



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

Punta del Este, Uruguay, 1-9 June 2015

Ramsar COP12 DOC.14

### Background information on financial and budgetary matters

1. At its 48<sup>th</sup> meeting (SC48), the Standing Committee approved for transmittal to the 12<sup>th</sup> meeting of the Conference of the Contracting Parties a Draft Resolution on financial and budgetary matters with three budget alternatives for the 2016-2018 triennium. In its decisions SC48-12 and -17, the Committee approved the draft budget scenarios for 2016-2018 for presentation to COP12 with the following additional information: to include both a budget line for “CEPA activities” and “support for the Strategic Plan” to non-core budget; to prepare an information paper providing background documentation to support all items in the non-core budget; and to prepare an information paper outlining the additional costs to each Party under the 2% and 4% core budget scenarios.
2. As per COP11, 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 has been prepared. The Secretariat and the Standing Committee strongly believe that COP approval of both elements for the 2016-2018 triennium will positively support the efforts of all Parties and partners implementing the Convention’s Strategic Plan in securing funding for the Ramsar Convention and the implementation its New Strategic Plan.
3. Annex 1 to the Draft Resolution on Financial and Budgetary Matters (DR01) and to this paper provides the core budget for each of the three budget scenarios. Annexes 1, 3 and 4 to this paper provide the details of the Core Budget alternatives, the contributions required to fund these alternatives, and the staffing to support 2016-2018 actions. Annex 2 provides the Non-Core Budget alternatives.

#### Core budget

4. Attached in Annex 5 is a brief summary of how the Core budget set at COP11 has been utilized. Parties will recall that COP11 approved a 0% annual increase in contributions from Parties for 2013-2015. Annual revisions to the budgets approved by COP11 have been agreed with the Standing Committee for 2014 and 2015 to reflect current realities.
5. The three Core budget scenarios for 2016-2018 for COP12 consideration are attached in Annex 1. Annex 3 provides the indicative contributions by Party for the two alternatives (assuming no change in the UN Scale of Assessments nor in Contracting Party membership).

#### Core 2016-2018 – Contribution income

6. The starting point for the 2016-2018 Core budgets is the Core contributions from all Parties for 2015, as approved at COP11. Scenario A assumes that these contributions (in total amount) do

not change for 2016, 2017, and 2018. Scenario B assumes that these contributions increase by 2% from 2015 and remain the same in each of the three years. Scenario C assumes that these contributions increase by 4% from 2015 and remain the same for each of the three years.

### **Core 2016-2018 – Other incomes and expenditure**

7. All other incomes and expenditures for 2016-2018 have been reassessed based on current expectations, working within the overall constraints of paragraph 6 above and guided by the decisions of SC48. Please refer to Annex 1 for the details.
8. Further explanation of key elements of the Core budget is provided in paragraphs 9 to 27 below, taking first the elements where the treatment of the elements is consistent in all budget versions, and then those elements where the budget assumptions are different. Budget version A is considered by the Secretary General to be an unfortunate choice as it will likely reduce Secretariat capacity over the triennium (see paragraphs 19 to 22 below).

### **Core expenditure assumptions consistent in Scenarios A, B and C**

9. 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. In 2015, negotiations will start on renegotiation of the Letter of Agreement as requested by Parties (SC48-17). Discussion will include the service fees taking into account: i) a new accounting system implemented by IUCN that has increased Ramsar staff workload, and ii) review of the service fees against delivered services. All scenarios assume the service fees to be reduced to CHF 540,000 (from CHF 566,000 in 2013-2015 budgets). The 2016-2018 service fees of CHF 540,000 represent 10-11% of the total Core expenditure budget lines and do not exceed the 13% maximum introduced by decision SC37-41(2008) and now included in paragraph 12 of Draft Resolution COP12 DR1.
10. **Staffing.** All three Core budget scenarios assume the continuation of the 26 positions (24.5 full-time equivalents) listed in Annex 4. In all scenarios, payroll costs represent approximately 66% of the Core budget.
11. **Other Employment Benefits.** Other employment benefits consist of home leave (expatriates), child education allowance and relocation costs. There are slight changes to “other employment benefits” to account for cost increases. The exception is the senior management budget with a decrease of CHF 13,000 from 2015 due to the allowance made in 2015 for the deputy secretary general relocation.
12. **Travel.** Travel budgets for the 2016-2018 triennium increase by CHF 30,000 (from CHF 135,000 to CHF 165,000). This is to adjust for travel cost increases and proposed increases to Senior Management, Regional Advisors and Communications travel budgets. Travel costs represent 4% of core budget.
13. **RSIS and Web/IT Support.** There is a RSIS annual budget reduction of CHF 75,000 from 2013-2015 triennium, considering that the COP10 approved investment in the RSIS redevelopment was finally completed in 2015. The ongoing web support costs of CHF 65,000 per annum are supplemented by an anticipated necessary investment in the RSIS website of CHF 10,000 per annum to cover further development of the facilities aimed at greater visibility. The Web/IT support budget of CHF 90,000 per annum consists of two main contracts and costs are expected to remain consistent.

