



Annex 71

CDM MANAGEMENT PLAN 2009

(Version 01)

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## I. Executive summary

1. The overall goal of the Executive Board of the clean development mechanism (CDM) is to continue to ensure that the regulatory framework is sufficiently robust and flexible to respond to the needs of Parties and to facilitate the implementation of the mechanism in a manner that maximizes its contribution to the aims of the Convention and its Kyoto Protocol.
2. In 2008, the CDM sustained a high level of growth for the third consecutive year and was valued at USD 13 billion, including trades in primary and secondary certified emission reductions (CERs). As a consequence, its governance structure experienced a large increase in workload, as evidenced by the number of projects requesting registration and issuance (175 per cent increase between 2006 and 2008), the number of proposals for new methodologies and requests for guidance on methodologies, or adoption of project developer tools/modules, and an increased number of requests for deviations and clarifications (50 per cent increase from 2006 to 2008).

### I.1. Key challenges

3. The Management Action Plan (MAP) for 2009 is designed to strengthen the capacity of the CDM Executive Board and its support structure, including panels and working groups, designated operational entities (DOEs) and the secretariat, and has been developed in the context of the overall goal of the Executive Board, continued growth of the CDM and the following specific challenges:
  - As the CDM is a voluntary, bottom-up mechanism, it is difficult to forecast accurately the probable rate of new submissions in the coming year. Therefore, predicting and processing an ever-increasing workload remains a major challenge;
  - The second major challenge relates to capacity constraints throughout the CDM market, including the numbers of designated national authorities (DNAs) and DOEs and expanding the understanding of CDM rules/methodologies by all stakeholders;
  - At the fourth session of the conference of the parties serving as the meeting of the Parties to the Kyoto Protocol (CMP.4), the Parties to the Kyoto Protocol requested that the CDM Executive Board make recommendations to the CMP at its fifth session and subsequent sessions for improving the efficiency of the operation of the CDM. This request recognizes that the CDM governance structure needs to change from its pioneering and “learning-by-doing” phase into a more responsive and mature phase;
4. In the context of the CMP4 mandate, this MAP could be considered transitional because any improvement initiatives introduced in 2009 will probably begin to translate into meaningful measurable gains after 2010. Activities, identified in this MAP, will allow future submissions for registration and issuance to be efficiently dealt with until 2012.

### I.2. Strategic objectives

5. The CDM Executive Board and its support structure will apply the following strategic objectives in planning and prioritizing its work:
  - Promoting sound governance and improving the efficiency and transparency of CDM operations, including consistency in decision-making;
  - Enhancing the effectiveness of communication with CDM stakeholders;



- Facilitating the development of capacity of CDM stakeholders and improving the quality of submissions from project participants (PPs) and DOEs;
- Improving the regional and subregional distribution of CDM projects.

### **I.3. Key initiatives for 2009 towards meeting the objectives**

6. Time lines will be defined for all aspects of the CDM project cycle, and the implementation of these time lines will be reported to CDM stakeholders in a user-friendly manner in real time. These initiatives will define the expectations of the Executive Board for delivery from its support structure and provide transparency in implementation.
7. Resources also will be devoted to classifying, indexing and publishing Board decisions, and to clarifying the hierarchy of such decisions, which is expected to improve the transparency and consistency of decisions. Board decisions will indicate the relationship between new and previous decisions and the rationale for decisions, without compromising the confidentiality aspects of such decisions.
8. A communications and outreach strategy will be developed and implemented in an effort to improving interactions and information exchange between the Board and interested parties, enhancing and broadening the public's understanding of the CDM, proactively improving access to up to date regulatory information, and facilitating effective networking among CDM stakeholders.
9. The accreditation process will be entirely revamped to ensure a speedier accreditation process. The parallel implementation of a more extensive system of regular surveillance and performance monitoring will ensure that high quality standards are maintained for DOEs.
10. The Executive Board and its support structure will, in consultation with the DNA Forum, identify any procedural barriers to the equitable regional distribution of CDM project activities, and take the necessary and appropriate steps to remove such barriers.
11. In 2009, resources will be allocated to
  - The design, implementation and maintenance of an overall quality management and control system that addresses all operations managed by the secretariat, and that serves as a basis for the interface with DOEs;
  - Further improving the design, development and programming of the web-based CDM information system managed by the secretariat, that includes automated workflows and differing access rights for sets of users to CDM modalities, procedures, record management and collaboration tools.

### **I.4. Medium- to long-term strategy on resourcing**

12. As in the past, staffing levels have to be increased to a level commensurate with the effort required for sustained technical support, continuous management of the institutional memory of the CDM standard-setting process, and the ongoing need for enhanced quality control. However, to address the unsustainable trend of an increase in resources allocated to tasks to meet growing caseloads, a medium- to long-term strategy on resourcing needs to be adopted by the Board. This strategy will include a comprehensive assessment of all major tasks associated with CDM governance, and the development of means of quality improvement, optimization of CDM operations, and enhancement of synergy, while avoiding unnecessary duplication.



13. In accordance with paragraph 13 of decision 7/CMP.1 paragraphs 8 of decision 1/CMP.2, and paragraphs 4 and 5 of decision 2/CMP.4, the Board will review and assess the plan periodically and adjust it, as necessary.

## II. Introduction

### II.1. Status of the clean development mechanism in 2008

14. The CDM sustained a high level of growth in 2008 for the third consecutive year, as can be seen from table 1. This growth brought intense pressure on the Board and its support structure.

**Table 1 - Indicative growth in caseload**

Activity	Number of requests processed		
	2007	2008	Growth (%)
Requests for registration	553	666	20
Requests for review of registration	201	257	28
Reviews of registration requests	77	135	75
Corrections of registration requests	118	224	90
<b>Total: registration</b>	<b>949</b>	<b>1282</b>	-
Requests for issuance	326	516	58
Requests for review of issuance	75	123	64
Reviews of issuance requests	12	23	92
Corrections of issuance requests	59	104	76
<b>Total: issuance</b>	<b>472</b>	<b>766</b>	-
New methodologies proposed	114	125	10
Requests for revision to approved methodologies	65	106	63
Requests for clarifications	55	169	207
<b>Subtotal: methodologies</b>	<b>234</b>	<b>400</b>	-
<b>Total</b>	<b>706</b>	<b>1166</b>	-

*Note: Caseload does not represent all the work in these areas. For methodologies, the number of requests does not indicate the number of times that a methodology needs to be assessed.*

