



Working Paper 4

Strategy Away Day – 2 July 2019

**GLOBAL LEADERSHIP: PUSHING
COTTON'S BOUNDARIES**
Brisbane, Australia

2-5 December 2019
Tour: 6-7 December



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Strategy Away Day – 2 July 2019

Report from the Standing Committee to the 78th Plenary Meeting of the
International Cotton Advisory Committee

Brisbane, Australia

December 2019

Attendees

Maha Zakaria (Egypt)
Selman Kurt (Turkey)
Michail Maslov (Russia)
Patrick Packnett (USA)
Michael Bulwaka (Uganda)
Luiz Caruzo (Brazil)

Members of the Secretariat

Kai Hughes (Executive Director)
Andrei Guitchounts (Director of Trade Analysis)
Caroline Taco (Business Development Manager)
Lihan Wei (Statistician)
Lorena Ruiz (Economist)
Mike McCue (Director of Communications)
Yana Pomerants (Executive Assistant)

Facilitator

Trish Kyle - Side Bar Solutions

1. Introduction

At the adoption of the ICAC Strategic Plan at the Plenary Meeting in Cote d'Ivoire in December 2018 it was agreed to hold an annual Strategic Away Day to monitor progress against the plan and to discuss other items that should be added to the Strategic Plan.

Despite a poor attendance with only 6 attending from a possible 28 Delegates, discussions were productive and insightful.

The main aim of the day was to determine the organisation's Mission Vision and Values and then to look at 4 strategic items currently affecting the ICAC. The sessions were facilitated by Trish Kyle, who had also conducted the Strategic Away Day last year. This allowed for a continuity in thoughts and ideas from last year's session to this.

This paper outlines the recommendations resulting from the various discussions and table top exercises.

2. Mission, Vision and Values

Last year the priority was on producing a Strategic Plan for adoption at the Plenary Meeting in Cote d'Ivoire. An important element of any Strategic Plan is to agree the organization's Mission, Vision and Values. This is normally completed first but due to time constraints, the priority was to produce the plan and associated performance indicators.

Once again, to facilitate the process, the ICAC staff had conducted their own 'Away Day' and produced their own thoughts on a Mission, Vision and Values statement which were then used as the basis for discussion on the day.

After a lengthy and very productive session morning session, the group decided on the following:

Vision: *Prosperity through a sustainable cotton industry.*

Mission: *To serve the cotton and textile community through promotion, knowledge sharing, innovation, partnerships and providing a forum for discussion of cotton issues of international significance.*

Values:

Excellence

Innovation

Objective

Trustworthy

Receptive

Passionate

3. Table Discussions

In the afternoon session the group discussed four topics of immediate relevance to the ICAC

- a. **How a future Membership structure involving private sector organisations could look like? What value does it bring to the organisation and what value does it provide to them?**

It was clear that the proposal for a Membership structure involving organisations was far more complex than originally thought. In particular, where national cotton associations were supporting government Membership of ICAC already and were thus contributing to the assessment fees. There was also concern that too much emphasis on including private companies and national associations could cause governments to lose interest in the ICAC. Therefore, any proposed structure had to consider that delicate balance and ensure that the ICAC remained an inter-governmental body, informed by their national associations. What was clear was that any Membership structure should not give access to private companies.

There was also discussion on the proposed Private Sector Advisory Panel (PSAP) Terms of Reference (ToR) and how to encourage more participation from the private sector. In particular, they wanted more information and clarity on the following phrase in the ToR and how would it work;

“The PSAP shall lead the development of promotional programs for cotton globally in order to increase the global consumption of cotton.”

Delegates confirmed that international cotton organisations, such as ITMF and ICA should have a seat on the panel and that up to 3 Members from non-Members can be nominated but this should be qualified by including the term “special qualifications” in the text.

Actions

- ICAC should send formal invitations to the Chairs of the ICAC committees to guarantee their participation in the Standing Committee meetings.
- Create a focus group to discuss and find alternatives for the Membership structure of the ICAC.

