



CDM MANAGEMENT PLAN 2008 v1

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CDM MANAGEMENT PLAN 2008

Executive summary

Experience in 2007 and purpose of this version: The year 2007 has yet seen an unexpected growth in caseload, an increase in human resources on panels, and a secretariat building to reach the operational support level envisaged for it in CDM MAP 2007. After the first 10 months into 2007 and the revision in June 2007 addressing consequences of an upwards adjustment by some additional 30% of the forecasted caseload, the EB identified a number of additional needs including those of reinforcing the management capacity of the secretariat to ensure that the growth in the professional support and the new roles are managed effectively. Address guidance from

Key objectives of the CDM MAP 2008:

- Continue to focus the Executive Board, its panels and working groups on key issues and on converting lessons learned into actions that address shortfalls, potential bottlenecks and means to simplify the process without jeopardizing the environmental integrity of the CDM;
- Reinforce the management capacity of the secretariat to effectively manage and coordinate support, in particular, the responsibilities related to technical and increasingly substantive content support of panel, working groups and Board decisions, notably in the focal areas of Methodologies (setting of a global GHG offset standard) and registration and issuance of CERs (economic value creation in the order of magnitude of multi-billion dollars until 2012);
- Further enhance public information, public awareness and take actions to correct public misconceptions;
- Introduce a system to support the Board's decision making that will provide for increased transparency (structure of presentation and explanations) which will be integrated in the CDM catalogue of decisions;
- Establish and operate a CDM overall quality system and measures at all stages of the CDM process so that the Board can focus on supervisory decisions;
- Increase further the interaction between the Board and DOEs/AEs to harmonize assessments/reports and ensure that project participants receive adequate and timely support;
- Issue and maintain the CDM validation and verification manual;
- Process an even higher caseload which will be mainly due to the expected validation and registration of Programmes of Activities (PoA);
- Make every effort to identify and implement options which simplify the operational aspects of the CDM or which could contribute towards a more transparent, equitable, consistent and predictable CDM system
- Maintain and enhance the content/functionality of the CDM Bazaar/Catalogue responding to user demands;
- Implement/contribute to activities in support of capacity-building as may be mandated by COP 13 and CMP 3.

Key assumptions regarding caseload: In 2008 there are about 1100 (2006: 400/ 2007v2: 1100) requests for registration and issuance expected; about 180 (2006: 120) proposals for methodologies, requests for guidance on methodologies and adoption of project developer tools/modules; as well as 300 (2006: ~20) decisions regarding accreditation issues .

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**Executive summary (cont.)**

Budget Implications: As a result of the issues indicated above and the current UNFCCC budget proposal for 2008 (and estimation for 2009), this revision increases the budget for 2008 by USD 3 million (financed by fees and proceeds), bringing the total yearly budget to \$21.5 million, 98.46% of which will be covered from fees and proceeds, while only 1.54% will be covered from the core budget of UNFCCC. This change will be financed with no need to change the provisions of the share of proceed. Key factors for this change are:

- An increase in costs associated with the increase in the caseload (including registration of PoAs (first submitted for validation 17 Nov. 2007)) and additional roles for the secretariat;
- An increase in costs associated with the reinforcement of the management, quality control, communication and outreach/awareness capacity;
- Accordingly an increase of 15 professional (including 1 Coordinator and two additional Managers) and seven GS posts;
- Associated increase in costs paid by the CDM towards legal, administrative, record management and administrative support provided by administrative, logistics and IT services by other UNFCCC programmes;
- The decrease in core allocation for the CDM (from USD 2 million to USD 0.3 million) and the introduction of support service costs (USD 1.4 million).

Structure implications: To be able to respond effectively, coherently and in a consistent manner to the key objectives and expected caseload forecast, the structure of the CDM secretariat is changed as follows:

- Creation of new small teams (1P, 1G) dedicated to cover full time issues which before were mainly assumed as an additional task by existing resources notably: regional distribution, public information/outreach, quality management.
- Adding managerial capacity: In substantive areas where the nature of support changed not only due to volume but also due new needs in the nature of support, the unit previously lead by a senior professional will be reinforced by adding two manager positions (Methodology and Registration and Issuance). These managers will also assume responsibility for some of the new issues and provide for the capacity to more effectively manage interrelated and cross-cutting issues.
- The previous management position will assume responsibility for the CDM overall quality system (new issue) and CDM information system.
- Establishing a coordination function: The support to the CDM provided by the units will be coordinated by the Secretary of the CDM Executive Board.

