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Programme and budget

Programme and budget for the biennium 2012–2013

The costed draft two-year work programme for the Global Mechanism (2012–2013)

Summary

This proposed programme and budget provides a costed overview of the intended activities of the Global Mechanism (GM) for the biennium 2012–2013. The document outlines the strategic priorities of the GM, taking into consideration specific areas of intervention and the priorities of the GM under operational objectives 1, 2, and particularly, 5 of the 10-year strategic plan and framework to enhance the implementation of the Convention (2008–2018) (The Strategy). The document contains an overview of the services, instruments and institutional setting of the GM, acknowledges the assumptions and risks necessary in preparing the document and further outlines the quality assurance policy of the GM and its use of operational finance.

The structure of the budget as presented herein is explained, while a section on financial transfers to the GM details the outstanding receivables from the secretariat and arrears from country Parties. The document provides a detailed explanation of the resource requirements for the core budget of the GM and of voluntary contributions to GM operations, and some general conclusions are drawn.

The programme and budget for the biennium 2012–2013 is presented under the three operational objectives of The Strategy to which the GM is requested to contribute, starting with operational objective 5, for which the GM takes a leading responsibility, followed by operational objectives 1 and 2, for which the GM has a supporting role in the implementation process. Corporate activities are contained under chapter III.E.4 (Executive Direction and Management), while the overall budget is presented using four scenarios.

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I. Introduction to the proposed work programme and budget for 2012–2013

1. In line with the 10-year strategic plan and framework to enhance the implementation of the Convention (2008–2018) (The Strategy) and decision 3/COP.8, paragraphs 17–18, the Global Mechanism (GM) presents its proposed programme of work and budget for 2012–2013 in this document.
2. In accordance with the results-based management (RBM) format for presenting the multi-year work plans of the Convention's institutions and subsidiary bodies, the details and the RBM logical framework for the work programme and budget for the GM (2012–2013) will be contained in document ICCD/CRIC(10)/5. This document focuses on the proposed budget scenarios and staffing requirements of the GM, with a brief overview of strategic considerations (objectives, priorities, assumptions and risks, the quality assurance policy and operational finance).

II. Strategic considerations

A. Areas of intervention

3. According to its mandate as contained in article 21, paragraph 4, of the Convention, the GM is to, inter alia, "...promote actions leading to the mobilization and channelling of substantial financial resources, including for the transfer of technology ... to affected developing country Parties". Pursuant to this mandate, the GM derives its objectives from The Strategy with a focus on affected developing country Parties to the Convention, particularly those in Africa. However, the GM, as one of the Convention's subsidiary bodies, also strives to service other Parties of the Convention as appropriate, such as country Parties of Regional Implementation Annex V.
4. To fulfil its mandate and comply with the decisions taken by the COP on The Strategy, the approach and operations of the GM will focus on the following three corporate objectives over the longer term:
 - (a) Support country Parties with a view to establishing and implementing integrated investment frameworks (IIFs) for addressing drought, desertification, land degradation and sustainable land management (SLM) through knowledge management, South-South cooperation, direct engagement at country and subregional levels, as well as analytical work on the economic valuation of land, financial flows, financing instruments and financing institutions;
 - (b) Identify and facilitate access to financing opportunities in cooperation and/or in partnership with national institutions and international organizations, in particular innovative financing to upscale finance for SLM at country level; and
 - (c) Service the global policy process of the Convention by working with country Parties as they prepare for and participate in COPs and meetings of the Committee for the Review of the Implementation of the Convention (CRIC), as well as provide support to country Parties in implementing of the Regional Coordination Mechanisms (RCMs) in close cooperation with the secretariat.

B. Priorities

5. The GM has a central responsibility in contributing to the achievement of operational objective 5 of The Strategy, which relates to finance and technology transfer for the implementation of the Convention. Operational objective 5 is therefore the first priority of the GM in determining its programme of work, budget and agreements with donor agencies and other voluntary contributors to the GM.

