstrate and emphasize the socio-economic and environmental benefits arising through the operation of wholesale and retail markets.

### **4.3 WUWM Values**

WUWM members share and promote a common base of ethical and social values. We consider that food distribution is not a business run exclusively by economic considerations. Essential to human life, food distribution must comply with several social and ethical goals. Those are:

- A total dedication to food safety.
- We believe that wholesale and retail markets contribute to regional, urban, economic and social development.
- We believe that the existence of retailers and retail markets depends largely upon the existence and success of wholesale markets and that the role and importance of the retail trade to the life of local communities is dependant on an effective wholesale market network.
- We believe wholesale markets allow for a better understanding of price levels and price transparency, and are successful in ensuring that this information is also made available to producers.
- A preference for fresh produce over industrialized products.
- A special interest for quality segmentation and diversity of product variety. We do not believe in mass standardized production, a system that leads only to lowering quality.
- A deep concern for environmental issues. Wholesale and retail markets take care of waste management, cleanliness, sanitation, and allow for the optimization of transport and logistical services.
- We believe there is an important role for wholesale and retail markets to play in supporting small businesses.
- We believe wholesale and retail markets have a role in ensuring the effective supply of food to the poor, and to the many diverse ethnic groups within our respective populations.
- We believe markets allow for the efficient marketing of the fresh produce of local producers - especially of the small local producers.
- We support reasonable development of the international trade of fresh produce. While we remain actively aware of certain food safety and/or globalization concerns which can only result in the creation of an archaic food nationalism, international trade allows access to new and better produce, and favors the development of non-industrialized countries.

## **5. WUWM Goals and Strategies**

### **5.1 Long-Term Goals and Objectives of WUWM**

1. To effectively contribute to the representation of wholesale and retail market interests with international institutions, national and local governments by offering a strategy and comprehensive knowledge of the global wholesale and retail market industry thereby influencing public/private decision-making bodies, parliamentary groups, legislators, and other market related organisations;
2. To offer an efficient platform for international information exchange, networking, and cross fertilization of wholesale and retail market knowledge between members, as well as with other public or private bodies;
3. To strengthen the relationship between wholesale market authorities and the various wholesalers, farmers, retailers, producers, operators and traders on the market;
4. To support members in the operation and promotion of their markets by actively participating in effective problem solving of the issues facing wholesale and retail markets, as well as production markets or markets at point of origin;
5. To help our members in the development of new business;
6. Promote the important role that wholesale and retail markets play in regional and urban economic and social development;
7. Promote the important role that wholesale and retail markets play as economic instruments for promoting small and medium-sized enterprises, as well as their role in adding value to the food distribution chain and the market economy in general;
8. Promote the wholesale market contribution to the efficient marketing of local producers - and especially the smaller local producers;
9. Promote our members' shared common base of ethical and social values regarding food distribution;
10. Promote the wholesale and retail market role in ensuring the ongoing life of small food businesses, the effective supply of food to the poor, and the supply of ethnic foods to the many diverse cultural groups within our respective populations;

## 2007-2009 STRATEGIC PLAN

11. Promote the role of wholesale markets in ensuring price transparency and understanding of price levels, and in ensuring this information is made available to producers.
12. To assist members in developing and promoting their unique role in the food distribution chain and to ensure that a modern-day image of wholesale markets and their contribution is clearly presented to all relevant players in the food industry;
13. To promote and develop best practice within the wholesale and retail market sectors.

### **5.2 Core Strategies**

1. Ensuring effective representation of WUWM at the international, regional, national and local levels.
2. Developing the financial and technical resources of the WUWM.
3. Initiating collaborative partnerships with international institutions, socio-economic institutions, universities and research centres.
4. Identifying, supporting and promoting the capabilities of member markets and national association members in key areas of common concern and action.
5. Increasing public awareness of WUWM and its activities through effective promotional campaigns and materials.
6. Providing effective platforms for the exchange of technical information between members.
7. Strengthening WUWM membership throughout all regions of the world.
8. Developing and promoting WUWM as the only international authoritative body representing the interests of wholesale and retail markets globally.
9. Developing WUWM services to members and the industry.

## 6. APPENDICES

### A. WUWM Goals and Strategies 2007-2009

#### **Goals:**

WUWM adopts the following strategic goals for the period 2007 – 2009:

- Increase public recognition of the importance of markets and the WUWM at both national and international level.
- Increase the number of members of WUWM and its presence and representation worldwide.
- Promote the organisation of, and links between, members both nationally and regionally.
- Promote co-operation and collaboration between members with a view to improving the efficiency of their markets and operators.
- Promote the development and organisation of technical knowledge on the range of activities involved in the design, organisation, management, operation and promotion of wholesale and retail markets and their operators.
- Promote better understanding of the development of distribution circuits and their operators, in particular those that base their activities on wholesale and retail markets.
- Continue to increase WUWM standing and co-operation with international institutions (e.g. European Commission, FAO, World Bank, etc).

