

Budget scenarios for 2022-2024 and draft resolution on financial and budgetary matters

Actions requested:

The Standing Committee is invited to:

- i. take note of the contents of this report;
- ii. confirm the budget scenarios to be presented at the 14th meeting of the Conference of the Contracting Parties;
- iii. consider the proposed draft resolution on financial and budgetary matters.

1. The Secretariat of the Convention on Wetlands has prepared three core budget scenarios for consideration by the Standing Committee. It also seeks confirmation about the scenarios to be presented to the Conference of the Parties. In addition to the core budget, the Secretariat will seek additional non-core funding when necessary.

Core budget scenarios for the 2022-2024 triennium (Annex 2)

2. For 2022-2024, three core budget scenarios are proposed in Annex 2, which do not include any funding requests from draft resolutions submitted. The three scenarios are:
 - a. 0% increase as compared to the 2016-2018 and 2019-2021 triennium budgets (scenario A);
 - b. 2.8% increase (CHF 438K) compared to the 2019-2021 triennium, implying an increase of contributions of Contracting Parties of 2.7% (scenario B);
 - c. 4.2% increase (CHF 674K) compared to the 2019-2021 triennium, implying an increase of contributions of Contracting Parties of 4.3% (scenario C).

The core budget details per department/category have been retained to help Contracting Parties see the specifics of how their assessed contributions will be spent.

3. The **0% scenario (A)** includes the following assumptions, which also apply to scenarios B and C unless indicated otherwise:
 - a. Full Swiss Franc (CHF) contributions from all Contracting Parties are received, based on the UN scale of assessment, including a voluntary contribution of 22% from the United States of America.

- b. Continuation of the current level of core funding for staffing.
- c. Staff costs have been budgeted based on current actual costs in accordance with IUCN policy. Most UN-administered Conventions develop their budgets on the basis of standard costs and the Secretariat recommends moving in this direction to keep flexibility in case of changes and adjustments in staff and benefits. A provision has been included to build flexibility in case of changes in staff and their benefits.
- d. As indicated in Resolution XIII.2, paragraph 15, a gap of CHF 228K in the budget for core functions of the Secretariat (CHF 120K for Communications, Translation, Publications and Reporting Implementation, CHF 60K for staff travel (CHF 15K for travel of Secretariat Senior Management, CHF 15K for travel of Resource Mobilization and Outreach and CHF 30K for travel of Regional Advice and Support), CHF 15K for STRP Implementation, and CHF 33K for Planning and Capacity Building) was created to accommodate the addition of a position of Finance and Accounting Assistant, and COP13 approved the use of surplus from the previous triennium to cover this gap. Staff costs in scenario A for the 2022-2024 budget include this position of Finance and Accounting Assistant, thus resulting in the same gap in the core budget. The Secretariat has recommended in document SC59 Doc 8.1 *Report on financial matters for 2019, 2020 and 2021* to use surplus from the 2019-2021 triennium for the same amount of CHF 228K to cover this gap. Scenario (A) assumes Standing Committee's approval of the use of surplus for this purpose, following the same approach as in the past triennium, so that the budget for core work of the Secretariat is restored.
- e. In accordance with the IUCN Human Resources guidelines on compensation, staff salaries include a performance-based increase and bonus system that the Ramsar Secretariat has implemented with effect from 1 January 2019. The Secretariat also implemented the IUCN promotions policy. The Secretariat built an annual increase in the budget approved by COP13 to cover performance recognition and promotions. However, it is not possible to build such an increase sustainably in the long term without increasing the staff budget envelope. The Secretariat is thus proposing to keep the bonus system in Scenario (A) and proposes a provision for this purpose, and to submit for the Parties' consideration the possibility to have performance-related salary increases in scenarios (B) and (C). In the view of the Secretariat, it is important to have these measures to respond to the application of IUCN policies and guidelines, as well as providing needed incentives to retain staff and reward good and outstanding performance.
- f. Total salary costs represent around 69% of the total core budget, that is, they are kept at the same level as in 2019-2021. It is thus not possible in this scenario to apply performance-based salary increases and promotions. Total salary and related costs represent around 71%, the same as in 2019-2021. However, the issue with keeping the salaries at the same level is that it does not allow the Secretariat to continue with the performance-based increases implemented in 2019, and leaves no resources for promotions and staff retention.
- g. Compared to the 2019-2021 triennium budget, staff recruitment and departure costs have been increased by CHF 57K, on the basis of actual costs.
- h. The IUCN Administrative Service Charge has been reduced by CHF 57K because of the changes in the IUCN system for travel arrangements. The travel implant budgeted for in the previous triennium was removed by IUCN in spring 2020 due to COVID-19 travel