	2008	2007v2	2006
Total annual budget (Suppl. /Core) in USD million p.a.	2008: ~21.5 / core~0.3 2009: ~23.2/ core 0.3	2007: ~13 /core ~2.3) 2008: ~18.5/ core~0.3	(~9 / ~2.2)
Professional staff (P) (no.)	62	47	24
General Service staff (G) (no.)	31	24	16
No. of meetings (EB/MP/AP/A-R/SSC) (DNA Forum / Coordination workshop)	2008: 8/5/7/5/5 - 3 / 1	2007: 8/5/6/5/5 - 2 / 1 2008: 8/5/7/5/5 - 2 / 1	(8/6/5/4/2) (0 / 1)



I. Introduction

1. This first version of the CDM Management Plan 2008 (CDM MAP 2008) reflects impacts of additional needs/changes the Board identified since the adoption of the second version (CDM MAP 2007 V2) as well as of changes in provisions in core budget of the UNFCCC secretariat with regard to CDM support and contributions to shared services, as well as responses to guidance by the CMP at its third session.
2. The CDM MAP 2008 is designed to strengthen the capacity of the CDM Executive Board and its support structure – including panels and working groups, designated operational entities and the secretariat – to meet the requirements arising from decision 7/CMP.1, 1/CMP.2, 2/CMP.3 and the challenges of the growth and evolution of the CDM. In particular it addresses needs identified by the Board in terms of reinforcing the coordination/management, transparency, public understanding, quality control, caseload and communication capacity.
3. The CDM MAP 2008 is based on functions and provisions of the CDM modalities and procedures as contained in the Marrakesh Accords and subsequent decisions adopted by the Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol (CMP) at its first session, guidance from the COP/CMP at the same session, and experience of the Board in 2007.
4. This version of the CDM-MAP has been prepared and adopted in accordance with the process and guidance adopted by CMP at its first session and clarified at its second session. In accordance with paragraph 13 of decision 7/CMP.1 and paragraphs 8 and 9 of 1/CMP.2, the Board will review and assess the plan periodically and adjust it accordingly, as needed.

II. Key lessons learned since 2006

5. The fundamental procedures of the CDM have been in place since 2001. Since then, with each passing year and project cycle milestone, valuable experience has been gained upon which to improve the functioning of the mechanism. A highlight in 2006 was the first issuance of certified emission reductions, the final step in the project cycle.
6. The year 2007 provided increased experience with requests for registration and issuance in terms of volume and role assignment. As a first step towards providing for increased consistency and quality of drafting, the strategy to involve the secretariat in terms of preparation of decisions and briefing notes has provided the expected increase in consistency and quality since mid 2007. Measures to address the remaining challenge to feed back quality experience and provide tools to minimize issues of quality which result in requests for review have been launched and resources have been put in the CDM MAP 2008 to ensure the development and maintenance of such overall measures.
7. Remaining/ongoing key challenges as identified in the Board's report to CMP.3 are:
 - a) Managing allocation of resources between immediate case load and longer term measures to address governance and system improvements;
 - b) Enhancing the consistent and effective use of a quality management/control systems which will facilitate faster learning by all actors involved in CDM (DOE, PP, secretariat support, EB).