#### **Core Strategies:**

The core strategy for pursuing the 2007-2009 goals involves:

- Increasing the financial and technical resources of WUWM.
- Developing partnerships with international institutions, socio-economic institutions, universities and research centres.
- Mobilising the capabilities of the various members in key areas of common concern and action.
- Mobilising the capabilities of the various member national associations in key areas of common concern and action.
- Increasing public awareness of WUWM through focussed public relation and promotional plans and strategies.
- Further developing platforms for the exchange of expertise and information between members.

### **B. Goals for the Board and the Secretary General 2007 - 2009**

The annual goals of the Board and Secretary General can be found in the annexed Minutes of the Meetings of the Union.

### **C. WUWM Action Plan 2007 - 2009**

- 1. GPG project:** Support the adoption of the *WUWM Guide to Good Practice for Wholesale Market Authorities in the EU* (GPG) as a Community Guide by the European Commission. Extend this project to other continents, creating a generic GPG for all countries of the world and for groups of countries, with individual and common specifications. WUWM will follow-up the GPG with the implementation of the appropriate HACCP regulations with the future intent of producing standard operating manuals.
- 2. Expand WUWM wholesale and retail market information databases: including providing** data for professional/academic reports showing the scope and position of markets in order to inform decision-makers on the role, scale and impact markets have in effective food distribution chains and local economies; to show the importance of preserving (and consolidating) intrinsic links between retail markets, SME's, wholesale markets, etc; to provide support in the identification, supply and transfer of information pertinent to market modernisation and innovation.
- 3. Implement an exchange of business between operators** in member markets of the WUWM and create a business area on the WUWM website where market operators, importers and exporters can obtain and offer products and services.
- 4. Study trends in agri-food trade, distribution and markets** in partnership with universities and/or institutions (FAO, WHO, WTO, BEI, etc), and prepare, publish or co-operate in the preparation of, studies of specific interest to traders and markets.
- 5. Distribute the contacts of our members (and co-operators)** who may act as consultants to market authorities and related institutions in various areas of operation.

## 2007-2009 STRATEGIC PLAN

- 6. Publicise technical and operating innovations** in markets, or successful initiatives and actions implemented by their operators. Areas such as Good Practice, food quality and safety, quality systems, cleaning and waste disposal systems, management, training and information, impact on the modernisation of the local, regional and national economy, and the more innovative operators should, where relevant, be identified, recognised and rewarded at WUWM Congresses.
- 7. Increase the publication of information generated and information about WUWM activities**, through newsletters, the website, regular press releases, technical and opinion articles in specialist magazines and journals.
- 8. Publish a WUWM Market Directory** detailing the WUWM membership including their market contact details, a photo of the market, the logo, a photo of the market manager, and a short description of the products sold on the market.
- 9. Increase the image and profile of WUWM** as an organisation working in areas related to trade and food quality and safety, and as a worldwide information network.
- 13. Increase the number of wholesale and retail members** – both individual markets, as well as market groups/associations.
- 14. Contribute** (with speeches by members and papers and articles) **to major debates and events organised by international organisations** related to the key issues of trade and markets (WTO, EEC, FAO, WHO, etc) and increasing the presence of WUWM and its membership at these events.

## **D. Process for Implementing the 2007-2009 Action Plan**

The process for the implementation of this Action Plan is reflected in the minutes of the WUWM Board, Member and Working Committee meetings.

### **Budget and Financial Planning Process for 2007 – 2009 Action Plan**

- Evaluating additional funding resources from international organisations, universities, Development Funds, and national and inter-regional organisations.
- Encourage the direct involvement of members in specific tasks.

### **Monitoring and Evaluation of Plan of the 2007 – 2009 Action Plan**

Monitoring and evaluation should be undertaken principally by the Secretary General, reporting periodically at meetings of the Board, including presentation of progress reports on projects and related costs and funding.

### **Communication of the 2007 – 2009 Action Plan**

Following comments by the Board and approval by the members, the Strategic Plan and this Action Plan will be publicised as follows:

- On the website: full text, with key aspects published in the WUWM e-newsletter;
- Annexed in the WUWM By-Laws;
- Through press releases sent to leading international organisations, national newspapers and specialist magazines;
- In promotional materials distributed to all members, market operators and interested international, regional and national institutions;
- Through press interviews with the Chairman, Vice Chairman and Board members at WUWM meetings.

### **Ongoing development of the 2007 – 2009 Action Plan**

Further development of the 2007-2009 Action Plan will be necessary in coordination with any ongoing Strategic Plan development. This should be carried out by the WUWM Chairman and Secretary General in coordination with the Board and the membership as may be determined.