

# 11<sup>th</sup> Meeting of the Conference of the Parties to the Convention on Wetlands (Ramsar, Iran, 1971)

"Wetlands: home and destination"

Bucharest, Romania, 6-13 July 2012

### Agenda item XV

Ramsar COP11 DOC. 16

### Background information on financial and budgetary matters

- 1. At its 43<sup>rd</sup> meeting (SC43), the Standing Committee approved for transmittal to the 11<sup>th</sup> meeting of the Conference of the Contracting Parties a Draft Resolution on financial and budgetary matters with two Combined (Core and non-Core) budget alternatives for the 2013-2015 triennium. In its decisions SC43-21 and 22, the Committee requested some refinements to what was presented at the meeting and invited the Secretariat and Chair of the Subgroup on Finance to prepare an information paper for COP11 providing an analysis of the implications of those budget alternatives.
- 2. This is the first time the Conference of the Contracting Parties has been asked to consider and approve a Combined budget, one which includes both a Core budget funded by contributions from Parties, based on the UN Scale of Assessments as previously, and a non-Core element to be financed by additional voluntary contributions. The Secretariat and the Standing Committee strongly believe that COP approval of both elements for the 2013-2015 triennium will positively support the efforts of all in implementing the Convention's Strategic Plan and in securing funding for the Ramsar Convention and its valuable contributions to the issues of water and wetlands.
- 3. Annex I to Draft Resolution 2 on Financial and Budgetary Matters (DR2) and to this paper provides the Combined budget for each of the two budget alternatives. Annexes II, III, and IV to this paper provide the details of the Core Budget alternatives, the contributions required to fund these alternatives, and the staffing to support 2013-2015 actions.

#### Core budget

- 4. Attached in Annex V is a brief summary of how the Core budget set at COP10 has been utilized. Parties will recall that COP10 approved a 4% annual increase in contributions from Parties for 2009-2012 which allowed for the establishment of the Partnership Coordinator position and anticipated salary inflation, but with no increases in other budget lines. Annual revisions to the budgets approved by COP10 have been agreed with the Standing Committee for 2011 and 2012 to reflect current realities, such as exchange rates, inflation, and the need for caution in the current economically unstable environment.
- 5. The two Core budget alternatives for 2013-2015 for COP11 consideration are attached in Annex I. Please note the minor format adjustments in the Core budget alternatives

presented for 2013-2015, which have been done at the request of Parties to aid understanding. Any Parties that may wish to see the previous formats can request them from the Secretariat. Annex III provides the indicative contributions by Party for the two alternatives (assuming a consistent UN Scale of Assessments and Contracting Party membership).

#### Core 2013-2015 – Contribution income

6. The starting point for the 2013-2015 Core budget is the Core contributions from all Parties for 2012, as approved at COP10. Alternative A assumes that these contributions (in total amount) do not change for 2013, 2014, and 2015. Alternative B assumes that these contributions increase by 2% in each of the three years. (2% is equivalent to the assumed annual Swiss inflation rate.)

#### Core 2013-2015 – Other incomes and expenditure

- 7. All other incomes and expenditures for 2013-2015 have been reassessed based on current expectations, working within the overall constraints of paragraph 6 above and guided by the decisions of SC43. Please refer to Annex I for the details.
- 8. In total terms, income and expenditures can be summarized as below:

	2009-2012	2013-2015 Budget versions A	
	Budget	and B	
Contribution income	94.9%	95.3%	
Other income	5.1%	4.7%	
Total	100.0%	100.0%	
Staff costs	67.9%	65.5%	
Travel	2.4%	3.1%	
Communication/CEPA/ documentation/translation/Web	3.5%	4.4%	
RSIS Support	3.3%	3.2%	
Standing Committee costs/other operating costs	3.2%	3.4%	
Legal	0.0%	1.1%	
Bad debts	0.3%	0.9%	
Exchange losses	0.7%	0.7%	
Reserve fund	0.0%	1.4%	
STRP	1.9%	2.0%	
Regional Initiatives	5.5%	3.0%	
IUCN charges (13% of other budget lines)	11.3%	11.2%	
Total	100.0%	100.0%	

9. Further explanation of key elements of the Core budget is provided in paragraphs 10 to 21 below, taking first the elements where the treatment of the element is consistent in both

budget versions, and then those where the budget assumptions are different. Budget version A is considered by the Secretary General to be an unwise choice as it will likely reduce Secretariat capacity over the triennium (see paragraphs 19 to 22 below).

#### Core expenditure assumptions consistent in both Alternative A and B

- 10. No changes in hosting arrangements for the Secretariat are anticipated. The budgets assume continued hosting by IUCN under the Letter of Agreement with IUCN signed in 2009. The charges are renegotiated annually, but the basis for the services and charges is set. Budget alternatives are calculated assuming payment to IUCN of 13% of relevant Core expenditure budget lines, which is the cap introduced by decision SC37-41(2008) and now included in paragraph 12 of Draft Resolution COP11 DR2.
- 11. **Annual increase in the Reserve Fund**. With volatile world economic conditions and exchange rates in recent years, SC43 concluded that the Reserve Fund parameters set by Resolution VI.17 (1996) needed updating to introduce a minimum reserve fund level, a higher maximum, and an ideal level of 15% of the annual core budget (DR2, para. 22). SC43 also determined that the budget alternatives presented to COP11 should include a provision for achieving this ideal of 15% by the end of 2015, so in both alternative budget proposals, CHF 75,000 per annum is set aside to reach that objective. (This has been calculated to take into account the better than anticipated actual result for 2011. In decision SC43-43 it was anticipated that CHF 160,000 per annum would be required to meet this objective.)
- 12. Staffing. Both Core budget alternatives assume the continuation of the 22.5 positions listed in Annex IV. In both alternatives, payroll costs represent approximately 66% of the Core budget. Assumptions regarding payroll cost inflation differ see below. In both alternatives additional costs of CHF 70,000 are budgeted for the recruitment, installation, and employment of a new Secretary General in 2013. It is assumed that a new SG will need the full package of expatriate allowances, including school fees, and provision is also made for these in 2014 and 2015.
- 13. Modest and static travel budgets in each of the three years. Travel budgets have been increased slightly from their 2012 level approved by COP10. This is necessary because they have not been augmented since 2008, despite increasing costs and the addition of a necessary travel budget for the Partnership Coordinator.
- 14. **Legal support**. In both budget alternatives it has been possible to fund a CHF 60,000 per annum allocation for legal support, which is a 20%-post equivalent amount. This has been a long identified need for the Secretariat.
- 15. **Website and document management systems**. In both budget alternatives, ongoing web support costs of CHF 30,000 per annum are supplemented by an anticipated necessary investment in the website and document management systems. This investment is currently estimated to be some CHF 164,000 to start in 2013 and to be completed by the end of the triennium. Regular investment in the Convention's primary communication tool and documentation management software will always be required, and it is especially necessary in the coming triennium as the Secretariat's existing service supplier has signaled that it will no longer be developing the current platform. These tools support key

functions of the Secretariat and have already reduced the need to print, mail, and otherwise store and disseminate information to Parties.

- 16. Modest funding for Regional Initiatives and STRP. Concerning Regional Initiatives, see more information in COP11 DOC. 13. There are now numerous Regional Initiatives established for which financial support could be helpful. Both versions of the Ramsar Core budget are designed to support needs of up to CHF 400,000 for the triennium, to be allocated by the Standing Committee. For the Scientific and Technical Review Panel (STRP), the Core budget funds the Scientific and Technical Support Officer. In addition there are two STRP funding lines totalling CHF 80,000 per annum to cover one annual meeting of the STRP in Gland and an additional sum for travel/per diem for the STRP Chair when representing STRP and/or a small annual contribution to the implementation of STRP tasks. In a COP year, this line will fund the attendance of a few key members of the STRP to the COP. (See also para. 21 below Alternative B has additional RI and STRP allocations.)
- 17. **Provisions for non-payment of contributions and exchange losses**. Necessary annual increases have been proposed for provisions for possible non-payment of annual contributions (CHF 50,000 per annum) and exchange losses (CHF35,000). As discussed further in COP11 DOC.15, the non-payment of annual contributions is a real problem, and it is a growing one. In each of the past four years the Secretariat has put aside an increasing amount to provide for the likely non-collection of contributions from a number of smaller Parties that cannot or do not meet their commitments to pay annual contributions. In relation to exchange losses, the Convention's Core budget is mainly Swiss franc denominated, but some foreign currency incomes and expenditures are required and the Secretariat transacts using three currencies. Recent volatility in currency markets and the continuing strength of the Swiss franc have illustrated the risks associated with imperfect matching of currency flows. The aim is to make no currency losses or gains, but the reality is that a small budgetary provision for possible losses is prudent.
- 18. There is no Core funding proposed for commencing the long desired plan to recruit Regional Officers or additional support for the Partnership unit. These substantial costs are included for voluntary funding (see para. 24 below). There is no still funding for the COP and Regional Meetings. As previously, these are also included in the non-Core budget, although Parties' appetite to voluntarily assist in funding these seems to be weaker than ever. There is no Core investment in upgrading Ramsar Sites Information Service (RSIS) support processes and the Ramsar Sites Database. It is expected that a full review of RSIS support, fundamental to the delivery of the Convention Strategic Plan, is necessary but for now it is included in the non-Core budget. There is no redesign of the internship programme going forward.

#### Core expenditure assumptions differing in Alternative A and B

19. **Payroll costs**. Core Budget Alternative A assumes no salary cost increase in each of the years 2013, 2014, and 2015. Alternative B assumes an inflationary 2% salary cost increase per annum. It is not likely that the annual increase in Swiss cost of living will be much less than 2% per annum – although local cost of living indices and forecasts do not show significant local cost inflation over the last and next triennium, for items such as school fees, rent, and medical insurance costs, costs which especially affect the Secretariat's expatriate staff, the local cost of living continues to rise.

- 20. If local inflation becomes more problematic and/or if IUCN completes its plan to review salary scales in the next triennium (something which IUCN has deferred for some years), the Secretary General will need to offer modest salary increases to retain existing and/or recruit new staff. Doing this within a flat budget will require either a reduction in staff or a cut in other substantial expenses. With many areas of the budget already pared to a minimum, this would require a significant adjustment to budget lines such as Regional Initiatives, STRP, IUCN charges, among others.
- 21. The 2% increase in contributions in Alternative B will fund 2% salary cost inflation, plus a small additional amount. In Alternative B, the additional amount is currently proposed for use for Regional Initiatives/STRP/IUCN charges (to keep them at 13%).

The table below summarises the effect over the triennium. More detail can be found in Annex II.