- b. **Assessment Fees. How to ensure assessment fees are paid in a timely manner and how to reduce the financial burden on the organisation and other Members if a Member is suspended?**

This is an area of major concern for the financial health of the ICAC. Delegates in particular discussed whether the Executive Director should invoke the ICAC Rule which states that if a Member has not paid their assessment fee after 12 months they should lose their right to receive information and the privileges of Membership. This was considered to be too draconian and would have little or no effect and thus send a negative message to Members we should be trying to retain.

Actions

- The Delegates supported the recommendation from the Executive Director to reduce the period before deciding to suspend a Member from 24 months to 20/21 months.
- It was proposed that if a country hasn't paid its assessment arrears by the time of the Plenary Meeting (PM), then free access for Delegates to the PM won't be granted and they will have to pay full price for their participation.
- Remove the '12 month Rule' when the ICAC Rules and Regulations are revised.

c. **Plenary Meetings. Developing a proposition that encourages Members to hold the annual Plenary Meeting. Lessons learned from recent Plenary Meetings? Where next after Seville 2020?**

It was clear from discussions that the Plenary Meetings needed to be shorter, which would help reduce costs and be more focused on cotton issues. Costs are a major factor for a country in determining whether to hold a Plenary Meeting or not. The Plenary Meeting is seen as an opportunity for a Member to showcase its cotton industry. The Executive Director pointed out that he was trying to create a sustainable business model where the Plenary Meeting costs were largely covered by the costs of the engagement of the Private Sector through their attendance and sponsorship. This required some sensitive thought on how this could be achieved without undermining the fact that the Plenary Meeting is a meeting of governments and it was hoped that the forthcoming Plenary Meeting in Australia would get that balance right and act as the business model for future meetings, which will also encourage Members to come forward and host future Plenary Meetings.

Actions

- Country reports should be taken out of the agenda. Countries can have access to the reports on the ICAC website and they should be submitted one week before the PM. This will allow countries to ask specific questions if needed and give more time to Members to address cotton issues of international relevance.
- Shorter meeting (3 days max).
- The ICAC would prepare a paper for the Delegates to show how the number of free Delegates for the Plenary Meeting could impact the ICAC budget.
- PSAP can lead the discussion of one specific topic during the PM.

d. **Revisiting the nomination of 1st and 2nd Vice. What are we trying to achieve? Does this system work? Is there a better way?**

Discussions took place around the need to have continuity year on year and the challenge of finding Delegates to volunteer for the position of 2nd Vice Chair when they may reach the end of their diplomatic posting in the year when they are Chair. It was agreed that it was important that Delegates should not reach the position of Chair in the year they may be posted but it was also recognised that Delegates who may volunteer to fill the office of

2nd Vice Chair will do so after having had at least a year's worth of engagement and experience in the ICAC.

Delegates agreed with the Executive Director's recommendation to move to a system of Officers where Delegates are elected to the position of 1st Vice Chair and then Chair and then remain as an Officer as Immediate Past Chair.

4. Recommendation

It is recommended that the Mission Vision and Values as approved by the Standing Committee at its 561st meeting be formally ratified by the Steering Committee.

The comments and recommendations regarding the Terms of Reference of the PSAP were passed back to that Panel for them to discuss and their amended Terms of Reference was approved by the Standing Committee at its 561st meeting in September.

Other recommendations arising out of the Strategy Away Day were debated by the Standing Committee and either approved or passed to the Steering Committee for further discussion or ratification as appropriate.

Kai Hughes
Executive Director



**International Cotton
Advisory Committee**

ICAC Strategic Plan 2019 -2021



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ICAC Strategic Plan 2019 -2021

Background

At the last meeting of the Steering Committee, held during the 76th Plenary Meeting in Tashkent, Uzbekistan, on 27 October 2017, it was agreed that a Strategy Committee be formed to have oversight of the Strategic Review process and ensure that timelines and key objectives were being met. The objective of the Strategic Review is to enhance the comprehensiveness of the ICAC's current statistical, technical, trade and policy streams of work. The Strategy Committee conducted the Strategic Review of the ICAC, leading to the creation of this Strategic Plan.

