Working Paper 3

ICAC Strategic Working Group Meeting
(27 July 2021)
ICAC Working Group Meeting – Key Points

Introduction

The ICAC Strategic Working Group Meeting was held on Tuesday, 27 July 2021. Because of Covid-19, the meeting was held mainly virtually and in the ICAC office in Washington, DC, over a period of three hours. Delegates from the following Member governments attended:

Delegates:
- Cameron Hutchinson, Australia
- Md Salim Reza, Bangladesh
- Anshul Sharma, India
- Yolanda Gonçalves, Mozambique
- Dércia Guedes, Mozambique
- Wen-Ping Hou, Taiwan
- Michael Bulwaka, Uganda
- Patrick Packnett, USA
- James Johnson, USA
- Graham Soley, USA
- Courtney Wilson, USA
- Peter Wakefield, PSAP Chairman

Secretariat:
- Kai Hughes
- Lorena Ruiz
- Dr Keshav Kranthi
- Dr Sandhya Kranthi
- Parkhi Vats
- Alex Preston
- Caroline Taco
- Mike McCue
- Emmanuel Mukua
Three topics were discussed in detail:

1. Assessment Fees – Developing a Value Proposition
2. Plenary Meetings – How to Maximise Value for Countries Hosting a Plenary Meeting
3. Engagement of Delegates and Performance against the Strategic Plan

The meeting was recorded and the full discussion on each subject along with supporting documentation is available in the Members area on the ICAC website.

Key points arising out of each session

1. Developing a Value Proposition

Today, as a result of Covid, more and more Member governments are failing to pay their assessment fees on time or not at all, resulting in cash-flow problems and budget deficits for the organisation. In times of adversity, it is only natural that Members will ask ‘What value do we get from membership of international organisations?’ It is readily apparent that value addition is clearly linked to the payment of assessment fees so how can we add value to membership?

The following points arose in the discussion and were in addition to the points provided by the Secretariat which appeared in the documentation.

- More engagement with the private sector
- Providing a neutral forum and being an independent promoter of key issues
- Provide more access to data
- Sharing best practices
- Working with the new PSAC to develop key criteria and guidance on key issues
- Helping countries with exposure adopt best scientific practices through research networks, etc
- Encouraging a strong and efficient global cotton economy and benefitting national interests
- Cotton demand creation
- Work toward reducing supply chain risk and vulnerabilities
- Development of the cotton sector in LDCs
- Practical application of research by ICAC
- Budget Subcommittee to explore how we can speed up the process of getting assessment fees out.
- Provide a package of information with the assessment fee notice
2. Plenary Meetings

The withdrawal of Spain as the host nation for the Plenary Meeting to be held in Seville in 2022 and the introduction of new technologies to accommodate the restrictions on travel due to Covid-19 have presented us with an opportunity to reconsider the structure, content and business model associated with Plenary Meetings.

Different models and considerations were presented to the delegates to initiate discussion; they are included in the documentation that was sent out to delegates. The following were key discussion points that arose out of this session:

- Hybrid model for conferences should be considered as it increases the amount of participation and increases the visibility of ICAC
- Must meet the needs of the host nation
- Consider private sector sponsorship to offset Plenary Meeting costs
- Reduce duplication of investments such as conference apps
- ICAC to consider what backroom support can be given to reduce costs
- No change is not an option
- Learn from the virtual Plenary Meeting this year
- Change format to accommodate the Private Sector
- Reduce length of meetings to decrease costs
- Reduce offerings that the host nation must provide in order to lower costs
- Consider formulating the Plenary Meeting’s Final Statement out of session
- Consider bringing event management in house and recruit ICAC staff members
- Change terminology for ‘observers’
- Scope for PSAC to work with Secretariat to organise Plenary Meeting
- U-shaped table only during opening session
- Consider holding the Plenary Meeting in conjunction with a national or international event or conference
- Advisory Committee meeting to be limited to half a day
- More private sector engagement required
- What can we do that others aren’t?
- Networking should be an important element of the Plenary Meeting
- Input required from the PSAC
- Nominal fee to attend virtually
- PSAC to work with the Standing Committee and Secretariat to organise meetings and select locations and work with host government to minimise costs
3. Performance and Review of Strategic Plan and Engagement of Delegates

How do we improve the engagement of Delegates in the ICAC and Standing Committee?