restrictions, and the reservation of tickets will be done through the travel agency's call centre and internet platforms.

- i. As in the previous triennium, CHF 100K per annum is budgeted for start-up funding for Ramsar Regional Initiatives.
 - j. No funding is allocated from the core budget for Ramsar Advisory Missions, meetings of the Conference of the Contracting Parties or pre-COP regional meetings, as for 2019-2021 (except for the inclusion of COP meeting costs in budget scenario C).
 - k. Compared to the previous triennium the same amount allocated for the provisions has been maintained. However, in line with Standing Committee Decision SC58-31, the provisions are presented in two separate budget lines: a) staff provisions and b) provision for outstanding contributions.
 - l. The amount allocated to staff provisions has been calculated based on actuals in the prior triennium. The amount of the provision for outstanding contributions will not be sufficient, thus savings from the core budget will need to be allocated each year based on actual calculations. This is because the Convention has been applying the new methodology for the calculation of provisions for outstanding dues since June 2019, following the external auditor's request and Standing Committee Decision SC57-39. The Secretariat estimates that a total of CHF 450K (up to a maximum of CHF 150K per year) will need to be allocated in the 2022-2024 triennium. The Secretariat suggests to cover this with surplus from the previous triennium in document SC59 Doc 8.1 *Report on financial matters for 2019, 2020 and 2021*. Scenario (A) assumes approval of the use of surplus for this purpose.
4. In the **2.8% scenario (B)**, the total increase in budget would be CHF 438K over the triennium, amounting to a new budget total of CHF 15,681K, with the following additions compared to scenario (A):
- a. Increase of staff costs of CHF 210K to include a provision for performance-based salary increases and promotions as per the IUCN competency framework and promotion guidelines implemented by the Secretariat in 2019.
 - b. Increase of CHF 228K to cover the gap created with the inclusion in the budget of a position of Finance and Accounting Assistant. This sum would be allocated to the original budget lines from which resources were drawn, as indicated in Resolutions XIII.2 paragraph 15, as follows: CHF 120K for Communications, Translation, Publications and Reporting Implementation, CHF 60K for staff travel (CHF 15K for travel of Secretariat Senior Management, CHF 15K for travel of Resource Mobilization and Outreach and CHF 30K for travel of Regional Advice and Support), CHF 15K for STRP Implementation, and CHF 33K for Planning and Capacity Building.
 - c. As a result of the above increases, total salary costs represent around 69% of the total core budget, while total salary and related costs represent around 70% of the total core budget.
5. In the **4.2% scenario (C)**, the total increase in budget would be CHF 674K over the triennium, amounting to a new budget total of CHF 15,917K. Scenario (C) includes the additions indicated in scenario (B), and also includes an allocation of CHF 236K in 2024 for costs associated with servicing COP15 (interpretation, translation, report writing, printing and conference facilities as well as conference operating costs). This is a standard inclusion in budgets for comparable

Conventions, such as the Convention on Migratory Species and the Convention on International Trade in Endangered Species of Wild Fauna and Flora. Without this budgetary allocation, the costs must be covered by the host country.

Structure of the core budget scenarios

6. To maintain the current approach showing expenditures per department/category, the Secretariat proposes to maintain the same broad structure of the budget as that of the previous triennium.
7. The main proposed changes are:
 - a. Provisions have been separated in two budget lines: 1) staff provisions and 2) provisions for outstanding dues to allow better management and transparency in the use of provisions (as per Standing Committee Decision SC58-31).
 - b. Other employment benefits are now presented in one budget line under the “G. Administration” section (as per the proposal presented in paragraph 37 of document SC59 Doc.8.1). These costs vary according to the incumbents in each position and having these benefits in one single line provides the flexibility to adjust to staff changes as needed.
 - c. Budgeting staff in the department they currently work for as per table 1 below.