15. Given the levels of resources allocated to certain tasks, the secretariat was at times during 2008 unable to process peaks in submitted caseload within the allocated time frames. For example, 242 requests for registration were made in August 2008, greatly exceeding the maximum processing capacity agreed at the forty-first meeting of the CDM Executive Board (EB41) of 50 completeness checks per month for registration. The secretariat has increased the resources available for this task and the processing of an average of 75 registration request per month in the final four months of 2008.
16. Other than the timely processing of the increased caseload, the MAP 2008 identified a number of objectives for its work. In this context, key highlights in the activities of the Board during 2008 included:
- Ongoing work to streamline and strengthen the accreditation process;
  - Preparation and issuance of the validation and verification manual (VVM);



- Continued interaction with DOEs/applicant entities (AEs) through the DOE Forum meetings;
  - Improved interaction with project participants, mainly through dialogue with the secretariat on methodological issues, registration and issuance;
  - Enhanced public information activities;
  - Maintenance and enhancement of the CDM Bazaar in response to user demands, with an increase in the number of registered users to over 1,300;
  - Ongoing work to enhance the transparency of Board documentation;
  - Enhanced activities in support of capacity-building in the context of the DNA Forum, joint workshops and participation in events and activities under the Nairobi Framework.
17. As shown in table 2, a budget of USD 21.7 million, financed through supplementary funds (fees and the share of proceeds to cover administrative expenses), was approved in MAP 2008. An additional USD 0.3 million was provided through the core budget of the secretariat. This incorporated an increase of 22 staff over 2007 levels, of which 15 were at the professional level, to enable the reinforcement of management, quality control, communication and outreach.

**Table 2 - Summary of CDM-MAPs (2006–2008)**

	2006	2007v2	2008
Total annual budget (supplementary/core) (USD million)	9.0 / 2.2	13.0 / 2.3	21.7 / 0.3
Professional staff	24	47	62
General Service staff	16	24	31
Executive Board meetings	8	8	8
Meth Panel meetings	6	5	5
Accreditation Panel meetings	5	6	7
Afforestation/Reforestation Working Group meetings	4	5	5
Small Scale Working Group meetings	2	5	5
Designated National Authorities Forum meetings	0	2	3
Coordination workshops	1	1	1

18. In addition to the two DNA forum meetings, covered by the CDM-MAP provisions in 2008, and similar provisions in place for 2009, the CDM Executive Board is promoting additional DNA forum meetings to be held in non-annex I countries. The first two of these additional meetings were held in Ethiopia in 2007 and in Chile in 2008. As these meetings are additional to the resources requirements of the MAP, specific contributions were sought from Parties.
19. Budget expenditures during 2008 were in the order of USD 18 million, leaving a surplus in supplementary funds of about USD 3.7 million. This surplus is mostly attributed to unexpected difficulties in recruiting staff and external experts and in maintaining low attrition rates. In 2008, staffing levels were maintained at about 75 per cent of the positions approved in MAP 2008.



20. The expenditure level is lower than the budgeted one and the difference is mainly attributable to savings in recruitment costs, in terms of both salaries (30 per cent of the unspent funds) and related costs (10 per cent). Other substantial savings were related to meeting costs. In particular, savings resulted from one DNA Forum not being held in 2008 (in Poznan) and from holding the 2008 joint workshop back to back with panel meetings, which reduced travel and logistic costs. The savings from meeting costs accounted for 28 per cent of the unspent budget in 2008. Other savings were related to consultancy costs and overhead (which are calculated on the basis of expenditure) and amounted altogether to 20 per cent of the unspent budget.
21. The difficulties in appointing suitable candidates, despite aggressive recruiting efforts, is consistent with the general shortage of candidates with the appropriate CDM expertise. Recent recruitment efforts are now expected to bring staff levels to about 90 per cent of MAP 2008 by the end of first quarter of 2009.
22. As at 28 November, 2008, the programme has 24 vacant positions. However, for the 54 per cent of the vacant posts, the recruitment processes are at the stages of final recommendation. Therefore, the secretariat expects the new staff to be operational in the early part of the second quarter of 2009. In 21 per cent of the cases, the posts have now been advertised and they should be filled by the end of the second quarter of 2009. Finally for 25 per cent of the vacant posts (about six posts), the programme is waiting for the supervisor to be recruited or, due the specificity of the posts, the process of classification has resulted in a delay. In these cases, it is expected that posts will be filled by the end of the second quarter of 2009.
23. Despite these less than optimal staffing levels, the increased caseload has been largely processed within the allocated time frames and the majority of the objectives set out in CDM management plan (CDM-MAP) 2008 have been advanced and, in many cases, achieved. This has been primarily due to the dedication and extra efforts of the Board, its panels and working groups, and the staff of the secretariat. However, this was achieved at the expense of a number of other objectives identified in MAP 2008 not being fully achieved.

## II.2. Key challenges for 2009 and beyond

24. The following key challenges are identified in MAP 2009:
  - Predicting and processing an ever-increasing workload. As the CDM is a voluntary, bottom-up mechanism, it is difficult to forecast accurately the probable rate of new submissions in the coming year. This is true across the operational units of the CDM; registration and issuance, methodologies and accreditation. While the Board and its support structure seeks to be proactive to the needs of stakeholders where possible, ultimately, the regulation of the CDM often remains a reactive process that relies on real-world situations being brought to the Board's attention before adequate guidance or revisions to existing provisions can be made;
  - Addressing capacity constraints throughout the CDM market, including the numbers of DNAs and DOEs and expanding the understanding of CDM rules/methodologies by all stakeholders;
  - At CMP 4, the Parties to the Kyoto Protocol requested that the CDM Executive Board make recommendations to the CMP at its fifth session and subsequent sessions for improving the efficiency of the operation of the CDM. This request recognizes that the CDM governance structure needs to change from its pioneering and "learning-by-doing" phase into a more responsive and mature phase.



