



International Cotton Advisory Committee

Brief for the Proposed ICAC Budget for 2024-25

To the attention of the Delegates and Coordinating Agencies of ICAC's Member States.

Version as of 29 Feb 2024.

After the presentation of the proposed 2024/25 budget for the ICAC, the Delegates of the Standing Committee requested the following:

- Clarification on how the ICAC Business Plan supports both the administrative budget and the members., and
- Simulated calculations of the scale of Assessments for the 2024/25 fiscal year, including an incremental increase in the budget.

1) 2024/25 Administrative Budget

For the financial year 2024/25, the budget is proposed at US\$2,150,364, an increase of 15% from the 2023/24 budget. The ICAC budget has plateaued at \$1.83 million since 2018. There was a decrease in expenditures in 2020/21, attributed to travel restrictions during the COVID-19 pandemic.

In page 3 and 4 of the Proposed budget for 2024/25, the expenses listed represent the minimum required for the organization's operations. For instance, we have budgeted for the replacement of 2 computers annually for 10 staff members, extending the lifespan of each computer to 4 years or more, which surpasses the recommended 3 years.

Furthermore, many activities are financed by the Business Plan to keep the Administrative budget down. Details of this will be explained in the following section. Therefore, should there be any significant opportunities for cost savings, they would likely be found within these two specific budget lines.

- **Salary and Benefits**, calculated in accordance with the ICAC Staff regulation, account for 62% of the total budget. With a team of 10 people, including 2 part-time assistants, a significant workload is required from most staff members to meet the needs of both the Members and the Organization. This workload is not scalable with the number of Members. The regular data collection for more than 100 countries across every segment of the cotton value chain remains constant. Irrespective of whether the ICAC has 20 or 28 members, to enable reliable market analysis. Furthermore, as the staff age, the cost of health insurance reflects this, in addition to the annual premium increases.

- **Travel, including for the ICAC annual Plenary Meeting and other travels, account for 7% of the budget.** The travel budget is a significant constraint on ICAC's ability to serve its Members. When staff are confined to their desks and limited to video conferences, the visibility of the ICAC within the cotton industry and with Member countries suffers. In addition, in-person interaction is critical to providing services (such as training) that Members expect. Moreover, to effectively analyze, understand and discuss cotton as a commodity, it is crucial for the staff to go to the field, meet with stakeholders and develop firsthand knowledge of Member country challenges and opportunities.

Reality check:

Delayed Payments of Membership fees:

According to the ICAC Rules and Regulations (R&R), members are given a three-month window to pay their annual assessment fees. This stipulation inherently assumes that the organization will maintain a cash reserve sufficient to cover three months of operating cost, a common practice in financial management to avoid cash flow problems. However, by 30 September 2023, only \$407,557 had been collected from the Members (Cameroon, Côte d'Ivoire, Kenya, Korea, South Africa, Taiwan, and Turkey), reflecting a consistent trend of delayed payments observed over many years.

As of 30th June 2023, the administrative budget for the previous financial year (2022-23) was nearly spent, leaving approximately \$100,000 for deferred audits, invoice payments and a small amount in savings. This situation raises a critical question: What does this mean for the organization's financial health and operational continuity?

Previous management of the ICAC were granted permission by the Standing Committee to tap into the Reserve Fund to address immediate cashflow issues, and as of today, we are still unable to replenish it. As of 29 February 2024, the Reserve Fund stands at \$253,473, which is well below levels required by ICAC's Staff regulation that requires \$404,368 that is needed to compensate the staff in the event of the organization's insolvency. This ongoing drawdown of reserves isn't sustainable, especially since the current the current balance only barely cover 1.5 months of monthly operating expenses.

The current management uses the Business Plan to advance the necessary funds to the Administrative budget, ensuring the Committee's operational continuity. In layman's terms, this strategy involves using the income generated from the Business Plan, which should ideally fund activities benefiting our members, to instead reserve at least \$450,000 (equivalent to 3 months' worth of expenses) to offset the delayed payment of membership fees. When these overdue payments are eventually collected, they are accounted for in the Administrative budget to mitigate the current year's financial shortfall.

Tax Advances to US Taxpayer Staff Members:

The Administrative budget only covers the State portion of Taxes for staff members who are US taxpayers. However, until the State Department reimburses the Federal portion of these taxes to the Organization, typically a year later, the entire amount is advanced to the Staff from the Business Plan.

Suspended Members and their Debts:

The ICAC Rules and Regulations include a suspension mechanism to manage debts, activating suspension for members after 24 months of unpaid Membership fees. This mechanism also ensures that members with debts of 20 months are excluded when calculating the next budget. Despite these measures, the Committee/Secretariat bears the full brunt of all debts, both recent and old, incurred by members. This financial burden is not distributed among the paying members but is instead covered by the Committee through the Business Plan. The back door option for members to remain active by paying a minimum of 15% of their current arrears exacerbates the situation, increasing their debt and placing additional financial strain on the Committee to manage the shortfall in cash.