- Invite Coordinating Agencies
- Reduce number of meetings
- Shorten length of the meetings
- Deal with administrative matters outside of committee
- Consider merging some of the sub-committees
- Consider having a theme for each meeting
- Annual attendance summary

Review of the KPIs associated with the Strategic Review revealed that 80% plus had been achieved despite the restrictions brought about by Covid.

Actions

Suggestions about how the organisation can add value will be incorporated into a Value Proposition document as well as be implemented into the operational procedures of the organisation.

The points concerning Plenary Meetings will be considered by the PSAP and PSAC and proposals and recommendations will put forward to the Standing Committee for consideration and approval.

Recommendations on how to increase engagement will be implemented after the September Standing Committee Meeting.

Kai Hughes
Executive Director

18 September 2021
ICAC Strategic Plan 2020-2022

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 2020-2022**

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.
<table>
<thead>
<tr>
<th>Key Objectives</th>
<th>Approach/process</th>
<th>2022 Success Goals</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>Owner</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify Members</td>
<td>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</td>
<td>Secure 5 new members</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>Staff and SC Members</td>
<td></td>
</tr>
<tr>
<td>Retention</td>
<td>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.</td>
<td>100% retention</td>
<td>100% retention</td>
<td>100% retention</td>
<td>100% retention</td>
<td>Staff and SC Members</td>
<td></td>
</tr>
<tr>
<td>Value add for members</td>
<td>Determine appropriate assessment to identify needs of members. Explore various methods to utilize external assistance/guidance to craft assessment and research value propositions.</td>
<td>Completed 6 country audits</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>Keshav Kranthi</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Membership Structure</td>
<td>Review and propose variety of membership structures and benefits for private sector, associations etc.</td>
<td>New membership structure implemented resulting in increasing membership of international and national organisations and increasing revenue stream</td>
<td>Create a Sub-committee on New Membership Structure. Proposal of new membership structure to include International and National Organisations</td>
<td>Implementation of new structure</td>
<td>ED and SC Members</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Governance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review ICAC Committe Structure</td>
<td>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.</td>
<td>Committees cover major challenges in the whole value chain</td>
<td>Proposal to the Steering Committee</td>
<td>Implementation of new structure</td>
<td>ED and SC Members</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Value Proposition</th>
<th>Research and analyse ways to create a value proposition for the textile value chain</th>
<th>Increased stated value to members</th>
<th>Engage with outside consultant to create and deploy the research study</th>
<th>Recommendations and implementation of proposals</th>
<th>Consultant’s fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnerships</td>
<td>Identify key partnerships opportunities through the world that make the most sense and will strategically improve the ICAC.</td>
<td>MOUs with all identified key partners</td>
<td>Paper to SC to identify key partners</td>
<td>MOU with identified partners</td>
<td>MOU with identified partners</td>
</tr>
<tr>
<td></td>
<td>Create one plan from the research. Identify key partnerships within International organisations, commodity ICBS, 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 relationship.</td>
<td>MOUs with all identified key partners</td>
<td>Paper to SC to identify key partners</td>
<td>MOU with identified partners</td>
<td>MOU with identified partners</td>
</tr>
<tr>
<td></td>
<td>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 relationship.</td>
<td>MOUs with all identified key partners</td>
<td>Paper to SC to identify key partners</td>
<td>MOU with identified partners</td>
<td>MOU with identified partners</td>
</tr>
<tr>
<td>Outreach and promotion</td>
<td>Develop holistic communication strategy. Link strategy to critical elements within the strategy plan objectives. Identify key messages annually linked to KPIS.</td>
<td>KPIs within Communications Strategy reached</td>
<td>Communications Strategy to be approved by beginning of 2019</td>
<td>Communications Strategy and key messages reviewed</td>
<td>Communications Strategy and key messages reviewed</td>
</tr>
<tr>
<td></td>
<td>Review relevance and number of publishing frequency of ICAC publications. Create and conduct a survey of freeplants to determine validity of publication, best methods to receive information.</td>