6. Outcome 5.1 calls upon country Parties to develop integrated investment frameworks. The GM has adopted this concept as the main vehicle for upscaling finance for SLM. The operational concept of the integrated financing strategy (IFS) is that the GM contribute to effectively implementing national action programmes (NAPs) or other programmes relevant to SLM. The subregional financing platforms referred to in decision 3/COP.8, annex, paragraph 18 (b) (ii) d have also become a major priority for the GM, particularly in Africa and Latin America and the Caribbean (LAC).¹

7. Pursuant to outcome 5.2 on the provision of financial resources by developed country Parties, the GM engages these countries proactively through its Multi-Donor Platform, the Global Donor Platform for Rural Development and the Secretariat of the High-Level Task Force on the Global Food Security Crisis, which is hosted by the International Fund for Agricultural Development (IFAD). The GM also engages with a number of bilateral contacts and donor agencies in various settings and at various levels.

8. Pursuant to outcome 5.3 on mobilizing financial resources from international financial institutions for country Parties for national-level investment, the GM is building partnerships by strengthening cooperation with the member organizations of the GM Facilitation Committee² and other key partners, in particular with the regional development banks, which are not members of the Facilitation Committee.

9. Pursuant to outcome 5.4 on identifying innovative sources of finance and financing mechanisms, the GM works through its Strategic Programmes to explore and access new and innovative sources of finance, such as payments for ecosystem services, climate change financing instruments and mechanisms of relevance to SLM, market access and trade financing mechanisms and instruments that may increase investment flows into SLM, new and additional financing for food security, as well as investments through civil society organizations, including foundations.

10. Pursuant to outcome 5.5 on access to technology by affected country Parties, the GM promotes the transfer of and access to technology primarily through its outreach programme on South-South cooperation, knowledge exchange among and capacity enhancement for countries with which the GM works.

11. The GM has a supporting role for operational objectives 1 and 2. GM contributions to these objectives remain firmly based on its mandate referred to in paragraph 3 above and are derived solely from its work to upscale finance for implementation of the Convention.

¹ ICCD /COP(8)/16/ Add.1, decision 3/COP.8, annex VI Implementation framework; paragraph 18 (b) (ii) d.

² The Facilitation Committee was established in decision 25/COP.1 and added in decision 9/COP.3 to coordinate and strengthen support to the GM by exploring new financial resources as well as through mobilizing, within their respective institutions, additional financial resources. The Committee comprises IFAD, United Nations Development Programme (UNDP) and the World Bank as the three founding members, as well as the secretariat, Food and Agriculture Organization of the United Nations, UNDP, the GEF, Consultative Group on International Agricultural Research and the regional development banks (the African Development Bank, the Asian Development Bank and the Inter-American Development Bank).

The GM is strengthening its cooperation with other Convention bodies and institutions, particularly with the secretariat. The GM will remain focused on developing economic arguments to justify increased investments in SLM. The GM will also disseminate lessons learned from our work with developing and implementing IFSs of country Parties at national level. The GM is working closely with the secretariat to achieve outcomes with regard to the impact of operational objective 5 on the alignment of NAPs and other relevant policy or programme frameworks to The Strategy.

C. Services, instruments and organizational setting

12. The GM intends to enhance its provision of services through an improved organisational matrix format in order to improve internal coordination and cooperation as per the organigramme for 2012–2015 (see the annex to this document).

13. The Knowledge Management cluster supports knowledge enhancement through the exchange of information and capacity-building through the programme DIFS, which has a basic module as well as sector-specific modules for areas such as climate change finance, Aid for Trade, forest finance, etc. South-to-South and decentralized cooperation, communication and outreach, as well as targeted human resources development and training, also form part of this cluster.

14. In direct response to its mandate as defined by the Convention, the GM will continue to provide Parties with updated information on and analyses of Convention financing, financial drivers and barriers, as well as the regular analysis of financial flows closely linked to the PRAIS system of national reporting. Analysis of financial flows in conjunction with national reporting through the financial annex and programme and project sheets were conducted for the first time at CRIC 9 in Bonn, Germany in February 2011.³ The Financial Information Engine on Land Degradation (FIELD)⁴ is currently being updated and expanded and is to be ready for COP 10 in October 2011.

15. The Strategic Programmes cluster aims at enhancing the work of the GM at country and subregional levels through the provision of advisory services, analysis and updated information on financial issues of relevance to the Convention, such as innovative financing instruments and funds, sector finance, financial flows, portfolio reviews of international institutions, the international financial architecture and the economic valuation of land in a broad range of countries and subregions. This work is often done by engaging with partner organizations that can bring specialized technical experience to bear.