In concrete terms, for the financial year 2022/23 and 2023/24, the Business Plan needs to cover potential debts from Pakistan (\$272,255), Russia (\$62,221) and Sudan (\$74,463), totaling US\$**408,939**. Additionally, the Committee/Secretariat is currently supporting old debts amounting to \$1,068,919, with the expectation that these debts will be paid in installments once the members rejoin.

GOVERNMENTS WHICH HAVE WITHDRAWN OR BEEN SUSPENDED FROM MEMBERSHIP

As of 31 Dec 2023

Azerbaijan	\$22,025
Benin	116,193
Colombia	11,150
El Salvador	34,300
Guatemala	89,408
Honduras	32,105
Iran	104,947
Iraq	26,800
Mexico	18,700
Nicaragua	94,006
Nigeria	91,299
Paraguay	60,192
Peru	132,424
Philippines	20,000
Senegal	44,500
Syria	79,053
Zimbabwe	91,817
TOTAL	\$1,068,919

The Secretariat employs a proactive and dynamic strategy for addressing arrears, including face-to-face meetings between the ICAC's Executive Director and government officials of member countries.

This underscores the critical importance of a realistic travel budget. While our discussion could be broader, the key point we wish to emphasize is that the ICAC Business Plan is dedicated solely to serving our members. However, it is also clear that the Committee's financial resources are not limitless. The Committee cannot indefinitely cover the debts of Members, offset cash flow issues due to delayed payments or supplement the Administrative budget without compromising the capacity of the Secretariat's dedicated team to perform their work effectively.

2) The ICAC Business Plan

The ICAC's Business Plan revenues come from various sources, including overhead on projects, sales from publications, registration fees from the ICAC's annual Plenary Meetings, sponsorship for specific events, and contributions to the CSITC. Expenditures primarily consist of project-related costs, travels to non-member countries, and activities related to World Cotton Day that are not covered by sponsorships (an initiative approved by the Standing Committee with the understanding that it would fall outside the administrative budget).

All income and expenses within the Business Plan are fully integrated into the ICAC's accounts and are subject to annual audits. The audit for the year 2020-21 is complete, while the audits for 2021-22 and 2022-23 are currently in progress. Therefore, the figures represented below are provisional estimates from the Secretariat awaiting auditor validation.

The ICAC uses a cash basis accounting system, which is particularly relevant for project accounting that spans multiple fiscal years, unlike the administrative budget that is allocated and expended within a 12-month period. To estimate the cash flow within the Business Plan, certain assumptions have been made. Any surplus or deficit from the Administrative Budget is transferred to the Business Plan. Project liabilities represent funds allocated for projects but not spent within the project's duration and are therefore earmarked for return to the funders. It is important to note that these estimates do not account for expected funds from funders that have not yet been received by the Organization.

ICAC Cash Balance (31 st December 2023):	\$1,769,666.00
Security Deposits (Vanguard + Lease sec.+ Credit card liabilities)	\$-297,145.00
Projects Liabilities (see table below)	\$-808,400.68
Estimated unrealized expenses in the first 6 months of 2023-24 (Includes, audits fees for 2.5 years, website, 81 st Plenary meeting expenses....)	\$-100,000.00

As of 31st December 2023, the Business Plan has: **\$564,120.32**

As previously mentioned, the ICAC management sets aside \$480,000 to safeguard against cash flow problems. This allocation reduces the availability of funds for other activities to just \$84,120.32.



Name of the project	Extended till	Budget of project		ICAC Overhead DOLLARS	Expected project fund from the partner		Budget Spent till Dec 2023 DOLLARS	Liabilities as of Dec 2023 (in US\$) DOLLARS	Overspent
		EUROS	DOLLARS		DOLLARS	DOLLARS			
I4 AG	31th DEC 2026	3,067,827.07	3,374,609.78	150,131.73	779,217.31	2,595,392.47	78,522.31	700,695.00	
GIZ 1290203 15T DEC2022 to 31ST DEC 2025									
GIZ APP Project	30th JUNE 2023	450,906.76	495,997.44	12,979.76	434,759.58	61,237.86	327,053.90	107,705.68	
GIZ81270787 1st MAY 2021 to 15T NOV 2022									
Training Project Cameroon and Burkina Faso GIZ NA		205,985.52	226,584.07	8,714.77	102,670.88	67,269.66	224,999.15	-122,328.27	
GIZ 81271308 1st MAY 2021 to 30th OCT 2022									
VIRTUAL REALITY PROJECT	if Up to July 2022	1,233,185.78	1,356,504.36	266,799.71	981,890.52	374,613.84	1,600,986.13	0.00	352,295.90
GIZ 81244042 15T JULY 2019 to 31ST JAN 2021									
ITC ZAMBIA PROJECT	Dec-24	NA	213,738.00	0.00	145,369.00	68,369.00	162,935.32	-17,566.32	
ITC 15th APRIL 2021 to 31st DEC 2023	In the process of approval								
CHAD PROJECT			78,208.00	78,208.00	78,208.00	0.00	4,545.00	0.00	
GIZ THROUGH OLAM 2ND MARCH 2019 to JUNE 30TH 2019									
TRAINING PROJECT IN BANGLADESH			20,000.00	0	0	0	20000	0	0
COTTON CONNECT MOU MARCH 2022 TO MAY 2023									
TOTAL		4,957,905.13	5,765,641.64	516,833.97	2,522,115.29	3,166,882.82	2,419,041.81	668,506.09	352,295.90

