



**International Cotton  
Advisory Committee**

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# 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.