16. The Regional Programmes cluster works mainly at country level and cooperates with subregional and regional institutions as appropriate. International organizations such as the Food and Agriculture Organization of the United Nations, United Nations Development Programme, United Nations Environment Programme, etc., financial institutions such as the World Bank, IFAD and the regional development banks, as well as bilateral agencies from developed countries and the European Commission are partners of the GM mainly at national level. Another main partner is the GEF and its

³ ICCD/CRIC(9)7, ICCD/CRIC(9)8, ICCD/CRIC(9)14, ICCD/CRIC(9)INF.7 and ICCD/CRIC(9)/INF.12.

⁴ The Financial Information Engine on Land Degradation (FIELD) is a knowledge management system for searching, sharing and harnessing information related to SLM financing. It has been developed by the GM in accordance with decision 24/COP.1, with the overall objective of providing information on funding sources, financial needs and investment flows related to the implementation of the Convention. It is available online at <<http://www.gmfield.info>> (under construction June– September 2011).

executing/implementing agencies. The work of the Regional Programmes focuses primarily on the development of IFSs in support of NAPs and Integrated Investment Frameworks for supporting SLM.

17. The Comprehensive Africa Agriculture Development Programme (CAADP) and other [sub]regional initiatives such as the Central Asian Countries Initiative on Land Management (CACILM) and the TerrAfrica Partnership are examples of where the GM works through partnerships for maximum impact. The ongoing cooperation in Meso-America and in the LAC region in general with regard to financing platforms, will inform the emerging cooperation of the GM under the Great Green Wall Initiative, which includes organizations such as GEF, the European Commission, the World Bank and FAO.

18. As the most important instrument of the GM, the IFS (IFS) has proven to be effective in providing a systematic, country-based process towards leveraging resources for combating DDLD and upscaling SLM practices. IFSs provide guidance for locating and mobilizing a variety of financial resources to fund programmes and projects related to SLM. While identifying and mobilizing the appropriate combination of funding – from innovative internal and external sources – the IFS also uncovers barriers associated with resource identification, allocation and disbursement. The objective of the IFS is to develop the Integrated Investment Framework for NAP implementation, thus instrumentally linking IFS to The Strategy, in particular strategic objective 4 and operational objective 5.

19. The Executive Direction and Management (EDM – Office of the Managing Director) cluster is accountable for budget administration and donor relations specifically for raising voluntary contributions for the GM's operations. Furthermore the Knowledge Management Programme (knowledge enhancement and South-to-South Cooperation, outreach and communication) and the support for the RCM form part of the EDM. The major focus of this cluster is coordinating the preparations for UNCCD conferences, such as the COP, CRIC and Committee on Science and Technology (CST), including the preparation of UNCCD documentation by the GM. GM support to the RCMs focuses on ensuring that the work programmes of the regions effectively use the RCMs. The human and financial resources of the GM for supporting the RCMs is limited to regional and global events and processes directly related to the Convention, as well as to the regional aspects of the GM's work on economic valuation of land.

D. Assumptions and risks

20. The GM works under the assumption that country Parties have reached consensus on the services provided by the GM. The first indicator of consensus is that COP adopted decision 7/COP.7 in which Parties encouraged the GM to implement the Consolidated Strategy and Enhanced Approach of the GM. Secondly, country Parties regularly adopt the work programme and budget of the GM. In particular the work programme and budget for 2010–2011, adopted at COP 9, spells out very clearly the services the GM expects to deliver under the framework of The Strategy. Thirdly, the increasing number of requests from country Parties to the GM for support in implementing the IIF through IFS processes, and the fact that the RCMs in the LAC region (Annex III) and in the Central and Eastern Europe (CEE) region (Annex V) are making the development of IFSs a priority, shows that the GM has indeed found a niche to apply its mandate effectively in cooperation with a variety of partners. Specialized capacity-building and knowledge enhancement initiatives on finance, as well as direct cooperation with country Parties, appear to be an effective combination of services. The response of the donor agencies has also been positive thus far. As the recent client satisfaction survey shows, the GM has received good ratings on its provision of services (see conference room paper to be circulated at COP 10).

21. The risk remains, however, that consensus on GM services among country Parties to the Convention is still too fragile in the current political context of the Convention. It is imperative that the country Parties express their consensus through a COP decision that will provide a clear direction, delineation and framework for the GM's services and improve the COP's ability to provide oversight and guidance. The two recent evaluations have shown that many decisions regarding the GM and its services are not necessarily based on a common perspective held by all country Parties.

