



# **International Cotton Advisory Committee**

**Attachment 2 to SC 556  
17 September 2018**

## **Matters Arising from the Previous SC Meeting 556<sup>th</sup> Meeting of the Standing Committee**

**27 September 2018  
The ICAC Secretariat's Office  
1629 K Street, NW, Suite 702, Washington DC 20006**



**Attachment 2 to SC 556  
17 September 2018**

**Matters Arising from the Previous SC Meeting**

SCM #	Action	By Whom	Progress	
554	To initiate discussion of the Final Statement of the PM as early as possible (pag. 4, item 5, para. 6)	KH	Still awaiting speakers abstracts.	✓
555	To revise the issue on increasing the reserve fund (pag. 6, item 5a & 5b, para. 15)		Not started yet	✗



# International Cotton Advisory Committee

Attachment 3 to SC 556  
25 September 2018

## World Cotton Situation 556<sup>th</sup> Meeting of the Standing Committee

27 September 2018  
The ICAC Secretariat's Office  
1629 K Street, NW, Suite 702, Washington DC 20006



**INTERNATIONAL COTTON  
ADVISORY COMMITTEE**

1629 K Street NW, Suite 702,  
Washington, DC 20006, USA

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**Attachment 3 to SC 556  
25 September 2018**

**For Information**

### **World Cotton Situation**

The Standing Committee SC 556

### **Purpose**

To provide the members of the Standing Committee with an overview of the current cotton industry.

### **Action Required**

For information



**Attachment 3 to SC 556  
25 September 2018**

## **World Cotton Situation**

In 2018/19, global cotton area is currently expected to decrease 2% to 33.4 million hectares. Global yield is projected to decrease slightly by 1% to 777 kilogrammes per hectare. Yields continue to remain near the 10-year average of 770 kilogrammes per hectare with no expected improvement in productivity. Based on lower area estimates, global production is projected to decrease 4% to 26 million tonnes.

India remains the leader in area under cotton with a projected 11.9 million hectares, representing more than a third of all global cotton area. For India, this would represent a 2% decrease in area from the previous season (2017/18) where yields and production were down due to pink bollworm infestation. With yields expected to remain at the same level, production in India is expected to decrease by 5% to just over 6 million metric tonnes. Production in the United States is expected to decrease by 6% to 4.3 million tonnes with area decreasing by 5% to 4.3 million hectares. Lower yields from the West Texas region are expected to be offset by higher yields from irrigated areas. China is expected to harvest from 3.3 million hectares. With area decreasing 2%, production is currently expected to decrease slightly to 5.8 million tonnes. In West Africa, while yields remain low, the region is currently expected to see a 3% increase in area to 3.1 million hectares and a 7% increase in production to 1.3 million tonnes. While area in Pakistan is expected to remain stable at 2.6 million hectares, production is expected to decrease 3% to 1.75 million tonnes due to water availability. For major Southern hemisphere producers, Brazil is expected to increase area to 1.2 million hectares, while Australia is expected to decrease area to 250,000 hectares.

The current estimate for global consumption, based on economic growth, per capita income growth, import demand and spinning capacity, is expected to increase to 27.6 million tonnes, exceeding production by 600,000 tonnes. While global stocks are estimated to have remained unchanged in 2017/18, levels are expected to decrease in 2018/19 to 17.2 million tonnes. This level and the stocks to use ratio, projected to fall to 0.62 by the end of the season, would represent the lowest levels of inventory since the 2010/11 season. Stocks held outside of China are expected to remain at 10.2 million tonnes. Stocks in China are estimated at their lowest levels since 2011/12 at 7.1 million tonnes. While government reserve auctions have continued through September, current projections are that China will import 2 million tonnes for mill use and reserve needs in 2018/19.

Global imports are expected to be driven by Asian and Southeast Asian economies. In addition to Chinese imports, Bangladesh is expected to import 1.8 million tonnes. Vietnam is expected to import 1.7 million tonnes while Indonesian imports are expected at 825,000 tonnes as mill use and spinning capacity are expected to increase. Global exports are projected to be led by the United States with 3.5 million tonnes followed by Brazil with 1.3 million tonnes and the West Africa region with 1.3 million tonnes. India is currently expected to export just over 1 million tonnes; however, the Indian rupee continues to weaken against the US dollar. Australia exports, which would not be available to the market until later in the season, are expected to fall to 813,000 tonnes.

# World Cotton Situation

556<sup>th</sup> Meeting of the Standing Committee  
September 27, 2018

Lihan Wei  
Statistician



INTERNATIONAL COTTON  
ADVISORY COMMITTEE



## Overview/Outlook

- Area and Yields
- Production and Consumption
- Trade

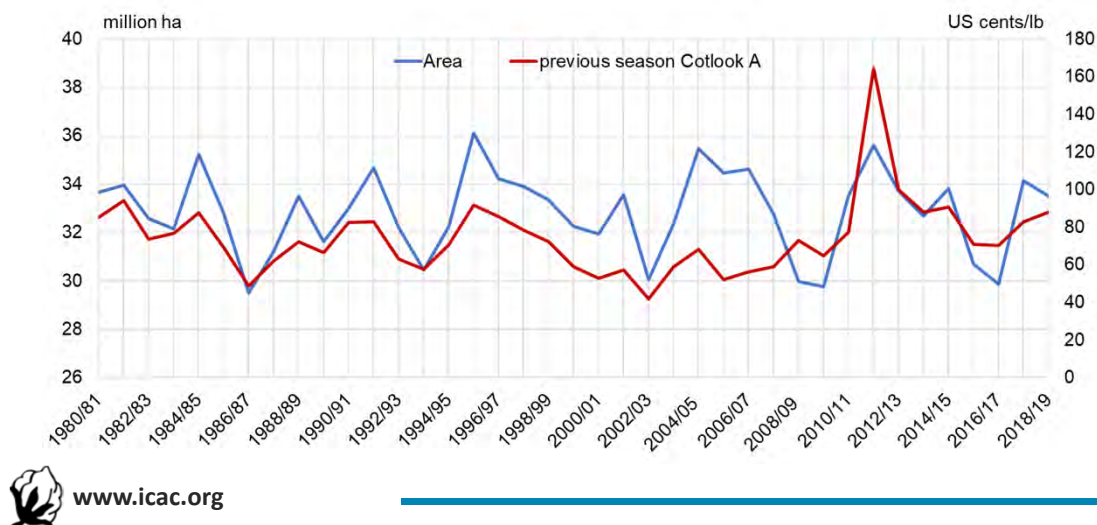


[www.icac.org](http://www.icac.org)