<td>Increases in number of downloads, increase in revenue from sales of publications, increase in number of citations to measure impact</td>
<td>Develop publications survey for all subscribers, Identify ‘Flagship Publications’</td>
<td>Annual survey</td>
<td>Annual survey</td>
</tr>
<tr>
<td></td>
<td>Analyse survey results to determine course of action to create streamlined approach to knowledge sharing and publications.</td>
<td>Increase in number of recipients of publications and participants in knowledge sharing programmes</td>
<td>Develop webinars and factsheets</td>
<td>Develop Virtual Reality training course</td>
<td>Conduct workshops and increase number of training programmes</td>
</tr>
<tr>
<td>Research</td>
<td>Develop holistic ICAC technical information strategy. Develop projects, training programmes, country audits and frontline demonstrations.</td>
<td>Increased number of projects and programmes resulting in an increase in yields and sustainability matrix</td>
<td>Develop Technical Information Strategy for approval</td>
<td>Implementation of strategy. Programme of country audits</td>
<td>Implementation of strategy</td>
</tr>
<tr>
<td></td>
<td>Set up West Africa research network</td>
<td>First research network meeting to be held by 2020</td>
<td>Consult with key partners to establish research network - C R A D T</td>
<td>Recruit administration team. Hold meeting</td>
<td>Keshav Kranthi</td>
</tr>
<tr>
<td></td>
<td>Strengthen existing research networks. Assume greater leadership role in identified networks to assist in overt to, direction setting as part of the strategy to reduce myth busting while improving the positive perspective of cotton and the ICAC</td>
<td>Increased attendance and sponsorhip</td>
<td>Identify regional themes. Develop common governance structures.</td>
<td>Develop 3 year plans to each regional network to include workshops and training.</td>
<td>Keshav Kranthi</td>
</tr>
<tr>
<td></td>
<td>Create the plan to leverage knowledge &amp; vast expertise to produce timely credible facts about cotton.</td>
<td>Continual increase in number of downloads</td>
<td>Develop list of key messages</td>
<td>Develop factsheets periodically</td>
<td>Mike McCue, Keshav Kranthi</td>
</tr>
<tr>
<td>Area</td>
<td>Task</td>
<td>Timeframe</td>
<td>KPI</td>
<td>Responsibility</td>
<td></td>
</tr>
<tr>
<td>-----------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>-------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>----------------</td>
<td></td>
</tr>
<tr>
<td>Development</td>
<td>Develop cotton innovation conference. Identify key partners to host the conference</td>
<td>Conference by 2020</td>
<td>Identify possible partners Hold innovation conference</td>
<td>ED</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review the relationship &amp; roles of ICAC &amp; ICRA</td>
<td>Approval of new structure and constitution by 2020</td>
<td>Review ICRA Constitution Develop academic membership criteria for ICRA</td>
<td>ED and Keshav Kranthi and ICRA</td>
<td></td>
</tr>
<tr>
<td></td>
<td>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.</td>
<td>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</td>
<td>Recruit expertise as required</td>
<td>ED</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop increased budget performance with increased transparency</td>
<td>Budget performance +/- 5%</td>
<td>Out turn +/- 10% of budget Out turn +/- 5% of budget Out turn +/- 5% of budget</td>
<td>ED</td>
<td></td>
</tr>
<tr>
<td></td>
<td>To increase Business Plan revenue streams to $200K</td>
<td>$200K by 2021</td>
<td>Total revenue $100K Total revenue $150K Total revenue $200K</td>
<td>Ed</td>
<td></td>
</tr>
<tr>
<td></td>
<td>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.</td>
<td>Increase in number of delegates (and therefore revenue) attending the Plenary Meeting Develop sponsorship and revenue policy for Plenary Meetings</td>
<td></td>
<td>Carmen Leon, Caroline Taco</td>
<td></td>
</tr>
<tr>
<td></td>
<td>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</td>
<td>All Apps launched by 2021 Soil Health App approved and sponsorship obtained Sustainability and Pest Management App approved and sponsorship obtained</td>
<td></td>
<td>Keshav Kranthi Self financing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review and analyse data base options. Determine the viability to create portal based access of statistics and information. Develop internal working group.</td>
<td>Database launched Develop database specification. Establish working group. Clean the data.</td>
<td>Develop database Launch new database</td>
<td>Lihan Wei Budget to reflect cost of new database</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Create the internal process for annual review and management of strategic and annual plans</td>
<td>Annual Review</td>
<td>Annual Review Annual Review</td>
<td>ED and Lorena Ruiz</td>
<td></td>
</tr>
</tbody>
</table>
## ICAC Strategic Plan by Priorities