	013-2015 CHF,000 Total
Expenditure Alternative A	15,245
2% employee cost Other – Regional Initiatives/STRP/IUCN charges	402 215
Expenditure Alternative B	<u>15,862</u>

- 22. The Secretary General is confident that Alternative A is not a realistic budget given the current and anticipated future demands of Parties. As presented, Alternative A is the best budget that can be proposed with a flat income for three years. With no salary increases in 2012, however, and a budget allowing for none for another three years, Alternative A will have a dramatic effect upon the management of the Secretariat's key resource people. The Secretary General will not be able to resist some payroll cost increases, and he and the Standing Committee have few choices for other areas of cost savings. Staff departures and resourcing cuts can be predicted, and other budget areas will be threatened.
- 23. Alternative B gives the Secretary General a total of CHF 617,000 over three years to support the development of the Convention's key resource. This is not a huge amount, but it should fund salary cost inflation and leave CHF 215,000 for investment in Regional Initiatives, and it should allow for a stipend or other form of financial support for the STRP Chair to help maintain Ramsar's engagement in important scientific processes, such as IPBES, for example. The Conference of the Parties can of course direct that these Alternative B increases should go elsewhere.

#### Non-Core budget 2013-2015

24. A non-Core unfunded budget has been added to the two Core budget alternatives A and B in Annex II to give the Combined budgets in Annex I. (In future, Core and non-Core alternatives will likely complement each other to a greater degree.)

- 25. The expenditure items included in the non-Core, unfunded budget are those that are not funded by Core but are considered either necessary to deliver the Strategic Plan 2009-2015 or strongly directed by recent COP Resolutions and Standing Committee decisions. These include:
  - a) execution of the STRP programme of work for 2013-2015 (Strategy 1.1, 1.2, 1.4, 1.5, 1.6, 1.7, 1.9, 2.5, 3.1). The cost estimate in E includes all tasks planned for 2013-2015 including the GWOS project but excluding the RSIS project in b below, which is included in Budget Category 1;
  - b) RSIS and Ramsar Sites Database enhancement (Strategy 2.2), Budget Category 1;
  - c) continuation of World Wetlands Day at the current level, i.e., preparation and dissemination of products such as leaflets and posters and other CEPA materials for customization and promotion of WWD (Strategy 4.1);
  - d) funding for emergency Ramsar Advisory Missions for Parties unable to self-fund their missions (Strategy 2.4, 2.6), Budget Category 3;
  - e) delivery of one CEPA action planning workshop and other CEPA actions to support the Core-funded CEPA activities (Strategy 4.1), Budget Category 4;
  - f) CHF 1 million per annum of resourcing for the Small Grants Fund and CHF 400,000 in other grant funding in order to keep the three current grant programmes operational. As discussed by the Parties at previous COPs, and at Standing Committee meetings throughout the current triennium, these grant programmes need this minimum funding in order to keep the programmes alive and operationally efficient. At recent levels of funding, the programmes are not an efficient use of either the applicants' or the Secretariat's limited resources. (Grants support many 2009-2015 Strategies, including 1.3 and 5.1), Budget Category 5;
  - g) annual regional meeting funding, with enhanced funding in the pre-COP year to fund delegates and meeting costs for COP preparatory regional meetings, Budget Category 6;
  - h) funding for sponsoring eligible delegates to COP12 in 2015 (Strategy 3.3, 4.2), Budget Category 7;
  - i) funding to complete a 2016-2021 visioning process and 2016-2021 Strategic Plan, with significant input from Contracting Parties and other relevant stakeholders for 2016-2021, Budget Category 8; and
  - i) financial support for Regional Initiatives, Budget Category D.
- 26. Additional Secretariat staffing has been included in all three versions of the non-Core unfunded budget, shown against the Budget Categories G (Admin), C (Regional Advice and Support), B (Partnership Coordinator), and F (Communications). Information technology (IT) technical support (staff or contracted) has been included from 2013, and four Regional Officers have been included from 2014. In addition, a junior Partnership Officer and a Media Officer are included from 2013. All of these posts need more than short-term funding commitment and could be funded via secondments or JPO programmes. Costings are based on Swiss (not international) hiring at P1 grade.
- 27. The non-Core income is largely anticipated to come from Contracting Parties, although there is also an assumption that increasing contributions will be secured from non-Contracting Parties, including the private sector.

#### Other comments

- 28. The presentation and COP approval of a Combined budget (with both a Core, funded element and a non-Core, unfunded element) should support the growth of the Convention and help the Parties and the Secretariat in their efforts to mobilize resources, and better align the Strategic Plan with the Financial Plan. Resources can come from different sources, and budgets can be revised and re-prioritised over time, but mid-term commitment for 2013-2015 via a Combined Budget, to Core and more developmental activities, is helpful in the currently challenging financial times. Having a voluntary funded budget endorsed by Parties will support the Convention's fundraising efforts.
- 29. Parties' commitment to clearing outstanding contributions could free up substantial additional resources. At 31 December 2011, outstanding contributions for 2011 and prior amounted to more than CHF 700,000, which is more than 15% of that year's income. More information on outstanding contributions is included in COP11 DOC.15.
- 30. The development of both people and technology is not very well provided for in the Convention's current Core budget. There is no budget for training and development of Secretariat staff, for example, and there is only the very start of a capital development plan in terms of technology. Databases require regular and significant investment; key communications platforms and tools need regular 3-5 year refreshment or replacement. The Secretariat as an information repository needs effective document management technologies to efficiently support its activities. Providing access to various forms of wetland data is also critical to the Convention's mission. Whilst the Secretariat's arrangement with IUCN provides for IT maintenance, IUCN's internal and external needs in terms of communication and documentation, and its priorities, are somewhat different from Ramsar's. In the 2013-2015 budgets there are modest Core and non-Core allocations to begin to fix some of this. Balancing these needs with other key activities, especially supporting local, national and regional activities on the ground, is challenging. The next Strategic Plan and the budgets for 2016 and beyond must continue our efforts to clarify and align the Convention's strategic and financial priorities.

Annex I 2013-2015 Combined budget, Alternative A with static contributions

2013-2015 Combined budget, Alternative B with 2% inflation

Annex II Core profit reconciliation. Alternative A vs. B, summary

Core budget – no inflation model, Alternative A Core budget – inflation model, Alternative B

Annex III Contracting Parties' contributions 2013-2015, Alternatives A and B

Annex IV Staff positions as of 1 January 2012

Annex V Summary of financial results – Core, 2009-2012

## Annex Ia: 2013-2015 Combined budget - Alternative budget A, with static contributions

Alternative A, with static contributions	201	3	201	4	201	5
	Core	Non-Core	Core	Non-Core	Core	Non-Core
INCOME	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000
i. Parties' contributions	3,779	-	3,779	-	3,779	-
ii. Voluntary contribution	1,065	3,375	1,065	4,612	1,065	5,312
iii. Income Tax	225	-	225	-	225	-
iv. Income Interest	12	-	12	-	12	-
TOTAL INCOME	5,081	3,375	5,081	4,612	5,081	5,312
EXPENDITURES						
A. Secretariat Senior Management	825	_	825	_	825	
B. Partnership Coordinator	311	130	311	130	311	130
C. Regional Advice and Support	1,347	-	1,347	587	1,347	587
D. Support to Regional Initiatives	160	300	160	300	1,347	300
E. Scientific and Technical Services	210	635	210	635	210	635
F. Communications, Documentation, CEPA	506	130	506	130	506	130
G. Administration/RSIS/Web	754	130	754	130	754	130
H. Operating Costs	97	-	97	- 130	97	-
I. Standing Committee Services	85	_	85	-	85	_
J. IUCN Administrative Service Charges (maximum)	566	-	566	-	566	-
K. Miscellaneous - Reserve Fund	75	-	75	-	75	-
K. Miscellaneous - Bad debt/exchange/legal	145	- 1	145	-	145	-
1. RSIS and RIS database	-	100	-	100	-	200
2. World Wetlands Day	-	100	-	100	-	100
3. Ramsar Advisory Missions	-	150	-	150	-	150
CEPA Action Planning Workshops	-	100	-	100	-	100
5. Grants Programmes - SGF/WFF/SGA	-	1,400	-	1,400	-	1,400
6. Regional Meetings	-	150	-	750	-	150
7. COP Delegates and Ramsar Award	-	-	-	-	-	1,200
8. Strategic Visioning/Planning for 40+ and 2016-2021	-	50	-	100	-	100
TOTAL EXPENDITURES	5,081	3,375	5,081	4,612	5,081	5,312
	2,001	2,2.2	2,001	-,	2,001	
TOTAL SALARY COSTS – staff salaries and related costs	3,330	260	3,330	797	3,330	797
	66%	8%	66%	17%	66%	15%
TOTAL TRAVEL COSTS	165		165		165	
	3%		3%		3%	

## Annex Ib: 2013-2015 Combined budget - Alternative budget B, with 2% inflation

Alternative B, with 2% inflation	on 2013 2014 2015		5			
Thermative B, with 270 mination	Core - 2%	Non-Core	Core - 2%	Non-Core	Core - 2%	Non-Core
INCOME	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000
i. Parties' contributions	3,854	-	3,931	-	4,010	-
ii. Voluntary contribution	1.087	3,375	1,109	4,612	1,131	5,312
iii. Income Tax	230		234	-,012	239	-
iv. Income Interest	12	_	12	_	12	_
iv. Income incress	12		12		12	
TOTAL INCOME	5,183	3,375	5,286	4,612	5,392	5,312
EXPENDITURES						
A. Secretariat Senior Management	841	_	857	-	873	_
B. Partnership Coordinator	317	130	322	130	328	130
C. Regional Advice and Support	1,372	- 130	1,398	587	1,424	587
D. Support to Regional Initiatives	160	300	140	300	169	300
E. Scientific and Technical Services	238	635	240	635	242	635
F. Communications, Documentation, CEPA	513	130	520	130	528	130
G. Administration/RSIS/Web	763	130	817	130	823	130
H. Operating Costs	97	-	97	-	97	-
I. Standing Committee Services	85	_	85	-	85	_
J. IUCN Administrative Service Charges (maximum)	578	_	590	_	602	_
K. Miscellaneous - Reserve Fund	75	-	75	-	75	-
K. Miscellaneous - Bad debt/exchange/legal	145	-	145	-	145	-
RSIS and RIS database	_	100	-	100	-	200
2. World Wetlands Day	_	100	-	100	_	100
3. Ramsar Advisory Missions	_	150	-	150	-	150
4. CEPA Action Planning Workshops	_	100	-	100	-	100
5. Grants Programmes - SGF/WFF/SGA	-	1,400	-	1,400	-	1,400
6. Regional Meetings	-	150	-	750	-	150
7. COP Delegates and Ramsar Award	-	-	-	-	-	1,200
8. Strategic Visioning/Planning for 40+ and 2016-2021	-	50	-	100	-	100
TOTAL EXPENDITURES	5,183	3,375	5,286	4,612	5,392	5,312
TOTAL SALARY COSTS – staff salaries and related costs	3,395	260	3,466	797	3,531	797
	66%	8%	66%	17%	65%	15%
TOTAL TRAVEL COSTS	165		165		165	
	3%		3%		3%	