22. Secondly, this lack of consensus on the operations and services of the GM has profoundly hampered the implementation of its work programme, as donor agencies in particular are anticipating for the COP to adopt a solid decision on the GM. It is clear that this decision should not limit itself to only new institutional arrangements but should go beyond and firmly define what could be expected from the GM given the resources available from core budget and voluntary contributions.

E. Quality assurance policy

23. The RBM system, which the GM and other UNCCD institutions and subsidiary bodies use to build their work programme and budget, ensures that the GM keeps The Strategy in the foreground of its work and that it comply with the RBM logic included in The Strategy.

24. Secondly, as requested by decision 1/COP.9, annex III, the GM will distribute its Results and Impact Assessment Methodology as a conference room paper at COP 10. This methodology has been shared in draft form with the UNCCD national focal points (NFPs) with whom the GM works, as well as the members of the GM's Facilitation Committee and Multi-Donor Platform. The methodology will strengthen the monitoring and evaluation system of the GM, which is currently geared towards preparing progress reports for the COP and donor agencies, but does not yet provide sufficient analyses of the results, impacts, cost effectiveness and comparative advantage of the GM and the IFS tool.

25. The next step with regard to the quality assurance policy of the GM is to work with country Parties and their NFPs on the elaboration of a robust, transparent and reliable methodology for assessing the results and impacts of the IFS at country level as a tool for achieving the IIFs as an end result. With those tools in place, the GM has finalized the necessary documentation, which to date includes publications on the concept of the IFS and the country engagement modalities (see <<http://www.global-mechanism.org>>).

F. Financing the operations of the Global Mechanism

26. The GM will continue to be financed by assessed contributions from country Parties to the Convention through its core budget, which mainly covers staff costs, but a relatively small portion is dedicated to financial analysis and financial reporting. Voluntary contributions to the GM's programmes will be continuously raised over time from bilateral donors, multilateral organizations and other contributors. The Multi-Donor Platform of the GM will facilitate the upscaling of the GM's operational finance.

27. However, more and more COP decisions are requesting the GM to provide an increasing number of regular or ad hoc services to country Parties at regional and global levels, which are not covered by the core budget of the Convention. This is because these decisions are often not checked against the budget. The national reporting process/PRAIS and the broadening of FIELD to analyse the increasing flow of data is one example of this trend. Furthermore, the participation of GM staff in CRICs, CSTs, COPs and their Bureaus is only partially covered by the core budget. In this regard, it should be underlined that the

GM no longer has sufficient ‘un-earmarked’ funds from voluntary contributions available for additional activities resulting from COP/CRIC/CST-related decisions and recurrent costs with no check against core budget.

III. Budget considerations

A. Structure of the budget presentation

28. The Managing Director of the GM is responsible for preparing a two-year work programme and budget for the GM, including proposed staffing, which is reviewed and signed by the President of IFAD before being forwarded to the COP for consideration and approval. As specified in the memorandum of understanding between the COP and IFAD, the core budget estimates for the GM shall be shown in a separate section of the Convention budget submitted to the COP by the Executive Secretary of the UNCCD.

29. The budget considerations contained in this document are based on outputs and the targets proposed in the draft multi-year workplan for the GM (2012–2015) as contained in document ICCD/CRIC(10)/5. The budget considerations are in accordance with decision 9/COP.9, in particular with regard to its annex III and the template included therein.

30. The budget requirements for staff, which are to be funded through the core budget of the Convention as well as extra-budgetary contributions, were proposed by using the actual expenditures of 2010–2011. The use of the actual expenditures means that the budget requirements for staff are sufficiently realistic. The budget scenario used for the presentation of the 2012–2013 budget is a 0 per cent real growth scenario (2.5 per cent as agreed with the secretariat). The three budget scenarios (0 per cent nominal, 0 per cent real and 5 per cent growth) are displayed in Table 17. It should be noted that the 0 per cent nominal growth scenario shows the same budget as adopted by the COP at its ninth session. This includes the distribution of the budget among staff costs, staff travel and other operating expenses. For the 0 per cent real growth scenario, staff travel is reduced in favour of other operating expenses which include the PRAIS/FIELD financial analysis systems, support for country Parties, and communication and outreach. The 5 per cent growth scenario shows a higher staff travel budget to cover CRICs, CSTs and COPs and their Bureaus.