<table>
<thead>
<tr>
<th>Key Objectives</th>
<th>Approach/process</th>
<th>2022 Success Goals</th>
<th>2020 Priority</th>
<th>2021</th>
<th>2022</th>
<th>Owner</th>
<th>Resources</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Identify Members</strong>&lt;br&gt;Create targeted approach for each identified potential member. Draw up list of all cotton producing and consuming countries; deliberate those who have been members and have resigned, been suspended.&lt;br&gt;Those who have never been ICAC members. Prioritize into 3 groups: good, possible, me.</td>
<td>Secure new members</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>Staff and SC Members</td>
<td>Membership</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Retention</strong>&lt;br&gt;Retention: create the approach to retain each country, explore what additional ICAC benefit would be beneficial, create strategy to communicate, reach out, build relationships and maintain.</td>
<td>100% retention</td>
<td>100% retention</td>
<td>100% retention</td>
<td>Staff and SC Members</td>
<td>Membership</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Value add for members</strong></td>
<td>Determine appropriate assessment to identify needs of members. Explore various methods to establish additional assistance to craft assessment and research value propositions.</td>
<td>Conducted 3 Projects in member countries</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>Keshav Kranthi</td>
<td>Membership</td>
<td></td>
</tr>
<tr>
<td><strong>Value Proposition</strong>&lt;br&gt;Research and analyze ways to create a value proposition for the edible value chain</td>
<td>Increased stated value to members</td>
<td>Engagement with a consultant to create and deploy research study</td>
<td>Recommendations and implementation of proposals</td>
<td>Consultant’s fee</td>
<td>Value Proposition</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Outreach and Promotion</strong>&lt;br&gt;Develop holistic communication strategy. Link strategy to critical elements within the strategic plan objectives. Identify key messages annually linked to KPIs.</td>
<td>MOU with all key partners</td>
<td>Project to identify key partners</td>
<td>MOU with identified partners</td>
<td>MOU with identified partners</td>
<td>ED and SC Members</td>
<td>Travel budget to reflect trips to visit identified partners</td>
<td>Partnerships</td>
<td></td>
</tr>
<tr>
<td><strong>Research</strong>&lt;br&gt;Develop holistic ICAC technical information strategy. Develop projects, training programmes, country audits and front line demonstrations.</td>
<td>Increased number of projects and programmes matching an increase in yields and sustainability matrix</td>
<td>Develop Technical Information Strategy for approval</td>
<td>Implementation of strategy</td>
<td>Programme of implementation of strategy</td>
<td>Keshav Kranthi</td>
<td>Recruitment of additional member of staff</td>
<td>Research</td>
<td></td>
</tr>
<tr>
<td><strong>Finance</strong>&lt;br&gt;Create the internal processes for annual review and management of strategic and annual plans.</td>
<td>Continual increase in number of downloads</td>
<td>Develop list of key factsheets periodically</td>
<td>Develop factsheets periodically</td>
<td>Outturn +/− 5% of budget</td>
<td>ED</td>
<td>ED and Lozano</td>
<td>Finance</td>
<td></td>
</tr>
<tr>
<td><strong>Strategic and Annual Business Plan</strong>&lt;br&gt;Create the internal processes for annual review and management of strategic and annual plans.</td>
<td>Annual Review</td>
<td>Annual Review</td>
<td>Annual Review</td>
<td>ED and Lozano</td>
<td>Strategic and Annual Business Plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Value add for members</strong>&lt;br&gt;Determine appropriate assessment to identify needs of members. Explore various methods to establish additional assistance to craft assessment and research value propositions.</td>
<td>Completed 6 country audits</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>Keshav Kranthi</td>
<td>Membership</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>New Membership Structure</strong>&lt;br&gt;Review and propose a variety of membership structures and benefits for private sector, association etc.</td>
<td>New membership structure implemented resulting in increased membership of international and national organisations and increasing revenue stream</td>