### II.3. Strategic objectives for 2009

25. The CDM Executive Board and its support structure will apply the following strategic objectives in planning and prioritizing its work:
- Promoting sound governance and improving the efficiency and transparency of CDM operations, including consistency in decision making. The Board has a specific mandate from CMP to make recommendations to the CMP at its fifth session and subsequent sessions for improving the efficiency of the operation of the CDM. This shows that the CMP attaches great importance to the need to continually improve the efficiency of CDM operation;
  - Enhancing the effectiveness of communication with CDM stakeholders. It is essential that the Board spares no efforts to continuously seek ways to improve its interactions and information exchange with CDM stakeholders and the broader public;
  - Facilitating the development of the capacity of CDM stakeholders and improving the quality of submissions from PPs and DOEs. With regard to DOEs, the Executive Board has sought to strengthen the accreditation process and to ensure the effective and efficient application of standards. Some of the initiatives instituted by the Executive Board in 2008 in this regard will continue in 2009. In addition, and consistent with decision 2/CMP.4, MAP 2009 will also focus on outreach and implementation activities to enhance the understanding of the VVM and facilitate its implementation;
  - Improving the regional and subregional distribution of CDM projects. Consistent with decision 2/CMP.4, the MAP 2009 will identify means to streamline the CDM process in countries with fewer than 10 registered projects, in particular in least developed countries, small island developing States and Africa.
26. The actions listed below will receive priority in 2009 with a view to effectively achieving the above key objectives:
- Enhancing the institutional capacity to supervise an evolving market with sustained growth, such as the CDM, while implementing longer-term measures needed to enhance consistency and system improvements;
  - Classifying the hierarchy and relationships of Executive Board decisions, including providing a more detailed public explanation of the background and context to Board decisions (including case-specific decisions);
  - Streamlining the accreditation system to facilitate the entry of more suitable entities;
  - Enhancing the systematic performance monitoring of DOEs to ensure that high quality standards are maintained;
  - Enhancing feedback to DOEs;
  - Contributing to capacity development for DOEs and other stakeholders, through an implementation plan and outreach activities relating in particular to the VVM and new Board guidance;
  - Streamlining the registration and issuance procedures, in particular for countries with fewer than 10 registered projects;



- Implementing an internal quality management system for the support structure;
- Deciding upon and implementing time lines for each element of the CDM project cycle;
- Developing appropriate communication channels with project participants;
- Enhancing the regional and subregional distribution of CDM project activities.

### III. Operational objectives and deliverables for 2009 by focal area

27. This section provides an overview of activities and caseload assumptions for 2009 by focal area. For each focal area, core deliverables, operational objectives, assumptions and caseload forecasts and unit structure and team functions are presented. This is further enhanced by detailed information provided in the annexes.

#### III.1. Accreditation

##### *III.1.a. Core deliverables*

28. The core deliverables of the Accreditation Unit are:

- Continuous support to the CDM Accreditation Panel (CDM-AP);
- Facilitating the accreditation and re-accreditation of new and existing DOEs;
- Support to the Executive Board in the accreditation process;
- An interface for communication with AEs and DOEs.

##### *III.1.b. Operational objectives*

29. Strengthening and streamlining the accreditation process was a priority area in 2008 and will remain so for 2009. In this regard, the Board has undertaken a number of decisions to modify the design features of the accreditation process in order to ensure the effective and efficient application of standards.
30. The Accreditation Unit has the following operational objectives:
- (i) Objective 1: Streamlining the accreditation process
    - As reported to CMP by the Executive Board in 2008 and as requested by decision 2/CMP.4 the Executive Board will revise the accreditation process in 2009. The aim of this revision will be to increase the efficiency of the process to ensure that sufficient numbers of suitability qualified entities are in place to respond to the market demand for their services. The revision will focus on revising the use of the witnessing process as part of the initial accreditation procedure and will be facilitated by the adoption of a clear accreditation standard.
  - (ii) Objective 2: Monitoring and strengthening the performance of DOEs
    - The changes to the accreditation process as indicated above will require the system to adopt a more extensive system of DOE performance evaluation to ensure that DOEs carry out their important functions consistent with the requirements of the accreditation standard and additional guidance by the CMP and the Executive Board. The strategy will require a continuation of a collaborative approach



between the Executive Board, the Accreditation Panel, the secretariat and DOEs. Enhanced feedback on performance will allow DOEs to adapt their operating practices and validation and verification protocols to maintain high quality output and decisions. This objective will be pursued in collaboration with the Registration and Issuance process to identify areas of concern within finalized validation and verification activities.

(iii) Objective 3: Addressing the shortage of DOEs in the market:

- The streamline accreditation process will assist in achieving this objective, however additional actions will also be required to ensure that the availability of DOE services is commensurate with demand. Clear tools and guidance documents regarding the accreditation process will therefore be developed and disseminated appropriate outreach activities, including collaboration with regional/international accreditation fora.

*III.1.c. Assumptions and caseload forecast*

31. For 2009, the Accreditation Unit is expected to continue to deal with activities falling within the following broad areas:

- Support to the Executive Board and CDM-AP meetings;
- Assessment activities;
- Process management to cases;
- Unit management and coordination.

*III.1.d. Unit structure and team functions*

32. The Unit comprises five distinct but interrelated operational teams with overlapping functions.
33. **Quality control team:** The quality control team is responsible for developing and implementing a quality management system covering all areas of the work of the unit. The team implements quality assurance and quality control measures such as internal audits, and continuous monitoring by checking drafts, documents and other substantive inputs with respect to their quality, consistency and quality management system standards.
34. **Technical review team:** The technical review team is responsible for undertaking technical review and analysis of the assessment work by the CDM assessment teams on all issues relating to the application of methodologies and CDM requirements in the functions of desk review and on-site assessments. It provides comprehensive analysis and recommendations and options for the consideration of the CDM-AP and the Executive Board.
35. **Assessment team:** The assessment team members will become part of the assessment teams for undertaking detailed assessment work pertaining to desk review, on-site assessment, regular surveillance, performance assessment and spot-checks of DOEs.
36. **Accreditation operational team:** The accreditation operational team is responsible for the overall process management of entire assessment cycle of DOEs. The team undertakes initial analysis of the assessment work performed by the assessment teams and highlights key management system, procedural and technical issues from the assessment reports of the teams.



The team also maintain status sheets and electronic workflows of the assessment process of the DOEs.

37. **Operational support team:** The operational support team undertakes all required administrative steps in the establishment of assessment teams and experts, provides administrative support to the sub-teams in process management of the assessment work, undertakes administrative steps to process payments for the team members and experts, and makes logistical arrangements for meetings of the CDM-AP.

### III.2. Methodologies Unit (METH-U)

#### III.2.a. Core deliverables

38. The core deliverables of the Methodologies Unit are:
- Continuous support to the Methodologies Panel, the Small-Scale Working Group and the Afforestation/Reforestation Working Group in their consideration of proposed new methodologies and requests for revisions and clarifications;
  - Continuous support to the CDM Executive Board in its consideration and approval of proposed new methodologies and requests for revisions and clarifications;
  - Enhancing the quality and consistency of approved methodologies and consolidating approved methodologies without detriment to broadness of applicability;
  - Revising approved methodologies to promote increased use;
  - Assessing requests for deviations to methodologies at the validation stage;
  - Clarifying methodological issues.