31. The budget requirements are presented in the tables below according to operational objective and respective outcome as well as for the category of EDM through:

- (a) Projected staff requirements in per cent;
- (b) Projected financial resource requirements according to cost items in euros;
- (c) Projected budget in euros according to outcome of the work programme for the GM (2012 – 2013).

32. The overall projected budget is displayed according to operational objective, region (Annexes of the Convention) and projected staff by grade (see tables 13–15). The overall budget according to cost item, and the budget distribution of the core budget and voluntary contributions are displayed in Table 16.

B. Financial transfers: receivables and arrears

33. As at 2009, all outstanding receivables from the UNCCD Secretariat against the core budgets and programme support costs since 1999 had been cleared with the secretariat. The arrears against assessed contributions from country Parties for the period 1999–2009 stand

at USD 816,142. The assessed contributions for the biennium 2010–2011 have been received up to 98.1 per cent for 2010 and 18.1 per cent for 2011 (status as per 30 June 2011).

34. In order to avoid any overspending on the core budget due to the arrears of country Parties against assessed contributions, the GM is forced to work with a budget provision of a minimum of 5 per cent on the core budget. In addition, staff costs of the core budget are advanced by IFAD in case country Parties' assessed contributions are not paid on time. Any debt arising therefrom at the end of each calendar year has to be settled by the GM.

35. For the period 1999–2009, the GM has cleared all outstanding debts with IFAD. The biennium 2010–2011 will be assessed after 31 December 2011.

C. Explanation on core budget and voluntary contributions

36. The proposed work programme and budget for the GM (2012–2013) introduces the projected resource requirements from extra-budgetary contributions to supplement the UNCCD core budget estimates for the GM. As of 30 June 2011, 32 per cent of the projected budget of voluntary contributions has been available through existing grant agreements with donor agencies.

37. It should be noted that the budget for EDM (chapter III.E.4, tables 10-11) include all direct obligations of the GM under the Convention (reporting, implementation of decisions, etc.), as well as communication and outreach.

38. The cost items shown in the tables of the UNCCD core budget and extra-budgetary contributions have been agreed with the secretariat apart from the item 'consultants and institutional contracts', which includes the transfer of budgets to countries and institutions and replaces the grant agreements of the past.

39. The programme support costs provided for in the Convention are calculated on the basis of 13 per cent of the overall core budget estimate. In the past, 8 per cent of the GM core budget goes to IFAD for administrative overhead costs for hosting the GM, and 5 per cent to secretariat for administrative overhead costs. Depending on the discussions between IFAD and the COP about the hosting arrangement of the GM, the full amount of the programme support costs may be needed in order to cover IFAD's administration of the core budget expenses in the next biennium. Programme support for extrabudgetary contributions has been covered by IFAD's services as an in-kind contribution to the GM's operations up to this biennium (2010–2011).

40. The overall operational budget for the GM in the biennium 2012–2013 will, as in the past, depend greatly on extrabudgetary resources. As is shown in table 16, the core budget proposal would cover 22.92 per cent of the overall financial resources required by the GM for the biennium 2012–2013, while 77.08 per cent would be financed by extrabudgetary resources.

41. The overall budget for the GM in 2012–2013 amounts to EUR 16,200,734 (excluding programme support costs) with a projected 78 per cent going to intervention at the national and subregional levels. The remaining 22 per cent is used for preparing for and participating in the CRICs and the COP, global financial analysis and contributions to global or regional processes (see table 14).

42. With regard to direct contributions to focal point institutions and other governmental organizations, and subregional institutions, the GM provides most of its operational budget directly to country level interventions through institutional contracts and consultants (national and international), and workshops, often related to South-South cooperation (e.g. SolArid), and the GM's Knowledge Programme Exchange workshops, Designing

Integrated Financing Strategies (DIFS) as well as technical and analytical work related to the development of IFS/IIF. Up to 74 per cent of the projected value of staff costs and travel are provided directly to country Parties under project agreements and short-term interventions.