Other activities included in the Business Plan (included in the total)

Other activities of the Business Plan from 1st July 2023 to 31st December 2023

Activities	Income	Expenses	Cumul
Plenary Meeting registration	19,847.00		19,847.00
CSITC - Round Trials	5,452.00	3,148.51	2,303.49
Trainings in Member States	7,299.00	7,299.00	0.00
Publication Sales	3,631.00		3,631.00
World Cotton Day	5,000.00	5,694.00	-694.00
Total	41,229.00	16,141.51	25,087.49



3) Simulations of the Scale of Assessment fees for 2024-25

- Calculations based on 20 members and a budget of 1.9 Million



Table 4.1a: Calculation of the Scale of Assessments for 2024/25 in US\$

Calculations based on 20 members

The calculation of assessments is made in accord with Article II, Section 4a, of the Rules and Regulations of the ICAC.

	Average Trade 19/20 - 22/23 000 Tonnes	Equal Contribution US\$	Prorata Assessment US\$	2024/25 Assessment US\$	2023/24 Assessment US\$	2022/23 Assessment US\$	2021/22 Assessment US\$	2020/21 Assessment US\$	2019/20 Assessment US\$	2018/19 Assessment US\$
1 ARGENTINA	106	38,000	10,525	48,525	37,111	39,466	34,800	31,800	30,800	31,300
2 AUSTRALIA	657	38,000	65,274	103,274	73,800	89,850	97,200	96,100	91,200	100,400
3 BANGLADESH	1,574	38,000	158,330	194,330	183,021	198,588	180,000	180,900	157,900	152,200
4 BRAZIL	1,892	38,000	187,988	225,988	183,981		150,300	115,300	104,900	99,600
5 BURKINA FASO	196	38,000	19,423	57,423	43,272		48,400	47,200	49,000	51,100
6 CAMEROON	134	38,000	13,277	51,277	38,083		38,700	35,900	34,900	35,300
CHAD				0	29,687	32,887	30,800	29,400	29,800	29,500
7 CÔTE D'IVOIRE	201	38,000	19,934	57,934	45,662	49,051	42,600	40,100	40,200	41,900
EGYPT				0	41,007	47,718	44,200	39,400	37,800	37,100
8 EUROPEAN UNION	456	38,000	45,325	83,325	84,952	79,545	67,700	61,600	62,200	65,100
9 INDIA	1,131	38,000	112,403	150,403	134,954	170,849	165,500	154,300	160,500	185,600
10 KAZAKHSTAN	65	38,000	6,460	44,460	32,761	36,713	33,600	29,700	28,700	29,800
11 KENYA	7	38,000	707	38,707	27,124					
12 KOREA, REP.	134	38,000	13,313	51,313	39,184	29,846	45,500	44,900	47,800	51,600
13 MALI	200	38,000	19,867	57,867	46,553	54,740	54,500	49,600	48,400	46,600
MOZAMBIQUE				0	28,333	32,354	29,700	28,000	27,200	27,300
PAKISTAN				0	108,405	111,126	82,100	84,700	76,300	70,500
RUSSIA				0	26,517	32,721	30,100	29,600	29,800	31,500
14 SOUTH AFRICA	37	38,000	3,631	41,631	30,302	33,715	30,200	28,500	27,500	27,700
SUDAN				0	34,889	38,513	33,500	28,200	28,000	27,000
15 TAIWAN	64	38,000	6,401	44,401	33,756	40,855	39,700	38,600	39,600	41,800
16 TANZANIA	75	38,000	7,464	45,464	31,874	34,792	30,800	28,600	13,900	28,900
TOGO				0	30,035	34,603	31,200	29,300	28,500	28,443
17 TÜRKIYE	1,236	38,000	122,840	160,840	127,300	136,611	130,400	107,900	110,800	116,700
18 UGANDA	34	38,000	3,351	41,351	29,359	33,247	30,000	28,200	27,300	27,000
19 USA	3,218	38,000	319,724	357,724	318,461	400,992	376,900	293,800	287,700	275,000
20 UZBEKISTAN	58	38,000	5,762	43,762	34,157	42,794	51,800	56,600	67,300	76,900
ZAMBIA				0	28,606	33,847				
TOTAL CURRENT MEMBERS	11,474	760,000	1,140,000	1,900,000	1,865,125	1,865,373	1,957,300	1,744,100	1,713,200	1,761,143
Assesment total	1,900,000	Per 1000 tonnes	99.35							
Number of members	20	Avg trade	574							



- Calculations based on 23 members and a budget of 1.9 Million



Table 4.1b: Calculation of the Scale of Assessments for 2024/25 in US\$

Calculations based on 23 members

The calculation of assessments is made in accord with Article II, Section 4a, of the Rules and Regulations of the ICAC.