Table 1 reflects how the current core-funded positions are budgeted in the proposed scenarios, making explicit the allocation of salaries to the different budget lines.

Table 1: Current Staffing Table (scenario (A))

Secretariat Senior Management and Governance	1 S, 1 D, 1 P2, 2 A3
Resource Mobilization and Outreach	2 P1, 1 A3
Regional Advice and Support	4 M1, 4 JP
Science and Policy	1 M1, 2 P2, 1 P1
Administration	1 P2, 1 P2 (50%), 1 A2
Total	23 staff

Note: Levels as per IUCN HR policy and guidelines on position classification.

S = Secretary General; D and M1-M2 = management positions; P1-P2 = professional positions; A1-A3 = administrative support positions; JP = junior professional positions.

Non-core funds to be raised

8. In addition to the core budget, non-core funding priorities for the Secretariat are decided by the Conference of the Contracting Parties. These include core areas of the Secretariat’s work and priorities identified in the Resolutions adopted by the Conference of the Parties.

Draft resolution on financial and budgetary matters

9. The draft resolution for COP14 on financial and budgetary matters is annexed to the present document (Annex 1).

Annex 1

Draft Resolution 14.xx

Financial and budgetary matters

1. RECALLING the budgetary provisions established by paragraphs 5 and 6 of Article 6 of the Convention;
2. RECALLING Resolution XII.7 on *Resource mobilization and partnership framework of the Ramsar Convention* and the related provisions of Resolution XIII.2 on *Financial and budgetary matters*;
3. ACKNOWLEDGING WITH APPRECIATION the prompt payment by the majority of Contracting Parties of their contributions to the core budget of the Convention; but NOTING WITH CONCERN that a number of Parties have significant outstanding contributions (see document COP14 Doc.xx);
4. NOTING WITH GRATITUDE the additional voluntary financial contributions made by many Contracting Parties, including those from Contracting Parties of Africa specifically earmarked for African Regional Initiatives (in accordance with paragraph 23 of Resolution X.2 on *Financial and budgetary matters*), and also the contributions made by non-governmental organizations and private companies for activities undertaken by the Secretariat;
5. RECALLING the *Delegation of Authority to the Secretary General of the Convention on Wetlands* signed by the Director General of the International Union for Conservation of Nature (IUCN) and the Chairman of the Convention's Standing Committee on 29 January 1993, and the *Supplementary Note to Delegation of Authority* signed on the same date;
6. ACKNOWLEDGING WITH APPRECIATION the financial and administrative services provided to the Secretariat by IUCN, underpinned by the Services Agreement between Ramsar and IUCN revised in 2009;
7. NOTING that Contracting Parties have been kept informed of the financial situation of the Secretariat through the audited annual financial statements for the years from 2018 to 2021 and the reports of the Standing Committee meetings from 2019 to 2021; and
8. RECOGNIZING the need to continue to strengthen financial partnerships with relevant international organizations and other entities, and to explore additional funding opportunities through their existing financial mechanisms;

THE CONFERENCE OF THE CONTRACTING PARTIES

9. APPRECIATES that, since the 13th meeting of the Conference of the Contracting Parties (COP13), in 2018, the Secretariat has continued to substantially improve its management of the Convention's funds, prudently, efficiently and openly;
10. EXPRESSES ITS GRATITUDE to the Contracting Parties that have served in the Subgroup on Finance of the Standing Committee during the 2019-2021 triennium, and in particular to Mexico, which has acted as Chair of the Subgroup;
11. DECIDES that the *Terms of Reference for the Financial Administration of the Convention* contained in Annex 3 to Resolution 5.2 on *Financial and budgetary matters* (1993), shall be applied *in toto* to the 2022-2024 triennium;