- c) Fostering greater understanding of the often complex and difficult decisions (e.g. by increasing transparency and explanations of decisions, increasing such explanations in catalogue of decision, increasing further interaction with project participants);
 - d) Facilitating public understanding and correcting public misconceptions;
 - e) Enhancing the regional and sub-regional distribution of CDM project activities which is a complex challenge, as factors beyond the control of the Board play an important role.
8. The Board identified measures to address these challenges while increasing its capacity to assume an executive/supervisory role in the steadily growing CDM:
- a) Maintaining publicly available the rationale leading to decisions which would enable every stakeholders to learn and to avoid committing errors leading to reviews and/or rejections;
 - b) Developing further and maintaining a quality management/control system that defines quality levels/measures in their contexts and defines consequences in case where those operating in the context do not comply.
 - c) Assignment of roles: shifting of roles based on experience/lessons learned;
 - d) Strengthening the secretariat support in terms of reinforcing the capacity to manage and coordinate its professional capacity and support to decision making while dealing with caseload and providing analytical capacity;
9. The recurring challenge is to effectively apply the many lessons learned. Good communication between the Executive Board, project participants and DOEs is critical, especially to ensure that quality standards are applied and met. An effective quality system shall support addressing this challenge.
10. The interaction with the DOE Forum improved over 2007. However, the existing room for improvement needs to be narrowed in particular with regard to participation by all DOE/AEs in the opportunities provided for interaction and contribution to the process. Meetings at the occasion of EB 37 and CMP in Bali as well as recent work on the CDM Validation and Verification manual point into the direction that the challenge can be addressed.
11. Interactions with project participants have been improved, through the secretariat, at the methodological and registration/issuance work process level. An interaction between the Board and project participants, as a stakeholder group, such as the DNAs or DOEs, could be improved if a forum that project participants are in the process of creating provides for the characteristics that allow the Board to engage with it.
12. A well-established and operational support structure, which provides institutional memory and impartial substantive support and process work, is fundamental to the success of the CDM. The experience with implementing the human resource provisions in versions 1 and 2 of CDM MAP 2007 reconfirmed that finding and retaining the required specialized human resources is difficult. The Executive Board and its support structure must compete with all other players in the market for the same expert resources. The time investment to bring new resources up to an operational level is becoming longer and thereby slowing the expected improvement effects in the respective system/service.
13. A matter of concern is the increasing demands placed on the Board, in particular in the issuance step of projects, when a decision to conduct a review could lead to million-dollar losses or gains for project participants in very short periods of time. Legal support is an area of attention of the Board. In this regard monitoring of COP and CMP deliberations



regarding legal protection of the Board and other constituted bodies is important as it influences members ability to assume an executive role within the context set by the CDM modalities and procedures.¹

III. Plan 2008 version 1 by focal area

14. This section provides an overview of activities and caseload assumptions for 2008 by focal area. For each focal area, where applicable, a status of key assumptions to the end of September 2007 is given as a benchmark in comparison to the assumptions made in CDM MAP 2007v2. The following chapter IV, Budget and financial resources 2007–2008, is structured accordingly. The present operating assumption is that the nature of the activities will remain the same in 2009 to 2012 and that the caseload will remain stable.²
15. As a result of the key objectives and expected caseload forecast, the structure of the CDM secretariat is changed by creating new small two person teams lead by a senior professional dedicated to cover full time issues which before were added as an additional task to existing resources notably: regional distribution, overall quality.
16. For substantive areas, where the nature of support has changed not only due to volume but also due to the nature of the substantive role, the unit previously lead by a senior professional will be reinforced by adding a manager positions (Methodology, Registration and Issuance). These managers will assume also responsibility for some of the new small teams. The issue of communication and public information, previously part of the lead roles of the manager, has been reinforced by establishing a unit which is lead by a senior professional.
17. The previous management position will assume responsibility for the newly identified need of an CDM overall quality system and the CDM information system.
18. The Secretary of the CDM Executive Board coordinates the work of the other focal areas, leads the EB meeting support coordination and the legal support. The managers of the units “Registration and Issuance”, “Methodologies”, “Quality and Information systems” assume the new role of Deputy Secretary to the Board to ensure operation of the CDM.
19. The changes in focal areas can be characterized as follows:
 - a) Reinforcing management and substantive responsibility capacity;
 - b) Continuing and further intensifying work on providing publicly available explanation of decisions;
 - c) Ensuring continuation and further enhancing of interaction, communication and knowledge sharing;
 - d) Further shifting of analytical preparatory work from Board, panel and working group members to the secretariat, in particular in the area of registration and issuance and in accreditation, hence, increasing the institutional knowledge capacity of the mechanism and allowing members to focus on key substantive issues;

¹ Board members and alternates are (i) nominated and elected as stipulated in the Marrakesh Accords; (ii) function in a personal capacity; (iii) possess the required qualifications; (iv) perform their role on the Board in addition to their regular employment; (v) declare when a conflict of interest arises.