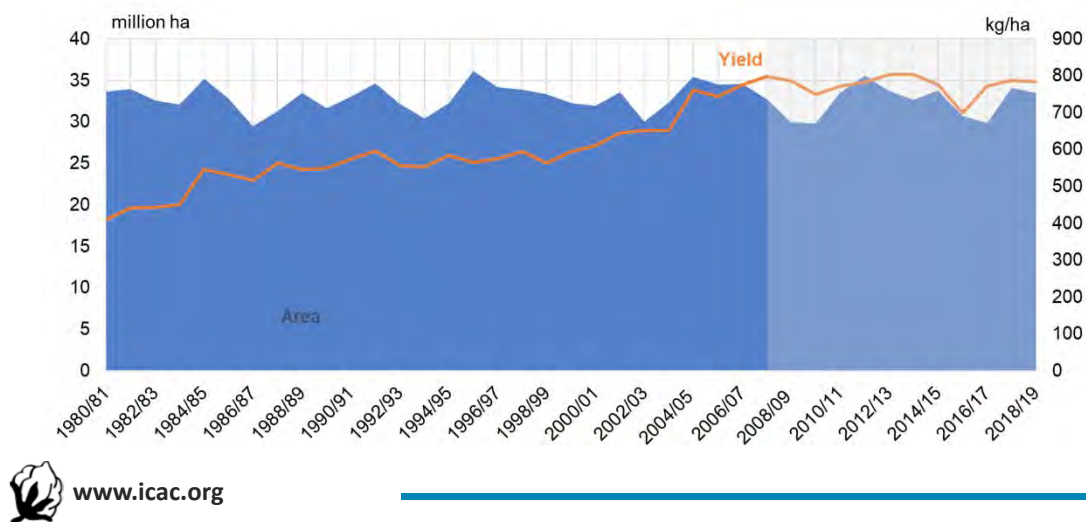




## Prices

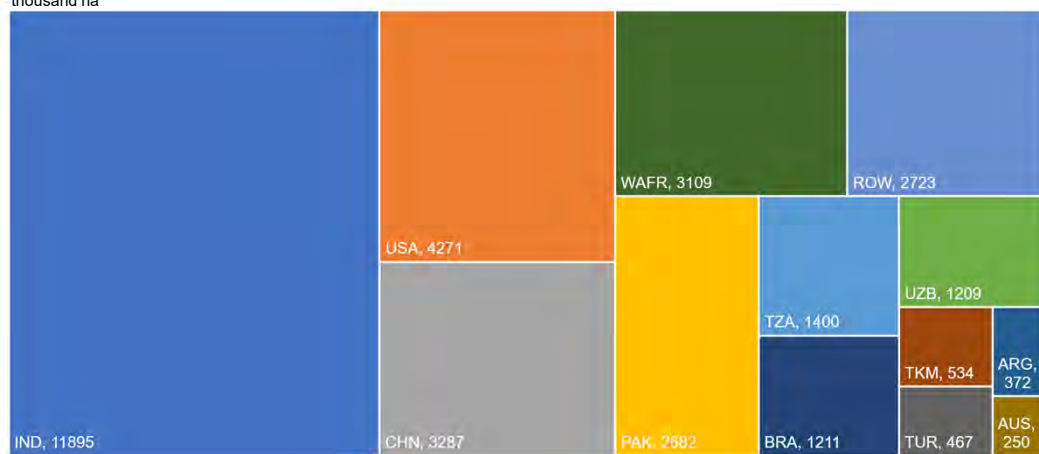


## Area and Yield



## Area 2018/19

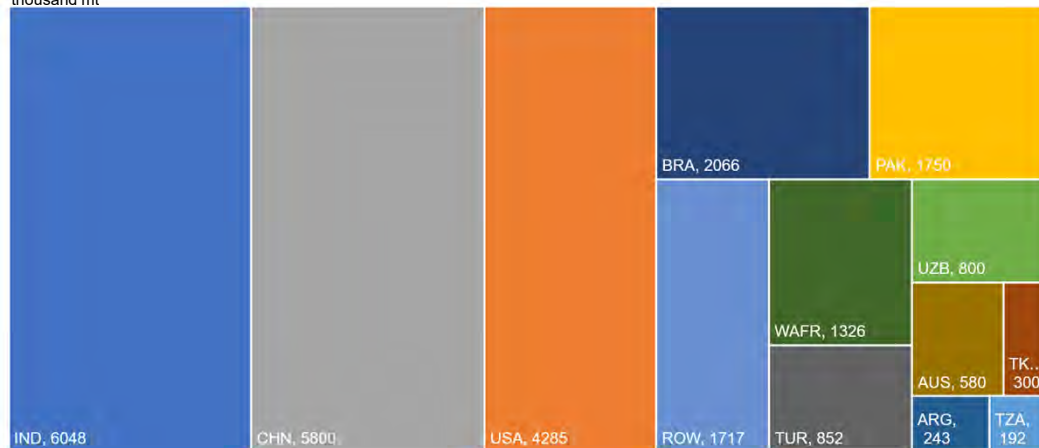
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## Production 2018/19