14. **Communications.** An additional CHF 12,000 per annum is re-allocated for “Communication, Translation, Publications and Reporting” to respond to the call for greater visibility and the importance of communicating key messages through traditional and new media, and to support Parties’ efforts and their need for materials (virtual, print, film, clip, photo, sound) which are highly attractive to the target audiences in different languages; this reflects the drive for an increased number of supporters for the Convention and for wider involvement in wetlands.
15. **Regional Initiatives and STRP.** Core funding remain the same as the previous 2013-2015 triennium.
16. **SC Translation.** A new budget line for SC Translations, CHF 60,000 per annum, is budgeted for translation of Standing Committee documents into Spanish and French, in line with Decision SC47-07 on “Concerning accommodation of UN Languages under Resolution XI.1”.
17. **Reserve Fund.** At COP11, Resolution XI.2, Financial and Budgetary Matters, paragraph 21.c, it was decided that reserve funds be 6-15% of annual core budget. As the reserve fund is 14% of the annual core budget, there is no reserve provision budgeted for the 2016-2018 triennium.
18. **Provisions.** In the 2013-2015 triennium, there was a CHF 160,000 budget for provisions: reserves, bad debt (contributions), exchange rates, staff terminations and staff repatriations. Because these accounts are sufficiently funded, it is anticipated that a provision budget of CHF 50,000 per annum is sufficient for the 2016-2018 triennium.
19. **Regional Officers.** There is a long desired plan to recruit Regional Officers or additional support for the Partnership unit. At SC48, decision SC48-12 approved a Regional Officer (Africa) within the 2015 Core budget and this position continues through the 2016-2018 triennium. The support to fund a Regional Officer (Africa) shows progress toward those goals.

**Core expenditure assumptions differing in Scenarios A, B and C.**

20. Summary of the main differences in Scenarios A, B and C.

Per Annum, CHF 000's	Scenario		
	A, 0%	B, 2%	C, 4%
Ramsar Advisory Missions	0	50	50
Regional Officer	0	0	123
Salary increase for merit	0	30	30
Training	0	22	0
<b>Total</b>	<b>0</b>	<b>102</b>	<b>203</b>

21. **Ramsar Advisory Missions.** Ramsar Advisory Missions (RAMS) for Parties unable to self-fund their missions as there is increasing need and recognition of the value of the RAMs around the world in all geographies. Scenarios B and C core budgets provide a modest CHF 50,000 annual increase to support Ramsar Advisory Missions.
22. **Regional Officer.** The proposed staff member, under Scenario C, is for one Regional Officer (Americas). This would add to the post of Regional Officers for Africa and for Oceania that have been agreed previously. The choice to support the Americas responds to the call from the

Region and increasing needs of Parties for support and advice and the ever-increasing work related to both Ramsar Sites and other wetlands and the needs in relation to the new Strategic Plan. This post will, inter alia, provide technical support to Parties in using and updating the new RSIS and in the analysis, investigation and resolution of Article 3.2 files, and assistance to make regional initiatives active and secure finance for regional and national initiatives. Scenario C is the only option with sufficient funding to support the cost of hiring a staff member.

23. **Salary increase for merit.** Salaries for all staff have remained static since 2011. Incentives are needed to retain staff and reward the highest achievers. In Scenarios B and C, CHF 30,000 is budgeted to provide annual merit awards for 5-6 staff members.
24. **Training.** IUCN is starting to introduce a training budget for its staff and it is considered that opportunities for development of Ramsar staff should also be opened up. The initial call on this budget would serve to assess demand for all staff, but it is recognized that the amount is relatively low considering that major employers are investing 1.0 - 1.5% of staff budget costs for training and development.
25. **The Secretary General is confident that Scenario A is not a realistic budget given the current and anticipated future demands of Parties.** As presented, Scenario A is the best budget that can be proposed with a flat income for three years. With no salary increases in 2015, however, and a budget allowing for no increase for another three years, Scenario 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.
26. Scenario B gives the Secretary General a total of CHF 306,000 over three years to support Regional Advisory Missions and to reward staff with overdue salary merit increases and basic training. This is not a huge amount, but it is a balance between investing in the Secretariat (staff) and outside the Secretariat through advisory missions. The Conference of the Parties can also direct that these Scenario B increases should go elsewhere.
27. Scenario C gives the Secretary General a total of CHF 609,000 over three years to make a real difference in supporting Ramsar work with a dedicated Americas Regional Advisor, Ramsar Advisory Missions and reward staff with overdue salary merit increases. As mentioned above, there is a long desired plan to recruit Regional Officers and Scenario C will bring Ramsar one step closer to achieving this goal. The Conference of the Parties can alternatively direct that these Scenario C increases should go elsewhere.

#### **Non-Core budget 2016-2018**

28. A non-Core unfunded budget is in Annex 2. (In future, Core and non-Core alternatives will complement each other to a greater degree.)
29. 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 2016-2021 or strongly directed by recent COP Resolutions and Standing Committee decisions. These include:
  - a) *Budget Item A:* additional Secretariat staffing and three Regional Officers from 2014;
  - b) *Budget Item B:* funding for emergency Ramsar Advisory Missions for Parties unable to self-fund their missions (Strategy 2.4, 2.6);

- c) *Budget Item C*: cost of staff member to convene and facilitate a coalition of governments, private sector and civil society for a Global Partnership on Wetlands Restoration;
- d) *Budget Item D*: cost of translation of documents into Arabic (3 year gradual translation process);
- e) *Budget Item E*: cost to build a virtual network of Wetland Professionals requiring a junior professional to manage the input, results management and capacity building for the new platform;
- f) *Budget Item F*: 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 budget item 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;
- g) *Budget Item G*: financial support for Regional Initiatives;
- h) *Budget Item H*: increase staffing capacity to leverage ongoing wetlands data mapping information from Japanese Space Agency, European Space Agency and others;
- i) *Budget Item I*: re-invigorate the appreciation of culture, wetlands and livelihoods. Through Resolutions VIII.19 (2002) and IX.21 (2005), the Contracting Parties of Ramsar Convention have moved to strengthen the role of culture in supporting wise use and international co-operation associated with wetlands, and these are supported by a Guidance Document (2008);
- j) *Budget Item J*: CHF 1 million per annum of resourcing for the Small Grants Fund and CHF 400,000 (total CHF 1,400,000) 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);
- k) *Budget Item K*: develop online reporting systems based on indicators developed for the 4<sup>th</sup> Strategic Plan 2016-21;
- l) *Budget Item L*: delivery of one CEPA action planning workshop and other CEPA actions to support the Core-funded CEPA activities (Strategy 4.1);
- m) *Budget Item M*: increase support to World Wetland Day of CHF 150,000 to complement Danone's EUR 250,000 contribution, with preparation and dissemination of products such as fact sheets, publicity leaflets posters and other CEPA materials for customization and promotion of WWD (Strategy 4.1);
- n) *Budget Item N*: extend "IUCN World Heritage Outlook" to another 100 Sites (as approved at SC48 DR Status of Ramsar List);

- o) *Budget Item O*: annual regional meeting funding, with enhanced funding in the pre-COP year to fund delegates and meeting costs for COP preparatory regional meetings;
  - p) *Budget Item P*: funding for sponsoring eligible delegates to COP13 in 2018 (Strategy 3.3, 4.2).
30. 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 foundations, individuals and the private sector.