#### III.2.b. Operational objectives

39. The Methodologies Unit has the following operational objectives for 2009:
- (i) Objective 1: Ensuring methodologies and tools are user friendly
- The aim of the methodology process is to develop a set of easy to apply tools and approved methodologies which facilitate the ease of implementation of CDM project activities and facilitate efficient validation and registration of suitable project activities. To achieve this objective the Executive Board will continually strive to ensure that approved methodologies are broadly applicable, and that commonly applicable elements of methodologies are developed as user friendly tools;
  - In addition the Executive Board will oversee and analysis of seldom used methodologies to assess the reasons for this, while intensifying its work regarding barriers to methodology development in underrepresented sectors such as energy-efficiency and transport. This work will also be guided by the need to facilitate the development of methodologies and tools which will assist in enhancing regional distribution of CDM project activities.



- (ii) Objective 2: Enhancing the efficiency of the decision making process
  - Timelines for all elements of the methodology approval process, including those related to requests for revision, clarification and deviation will be assessed and implemented. Enhanced use of appropriate IT tools will contribute to improvements in efficiency.
- (iii) Objective 3: Ensuring transparency and improving communication
  - The dialogue between the secretariat and project participants was increased significantly in 2008. This development will be continued in 2009 to ensure a proactive assessment of new submissions will resolve potential issues at the earliest possible stage in the process. This enhanced feedback will also assist project participants in improving the quality of future submissions. Online information tools related to the processes of revisions and clarifications to approved methodologies.

#### *III.2.c. Assumptions and caseload forecast*

- 40. In decision 2/CMP.4, the CMP spelled out specific improvements and enhancements required in methodologies, thus requiring the Methodologies Unit to increase the level and detail of its support to the Executive Board in 2009. The work in this area also is expected to increase in complexity and volume as the more common technologies are approved and refined through the revision process, and the Board considers more complex processes, technologies and measures. Finally, the Board has asked the unit to work with external experts to develop methodologies that address sectors under-represented in the market, such as energy efficiency. This increased work will require not only more efficient procedures but also an increase in staff.
- 41. The methodological work is now characterized by an estimated slightly growing caseload for non-A/R new methodologies at both the large and small scales (344 cases), a large increase in revision and clarification of methodologies (123 requests for revisions and 685 requests for clarifications) and an increasing need to engage more external expertise (120 desk reviewers and experts). The work demands short approval turnaround times without compromising quality, enhanced coordination of internal and external expertise (e.g., industry/technology experts, desk reviewers, the Meth Panel and working groups) and an uninterrupted methodologies workflow.
- 42. Adequate resources are required to address cross-cutting and system-wide issues, to enhance interactions with internal and external clients (programme secretariat-wide, DOEs, DNAs, project participants (PPs)) and to provide analytical support required for decision making, and maintenance of institutional memory of the CDM standard setting process. The increase in the number of approved methodologies also requires overall process improvement and consistency in approach.

#### *III.2.d. Unit structure and team functions*

- 43. The Methodologies Unit comprises four distinct but interrelated operational teams:
- 44. **Methodology team (M-T):** The methodologies team supports the Methodologies Panel and the Executive Board by processing proposals for new methodologies and requests for clarifications and revisions to approved methodologies. The team also support dialogue with project participants and draws on external expertise to resolve issues.



45. **Small-Scale Team (SSC-T):** The Small-Scale Team supports the Small-Scale Working Group and the Executive Board by processing proposals for new small-scale methodologies and requests for clarifications and revisions to approved methodologies. With increased sophistication in small-scale methodologies, the small-scale methodology approval process is expected to approach that of the large-scale methodologies (i.e., full proposal formulation, including increased number of proposals applying the Programme of Activities (PoA) approach, peer review, public comment and project participant dialogue). The SSC-T also is responsible for deviations to small-scale methodologies at the registration stage, for dialogue with project participants, and for drawing on external expertise to resolve issues.
46. **Afforestation and Reforestation Team (A&R-T):** The Afforestation and Reforestation Team supports the A/R Working Group and the Executive Board in their consideration of new proposals and requests for clarifications and revisions to approved A/R methodologies. The Small-Scale Afforestation and Reforestation Sub-team supports the refinement and expansion of small-scale A/R methodologies and workflow, including provisions for revisions and clarification requests. The sub-team also interacts with other agencies on matters concerning afforestation and reforestation, agroforestry and biomass-related issues.
47. **Methodologies unit operations support(MOS-T):** The Operational Support team provides logistical and process support to the above-mentioned teams and the panels and working groups. This team's workload directly relates to that of the above teams.

### III.3. Quality and Information System Unit (QIS-U)

#### III.3.a. Core deliverables

48. The core operational deliverables of the Quality and Information System Unit for 2009 are:
- The establishment, implementation and continuous administration of an overall quality management system (QMS) for all CDM processes, standards and techniques that encompass the registration of CDM project activities, the issuance of CERs, the operation of the CDM registry, the accreditation of DOEs and the approval and publication of methodologies. The QMS will provide real-time performance and measurement of quality, understand the cause-and-effect relationship between actions implemented and improvement goals set to achieve speed, standardization, consistency, flexibility and responsiveness;
  - Supply of technical information and support to the Executive Board and its support structure including subprogramme units; management of the development process, including technological support to process engineering business analysis; system architecture, software design, development, quality assurance and quality control, deployment and maintenance; and external and internal user support within the required time lines. Improved accessibility of data and granularity of access to information contained in CDM project documentation (i.e. a fully digitized Project Design Document (PDD)) and to supply DOEs and project participants with a mechanism to share CDM project data with their systems and enable automated early detection of errors and consistency checking;
  - The provision of CDM data mining, statistics and information services on CDM data, and the development, publication and maintenance of a set of CDM performance and management indicators.