Mission

The mission of the ICAC is to assist members in fostering a healthy world cotton economy. The Committee achieves its mission by providing transparency to the world cotton market, by serving as a clearinghouse for technical information on cotton production, and by serving as a forum for discussion of cotton issues of international significance. The role of the ICAC is to raise awareness of emerging issues, provide information relevant to the solving of problems, and to foster cooperation in the achievement of common objectives. By serving as an objective statistical observer and by bringing producing, consuming and trading countries together with all segments of the cotton industry, the ICAC serves a unique role as a catalyst for constructive change.

ICAC Vital Functions

- Provide statistics on world cotton production, consumption, trade and stocks, and to identify emerging changes in the structure of the world cotton market;
- Serve as a clearinghouse for technical information about cotton and cotton textiles;
- Serve as an objective forum for discussion of

cotton matters of international significance;

- Represent the international cotton industry before UN agencies and other international organisations.

Organisational and Leadership Values

Formed in 1939, the ICAC is the only intergovernmental body for cotton producing, consuming and trading countries. ICAC has a rich history as the leading provider of information about the global cotton industry and is a respected independent, analytical, objective source of statistical and technical data on cotton and cotton textiles. ICAC has a global reach and supports networks of cotton researchers worldwide. ICAC aims to cover all aspects of the cotton value chain and does it in a cost-effective way with limited resources. ICAC raises awareness of the major challenges facing the cotton industry, such as declining market share, demand enhancement, sustainability of cotton production, developing technologies aimed at increasing productivity and reducing costs and price volatility, and strives to provide practical solutions to the effective resolution of those challenges.

Strategic Objectives

Strategic objectives will be focused on strengthening ICAC as a viable, relevant organisation with a strong forward-thinking analytical capacity. ICAC is the premier source of objective, science-based information on cotton that assists governments in fostering a healthy world cotton economy. The organisation will continue to provide transparency to the world cotton market for the benefit of the private sector and the hundreds of millions of people involved in the cotton value chain. ICAC will maintain one of the strongest statistical and technical information capacities in the industry and will continue



serving as a clearinghouse for sustainable cotton production technologies. The organisation will continue developing a modern database of statistics and information, instantly accessible online by governments, the private sector, researchers, and educational facilities.

ICAC will work hard to retain current membership and add new members from major world cotton or textile economies by adding to the value of membership for the whole cotton and textile value chain. ICAC should focus on developing strategic partnerships with international and industry organisations and actively engage in cooperation with the private sector. In order to achieve challenging objectives and provide clear value to members, revenue generation and growth must be achieved, and a new membership and committee structure should be explored. Outreach and promotion goals should be developed through holistic communication strategies, as well as information technology.

The organisation will continue to serve as the major international forum on cotton, bringing together producing and consuming countries with all sectors of the cotton industry in order to address challenges and achieve practical solutions. The visibility of ICAC and its work and profile will be increased. The organisation will be coordinating and participating in international seminars and conferences, regional meetings, and research networks in order to address pressing and topical issues, such as production technologies, market shifts, fibre competition, and price-risk management. ICAC will continue to cooperate closely with industry associations, government and private organisations, research centres, universities, and the media.

ICAC will work on cotton demand enhancement and will continue to promote cotton consumption with clear messages on the sustainability of cotton production. ICAC will address the criticism on the environmental impact of cotton production, and will help to educate consumers on the environmental,

social, and economic benefits of cotton production. ICAC will work with governments to encourage transparency in cotton policies and programs and to eliminate the direct government measures that distort cotton production and trade. ICAC will promote implementation of modern technologies that improve productivity and reduce costs in order to make cotton more competitive with polyester and other synthetic fibres.

ICAC will continue to serve as the International Commodity Body (ICB) for cotton, and will sponsor cotton projects not just with the Common Fund for Commodities (CFC) but will also aim to develop projects with other national and international groups. ICAC will cooperate with international organisations such as The World Bank, UN, FAO and UNCTAD, UNIDO, GIZ, EU and others on developing cotton projects.