Annex II: Core profit reconciliation Alternative A vs B Summary

Base assumptions in both models:					
	2013	2014	2015	2013-2015	
	CHF'000	CHF'000	CHF'000	TOTAL	
20% Legal Provision	60	60	60	180	
Investment in IT/Web documentation	28	68	68	164	
Reserve Fund increase	75	75	75	225	
IUCN charges 13% of relevant budget lines					
No new positions					
SG change in 2013/14					
Consequences of choosing Alternative A (0%)					
If salary cost inflation is 2% per annum, and cost increas something of equivalent value, such as Regional Initiatives			ource cut o	of 4% over th	ne triennium will be required, or
Funding in Alternative A:	2013	2014	2015	2013-2015	
	CHF'000	CHF'000	CHF'000	TOTAL	
Regional Initiatives	160	120	120	400	
STRP meeting/implementation/Chairs travel	80	80	80	240	
Consequences of choosing Alternative B (2%)					
Alternative B gives a greater chance of managing the Sec					
					shown in the reconciliation below:
Alternative B gives a greater chance of managing the Sec			s chosen b		
Alternative B gives a greater chance of managing the Sec	2013	her activitie	es chosen b	y CPs), as 2013-2015	%? in cost over Alt A over
Alternative B gives a greater chance of managing the Sec Alternative B gives small additional funds for Rls, STRP a	2013 CHF'000	2014 CHF'000	2015 CHF'000	2013-2015 TOTAL	%? in cost over Alt A over
Alternative B gives a greater chance of managing the Sec	2013	her activitie	es chosen b	y CPs), as 2013-2015	%? in cost over Alt A over
Alternative B gives a greater chance of managing the Sec Alternative B gives small additional funds for Rls, STRP a	2013 CHF'000	2014 CHF'000	2015 CHF'000	2013-2015 TOTAL	%? in cost over Alt A over 3 years
Alternative B gives a greater chance of managing the Sec Alternative B gives small additional funds for RIs, STRP a  Total income/expenditure - Alternative A (0%)  Salary cost inflation 2%	2013 CHF'000 5,082	2014 CHF'000 5,082	2015 CHF'000 5,082	2013-2015 TOTAL 15,245	%? in cost over Alt A over 3 years
Alternative B gives a greater chance of managing the Sec Alternative B gives small additional funds for RIs, STRP a  Total income/expenditure - Alternative A (0%)  Salary cost inflation 2%  Regional Initiatives	2013 CHF'000 5,082	2014 CHF'000 5,082	2015 CHF'000 5,082 201	2013-2015 TOTAL 15,245 402	%? in cost over Alt A over 3 years  4%  Takes total to 469 over the triennium
Alternative B gives a greater chance of managing the Sec Alternative B gives small additional funds for RIs, STRP a  Total income/expenditure - Alternative A (0%)  Salary cost inflation 2%	2013 CHF'000 5,082	2014 CHF'000 5,082	2015 CHF'000 5,082	2013-2015 TOTAL 15,245	%? in cost over Alt A over 3 years  4%  Takes total to 469 over the triennium
Alternative B gives a greater chance of managing the Sec Alternative B gives small additional funds for RIs, STRP a  Total income/expenditure - Alternative A (0%)  Salary cost inflation 2%  Regional Initiatives  STRP Chair support (Stipend/support/IPBES)	2013 CHF'000 5,082 65	2014 CHF'000 5,082 136 20 25	2015 CHF'000 5,082 201 49 25	2013-2015 TOTAL 15,245 402 69 75	%? in cost over Alt A over 3 years  4%  Takes total to 469 over the triennium
Alternative B gives a greater chance of managing the Sec Alternative B gives small additional funds for RIs, STRP a  Total income/expenditure - Alternative A (0%)  Salary cost inflation 2%  Regional Initiatives  STRP Chair support (Stipend/support/IPBES)	2013 CHF'000 5,082 65	2014 CHF'000 5,082 136 20 25	2015 CHF'000 5,082 201 49 25	2013-2015 TOTAL 15,245 402 69 75 71	%? in cost over Alt A over 3 years  4%  Takes total to 469 over the triennium
Alternative B gives a greater chance of managing the Sec Alternative B gives small additional funds for RIs, STRP a  Total income/expenditure - Alternative A (0%)  Salary cost inflation 2%  Regional Initiatives  STRP Chair support (Stipend/support/IPBES)	2013 CHF'000 5,082 65 0 25 12	2014 CHF'000 5,082 136 20 25 24	2015 CHF'000 5,082 201 49 25 36	2013-2015 TOTAL 15,245 402 69 75 71	%? in cost over Alt A over 3 years  4%  Takes total to 469 over the triennium