	Average Trade 19/20 - 22/23 000 Tonnes	Equal Contribution US\$	Prorata Assessment US\$	2024/25 Assessment US\$	2023/24 Assessment US\$	2022/23 Assessment US\$	2021/22 Assessment US\$	2020/21 Assessment US\$	2019/20 Assessment US\$	2018/19 Assessment US\$
1 ARGENTINA	108	33,043	10,315	43,359	37,111	39,466	34,800	31,800	30,800	31,300
2 AUSTRALIA	657	33,043	63,970	97,013	73,800	89,850	97,200	96,100	91,200	100,400
3 BANGLADESH	1,574	33,043	153,206	186,249	163,021	198,586	180,000	180,900	157,900	152,200
4 BRAZIL	1,892	33,043	184,231	217,274	183,981		150,300	115,300	104,900	99,600
5 BURKINA FASO	198	33,043	19,035	52,078	43,272		48,400	47,200	49,000	51,100
6 CAMEROON	134	33,043	13,012	46,055	38,083		38,700	35,900	34,900	35,300
7 CHAD	45	33,043	4,381	37,425	29,887	32,887	30,800	29,400	29,800	29,500
8 CÔTE D'IVOIRE	201	33,043	19,536	52,579	45,662	49,051	42,600	40,100	40,200	41,900
9 EGYPT	157	33,043	15,286	48,330	41,007	47,718	44,200	39,400	37,800	37,100
10 EUROPEAN UNION	456	33,043	44,419	77,463	64,952	79,545	67,700	61,800	62,200	65,100
11 INDIA	1,131	33,043	110,157	143,200	134,954	170,849	165,500	154,300	180,500	185,600
12 KAZAKHSTAN	65	33,043	6,331	39,374	32,761	36,713	33,800	29,700	28,700	29,800
13 KENYA	7	33,043	693	33,736	27,124					
14 KOREA, REP.	134	33,043	13,047	46,090	39,184	29,846	45,500	44,900	47,800	51,600
15 MALI	200	33,043	19,470	52,514	46,553	54,740	54,500	49,600	48,400	46,600
MOZAMBIQUE				0	28,333	32,354	29,700	28,000	27,200	27,300
PAKISTAN				0	108,405	111,126	82,100	84,700	76,300	70,500
RUSSIA				0	28,517	32,721	30,100	29,600	29,800	31,500
16 SOUTH AFRICA	37	33,043	3,558	36,602	30,302	33,715	30,200	28,500	27,500	27,700
SUDAN				0	34,869	38,513	33,500	28,200	28,000	27,000
17 TAIWAN	64	33,043	6,274	39,317	33,756	40,855	39,700	38,600	39,600	41,800
18 TANZANIA	75	33,043	7,314	40,358	31,874	34,792	30,800	28,600	13,900	28,900
19 TOGO	32	33,043	3,116	36,159	30,035	34,603	31,200	29,300	28,500	28,443
20 TÜRKIYE	1,236	33,043	120,385	153,428	127,300	136,611	130,400	107,900	110,800	116,700
21 UGANDA	34	33,043	3,284	36,328	29,359	33,247	30,000	28,200	27,300	27,000
22 USA	3,218	33,043	313,334	346,377	318,461	400,992	376,900	293,800	287,700	275,000
23 UZBEKISTAN	58	33,043	5,647	38,690	34,157	42,704	51,800	56,600	67,300	76,900
ZAMBIA				0	28,606	33,847				
TOTAL CURRENT MEMBERS	11,708	760,000	1,140,000	1,900,000	1,865,125	1,865,373	1,957,300	1,744,100	1,713,200	1,761,143
Assesment total	1,900,000	Per 1000 tonne	97.37							
Number of members	23	Avg trade	509							



- Calculations based on 25 members and a budget of 2.15 Million



Table 4.1b: Calculation of the Scale of Assessments for 2024/25 in US\$

Calculations based on 25 members

The calculation of assessments is made in accord with Article II, Section 4a, of the Rules and Regulations of the ICAC.