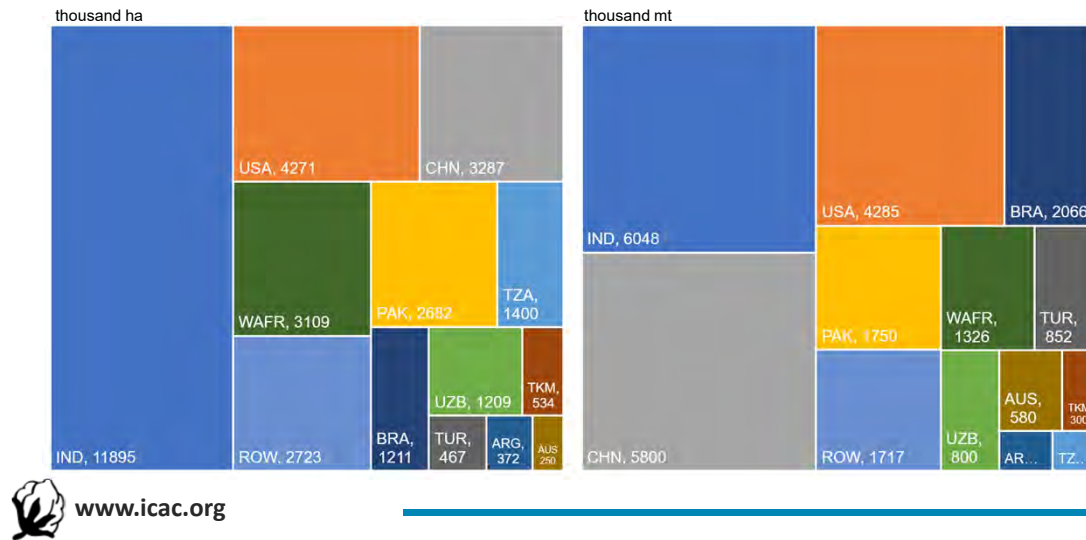
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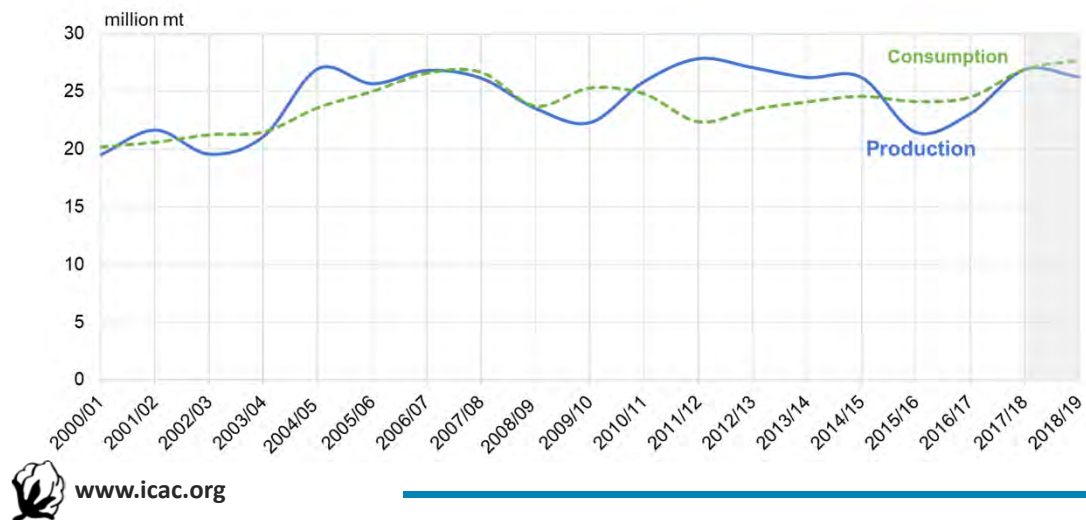
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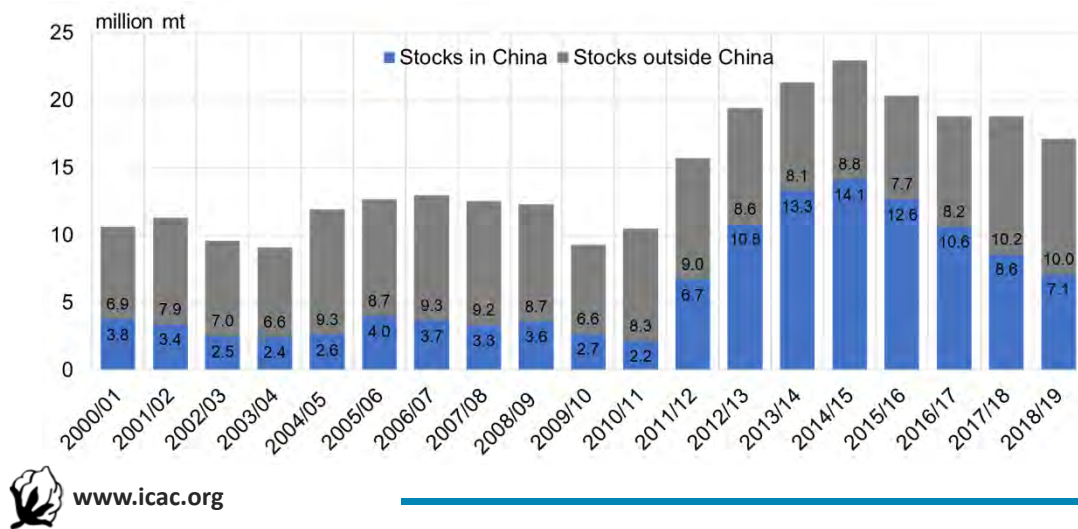
## Area and Production 2018/19