The organisation will employ and retain professional, enthusiastic, disciplined, results-oriented, dedicated, creative, and innovative staff. The team will be well-remunerated and provided with job stability. The organisation will maintain strong traditions of excellence and efficiency of service to its members and to the industry, where the set goals are reached. Deadlines will be met and the budget adhered to with the strongest discipline. The accumulated experience will be passed through the generations, but the organisation will be always looking forward for opportunities to innovate.

STRATEGIC PLAN 2019-2021

The Strategic Plan marks the culmination of a strategic review process that began at the end of 2017. This process began by gathering inputs from stakeholders via surveys and meetings with key individuals and the various ICAC Committees, analysing the activities of other International Commodity Bodies and conducting an internal SWOT analysis amongst members of the ICAC Staff. This information was presented to the Standing Committee at a dedicated Strategic Away Day held



on 12 July 2018. The Away Day was conducted by an independent consultant who started the day by reviewing key themes and shared comments that arose out of the surveys. From this, discussions took place around four key areas;

- Governance structure
- Revenue building activities
- Partnerships with member governments/ international organisations
- ICAC membership structure

This was followed by a review of the organisational SWOT analysis and a discussion on how to build upon the strengths and opportunities and how to ensure sustained growth and value to members.

The Strategic Plan, attached, formed the basis of those discussions and reflected the priorities that the Standing Committee felt were important for the ICAC to achieve its aims. It should be noted that whilst many activities will necessarily need to start in year one in order to achieve completion by the end of the Strategic Plan, those requiring the highest priority are shown in red and lowest priority is shown in green.

Progress will be monitored annually against the Plan but the success of the Strategic Plan can only be judged by performance at term end. It is also important to revisit the Mission statement of the organisation as well as its Vision and Values and this will form the focus of next year's Away Day as well as reviewing the ICAC's progress in achieving its objectives.

The ICAC's seven key objectives are summarised below;

Membership

ICAC will create a targeted approach for each identified potential member among producing and consuming countries by clearly demonstrating

the value of membership, leading to increased membership during the strategic plan period. ICAC will explore and improve services provided to current members in order to achieve a 100% retention rate of its members. ICAC will explore and implement a new membership structure that includes associate membership for national and international organisations, as well as allied-sector and private-sector firms, which will lead to increasing revenue.

Value Proposition

ICAC will research and analyse the most prudent ways to create a sustainable value proposition to cotton consuming countries. The cotton value chain will be the focus and target for improving the value proposition offered by ICAC to members throughout the course of this Strategic Plan.

Research

ICAC will develop a technical information strategy in order to strengthen its vast technical research network, increasing the capacity to produce even more objective data and statistics — including not just production, but textile processing as well. ICAC will make the quality of its data more accessible to members, partners, and the global community. ICAC will focus on developing and strengthening research networks, especially in Africa. ICAC will develop a holistic education plan and create a cotton innovation world conference.

Partnerships

ICAC will identify key partnership opportunities throughout the world that make the most sense and will strategically improve the ICAC. Partnerships will be identified within the UN, other international organisations, ICBs, national industry associations, private sector firms, and others.

Governance

ICAC will review its committee structure and



determine the most appropriate structure to serve the needs of the ICAC and address major challenges: the growth and sustainability of the ICAC. Organisational regulations will be reviewed in line with the best practices of other ICBs and international organisations. A review of ICAC's mission, vision, and values will be conducted.

Technology

ICAC will explore ways to utilise technology to increase its value proposition and assist in the deployment of vital information to the global market and cotton supply chain. ICAC will create a plan to deploy its information and vast expertise to provide members and the global cotton community with timely and objective data and information. ICAC will utilise modern technology for training and publication distribution.

Finance

ICAC will increase and preserve value-added revenue streams that will support the growth of the ICAC and provide accessible research and education. ICAC will explore new policies for the acceptance of paid advertising in publications and on the website. Growth opportunities will be explored, including associate membership of the private sector and trade associations in all sectors of the value chain. Revenue increases during Plenary Meetings and research conferences will be explored to include sponsorships and trade fairs.

