

Budget scenarios for 2013-2015 and Draft Resolution on financial and budgetary matters for the 2013-2015 triennium

Action requested: The Standing Committee is invited to note the contents of this report and confirm what combined budget scenarios (core and non-core) it would like to see presented to Parties at the 11th meeting of the Conference of the Contracting Parties. At the 43rd meeting of the Standing Committee, there will be an opportunity for further explanations of the basic assumptions and priorities included in the budget scenarios. The Standing Committee is invited to consider the proposed Draft Resolution on financial and budgetary matters and consider what information should usefully be given to Contracting Parties in the Information Paper that will accompany it¹.

Budget scenarios for the 2013-2015 triennium

1. For the first time the Ramsar Secretariat is seeking the approval of the Standing Committee and Conference of the Contracting Parties (COP) of both a core budget (funded) and a non-core (unfunded) budget for 2013-2015, in accordance with decisions and formats approved at the 42nd meeting of the Standing Committee (SC42). These taken together are meant to provide the basis for the Secretariat to implement the Strategic Plan 2009-2015 and the Resolutions of the COP more effectively. The Secretariat, the Subgroup on Finance, and the Standing Committee strongly believe that COP approval of both a funded core and unfunded non-core budget for the 2013-2015 triennium will positively support the efforts of all in securing funding for the Ramsar Convention and its valuable contributions to the issues of water and wetlands.
2. At SC42 the Standing Committee requested the Secretariat to prepare three budget scenarios for 2013-2015, including both core funded and non-core unfunded elements, based on the format provided in DOC. SC42-07. The three budget scenarios proposed by SC42 were: “flat” (with no adjustment for inflation), “zero growth” (adjusted for inflation), and “modest growth”. The Secretariat has interpreted this third option as applying only to the core element of the budget, which is funded by annual contributions from Contracting Parties.

Core budget scenarios

¹ Reference is also made to the following papers where additional information relating to matters covered here can also be found: DOC. SC43-03, Report back on current financial matters, including SC42 finance decisions; DOC. SC43-15, Regional initiatives in the framework of the Ramsar Convention; and DOC. SC43-17, Adjustments to the roles and composition of the Standing Committee, amongst others.

3. Three core budget scenarios attached to the PDF version of this document and include the following fundamental assumptions. (Note: the core budget detail has been retained to aid Parties concerned to see the specifics of how their assessed contributions will be spent.)
 - i) No change in the Secretariat's host organization.
 - ii) Full Swiss franc (CHF) contributions from all Contracting Parties, based on the UN schedule of assessed contributions, including a "voluntary" 22% from the USA.
 - iii) Continuation of all current positions funded by the core budget (Secretary General, Deputy Secretary General, 4 Senior Regional Advisors, 1 outposted Regional Officer (Oceania), 1 Regional Affairs Officer, 4 interns, 1 Partnership/Fundraising Coordinator, 1 STRP Support Officer, 1 Finance Officer, 1 Administrative Officer, 1 Documentation Officer (50%), 1 CEPA Programme Officer, 1 Communications Officer, 1.9 Administrative Assistants). However, the ability to continue all of these will be challenged if real salary inflation/cost of living exceeds the amounts assumed in the different scenarios.
 - iv) No new Regional Initiatives that rely upon funding from the core budget in 2013-2015. (In the last triennium, CHF 279,000 per annum was budgeted for start-up funding for Regional Initiatives.)
 - v) No funding from the core budget for meetings of the Conference of the Parties, as in 2008-2012.
4. The "**flat scenario**" (A) assumes that core contributions from Parties will not increase in any of the three years, and that salaries and related costs will not increase at all over that period.
5. The "**zero scenario**" (B) assumes that core contributions from Parties will increase by 2% in each year in order to keep up with inflation, and that salaries and related costs will increase by 2% per annum.
6. The "**modest growth scenario**" (C) assumes that core contributions from Parties will increase by 4% in each year. In this scenario annual inflation in salary and some other lines of 2% is assumed.
7. In all proposed budget scenarios, payroll costs have been rebudgeted and presented based upon current 2011 reality. (This explains some apparently large changes from the 2012 budget comparison presented, i.e., the 2012 budget approved by COP10 in 2008). For all budget elements, apart from the income from contributions from Parties, this is now somewhat out of touch with current expectations.)
8. In all scenarios we have assumed modest additional costs (CHF 70,000 per annum) for the recruitment, installation, and employment of a new Secretary General from 2013.
9. In all scenarios the total payroll and related costs represent between 65% and 68% of the total core budget (as shown at the foot of each of the scenario columns).
10. In all budget scenarios it has been possible to fund a CHF 30,000 stipend to the Chair of the STRP (10%-15% salary equivalent).