#### **Other comments**

31. 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 2016-2018 via a Combined Budget, to support Core costs and more developmental activities, is helpful in the currently challenging financial times. Having a voluntary funded budget endorsed by Parties will greatly support the Convention's fundraising efforts.
32. Parties' commitment to clearing outstanding contributions could free up substantial additional resources. At 31 December 2014, outstanding contributions for 2014 and prior amounted to more than CHF 915,000, which is more than 24% of that year's income. More information on outstanding contributions is included in COP12 DOC.15.
33. The further development of both people and technology is not well provided for in the Convention's current core budget. There is no budget for training and development of Secretariat staff (except in the 2% scenario (B)), and this sum is considered small compared to other organizations that tend to set aside 1.5% of staff costs per staff per year. However, IUCN is also just starting to invest in training and we will work with the issue over the triennium.
34. There is still little 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 highly effective document management technologies to efficiently support its activities, and providing access to various forms of wetland data is also critical to the Convention's mission. Whilst Ramsar's arrangement with IUCN provides for IT maintenance, IUCN's internal and external needs in terms of communication and documentation, and their priorities, are somewhat different from Ramsar's. The inclusion of an IT Officer on the payroll will still leave the need to consider a larger investment in technology by COP13 or earlier. In the 2016-2018 proposed budgets, the focus is not on IT personnel and technology investment; it is on supporting local, national and regional activities on the ground.

## Annex 1: 2016-2018 Core Budget Scenarios

Scenario A, 0% Increase	2015	2016	2017	2018	Total	Triennium
CHF 000'S	Approved SC48					Variance
<b>INCOME</b>						
Parties' Contributions	3,779	3,779	3,779	3,779	11,337	
Voluntary contributions	1,065	1,065	1,065	1,065	3,195	
Income Tax	225	225	225	225	675	
Income Interest	12	12	12	12	36	
<b>TOTAL INCOME</b>	<b>5,081</b>	<b>5,081</b>	<b>5,081</b>	<b>5,081</b>	<b>15,243</b>	
<b>EXPENDITURES</b>						
<b>A. Secretariat Senior Management</b>	<b>811</b>	<b>813</b>	<b>813</b>	<b>813</b>	<b>2,439</b>	<b>2</b>
Salaries and social costs	674	674	674	674	2,022	
Other employment benefits	92	79	79	79	237	-13
Travel	45	60	60	60	180	15
<b>B. Partnership Coordinator</b>	<b>259</b>	<b>260</b>	<b>260</b>	<b>260</b>	<b>779</b>	<b>1</b>
Salaries and social costs	188	188	188	188	563	
Other employment benefits	51	52	52	52	156	1
Travel	20	20	20	20	60	
<b>C. Regional Advice and Support</b>	<b>1,339</b>	<b>1,347</b>	<b>1,347</b>	<b>1,347</b>	<b>4,040</b>	<b>8</b>
Salaries and social costs	1,201	1,201	1,201	1,201	3,602	
Other employment benefits	53	56	56	56	168	3
Travel	85	90	90	90	270	5
Ramsar Advisory Missions						
<b>D. Support to Regional Initiatives</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>360</b>	
Regional networks and centers	120	120	120	120	360	
<b>E. Scientific and Technical Services</b>	<b>210</b>	<b>212</b>	<b>212</b>	<b>212</b>	<b>635</b>	<b>2</b>
Salaries and social costs	110	110	110	110	329	
Other employment benefits		2	2	2	6	2
Travel	10	10	10	10	30	
STRP implementation	40	40	40	40	120	
STRP meetings	50	50	50	50	150	
<b>F. Communications</b>	<b>589</b>	<b>611</b>	<b>611</b>	<b>611</b>	<b>1,832</b>	<b>22</b>
Salaries and social costs	434	434	434	434	1,301	
Other employment benefits						
Travel	5	15	15	15	45	10
CEPA Program	30	30	30	30	90	
Comms, Translations, Publications and Reporting Implementation	120	132	132	132	396	12
<b>G. Administration/RSIS/Web</b>	<b>898</b>	<b>824</b>	<b>824</b>	<b>824</b>	<b>2,472</b>	<b>-74</b>
Salaries and social costs	629	629	629	629	1,887	
Other employment benefits	4	5	5	5	15	1
Staff hiring and departure costs	25	25	25	25	75	
Travel						
Salary increase for merit						
Training						
Ramsar Sites Information Service (maintanance and develop)	150	75	75	75	225	-75
Web/IT support and Development	90	90	90	90	270	
<b>H. Operating Costs</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>285</b>	
General	80	80	80	80	240	
Equipment/Office Supplies	15	15	15	15	45	
<b>I. Standing Committee Services</b>	<b>85</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>450</b>	<b>65</b>
Standing Committee delegates' support	44	45	45	45	135	1
Standing Committee meetings	6	10	10	10	30	4
SC translation		60	60	60	180	60
Simultaneous interpretation at SC meetings	35	35	35	35	105	
<b>J. IUCN Administrative Service Charges (maximum)</b>	<b>566</b>	<b>540</b>	<b>540</b>	<b>540</b>	<b>1,620</b>	<b>-26</b>
Administration, Human Resources, Finance & IT services	566	540	540	540	1,620	-26
<b>K. Miscellaneous - Reserve Fund</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>330</b>	
Reserve Fund						
Staff termination & repatriation provisions						
Provisions	50	50	50	50	150	
Legal Services	60	60	60	60	180	
<b>TOTAL EXPENDITURES</b>	<b>5,081</b>	<b>5,081</b>	<b>5,081</b>	<b>5,081</b>	<b>15,242</b>	
						0
<b>TOTAL SALARY COSTS – staff salaries and related costs</b>	<b>3,435</b>	<b>3,429</b>	<b>3,429</b>	<b>3,429</b>	<b>10,286</b>	<b>-6</b>
	68%	67%	67%	67%	67%	0%
<b>TOTAL TRAVEL COSTS</b>	<b>165</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>585</b>	<b>30</b>
	3%	4%	4%	4%	4%	1%