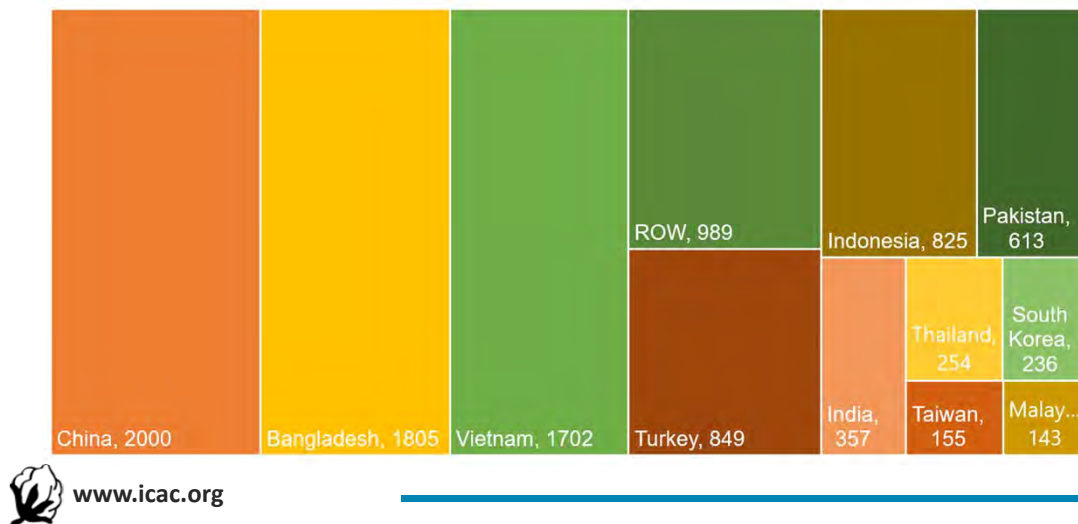
## Production and Consumption



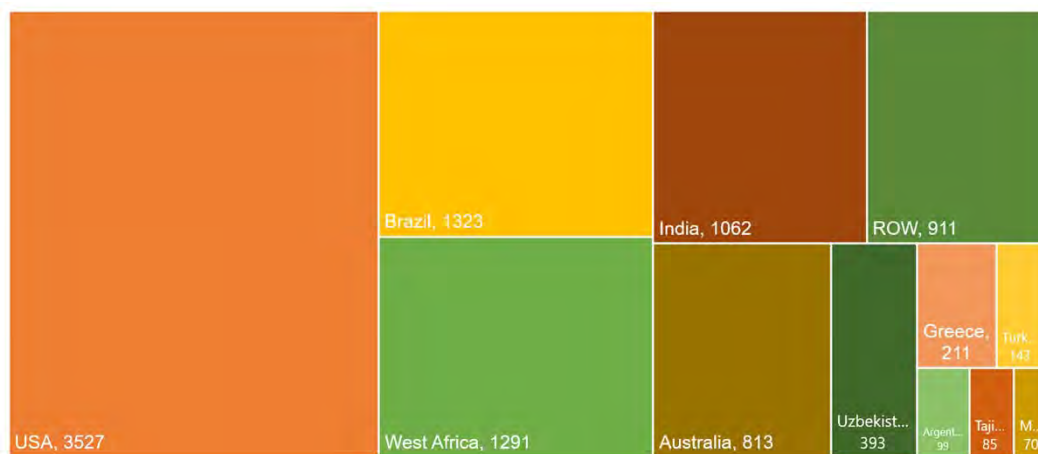
## Stocks



## Imports 2018/19



## Exports 2018/19



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

- Area and production are expected to be lower in 2018/19 than the previous season
- Current forecast for consumption is higher than the previous season and current output estimates
- Global stocks estimates are lower with Chinese stocks nearing a level last seen in 2011/12



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

## Improving data collection and the provision of information

- Strengthen the cooperation of the Secretariat with officials in the ministries of agriculture, trade, etc.
- Identify country contacts who will provide regular updates of data and information on forecasts and estimates of area, production, consumption and trade as well as other policies and issues impacting the sector



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





# **International Cotton Advisory Committee**

**Attachment 4a to SC 556  
24 September 2018**

## **Schedule of Uncollected Assessments 556<sup>th</sup> Meeting of the Standing Committee**

**27 September 2018  
The ICAC Secretariat's Office  
1629 K Street, NW, Suite 702, Washington DC 20006**



**Attachment 4a to SC 556  
24 September 2018**

**For Information**

### **Schedule of Uncollected Assessments**



#### **INTERNATIONAL COTTON ADVISORY COMMITTEE**

Standing Committee  
Washington, DC

**Table 1: Uncollected Assessments of Member Governments of ICAC  
As of 9/24/18**

Country	Current year 2018/19	Prior year 2017/18	Prior year 2016/17	TOTAL
Argentina	31,300	29,100		60,400
Bangladesh	152,200			152,200
Brazil	99,600	99,200		198,800
Burkina Faso	51,100			51,100
Cameroon	35,300	32,200	32,200	99,700
Chad	29,500			29,500
Cote d'Ivoire	41,900			41,900
Egypt	37,100			37,100
India	185,600			185,600
Kazakhstan	29,800			29,800
Kenya	25,200			25,200
Korea	336			336
Mali	46,600			46,600
Mozambique	27,300	13,721		41,021
NIGERIA*			27,697	27,697
Pakistan	70,500			70,500
South Africa	27,700			27,700
Sudan	27,000	21,425		48,425
Tanzania	28,900	27,700	37,963	94,563
Togo	28,500			28,500
Uganda	27,000			27,000
USA	275,000			275,000
Uzbekistan	76,900			76,900
Zimbabwe	29,000			29,000
<b>TOTAL</b>	<b>1,383,336</b>	<b>223,346</b>	<b>97,860</b>	<b>1,704,542</b>

<b>TOTAL</b>	<b>1,383,336</b>	<b>223,346</b>	<b>97,860</b>	<b>1,704,542</b>
Outstanding July 1, 2018	1,815,400	238,350	114,824	2,168,574
Received	432,064	15,004	16,964	464,032

Assessments become due on the first day of the fiscal year (i.e. July 1) and are payable in 90 days.



# **International Cotton Advisory Committee**

**Attachment 6a v2 to SC 556  
24 September 2018**

## **Proposed Strategic Plan (version 2) 556<sup>th</sup> Meeting of the Standing Committee**

**27 September 2018  
The ICAC Secretariat's Office  
1629 K Street, NW, Suite 702, Washington DC 20006**





**INTERNATIONAL COTTON  
ADVISORY COMMITTEE**

1629 K Street NW, Suite 702,  
Washington, DC 20006, USA

**Attachment 6a to SC 556  
24 September 2018**

**For Discussion**

**Proposed Strategic Plan 2019-2012 (version 2)**

The Standing Committee SC 556

**Purpose**

To provide members of the Standing Committee with the revised version of the Proposed Strategic Plan, after the meeting of the Strategy Committee on Monday, 24 September 2018.

**Action Required**

Discussion

**Kai Hughes  
Executive Director**

24 September 2018



## **Proposed Strategic Plan 2019 – 2021**

### **1 Background**

1.1 On 16<sup>th</sup> July this year the Standing Committee conducted its Strategic Review of the ICAC, led by an outside consultant, Trish Kyle. Her notes from that Strategic Away Day are shown in Annex A. The purpose of the strategic review was to assess, in close consultation with members, key committees and working groups, stakeholders and the Secretariat, the strategic focus and priorities of the organisation for the future and to propose areas for the organisation to concentrate on for the next three years.

1.2. The recommendations derived from the strategic review which are shown in the attached table (Annex B) provide the starting point for the development of a strategy which will enable the organisation to focus existing resources, strengthen operations and assess and adjust the organisation's direction in response to a changing environment.

1.3. The Strategy Committee will be responsible for ensuring that the methodology and resulting timelines are achieved in order to produce a recommendation to the Steering Committee before the next Plenary Meeting in Cote d'Ivoire in December 2018.

### **2. Procedure**

2.1 The Strategy Committee and Standing Committee are requested to critically review the proposed Strategic Plan against the notes taken of the meeting and ensure that all recommendations resulting from that meeting are reflected in the plan and that the resultant actions are realistic within the three year framework.

2.2 Following the Standing Committee meeting a revised Plan will be available to all member governments to discuss and make recommendations for final approval at the Standing Committee meeting at the end of October/beginning of November.

2.3 In agreeing the Strategic Plan, members are also recognising that its success may also be dependant on making provision for additional resources and consideration should also be given as to how this could be achieved.

### **Recommendation**

That the Strategy Committee and Standing Committee critically review the proposed Plan

**Kai Hughes**  
Executive Director

**24 September 2018**



## ICAC: Strategic Review Report

Annex 1

The following represents a summary of the work achieved throughout the day long Standing Committee and staff retreat. The retreat discussion focused on ICAC visibility, growth and sustainability. The retreat was the first of its kind for the ICAC.