43. It should be noted that the staffing table (table 15) has changed in comparison to the biennium 2010–2011. As discussed and agreed in the budget discussions, the post of Coordinator for the financial analysis programme FIELD is now set at the P-5 level (formerly P-4) (cost increase of EUR 59,000). The Communications Coordinator post is now set at the P-2 level, formerly P-1 (cost increase of EUR 32,000) and 2 G level posts have been moved into the professional category of P-1 based on a staff job description screening (cost increase of EUR 107,000). These new P-1 posts now have new terms of reference. Lastly, 3 G level posts have been changed from G-5 to G-6 owing to their more than 10 years of service (cost increase EUR 66,500). The total increase in staff costs amounts to **EUR 264,500**.

44. Only 10.10 per cent of extrabudgetary resources are used for additional posts, bringing the overall total of fixed-term staff costs (two-year contracts in line with the UNCCD biennium) in the core budget and extrabudgetary resources to 28.61 per cent of the overall budget (see table 16). The highest percentage of extrabudgetary resources goes to direct country support by way of institutional contracts and consultants, workshop costs and travel costs.

45. Extrabudgetary contributions received during the period 2009–2010 are contained in the GM's progress report (ICCD/COP(10)/15), and details of actual expenditure can be found in the externally audited statements by PricewaterhouseCoopers for the years 2009 and 2010. Unaudited statements covering 1 January 2011 to 31 March 2011 can be found in documents ICCD/COP(10)/19 and ICCD/COP(10)/20.

D. Conclusions

46. The GM budget proposal adopts an RBM approach and therefore constitutes a results-based budgeting system in line with the UNCCD system.

47. The budget presented for the GM for the biennium 2012–2013 will be integral part of the overall Convention budget, and recommendations will be included in the overall budget document.

E. Budget requirements

48. The tables in this section follow the structure of the budget presentation as outlined in chapter III.A of this document. This presentation is in line with the budget presentations of the secretariat and CRIC/CST. The titles of the outcome areas are shortened and indicate which outcome area is being referred to, but do not represent the full title of these outcomes.

1. Budget requirements for operational objective 5

Table 1

Operational objective 5: projected staff requirements (in per cent)

<i>Grade</i>	<i>Percentage of core budget</i>	<i>Percentage of extrabudgetary funds</i>	<i>Total</i>
D-2	0.45	0	0.45
D-1	0.75	0	0.75
P-5	0.9	0	0.9
P-4	1.5	0	1.5
P-3	0	2.3	2.3
P-2	0	0	0
P-1	1.5	0	1.5
G-6	2	0	2
G-4	0	0.6	0.6
Total	7.1	2.9	10

Table 2

Operational objective 5: projected financial resource requirements according to cost items (in EUR)

<i>Cost items</i>	<i>Amount from core budget</i>	<i>Amount from extrabudgetary funds</i>	<i>Total</i>
Staff	1 320 589	692 186	2 012 775
Consultants and institutional contracts		4 732 167	4 732 167
Staff travel		1 469 654	1 469 654
Workshops & events		1 610 824	1 610 824
Other operating expenses		1 020 139	1 020 139
Total	1 320 589	9 524 970	10 845 559

Table 3
Operational objective 5: projected budget according to outcome (in EUR)

<i>Outcome</i>	<i>Amount from core budget</i>			<i>Amount from extrabudgetary resources</i>			<i>Total</i>
	Staff	Non-staff	Total	Staff	Non-staff	Total	
5.1 (Integrated investment frameworks)	300 232		300 232	718 689	5 526 434	6 245 123	6 545 355
5.2 & 5.3 (Financing from developed countries) & (IFI finance)	300 000		300 000	143 632	299 429	443 061	743 061
5.4 (Innovative finance)	326 000	0	326 000	214 611	2 249 061	2 463 672	2 789 672
5.5 (Technology transfer and South-South cooperation)	394 357	0	394 357	214 611	2 249 061	2 463 672	767 471
Total:	1 320 589	0	1 320 589	1 212 286	8 312 684	9 524 970	10 845 559

2. Budget requirements for operational objective 1

Table 4
Operational objective 1: projected staff requirements (in per cent)

<i>Grade</i>	<i>Percentage of core budget</i>	<i>Percentage of extrabudgetary resources</i>	<i>Total</i>
D-2	0.15	0	0.15
D-1	0	0	0
P-5	0	0.1	0.1
P-4	0.1	0	0.1
P-3	0	0.2	0.2
P-2	0	0	0
P-1	0.5	0	0.5
G-6	0	0	0
G-4	0	0.1	0.1
Total	0.75	0.4	1.15