ICAC Strategic Plan 2019 through to 2021

Key Objectives	Approach/process	2021 Success Goals	2019	Priority	2020	2021	Owner	Resources
Membership								
Identify Members	Create targeted approach for each identified potential member. Draw up list of all cotton producing and consuming countries; divide into those who have been members and have resigned/been suspended. Those who have never been ICAC members. Prioritise into 3 groups: good, possible, no	Secure 5 new members	1		2	2	Staff and SC Members	
Retention	Retention; create the approach to retain each country; explore what additional ICAC benefits would be beneficial, create strategy to communicate, reach out, build relationships and maintain.	100% retention	100% retention		100% retention	100% retention	Staff and SC Members	
Value add for members	Determine appropriate assessment to identify needs of members. Explore various methods to utilize external assistance/guidance to craft assessment and research value propositions.	Completed 6 country audits	2		2	2	Keshav Kranthi	
		Conducted 3 Projects in member countries	1		1	1	Keshav Kranthi	
		Developed and conducted 3 production based workshops	1		1	1	Keshav Kranthi	
		Annual Questionnaire	Produce Annual questionnaire for end of 2018-19				Staff and SC Members	
New Membership Structure	Review and propose variety of membership structures and benefits for private sector, associations etc.	New membership structure implemented resulting in increasing membership of international and national organisations and increasing revenue stream	Create a Sub-committee on New Membership Structure. Proposal of new membership structure to include International and National Organisations		Implementation of new structure		ED and SC Members	
Governance								
Review ICAC Committee Structure	Review ICAC committee structure; determine what is working/why and what is not working. Determine best committee structure to serve the needs of ICAC over the next three years of the SP.	Committees cover major challenges in the whole value chain	Proposal to the Steering Committee		Implementation of new structure		ED and SC Members	
	Review ICAC Regulations in line with current best practice with other ICBs and International Organisations	Revised ICAC Regulations in place			Proposal to the Steering Committee	Implementation of new structure	ED and SC Members	
	Review Staff Regulations in line with current best practice with other ICBs and International Organisations and best legal practice	Revised Staff Regulations in place			Proposal to the Steering Committee	Implementation of new structure	ED and SC Members	
	Review staff structure	New staff structure in place to reflect requirements of the Strategic Plan			Proposal to the Standing Committee. Budget to reflect changes		ED	Increase in budgeted salary level
	Review Mission, Vision and Values	SP reviewed annually	Reviewed at annual review of SP		Annual review of SP	Annual review of SP	Staff and SC Membership	