	Average Trade 19/20 - 22/23 000 Tonnes	Equal Contribution US\$	Prorata Assessment US\$	2024/25 Assessment US\$	2023/24 Assessment US\$	2022/23 Assessment US\$	2021/22 Assessment US\$	2020/21 Assessment US\$	2019/20 Assessment US\$	2018/19 Assessment US\$
1 ARGENTINA	106	34,406	11,835	46,040	37,111	39,466	34,800	31,800	30,800	31,300
2 AUSTRALIA	657	34,406	72,152	106,558	73,800	89,850	97,200	96,100	91,200	100,400
3 BANGLADESH	1,574	34,406	172,803	207,209	163,021	198,586	180,000	160,900	157,900	152,200
4 BRAZIL	1,892	34,406	207,797	242,203	183,981		150,300	115,300	104,900	99,600
5 BURKINA FASO	196	34,406	21,470	55,876	43,272		48,400	47,200	49,000	51,100
6 CAMEROON	134	34,406	14,676	49,082	38,083		38,700	35,900	34,900	35,300
7 CHAD	45	34,406	4,942	39,348	29,887	32,887	30,800	29,400	29,800	29,500
8 CÔTE D'IVOIRE	201	34,406	22,035	56,441	45,662	49,051	42,600	40,100	40,200	41,900
9 EGYPT	157	34,406	17,242	51,648	41,007	47,718	44,200	39,400	37,800	37,100
10 EUROPEAN UNION	456	34,406	50,101	84,507	64,952	79,545	67,700	61,600	62,200	65,100
11 INDIA	1,131	34,406	124,247	158,653	134,954	170,849	165,500	154,300	160,500	165,600
12 KAZAKHSTAN	65	34,406	7,141	41,546	32,761	36,713	33,600	29,700	28,700	29,800
13 KENYA	7	34,406	782	35,187	27,124					
14 KOREA, REP.	134	34,406	14,716	49,121	39,184	29,846	45,500	44,900	47,800	51,600
15 MALI	200	34,406	21,961	56,367	46,553	54,740	54,500	49,600	48,400	46,600
16 MOZAMBIQUE	20	34,406	2,196	36,602	28,333	32,354	29,700	28,000	27,200	27,300
PAKISTAN				0	108,405	111,126	82,100	84,700	76,300	70,500
RUSSIA				0	28,517	32,721	30,100	29,600	29,800	31,500
17 SOUTH AFRICA	37	34,406	4,013	38,419	30,302	33,715	30,200	28,500	27,500	27,700
SUDAN				0	34,869	38,513	33,500	28,200	28,000	27,000
18 TAIWAN	64	34,406	7,076	41,482	33,756	40,855	39,700	38,600	39,600	41,800
19 TANZANIA	75	34,406	8,250	42,656	31,874	34,792	30,800	28,600	13,900	28,900
20 TOGO	32	34,406	3,514	37,920	30,035	34,603	31,200	29,300	28,500	28,443
21 TÜRKIYE	1,236	34,406	135,784	170,190	127,300	136,611	130,400	107,900	110,800	116,700
22 UGANDA	34	34,406	3,705	38,110	29,359	33,247	30,000	28,200	27,300	27,000
23 USA	3,218	34,406	353,415	387,820	318,461	400,992	376,900	293,800	287,700	275,000
24 UZBEKISTAN	58	34,406	6,369	40,775	34,157	42,794	51,800	56,600	67,300	76,900
25 ZAMBIA	20	34,406	2,196	36,602	28,606	33,847				
TOTAL CURRENT MEMBERS	11,748	860,146	1,290,218	2,150,364	1,865,125	1,865,373	1,957,300	1,744,100	1,713,200	1,761,143
Assesment total	2,150,364	Per 1000 tonne	109.82							
Number of members	25	Avg trade	470							



- Calculations based on 27 members and a budget of 2.15 Million



Table 4.1b: Calculation of the Scale of Assessments for 2024/25 in US\$

Calculations based on 27 members

The calculation of assessments is made in accord with Article II, Section 4a, of the Rules and Regulations of the ICAC.