<td>Create a sub-committee on New Membership Structure</td>
<td>Proposal of new membership structure to include International and National Organisations</td>
<td>Implementation of new structure</td>
<td>ED and SC Members</td>
<td>Membership</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Review ICAC Committee Structure</strong>&lt;br&gt;Review ICAC Committee structure to determine what is working and what isn’t working. Determine best committee structure to serve the needs of ICAC over the next three years of the SP.</td>
<td>Committees cover major challenges in the value chain</td>
<td>Proposal to the Standing Committees</td>
<td>Proposal to the Standing Committees</td>
<td>Implementation of new structure</td>
<td>ED and SC Members</td>
<td>Governance</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Review Staff Structure</strong>&lt;br&gt;New staff structure in place to reflect requirements of the Strategic Plan</td>
<td>New staff structure in place to reflect requirements of the Strategic Plan</td>
<td>Proposal to the Standing Committees</td>
<td>Budget to reflect changes</td>
<td>ED</td>
<td>Increase in budgeted salary level</td>
<td>Governance</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Review Mission, Vision and Values</strong>&lt;br&gt;SP reviewed annually</td>
<td>Reviewed at annual review of SP</td>
<td>Annual review of SP</td>
<td>Annual review of SP</td>
<td>Staff and SC Membership</td>
<td>Governance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology</td>
<td>Research</td>
<td>Finance</td>
<td>Governance</td>
<td>Partnerships</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------</td>
<td>---------------</td>
<td>-------------------</td>
<td>-------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create one plan from the research</td>
<td>Identify key partnerships within international organisations, commodity NGOs, private sector and more. Create the plan to identify partnership benefits to both sides of the relationship, identify and prioritise target list of partnerships. Begin process of building partnership relationships</td>
<td>To increase business plan revenue streams to $200K</td>
<td>Review ICAC Regulations in line with current best practice with other ICBs and International Organisations</td>
<td>MOU with all identified key partners</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review the relationship &amp; rol of ICRA &amp; ICRAD</td>
<td>$200K by 2021</td>
<td>Revised ICAC Regulations in place</td>
<td>MOU with all identified key partners</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outreach and Promotion</td>
<td>Review database launched</td>
<td>Total revenue $100K</td>
<td>Proposal to the Steering Committee</td>
<td>MOU with identified partners</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>All Apps launched by 2021</td>
<td>Total revenue $150K</td>
<td>Implementation of new structure</td>
<td>MOU with identified partners</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop Virtual training course</td>
<td>Total revenue $200K</td>
<td>Required expertise</td>
<td>ED</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop ICRA Strategy Plan</td>
<td>ED</td>
<td>Recruitment of new member of Staff</td>
<td>ED</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hold Innovation meeting</td>
<td>ED</td>
<td>Revision of new structure and administration</td>
<td>ED and SC Members</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Annual survey</td>
<td>ED and SC Members</td>
<td>Recruitment of new member of Staff</td>
<td>ED</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Annual survey</td>
<td>ED and SC Members</td>
<td>Travel budget to reflect cost of new database</td>
<td>ED and SC Members</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ED</td>
<td>ED</td>
<td>ED</td>
<td>ED</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Research**

-增加研究网络的覆盖率，包括整个价值链。
-开发虚拟培训课程。
-制定ICRA战略计划。
-召开创新会议。识别合作伙伴并参加该会议。
-召开虚拟培训课程。"旗舰出版物"。

**Finance**

-提高业务计划的收入流至$200K。
-2020年收入$100K。
-2021年收入$150K。
-2022年收入$200K。

**Governance**

-审查ICAC条例，与现行最佳实践中的其他ICB和国际组织保持一致。
-审查ICRA条例，并根据现行最佳实践对其他ICB和国际组织制定新的条例。
-修订ICAC章程。
-修订ICRA章程。

**Outreach and Promotion**

-增加数据库和所有应用程序的下载量。
-增加收入来源。
-增加出版物的数量。

**Technology**

-开发数据库。
-建立学习平台。
-开发自定义的数据库。
-开发数据库。