11. It has also been possible to fund a CHF 60,000 per annum allocation for legal support, which is a 20% post equivalent amount.
12. In all scenarios Communications allocations have been adjusted and increased, separating out ongoing web support costs of CHF 58,000 per annum and amortising an anticipated CHF 150,000 required investment in the period for further overhaul to the website and document management system.
13. These adjustments have been possible due to a significant reduction in 2013-2015 Regional Initiative core allocations compared with 2008-2012 and other cost adjustments during 2008-2012. The Regional Initiatives funding for 2008-2012 was CHF 279,000 per annum, and while that was well utilized, it is not predicted to be necessary for 2013-2015 because significant new initiatives are not anticipated and the start-up period for the existing initiatives is largely over.
14. Only in the modest growth scenario (C) has it also been possible to commence the long desired, SC37-endorsed, plan to recruit Regional Officers, but only for two of the Ramsar regions by the end of the triennium, one in 2014 and one in 2015. Swiss local hire cost assumptions have been made. A small amount has also been included in this modest growth scenario to cover interpretation of SC finance and COP subgroup meetings.
15. In building the core budget scenarios, the Secretariat discussed the possibility of incorporating the necessary investment in changing Ramsar Sites Information Service (RSIS) support processes and the Ramsar Sites Database, as well as the related opportunity to rethink the internships' role and structure going forward. This change has not been built into the core budget scenarios since 1) the full scope of the project has not yet been agreed by Parties and the plans for, and costing of, the redesign are large and not yet complete, and 2) for the moment, we are not under significant Swiss work permit pressure to rush through any major changes to the scheme, the interns' work, their pay or their length of contract, although this pressure could return. 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.

Non-core, unfunded budget scenarios

16. The ultimate goal for the 2016-2021 Strategic Plan and future core and non-core (unfunded) budgets will be to have them based around the same well-identified strategies, priorities, and programmes.
17. However, with the Standing Committee and Contracting Parties currently familiar with approving a funded Ramsar core budget only, this first combined presentation of both core and non-core, unfunded elements for 2012-2015 has been kept as simple as possible.
18. 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 SC decisions, based on best estimates as of September 2011. 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);
 - b) RSIS and Ramsar Sites Database enhancement (Strategy 2.2);
 - c) continuation of World Wetlands Day at the current level (Strategy 4.1);
 - d) funding for emergency Ramsar Advisory Missions for Parties unable to self-fund their missions (Strategy 2.4, 2.6);
 - e) delivery of one CEPA action planning workshop and other modest actions per annum to support the core-funded CEPA activities (Strategy 4.1);
 - f) CHF 1 million per annum of resourcing for the Small Grants Fund and CHF 400,000 in other grants funding in order to keep the three current grants programmes operational (which support many 2009-2015 Strategies, including 1.3 and 5.1);
 - g) annual regional meeting funding, with enhanced funding in the pre-COP year to fund delegates and meeting costs for COP preparatory regional meetings;
 - h) funding for sponsoring eligible delegates to COP12 in 2015 (Strategy 3.3, 4.2);
 - i) funding to complete a 2016-2021 visioning process and, with significant input from Contracting Parties, a robustly negotiated Convention Strategic Plan and related communication strategy, in consultation with relevant stakeholders for 2016-2021; and
 - j) financial support for Regional Initiatives.
19. There are no significant differences amongst the three versions of the non-core budget for the above. Cost estimates are rudimentary but fair.
20. Additional Secretariat staffing has been included in all three versions of the non-core unfunded budget, shown against the operational categories E (Communications) and M (Partnership). Information technology (IT) technical support (staff or contracted) has been included from 2013, and four Regional Officers have been included from 2014. (The modest growth core budget provides for two Regional Officers, one in 2014, one in 2015. The modest growth non-core unfunded budget funds 3 of these in 2014 and 2 in 2015.) In addition, a junior Partnership Officer is 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. Some travel support funding is also included in B (Regional Support), as the current core funding is really not enough to support the realities of the existing commitments.
21. 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 (potentially up to CHF 1,500,000 by 2015).
22. In addition to the non-core unfunded budget, voluntary funding will continue to be sought for any programme activities beyond the more tightly interpreted scope of the non-core budget.

General Conclusions

23. The presentation and COP approval of a core funded and non-core, unfunded budget should support the growth of the Convention and help the Parties and the Secretariat in

their resource mobilization efforts. Resources can come from different sources, and budgets can be revised and re-prioritised over time, but some mid-term commitment by Parties to developmental activity, with numerical estimates, is helpful in the currently challenging financial times.