# Annex II: Core budget – no inflation model Alternative A

Parties   Contributions   3,778   3,779   3,779   3,779   1,130   1,	ANNEX II CORE Budget - no inflation model. Alternative	Notes	2012*	2013	2014	2015	Total
1. Parties** Contributions**   1,776	INCOME		CHF'000	CHF'000	CHF'000	CHF'000	CHF'000
1.000	i. Parties' contributions		3,779	3,779	3,779	3,779	11,336
Fig.   100   150	ii. Voluntary contribution from the United States				,		3,197
SAID	iii. Income Tax						675
A. Secretarian Sentian Management   A. Secretarian Sentian Secretarian Sentian Management   A. Secretarian Secre	iv. Income Interest		12	12	12	12	36
A. Steriest and Section (S.G. 1986, 1986, 1987)   2,13   2,13   2,14   4,5	TOTAL INCOME		5,107	5,082	5,082	5,082	15,245
A. Steriest and Section (S.G. 1986, 1986, 1987)   2,13   2,13   2,14   4,5	EVPENDITIBES						
Saluris and social costs (SG DSG, Exce Aust to the SG)							
II Travel on Official Dunkinses (SG, DaG)   37   48   48   48   48   48   48   48   4	,	а	783	710	710	710	2 131
B. Partnership Conditators		a					
B. Furterschip Coordinator	, , ,		-				210
Salatra and social costs (Partnership Coordinator)							
	i. Salaries and social costs (Partnership Coordinator)		257	216	216	216	647
C. Regional Arbice and Support   Sadies and social cost (SEAR, RAO). SPREP Officer, 4 Assistant Advisors)   1,228   1,132   1,192   1,192   1,575   1,700	ii. Travel on official business		-				75
1. Saltires and social costs (A SRAs, RAO, SPREP Officer, 4 Assistant Advisors)   1.228   1.192   1.329   3.578   1.001   1.002   1.	iii. Other employment benefits **		-	70	70	70	210
I. Travellor official basiness   88   88   88   88   88   88   88	C. Regional Advice and Support			•			
B. Collegate the Regional Initiatives	i. Salaries and social costs (4 SRAs , RAO , SPREP Officer, 4 Assistant Advisors)		1,228	1,192	1,192	1,192	3,576
D. Stepont to Regional Initiatives  E. Schemife and Technical Services  E. Schemife and Technical Support Officer)  E. Stempt networks and centers  E. Stempt networks and the stempt networks and social costs of the stempt networks and social costs for the stempt networks included in J below  F. Well support of the stempt networks included in J below  F. Droccopying, pointing, course in the	ii. Travel on official business		80	85	85	85	255
Regional networks and centers	iii. Other employment benefits **		50	70	70	70	210
E. Scheriffe and Technical Services   Subtries and sociol costs (Esterific and Technical Support Officer)   10   120   130   30   30   30   30   30   30	D. Support to Regional Initiatives						
Sablaries and social costs (Scientific and Technical Support Officer)   110   120   120   120   120   130   30   30   30   30   30   30	i. Regional networks and centers		279	160	120	120	400
S.TRP implementation	E. Scientific and Technical Services						
IL STRP meetings   45   50   50   50   51   55   50   50   5	i. Salaries and social costs (Scientific and Technical Support Officer)		110	120	120	120	360
S. TIRP travel on official business (DSG for STRP)   E. Communications, Documentation (DEC)	ii. STRP implementation		51	30	30	30	90
F. Communications, Documentation, CEPA   Sabries and social costs (Communication Officer, CEPA Program Officer, 50% Documentation Officer)	iii. STRP meetings		45	50	50	50	150
i. Sahrivs and social costs (Communication Officers, CEPA Program Officer, 50% Documentation officer, 50% Documentation officer, 50% Documentation of 22	iv. STRP travel on official business (DSG for STRP)		8	10	10	10	30
Difficer     b   427   356   356   356   356   356   356   356   356   356   356   356   356   356   356   356   356   356   350   30   30   30   30   30   30   3							
I. CPA Program   30   30   30   30   30   30   30   3	-						
120   120   120   120   120   130   120   130	Officer)	b					1,068
G. Administration — not otherwise included in J below i. Staffering and departure costs***  c. 552 496 496 496 1,48 ii. Staff liming and departure costs***  ii. Other employment benefits iv. Staff liming and departure costs***  v. Ramser Stess Information Service Charge Service Ser	C C		30				90
i. Salaries and social costs (Finance Officer, Admin Officer, 2 Admin Assts) i. Staffring and departure costs**** ii. Staff liming and operature costs**** ii. Staff termination & repatriation provisions iv. Web/TT support in addition to that provided by IUCN iv. Web/TT support in addition to that provided by IUCN iv. Departure Costs - not otherwise included in J below i Photocopying printing, courier ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation I. Standing Committee Services i. Standing Committee Services i. Standing Committee Gervices i. Standing Committee expenses in the provision for SC meetings I. J. IUCN Administrative Service Charges (maximum 13%) i. Administration, Human Resources, Finance & TT services II. Administration, Human Resources, Finance & TT services III. Increase in provision for Outstanding Contributions from Parties and exchange losses III. Any other costs not listed above – Legal services  TOTAL EXPENDITURES III. Staff Scalaries and related costs III. Staff Scalaries and related costs III. Staff Scalaries and related costs III. Scalaries on salary increases are anticipated for 2012 at COP10. This is because costs, especially staff costs, have been carefully managed and local salary inflation has not been as high as had been budgeted at COP10. In addition on salary increases are anticipated for 2012.  **COP10 Approved budget for 2012 at COP10. This is because costs, especially staff costs, have been carefully managed and local salary inflation has not been as high as had been budgeted at COP10. In addition on salary increases are anticipated			121	120	120	120	360
1. Staff bring and departure costs***   36			_				
iii. Other employment benefits		С	-				1,487
V. Staff termination & repatriation provisions   25   170	·		36				75
V. Ramsar Sites Information Service   170   17				5	5	5	15
vi. Web/TT support in addition to that provided by IUCN  ### Departing Costs — not otherwise included in J below    Photocopying: printing, courier   77   80   80   80   24	* *		_				
H. Operating Costs – not otherwise included in J below  ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation  I. Standing Committee Services  I. Standing Committee Despites in addition to those provided by IUCN, including depreciation  I. Standing Committee Services  I. Standing Committee deeptates' support  II. Standing Committee deeptates' support deeptates and the deeptate deeptates and support deeptates a			-				510
i. Photocopying, printing, courier ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation  I. Standing Committee Services  ii. Standing Committee Meetings iii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%) i. Administrative Service Charges (maximum 13%) i. Administration, Human Resources, Finance & IT services  K. Miscellaneous ii. Reserve Fund ii. Increase in provision for Outstanding Contributions from Parties and exchange losses iii. Any other costs not listed above – Legal services  TOTAL EXPENDITURES  5,107 5,081 5,08	** *		30	58	98	98	254
ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation  1. Standing Committee Services  i. Standing Committee Belegates' support  ii. Standing Committee meetings  ii. Standing Committee meetings  ii. Standing Committee meetings  ii. Standing Committee meetings  ii. Simulaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%)  i. Administrative Service Charges (maximum 13%)  i. Administrative Service Charges (maximum 13%)  i. Reserve Fund  ii. Increase in provision for Outstanding Contributions from Parties and exchange losses  ii. Any other costs not listed above — Legal services  TOTAL EXPENDITURES  5,107  5,081  5,0							
including depreciation  I. Standing Committee Services  I. Standing Committee Services  I. Standing Committee degates' support  II. Standing Committee meetings  II. Standing Committee meetings  III. Standing Co	1		77	80	80	80	240
1. Standing Committee Services							
i. Standing Committee delegates' support ii. Standing Committee meetings ii. Standing Committee meetings ii. Standing Committee meetings  J. IUCN Administrative Service Charges (maximum 13%) i. Administrative Service Charges (maximum 13%) i. Administrative Service Charges (maximum 13%) i. Administrative Service Space of Space Sp			12	17	17	17	51
ii. Standing Committee meetings iii. Simultaneous interpretation at SC meetings J. IUCN Administrative Service Charges (maximum 13%) i. Administration, Human Resources, Finance & IT services  K. Miscellaneous i. Reserve Fund ii. Increase in provision for Outstanding Contributions from Parties and exchange losses iii. Any other costs not listed above – Legal services  TOTAL EXPENDITURES  5,107  5,081  5,08			4.0	ام			422
iii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%) i. Administration, Human Resources, Finance & IT services K. Miscellaneous i. Reserve Fund ii. Increase in provision for Outstanding Contributions from Parties and exchange losses iii. Any other costs not listed above – Legal services  TOTAL EXPENDITURES  5,107  5,081  5	· · · · · · · · · · · · · · · · · · ·		42				
J. IUCN Administrative Service Charges (maximum 13%) i. Administration, Human Resources, Finance & IT services  K. Miscellaneous i. Reserve Fund ii. Increase in provision for Outstanding Contributions from Parties and exchange losses iii. Any other costs not listed above – Legal services  TOTAL EXPENDITURES  5,107  5,081	· · · · · · · · · · · · · · · · · · ·		36				
i. Administration, Human Resources, Finance & IT services  K. Miscellaneous  i. Reserve Fund  ii. Increase in provision for Outstanding Contributions from Parties and exchange losses  iii. Any other costs not listed above – Legal services  TOTAL EXPENDITURES  5,107  5,081  5			20	35	35]	35	105
K. Miscellaneous  i. Reserve Fund  ii. Increase in provision for Outstanding Contributions from Parties and exchange losses  iii. Any other costs not listed above – Legal services  50 85 85 85 25;  iii. Any other costs not listed above – Legal services  TOTAL EXPENDITURES  5,107 5,081 5,081 5,081 15,244  TOTAL SALARY COSTS – staff salaries and related costs  3,467 3,330 3,330 3,330 9,990  68% 66% 66% 66%  TOTAL TRAVEL COSTS  124 165 165 165 495  2% 3% 3% 3%  **COP10 Approved budget for 2012 (Opening 2013 staff costs in both alternatives are in total less than those budgeted for 2012 at COP10. This is because costs, especially staff costs, have been carefully managed and local salary inflation has not been as high as had been budgetted at COP10. In additiona no salary increases are anticipated for 2012.)  **Education grants and home leave. Expat education costs highly inflationary.  b Admin Officer and Admin assistant work 25% on Communications.  ***Costs of housing search, family moves to Switzerland (flights and possessions)  c Admin assistants provide conference/meeting services, plus other services supporting almost all posts. Admin			F70	EGG	ECC	EGG	1 600
i. Increase in provision for Outstanding Contributions from Parties and exchange losses  ii. Increase in provision for Outstanding Contributions from Parties and exchange losses  50 85 85 85 85 255  iii. Any other costs not listed above – Legal services  TOTAL EXPENDITURES  5,107 5,081 5,081 5,081 15,244  TOTAL SALARY COSTS – staff salaries and related costs  3,467 3,330 3,330 3,330 9,990  68% 66% 66% 66%  TOTAL TRAVEL COSTS  124 165 165 165 495  2% 3% 3% 3%  **COP10 Approved budget for 2012 (Opening 2013 staff costs in both alternatives are in total less than those budgeted for 2012 at COP10. This is because costs, especially staff costs, have been carefully managed and local salary inflation has not been as high as had been budgetted at COP10. In addition an osalary increases are anticipated for 2012.)  **Education grants and home leave. Expat education costs highly inflationary.  **Education grants and home leave. Expat education costs highly inflationary.  ***Costs of housing search, family moves to Switzerland (flights and possessions)  C Admin assistants provide conference/meeting services, plus other services supporting almost all posts. Admin			5/9	500	300	300	1,036
ii. Increase in provision for Outstanding Contributions from Parties and exchange losses iii. Any other costs not listed above – Legal services  TOTAL EXPENDITURES  5,107 5,081 5,081 5,081 5,081 15,244  TOTAL SALARY COSTS – staff salaries and related costs  3,467 3,330 3,30 3,3				75	75	75	225
TOTAL EXPENDITURES  5,107 5,081 5,081 5,081 15,244  TOTAL SALARY COSTS – staff salaries and related costs  3,467 3,330 3,330 3,330 3,330 9,990 68% 66% 66% 66% 66%  TOTAL TRAVEL COSTS  124 165 165 165 499  **COP10 Approved budget for 2012 (Opening 2013 staff costs in both alternatives are in total less than those budgeted for 2012 at COP10. This is because costs, especially staff costs, have been carefully managed and local salary inflation has not been as high as had been budgetted at COP10. In additiona no salary increases are anticipated for 2012. )  ** Education grants and home leave. Expat education costs highly inflationary.  b Admin Officer and Admin assistant work 25% on Communications.  *** Costs of housing search, family moves to Switzerland (flights and possessions)  c Admin assistants provide conference/meeting services, plus other services supporting almost all posts. Admin			50				
TOTAL EXPENDITURES  5,107 5,081 5,081 5,081 15,244  TOTAL SALARY COSTS – staff salaries and related costs 3,467 3,330 3,30 3,30 3,3			-				180
TOTAL SALARY COSTS – staff salaries and related costs  3,467 3,330 3,330 3,330 3,330 9,990 68% 66% 66% 66% TOTAL TRAVEL COSTS  124 165 165 498 2% 3% 3% 3% 3%  **COP10 Approved budget for 2012 (Opening 2013 staff costs in both alternatives are in total less than those budgeted for 2012 at COP10. This is because costs, especially staff costs, have been carefully managed and local salary inflation has not been as high as had been budgetted at COP10. In additiona no salary increases are anticipated for 2012.)  ** Education grants and home leave. Expat education costs highly inflationary.  ** Education grants and home leave. Expat education costs highly inflationary.  ** Costs of housing search, family moves to Switzerland (flights and possessions)  c Admin assistants provide conference/meeting services, plus other services supporting almost all posts. Admin	·		- 10-	•			
*COP10 Approved budget for 2012 (Opening 2013 staff costs in both alternatives are in total less than those budgeted for 2012 at COP10. This is because costs, especially staff costs, have been carefully managed and local salary inflation has not been as high as had been budgetted at COP10. In additiona no salary increases are anticipated for 2012. )  ** Education grants and home leave. Expat education costs highly inflationary.  ** Costs of housing search, family moves to Switzerland (flights and possessions)  ** Costs of housing search, family moves to Switzerland (flights and possessions)  ** Admin assistants provide conference/meeting services, plus other services supporting almost all posts. Admin	TOTAL EXPENDITURES		5,107	5,081	5,081	5,081	15,244
**COP10 Approved budget for 2012 (Opening 2013 staff costs in both alternatives are in total less than those budgeted for 2012 at COP10. This is because costs, especially staff costs, have been carefully managed and local salary inflation has not been as high as had been budgetted at COP10. In additiona no salary increases are anticipated for 2012. )  ** Education grants and home leave. Expat education costs highly inflationary.  ** Education grants and home leave. Expat education costs highly inflationary.  ** Costs of housing search, family moves to Switzerland (flights and possessions)  ** Admin Officer and Admin assistant work 25% on Communications.  ** Admin assistants provide conference/meeting services, plus other services supporting almost all posts. Admin	TOTAL SALARY COSTS – staff salaries and related costs	ì					9,990
*COP10 Approved budget for 2012 (Opening 2013 staff costs in both alternatives are in total less than those budgeted for 2012 at COP10. This is because costs, especially staff costs, have been carefully managed and local salary inflation has not been as high as had been budgetted at COP10. In additiona no salary increases are anticipated for 2012. )  ** Education grants and home leave. Expat education costs highly inflationary.  ** Expat education costs highly inflationary.  ** Costs of housing search, family moves to Switzerland (flights and possessions)  ** Admin Officer and Admin assistant work 25% on Communications.  ** Admin assistants provide conference/meeting services, plus other services supporting almost all posts. Admin	TOTAL TRAVEL COSTS						405
*COP10 Approved budget for 2012 (Opening 2013 staff costs in both alternatives are in total less than those budgeted for 2012 at COP10. This is because costs, especially staff costs, have been carefully managed and local salary inflation has not been as high as had been budgetted at COP10. In additiona no salary increases are anticipated for 2012. )  ** Education grants and home leave. Expat education costs highly inflationary.  ** Costs of housing search, family moves to Switzerland (flights and possessions)  ** Costs of housing search, family moves to Switzerland (flights and possessions)  ** Admin officer and Admin assistant work 25% on Communications.  ** Admin assistants provide conference/meeting services, plus other services supporting almost all posts. Admin	TOTAL TRAVEL COSTS	1					473
*COP10 Approved budget for 2012 (Opening 2013 staff costs in both alternatives are in total less than those budgeted for 2012 at COP10. This is because costs, especially staff costs, have been carefully managed and local salary inflation has not been as high as had been budgetted at COP10. In additiona no salary increases are anticipated for 2012. )  ** Education grants and home leave. Expat education costs highly inflationary.  *** Costs of housing search, family moves to Switzerland (flights and possessions)  *** Costs of housing search, family moves to Switzerland (flights and possessions)  *** Costs of housing search, family moves to Switzerland (flights and possessions)  *** Costs of housing search, family moves to Switzerland (flights and possessions)  *** Costs of housing search, family moves to Switzerland (flights and possessions)  *** Costs of housing search, family moves to Switzerland (flights and possessions)			2/0	3/6	3/0	3/0	
*COP10 Approved budget for 2012 (Opening 2013 staff costs in both alternatives are in total less than those budgeted for 2012 at COP10. This is because costs, especially staff costs, have been carefully managed and local salary inflation has not been as high as had been budgetted at COP10. In additiona no salary increases are anticipated for 2012. )  ** Education grants and home leave. Expat education costs highly inflationary.  *** Costs of housing search, family moves to Switzerland (flights and possessions)  *** Costs of housing search, family moves to Switzerland (flights and possessions)  *** Costs of housing search, family moves to Switzerland (flights and possessions)  *** Costs of housing search, family moves to Switzerland (flights and possessions)  *** Costs of housing search, family moves to Switzerland (flights and possessions)  *** Costs of housing search, family moves to Switzerland (flights and possessions)		Notes					
than those budgeted for 2012 at COP10. This is because costs, especially staff costs, have been carefully managed and local salary inflation has not been as high as had been budgetted at COP10. In additiona no salary increases are anticipated for 2012. )  *** Education grants and home leave. Expat education costs highly inflationary.  *** Costs of housing search, family moves to Switzerland (flights and possessions)  Communications and 40% on General Secretariat matters (incl COP/SC/admin). Travel is approx 50% STRP, 50% DSG  Admin Officer and Admin assistant work 25% on Communications.  Admin assistants provide conference/meeting services, plus other services supporting almost all posts. Admin	*COP10 Approved budget for 2012 (Opening 2013 staff costs in both alternatives are in total less		DSG works 409	% on STRP mat	ters. 20% on		
carefully managed and local salary inflation has not been as high as had been budgetted at COP10. In additiona no salary increases are anticipated for 2012. )  *** Education grants and home leave. Expat education costs highly inflationary.  *** Costs of housing search, family moves to Switzerland (flights and possessions)  *** Costs of housing search, family moves to Switzerland (flights and possessions)  *** Costs of housing search, family moves to Switzerland (flights and possessions)  *** Costs of housing search, family moves to Switzerland (flights and possessions)  *** Costs of housing search, family moves to Switzerland (flights and possessions)  *** Costs of housing search, family moves to Switzerland (flights and possessions)  *** Costs of housing search, family moves to Switzerland (flights and possessions)						riat	
additiona no salary increases are anticipated for 2012. )  ** Education grants and home leave. Expat education costs highly inflationary.  ** Costs of housing search, family moves to Switzerland (flights and possessions)  ** Admin Officer and Admin assistant work 25% on Communications.  ** Admin assistants provide conference/meeting services, plus other services supporting almost all posts. Admin							
** Education grants and home leave. Expat education costs highly inflationary.  ** Education grants and home leave. Expat education costs highly inflationary.  ** Costs of housing search, family moves to Switzerland (flights and possessions)  ** Admin Officer and Admin assistant work 25% on Communications.  ** Admin assistants provide conference/meeting services, plus other services supporting almost all posts. Admin							
*** Costs of housing search, family moves to Switzerland (flights and possessions)  Communications.  Admin assistants provide conference/meeting services, plus other services supporting almost all posts. Admin	•	h			tant work 250	6 on	
*** Costs of housing search, family moves to Switzerland (flights and possessions)  c Admin assistants provide conference/meeting services, plus other services supporting almost all posts. Admin	Education grains and notice leave. Expat education costs nightly illitationally.	ט			min WOIK 43%	, OII	
plus other services supporting almost all posts. Admin	*** Costs of housing search, family moves to Switzerland (flights and possessions)	С			ranca/mostina	carvicos	
	Constitution of the consti			-	-		
I those 61% himsen eaconeas			1-		most all posts.	Auiilli	