	Average Trade 19/20 - 22/23 000 Tonnes	Equal Contribution US\$	Prorata Assessment US\$	2024/25 Assessment US\$	2023/24 Assessment US\$	2022/23 Assessment US\$	2021/22 Assessment US\$	2020/21 Assessment US\$	2019/20 Assessment US\$	2018/19 Assessment US\$
1 ARGENTINA	106	31,857	11,347	43,204	37,111	39,466	34,800	31,800	30,800	31,300
2 AUSTRALIA	657	31,857	70,368	102,225	73,800	89,850	97,200	96,100	91,200	100,400
3 BANGLADESH	1,574	31,857	168,529	200,386	163,021	198,586	180,000	160,900	157,900	152,200
4 BENIN	291	31,857	31,167	63,024						
5 BRAZIL	1,892	31,857	202,657	234,514	183,981		150,300	115,300	104,900	99,600
6 BURKINA FASO	196	31,857	20,939	52,796	43,272		48,400	47,200	49,000	51,100
7 CAMEROON	134	31,857	14,313	46,171	38,083		38,700	35,900	34,900	35,300
8 CHAD	45	31,857	4,820	36,677	29,687	32,887	30,800	29,400	29,800	29,500
9 CÔTE D'IVOIRE	201	31,857	21,490	53,347	45,662	49,051	42,600	40,100	40,200	41,900
10 EGYPT	157	31,857	16,815	48,672	41,007	47,718	44,200	39,400	37,800	37,100
11 EUROPEAN UNION	456	31,857	48,862	80,719	64,952	79,545	67,700	61,600	62,200	65,100
12 INDIA	1,131	31,857	121,174	153,031	134,954	170,849	165,500	154,300	160,500	185,600
13 KAZAKHSTAN	65	31,857	6,964	38,821	32,761	36,713	33,600	29,700	28,700	29,800
14 KENYA	7	31,857	762	32,620	27,124					
15 KOREA, REP.	134	31,857	14,352	46,209	39,184	29,846	45,500	44,900	47,800	51,600
16 MALI	200	31,857	21,417	53,275	46,553	54,740	54,500	49,600	48,400	46,600
17 MOZAMBIQUE	20	31,857	2,142	33,999	28,333	32,354	29,700	28,000	27,200	27,300
18 MOROCCO	7	31,857	750	32,607						
PAKISTAN				0	108,405	111,126	82,100	84,700	76,300	70,500
RUSSIA				0	28,517	32,721	30,100	29,600	29,800	31,500
19 SOUTH AFRICA	37	31,857	3,914	35,771	30,302	33,715	30,200	28,500	27,500	27,700
SUDAN				0	34,869	38,513	33,500	28,200	28,000	27,000
20 TAIWAN	64	31,857	6,901	38,758	33,756	40,855	39,700	38,600	39,600	41,800
21 TANZANIA	75	31,857	8,046	39,903	31,874	34,792	30,800	28,600	13,900	28,900
22 TOGO	32	31,857	3,427	35,285	30,035	34,603	31,200	29,300	28,500	28,443
23 TÜRKIYE	1,236	31,857	132,425	164,282	127,300	136,611	130,400	107,900	110,800	116,700
24 UGANDA	34	31,857	3,613	35,470	29,359	33,247	30,000	28,200	27,300	27,000
25 USA	3,218	31,857	344,672	376,529	318,461	400,992	378,900	293,800	287,700	275,000
26 UZBEKISTAN	58	31,857	6,212	38,069	34,157	42,794	51,800	56,600	67,300	76,900
27 ZAMBIA	20	31,857	2,142	33,999	28,606	33,847				
TOTAL CURRENT MEMBERS	12,046	860,146	1,290,218	2,150,364	1,865,125	1,865,373	1,957,300	1,744,100	1,713,200	1,761,143
Assesment total	2,150,364	Per 1000 tonne	107.10							
Number of members	27	Avg trade	446							



International Cotton Advisory Committee

Proposed Expenditure Budget for the year 2024-25

	2018/19 Final	2019/20 Final	2020/21 Final	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	Increase /decrease (in US\$)	Increase /decrease %
Disbursements									
1 Total Salaries & Bonuses	774,037	767,729	756,277	848,490	959,552	898,537	1,021,558	123,021	14%
2 Severance Pay and Relocation	0	0		0	0	28,979	15,000	-13,979	-48%
3 New Employee Search	0	0		0	0	0	0	0	N.A.
4 Consultant	999	4,500	3,840	7,500	3,000	1,000	1,000	0	0%
5 Health Insurance	151,635	115,758	118,165	145,520	66,010	78,040	73,763	-4,278	-5%
6 Life Ins. and DD&D	6,590	7,316	5,778	2,280	5,055	4,287	4,627	341	8%
7 Disability Insurance	5,439	6,490	4,674	7,455	4,389	3,159	4,289	1,131	36%
8 Retirement	188,362	190,217	175,751	153,077	192,751	126,518	206,459	79,942	63%
9 Retirement Plan Administrators	5,000	5,000	5,928	6,855	6,932	1,932	2,575	643	33%
10 Taxes, net of USA reimbursement	29,049	118,178	(34,403)	25,757	16,092	17,380	7,169	-10,211	-59%
Total Salaries and Benefits	1,161,111	1,215,188	1,036,010	1,196,934	1,253,780	1,159,831	1,336,440	176,609	15%
11 Travel, regular	70,624	55,326	(149)	86,895	85,111	88,909	120,495	31,586	36%
12 Travel, Plenary and other	44,982	52,021	0	2,870	3,670	21,937	34,365	12,428	57%
Total Travel	115,606	107,347	(149)	89,765	88,781	110,846	154,860	44,014	40%
13 Research Associate Program	35,904	33,346	0	0	0	42,730	45,000	2,270	5%
14 World Cotton Research Conf. / Regional Tech. Seminar	0	9,769	0	35,000	35,000	55,000	55,000	0	0%
15 Secretariat Training	3,555	50	918	5,500	1,500	1,500	1,500	0	0%
Training and Support	39,459	43,165	918	40,500	36,500	99,230	101,500	2,270	2%
16 Data Services	564	927	12,220	12,322	9,322	9,552	9,810	258	3%
17 Courier	248	162	114	1,200	500	550	550	0	0%
18 Mailing the Review	860	719	0	1,277	950	950	350	-600	-63%
19 Mailing other documents	1,330	0	0	0	100	100	150	50	50%
20 Postage Meter	1,928	2,723	1,429	0	0	0	0	0	N.A.
21 Mailing the Recorder	1,221	1,072	0	1,752	1,100	1,100	500	-600	-55%
22 Mailing Plenary documents	910	87	8	425	425	425	475	50	12%
23 Telephone	13,346	6,401	6,535	7,345	6,224	6,413	6,156	-257	-4%
Total Communications	20,407	12,091	20,306	24,321	18,621	19,090	17,991	-1,099	-6%