24. The 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, for example, and there is no 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, and providing access to various forms of wetland data is also critical to the Convention's mission. Whilst our 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. In the 2013-2015 proposed budgets, we have worked within tiny core increases and a non-core budget to start to fix some of this. At the same time, no one wants to detract from other key activities, especially supporting local, national and regional activities on the ground. 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.
25. The Secretariat's operation is never likely to be cheap, and with the strengthening of the Swiss Franc over the past few years, Parties will have seen the cost increasing. The budgets presented to SC43 have been prepared with great care and attention to all of these important staffing and technology factors. And much effort will be directed over the next triennium upon raising funds from non-Contracting Parties, both in terms of finding funds for the non-core budget and other voluntary funded activities.

Draft Resolution on financial and budgetary matters

26. The Draft Resolution for COP11 on financial and budgetary matters is proposed below and includes the following points of interest for discussion:
 - i) combined budget – paragraph 11;
 - ii) Reserve Fund – proposed text, paragraph 21, for increasing the maximum from 1/12 of annual budget to 1/10 (DOC. SC43-03);
 - iii) arrears in annual contributions – a recommendation for SC43-16, the Draft Resolution on “Adjustments to the roles and composition of the Standing Committee” (DOC. SC43-03);
 - iv) continuation of the Partnership Coordinator – paragraph 20;
 - v) African additional voluntary contribution – as COP10, paragraph 15;
 - vi) voluntary contribution plea for non-core, SGF and generally (DOC. SC43-03) and signature initiatives – paragraphs 18 and 19;
 - vii) future of the Small Grants Fund – paragraph 21 (see also DOC. SC43-03); and
 - viii) a formal 13% cap on IUCN charges – paragraph 12.

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Financial and budgetary matters

1. RECALLING the budgetary provisions established by Article 6, paragraphs 5 and 6, of the Convention on Wetlands;
2. 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 are still significantly in arrears (COP11 DOC. xx);
3. NOTING WITH GRATITUDE the additional voluntary financial contributions made by many Contracting Parties through their Ramsar Administrative Authorities and other agencies, including some development assistance agencies, and also the contributions made by non-governmental organizations and the private sector for activities undertaken by the Secretariat, but NOTING WITH CONCERN the continuing decline in such voluntary contributions;
4. 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;
5. NOTING that Contracting Parties have been kept informed of the financial situation of the Secretariat through the audited annual financial statements for 2008 to 2011 and the reports of the Standing Committee meetings in 2009, 2010 and 2011 that have been circulated to Contracting Parties; and
6. [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

7. NOTES WITH PLEASURE that since the 10th meeting of the Conference of the Contracting Parties in 2008 the Secretariat has managed the Convention's funds prudently, efficiently and openly;
8. EXPRESSES ITS GRATITUDE to the Contracting Parties that have served in the Subgroup on Finance of the Standing Committee during the past cycle, and in particular to Finland, which has acted as Chair of the Subgroup;
9. DECIDES that the Terms of Reference for the Financial Administration of the Convention contained in Annex 3 to Resolution 5.2 (1993) shall be applied *in toto* to the 2013-2015 cycle;
10. FURTHER DECIDES that the Subgroup on Finance, as established by Resolution VI.17, shall continue to operate under the aegis of the Standing Committee and with the roles and responsibilities specified in that Resolution;

11. NOTES that the 2013-2015 budget includes a core element funded by assessed contributions from Contracting Parties, prepared on the basis that there are no fundamental changes to the operation of the Secretariat during 2013-2015, and a non-core unfunded element to be financed by voluntary contributions, and APPROVES the combined budget for the 2013-2015 cycle as attached in Annex 1 to enable the implementation of the Strategic Plan of the Convention;
12. AUTHORIZES the Standing Committee, with the advice of its Subgroup on Finance, to revise core budgetary allocations between budget lines in the light of significant positive or negative changes during the cycle 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 the budgeted 13% maximum;
13. AUTHORIZES the Standing Committee, with the advice of its Subgroup on Finance, to revise non-core budgetary allocations and priorities depending upon the success of the Parties and Secretariat in securing voluntary funding for these activities;
14. DECIDES that the contribution of each Contracting Party to the core budget should be in accordance with the 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, would make annual contributions to the Ramsar Convention Core budget of less than CHF 1,000, in which case the annual contribution shall be that amount;
15. NOTES WITH GRATITUDE that at the 10th meeting of the Conference of the Parties the Contracting Parties of Africa assessed at less than CHF 2,000 agreed to increase their payments to that level, and that the difference between CHF 2,000 and their assessment will form a voluntary contribution specifically earmarked for African Regional Initiatives;
16. URGES all Contracting Parties to pay their assessed contributions promptly by 1 January of each year, or as soon thereafter as that country's budget cycle will permit;
17. URGES Contracting Parties in arrears in their payments of assessed 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, and AGREES that the Standing Committee should continue to consider options for dealing with Parties that are consistently in arrears with payments to the Convention;
18. NOTES with concern the continued fall in voluntary contributions from Contracting Parties and URGES Contracting Parties and others to reverse this trend in order to fund the important non-core element of the 2013-2015 combined budget, which includes, *inter alia*, the work of the Scientific and Technical Review Panel, the Ramsar Sites Information Service, Ramsar Advisory Missions, Regional Initiatives, and the Small Grants Fund;
19. REQUESTS the Secretariat to continue to develop new approaches and tools, including signature initiatives, to secure voluntary financial support for priority projects;