*III.3.b. Operational objectives*

49. Relying on the cooperation of other units in CDM subprogramme and in its cross-cutting service oriented function, the QIS-U in support of the decisions of the CDM Executive Board, will provide the following operational deliverables for 2009:
- (i) Objective 1: Establishment of a Quality Management System (QMS)
    - Ensuring the overall coordination and design of all related measures among teams in installing a QMS, initially within the CDM subprogramme, to facilitate speed, standardization, consistency, flexibility and responsiveness of the secretariat-controlled activities and the quality of the CDM system as a whole, taking into account characteristics of DOEs and the interface with project participants. A primary component of the QMS will be a quality manual comprising current and evolving standards, manuals, modalities and procedures.
  - (ii) Objective 2: Manage the transition into a centralized IT governance structure
    - Continuing to provide maintenance and improvement of existing systems and rapid development of turnkey CDM software solutions in support of the CDM regulatory process to units in the CDM subprogramme and other stakeholders. Providing its services and products to ensure short turnover times and a cost effective provision of the CDM related services of high quality, on time and within user specification. To disjoin business analysis and project management functions from technical functions in order to enable provisioning of the latter through an external service.
  - (iii) Objective 3: Special projects
    - The development of an XML data exchange standard for projects, methodologies and other required documents and data. The digitisation of the PDD and major forms and methodologies. Starting with the PDD, all forms are to be successively converted into web services;
    - Reference implementation of the data exchange standards allowing for the assisted capture and validation of parameters before the submission of a project for validation and registration with an option to create a PDF of any submitted form;
    - Deploy an online Customer Relationship Management (CRM) System or Self-Service FAQ System in order to assist in enhancing the effectiveness of communication with project participants without going through the DOE.

*III.3.c. Assumptions and caseload forecast*

50. For 2009, the QIS-U is expected to deal with the following activities:
- Further development of accreditation support subsystem;
  - Further development of new methodology approval workflow and methodology database subsystems;
  - Further development of Accreditation support subsystem;



- Further development of Registration and Issuance support subsystems, including transition to digitized PDDs and work through XML interfaces;
- Support to data mining, statistics and indicators;
- Further improvements to hardware and software infrastructure of the CDM information system, including contact, financial and resource planning elements;
- Improvement of platform and further development of the CDM Bazaar;
- System administration, maintenance and support.

#### *III.3.d. Unit structure and team functions*

51. The unit comprises of three distinct but interrelated operational teams under the manager who co-ordinates the overlapping functions, provides strategic guidance and monitors the overall quality of the unit's output.
52. **Management of the QIS unit (QIS-U):** The manager of the unit is to be appointed in 2009 and will be responsible to the Board and the Coordinator for the products and services of the QIS-U. In 2009 the manager will oversee the development and implementation of the overall QMS for the functions of the subprogramme, and manage the delivery of the operational deliverables of the unit.
53. **CDM overall quality system team (CDM-QS):** In ensuring the overall coordination and design of all quality related measures among CDM subprogramme units and teams, the overall quality system (CDM-QS) team will provide quality assurance of all secretariat controlled activities and ensure the quality of the CDM system as a whole taking into account DOEs characteristics and the interface with project participants.
54. **CDM information system team (CDM-IS):** The UNFCCC CDM information system is a custom-made system based on open source (i.e. the program source code is openly available), cost-free software that provides for sophisticated electronic workflows relating to the project cycle and procedures, integrating users with different access rights and roles within and outside the secretariat. The system has to a large extent contributed to the cost-effective and timely implementation of the CDM regulatory process. CDM business processes change rapidly making customization of commercially available enterprise packages challenging, and as a result the system is primarily developed internally by a dedicated team within the CDM subprogramme with the help of external consultants and contractors.
55. **CDM Data mining, statistics and indicators team (CDM-DSI):** The DSI team will provide support by providing up to date information on all aspects of the performance and status of the CDM. In relying on cooperation from other units in the CDM subprogramme, the team will also support the effort to increase the availability and consistency of CDM data available to the public, together with a redesign of the CDM website offering CDM statistics. The team will provide up-to-date information for media and presentation requirements and will develop and maintain and make available performance and management indicators.

#### **III.4. Registration and Issuance Unit (R&I Unit)**

##### *III.4.a. Core deliverables*

56. The core deliverables of the Registration and Issuance Unit are:



- The continuous administrative implementation of the process for the registration of CDM project activities, the issuance of CERs and the operation of the CDM registry;
- Technical support to the Executive Board through technical assessments of registration and issuance requests, including for PoA, renewal of crediting period requests, requests for deviations at the point of verification, and requests for revision of monitoring plans, including assessments at each stage of the review cycle;
- Support for the Executive Board's work programme regarding equitable regional and subregional distribution of project activities, including through coordination of the Nairobi Framework;
- Support for the operation of the DNA Forum.

#### *III.4.b. Operational objectives*

57. The R&I Unit will focus on the delivery of the following key operational objectives in 2009, in addition to the continued delivery of technical and operational support to the registration and issue processes and the operation of the CDM Registry.

- (i) Objective 1: Ensure timely action in all steps, including completeness checks, of the processes relating to requests for registration, issuance, deviation, revision of monitoring plan, and renewal of crediting periods
  - In addition to the time lines set at the forty-first meeting of the CDM Executive Board, the Board will be required to further consider the procedures for deviation and revision of monitoring plans in order to determine the appropriate time lines for the processing of such requests by the secretariat.
- (ii) Objective 2: Enhance the public availability of the rationales for the Executive Board's specific decisions
  - If resources are available the R&I Unit will provide, for every report of a meeting of the Executive Board meeting Report, specific references to the requirements that have not been complied with, and descriptions of how it has been considered that these requirements have not been met. In accordance with paragraph 13 of decision 2/CMP.4, the R&I Unit will also compile and maintain a summary of the major issues that trigger a request for review, and will assist the Executive Board in compiling and publishing the major criteria for decision-making during the review process.
- (iii) Objective 3: Implement systematic performance monitoring of DOEs
  - To implement paragraph 26 of decision 2/CMP.4, it is proposed that the secretariat systematically monitor the performance of DOEs. A system for such monitoring will be based on the case-specific assessments already conducted for the Executive Board. This would involve the compilation of recurring issues in request for review which would be periodically reported to DOEs in a manner that would allow DOEs to respond and propose corrective actions as necessary.



- (iv) Objective 4: Enhance the regional and subregional distribution of CDM project activities
- In response to decision 2/CMP.4, the first element of the implementation of this objective relates to the secretariat's coordination of the DNA Forum and the Nairobi Framework. The secretariat will seek to utilize these forums to develop and enhance existing means of ensuring a more equitable regional and subregional distribution of CDM project activities.
  - Consistent with decision 2/CMP.4, the MAP 2009 will identify means to streamline the CDM process in countries with fewer than 10 registered projects, in particular in least developed countries, small island developing States and Africa. In this regard, the secretariat will continue to assist partner agencies in the Nairobi Framework to coordinate, and where possible increase, their capacity- building activities and focus these activities in a manner that directly contributes to the development of CDM project activities.