12. FURTHER DECIDES that the Subgroup on Finance will be continued and operate under the aegis of the Standing Committee and with the roles and responsibilities specified in Resolution VI.17 on *Financial and budgetary matters* (1996), and will include one Standing Committee representative from each Ramsar region plus the immediately prior Chair of the Subgroup on Finance, as well as any other interested Contracting Parties, bearing in mind the desirability of equitable regional participation and the need to keep the group to a manageable size, and will designate one of its members as its Chair; and NOTES that travel support for eligible Contracting Parties to attend Subgroup meetings will be limited to the regional representatives of the Standing Committee;
13. NOTES that the 2022-2024 budget includes a core element funded by contributions from Contracting Parties, and that the Secretariat will seek additional non-core resources in line with the priorities identified by the Conference of the Parties, which are listed in Annex 3 of the present Resolution; and REQUESTS that the Secretariat continue to develop new approaches and tools to secure voluntary financial support for currently unfunded priority projects as listed in Annex 3;
14. APPROVES the core budget for the 2022-2024 triennium as presented in Annex 1 of the present Resolution, to enable the implementation of the Ramsar Strategic Plan 2016-2024;
15. APPROVES the use of surplus from the core budget for the 2019-2021 triennium of CHF 228,000 to supplement the approved 2022-2024 triennium budget in the following areas: CHF 120,000 for Communications, Translation, Publications and Reporting Implementation, CHF 60,000 for staff travel (CHF 15,000 for travel of Secretariat Senior Management, CHF 15,000 for travel of Resource Mobilization and Outreach and CHF 30,000 for travel of Regional Advice and Support), CHF 15,000 for STRP Implementation, and CHF 33,000 for Planning and Capacity Building; and REQUESTS the Secretariat to achieve a balanced budget by the end of the 2022-2024 triennium¹;
16. APPROVES the use of CHF 450,000 from surplus from the 2019-2021 triennium to increase the provision on outstanding contributions for the 2022-2024 triennium;
17. URGES Contracting Parties with outstanding contributions to make a renewed effort to settle them as expeditiously as possible to enhance the financial sustainability of the Convention through contributions by all Contracting Parties;
18. REQUESTS that the Secretariat contact Contracting Parties that have outstanding contributions in excess of three years and assist them to identify appropriate options to rectify the situation and to request a plan for making payment of contributions, and report back at each meeting of the Standing Committee and the Conference of the Contracting Parties on activities taken in this regard and results achieved; and AGREES that the Standing Committee should continue to consider appropriate action concerning Parties that have neither paid their outstanding contributions nor submitted a payment plan for this purpose;
19. REQUESTS regional representatives in the Standing Committee to engage Parties from their respective regions with outstanding contributions to encourage them to identify appropriate options to rectify the situation;

¹ This paragraph is proposed for budget Scenario A and takes the same approach as paragraph 15 of Resolution XIII.2.