<b>Scenario B, 2% Increase</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>	<b>Triennium</b>
<b>CHF 000'S</b>	<b>Approved SC48</b>					<b>Variance</b>
<b>INCOME</b>						
Parties' Contributions	3,779	3,855	3,855	3,855	11,564	76
Voluntary contributions	1,065	1,086	1,086	1,086	3,259	21
Income Tax	225	230	230	230	689	5
Income Interest	12	12	12	12	37	
<b>TOTAL INCOME</b>	<b>5,081</b>	<b>5,183</b>	<b>5,183</b>	<b>5,183</b>	<b>15,548</b>	<b>102</b>
<b>EXPENDITURES</b>						
<b>A. Secretariat Senior Management</b>	<b>811</b>	<b>813</b>	<b>813</b>	<b>813</b>	<b>2,439</b>	<b>2</b>
Salaries and social costs	674	674	674	674	2,022	
Other employment benefits	92	79	79	79	237	-13
Travel	45	60	60	60	180	15
<b>B. Partnership Coordinator</b>	<b>259</b>	<b>260</b>	<b>260</b>	<b>260</b>	<b>779</b>	<b>1</b>
Salaries and social costs	188	188	188	188	563	
Other employment benefits	51	52	52	52	156	1
Travel	20	20	20	20	60	
<b>C. Regional Advice and Support</b>	<b>1,339</b>	<b>1,347</b>	<b>1,347</b>	<b>1,347</b>	<b>4,040</b>	<b>8</b>
Salaries and social costs	1,201	1,201	1,201	1,201	3,602	
Other employment benefits	53	56	56	56	168	3
Travel	85	90	90	90	270	5
Ramsar Advisory Missions		50	50	50	150	50
<b>D. Support to Regional Initiatives</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>360</b>	
Regional networks and centers	120	120	120	120	360	
<b>E. Scientific and Technical Services</b>	<b>210</b>	<b>212</b>	<b>212</b>	<b>212</b>	<b>635</b>	<b>2</b>
Salaries and social costs	110	110	110	110	329	
Other employment benefits		2	2	2	6	2
Travel	10	10	10	10	30	
STRP implementation	40	40	40	40	120	
STRP meetings	50	50	50	50	150	
<b>F. Communications</b>	<b>589</b>	<b>611</b>	<b>611</b>	<b>611</b>	<b>1,832</b>	<b>22</b>
Salaries and social costs	434	434	434	434	1,301	
Other employment benefits						
Travel	5	15	15	15	45	10
CEPA Program	30	30	30	30	90	
Comms, Translations, Publications and Reporting Implementation	120	132	132	132	396	12
<b>G. Administration/RSIS/Web</b>	<b>898</b>	<b>876</b>	<b>876</b>	<b>876</b>	<b>2,628</b>	<b>-22</b>
Salaries and social costs	629	629	629	629	1,887	
Other employment benefits	4	5	5	5	15	1
Staff hiring and departure costs	25	25	25	25	75	
Travel						
Salary increase for merit		30	30	30	90	30
Training		22	22	22	66	22
Ramsar Sites Information Service (maintanance and develop)	150	75	75	75	225	-75
Web/IT support and Development	90	90	90	90	270	
<b>H. Operating Costs</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>285</b>	
General	80	80	80	80	240	
Equipment/Office Supplies	15	15	15	15	45	
<b>I. Standing Committee Services</b>	<b>85</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>450</b>	<b>65</b>
Standing Committee delegates' support	44	45	45	45	135	1
Standing Committee meetings	6	10	10	10	30	4
SC translation		60	60	60	180	60
Simultaneous interpretation at SC meetings	35	35	35	35	105	
<b>J. IUCN Administrative Service Charges (maximum)</b>	<b>566</b>	<b>540</b>	<b>540</b>	<b>540</b>	<b>1,620</b>	<b>-26</b>
Administration, Human Resources, Finance & IT services	566	540	540	540	1,620	-26
<b>K. Miscellaneous - Reserve Fund</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>330</b>	
Reserve Fund						
Staff termination & repatriation provisions						
Provisions	50	50	50	50	150	
Legal Services	60	60	60	60	180	
<b>TOTAL EXPENDITURES</b>	<b>5,081</b>	<b>5,183</b>	<b>5,183</b>	<b>5,183</b>	<b>15,548</b>	<b>102</b>
						0
<b>TOTAL SALARY COSTS – staff salaries and related costs</b>	<b>3,435</b>	<b>3,429</b>	<b>3,429</b>	<b>3,429</b>	<b>10,286</b>	<b>-6</b>
	68%	66%	66%	66%	66%	-1%
<b>TOTAL TRAVEL COSTS</b>	<b>165</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>585</b>	<b>30</b>
	3%	4%	4%	4%	4%	1%