*III.4.c. Assumption and caseload forecast*

58. The year 2009 will see another large increase in the total caseload for the Unit, resulting in substantial additional work. This caseload increase will impact all teams in the Unit as DOEs continue to clear the backlog in validation activities by submitting new requests for registration, many more projects begin to reach the stage of issuance, also impacting on the workload of the CDM registry, the crediting period of an increased number of projects will be due for renewal, and the registration requests for Programmes of Activities will be processed. In addition, the Unit will focus on the implementation of an internal quality management system and the delivery of additional operational objectives as outlined in the next section. Decision 2/CMP.4 requested substantial additional work relating to the equitable regional and subregional distribution of CDM project activities, and consultation with the DNA Forum.
59. Specifically, in 2009 the R&I Unit expects to process 1,000 new requests for registration, 800 new requests for issuance, and 1,050 requests for review and review cases, and to undertake assessment of 750 corrections, 100 requests for revision of monitoring plan, 100 requests for renewal of a crediting period and 80 requests for deviation at verification. In order to process this increase in caseload, which is additional within the time lines indicated by the Board at EB41 and any additional time line adopted in response to decision 2/CMP.4, more resources will be required by the secretariat. The increased rate of issuance will also impact on the total quantity of transactions in the CDM registry, which is predicted to process more than 3,000 transactions in 2009. However, it is expected that this increase in transactions can be processed by increased efficiencies and by greater use of appropriate IT tools.
60. In addition to processing the caseload mentioned above, the R&I Unit will assist the Board in revising existing procedures. This will include revisions to the procedures for revision of monitoring plans, deviations, renewal of crediting periods, and registration of Programmes of Activities. Further clarifications will also be required for the registration and issuance procedures. The aim of all these revisions will be to streamline the applicable procedures, and where appropriate, include specific time lines for processing times, thereby facilitating the operational objectives above.
61. Furthermore the R&I Unit will contribute to the development and drafting of additional guidance documents, including updates of the VVM, guidance of changes in project implementation compared to the project design in the registered PDD, guidance on the use of



national calibration standards, guidance on the validation of grid emission factors published by national authorities, and further guidance on investment analysis. Another aim of this work will be to support the strategic goals of this MAP by enhancing the transparency and predictability of the CDM decision-making process.

*III.4.d. Unit structure and team functions*

62. The Unit comprises four distinct but interrelated operational teams and a management team to coordinate the overlapping functions, provide strategic guidance and monitor the overall quality of the Unit's output.
63. **Management R&I Unit:** The manager of the Unit, who was appointed in 2008, and responsible to the Board and the Coordinator regarding the products and services of the R&I Unit, and acts as a Deputy Secretary to the Board. In 2009, the manager will expeditiously implement the recruitment processes relating to MAP 2009, oversee the development and implementation of an overall quality management system for the functions of the Unit, and manage the delivery of the operational objectives of the Unit. In addition, the Manager contributes to the overall strategic and operational management of the CDM subprogramme.
64. **Registration team (Reg-T):** The focus of the Registration Team (Reg-T) activity will be expeditiously processing requests for registration by having the completeness check and corrections cases dealt with within the time lines agreed by the Board at EB 41; ensuring that all technical inputs mandated by the Board for the registration process, as already described in MAP 2008, are delivered in accordance with the standards of the internal quality system; preparing for the consideration and publication by the Executive Board more detailed descriptions of the rationale of case specific; continuously and systematically providing feedback to the Executive Board and DOEs on the performance of DOEs with respect to validation activities.
65. **Issuance team (Iss-T):** The focus of the Issuance Team (Iss-T) activity will be expeditiously processing requests for issuance by having the completeness check and corrections cases dealt with within the time lines agreed by the Board at EB 41; ensuring that all technical inputs mandated by the Board for the issuance process, as already described in MAP 2008, are delivered in accordance with the standards of the internal quality system; preparing for the consideration and publication by the Executive Board more detailed descriptions of the rationale of case specific and continuously and systematically provide feedback to the Executive Board and DOEs on the performance of DOEs with respect to verification activities.
66. **CDM-Registry and Support Team (RegSupp-T):** The CDM-Registry and Support Team (RegSupp-T) will undertake the daily operation and maintenance of the CDM Registry and its activity in relation to the work of the international transaction log (ITL). It also provides support on administrative matters for the Unit. Other tasks include the processing of registration and issuance team (RIT) payments, keeping track of registration fee and share of proceeds (SOP) Administration payments, processing requests for changes in the modalities of communication (MoCs), updating contact details of project participants, and preparing and distributing CDM Registry monthly reports to the Executive Board and DNAs.
67. **Regional Distribution team (RD-T):**  
The Regional Distribution Team (RD-T) will focus its activities on the management and enhancement of the CDM Bazaar, organize and prepare substantive inputs for the DNA Forums, interact and support DNAs, support the Board discussion and deliberations on the issue of regional distribution, report to the CMP on the regional and subregional distribution of



CDM project activities, support work on capacity-building for the CDM, and facilitate the coordination of the activities under the Nairobi Framework

### **III.5. Coordination (COORD), including Public Information and Communications (CDM PIC-U)**

#### *III.5.a. Core deliverables*

68. The core deliverables of the Coordination Unit are:

- Overall coordination of and guidance to the CDM subprogramme units;
- Strategic advice to the Board on operational, legal and development issues of the CDM in general;
- Continuous support to the Chair and Vice-Chair of the Board;
- Coordination of Executive Board meetings (agendas, workload, documentation, logistics, etc);
- Coordination of and guidance and support to the CMP process, in particular for consideration of CDM-related agenda items at CMP sessions;
- A communication and outreach strategy, to be developed by the Public information and Communication Unit, as a matter of utmost priority;

#### *III.5.b. Operational objectives*

69. The support and advice provided to the Chair and Vice Chair, as well as the overall guidance, coordination and monitoring of the work of the CDM team, are main operational objectives of the coordination unit throughout the year.

70. In detail, the coordination unit has the following operational objectives:

- (i) Objective 1: Good governance
  - Ensuring that CMP requests to the Board and to the secretariat are implemented in a timely manner;
  - Coordinating the work of the CDM subprogramme units;
  - Ensuring that MAP resources are in place, based on the needs and requirements of the Board;
  - Preparing revisions of the MAP based on the requirements of the Board;
  - Ensuring the prioritization of the work of the secretariat team and the Board;
  - Ensuring that the Board has the means to take sound decisions;
  - Facilitating the decision-making of the Board;
  - Enhancing the level of interaction between the Board, its support structure and stakeholders via various means such as workshops, events, communications, etc.