20. NOTES WITH CONCERN the situation with voluntary contributions from Contracting Parties; and ENCOURAGES Contracting Parties and others to increase such contributions;
21. ENCOURAGES Contracting Parties and INVITES other governments, financial institutions, International Organization Partners and other implementing partners to support the implementation of the Ramsar Convention;
22. NOTES the resource mobilization strategy for the Convention approved by the Standing Committee and REQUESTS the Secretariat to update it to reflect the priorities identified in Annex 3 to the present Resolution and make it available to the Standing Committee at its 62nd meeting, for its consideration;
23. NOTES WITH APPRECIATION the alignment of the Secretariat with International Union for Conservation of Nature (IUCN) policies and procedures for managing non-core funding;
24. REQUESTS the Secretariat to provide to the Ramsar Regional Initiatives (RRIs) in Africa, on an annual basis, the available balance of the African voluntary contribution fund; and INVITES those RRIs to submit requests to the Secretariat as part of the reports to access available funds in accordance with the provisions of Resolution XIII.9 on *Ramsar Regional Initiatives 2019-2021*;
25. INVITES the regional representatives in the Standing Committee to decide on the use of those funds based on the requests submitted by the RRIs and inform the Secretariat accordingly;
26. REAFFIRMS the decision taken by the 13th meeting of the Conference of the Contracting Parties that requests the Secretariat within its existing legal framework and mandate to assist, as appropriate, Contracting Parties in the administration of non-core funded projects, including, but not limited to successful fundraising for Regional Initiatives; and that further instructs Secretariat staff, identified in Annex 4, supported with core funds, not to be involved in the day-to-day administration of non-core funded projects as this role would be the responsibility of any Secretariat staff supported with non-core funds for that specific purpose;
27. AUTHORIZES the Standing Committee, with the advice of its Subgroup on Finance, to transfer core budget allocations between budget lines as may be required in the light of significant positive or negative changes during the triennium to costs, rates of inflation, interest and tax income projected in the budget, without increasing the assessed contributions of Parties or increasing the charges paid to IUCN above a maximum of 13% of the budget;
28. RECOGNIZES the benefits of flexibility in travel budget lines to deliver on the Secretariat Work Plan for the triennium; and REAFFIRMS the decision taken at the 13th meeting of the Conference of the Contracting Parties that authorizes the Secretary General to transfer resources between travel budget lines, ensuring that the Subgroup on Finance is informed and that such transfers are reported to the Standing Committee at its next meeting;
29. DECIDES that the contribution of each Contracting Party to the core budget should be in accordance with the most recent scale of assessments for the contribution of Member States to the United Nations budget as approved by the UN General Assembly, except in the case of Contracting Parties which, in applying the UN scale of assessments, would make annual contributions to the Ramsar Convention core budget of less than CHF 1,000, in which case the annual contribution is to be that amount;

30. URGES all Contracting Parties to pay their contributions promptly by 1 January of each year, or as soon thereafter as that country's budget cycle will permit;
31. EXPRESSES GRATITUDE to the governments of Finland, Germany, Norway and the United States of America and to Danone and the Nagao Natural Environment Foundation for their voluntary contributions to non-core activities of the Convention, namely the Wetlands for the Future Fund, the 50th Anniversary, World Wetlands Day, Wise use of Caribbean Wetlands, Ramsar Advisory Missions, work on gender, climate change and tropical peatlands, and the Nagao Wetland Fund, respectively;
32. REAFFIRMS the decision taken at the 11th meeting of the Conference of Contracting Parties (in Resolution XI.2 on *Financial and budgetary matters*) that the Reserve Fund:
 - a. provides for unforeseen and unavoidable expenditures;
 - b. receives realized triennial core budget surpluses (or deficits);
 - c. should not be lower than 6% of the annual core budget of the Convention and not greater than 15%; and
 - d. should be administered by the Secretary General with the approval of the Subgroup on Finance established by the Standing Committee;
33. REQUESTS the Secretariat to endeavour to maintain the Reserve Fund over the 2022-2024 triennium and to report annually to the Standing Committee on its status and to seek the concurrence of the Subgroup on Finance prior to any use of the Fund;
34. REAFFIRMS the decision taken at the 13th meeting of the Conference of the Contracting Parties (in Resolution XII.2 on *Financial and budgetary matters*) that authorizes the Secretary General, within the rules of IUCN, to adjust the staffing levels, numbers and structure of the Secretariat presented in Annex 4, provided that the adjustments are within the costs indicated and made in accordance with the 1993 *Delegation of Authority to the Secretary General of the Convention on Wetlands* and its *Supplementary Note*;
35. NOTES with appreciation the transparency and accountability regarding Secretariat operations that the Secretary General has fostered during the past triennium; NOTES that, as a means to further enhance these efforts, the Secretariat has established a section of the Convention website to publish information to ensure transparency and accountability, including *inter alia*: completed and accepted audit reports; financial rules and regulations; annual reports of the Secretary General to the Standing Committee; procedures for engagement with the private sector; materials related to staff codes of conduct and professional ethics; the 1993 delegation of authority and its supplementary note; anti-fraud policies; anti-harassment policies; whistleblower rules and protections; policies on conflict of interest; policies on gender equity and equality; and any other relevant information; and REQUESTS that the Secretariat pursue these efforts in 2021-2024;
36. REQUESTS the Secretariat to consider Contracting Parties that are on the UN Conference on Trade and Development's List of Small Island Developing States (SIDS) as eligible for sponsorship for delegate travel, whether or not they are formally classified as such on economic grounds in the OECD Development Assistance Committee (DAC) list; and
37. CONFIRMS that the present Resolution and its annexes supersede Resolution XIII.2 on *Financial and budgetary matters*, and paragraph 11.a of Resolution VI.17.