<b>Scenario C, 4% Increase</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>	<b>Triennium</b>
<b>CHF 000'S</b>	<b>Approved SC48</b>					<b>Variance</b>
<b>INCOME</b>						
Parties' Contributions	3,779	3,930	3,930	3,930	11,791	151
Voluntary contributions	1,065	1,108	1,108	1,108	3,323	43
Income Tax	225	234	234	234	702	9
Income Interest	12	12	12	12	37	
<b>TOTAL INCOME</b>	<b>5,081</b>	<b>5,284</b>	<b>5,284</b>	<b>5,284</b>	<b>15,853</b>	<b>203</b>
<b>EXPENDITURES</b>						
<b>A. Secretariat Senior Management</b>	<b>811</b>	<b>813</b>	<b>813</b>	<b>813</b>	<b>2,439</b>	<b>2</b>
Salaries and social costs	674	674	674	674	2,022	
Other employment benefits	92	79	79	79	237	-13
Travel	45	60	60	60	180	15
<b>B. Partnership Coordinator</b>	<b>259</b>	<b>260</b>	<b>260</b>	<b>260</b>	<b>779</b>	<b>1</b>
Salaries and social costs	188	188	188	188	563	
Other employment benefits	51	52	52	52	156	1
Travel	20	20	20	20	60	
<b>C. Regional Advice and Support</b>	<b>1,339</b>	<b>1,470</b>	<b>1,470</b>	<b>1,470</b>	<b>4,409</b>	<b>131</b>
Salaries and social costs	1,201	1,324	1,324	1,324	3,971	123
Other employment benefits	53	56	56	56	168	3
Travel	85	90	90	90	270	5
Ramsar Advisory Missions		50	50	50	150	50
<b>D. Support to Regional Initiatives</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>360</b>	
Regional networks and centers	120	120	120	120	360	
<b>E. Scientific and Technical Services</b>	<b>210</b>	<b>212</b>	<b>212</b>	<b>212</b>	<b>635</b>	<b>2</b>
Salaries and social costs	110	110	110	110	329	
Other employment benefits		2	2	2	6	2
Travel	10	10	10	10	30	
STRP implementation	40	40	40	40	120	
STRP meetings	50	50	50	50	150	
<b>F. Communications</b>	<b>589</b>	<b>611</b>	<b>611</b>	<b>611</b>	<b>1,832</b>	<b>22</b>
Salaries and social costs	434	434	434	434	1,301	
Other employment benefits						
Travel	5	15	15	15	45	10
CEPA Program	30	30	30	30	90	
Comms, Translations, Publications and Reporting Implementation	120	132	132	132	396	12
<b>G. Administration/RSIS/Web</b>	<b>898</b>	<b>854</b>	<b>854</b>	<b>854</b>	<b>2,562</b>	<b>-44</b>
Salaries and social costs	629	629	629	629	1,887	
Other employment benefits	4	5	5	5	15	1
Staff hiring and departure costs	25	25	25	25	75	
Travel						
Salary increase for merit		30	30	30	90	30
Training						
Ramsar Sites Information Service (maintanance and develop)	150	75	75	75	225	-75
Web/IT support and Development	90	90	90	90	270	
<b>H. Operating Costs</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>285</b>	
General	80	80	80	80	240	
Equipment/Office Supplies	15	15	15	15	45	
<b>I. Standing Committee Services</b>	<b>85</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>450</b>	<b>65</b>
Standing Committee delegates' support	44	45	45	45	135	1
Standing Committee meetings	6	10	10	10	30	4
SC translation		60	60	60	180	60
Simultaneous interpretation at SC meetings	35	35	35	35	105	
<b>J. IUCN Administrative Service Charges (maximum)</b>	<b>566</b>	<b>540</b>	<b>540</b>	<b>540</b>	<b>1,620</b>	<b>-26</b>
Administration, Human Resources, Finance & IT services	566	540	540	540	1,620	-26
<b>K. Miscellaneous - Reserve Fund</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>330</b>	
Reserve Fund						
Staff termination & repatriation provisions						
Provisions	50	50	50	50	150	
Legal Services	60	60	60	60	180	
<b>TOTAL EXPENDITURES</b>	<b>5,081</b>	<b>5,284</b>	<b>5,284</b>	<b>5,284</b>	<b>15,851</b>	<b>203</b>
						0
<b>TOTAL SALARY COSTS – staff salaries and related costs</b>	<b>3,435</b>	<b>3,552</b>	<b>3,552</b>	<b>3,552</b>	<b>10,655</b>	<b>117</b>
	68%	67%	67%	67%	67%	0%
<b>TOTAL TRAVEL COSTS</b>	<b>165</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>585</b>	<b>30</b>
	3%	4%	4%	4%	4%	0%