- (ii) Objective 2: Improve the efficiency of the operation of the CDM
- Overall coordination of the efficient implementation of CDM processes;
  - Providing strategic direction and implementing related actions;
  - Conducting regular business risk and needs analyses;
  - Facilitating internal/external audits of subprogramme and related systems;
  - Coordinating implementation of recommendations emanating from audits and risk and need assessments.
- (iii) Objective 3: Transparency and communication
- Ensuring the substantiation of decisions and making public the rationale of decisions of the Board;
  - Creating categories of decisions, indexing decisions and publishing decisions made by the Board;
  - Ensuring that CDM information containing evidence of business decisions, activities and transactions is accessible, complete, accurate and reliable;
  - Ensuring that CDM records remain a vital resource available to assist in decision-making, provide litigation support, improve organizational efficiency, document compliance with legislative or regulatory requirements, and provide historical reference;
  - Gathering, analysing, storing and sharing knowledge and information through inductions, training and the documenting of secretariat business activities into internal standard operating procedures;
  - Prepare a communication strategy for the Board and secretariat, in collaboration with the Public Information Unit;
  - Articulating the decision-making and decisions of the Board to stakeholders.

*III.5.c. Assumptions and caseload forecast*

71. The Coordination Unit provides continuous support to the Board and overall coordination to the CDM sub-programme. In addition, the unit supports the various activities, such as meetings of the Board, workshop and related events.

*III.5.d. Unit structure and team functions*

72. The coordination unit provides/coordinates the support to CMP and the UNFCCC process on SDM/CDM and relevant carbon-market-related issues. The Coordinator of the CDM subprogramme is the secretary to the Board and the administrator of the CDM Registry. The Coordinator also identifies and leads the increasing human resources, and identifies and coordinates special activities such as legal support, and representation to and relations with other organizations.
73. The small team associated with the Coordinator provides support by:



- Preparing, coordinating and organizing Executive Board meetings;
  - Coordinating the report of the Executive Board to CMP and the MAP;
  - Preparing, coordinating and organizing other meetings (workshops, events, etc).
74. In order to anticipate and plan changes to the CDM system and operations emanating from various processes of CMP, the Coordination Unit is reinforced by a senior professional.

#### IV. Implementation of Executive Board support services

##### IV.1. Medium- to long-term resource needs of the Board

75. At CMP 4, the Parties of the Kyoto Protocol requested that the Executive Board make recommendations to the CMP at its fifth session and subsequent sessions for improving the efficiency of the operation of the CDM. Since 2005, the CDM has sustained a high level of growth and this trend is expected to continue until 2012, and probably beyond. The level of resources to support the Executive Board has also grown steadily between 2005 and 2008.
76. As the pattern of the amount of resources increasing yearly to meet increasing caseloads could not be sustained in the long term, the Executive Board, with the support of the secretariat and in the context of the decision 2/CMP.4, would develop and implement strategies for continual improvement of the efficiency of the operation of the CDM. While such strategies may not result in immediate gains, their continued implementation during 2009 should impact positively on the medium- to-long term resource needs of the Board and its support structure.
77. In this regard, the secretariat is committed to complete an independent institutional review of the quality of its support to the CDM governance structure. This independent assessment will cover a review of the role and functions of the secretariat in support of the Executive Board; an assessment of the way the secretariat is currently performing these functions and carrying out the tasks assigned to it by the Executive Board; identification of possible areas of improvement and optimization of the secretariat's performance; and recommendations on required level of resources and appropriate structure.

##### IV.2. Estimates and optimization of resources for 2009<sup>1</sup>

**Table 3 - Growth in budget and staffing level (2006–2009)**

	2006	2007	2008	2009
Professional staff (P)	24	47	62	93
General Service Staff (G)	16	24	31	44
Total annual budget (Supplementary/Core) in USD million	9.0/2.2	13.0/2.3	21.7/0.3	28.1/0.3

<sup>1</sup> The MAP also fund some posts which are cost-shared with joint implementation resources and also reported in the JI MAP. In 2008, there were four posts cost-shared with JI. The 2009 CDM and JI MAPs request for two additional posts (one at professional level and one at General Services level).

**Table 4: Trend in budget (core and supplementary) in the period 2008–2009 and projection for 2010 (in USD million)**

	2008 MAP v1.1		2009		2010	
	Core	Fees	Core	Fees	Core	Fees
Methodology	0	4,178,000	0	5,580,963	0	6,485,120
Registration and Issuance	0	4,810,100	0	7,364,761	0	8,619,976
Accreditation	0	2,789,700	0	3,688,483	0	4,642,792
Public Information and Communication	0	651,000	0	905,400	0	1,072,970
CDM Quality and Information System	179,000	1,648,500	0	3,044,309	0	3,942,050
Coordination	117,750	5,107,973	296,750	4,297,857	0	5,225,994
Subtotal	296,750	18,989,273	296,750	24,881,772	0	29,988,902
<i>13% overhead</i>	38,578	2,494,085	38,578	3,234,630	0	3,898,557
<b>Total by budget</b>	<b>335,328</b>	<b>21,679,358</b>	<b>335,328</b>	<b>28,116,403</b>	<b>0</b>	<b>33,887,459</b>
	<b>21,793,206</b>		<b>28,451,731</b>		<b>33,887,459</b>	
<i>% of supplementary/fees in total</i>	<b>1.54</b>	<b>98.46</b>	<b>1.18</b>	<b>98.82</b>	<b>0.00</b>	<b>100.00</b>

78. The additional required resources shown in Table 3 above, will result in an increase in the budget of the order of USD 6.7 million, bringing the total budget for 2009 to USD 28.5 million. In line with decision 7/CMP.1, an operating reserve of one and half year was established and fixed by the Board (EB35 decision) at USD 30 million, as this level of resources was considered a good approximation of the 2008 budget. Considering the 30 per cent increase in the budget for 2009 as explained above, the reserve needs to be increased accordingly and be set to USD 45 million (including an upwards approximation to simplify the accounting of resources);
79. There will be sufficient resources to cover the budget for 2009 and the increase of USD 15 million for the reserve from the carry over from 2008 (approximately USD 32 million), the expected income from fees and share of proceeds (USD 45 million) and interest accrued on the CDM Trust Fund, estimated at around USD 2 million.
80. Table 5 show the additional resources required for 2009, based on a thorough analysis and conservative estimates of caseload/workload. However, to ensure optimal utilization of the available resources, it is proposed that the required new posts be introduced in a phased manner, as set out below:
- Completing recruitment process for existing vacancies will remain the top priority;



- Of the total additional resources of 39 staff (26 professionals and 13 General Service staff) requested for 2009, it is planned that 15 professional staff and 6 General Service staff will be recruited during the first half of 2009;
- The recruitment of the remaining 11 professional and 7 general service staff will be phased in during the second half of 2009, as soon as 90 per cent of the total posts in the CDM subprogramme are filled;
- Priority will be given to filling higher-level posts as necessary to strengthen leadership capacity and ensure that the persons recruited to these positions contribute to the effective completion of the recruitment of the remaining posts.