# Annex II: Core budget – inflation model Alternative B

ii. Nokuntary contribution from the United States iii. Income Tax iv. Income Interest    TOTAL INCOME	779 3,85 779 3,85 766 1,08 783 72 783 72 77 77 77 77 77 77 77 77 77 77 77 77 7	4 3,931 7 1,109 0 234 2 12 3 5,286 4 739 5 45 1 73 0 225 5 25 1 73 6 1,240 6 1,240 6 5 85 1 73 0 140 3 125 5 55 0 50 0 10 3 370 0 30 0 120	4,010 1,131 239 12 5,392 754 45 74 6 229 1,265 85 74 11,265 85 74 11,265 12,77 169 12,77 100 100 100 100 100 100 100 1	CHF'000 11,796 3,327 702 36 15,861  2,217 133 219 674 75 219 469 375 165 150 30 1,1111 90 360			
ii. Voluntary contribution from the United States iii. Income Tax iv. Income Interest  TOTAL INCOME  EXPENDITURES  A. Secretarial Senior Management i. Salaries and social costs (SG.DSG, Exec Asst to the SG) ii. Travel on official business (SG, DSG) iii. Travel on official business iii. Other employment benefits **  B. Partnership Coordinator i. Salaries and social costs (Partnership Coordinator) ii. Travel on official business iii. Other employment benefits **  D. Support to Regional Initiatives i. Regional networks and centers ii. Travel on official business ii. Salaries and social costs (Scientific and Technical Support Officer) ii. STRP prefile and Technical Services i. Salaries and social costs (Scientific and Technical Support Officer) ii. STRP prefile and Technical Services ii. Salaries and social costs (Commanication Officer) iii. STRP prefile and Technical Services iii. Stalf hiring and departure costs*** iii. Other employment benefils iii. Stalf hiring and departure costs*** iii. Other employment benefils iii. Stalf hiring and departure costs*** iii. Other employment benefils iii. Stalf hiring and departure costs*** iii. Other employment benefils iii. Stalf hiring and departure cost	066     1,08       250     23       12     1       07     5,18       783     72       37     4       -     7       2257     22       -     7       228     1,21       80     8       50     7       279     16       110     12       51     5       45     5       8     1       127     36       330     3       321     12       552     50       36     2	7 1,109 0 234 2 12 3 5,286 4 739 5 45 1 73 0 225 5 25 1 73 6 1,240 5 85 1 73 0 140 3 125 5 55 0 50 0 10 3 370 0 30 0 30 0 120	1,131 239 12 5 5,392 754 45 74 6 229 25 74 0 1,265 6 85 74 0 169 0 100 0 378 0 30	3,327 702 36 15,861  2,217 135 219  674 75 219  3,721 255 219 469 375 165 30 1,111			
iii. Income Tax iv. Income Interest  TOTAL INCOME  S.1  EXPENDITURES  A. Secretarial Senior Management is Salaries and social costs (SG, DSG, Exce Asst to the SG) ii. Travel on official business (SG, DSG) iii. Other employment benefits ** B. Partnership Coordinator is Salaries and social costs (Partnership Coordinator) ii. Travel on official business iii. Other employment benefits ** C. Regional Advice and Support C. Regional Advice and Support Salaries and social costs (Partnership Coordinator) ii. Travel on official business iii. Other employment benefits ** D. Support to Regional Initiatives iii. Travel on official business iii. Other employment benefits ** D. Support to Regional Initiatives iii. Regional networks and centers E. Scientific and Technical Services i. Salaries and social costs (Scientific and Technical Support Officer) iii. STRP meetings iv. STRP travel on official business (DSG for STRP) F. Communications, Documentation, CEPA Salaries and social costs (Communication Officers, CEPA Program Officer, 50% Documentation Officer) iii. CEPA Program iiii. CEPA Program iiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiii	250 23 12 1 107 5,18  783 72 37 4 - 7  257 22 - 7  228 1,21 80 8 50 7  279 16 110 12 51 55 45 5 8 1 127 36 30 3 31 221 12 552 50 36 2	0 234 2 12 3 5,286 4 739 5 45 1 73 0 225 5 25 1 73 6 1,240 5 85 1 73 0 140 3 125 5 5 55 0 50 0 10 3 370 0 30 0 30 0 120	239 12 5 5,392 754 45 74 6 229 25 74 1 169 1 127 6 55 9 50 9 10	702 36 15,861 2,217 135 219 674 75 219 3,721 255 219 469 155 30 1,111 90			
INTOTAL INCOME  EXPENDITURES  A. Secretarial Senior Management i. Salaries and social costs (SG, DSG, Exec Asst to the SG) iii. Travel on official business (SG, DSG) iii. Other employment benefits ** B. Partnership Coordinator i. Salaries and social costs (Partnership Coordinator) ii. Travel on official business iii. Other employment benefits ** C. Regional Advice and Support i. Salaries and social costs (4 SRAs , RAO , SPREP Officer, 4 Assistant Advisors) ii. Travel on official business iii. Other employment benefits ** D. Support to Regional Initiatives ii. Travel on official business iii. Other employment benefits ** D. Support to Regional Initiatives ii. Salaries and social costs (scientific and Technical Support Officer) ii. STRP implementation iii. STRP meetings iv. STRP proteings iv. STRP precings iv. STRP travel on official business (DSG for STRP) F. Communications, Documentation, CEPA i. Salaries and social costs (Communication Officer) ii. CEPA Program iii. Communications, Documentation, CEPA i. Salaries and social costs (Communication Officer, Admin Officer, 2 Admin Assts) iii. CEPA Program iii. Communications, Publications and Reporting Implementation G. Administration — not atherwise included in J below ii. Stalaries and social costs (Finance Officer, Admin Officer, 2 Admin Assts) iv. Staff termination & repartation provisions v. Ramsar Sites Information Service vi. WebTT support in addition to that provided by IUCN H. Operating Costs — not otherwise included in J below i. Photocopying, printing, courier ii. Standing Committee Gegiupment/Office Supplies in addition to those provided by IUCN, including depreciation I. Standing Committee Gegiupment/Office Supplies in addition to those provided by IUCN, including depreciation I. Standing Committee Services ii. Standing Committee Gegiupment/Office Supplies in addition to those provided by IUCN, including depreciation at SC meetings ii. Stranding Committee Services ii. Standing Committee Services ii. Standing Committee Services ii. Standing Committee Se	12 1 107 5,18  783 72  783 72  70 7  257 22  - 7  228 1,21  80 8  50 7  279 16  110 12  51 55  45 5  8 1  127 36 30 3 30 3 31 211 12	2 12 3 5,286 4 739 5 49 5 49 5 1 73 0 225 5 25 1 73 6 1,240 5 85 1 73 0 140 3 125 5 55 0 50 0 10 3 370 0 30 0 120	5,392 754 45 74 6 229 6 25 74 1 1,265 6 85 74 1 169 1 1,27 6 50 7 10	36 15,861 2,217 135 219 674 75 219 3,721 255 219 469 375 165 150 30 1,111			
EXPENDITURES  A. Secretariat Senior Management i. Salaries and social costs (SG. DSG, Exec Asst to the SG) ii. Travel on official business (SG, DSG) iii. Other employment benefits **  B. Partnership Coordinator i. Salaries and social costs (Partnership Coordinator) ii. Travel on official business iii. Other employment benefits **  C. Regional Advice and Support is Salaries and social costs (4 SRAs , RAO , SPREP Officer, 4 Assistant Advisors) ii. Travel on official business iii. Other employment benefits **  C. Regional Advice and Support is Salaries and social costs (4 SRAs , RAO , SPREP Officer, 4 Assistant Advisors) ii. Travel on official business iii. Other employment benefits **  D. Support to Regional Initiatives i. Regional networks and centers E. Scientific and Technical Services i. Salaries and social costs (Scientific and Technical Support Officer) ii. STRP implementation iii. STRP implementation iii. STRP meetings iv. STRP travel on official business (DSG for STRP) F. Communications, Documentation, CEPA i. Salaries and social costs (Communication Officers, CEPA Program Officer, 50% Documentation Officer) ii. CEPA Program iii. Communications, Translations, Publications and Reporting Implementation G. Administration — not otherwise included in J below i. Salaries and social costs (Finance Officer, Admin Officer, 2 Admin Assts) iii. Staff termination & repatriation provisions v. Ramsar Sites Information Service vi. WebTT support in addition to that provided by IUCN H. Operating Costs — not otherwise included in J below i. Standing Committee deelgates' support ii. Standing Committee Gervices i. Standing Committee Rectings ii. Standing Committee Rectings J. IUCN Administration - Rectings J. IUCN Administrative Service Charges (maximum 13%) i. Administration, Human Resources, Finance & IT services ii. Reserve Fund	07 5,18  783 72  37 4  - 7  257 22  - 2  - 7  228 1,21  80 8  50 7  279 16  110 12  51 5  45 5  8 1  127 36  30 33  3121 12  552 50  36 2	3 5,286  4 739 5 45 1 73 0 225 5 25 1 73 6 1,240 5 85 1 73 0 140 3 125 5 55 0 50 0 10 3 370 0 30 0 30 0 120	5,392 754 45 74 6 229 6 25 74 1 1,265 85 74 1 169 1 127 5 55 5 50 1 10	2,217 135 219 674 75 219 3,721 255 219 469 375 165 30 30			
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E. Scientific and Technical Services i. Salaries and social costs (Scientific and Technical Support Officer) ii. STRP implementation iii. STRP meetings iv. STRP travel on official business (DSG for STRP) F. Communications, Documentation, CEPA i. Salaries and social costs (Communication Officers, CEPA Program Officer, 50% Documentation Officer) ii. CEPA Program iii. Communications, Translations, Publications and Reporting Implementation G. Administration – not otherwise included in J below i. Salaries and social costs (Finance Officer, Admin Officer, 2 Admin Assts) c iii. Staff hiring and departure costs*** iii. Other employment benefits iv. Staff termination & repatriation provisions v. Ramsar Sites Information Service vi. Web/IT support in addition to that provided by IUCN H. Operating Costs – not otherwise included in J below i. Photocopying, printing, courier ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation I. Standing Committee Services i. Standing Committee Services i. Standing Committee meetings ii. Simultaneous interpretation at SC meetings J. IUCN Administrative Service Charges (maximum 13%) i. Administration, Human Resources, Finance & IT services K. Miscellaneous i. Reserve Fund	110 12 51 5 45 5 8 1 127 36 30 3 30 3 121 12 552 50 36 2	3 125 5 55 0 50 0 10 3 370 0 30 0 120	5 127 5 55 0 50 10 10 378	375 165 150 30 1,111			
i. Salaries and social costs (Scientific and Technical Support Officer)  ii. STRP implementation  iii. STRP meetings  iv. STRP travel on official business (DSG for STRP)  F. Communications, Documentation, CEPA  i. Salaries and social costs (Communication Officers, CEPA Program Officer, 50%  Documentation Officer)  ii. CEPA Program  iii. Communications, Translations, Publications and Reporting Implementation  G. Administration – not otherwise included in J below  i. Salaries and social costs (Finance Officer, Admin Officer, 2 Admin Assts)  c. Salaries and social costs (Finance Officer, Admin Officer, 2 Admin Assts)  ii. Staff hiring and departure costs***  iii. Other employment benefits  iv. Staff termination & repatriation provisions  v. Ramsar Sites Information Service  vi. Web/TT support in addition to that provided by IUCN  H. Operating Costs – not otherwise included in J below  i. Photocopying, printing, courier  ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation  I. Standing Committee Services  i. Standing Committee meetings  ii. Simultaneous interpretation at SC meetings  J. IUCN Administration, Human Resources, Finance & TT services  K. Miscellaneous  i. Reserve Fund	51 5 45 5 8 1 427 36 30 3 121 12 552 50 36 2	5 55 0 50 0 10 3 370 0 30 0 120	5 55 50 10 10 378 0 30	165 150 30 1,111 90			
ii. STRP implementation iii. STRP meetings iv. STRP travel on official business (DSG for STRP)  F. Communications, Documentation, CEPA i. Salaries and social costs (Communication Officers, CEPA Program Officer, 50%  Documentation Officer) ii. CEPA Program iii. Communications, Translations, Publications and Reporting Implementation G. Administration – not otherwise included in J below i. Salaries and social costs (Finance Officer, Admin Officer, 2 Admin Assts) ii. Staff hirring and departure costs*** iii. Other employment benefits iv. Staff termination & repatriation provisions v. Ramsar Sites Information Service vi. Web/IT support in addition to that provided by IUCN H. Operating Costs – not otherwise included in J below i. Photocopying, printing, courier ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation I. Standing Committee Services i. Standing Committee Reetings ii. Simultaneous interpretation at SC meetings J. IUCN Administrative Service Charges (maximum 13%) i. Administration, Human Resources, Finance & IT services K. Miscellaneous i. Reserve Fund	51 5 45 5 8 1 427 36 30 3 121 12 552 50 36 2	5 55 0 50 0 10 3 370 0 30 0 120	5 55 50 10 10 378 0 30	165 150 30 1,111 90			
iii. STRP meetings iv. STRP travel on official business (DSG for STRP)  F. Communications, Documentation, CEPA i. Salaries and social costs (Communication Officers, CEPA Program Officer, 50%  Documentation Officer) ii. CEPA Program iii. Communications, Translations, Publications and Reporting Implementation  G. Administration – not otherwise included in J below i. Salaries and social costs (Finance Officer, Admin Officer, 2 Admin Assts) c. ii. Staff hiring and departure costs*** iii. Other employment benefits iv. Staff termination & repatriation provisions v. Ramsar Sites Information Service vi. Web/TT support in addition to that provided by IUCN  H. Operating Costs – not otherwise included in J below i. Photocopying, printing, courier ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation  I. Standing Committee Services i. Standing Committee meetings ii. Simultaneous interpretation at SC meetings J. IUCN Administrative Service Charges (maximum 13%) i. Administration, Human Resources, Finance & IT services  K. Miscellaneous i. Reserve Fund	45 5 5 8 1 1 427 36 30 3 3 121 12 12 552 50 36 2 2	0 50 0 10 3 370 0 30 0 120	50 10 378 30	150 30 1,111 90			