Annex 2

Proposed budget scenarios for 2022-2024

Scenario A, 0% increase compared to 2019-2021 triennium

Ramsar Proposed Budget 2022-2024	Budget 2022	Budget 2023	Budget 2024	Total Budget 2022-2024
CHF 000'S				
INCOME				
Parties' Contributions	3,779	3,779	3,779	11,337
Voluntary Contributions	1,065	1,065	1,065	3,195
Income Tax	225	225	225	675
Income Interest	12	12	12	36
TOTAL INCOME	5,081	5,081	5,081	15,243
EXPENDITURES				
A. Secretariat Senior Management & Governance	1,029	1,034	1,038	3,101
Salaries and Social Costs	989	994	998	2,981
Travel	40	40	40	120
B. Resource Mobilization and Outreach	508	507	531	1,546
Salaries and Social Costs	352	356	360	1,068
CEPA Programme	30	30	30	90
Comms, Translations, Publications and Reporting Implementation	60	60	60	180
Web/IT Support and Development	56	51	71	178
Travel	10	10	10	30
C. Regional Advice and Support	1,228	1,232	1,236	3,696
Salaries and Social Costs	1,161	1,165	1,169	3,495
Travel	67	67	67	201
D. Support to Regional Initiatives	100	100	100	300
Regional Networks and Centres	100	100	100	300
E. Science and Policy	797	781	786	2,364
Salaries and Social Costs	609	613	618	1,840
STRP Implementation	35	35	35	105
Travel STRP Chair	5	5	5	15
STRP Meetings	50	50	50	150
Ramsar Sites Information Service (Maintenance and Development)	80	60	60	200
Travel	18	18	18	54
G. Administration	619	628	590	1,837
Salaries and Social Costs	336	341	345	1,022
Staff Other Employment Benefits	139	151	110	400
Staff Hiring and Departure Costs	49	41	41	131
Equipment/Office Supplies	95	95	94	284
Planning and Capacity Building	0	0	0	0
H. Standing Committee Services	150	150	150	450
Standing Committee Delegates' Support	45	45	45	135
Standing Committee Meetings	10	10	10	30
Standing Committee Translation	60	60	60	180
Simultaneous Interpretation at SC Meetings	35	35	35	105
I. IUCN Administrative Service Charges (maximum)	541	541	541	1,623
Administration, Human Resources, Finance and IT Services	541	541	541	1,623
J. Miscellaneous - Reserve Fund	109	108	109	326
Staff Provisions	20	20	20	60
Provisions for Outstanding Dues	30	30	30	90
Legal Services	59	58	59	176
TOTAL EXPENDITURES	5,081	5,081	5,081	15,243