## Annex 2: 2016-2018 Non-Core Budget Scenarios

<b>NON-CORE FUNDS 2016 – 2018 (CHF)</b>	<b>Budget item</b>	<b>Three year funding requirement</b>
1. Cost of three Regional Officers to support Parties requests for advice on: site updates and RSIS, Art 3.2 files, regional initiatives, project oversight, resource mobilization, indicators, etc.	A	900,000
2. Ramsar Advisory Missions for Parties requiring assistance	B	620,000
3. Support for development of a Global Partnership for Wetland Restoration, facilitating focussed project support in line with SP4 goals via partnerships and Party support	C	500,000
4. Support the introduction of the Arabic language into all aspects of the website, RSIS, media, publications and support for Arabic speaking Parties	D	1,400,000
5. Setting up contacts with, and running a virtual network for wetland professionals, aligned with the online portal on capacity building under regional initiatives, to help deliver targeted materials, build capacity, exchange experiences and increase information flow across countries and people	E	360,000
6. Support new STRP programme of work for 2016-2018 with provisions to carry out review of process and products from STRP and align to new strategy and into delivery of tailored technical advice in response to identified needs	F	750,000
7. Support to Regional Initiative Networks and Centres. Funding for their priority activities.	G	820,000
8. Increase level of engagement with GlobWetlands, NASA, JAXA and ESA in order to provide benefits of earth observation and citizen engagement to Parties and use current progress to leverage further improvements in data set and availability of big Data	H	350,000
9. Support and co-funding for developing the Ramsar Culture Network and broader efforts to increase appreciation of 'Wetlands, Culture and Livelihoods', which is initially supported by Mava Foundation	I	400,000
10. CHF 700,000 per annum of resourcing for the Small Grants Funds for protection and wise use of wetlands	J	2,100,000
11. Development of the online reporting systems and indicators for the Ramsar 4th Strategic Plan (2016-2021)	K	230,000
12. Ramsar CEPA Programme (2016-2021 )	L	600,000
13. World Wetlands Day	M	150,000
14. Developing a 'Ramsar Sites Outlook' report, similar to the recently published 'IUCN Conservation Outlook' report	N	225,000
<b>COP 13 EXPENSES</b>		
15. Costs of Full pre-COP regional meetings to support delegates and meeting costs for COP13 preparatory meetings	O	650,000
16. Sponsorship to bring eligible delegates to COP13 in 2018	P	600,000
<b>TOTAL</b>	<b>CHF</b>	<b>10,655,000</b>

### Annex 3: Contracting Parties' contributions 2016-2018 for Scenarios A, B and C, and change from 2015

RAMSAR ANNUAL CONTRIBUTIONS	2016-2018 Contribution per Scenario			Contribution Increase from 2013-2015		
	Estimates based on:					
	Scenario A 0%	Scenario B 2%	Scenario C 4%	Scenario A 0%	Scenario B 2%	Scenario C 4%
Membership as at 1 January 2015						
UN Scale of Assessments 2015*	CHF	CHF	CHF	CHF	CHF	CHF
Albania	1.000	1.000	1.000	-	-	-
Algeria	6.686	6.824	6.960	-	138	274
Andorra	1.000	1.000	1.000	-	-	-
Antigua & Barbuda	1.000	1.000	1.000	-	-	-
Argentina	21.082	21.518	21.947	-	435	865
Armenia	1.000	1.000	1.000	-	-	-
Australia	101.215	103.304	105.366	-	2.090	4.152
Austria	38.944	39.748	40.541	-	804	1.597
Azerbaijan	1.952	1.992	2.032	-	40	80
Bahamas	1.000	1.000	1.000	-	-	-
Bahrain	1.903	1.943	1.981	-	39	78
Bangladesh	1.000	1.000	1.000	-	-	-
Barbados	1.000	1.000	1.000	-	-	-
Belarus	2.733	2.789	2.845	-	56	112
Belgium	48.704	49.709	50.702	-	1.005	1.998
Belize	1.000	1.000	1.000	-	-	-
Benin	1.000	1.000	1.000	-	-	-
Bhutan	1.000	1.000	1.000	-	-	-
Bolivia	1.000	1.000	1.000	-	-	-
Bosnia and Herzegovina	1.000	1.000	1.000	-	-	-
Botswana	1.000	1.000	1.000	-	-	-
Brazil	143.184	146.140	149.057	-	2.956	5.873
Bulgaria	2.294	2.341	2.388	-	47	94
Burkina Faso	1.000	1.000	1.000	-	-	-
Burundi	1.000	1.000	1.000	-	-	-
Cambodia	1.000	1.000	1.000	-	-	-
Cameroon	1.000	1.000	1.000	-	-	-
Canada	145.624	148.630	151.597	-	3.006	5.973
Cape Verde	1.000	1.000	1.000	-	-	-
Central African Republic	1.000	1.000	1.000	-	-	-
Chad	1.000	1.000	1.000	-	-	-
Chile	16.300	16.636	16.968	-	337	669
China	251.231	256.417	261.536	-	5.187	10.305
Colombia	12.640	12.901	13.158	-	261	518
Comoros	1.000	1.000	1.000	-	-	-
Congo	1.000	1.000	1.000	-	-	-
Costa Rica	1.854	1.893	1.931	-	38	76
Côte d'Ivoire	1.000	1.000	1.000	-	-	-
Croatia	6.149	6.276	6.401	-	127	252
Cuba	3.367	3.437	3.505	-	70	138
Cyprus	2.294	2.341	2.388	-	47	94
Czech Republic	18.837	19.226	19.610	-	389	773
Democratic Republic of Congo	1.000	1.000	1.000	-	-	-
Denmark	32.941	33.621	34.292	-	680	1.351
Djibouti	1.000	1.000	1.000	-	-	-
Dominican Republic	2.196	2.241	2.286	-	45	90
Ecuador	2.147	2.192	2.235	-	44	88
Egypt	6.539	6.674	6.808	-	135	268
El Salvador	1.000	1.000	1.000	-	-	-
Equatorial Guinea	1.000	1.000	1.000	-	-	-
Estonia	1.952	1.992	2.032	-	40	80
Fiji	1.000	1.000	1.000	-	-	-
Finland	25.328	25.851	26.367	-	523	1.039
France	272.947	278.582	284.143	-	5.635	11.196
Gabon	1.000	1.000	1.016	-	-	16