i. Salaries and social costs (Communication Officers, CEPA Program Officer, 50%  Documentation Officer)  ii. CEPA Program  iii. Communications, Translations, Publications and Reporting Implementation  G. Administration – not otherwise included in J below  i. Salaries and social costs (Finance Officer, Admin Officer, 2 Admin Assts)  i. Staff hiring and departure costs***  iii. Other employment benefits  iv. Staff termination & repatriation provisions  v. Ramsar Sites Information Service  vi. Web/TT support in addition to that provided by IUCN  H. Operating Costs – not otherwise included in J below  i. Photocopying, printing, courier  ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation  I. Standing Committee Services  i. Standing Committee Melegates' support  ii. Standing Committee meetings  iii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%)  i. Administration, Human Resources, Finance & IT services  K. Miscellaneous  i. Reserve Fund	1427 36 30 3 121 12 552 50 36 2	3 370 0 30 0 120	378	1,111 90			
i. Salaries and social costs (Communication Officers, CEPA Program Officer, 50%  Documentation Officer)  ii. CEPA Program  iii. Communications, Translations, Publications and Reporting Implementation  G. Administration – not otherwise included in J below  i. Salaries and social costs (Finance Officer, Admin Officer, 2 Admin Assts)  c !!  ii. Staff hiring and departure costs***  iii. Other employment benefits  iv. Staff termination & repatriation provisions  v. Ramsar Sites Information Service  vi. Web/IT support in addition to that provided by IUCN  H. Operating Costs – not otherwise included in J below  i. Photocopying, printing, courier  ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation  I. Standing Committee Services  i. Standing Committee Services  i. Standing Committee meetings  ji. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%)  i. Administration, Human Resources, Finance & IT services  k. Miscellaneous  i. Reserve Fund	30 3 121 12 552 50 36 2	0 30 0 120	30	90			
Documentation Officer)  ii. CEPA Program  iii. Communications, Translations, Publications and Reporting Implementation  G. Administration – not otherwise included in J below  i. Salaries and social costs (Finance Officer, Admin Officer, 2 Admin Assts)  c !!  ii. Staff hiring and departure costs***  iii. Other employment benefits  iv. Staff termination & repatriation provisions  v. Ramsar Sites Information Service  vi. Web/IT support in addition to that provided by IUCN  H. Operating Costs – not otherwise included in J below  i. Photocopying, printing, courier  ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation  I. Standing Committee Services  i. Standing Committee Services  ii. Standing Committee meetings  jii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%)  i. Administration, Human Resources, Finance & IT services  K. Miscellaneous  i. Reserve Fund	30 3 121 12 552 50 36 2	0 30 0 120	30	90			
ii. CEPA Program  iii. Communications, Translations, Publications and Reporting Implementation  G. Administration – not otherwise included in J below  i. Salaries and social costs (Finance Officer, Admin Officer, 2 Admin Assts)  c  ii. Staff hirring and departure costs***  iii. Other employment benefits  iv. Staff termination & repatriation provisions  v. Ramsar Sites Information Service  vi. Web/IT support in addition to that provided by IUCN  H. Operating Costs – not otherwise included in J below  i. Photocopying, printing, courier  ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation  I. Standing Committee Services  i. Standing Committee delegates' support  ii. Standing Committee meetings  jii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%)  i. Administration, Human Resources, Finance & IT services  K. Miscellaneous  i. Reserve Fund	30 3 121 12 552 50 36 2	0 30 0 120	30	90			
iii. Communications, Translations, Publications and Reporting Implementation  G. Administration – not otherwise included in J below  i. Salaries and social costs (Finance Officer , Admin Officer, 2 Admin Assts)  c. Staff hirring and departure costs***  iii. Other employment benefits  iv. Staff termination & repatriation provisions  v. Ramsar Sites Information Service  vi. Web/TT support in addition to that provided by IUCN  H. Operating Costs – not otherwise included in J below  i. Photocopying, printing, courier  ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation  I. Standing Committee Services  i. Standing Committee delegates' support  ii. Standing Committee meetings  iii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%)  i. Administration, Human Resources, Finance & IT services  K. Miscellaneous  i. Reserve Fund	121 12 552 50 36 2	0 120					
G. Administration – not otherwise included in J below  i. Salaries and social costs (Finance Officer , Admin Officer, 2 Admin Assts)  c. !!  ii. Staff hiring and departure costs***  iii. Other employment benefits  iv. Staff termination & repatriation provisions  v. Ramsar Sites Information Service  vi. Web/TT support in addition to that provided by IUCN  H. Operating Costs – not otherwise included in J below  i. Photocopying, printing, courier  ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by  IUCN, including depreciation  I. Standing Committee Services  i. Standing Committee delegates' support  ii. Standing Committee meetings  iii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%)  i. Administration, Human Resources, Finance & IT services  K. Miscellaneous  i. Reserve Fund	552 50 36 2		120	360			
i. Salaries and social costs (Finance Officer, Admin Officer, 2 Admin Assts)  ii. Staff hiring and departure costs***  iii. Other employment benefits  iv. Staff termination & repatriation provisions  v. Ramsar Sites Information Service  vi. Web/TT support in addition to that provided by IUCN  H. Operating Costs – not otherwise included in J below  i. Photocopying, printing, courier  ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by  IUCN, including depreciation  I. Standing Committee Services  i. Standing Committee delegates' support  ii. Standing Committee meetings  iii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%)  i. Administration, Human Resources, Finance & IT services  K. Miscellaneous  i. Reserve Fund	36 2	6 516					
ii. Staff hiring and departure costs***  iii. Other employment benefits  iv. Staff termination & repatriation provisions  v. Ramsar Sites Information Service  vi. Web/TT support in addition to that provided by IUCN  H. Operating Costs – not otherwise included in J below  i. Photocopying, printing, courier  ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by  IUCN, including depreciation  I. Standing Committee Services  i. Standing Committee delegates' support  ii. Standing Committee meetings  iii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%)  i. Administration, Human Resources, Finance & IT services  K. Miscellaneous  i. Reserve Fund	36 2	6 516					
iii. Other employment benefits iv. Staff termination & repatriation provisions v. Ramsar Sites Information Service vi. Web/TT support in addition to that provided by IUCN H. Operating Costs – not otherwise included in J below i. Photocopying, printing, courier ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation I. Standing Committee Services i. Standing Committee delegates' support ii. Standing Committee meetings iii. Simultaneous interpretation at SC meetings J. IUCN Administrative Service Charges (maximum 13%) i. Administration, Human Resources, Finance & IT services K. Miscellaneous i. Reserve Fund				1,548			
iv. Staff termination & repatriation provisions  v. Ramsar Sites Information Service  vi. Web/IT support in addition to that provided by IUCN  H. Operating Costs – not otherwise included in J below  i. Photocopying, printing, courier  ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation  I. Standing Committee Services  i. Standing Committee delegates' support  ii. Standing Committee meetings  iii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%)  i. Administration, Human Resources, Finance & IT services  K. Miscellaneous  i. Reserve Fund				75			
v. Ramsar Sites Information Service vi. Web/IT support in addition to that provided by IUCN  H. Operating Costs – not otherwise included in J below i. Photocopying, printing, courier ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation I. Standing Committee Services i. Standing Committee delegates' support ii. Standing Committee meetings iii. Simultaneous interpretation at SC meetings J. IUCN Administrative Service Charges (maximum 13%) i. Administration, Human Resources, Finance & IT services  K. Miscellaneous i. Reserve Fund		4 8	4	16			
vi. Web/TT support in addition to that provided by IUCN  H. Operating Costs – not otherwise included in J below  i. Photocopying, printing, courier  ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation  I. Standing Committee Services  i. Standing Committee Meelegates' support ii. Standing Committee meetings iii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%)  i. Administration, Human Resources, Finance & IT services  K. Miscellaneous  i. Reserve Fund	25	0 470	470	F46			
H. Operating Costs – not otherwise included in J below  i. Photocopying, printing, courier  ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation  I. Standing Committee Services  i. Standing Committee Meetings  ii. Standing Committee meetings  iii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%)  i. Administration, Human Resources, Finance & IT services  K. Miscellaneous  i. Reserve Fund	170 17 30 5			510 254			
i. Photocopying, printing, courier ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation  I. Standing Committee Services i. Standing Committee delegates' support ii. Standing Committee meetings iii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%) i. Administration, Human Resources, Finance & IT services  K. Miscellaneous i. Reserve Fund	30 5	8  98	98	254			
ii. Purchase & Maintenance of Equipment/Office Supplies in addition to those provided by IUCN, including depreciation  I. Standing Committee Services  i. Standing Committee delegates' support  ii. Standing Committee meetings  iii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%)  i. Administration, Human Resources, Finance & IT services  K. Miscellaneous  i. Reserve Fund	77 8	0 80	80	240			
IUCN, including depreciation  I. Standing Committee Services  i. Standing Committee delegates' support  ii. Standing Committee meetings  iii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%)  i. Administration, Human Resources, Finance & IT services  K. Miscellaneous  i. Reserve Fund	"	0 00	00	240			
I. Standing Committee Services  i. Standing Committee delegates' support  ii. Standing Committee meetings  iii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%)  i. Administration, Human Resources, Finance & IT services  K. Miscellaneous  i. Reserve Fund	12 1	7 17	17	51			
i. Standing Committee delegates' support ii. Standing Committee meetings iii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%) i. Administration, Human Resources, Finance & IT services  K. Miscellaneous i. Reserve Fund							
ii. Standing Committee meetings iii. Simultaneous interpretation at SC meetings  J. IUCN Administrative Service Charges (maximum 13%)  i. Administration, Human Resources, Finance & IT services  K. Miscellaneous  i. Reserve Fund	42 4	4 44	44	132			
J. IUCN Administrative Service Charges (maximum 13%)  i. Administration, Human Resources, Finance & IT services  K. Miscellaneous  i. Reserve Fund		6 6		18			
i. Administration, Human Resources, Finance & IT services  K. Miscellaneous i. Reserve Fund	26 3	5 35	35	105			
K. Miscellaneous i. Reserve Fund							
i. Reserve Fund	579 57	8 590	602	1,770			
ii. Increase in provision for Outstanding Contributions from Parties and exchange losses	- 7	5 75	75	225			
	50 8	5 85	85	255			
iii. Any other costs not listed above – Legal services	- 6	0 60	60	180			
TOTAL EXPENDITURES 5,1	.07 5,18	3 5,286	5,392	15,861			
			2.524	10.20			
TOTAL SALARY COSTS – staff salaries and related costs 3,4	<b>3,39</b> 8% 669			10,393			
TOTAL TRAVEL COSTS 1	24 16	5 165	165	495			
	2% 39	% 3%	3%				
Notes							
	s 40% on STRP t	matters 20% on					
	Communications and 40% on General Secretariat matters (incl COP/SC/admin). Travel is approx 50%						
		,	/ -				
	el COP/SC/admin	STRP, 50% DSG					
	el COP/SC/admin 6 DSG						
*** 0	el COP/SC/admin 6 DSG icer and Admin as	ssistant work 259	Communications.      Admin assistants provide conference/meeting services,				
COSIS OF HOUSING SCALCH, IAITHLY THOUGH TO SWILZEHARD (HIGHES AND DOSSESSIONS) C. A dosing and	el COP/SC/admin 6 DSG icer and Admin as ations.		cervices				
Tallian ass	el COP/SC/admin 6 DSG icer and Admin as ations.	nference/meeting					