Table 5

Operational objective 1: projected financial resource requirements according to cost items (in EUR)

<i>Grade</i>	<i>Amount from core budget</i>	<i>Amount from extrabudgetary resources</i>	<i>Total</i>
Staff	521 225	306 821	828 046
Consultants and institutional			
Contracts		29 720	40 000
Staff travel		92 875	92 875
Workshops & events		600 001	600 001
Other operating expenses		14 860	14 860
Total	521 225	1 044 277	1 565 502

Table 6

Operational objective 1: projected budget according to outcome (in EUR)

<i>Outcome</i>	<i>Amount from core budget</i>			<i>Amount from extrabudgetary resources</i>			<i>Total</i>
	Staff	Non-staff	Total	Staff	Non-staff	Total	
1.2 (Financed addressed in other forums)	290 000	0	290 000	580 818	63 460	644 278	934 278
1.3 (Increasing engagement of CSOs and scientific community)	231 225	0	231 225	300 000	100 000	400 000	631 225
Total:	521 225	0	521 225	880 818	163 460	1 044 278	1 565 503

3. Budget requirements for operational objective 2

Table 7

Operational objective 2: projected staff requirements (in per cent)

<i>Grade</i>	<i>Percentage of core budget</i>	<i>Percentage of extrabudgetary resources</i>	<i>Total</i>
D-2	0.15	0	0.15
D-1	0.1	0	0.1
P-5	0.1	0	0.1
P-4	0.5	0	0.5
P-3	0	0.1	0.1
P-2	0.2	0	0.2
P-1	0.5	0	0.5
G-6	0	0	0
G-4	0	0.3	0.3
Total	1.55	0.4	1.95

Table 8

Operational objective 2: projected financial resource requirements according to cost items (in EUR)

<i>Cost items</i>	<i>Amount from core budget</i>	<i>Amount from extrabudgetary resources</i>	<i>Total</i>
Staff	395 304	458 990	854 294
Consultants and Institutional Contracts		274 910	274 910
Staff travel		130 768	130 768
Workshops & Events		407 000	407 000
Other Operating Expenses		48 295	48 295
Total	395 304	1 319 963	1 715 267

Table 9:
Operational objective 2: projected budget according to outcome (in EUR)

<i>Outcome</i>	<i>Amount from core budget</i>			<i>Amount from extrabudgetary resources</i>			<i>Total</i>
	Staff	Non-staff	Total	Staff	Non-staff	Total	
2.1 & 2.2 (Drivers assessed) & (NAP Alignment)	115 000		115 000	100 498	114 422	214 920	329 920
2.3 (Integration into national development plans)	90 500		90 500	250 000	398 248	648 248	738 748
2.4 (Mainstreaming into development cooperation programmes)	89 684		89 684	135 600	111 450	247 050	336 734
2.5 (Synergistic implementation)	100 120		100 120	57 430	152 315	209 745	309 865
Total:	395 304	0	395 304	543 528	776 435	1 319 963	1 715 267

4. Budget requirements for Executive Direction and Management

Table 10:
EDM: projected staff requirements (in per cent)

<i>Grade</i>	<i>Percentage of core budget</i>	<i>Percentage of extrabudgetary resources</i>	<i>Total</i>
D-2	0.25	0	0.25
D-1	0.15	0	0.15
P-5	1	0.9	1.9
P-4	0.9	0	0.9
P-3	0	3.4	3.4
P-2	0.8	0	0.8
P-1	0.5	0	0.5
G-6	1	0	1
G-4	0	0	0
Total	4.6	4.3	8.9

Table 11:
EDM: projected financial resource requirements according to cost items (in EUR)

<i>Cost items</i>	<i>Amount from core budget</i>	<i>Amount from extrabudgetary resources</i>	<i>Total</i>
Staff	762 807	177 848	940 655
Consultants and institutional Contracts		221 637	221 637
Staff travel	62 975	80 000	142 975
Workshops & events		74 300	74 300
Other operating expenses	650 837	44 000	694 837
Total:	1 476 619	597 785	2 074 404

Table 12:
EDM: projected budget according to outcome (in EUR)