International Cotton Advisory Committee

Proposed Expenditure Budget for the year 2024-25

	2018/19 Final	2019/20 Final	2020/21 Final	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	Increase /decrease (in US\$)	Increase /decrease %
24 Audit and legal services	17,830	15,528	31,606	17,000	33,000	15,000	15,000	0	0%
25 IT Purchases & Software	13,515	8,109	23,304	41,507	41,029	38,291	37,989	-302	-1%
26 IT Programming Assistance & Web Site	5,500	0	0	3,000	20,000	3,000	3,000	0	0%
27 IT Infrastructure Support	49,422	45,911	45,363	44,101	35,886	35,584	34,032	-1,552	-4%
28 Accounting / Banking Fees	41,721	44,746	37,568	7,231	7,488	70,488	69,038	-1,450	-2%
29 Furniture & Equipment	0	0	0	5,000	500	500	2,000	1,500	300%
7 Insurance-worker's comp.	(6,122)	4,919	3,624	3,564	4,000	4,000	3,343	-657	-16%
31 Representation	7,217	5,854	398	5,000	3,000	4,000	4,000	0	0%
32 Subscriptions	6,564	9,300	4,872	1,792	4,709	5,730	8,645	2,915	51%
33 Copying	3,120	2,952	1,960	2,655	3,024	3,024	3,024	0	0%
34 Supplies	5,548	6,092	4,323	4,814	5,200	5,200	3,982	-1,218	-23%
35 Plenary Meeting Exp.	4,001	787	1,312	2,700	12,500	2,500	2,500	0	0%
36 Plenary Meeting - Speakers	0	0	0	0	6,000	6,000	6,000	0	0%
37 Miscellaneous: Marketing	0	53,190	6,474	0	0	0	25,000	25,000	N.A.
Total Office	148,316	197,388	160,804	138,364	176,336	193,317	217,553	24,237	13%
38 Printing & Producing the Review	1,836	1,169	2,746	21,743	4,700	500	500	0	0%
39 Printing Other Statistical Reports	0	0	0	733	500	500	500	0	0%
40 Printing & Producing the Recorder	3,479	1,392	718	13,600	2,600	550	550	0	0%
Total Printing	7,352	3,384	3,464	36,076	7,800	1,550	1,550	0	0%
41 Language Services	53,788	52,744	64,612	78,604	63,802	63,802	63,276	-526	-1%
42 Language Services Proceedings	5,223	13,007	0	5,593	11,573	15,000	16,500	1,500	10%
43 Plenary Mtg. Interpreters	69,762	60,034	8,718	57,683	39,000	28,329	65,600	37,271	132%
Total Language Services	128,773	125,785	73,330	141,880	114,375	107,131	145,376	38,245	36%
44 Occupancy	136,427	153,334	157,443	157,524	169,180	172,896	175,094	2,198	1%
Disbursements from Established Sources	1,757,451	1,857,682	1,452,126	1,825,364	1,865,373	1,863,892	2,150,364	286,473	15%