Value Proposition	Research and analyse ways to create a value proposition for the textile value chain	Increased stated value to members	Engage with outside consultant to create and deploy the research study	Recommendations and implementation of proposals	Consultant's fee
Partnerships	Identify key partnership opportunities through the world that make the most sense and will strategically improve the ICAC.				
	Identify key partnerships within the UN organisations. Create the plan to identify partnership benefits to both sides of the relationship. Identify and prioritize target list of partnerships. Begin process of building partnership relationships	MOUs with all identified key partners	Paper to SC to identify key partners	MOU with identified partners	ED and SC Members
	Identify key partnerships within International organisations, commodity CBs, private sector and more. Create the plan to identify partnership benefits to both sides of the relationship. Identify and prioritize target list of partnerships. Begin process of building partnership relationships.	MOUs with all identified key partners	Paper to SC to identify key partners	MOU with identified partners	ED and SC Members
	Identify key partnerships with National Associations. Create the plan to identify partnership benefits to both sides of the relationship. Identify and prioritize target list of partnerships. Begin process of building partnership relationships.	MOUs with all identified key partners	Paper to SC to identify key partners	MOU with identified partners	ED and SC Members
Outreach and promotion	Develop holistic communication strategy. Link strategy to critical elements within the strategic plan objectives. Identify key messages annually linked to SP objectives	KPI's within Communications Strategy reached	Communications Strategy to be approved by beginning of 2019	Communications Strategy and key messages reviewed	Mike McCue
	Review relevance and number of publishing frequency of ICAC publications. Create and conduct a survey of recipients to determine validity of publication, best method to receive information.	Increases in number of downloads. Increase in revenue from sales of publications. Increase in number of citations to measure impact.	Develop publications survey for all subscribers. Identify 'Flagship Publications'	Annual survey	Staff (Mike McCue)
	Analyse survey results to determine course of action to create streamlined approach to knowledge sharing and publications.	Increase in number of recipients of publications and sharing programmes	Develop webinars and factsheets	Develop Virtual Reality training course	ED and Staff
Research	Develop holistic ICAC technical information strategy. Develop projects, training programmes, country audits and frontline demonstrations.	Increased number of projects and programmes resulting in an increase in yields and sustainability matrix	Develop Technical Information Strategy for approval	Implementation of country audits	Recruitment of additional member of staff
	Set up West Africa research network	First research network meeting to be held by 2020	Consult with key partners to establish research network - CIRAD?	Recruit administration team. Hold meeting	Keshav Kranthi
	Strengthen existing research networks. Assume greater leadership role in identified networks to assist in oversight, direction setting as part of the strategy to reduce myth busting while improving the positive perspective of cotton and the ICAC	Increased attendance and sponsorship	Identify regional common governance structures.	Develop 3 year plans for each regional network to include workshops and training.	Keshav Kranthi
	Create the plan to leverage knowledge & vast expertise to produce timely credible facts about cotton.	Continual increase in number of downloads	Develop list of key messages	Develop factsheets periodically	Mike McCue, Keshav Kranthi

	Develop cotton innovation conference. Identify key partners to host the conference	Conference by 2020	Identify possible partners	Hold innovation conference	ED
	Review the relationship & roles of ICAC & ICRA	Approval of new structure and constitution by 2020	Review ICRA Constitution	Develop academic membership criteria for ICRA	ED and Keshav Kranthi and ICRA
	Create a holistic education plan that supports the SP objectives and increases value to members, global networks and more through the use of technological delivery of educational/informative content. Assess and analyse ways to provide learning through fees and subscriptions.	ICAC in house expertise covers the whole value chain	Identify gaps in knowledge in the organisation in comparison to the needs of the value chain	Recruit expertise as required	ED
	Develop increased budget performance with increased transparency	Budget performance +/- 5%	Out turn +/- 10% of budget	Out turn +/- 5% of budget	ED
	To increase Business Plan revenue streams to \$200K	\$200K by 2021	Total revenue \$100K	Total revenue \$150K	ED
	Create the policy to increase revenue for Plenary Meeting through sponsorships, delegate admission and more. Review 2018 contract/amend as needed. Review Plenary meeting contract annually.	Increase in number of delegates (and therefore revenue) attending the Plenary Meeting	Develop sponsorship and revenue policy for Plenary Meetings		Carmen Leon, Caroline Taco
	Research feasibility of creating App that will bring in sustained revenue for the following: Soil Health, Environmental Sustainability and Pest Management. Monitor and evaluate effectiveness of apps, modify and make improvements	All Apps launched by 2021	Soil Health App approved and sponsorship obtained	Sustainability and Pest Management App approved and sponsorship obtained	Keshav Kranthi
	Review and analyze data base options. Determine the viability to create portal based access of statistics and information. Develop internal working group.	Database launched	Develop database specification. Establish working group. Clean the data.	Develop database	Lihan Wei
	Create the internal process for annual review and management of strategic and annual plans	Annual Review	Annual Review	Annual Review	ED and Lorena Ruiz
Strategic and Annual Business Plan					