### Annex III Contracting Parties' contributions 2013-2015

RAMSAR ANNUAL CONTRIBU-								
TIONS				A	Iternative A		A	ternative B
Estimates based on:								
			2013	2014	2015	2013	2014	2015
Membership as at			Core Contribu-	Core Contribu	Core Contribu	Core Contribu-	Core Contribu	Core Contribu
1112		2012 Final	tion	-tion	-tion	tion	-tion	-tion
UN Scale of Assessments 2010-								
2012		CHF	CHF	CHF	CHF	CHF	CHF	CHF
1310-00091	Albania	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00001	Algeria	6,245	6,245	6,245	6,245	6,373	6,503	6,636
1310-00145	Antigua & Barbuda	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00003	Argentina	14,003	14,003	14,003	14,003	14,289	14,581	14,879
1310-00002	Armenia	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00004	Australia	94,315	94,315	94,315	94,315	96,242	98,208	100,213
1310-00005	Austria	41,522	41,522	41,522	41,522	42,371	43,236	44,119
1310-00124	Azerbaijan	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00099	Bahamas	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00102	Bahrain	1,903	1,903	1,903	1,903	1,942	1,981	2,022
1310-00006	Bangladesh	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00149	Barbados	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00116	Belarus	2,049	2,049	2,049	2,049	2,091	2,134	2,177
1310-00007	Belgium	52,451	52,451	52,451	52,451	53,523	54,617	55,732
1310-00112	Belize	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00112	Benin	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00018	Bolivia	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-0008	Bosnia and Herzegovina	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00128	Botswana	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00090	Brazil	78,604	78,604	78,604	78,604	80,210	81,849	83,520
		1,854	1,854	1,854	1,854	1,892	1,931	1,970
1310-00010	Bulgaria	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00011	Burkina Faso	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00132	Burundi	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00115	Cambodia	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00150	Cameroon	156,476	156,476	156,476	156,476	159,674	162,935	166,261
1310-00012	Canada	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00146	Cape Verde	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00148	Central African Republic	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00072	Chad	11,515	11,515	11,515	11,515	11,750	11,990	12,235
1310-00013	Chile	155,597	155,597	155,597	155,597	158,778	162,021	165,328
1310-00014	China	7,026	7,026	7,026	7,026	7,170	7,316	7,465
1310-00110	Colombia	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00084	Comoros	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00109	Congo	1,659	1,659	1,659	1,659	1,693	1,727	1,763
1310-00015	Costa Rica	ŕ	1,000		1,000	·		
1310-00093	Côte d'Ivoire	1,000	-	1,000		1,000	1,000	1,000
1310-00016	Croatia	4,733	4,733	4,733	4,733	4,830	4,928	5,029
1310-00123	Cuba	3,464	3,464	3,464	3,464	3,535	3,607	3,681
1310-00125	Cyprus	2,244	2,244	2,244	2,244	2,290	2,337	2,385
1310-00017	Czech Republic	17,028	17,028	17,028	17,028	17,376	17,731	18,093
1310-00092	Democratic Republic of Congo	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00018	Denmark	35,911	35,911	35,911	35,911	36,645	37,393	38,157
1310-00135	Djibouti	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00131	Dominican Republic	2,049	2,049	2,049	2,049	2,091	2,134	2,177