**Table 5 - Additional resources required for 2009 per focal area**

<b>Focal Area</b>	<b>Professional Staff (P)</b>	<b>General Service Staff (G)</b>	<b>Total</b>
Accreditation	7	1	8
Methodologies Unit	6	1	7
Public info & Com.	1	0	1
Quality & Inf. Sys.	4	4	8
Registration & Issuance	6	2	8
Coordination	2	5	7
<b>Total Additional Resources</b>	<b>26</b>	<b>13</b>	<b>39</b>

*Note: For details on levels of posts, please refer to the Annex.*



## Annex

## Budget by unit

## 1. Coordination unit (in USD)

(this includes staff in SDM management and coordination, but funded by CDM or cost-shared with JI)

Activities	Cases/ meetings	2008 Budget	Cases/ meetings	2009 Budget	Notes
Executive Board meetings (20 participants)	8	1,177,200	8	1,116,500	
Secretarial and IT support to CDM Executive Board members and alternates	20	196,000	20	317,000	In 2008 the support covered only 6 months
Coordination workshop for Board members, Panels, WGs and experts	1	465,000	1	465,000	
UNFCCC shared service		1,447,106		360,109	The cost is now spread across units
Staff		1,095,740		1,628,943	New: 1 P4 DOE/PP support, 1 P2 certification, 4 G4s (legal/admin) and 1 G6 in record management (1 P2 in record management and 1 G4 in travel both cost shared with JI).
Staff related costs		359,727		106,305	The cost is now spread across units
Consultancies		367,200		294,000	Reduction in consultancies due to recruitment of staff in 2008
Misc costs				10,000	New item in 2009 to cover contingencies or procurement of material/goods
		<b>Total 5,107,973</b>		<b>Total 4,297,857</b>	

**2. Accreditation Unit (in USD)**

Activities	Cases/ meetings	2008 Budget	Cases/ meetings	2009 Budget	Notes
CDM AP	7	343,700	7	299,950	
UNFCCC shared service				394,287	This was previously calculated under coordination
Staff		1,621,000		1,940,250	New 1P5, 2P4s, 3P3s, 1P2 & 1G4;
Staff related costs including travel				168,996	This was previously calculated under coordination
Consultancies including assessment missions		825,000		880,000	Additional consultancies for implementation of Executive BoardB decisions
Misc costs				5,000	New item in 2009 to cover contingencies or procurement of material/goods
	<b>Total</b>	<b>2,789,700</b>	<b>Total</b>	<b>3,688,483</b>	

**3. Methodology Unit (in USD)**

Activities	Cases/ meetings	2008 Budget	Cases/ meetings	2009 Budget	Notes
CDM-Meth Panel	5	575,000	6	669,000	One additional meeting
CDM-A&R Working Group	5	307,000	4	209,800	Fewer meetings
CDM-SSC Working Group	5	189,500	5	207,000	Additional meeting days
UNFCCC shared service				525,215	This previously was calculated under Coordination
Staff		2,481,500		2,926,083	New 1 P2 SSC, 1 P3 & 4 P2 Meth, 1 G4 to assist Manager and 1 P3 moved to quality
Staff related costs including travel				221,128	This previously was calculated under coordination
Consultancies including experts/caseload/desk reviewers		625,000		817,650	Increase in caseload
Misc costs				5,000	New item in 2009 to cover contingencies or procurement of material/goods
	<b>Total:</b>	<b>4,178,000</b>	<b>Total:</b>	<b>5,580,963</b>	

**4. Quality and Information System Unit (in USD)**

Activities	Cases/ meetings	2008 Budget	Cases/ meetings	2009 Budget	Notes
UNFCCC shared service				366,200	This was previously calculated under coordination
Staff		1,197,000		2,014,167	New 4 P3 for programming/software development, 2 G6, 1 G5, 1 G4 in the IT area. 1 P3 data mining moved from Meth Unit
Staff related costs including travel			2	132,942	This was previously calculated under coordination
Consultancies including web interface, quality, programming		451,500		526,000	More consultancies under programming
Misc costs				5,000	New item in 2009 to cover contingencies or procurement of material/goods
		<b>Total: 1,648,500</b>		<b>Total: 3,044,309</b>	

**5. Public Information Unit (in USD)**

Activities	Cases/ meetings	2008 Budget	Cases/ meetings	2009 Budget	Notes
UNFCCC shared service				98,400	This was previously calculated under coordination
Staff		443,000		528,000	New 1 P3 post
Staff related costs including travel				48,000	This was previously calculated under coordination
Consultancies including support matters relating to public information, outreach, media and information material		208,000		226,000	Additional resources for printed and audio/visual material
Misc costs				5,000	New item in 2009 to cover contingencies or procurement of material/goods
		<b>Total: 651,000</b>		<b>Total: 905,400</b>	

**6. Registration and Issuance unit (in USD)**

Activities	Cases/ meetings	2008 Budget	Cases/ meetings	2009 Budget	Notes
CDM-RIT meeting	1	75,000	1	119,000	Increase in RIT members
DNA Forum meeting	2	1,000,000	2	800,000	
Convening/preparation of workshops (Art. 12.6)	1	132,500	1	122,500	Saving on logistics due to cost sharing with other United Nations agencies
UNFCCC shared service				621,941	This previously was calculated under Coordination
Staff		2,606,000		3,931,333	new 13 posts: 1 P3, 10 P2, 2 G4 (5Ps approved at EB 44)
Staff related costs including staff travel				300,987	This previously was calculated under Coordination
Consultancies including bazaar, POA, registration and issuance		996,600		1,464,000	Increase from 1,470 to 3,150 cases for review
Misc costs				5,000	New item in 2009 to cover contingencies or procurement of material/goods
		<b>Total: 4,810,100</b>		<b>Total: 7,364,761</b>	

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## History of the document

Version	Date	Nature of revision
01	EB 45, Annex 71 13 February, 2009	Initial adoption