The Secretariat should develop the image of ICAC, the Statistical Information, the use of Big Data, the networking and focused publications for the benefit of its members. The key words for the future of ICAC are: Innovation, communication and internationalization/growth.

### Key Discussion Areas:

**Raising demand for cotton** – It was discussed that ICAC should engage more with the private sector because the public drives demand for cotton.

**Research** – It was mentioned that ICAC should support innovation in cotton and find new markets for cotton.

**Partnerships** – It was suggested that ICAC should focus on strategic partnerships. It can look to join forces with developmental organisations such as FAO, and can also work together with other ICBs. It was also suggested for ICAC to work together with large organisations such as WTO, WFP, ITC, IFRPI. Since ICAC members are also members of WTO, it was proposed that the members could help ICAC get in touch with WTO. There is a need to bring more private sector recommendations but keeping the governance (Standing Committee, Steering Committee, SEEP, etc in mind).

**New members** – connect with all 76 cotton producing countries in the world. The first priorities are countries that used to be ICAC members such as Mexico and Iran. The next would be new members such as Ethiopia.

**Membership** – It was discussed whether ICAC's membership structure is correct. At this point, Bangladesh and Brazil pay similar amount of money, but they may not be getting the same value. ICAC needs to be involved in other cotton consuming countries such as Indonesia and Vietnam.

**Promotion/Marketing** – Visibility is the key to getting the message out, starting locally and push members to get to capitals. ICAC is going to produce leaflets that explain and promote the work of its committees such as CSITC and SEEP.

**Adding Value:** Great potential in the data collection, data quality, data analysis (WTO, WB). Search other sectors: textile, yarn, and create networks, partnership with companies, create infrastructure and capability with projects. Generate more revenue by having trade fairs.

### Summary of Small Group Activity

#### What revenue building activities can ICAC get involved in?

- Attract more countries
- Offer more activities to consuming countries
- Promote the work of CSITC to consuming countries, such as Bangladesh
- Plenary Meeting as a trade fair



- Decrease the number of people who don't pay for the plenary meetings attendance by limiting the size of official delegations
- Apply a cost recovery policy for ICAC participation to the plenary meetings via sponsorship
- In the plenary meeting agenda, split the plenary session in two and dedicate one of them to interactions between the trade sector and governments on topics of interest for the trade sector (new rules, new initiatives, ePhyto...). To seat at this forum, trade associations should be charged a fee per day of attendance as opposed to a global fee for the whole plenary meeting.
- Ask each country what their main issues are and look for help in the private/trade sector to solve those problems, then report the achievements to the plenary meeting. Three benefits to this: 1) more countries will want to host a Plenary Meeting, 2) more engagement of the private sector and 3) Promote ICAC by solving concrete problems on the ground.
- Every 3 to 4 years, combine the Plenary Meeting with the World Cotton Research Conference. It will increase the research side of the ICAC during the plenary meetings, but the Secretariat should balance the agenda with topics relevant to consuming countries.
- Charge a membership fee to associations such as ICA, ITMF, CICC, BCI and give them a voice as Associate members of the ICAC
- Interact with synthetic manufacturers. The future will be blend and the goal is to increase demand of cotton
- Change the ICAC governance by creating two levels: 1) members 2) associate members (private sector and private associations)
- Engage with groups of private companies (not only national associations) to coordinate projects under the supervision of ICAC and explore possibilities for private companies sponsoring projects. This will require total transparency to alleviate any concerns of ICAC being biased.
- Advertisements on ICAC website (popup windows or in publications).
- Have an annual cotton publication about everything that the ICAC has achieved throughout the year in order to attract members. If the publication is translated, select a core number of languages
- App for farmers. The App starts for free, and a charge will be applied after 30 to 60 days. A small fee (\$1 to \$2) should be charged for specific questions and a larger fee for larger requests. The App has to be available in multiple languages.
- Paid webinars/training
- Cost recovery policies for publications (through advertisement), trips (through paid participation to meetings)

**What partnerships with member governments/international organisations/NGOs/Private sector should ICAC pursue?**

- Support members who have projects in other countries (Turkey wants to grow cotton in Africa)
- Partner with International organisations
- Partner with national associations
- Connecting with cotton grower's union (Puerto Rico is supported by cotton grower's union of Haiti. Haiti could become a member)



- Learn from national organizations and let them bring projects to the ICAC
- Help national organizations to have a voice, by bringing research and data, so it will enhance their own credibility
- Build up the strength first
- Market access and market studies
- Participate in the system consultancy (paid service, country audits).
- Collaboration with Private Sector through strength
- Create a resource base. Market the statistics
- Standardization of protocols
- Help individual countries to market with other countries
- Create a resource base: Build up the organization bringing more technical experts (research, statistics and projects analysis)
- Ask delegates to participate in other meetings/events (to add visibility and reach out internationally)
- Interphase with private sector neutral identity

#### **Examine ICAC membership structure; is it working for members?**

- ICAC should support research in innovation including in consuming countries
- Support certification
- Fasciculation of trade – ePhyto, fumigation, etc.
- Share information with spinners such as statistics and projections
- Work with associations of importers, spinners and traders – give them an opportunity for some type of membership (ie. Japan which is not a member provides ICAC with a lot of data)
- Focus on sustainability work
- Possibility of PSAP and SEEP being on the Standing Committee Meetings to bring pressure
- More frequent PSAP and SEEP meetings throughout the year using video conference.
- Have EU be involved for research
- Approach countries that left the ICAC membership
- Incremental approach

#### **Governance:**

- Question raised, “Does the current committee structure work for ICAC?” Many concurred this concern would be best addressed once changes have been made to ICAC objectives and strategic plan. ICAC should then recommend a feasible working meeting structure based on needs of the organization and the objectives it wants to accomplish.

#### **Opportunities:**

- More effectively utilize planning committee members to ‘ask’ for introduction to government officials, trade organizations and more that will enhance ICAC to better reach its goals while opening doors for greater visibility, potential partnerships and more.
- Leverage ICB community to
  - Share needed resources, i.e., dedicated fund development
  - Seeking funding opportunities, how to apply, who does funding
- Carefully plan next steps be diligent but do not over stretch capacity.