1310-00019         Ecuador         1,932         1,900         1,000	4,776 1,000 1,000 2,032	4,873 1,000 1,000
1310-00113         El Salvador         1,000	1,000	
1310-00136         Equatorial Guinea         1,000         27,616         27,616         27,616         27,616         27,616         28,181		1,000
1310-00022     Estonia     1,952     1,952     1,952     1,952     1,992       1310-00151     Fiji     1,000     1,000     1,000     1,000     1,000     1,000       1310-00023     Finland     27,616     27,616     27,616     27,616     28,181	2,032	,
1310-00131 Fiji 27,616 27,616 27,616 27,616 28,181		2,074
1310-00023 Finland 27,616 27,616 27,616 28,181	1,000	1,000
	28,756	29,343
1310-00024 France 298,753 298,753 298,753 298,753 304,859	311,086	317,436
1310-00025 Gabon 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00094 Gambia 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00105 Georgia 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00026 Germany 391,214 391,214 391,214 399,209	407,363	415,679
1310-00027 Ghana 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00028 Greece 33,715 33,715 33,715 34,404	35,107	35,824
1310-00029 Guatemala 1,366 1,366 1,366 1,366 1,394	1,423	1,452
1310-00030 Guinea 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00031 Guinea-Bissau 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00032 Honduras 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00033 Hungary 14,198 14,198 14,198 14,198 14,489	14,785	15,086
1310-00034 Iceland 2,049 2,049 2,049 2,049 2,091	2,134	2,177
1310-00035 India 26,055 26,055 26,055 26,587	27,130	27,684
1310-00036 Indonesia 11,612 11,612 11,612 11,612 11,850	12,092	12,339
1310-00038 Iran, Islamic Republic of 11,369 11,369 11,369 11,369 11,601	11,838	12,079
1310-00156 Iraq 1,000 1,000 1,000 1,000 1,000	1,016	1,037
1310-00037 Ireland 24,298 24,298 24,298 24,298 24,795	25,301	25,818
1310-00098 Israel 18,736 18,736 18,736 19,119	19,510	19,908
1310-00039 Italy 243,911 243,911 243,911 243,911 248,896	253,980	259,165
1310-00103 Jamaica 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00040 Japan 611,363 611,363 611,363 623,858	636,600	649,596
1310-00041 Jordan 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00153 Kazakhstan 3,708 3,708 3,708 3,708 3,784	3,861	3,940
1310-00042 Kenya 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00133 Kyrgyz Republic 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00159 Lao Peoples Republic 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00087 Latvia 1,854 1,854 1,854 1,854 1,892	1,931	1,970
1310-00114 Lebanon 1,610 1,610 1,610 1,643	1,677	1,711
1310-00139 Lesotho 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00137 Liberia 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00119 Libyan Arab Jamahiriya 6,294 6,294 6,294 6,294 6,423	6,554	6,688
1310-00043 Liechtenstein 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00044 Lithuania 3,171 3,171 3,171 3,236	3,302	3,370
1310-00045 Luxembourg 4,391 4,391 4,391 4,391 4,481	4,573	4,666
1310-00111 Madagascar 1,000 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00097 Malawi 1,000 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00085 Malaysia 12,344 12,344 12,344 12,344 12,597	12,854	13,116
1310-00046 Mali 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00047 Malta 1,000 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00138 Marshall Islands 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00049 Mauritania 1,000 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00127 Mauritius 1,000 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00050 Mexico 114,954 114,954 114,954 114,954 117,303	119,699	122,143
1310-00104 Monaco 1,000 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00106 Mongolia 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00154 Montenegro 1,000 1,000 1,000 1,000 1,000 1,000	1,000	1,000
1310-00048 Morocco 2,830 2,830 2,830 2,830 2,888	2,947	3,007
1310-00140 Mozambique 1,000 1,000 1,000 1,000 1,000	1,000	1,000

1310-00142	Myanmar	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00090	Namibia	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00051	Nepal	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00052	Netherlands	90,509	90,509	90,509	90,509	92,359	94,245	96,169
1310-00053	New Zealand	13,320	13,320	13,320	13,320	13,592	13,870	14,153
1310-00101	Nicaragua	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00054	Niger	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00122	Nigeria	3,806	3,806	3,806	3,806	3,884	3,963	4,044
1310-00055	Norway	42,498	42,498	42,498	42,498	43,366	44,252	45,155
1310-00057	Pakistan	4,001	4,001	4,001	4,001	4,083	4,166	4,251
1310-00134	Palau	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00056	Panama	1,073	1,073	1,073	1,073	1,095	1,118	1,141
1310-00058	Papua New Guinea	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00089	Paraguay	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00059	Peru	4,391	4,391	4,391	4,391	4,481	4,573	4,666
1310-00060	Philippines	4,391	4,391	4,391	4,391	4,481	4,573	4,666
1310-00061	Poland	40,400	40,400	40,400	40,400	41,225	42,067	42,926
1310-00062	Portugal	24,933	24,933	24,933	24,933	25,442	25,962	26,492
1310-00100	Republic of Korea	110,270	110,270	110,270	110,270	112,523	114,822	117,166
1310-00121	Republic of Moldova	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00063	Romania	8,636	8,636	8,636	8,636	8,813	8,993	9,176
1310-00064	Russian Federation	78,165	78,165	78,165	78,165	79,762	81,391	83,053
1310-00147	Rwanda	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00130	Saint Lucia	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00141	Samoa	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00152	Sao Tome and Principe	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00065	Senegal	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00081	Serbia	1,805	1,805	1,805	1,805	1,842	1,880	1,918
1310-00143	Seychelles	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00117	Sierra Leone	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00066	Slovakia	6,928	6,928	6,928	6,928	7,070	7,214	7,362
1310-00067	Slovenia	5,026	5,026	5,026	5,026	5,128	5,233	5,340
1310-00068	South Africa	18,785	18,785	18,785	18,785	19,169	19,560	19,960
1310-00021	Spain	155,012	155,012	155,012	155,012	158,180	161,411	164,706
1310-00069	Sri Lanka	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00144	Sudan	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00070	Suriname	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00071	Sweden	51,915	51,915	51,915	51,915	52,976	54,058	55,161
1310-00083	Switzerland	55,135	55,135	55,135	55,135	56,262	57,411	58,583
1310-00107	Syrian Arab Republic	1,220	1,220	1,220	1,220	1,245	1,270	1,296
1310-00126	Tajikistan	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00108	Thailand	10,198	10,198	10,198	10,198	10,406	10,618	10,835
1310-00086	The FYR of Macedonia	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00088	Togo	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00073	Trinidad and Tobago	2,147	2,147	2,147	2,147	2,191	2,235	2,281
1310-00074	Tunisia	1,464	1,464	1,464	1,464	1,494	1,524	1,555
1310-00075	Turkey	30,105	30,105	30,105	30,105	30,720	31,347	31,987
1310-00158	Turkmenistan	1,269	1,269	1,269	1,269	1,295	1,321	1,348
1310-00076	Uganda	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00095	Ukraine	4,245	4,245	4,245	4,245	4,332	4,420	4,510
1310-00155	United Arab Emirates	19,078	19,078	19,078	19,078	19,468	19,865	20,271
1310-00077	United Kingdom	322,222	322,222	322,222	322,222	328,807	335,523	342,373
1310-00120	United Republic of Tanzania	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00078	Uruguay	1,317	1,317	1,317	1,317	1,344	1,372	1,400
1310-00129	Uzbekistan	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00079	Venezuela	15,321	15,321	15,321	15,321	15,634	15,953	16,279

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1310-00080	Viet Nam	1,610	1,610	1,610	1,610	1,643	1,677	1,711
1310-00157	Yemen	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1310-00082	Zambia	1,000	1,000	1,000	1,000	1,000	1,000	1,000
		3,778,744	3,778,744	3,778,744	3,778,744	3,854,319	3,931,405	4,010,032
Other contributions								
1310-21371-0001	United States of America*	1,065,799	1,065,799	1,065,799	1,065,799	1,087,115	1,108,858	1,131,035
TOTALS		4,844,543	4,844,543	4,844,543	4,844,543	4,941,434	5,040,262	5,141,067
		4,844,543	4,844,543	4,844,543	4,844,543	4,941,434	5,040,262	5,141,067

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<sup>\*</sup> As per COP 10 approved budget

<sup>\*\*</sup> As previously, 22% of total contributions from Parties

Annex IV Staff positions as of 1 January 2012, all Core-funded except Danone Project Officer (23)

Title of post	IUCN Grade	Expatriate contract
1 Secretary General SG	S	Yes
2 Deputy Secretary General	M	Yes
3 Executive Assistant to the Secretary General	P1	No
4 Partnership Coordinator	M	Yes
5 Senior Regional Advisor for Africa	M	Yes
6 Senior Regional Advisor for the Americas	M	Yes
7 Senior Regional Advisor for Asia/Oceania	M	Yes
8 Senior Regional Advisor - Europe	M	No
9 Oceania Officer	n/a	No
10 Regional Affairs Officer	P2	No
11 Intern/Assistant Advisor for the Africa Region	Intern	No
12 Intern/Assistant Advisor for the Americas Region	Intern	No
13 Intern/Assistant Adviser for the Asia/Oceania Region	Intern	No
14 Intern/Assistant Advisor - Europe	Intern	No
15 Scientific and Technical Support Officer	P1	No
16 CEPA Programme Officer	P2	No
17 Communications Officer	P1	No
18 Documentation Officer 50%	P2	No
19 Finance Officer	P2	No
20 Administrative Officer	P1	No
21 Administrative Assistant	A3	No
22 Administrative Assistant	A3	No
23 Project Officer	P1	No

Annex V: Summary of financial results - Core, 2009-2012 (format as per COP10 budgets)

							2012							
						Revise		d Budget for		% (if >50l				
				2009	2010	2011	budget*	Total	triennium	Variance	and >5%)			
				CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000					
ncome f	rom Parties	;		3,337	3,482	3,625	3,779	14,223	14,220	3				
ncome f	rom US			941	942	872	850	3,605	4,011	(406)	-10%	USD contribution		
ncome tax			227	188	250	200	865	1,000	(135)	-14%				
Interest Income			22	38	13	12	85	48	37					
Total Income			4,527	4,650	4,760	4,841	18,778	19,279	(501)					
A. Secretariat Senior Management			502	488	485	503	1,978	2,092	114	5%	Cost of living/performance increments< budgeted			
Л. Partnership Coordinator			87	142	163	321	713	684	(29)					
3. Regional Advice and Support			1211	1156	1244	1245	4,856	4,953	97					
C. Support to Regional Initiatives				279	260	168	194	901	1,117	216	19%	RI allocations restricted in 2011/2 due to financial ur	ncertainty	
Scientific and Technical Services			574	586	543	504	2,207	2,342	135	6%	Cost of living/performance increments< budgeted			
												Cost of living/performance increments< budgeted.		
E. Comms, Reporting, CEPA			542	483	556	603	2,184	2,533	349	14%	Expenditure savings (publications, printing, postage)			
. Admin				351	363	369	378	1,461	1,556	95	6%	Cost of living/performance increments< budgeted		
G. Financial Management			186	200	192	210	788	870	82	9%	Cost of living/performance increments< budgeted			
I. Operating Costs			94	90	82	98	364	354	(10)					
. Standing Committee			71	103	152		326	292	(34)					
C. IUCN S	Service Cha	arges		515	539	556	534	2,144	2,183	39				
. Misc	- Bad debt		4	50	29	75	158	60	(98)	-163%	Greater than budgeted - persistent problems with many smaller CPs			
	- Exchang	ge loss		14	273	26	75	388	140	(248)	-177%	Dramatic losses on Euro holdings.		
	- Staff repatriation /termination		22	-22	31		31	100	69	69%	Not required - no fundamental turnover in expat sta	ff in the period		
otal Exp	enditure			4,452	4,711	4,596	4,740	18,499	19,276	777				
Reserve I	Fund			75	(61)	164	101	279		276	Δddition :	to Reserve Fund		
icacive i diid				(01)	104	101	213	2/3			und utilised			
											363 Opening Reserve Fund			
										303	opening i	neserve runu		
										564	Clasing R	eserve Fund (Forecast)		
										304	Ciosing N	cacive runa (rorecast)		
* As agre	ed at SC43													
			) IN STANDING	CONANAITT	FEE AND FI	INIANICE CI	IDCDOLID	555655						