International Cotton Advisory Comr

Proposed Expenditure Budget for the year

Comments

Disbursements

1	Total Salaries & Bonuses	ET: Average CPI inflation rate over the past year in the Washington D.C. Metro area 5.31%. Link: https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/24Tables/html/DCB.aspx . ED Salary based on UN Salary scale https://unicsc.org/Home/GetDataFile/7424
2	Severance Pay and Relocation	ET: 15K in case a Staff is leaving the organisation
3	New Employee Search	
4	Consultant	ET: Any consultancy that might be needed
5	Health Insurance	ET: Broker has indicated an increase of 17% due to inflation - Budget based upon actual renewal prices for current staff members. It reflects the 2/3 pay by the ICAC and \$1,800 mandatory insurance filling with DC
6	Life Ins. and DD&D	ET: Broker has indicated an increase of 9% - Budget based upon current full time staff members. It reflects the 2/3 pay by the ICAC
7	Disability Insurance	ET: Broker has indicated an increase 9% - Budget based upon current full time staff members. It reflects the 2/3 pay by the ICAC
8	Retirement	ET: Retirement set at 22.2% of salary grade from IBRD Annex A P74 (x1.68-8000 or x1.86-22400) for the staff. ED set at 23.77% of EU Grade D1 (III). It reflects the 2/3 pay by the ICAC
9	Retirement Plan Administrators	ET: Future Ascensus \$613x4 and estimated 5% increase
10	Taxes, net of USA reimbursement	ET: Estimate based upon 4 staff members (State taxes)
	Total Salaries and Benefits	
11	Travel, regular	ET: Top priority trips have been included in the travel schedule
12	Travel, Plenary and other	ET: Plenary Meeting in person. 9 Members of staff traveling
	Total Travel	
13	Research Associate Program	ET: Research Associate Program planned for the last semester of 2025.
14	World Cotton Research Conf. / Regional Tech. Seminar	ET: Regional seminars held every two years. The budget for the Mediteranean Network is estimated at US\$25,000 - KK The WCRC-8 + ALIDA will be held in Uzbekistan in October 2024 (The total budget allocation for WCRC-8 will be US\$ 60,000 over 2 years-KK)
15	Secretariat Training	ET: Training budget set at \$1500
	Training and Support	
16	Data Services	ET: Research data TDM (\$3,500), PCI Wood Mackenzie Ltd Chemical Fibre Report (\$6,310)
17	Courier	ET: QMS (Quick Messenger Service) \$250 (\$50x5) and general mailing \$350
18	Mailing the Review	ET: Based upon average 4 issues, mailed only if specifically requested
19	Mailing other documents	Obsolete budget line
20	Postage Meter	Obsolete budget line
21	Mailing the Recorder	ET: Based upon average for 4 issues, mailed only if specifically requested
22	Mailing Plenary documents	ET: Mailing of 250 invitation letters + Certificates to Speakers (\$100)
23	Telephone	ET: Osibeyond: 12 stations (\$5,676); Annual International calls (\$480) through OSibeyond
	Total Communications	



International Cotton Advisory Comr

Proposed Expenditure Budget for the ye

	Comments
24 Audit and legal services	ET: Audit per year \$15,000
25 IT Purchases & Software	ET: Laptops x2 (\$4800), Warranty Extensionx3 x \$300, printers x2 \$300, Printer cartridges \$220, Other hardware \$1000, Zoom \$296.69, Mailchimp \$1,094, Cogent Broadband \$650x12-\$7800, Web Hosting \$2475.84, AWS Amazon \$190, TopicBox \$366, Monday.com \$540, Adobe \$5400, Apple Developer Program \$104.94, Web Network Solutions \$400, AWS (ML Database hosting) \$1870, Shiny Server ML \$4188, Machine learning Software \$1000, Visme \$1136.50, Cloud-based services for Textiles Database \$4,000.
26 IT Programming Assistance & Web Site	ET: New Website update \$3,000 (MMc)
27 IT Infrastructure Support	ET: OSibeyond Invoice per month \$2,836
28 Accounting / Banking Fees	ET: Accounting Firm (\$5000x12); Credit Card \$2750 (5 cards), Paypal (\$49x12), Stripe \$1980, Wire fees \$3360, other \$360
29 Furniture & Equipment	ET: Budget to cover possible replacements to broken equipment or furniture, maintenance
7 Insurance-worker's comp.	ET: Travelers policy estimate based upon current staff members - annual online audit leads to savings. A 5% increase projected
31 Representation	ET: Hospitality and xmas lunch, embassy trips uber, Gift for Past Chair \$300
32 Subscriptions	ET: SCMP \$132, CCF Group \$1750, NY Times \$325, EcoTextiles \$349.50, Sourcing Journal \$249, Apparel Insider \$190, Statista \$992.16, Emerging Textiles \$2,000, Vogue Business 190, Proposed Sustainability Scoring with Textiles Date \$2000, Crossref \$427
33 Copying	Canon Copier rental \$151.23x12 plus copy fees of \$100 X12
34 Supplies	ET: includes Office security \$1,325.91, Water Quench (\$1,218), stationery etc
35 Plenary Meeting Exp.	ET: Research of the year x1 \$1,000, Trophy \$500 for 1 winner - Signage \$1,000 (MM).
36 Plenary Meeting - Speakers	ET: Cost of speakers for Plenary Meetings
37 Miscellaneous: Marketing	ET: Creation, Design and Distribution: \$1,000/month for document design and video production; \$13,000 to establish a campaign with a mid-tier influencer; World Cotton Day (MTM)
Total Office	
38 Printing & Producing the Review	ET: Copier General Printing \$500
39 Printing Other Statistical Reports	ET: Estimate to cover possible requests to supply copies in print.
40 Printing & Producing the Recorder	ET: Copier General Printing \$550
Total Printing	
41 Language Services	ET: Estimate based upon average words CTM \$16,952, Recorder \$26,305, Review \$13,931, Production and Trade Policies \$1,088, other documents (\$5,000)
42 Language Services Proceedings	ET: Estimated based upon average number of words from last 5 years; Proceedings, final Statement, ED and Chair reports, and Working Papers of the Steering Committee
43 Plenary Mtg. Interpreters	ET: Plenary Meeting in person. Interpreters fees, travel and accomodation costs.
Total Language Services	
44 Occupancy	ET: Based upon lease agreement - 9 months @\$14,482.85+3 months @\$14916.08 plus \$350 operating expenses

Disbursements from Established Sources