20. REAFFIRMS its conviction that the Convention's grants programmes, including the Small Grants Fund, are of great value in terms of the implementation of the Convention and URGES Parties and others to find CHF 1,000,000 per annum to secure the efficient operation of these programmes, REQUESTING that the Standing Committee review the operation of the programme during the triennium and definitively conclude whether the Parties should continue or cease the Small Grants Fund for the consideration of the 12th meeting of the Conference of the Contracting Parties;
21. DECIDES, following the report of the Secretary General (COP11 DOC xx) on the results of the Partnership Coordinator position created through Resolution X.2, to continue the position of Partnership Coordinator for the 2013-2015 triennium;
22. RECALLS that the Reserve Fund, established by Resolution VI.17 (1996) to meet unforeseen and unavoidable expenditures and to provide for the unlikely event of the sudden dissolution of the Secretariat, has a maximum limit of 1/12th of the core budget, and DECIDES to increase that maximum in the Reserve Fund to 1/10th of the core budget of the current year;
23. REQUESTS the Secretary General to endeavor to increase the Reserve Fund over the 2013-2015 triennium and to report annually to the Standing Committee on the status and uses of the Fund; and
24. AFFIRMS that the rate of increase of the Ramsar Convention budget for the 2013-2015 cycle shall not be considered as setting a precedent for the budget in subsequent years or of any other international convention;

Annex 1 -
CORE 2013-2015 - CHF'000.
Scenario A - FLAT

COP 10 approved					Assumptions
FLAT 2013-2015	2012	2013	2014	2015	
IN CHF'000		FLAT	FLAT	FLAT	
INCOME		A	A	A	
		0%	0%	0%	Zero Increase in Contributions from Parties
Income from parties (including 22% US)	4,845	4,845	4,845	4,845	
Income tax	250	200	200	200	
Interest income	12	12	12	12	
TOTAL INCOME	5,107	5,057	5,057	5,057	
		99%	99%	99%	Percentage of 2012 income
EXPENDITURE					All Salaries recosted based on current actuals
A. SECRETARIAT SENIOR MANAGEMENT					No salary increase in 2013, 2014, 2015
i. Salary & social costs (SG)(Ass't) (20%DSG)	523	509	509	509	Note: reality is that resource cuts will be required to work within this budget
ii. Travel on Official Business (International)	29	35	35	35	
iii. Other employment benefits		70	70	70	This to cover SG search in 2013 and funding of up to two expat children in 2014/2015
M. PARTNERSHIP Co-ordinator					
i. Partnership Account	257	220	220	220	
ii. Travel on Official Business		25	25	25	
iii. Other employment benefits		70	70	70	
B. REGIONAL ADVICE & SUPPORT					
i. Salaries & social costs (SRAs, Assistants, Oceania officer)	1,228	1,233	1,233	1,233	
ii. Travel on Official Business (International)	80	85	85	85	
iii. Other employment benefits		70	70	70	
C. SUPPORT TO REGIONAL INITIATIVES					
i. Regional networks and centers	279	100	50	50	If not needed for Regional Initiatives use for SGF/RAMs
D. SCIENTIFIC AND TECHNICAL SERVICES					
i. STRP (implementation/meeting & stipend for Chair)	206	130	130	130	New Stipend for Chair of CHF30,000 per annum
ii. Ramsar Sites Information Service	170	170	170	170	
iii. DSG (60%)+SO	206	284	284	284	
iv. Travel on Official Business (International)	15	20	20	20	
E. COMMUNICATION, EDUCATION & PUBLIC AWARENESS					
i. Salaries & social costs (DSG 20%)+2.5	479	417	417	417	
ii. CEPA Programme	30	30	30	30	
iii. Communications & Reporting implementation	151	120	120	120	
iv. Web/IT support		58	108	108	CHF58,000 of support per annum and one third amortisation of the necessary 3 years (CHF150,000) of investment in web and document management/sharing technologies in 2014/15/16
F. ADMIN					
i. Administration (salaries & social costs) (2+SrAdminAss't - 33%)	278	262	262	262	
ii. Human Resources (salaries & social costs) (SrAdminAss't - 33%)	43	42	42	42	
iii. Other employment benefits and personnel costs	50	1	1	1	These now shown in A, M, B above
iv. Staff hiring and departure costs	36	25	25	25	
G. FINANCE MANAGEMENT					
i. Salaries & social costs (SrAdminAss't-33%)	231	202	202	202	
H. OPERATING COSTS					
i. Operating Costs (photocopying, printing, courier)	77	80	80	80	
ii. Purchase & Maintenance of Equipment/Office Supplies (including depreciation)	12	15	15	15	
I. STANDING COMMITTEE SERVICES					
i. Standing Committee delegates' support	47	50	50	50	
ii. Simultaneous interpretation at SC meetings	26	35	35	35	
L. LEGAL					
i. Legal support (20% position equivalent)		60	60	60	20% equivalent
K. IUCN SERVICE CHARGES (maximum 13% of expenditures)					
Administration, Human Resources, Finance & IT services	579	574	574	574	
J. MISCELLANEOUS					
i. Bad debt provision	15	25	25	25	
ii. Exchange loss	35	35	35	35	
iii. Staff termination & repatriation provisions	25	5	5	5	
	5,107	5,057	5,057	5,057	
	5,107	5,057	5,057	5,057	
Total salaries, social costs and other employment costs (excl legal)	3,332	3,404	3,404	3,404	
	65%	67%	67%	67%	
Total travel	124	165	165	165	
	4%	5%	5%	5%	