<i>Outcome area</i>	<i>Amount from core budget</i>			<i>Amount from extrabudgetary resources</i>			<i>Total</i>
	Staff	Non-staff	Total	Staff	Non-staff	Total	
X.1 (Partnerships, Management and Communication)	762 807	713 812	1 476 619	177 996	417 789	597 785	2 074 404
Total:	762 807	713 812	1 476 619	179 996	417 789	597 785	2 074 404

5. Overall projected budget for 2012–2013

Table 13:
Overall projected budget of the Global Mechanism according to operational objective (in EUR)

<i>Operational objective</i>	<i>Amount from core budget</i>			<i>Amount from extrabudgetary resources</i>			<i>Total</i>
	Staff	Non-staff	Total	Staff	Non-staff	Total	
1. Advocacy, awareness raising and education	521 225	0	521 225	880 818	163 460	1 044 278	1 565 503
2. Policy framework	395 304	0	395 304	543 528	776 435	1 319 963	1 715 267
5. Financing and technology transfer	1 320 589	0	1 320 589	1 212 286	8 312 684	9 524 970	10 845 559
Executive direction and management	762 807	713 812	1 476 619	177 996	417 789	597 785	2 074 404
Total:	2 999 925	713 812	3 713 737	2 814 628	9 670 368	12 486 996	16 200 733

Table 14:
Projected budget according to operational objective per region (in EUR)

Operational objectives	Regions					
	Global	Africa	Asia	LAC	CEE countries	Total:
5. (Financing and technology transfer)	1 978 058	5 291 667	1 931 667	1 594 167	50 000	10 845 559
1. (Advocacy awareness raising and education)	240 000	704 125	391 378	230 000	0	1 565 503
2. Policy framework	270 000	755 267	300 000	390 000	0	1 715 267
EDM	733 000	264 452	269 952	790 000	17 000	2 074 404
Total:	3 221 058	7 015 511	2 892 997	3 004 167	67 000	16 200 733

Table 15:
Projected staff for the biennium (in EUR)

Grade	<u>Amount from core budget</u>		<u>Amount from extrabudgetary resources</u>		<u>Total</u>	
	Number of staff	EUR	Number of staff	EUR	Number of staff	EUR
D-2	1	369 197.00			1	369 197.00
D-1	1	360 252.00			1	360 252.00
P-5	2	578 017.00	1	271 848.00	3	849 865.00
P-4	3	786 718.00			3	786 718.00
P-3			6	1 266 024.00	6	1 266 024.00
P-2	1	162 179.00			1	162 179.00
P-1	3	362 524.00			3	362 524.00
G-6	3	381 040.00			3	381 040.00
G-4			1	97 973.40	1	97 973.40
Total	14	2 999 927.00	8	1 635 845.40	22	4 635 772.40

Table 16:
Overall budget proposal for the Global Mechanism for the biennium 2012–2013 (in EUR)

<i>Cost items:</i>	<i>Core budget</i>	<i>% of total</i>	<i>Extrabudgetary resources</i>	<i>% of total</i>	<i>Total</i>	<i>Total percentage:</i>
Staff costs	2 999 927	18.52%	1 635 845	10.10%	4 635 772	28.61%
Institutional contracts & consultants		0.00%	5 258 434	32.46%	5 258 434	32.46%
Staff travel	62 975	0.39%	1 773 297	10.95%	1 836 272	11.33%
Workshop costs		0.00%	2 692 125	16.62%	2 692 125	16.62%
Other operating expenses	650 837	4.02%	1 127 294	6.96%	1 778 131	10.98%
Sub-total	3 713 739	22.92%	12 486 995	77.08%	16 200 734	100.00%
13% programme support costs	482 786		1 623 309		2 106 095	
Grand-total available for GM operations	4 196 525		14 110 304		18 306 829	

Table 17:
Core budget scenarios (in EUR)

<i>Cost items:</i>	<i>0% nominal growth scenario</i>	<i>0% real growth scenario (2.5%)</i>	<i>5% growth scenario</i>
Staff costs	2 999 927	2 999 927	2 999 927
Staff travel	146 894	62 975	112 388
Other operating expenses	476 341	650 837	692 003
13% programme support costs	471 011	482 786	494 561
Total:	4 094 173	4 196 525	4 298 879

Annex



The Global Mechanism Organigramme

Legend

C: Position funded through core budget
V: Position funded through voluntary contribution
Cons: Consultant