RAMSAR ANNUAL CONTRIBUTIONS	2016-2018 Contribution per Scenario			Contribution Increase from 2013-2015		
	Estimates based on:					
	Scenario A 0%	Scenario B 2%	Scenario C 4%	Scenario A 0%	Scenario B 2%	Scenario C 4%
Membership as at 1 January 2015						
UN Scale of Assessments 2015*	CHF	CHF	CHF	CHF	CHF	CHF
Gambia	1.000	1.000	1.000	-	-	-
Georgia	1.000	1.000	1.000	-	-	-
Germany	348.492	355.687	362.787	-	7.195	14.295
Ghana	1.000	1.000	1.000	-	-	-
Greece	31.135	31.778	32.413	-	643	1.277
Grenada	1.000	1.000	1.000	-	-	-
Guatemala	1.318	1.345	1.372	-	27	54
Guinea	1.000	1.000	1.000	-	-	-
Guinea-Bissau	1.000	1.000	1.000	-	-	-
Honduras	1.000	1.000	1.000	-	-	-
Hungary	12.981	13.249	13.514	-	268	532
Iceland	1.318	1.345	1.372	-	27	54
India	32.502	33.173	33.835	-	671	1.333
Indonesia	16.885	17.234	17.578	-	349	693
Iran, Islamic Republic of	17.373	17.732	18.086	-	359	713
Iraq	3.319	3.387	3.455	-	69	136
Ireland	20.399	20.820	21.236	-	421	837
Israel	19.325	19.724	20.118	-	399	793
Italy	217.069	221.551	225.973	-	4.481	8.904
Jamaica	1.000	1.000	1.000	-	-	-
Japan	528.668	539.582	550.353	-	10.914	21.685
Jordan	1.074	1.096	1.118	-	22	44
Kazakhstan	5.905	6.027	6.147	-	122	242
Kenya	1.000	1.000	1.000	-	-	-
Kiribati	1.000	1.000	1.000	-	-	-
Kyrgyz Republic	1.000	1.000	1.000	-	-	-
Lao Peoples Republic	1.000	1.000	1.000	-	-	-
Latvia	2.294	2.341	2.388	-	47	94
Lebanon	2.050	2.092	2.134	-	42	84
Lesotho	1.000	1.000	1.000	-	-	-
Liberia	1.000	1.000	1.000	-	-	-
Libya	6.930	7.073	7.214	-	143	284
Liechtenstein	1.000	1.000	1.000	-	-	-
Lithuania	3.563	3.636	3.709	-	74	146
Luxembourg	3.953	4.035	4.115	-	82	162
Madagascar	1.000	1.000	1.000	-	-	-
Malawi	1.000	1.000	1.000	-	-	-
Malaysia	13.713	13.996	14.276	-	283	562
Mali	1.000	1.000	1.000	-	-	-
Malta	1.000	1.000	1.000	-	-	-
Marshall Islands	1.000	1.000	1.000	-	-	-
Mauritania	1.000	1.000	1.000	-	-	-
Mauritius	1.000	1.000	1.000	-	-	-
Mexico	89.893	91.748	93.580	-	1.856	3.687
Monaco	1.000	1.000	1.000	-	-	-
Mongolia	1.000	1.000	1.000	-	-	-
Montenegro	1.000	1.000	1.000	-	-	-
Morocco	3.026	3.088	3.150	-	62	124
Mozambique	1.000	1.000	1.000	-	-	-
Myanmar	1.000	1.000	1.000	-	-	-
Namibia	1.000	1.000	1.000	-	-	-
Nepal	1.000	1.000	1.000	-	-	-
Netherlands	80.718	82.384	84.029	-	1.666	3.311
New Zealand	12.347	12.602	12.853	-	255	506
Nicaragua	1.000	1.000	1.000	-	-	-

RAMSAR ANNUAL CONTRIBUTIONS	2016-2018 Contribution per Scenario			Contribution Increase from 2013-2015		
	Estimates based on:					
	Scenario A 0%	Scenario B 2%	Scenario C 4%	Scenario A 0%	Scenario B 2%	Scenario C 4%
Membership as at 1 January 2015						
UN Scale of Assessments 2015*	CHF	CHF	CHF	CHF	CHF	CHF
Niger	1.000	1.000	1.000	-	-	-
Nigeria	4.392	4.483	4.572	-	91	180
Norway	41.530	42.388	43.234	-	857	1.704
Oman, Sultanate of	4.978	5.081	5.182	-	103	204
Pakistan	4.148	4.234	4.318	-	86	170
Palau	1.000	1.000	1.000	-	-	-
Panama	1.269	1.295	1.321	-	26	52
Papua New Guinea	1.000	1.000	1.000	-	-	-
Paraguay	1.000	1.000	1.000	-	-	-
Peru	5.710	5.828	5.944	-	118	234
Philippines	7.515	7.671	7.824	-	155	308
Poland	44.946	45.874	46.790	-	928	1.844
Portugal	23.132	23.610	24.081	-	478	949
Republic of Korea	97.310	99.319	101.302	-	2.009	3.992
Republic of Moldova	1.000	1.000	1.000	-	-	-
Romania	11.029	11.257	11.482	-	228	452
Russian Federation	118.978	121.435	123.859	-	2.456	4.880
Rwanda	1.000	1.000	1.000	-	-	-
Saint Lucia	1.000	1.000	1.000	-	-	-
Samoa	1.000	1.000	1.000	-	-	-
Sao Tome and Principe	1.000	1.000	1.000	-	-	-
Senegal	1.000	1.000	1.000	-	-	-
Serbia	1.952	1.992	2.032	-	40	80
Seychelles	1.000	1.000	1.000	-	-	-
Sierra Leone	1.000	1.000	1.000	-	-	-
Slovakia	8.345	8.517	8.687	-	172	342
Slovenia	4.880	4.981	5.080	-	101	200
South Africa	18.154	18.529	18.899	-	375	745
South Sudan, Republic of	1.000	1.000	1.000	-	-	-
Spain	145.087	148.082	151.038	-	2.995	5.951
Sri Lanka	1.220	1.245	1.270	-	25	50
Sudan	1.000	1.000	1.000	-	-	-
Suriname	1.000	1.000	1.000	-	-	-
Swaziland, Kingdom of	1.000	1.000	1.000	-	-	-
Sweden	46.850	47.817	48.771	-	967	1.922
Switzerland	51.095	52.150	53.191	-	1.055	2.096
Syrian Arab Republic	1.757	1.793	1.829	-	36	72
Tajikistan	1.000	1.000	1.000	-	-	-
Thailand	11.664	11.904	12.142	-	241	478
The FYR of Macedonia	1.000	1.000	1.000	-	-	-
Togo	1.000	1.000	1.000	-	-	-
Trinidad and Tobago	2.147	2.192	2.235	-	44	88
Tunisia	1.757	1.793	1.829	-	36	72
Turkey	64.809	66.146	67.467	-	1.338	2.658
Turkmenistan	1.000	1.000	1.000	-	-	-
Uganda	1.000	1.000	1.000	-	-	-
Ukraine	4.831	4.931	5.030	-	100	198
United Arab Emirates	29.037	29.636	30.228	-	599	1.191
United Kingdom	252.743	257.961	263.111	-	5.218	10.367
United Republic of Tanzania	1.000	1.000	1.000	-	-	-
Uruguay	2.538	2.590	2.642	-	52	104
Uzbekistan	1.000	1.000	1.000	-	-	-
Venezuela	30.599	31.230	31.854	-	632	1.255
Viet Nam	2.050	2.092	2.134	-	42	84
Yemen	1.000	1.000	1.000	-	-	-
Zambia	1.000	1.000	1.000	-	-	-
Zimbabwe	1.000	1.000	1.000	-	-	-
<b>Total</b>	<b>3.778.744</b>	<b>3.855.001</b>	<b>3.930.272</b>	<b>-</b>	<b>76.257</b>	<b>151.529</b>
<b>Other contributions</b>						
United States of America**	1.065.799	1.087.020	1.108.360	-	21.221	42.561
<b>Grand Total</b>	<b>4.844.543</b>	<b>4.941.000</b>	<b>5.038.000</b>	<b>-</b>	<b>97.478</b>	<b>194.090</b>