### Action Steps:

- Membership
  - Review suspension policy (current ICAC policy is more generous than other ICBs)
  - Ask why countries are leaving ICAC membership. (Kai)
  - Create list of all prior members and reach out to each to determine why they left
    - Mexico, Iran and more
    - Approach decision makers in countries; make this into a standard operating procedure
  - Expand mindset to include ALL countries (193) in the world; expand the conversation
  - Engage with new governments, create new relationships and leverage those relationships to create new communication channels within respective country.
  - Utilize government relationships to reach out private trade groups
  - Develop recruitment materials/package
    - Become clear on key messages of value added and benefits
    - Committee to help
    - Different approach for different countries (?)
    - Determine value proposition (and fees) based on country size, emerging market
  - Create annual policy for country visitation as part of membership drive and sustaining membership.
  - Create different levels of membership for Associations: Importers, Exporters, Trades, spinners etc.
  - Plan for in annual budgets
  - Review Tropical Timber numbers
    - Set up discussion with them to learn more about membership
- ICAC Advertising Policy
  - Create new policy for the acceptance of paid advertising on publications, web site and publications
  - Research ethical restrictions and disclaimers to determine best practice that will address member concern
  - Submit new policy consideration at December Plenary Meeting
- Review number of publications
  - What is the most relevant and useful to membership and beyond
  - Create 'flagship' publication that will leverage research expertise and more
  - Reduce number of publications and/or transition content to more accessible distribution method....
  - Evaluate advertising in publications – does advertising eliminate the cost of publications?
  - Determine revenue projections
  - Determine effective way to share ICAC information with spinners
- Communications evaluation
  - Determine effectiveness of social media channel; is it getting to the right people?
  - Implement the analysis of website statistics following launch of new website
- Leverage underplayed critical strength: research



- Develop a strategy to increase visibility of stellar research through variety of channels including governments, research network, publications, speaking engagements, publicity and promotion
  - Determine new course of action of 2019 Research Associates Program
    - Include change of rules so that fee can be charged for participants
    - Consider having more than 1 time per year; utilize committee members for hosting etc.
    - Determine ways to video content and produce webinars
- Create plan to create communication exchange
  - Communication coming inward to ICAC
- Utilize upcoming research for water consumption and pesticide usage to propel visibility and ICAC as the go to place:
  - Create the plan to maximize global, national and regional promotion of this research data – multi channel
  - Create the plan/proposal to go to WTO
  - Major brands, retailers and associations
- Create plan to utilize technology to improve offering
  - Training – webinars, video
  - Publication distribution
- Be strategic about visibility and attendance at key events
  - International Conference and satellite events
  - UN summit
  - Speaking engagements (for fee)
  - Relevant regions, i.e., Asia
- Growth
  - Private Sector – what is the value add to the addition of the private sector
    - Consider the addition of private sector as part of the advisory committee as associate member and give them voice; utilize input
  - Increase value to larger part of the industry and supply chain
  - Promote (more effectively) and consider revenue stream
    - Country Audits
    - Market Study
  - Consider Certification Program
    - Support facilitation of country/trade
  - Create proposal for standing committee regarding the addition of trade associations as associate members and giving them a voice.
    - Due at December meeting?
- Revenue generation
  - Convert plenary meeting format to include sponsorship, trade fair
  - Review and adjust fee structure – transparency of fees
    - Delegate size
    - Trade fee
    - Based on portions of conference attended
    - Fee for post conference information; webinars and publications





- Guest speakers
- Combine WCRC and plenary meeting every 3 years
- Sponsor projects – private or trade
- Create an ICAC phone based app

Trish Kyle  
Consultant

# ICAC Strategic Plan - 2019 through to 2021

Annex 2

Key Objectives	Approach/process	2021 Success Goals	2019	2020	2021	Owner	Resources
<b>Membership</b>							
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	Dr Kranthi	
		Conducted 3 Projects in member countries	1	1	1	Dr Kranthi	
		Developed and conducted 3 production based workshops	1	1	1	Dr 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	
<b>Governance</b>							
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 ICB's 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
	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	
<b>Value Proposition</b>	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
<b>Partnerships</b>	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	MOU with identified partners	ED and SC Members	Travel budget to reflect trips to visit identified partners
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 relationships.	MOUs with all identified key partners	Paper to SC to identify key partners	MOU with identified partners	MOU with identified partners	ED and SC Members	Travel budget to reflect trips to visit identified partners
	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	MOU with identified partners	ED and SC Members	Travel budget to reflect trips to visit identified partners
<b>Outreach and promotion</b>	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 to be approved by beginning of 2019	Communications Strategy and key messages reviewed	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	Annual survey	Staff (Mike McCue)	

	Analyze survey results to determine course of action to create streamlined approach to knowledge sharing and publications.	Increase in number of recipients of publications and participants in knowledge sharing programmes	Develop webinars and factsheets	Develop Virtual Reality training course	Conduct workshops and increase number of training programmes	ED and Staff	Consider employment of Training Development Officer
Research	Develop holistic ICAC technical information strategy with focus on Africa and India. 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 strategy. Programme of country audits	Implementation of strategy	Keshav Kranthi	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 themes. Develop 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	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	Develop ICRA Strategic Plan	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	Recruitment of new member of staff



# **International Cotton Advisory Committee**

**Attachment 7a to SC 556  
24 September 2018**

## **ICAC Performance against Budget 556<sup>th</sup> Meeting of the Standing Committee**

**27 September 2018  
The ICAC Secretariat's Office  
1629 K Street, NW, Suite 702, Washington DC 20006**



**Attachment 7a to SC 556  
24 September 2018**

**For Information / Discussion**

## ICAC Performance against Budget

**INTERNATIONAL COTTON ADVISORY COMMITTEE**  
**Statement of Revenues and Expenses vs Budget**  
July through August 2018

09/21/2018  
Cash Basis

	Jul - Aug 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense				
Income				
40 - Current Year	432,064	1,815,782	-1,383,718	1,815,782
45 - Prior Years	31,968	0	31,968	0
50 - Year in Advance	0	0	0	0
63 - Interest Income	117	0	117	0
Total Income	464,149	1,815,782	-1,351,633	1,815,782
Gross Profit	464,149	1,815,782	-1,351,633	1,815,782
Expense				
1000 - SALARIES-SUMMARY	132,957	139,156	-6,199	784,936
1100 - BENEFITS-SUMMARY	37,307	71,539	-34,232	429,159
1400 - TRAVEL	27,551	15,719	11,832	94,269
2100 - TRAINING AND SUPPORT	8,000	35,750	-27,750	39,500
2200 - COMMUNICATIONS	1,477	5,193	-3,716	31,173
2700 - OFFICE EXPENSE	25,712	25,050	662	150,390
2300 - PRINTING	2,335	1,450	5,480	8,710
2800 - LANGUAGE SERVICES	3,719	21,908	-18,189	131,428
1600 - OCCUPANCY	24,250	24,367	-117	146,217
6560 - Payroll Expenses	67			
Total Expense	263,375	340,132	-72,162	1,815,782
Net Ordinary Income	200,774	1,475,650	-1,279,471	0
Other Income/Expense				
Other Income				
70 - Business Plan activities	27,873	15,764	12,109	94,554
Total Other Income	27,873	15,764	12,109	94,554
Other Expense				
71 - Business Plan activities - exp	0	14,660	-14,660	87,970
9999999 - Move Bal to Ref Adv via AJE	0			
Total Other Expense	0	14,660	-14,660	87,970
Net Other Income	27,873	1,104	26,769	6,584
Net Income	228,647	1,476,754	-1,252,702	6,584