Annex 1 -
CORE 2013-2015 - CHF'000
Scenario B - ZERO

COP 10 approved					Assumptions
ZERO GROWTH (2% inflation) 23-2015	2012	2013	2014	2015	
IN CHF'000		ZERO	ZERO	ZERO	
INCOME		B	B	B	
		2%	2%	2%	Increase in Contributions from Parties
Income from parties (including 22% US)	4,845	4,941	5,040	5,141	
Income tax	250	200	200	200	
Interest income	12	12	12	12	
TOTAL INCOME	5,107	5,153	5,252	5,353	
		101%	103%	105%	Percentage of 2012 income
EXPENDITURE					All Salaries recosted based on current actuals
A. SECRETARIAT SENIOR MANAGEMENT					2% salary increase in 2013, 2014, 2015
i. Salary & social costs (SG)(Ass't) (20%DSG)	523	519	529	540	2% increase in other relevant costs
ii. Travel on Official Business (International)	29	35	36	36	
iii. Other employment benefits		70	71	73	This to cover SG search in 2013 and funding of up to two expat children in 2014/2015
M. PARTNERSHIP Co-ordinator					
i. Partnership Account	257	224	229	234	
ii. Travel on Official Business		25	26	26	
iii. Other employment benefits		70	71	73	
B. REGIONAL ADVICE & SUPPORT					
i. Salaries & social costs (SRAs, Assistants, Oceania officer)	1,228	1,258	1,283	1,309	
ii. Travel on Official Business (International)	80	85	87	88	
iii. Other employment benefits		70	71	73	
C. SUPPORT TO REGIONAL INITIATIVES					
i. Regional networks and centers	279	100	50	50	If not needed for Regional Initiatives use for SGF/RAMs
D. SCIENTIFIC AND TECHNICAL SERVICES					
i. STRP (implementation/meeting & stipend for Chair)	206	130	130	130	New Stipend for Chair of CHF30,000 per annum Includes 2013 scoping of RSIS database changes and modest modification in 2014/5. Wholesale revamp will require voluntary funding.
ii. Ramsar Sites Information Service	170	190	200	200	
iii. DSG (60%)+SO	206	290	296	301	
iv. Travel on Official Business (International)	15	20	20	21	
E. COMMUNICATION, EDUCATION & PUBLIC AWARENESS					
i. Salaries & social costs (DSG 20%)+2.5	479	425	434	442	CHF58,000 of support per annum and one third amortisation of the necessary 3 years (CHF150,000) of investment in web and document management/sharing technologies in 2014/15/16
ii. CEPA Programme	30	30	31	31	
iii. Communications & Reporting implementation	151	120	122	125	
iv. Web/IT support		58	108	108	
F. ADMIN					
i. Administration (salaries & social costs) (2+SrAdminAss't - 33%)	278	267	272	278	Majority of these costs now shown in A, M, B above
ii. Human Resources (salaries & social costs) (SrAdminAss't - 33%)	43	42	43	44	
iii. Other employment benefits and personnel costs	50	3	2	10	
iv. Staff hiring and departure costs	36	25	26	26	
G. FINANCE MANAGEMENT					
i. Salaries & social costs (SrAdminAss't-33%)	231	206	210	215	
H. OPERATING COSTS					
i. Operating Costs (photocopying, printing, courier)	77	80	82	83	
ii. Purchase & Maintenance of Equipment/Office Supplies (including depreciation)	12	15	15	16	
I. STANDING COMMITTEE SERVICES					
i. Standing Committee delegates' support	47	50	51	52	
ii. Simultaneous interpretation at SC meetings	26	35	36	36	
L. LEGAL					
i. Legal support (20% position equivalent)		60	60	60	20% equivalent
K. IUCN SERVICE CHARGES (maximum 13% of expenditures)					
Administration, Human Resources, Finance & IT services	579	585	597	608	
J. MISCELLANEOUS					
i. Bad debt provision	15	25	25	25	
ii. Exchange loss	35	35	35	35	
iii. Staff termination & repatriation provisions	25	5	5	5	
TOTAL EXPENDITURE	5,107	5,153	5,252	5,353	
	5,107	5,153	5,252	5,353	
Total salaries, social costs and other employment costs (excl legal)	3,332	3,470	3,538	3,617	
	65%	67%	67%	68%	
Total travel	124	165	165	165	
	4%	5%	5%	5%	