#### Annex 4: Staff Positions as of February 2015

No.	Title	IUCN Grade	Work Percentage	Expatriate Contract	Comment
1	Temporary IT Coordinator	Temp	40%		
2	Web Archivist (Temporary position)	Temp	100%		
3	Intern/Assistant to the SRA for Europe	Intern	100%		
4	Intern/Assistant to the SRA for the Africa Region	Intern	100%		
5	Intern/Assistant to the SRA for the Americas	Intern	100%		
6	Intern/Assistant to the SRA for Asia/Oceania	Intern	100%		
7	Administrative Assistant - Office Systems	A3	80%		
8	Administrative Assistant	A3	90%		
9	Administrative Assistant	A3	90%		
10	Senior Regional Advisor for Africa	M	100%	Yes	
11	Head of Partnerships	M	100%	Yes	
12	Senior Regional Advisor for the Americas	M	100%	Yes	
13	Senior Regional Advisor - Europe	M	100%		
14	Senior Regional Advisor for Asia/Oceania	M	100%	Yes	
15	Communications Officer	P1	100%		
16	Scientific and Technical Support Officer	P1	100%	Yes	
17	Executive Assistant to the Secretary General	P1	100%		
18	HR Business Partner, IUCN/Ramsar	P1	50%		
19	Regional Officer for Africa	P1	100%	N/A	Vacant
20	Head of Communications	P2	100%		
21	Regional Affairs Officer	P2	100%		
22	Documentation Officer	P2	100%		
23	Finance Officer	P2	100%		
24	Deputy Secretary General	D	100%	N/A	Vacant
25	Secretary General	S	100%	Yes	
26	Regional Officer for Asia	N/A	100%		Outposted
27	Communications Officer - External Relations	P1	100%		Non-Core Funded

**Annex 5: Summary of financial results – Core, 2013-2014 and 2015 Approved Budget (SC48)**

<b>Triennium Core Budget*</b>						
<b>CHF 000's</b>	<b>Core Actuals</b>	<b>Core Actuals</b>	<b>Core Budget**</b>		<b>2013-2015</b>	
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total</b>	<b>COP11 Budget</b>	<b>Variance</b>
<b>INCOME</b>						
i. Parties' Contributions	3,782	3,779	3,779	11,340	11,337	3
ii. Voluntary contributions	1,048	1,066	1,065	3,179	3,195	-16
iii. Income Tax	215	168	225	608	675	-67
iv. Income Interest	3	2	12	17	36	-19
v. Miscellaneous Income		76		76		76
<b>TOTAL INCOME</b>	<b>5,048</b>	<b>5,091</b>	<b>5,081</b>	<b>15,220</b>	<b>15,243</b>	<b>-23</b>
<b>EXPENDITURES</b>						
A. Secretariat Senior Management	807	727	811	2,345	2,475	-130
B. Partnership Coordinator	203	228	259	689	933	-244
C. Regional Advice and Support	1,332	1,364	1,339	4,034	4,041	-7
D. Support to Regional Initiatives	115	121	120	356	480	-124
E. Scientific and Technical Services	209	170	210	588	630	-42
F. Communications, Documentation, CEPA	497	660	589	1,745	1,518	227
G. Administration/RSIS/Web	758	527	898	2,183	2,262	-79
H. Operating Costs	97	83	95	275	291	-16
I. Standing Committee Services	60	68	85	213	255	-42
J. IUCN Administrative Service Charges (maximum)	549	515	566	1,630	1,698	-68
K. Miscellaneous	338	170	110	618	660	-42
<b>TOTAL EXPENDITURES</b>	<b>4,965</b>	<b>4,632</b>	<b>5,081</b>	<b>14,678</b>	<b>15,243</b>	<b>-565</b>
<b>SURPLUS (DEFICIT)</b>	<b>83</b>	<b>458</b>	<b>0</b>	<b>541</b>	<b>0</b>	<b>541</b>