Scenario B, 2.8 % increase

2.8% increase, Proposed Budget 2022-2024	Budget 2022	Budget 2023	Budget 2024	Total Budget 2022-2024
CHF 000'S				
INCOME				
Parties' Contributions	3,878	3,878	3,878	11,634
Voluntary Contributions	1,094	1,094	1,094	3,282
Income Tax	243	243	243	729
Income Interest	12	12	12	36
TOTAL INCOME	5,227	5,227	5,227	15,681
EXPENDITURES				
A. Secretariat Senior Management & Governance	1,051	1,061	1,070	3,182
Salaries and Social Costs	1,006	1,016	1,025	3,047
Travel	45	45	45	135
B. Resource Mobilization and Outreach	591	592	619	1,802
Salaries and Social Costs	390	396	403	1,189
CEPA Programme	30	30	30	90
Comms, Translations, Publications and Reporting Implementation	100	100	100	300
Web/IT Support and Development	56	51	71	178
Travel	15	15	15	45
C. Regional Advice and Support	1,230	1,240	1,250	3,720
Salaries and Social Costs	1,153	1,163	1,173	3,489
Travel	77	77	77	231
D. Support to Regional Initiatives	100	100	100	300
Regional Networks and Centres	100	100	100	300
E. Science and Policy	805	792	800	2,397
Salaries and Social Costs	612	619	627	1,858
STRP Implementation	40	40	40	120
Travel STRP Chair	5	5	5	15
STRP Meetings	50	50	50	150
Ramsar Sites Information Service (Maintenance and Development)	80	60	60	200
Travel	18	18	18	54
G. Administration	650	643	588	1,881
Salaries and Social Costs	338	345	349	1,032
Staff Other Employment Benefits	139	151	110	400
Staff Hiring and Departure Costs	67	41	24	132
Equipment/Office Supplies	95	95	94	284
Planning and Capacity Building	11	11	11	33
H. Standing Committee Services	150	150	150	450
Standing Committee Delegates' Support	45	45	45	135
Standing Committee Meetings	10	10	10	30
Standing Committee Translation	60	60	60	180
Simultaneous Interpretation at SC Meetings	35	35	35	105
I. IUCN Administrative Service Charges (maximum)	541	541	541	1,623
Administration, Human Resources, Finance and IT Services	541	541	541	1,623
J. Miscellaneous - Reserve Fund	109	108	109	326
Staff Provisions	20	20	20	60
Provision for Outstanding Contributions	30	30	30	90
Legal Services	59	58	59	176
TOTAL EXPENDITURES	5,227	5,227	5,227	15,681

Scenario C, 4.2% increase

4.2% increase, Proposed Budget 2022-2024	Budget 2022	Budget 2023	Budget 2024	Total Budget 2022-2024
CHF 000'S				
INCOME				
Parties' Contributions	3,878	3,878	4,062	11,818
Voluntary Contributions	1,094	1,094	1,146	3,334
Income Tax	243	243	243	729
Income Interest	12	12	12	36
TOTAL INCOME	5,227	5,227	5,463	15,917
EXPENDITURES				
A. Secretariat Senior Management & Governance	1,051	1,061	1,070	3,182
Salaries and Social Costs	1,006	1,016	1,025	3,047
Travel	45	45	45	135
B. Resource Mobilization and Outreach	591	592	619	1,802
Salaries and Social Costs	390	396	403	1,189
CEPA Programme	30	30	30	90
Comms, Translations, Publications and Reporting Implementation	100	100	100	300
Web/IT Support and Development	56	51	71	178
Travel	15	15	15	45
C. Regional Advice and Support	1,230	1,240	1,250	3,720
Salaries and Social Costs	1,153	1,163	1,173	3,489
Travel	77	77	77	231
D. Support to Regional Initiatives	100	100	100	300
Regional Networks and Centres	100	100	100	300
E. Science and Policy	805	792	800	2,397
Salaries and Social Costs	612	619	627	1,858
STRP Implementation	40	40	40	120
Travel STRP Chair	5	5	5	15
STRP Meetings	50	50	50	150
Ramsar Sites Information Service (Maintenance and Development)	80	60	60	200
Travel	18	18	18	54
G. Administration	650	643	588	1,881
Salaries and Social Costs	338	345	349	1,032
Staff other Employment Benefits	139	151	110	400
Staff Hiring and Departure Costs	67	41	24	132
Equipment/Office Supplies	95	95	94	284
Planning and Capacity Building	11	11	11	33
H. Standing Committee Services	150	150	386	686
Standing Committee Delegates' Support	45	45	45	135
Standing Committee Meetings	10	10	10	30
Standing Committee Translation	60	60	60	180
Simultaneous Interpretation at SC Meetings	35	35	35	105
Conference of the Contracting Parties	0	0	236	236
I. IUCN Administrative Service Charges (maximum)	541	541	541	1,623
Administration, Human Resources, Finance and IT services	541	541	541	1,623
J. Miscellaneous - Reserve Fund	109	108	109	326
Staff Provisions	30	20	20	60
Provisions for Outstanding Contributions	30	30	30	90
Legal Services	59	58	59	176
TOTAL EXPENDITURES	5,227	5,227	5,463	15,917