Annex 1 -
CORE 2013-2015 - CHF000
Scenario C - MODEST GROWTH

COP 10 approved					
MODEST GROWTH (4%) 2013-2015	2012	2013	2014	2015	Assumptions
IN CHF'000		MODEST	MODEST	MODEST	
INCOME		C	C	C	
		4%	4%	4%	Increase in Contributions from Parties
	4,845	5,038	5,240	5,449	
Income tax	250	200	200	200	
Interest income	12	12	12	12	
TOTAL INCOME	5,107	5,250	5,452	5,661	
		103%	107%	111%	Percentage of 2012 income
EXPENDITURE					All Salaries recosted based on current actuals
A. SECRETARIAT SENIOR MANAGEMENT					2% salary increase in 2013, 2014, 2015
i. Salary & social costs (SG)(Ass't) (20%DSG)	523	519	529	540	2% increase in other relevant costs
ii. Travel on Official Business (International)	29	35	36	36	
iii Other employment benefits		70	71	73	This to cover SG search in 2013 and funding of up to two expat children in 2014/2015
M. PARTNERSHIP Co-ordinator					
i. Partnership Account	257	224	229	234	
ii Travel on Official Business		25	26	26	
iii Other employment benefits		70	71	73	
B. REGIONAL ADVICE & SUPPORT					
i. Salaries & social costs (SRAs, Assistants, Oceania officer)	1,228	1,258	1,415	1,569	Add one locally hired P1 in each of 2014 and 2015
ii. Travel on Official Business (International)	80	85	87	88	
iii. Other employment benefits		70	71	73	
C. SUPPORT TO REGIONAL INITIATIVES					
i. Regional networks and centers	279	100	87	60	If not needed for Regional Initiatives use for SGF/RAMs
D. SCIENTIFIC AND TECHNICAL SERVICES					
i. STRP (implementation/meeting & stipend for Chair)	206	130	130	130	New Stipend for Chair of CHF30,000 per annum
ii. Ramsar Sites Information Service	170	220	200	200	Includes 2013 scoping of RSIS database changes and modest modification in 2014/5. Wholesale revamp will require voluntary funding.
iii. DSG (60%)+SO	206	290	296	301	
iv. Travel on Official Business (International)	15	20	20	21	
E. COMMUNICATION, EDUCATION & PUBLIC AWARENESS					
i. Salaries & social costs (DSG 20%)+2.5	479	425	434	442	
ii. CEPA Programme	30	30	31	31	
iii. Communications & Reporting implementation	151	120	122	125	
iv. Web/IT support		108	108	108	CHF58,000 of support per annum and one third amortisation of the necessary 3 years (CHF150,000) of investment in web and document management/sharing technologies in 2014/15/16
F. ADMIN					
i. Administration (salaries & social costs) (2+SrAdminAss't - 33%)	278	267	272	278	
ii. Human Resources (salaries & social costs) (SrAdminAss't - 33%)	43	42	43	44	
iii. Other employment benefits and personnel costs	50	2		2	Majority of these costs now shown in A, M, B above
iv. Staff hiring and departure costs	36	25	26	26	
G. FINANCE MANAGEMENT					
i. Salaries & social costs (SrAdminAss't-33%)	231	206	210	215	
H. OPERATING COSTS					
i. Operating Costs (photocopying, printing, courier)	77	80	82	83	
ii. Purchase & Maintenance of Equipment/Office Supplies (including depreciation)	12	15	17	20	
I. STANDING COMMITTEE SERVICES					
i. Standing Committee delegates' support	47	50	51	52	
ii. Simultaneous interpretation at SC meetings	26	42	43	43	Includes Simultaneous interpretation for SC subgroups
L. LEGAL					
i. Legal support (20% position equivalent)		60	60	60	20% equivalent
K. IUCN SERVICE CHARGES (maximum 13% of expenditures)					
Administration, Human Resources, Finance & IT services	579	597	620	644	
J. MISCELLANEOUS					
i. Bad debt provision	15	25	25	25	
ii. Exchange loss	35	35	35	35	
iii. Staff termination & repatriation provisions	25	5	5	5	
TOTAL EXPENDITURE	5,107	5,250	5,451	5,661	
	5,107	5,250	5,452	5,661	
Total salaries, social costs and other employment costs (excl legal)	3,332	3,469	3,668	3,869	
	65%	66%	67%	68%	
Total travel	124	165	165	165	
	4%	5%	4%	4%	