ICAC Strategic Plan by Priorities

Key Objectives	Approach/process	2021 Success Goals	2019	Priority	2020	2021	Owner	Resources	Category
Identify Members	Create targeted approach for each identified potential member. Draw up list of all cotton producing and consuming countries; divide into those who have been members and have resigned/been suspended. Those who have never been ICAC members. Prioritize into 3 groups- good, possible, no	Secure 5 new members	1		2	2	Staff and SC Members		Membership
Retention	Retention: create the approach to retain each country; explore what additional ICAC benefits would be beneficial, create strategy to communicate, reach out, build relationships and maintain. Determine appropriate assessment to identify needs of members. Explore various methods to utilize external assistance/guidance to craft assessment and research value propositions.	100% retention Conducted 3 Projects in member countries Developed and executed 3 projects based on workshops	100% retention		100% retention	100% retention	Staff and SC Members		Membership
Value add for members		Produced 3 Annual Questionnaire	1		1	1	Keshaw Kranthi		Membership
Value Proposition	Research and analyse ways to create a value proposition for the textile value chain	Engage with outside consultant to create and deploy the research study	Produce Annual Questionnaire for end of 2018-19		Implementations of proposals		Staff and SC Members	Consultant's fee	Value Proposition
Partnerships	Identify key partnership opportunities through the world that make the most sense and will strategically improve the ICAC. Identify key partnerships within the UN organisations. Create the plan to identify partnership benefits to both sides of the relationship. Identify and prioritize target list of partnerships. Begin process of building partnership relationships	MOUs with all identified key partners			MOU with identified partners	MOU with identified partners	ED and SC Members	Travel budget to reflect trips to visit identified partners	Partnerships
Outreach and Promotion	Develop holistic communication strategy. Link strategy to critical elements within the strategic plan objectives. Identify key messages annually linked to SP objectives.	KPIs within Communications Strategy reached			Communications Strategy and key messages reviewed	Communications Strategy and key messages reviewed	Mike McCue		Partnerships
Research	Develop holistic ICAC technical information strategy. Develop projects, training programmes, country audits and frontline demonstrations.	Increased number of projects and programmes resulting in an increase in yields and sustainability matrix	Develop Technical Information Strategy for approval		Implementation of Programme of country audits	Implementation of strategy	Keshaw Kranthi	Recruitment of additional member of staff	Outreach and Promotion
	Strengthen existing research networks. Assume greater leadership role in identified networks to assist in oversteering, direction setting as part of the strategy to reduce mybusting while improving the positive perspective of cotton and the ICAC	Increased attendance and sponsorship	Identify regional themes. Develop common governance structures.		Develop 3 year plans for each regional networko include workshops and training.		Keshaw Kranthi		Research
	Create the plan to leverage knowledge & vast expertise to produce timely credible facts about cotton.	Continual increase in number of downloads	Develop list of key messages		Develop fact sheets periodically	Develop fact sheets periodically	Mike McCue, Keshaw Kranthi		Research
Finance	Develop increased budget performance with increased transparency	Budget performance +/- 5%	Out turn +/- 10% of budget		Out turn +/- 5% of budget	Out turn +/- 5% of budget	ED		Research
Strategic and Annual Business Plan	Create the internal process for annual review and management of Strategic and annual plans		Annual Review		Annual Review	Annual Review	ED and Lorena Ruiz		Finance
Value add for members	Determine appropriate assessment to identify needs of members. Explore various methods to utilize external assistance/guidance to craft assessment and research value propositions.	Completed 6 country audits	2		2	2	Keshaw Kranthi		Membership
New Membership Structure	Review and propose variety of membership structures and benefits for private sector, associations etc.	New membership structure implemented resulting in increasing membership of international and national organisations and increasing revenue stream	Creates Sub-committee on New Membership Structure. Proposal of new membership structure to include International and National Organisations		Implementation of new structure		ED and SC Members		Membership
Review ICAC Committee Structure	Review ICAC committee structure; determine what is working/why and what is not working. Determine best committee structure to serve the needs of ICAC over the next three years of the SP	Committees cover major challenges in the whole value chain	Proposal to the Steering Committee		Implementation of new structure		ED and SC Members		Membership
	Review staff structure	New staff structure in place to reflect requirements of the Strategic Plan			Proposal to the Standing Committee. Budget to reflect changes		ED	Increase in budgeted salary level	Governance
	Review Mission, Vision and Values	SP reviewed annually	Reviewed at annual review of SP		Annual review of SP	Annual review of SP	Staff and SC Membership		Governance