**INTERNATIONAL COTTON ADVISORY COMMITTEE**  
**Statement of Revenues and Expenses vs Budget**  
 July through August 2018

09/24/2018

Cash Basis

	Jul - Aug 18	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
40 · Current Year	432,064	1,815,782	-1,383,718	1,815,782
45 · Prior Years	31,968	0	31,968	0
50 · Year in Advance	0	0	0	0
63 · Interest Income	117	0	117	0
<b>Total Income</b>	<b>464,149</b>	<b>1,815,782</b>	<b>-1,351,633</b>	<b>1,815,782</b>
<b>Gross Profit</b>	<b>464,149</b>	<b>1,815,782</b>	<b>-1,351,633</b>	<b>1,815,782</b>
<b>Expense</b>				
<b>1000 · SALARIES-SUMMARY</b>				
100 · Salaries				
104 · Consultant	3,333	10,000	-6,667	10,000
100 · Salaries - Other	129,624	129,156	468	774,936
<b>Total 100 · Salaries</b>	<b>132,957</b>	<b>139,156</b>	<b>-6,199</b>	<b>784,936</b>
106 · Relocation	0	0	0	0
<b>Total 1000 · SALARIES-SUMMARY</b>	<b>132,957</b>	<b>139,156</b>	<b>-6,199</b>	<b>784,936</b>
<b>1100 · BENEFITS-SUMMARY</b>				
127 · New Employee Search and Relocat	0	0	0	0
105 · Loan Account	0			
110 · Health Insurance				
111 · Health Reimbursement	12,410			
110 · Health Insurance - Other	12,590	25,000	-12,410	150,000
<b>Total 110 · Health Insurance</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>	<b>150,000</b>
115 · Life Insurance	384	1,262	-878	7,552
120 · Disability Insurance	240	985	-745	5,895
125 · Retirement	31,885	30,372	1,513	182,212
126 · Retirement Plan (3rd Admin)	0	1,420	-1,420	8,500
130 · Taxes, net of USA reimbursement	-20,203	12,500	-32,703	75,000
<b>Total 1100 · BENEFITS-SUMMARY</b>	<b>37,306</b>	<b>71,539</b>	<b>-34,233</b>	<b>429,159</b>
<b>1400 · TRAVEL</b>				
201 · Local travel	275			
200 · Travel	27,276	9,049	18,227	54,269
205 · Plenary Travel	0	6,670	-6,670	40,000
<b>Total 1400 · TRAVEL</b>	<b>27,551</b>	<b>15,719</b>	<b>11,832</b>	<b>94,269</b>
<b>2100 · TRAINING AND SUPPORT</b>				
301 · Research Associate Program	8,000	35,000	-27,000	35,000
302 · WCRC/Regional Technical Seminar	0	0	0	0
300 · Secretariat Training	0	750	-750	4,500
<b>Total 2100 · TRAINING AND SUPPORT</b>	<b>8,000</b>	<b>35,750</b>	<b>-27,750</b>	<b>39,500</b>
<b>2200 · COMMUNICATIONS</b>				
523 · Data Services	32	920	-888	5,500
524 · Courier	0	250	-250	1,500
416 · Mailing Review	0	280	-280	1,710
560 · Mailing other documents	370	0	370	0
563 · Postage meter	283	252	31	1,532
420 · Mailing Recorder	0	200	-200	1,200
522 · Mailing Plenary Docs	0	881	-881	5,291
561 · Telephone	792	2,410	-1,618	14,440
<b>Total 2200 · COMMUNICATIONS</b>	<b>1,477</b>	<b>5,193</b>	<b>-3,716</b>	<b>31,173</b>
<b>2700 · OFFICE EXPENSE</b>				
570 · Audit & Legal	0	2,500	-2,500	15,000
517 · IT Purchases and Software	2,260	2,173	87	13,063



	Jul - Aug 18	YTD Budget	\$ Over Budget	Annual Budget
516 · IT Program Assist and Website	3,200	1,070	2,130	6,450
514 · IT Infrastructure Support	9,361	6,750	2,611	40,500
541 · Accounting/Bank Fees	3,613	7,750	-4,137	46,500
519 · Furniture & Equipment	0	170	-170	1,000
528 · Worker's Comp. Ins.	90	1,446	-1,356	8,676
530 · Representation	1,425	500	925	3,000
535 · Subscription	4,608	606	4,002	3,656
537 · Copying	248	432	-184	2,622
540 · Supplies	908	483	425	2,923
545 · Miscellaneous Exp.	0	1,170	-1,170	7,000
<b>Total 2700 · OFFICE EXPENSE</b>	<b>25,713</b>	<b>25,050</b>	<b>663</b>	<b>150,390</b>
<b>2300 · PRINTING</b>				
620 · Printing the Review	338	420	-82	2,540
621 · Printing Statistics	0	0	0	0
601 · Printing Recorder	458	370	6,223	2,200
622 · Printing SCM Docs	0	0	0	0
602 · Printing Plenary Docs	1,540	610	-610	3,650
605 · Printing Proceeding	0	50	-50	320
<b>Total 2300 · PRINTING</b>	<b>2,335</b>	<b>1,450</b>	<b>5,481</b>	<b>8,710</b>
<b>2800 · LANGUAGE SERVICES</b>				
710 · Language Services.	3,719	11,300	-7,581	67,800
712 · Language Services Proceedings	0	1,498	-1,498	8,978
713 · Plenary Mtg. Interpreters	0	9,110	-9,110	54,650
<b>Total 2800 · LANGUAGE SERVICES</b>	<b>3,719</b>	<b>21,908</b>	<b>-18,189</b>	<b>131,428</b>
<b>1600 · OCCUPANCY</b>				
800 · Occupancy	24,250	24,367	-117	146,217
<b>Total 1600 · OCCUPANCY</b>	<b>24,250</b>	<b>24,367</b>	<b>-117</b>	<b>146,217</b>
6560 · Payroll Expenses	67			
<b>Total Expense</b>	<b>263,375</b>	<b>340,132</b>	<b>-72,161</b>	<b>1,815,782</b>
<b>Net Ordinary Income</b>	<b>200,774</b>	<b>1,475,650</b>	<b>-1,279,472</b>	<b>0</b>
<b>Other Income/Expense</b>				
<b>Other Income</b>				
<b>70 · Business Plan activities</b>				
64 · Observer's Fee / Registration	3,508	4,094	-4,094	24,554
65 · Sales of Publication	4,365	5,000	2,873	30,000
70 · Business Plan activities - Other	20,000	6,670	13,330	40,000
<b>Total 70 · Business Plan activities</b>	<b>27,873</b>	<b>15,764</b>	<b>12,109</b>	<b>94,554</b>
<b>Total Other Income</b>	<b>27,873</b>	<b>15,764</b>	<b>12,109</b>	<b>94,554</b>
<b>Other Expense</b>				
<b>71 · Business Plan activities - exp</b>				
811 · Education Programs, conferences	0	0	0	0
812 · Membership Development	0	0	0	0
819 · Consultant, Economic Studies	0	0	0	0
818 · PSAP meetings, teleconference	0	0	0	0
2900 · Consultant, Cotton Promotion Ac	0	0	0	0
71 · Business Plan activities - exp - Other	0	14,660	-14,660	87,970
<b>Total 71 · Business Plan activities - exp</b>	<b>0</b>	<b>14,660</b>	<b>-14,660</b>	<b>87,970</b>
9999999 · Move Bal to Ref Adv via AJE	0			
<b>Total Other Expense</b>	<b>0</b>	<b>14,660</b>	<b>-14,660</b>	<b>87,970</b>
<b>Net Other Income</b>	<b>27,873</b>	<b>1,104</b>	<b>26,769</b>	<b>6,584</b>
<b>Net Income</b>	<b>228,647</b>	<b>1,476,754</b>	<b>-1,252,703</b>	<b>6,584</b>