Annex 2 - Ramsar Combined Budget 2013-2015 - FLAT; A

2013-2015 Combined budgets - FLAT							Non Core Notes
	CORE A Funded 2013	Non CORE Unfunded 2013	CORE A Funded 2014	Non Core Unfunded 2014	CORE A Funded 2015	Non Core Unfunded 2015	
	CHF	CHF	CHF	CHF	CHF	CHF	
INCOME							
A. CONTRIBUTIONS	000	000	000	000	000	000	
i. Assessed contributions from Contracting Parties (incl. US)	4,845		4,845		4,845		
ii. Voluntary contributions from Contracting Parties		1,894		2,624		2,639	
iii. Other contributions		1,000		1,200		1,500	
B. OTHER INCOME							
i. Income tax rebate	200		200		200		
ii. Interest income	12		12		12		
TOTAL INCOME	5,057	2,894	5,057	3,824	5,057	4,139	
EXPENDITURES	2013	2013	2014	2014	2015	2015	
A. SECRETARIAT SENIOR MANAGEMENT	614		614		614		
B. REGIONAL ADVICE & SUPPORT	1,388	50	1,388	50	1,388	50	Travel Staffing 4 ROs
C. SUPPORT TO REGIONAL INITIATIVES	100		50		50		
D. SCIENTIFIC AND TECHNICAL SERVICE	604	300	604	300	604	100	STRP Tasks
E. DOCUMENTATION, COMMUNICATION, EDUCATION & PUBLIC AWARENESS	625	65	675	66	675	67	Staffing IT 50%
F. ADMINISTRATION & PERSONNEL MANAGEMENT	329		329		329		
G. FINANCE MANAGEMENT	202		202		202		
H. OPERATING COSTS	95		95		95		
I. STANDING COMMITTEE SERVICES	85		85		85		
J. MISCELLANEOUS	65		65		65		
K. IUCN SERVICE CHARGES (maximum 13% of expenditures)	574		574		574		
L. LEGAL	60		60		60		
M. PARTNERSHIP Co-ordinator	315	129	315	132	315	134	Staffing
1. RSIS and RIS database investment		400		150		100	
2. World Wetlands Day		100		100		100	
3. RAMs		150		150		150	
4. CEPA action planning workshops and communications		100		100		100	
5. SGF/WFF/SGA - grants programmes		1,400		1,400		1,400	
6. Regional Meetings		150		750		150	Pre COP in 2014
7. COP delegates and Ramsar award						1,200	
8. Strategic visioning		50		100		50	
TOTAL EXPENDITURE	5,057	2,894	5,057	3,824	5,057	4,139	

Annex 2 - Ramsar Combined Budget 2013-2015 - zero growth; B

2013-2015 Combined budgets - zero growth							Non Core Notes
	CORE A Funded 2013	Non CORE Unfunded 2013	CORE A Funded 2014	Non Core Unfunded 2014	CORE A Funded 2015	Non Core Unfunded 2015	
INCOME	CHF	CHF	CHF	CHF	CHF	CHF	
A. CONTRIBUTIONS	000	000	000	000	000	000	
i. Assessed contributions from Contracting Parties (incl. US)	4,941		5,040		5,141		
ii. Voluntary contributions from Contracting Parties		1,894		2,624		2,639	
iii. Other contributions		1,000		1,200		1,500	
B. OTHER INCOME							
i. Income tax rebate	200		200		200		
ii. Interest income	12		12		12		
TOTAL INCOME	5,153	2,894	5,252	3,824	5,353	4,139	
EXPENDITURES	2013	2013	2014	2014	2015	2015	
A. SECRETARIAT SENIOR MANAGEMENT	624		636		649		
B. REGIONAL ADVICE & SUPPORT	1,413	50	1,441	50	1,470	50	Travel Staffing 4 ROs
C. SUPPORT TO REGIONAL INITIATIVES	100		50		50		
D. SCIENTIFIC AND TECHNICAL SERVICE	630	300	646	300	652	100	STRP Tasks
E. DOCUMENTATION, COMMUNICATION, EDUCATION & PUBLIC AWARENESS	633	65	695	66	706	67	Staffing IT 50%
F. ADMINISTRATION & PERSONNEL MANAGEMENT	337		342		358		
G. FINANCE MANAGEMENT	206		210		215		
H. OPERATING COSTS	95		97		99		
I. STANDING COMMITTEE SERVICES	85		87		88		
J. MISCELLANEOUS	65		65		65		
K. IUCN SERVICE CHARGES (maximum 13% of expenditures)	585		597		608		
L. LEGAL	60		60		60		
M. PARTNERSHIP Co-ordinator	319	129	326	132	332	134	Staffing
1. RSIS and RIS database		400		150		100	
2. World Wetlands Day		100		100		100	
3. RAMs		150		150		150	
4. CEPA action planning workshops and communications		100		100		100	
5. SGF/WFF/SGA - grants programmes		1,400		1,400		1,400	
6. Regional Meetings		150		750		150	
7. COP delegates and Ramsar award						1,200	
8. Strategic visioning		50		100		50	
TOTAL EXPENDITURE	5,153	2,894	5,252,302.21	3,824,094.08	5,353	4,139	

Annex 2 - Ramsar Combined Budget 2013-2015 - Modest growth; C

2013-2015 Combined budgets - modest growth							Non Core Notes
	CORE A Funded 2013	Non CORE Unfunded 2013	CORE A Funded 2014	Non Core Unfunded 2014	CORE A Funded 2015	Non Core Unfunded 2015	
INCOME	CHF	CHF	CHF	CHF	CHF	CHF	
A. CONTRIBUTIONS	000	000	000	000	000	000	
i. Assessed contributions from Contracting Parties (incl. US)	5,038		5,240		5,449		
ii. Voluntary contributions from Contracting Parties		1,894		2,492		2,370	
iii. Other contributions		1,000		1,200		1,500	
B. OTHER INCOME							
i. Income tax rebate	200		200		200		
ii. Interest income	12		12		12		
TOTAL INCOME	5,250	2,894	5,452	3,692	5,661	3,870	
EXPENDITURES	2013	2013	2014	2014	2015	2015	
A. SECRETARIAT SENIOR MANAGEMENT	624		636		649		
B. REGIONAL ADVICE & SUPPORT	1,413	50	1,573	50	1,730	50	Travel Staffing 4 ROs
C. SUPPORT TO REGIONAL INITIATIVES	100		87		60		
D. SCIENTIFIC AND TECHNICAL SERVICE	660	300	646	300	652	100	STRP Tasks
E. DOCUMENTATION, COMMUNICATION, EDUCATION & PUBLIC AWARENESS	683	65	695	66	706	67	Staffing IT 50%
F. ADMINISTRATION & PERSONNEL MANAGEMENT	336		341		350		
G. FINANCE MANAGEMENT	206		210		215		
H. OPERATING COSTS	95		99		103		
I. STANDING COMMITTEE SERVICES	92		94		95		
J. MISCELLANEOUS	65		65		65		
K. IUCN SERVICE CHARGES (maximum 13% of expenditures)	597		620		644		
L. LEGAL	60		60		60		
M. PARTNERSHIP Co-ordinator	319	129	326	132	332	134	Staffing
1. RSIS and RIS database		400		150		100	
2. World Wetlands Day		100		100		100	
3. RAMs		150		150		150	
4. CEPA action planning workshops and communications		100		100		100	
5. SGF/WFF/SGA - grants programmes		1,400		1,400		1,400	
6. Regional Meetings		150		750		150	
7. COP delegates and Ramsar award						1,200	
8. Strategic visioning		50		100		50	
TOTAL EXPENDITURE	5,250	2,894	5,451	3,692	5,661	3,870	