# **International Cotton Advisory Committee**

**Attachment 8b to SC 556  
25 September 2018**

## **Membership of the Private Sector Advisory Panel – Nominations for 2019 556<sup>th</sup> Meeting of the Standing Committee**

**27 September 2018  
The ICAC Secretariat's Office  
1629 K Street, NW, Suite 702, Washington DC 20006**



**Attachment 8b to SC 556  
25 September 2018**

**For Nomination**

**Membership of the Private Sector Advisory Panel – Nominations for 2019**

The Standing Committee SC 556

**Purpose**

To prompt the members of the Standing Committee to reach out to their capitals to nominate candidates for the 2019 Private Sector Advisory Panel (PSAP).

**Action Required**

The Coordinating Agencies are asked to nominate members to the PSAP by 26th of October.



## **Membership of the Private Sector Advisory Panel – Nominations for 2019**

### **Background**

1. The Executive Director presents his compliments and wishes to inform Members of the ICAC and members of the Private Sector Advisory Panel (PSAP) that the terms of office of the members of the PSAP expires 31 December 2018.
2. In accordance with the procedures provided for in the founding documents approved by the Standing Committee in June 1999, members may wish to consult the PSAP representatives nominated for 2018 to see if they would be willing to be nominated for a further year, from 1 January 2019 to 31 December 2019, and /or to suggest alternative representatives and alternates as appropriate. PSAP representatives are likewise invited to indicate to their Member Governments their willingness to be reappointed.
3. The PSAP was created in in 1999, and the Inaugural Meeting of the PSAP was held in June 1999. According to the founding documents approved by the Standing Committee, the tenure of each member of the Panel is one year, and a regular changeover in Panel membership is expected. However, the terms of members may be renewed if agreed to by the Standing Committee. Membership should be inclusive of all facets of the world cotton industry, including representatives of producers, processors and marketers of cotton and representatives of developing and developed countries.
4. All ICAC Coordinating Agencies and cotton industry organisations in all ICAC member countries are encouraged to actively recruit representatives from their private sectors for service on the PSAP. Nominations should be sent via Standing Committee delegates in Washington DC to be forwarded to the Secretariat. There is no limit to the size of the Panel, except that there may be no more than one member from each country.
5. Panel members serve at their own expense. PSAP members are expected to participate in the 78<sup>th</sup> Plenary Meeting in Gold Coast, Australia. The Panel is always free to meet independently of the Plenary Meeting if it so chooses and is strongly encouraged to do so.
6. The work of the PSAP is important to the effectiveness of the ICAC. On the basis of recommendations from the PSAP, the Secretariat creates a business plan resulting in additional resources for the organisation. The Secretariat has become more active in sponsorship, organisation of conferences and workshops as a result of recommendations from the PSAP. There has been increased focus on the subject of good trading practices as a result of concerns expressed by the PSAP. In recent years, recommendations from the PSAP resulted in a streamlining of the work plan of the



Secretariat, support for the International Forum for Cotton Promotion (IFCP), and changes in the format of Plenary Meetings to provide additional time for discussion on cotton matters.

7. The PSAP is an important forum for suggestions regarding management of the ICAC and serves as a source of new idea for the work of the Committee. The PSAP is an important link between the private sector and governments and ensures that the private sector has an assertive voice in discussions amongst governments on global cotton policy.
8. Nominations for membership on the Private Sector Advisory Panel (PSAP) for 2019 are requested by **Friday, 26 October 2018**. The nominations received will be considered by the Standing Committee at its 557<sup>th</sup> meeting.



## **Current 2018 members of the PSAP with the year of their first nomination in brackets**

### **Australia**

Mr Adam Kay, CEO, Cotton Australia Limited  
(since 2011)

### **Brazil**

Mr João Luis Ribas Pessa, Counselor to ABRAPA and AMPA  
(since 2006)

### **European Union (EU)**

Mr Peter Wakefield, Managing Director, Wakefield Inspection Services  
(since 2017 – current Chair)

### **Egypt**

Mr Ahmed Khaled Elbosaty, Chairman and Managing Director, Modern Nile Cotton Co.  
(Since 2009)

### **India**

Mr Anupam Gupta, Senior Vice President, Olam International Ltd.  
(since 2017)

### **Pakistan**

Mr Muhammad Atif Dada, Director, Dadasons Private Ltd.  
(since 2012)

### **Taiwan**

Mr Steven Shiou-Chung Chen, Chairman, Tah Tong Textile Co., Ltd.  
(since 2000)

### **Turkey**

Mr Fath Dogan, Vice Preeident, Mediterranean Textile and Raw Materials Exporters  
Union  
(since 2014)

### **United States of America**

Mr Bruce Atherley, Executive Director, Cotton Council International  
(since 2017)