² It is unlikely, however, that the caseload will remain stable, as we are facing an evolving market situation. The number of activities entering the stage of validation remains stable at about 150 activities per month. The Executive Board will need to monitor and review the situation accordingly.



- e) Continuing and further intensifying work on broadening the scope and applicability of methodologies, including the development of tools, which could be referred to in new methodologies;
- f) Catering to a higher caseload.

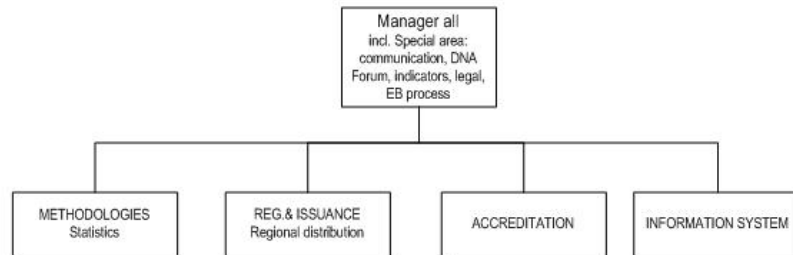


CDM – Executive Board

Graph 1:

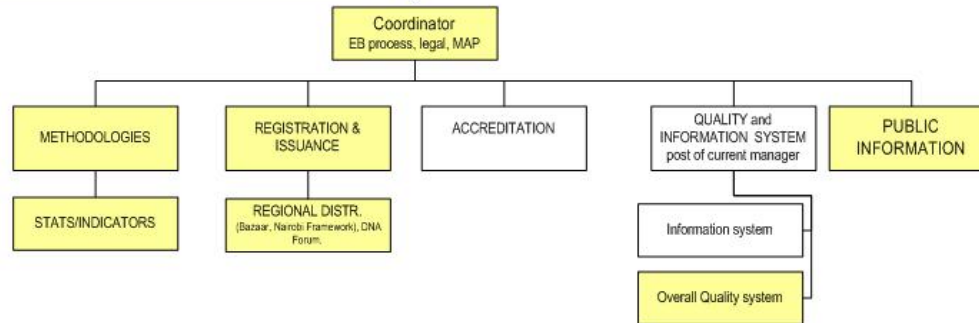
SDM: Clean Development Mechanisms
 Overview - management organigramme
 proposed change
 Version 1, 15 January 2008
 INTERNAL USE ONLY

MAP 2007 V2



Areas where CDM management or lead capacity is established or reinforced due to change of role of the secretariat and/or demands/guidance expressed by EB / CMP and size of support determined by level of operation

MAP 2008 V1



CDM-CG (coordinate overall direction) : Team leads, Managers and Coordinator
 CDM-OMC (coordinate and resolve operational/work flow aspects) : Managers and team leads
 Various operational task forces on cross cutting issues or information links between teams lead by staff depending on subject



III.1. Methodologies unit(METH-U)

III.1.1. Management of METH-U

20. The methodologies Unit/Team is expected to further increase the level and detail of its support to the Executive Board in 2008 coupled with a requirement to ensure high quality product (zero unforced-error tolerance) while increasing its transparent interaction/dialogue on behalf of the Board with project participants to ensure early refinement and finalization of draft proposed and revised methodologies. The work in this area is expected to increase in complexity as the easier more common technologies/measures are approved and refined through the revision process and more complex processes are considered for which simple solutions are expected. The work is now characterized by an estimated stable new proposal (methodology) caseload (280 cases), and an expected increasing revision and clarification caseload (80 requests for revisions and clarifications) along with a continued and increasing need to engage more specialized external expertise (120 desk reviews and experts). The work demands shorter approval process turnaround times without compromising quality, coordination of internal and external expertise, (e.g. industry/technology experts, desk reviewer, the Meth Panel and AR and SSC working groups) and a the requirement for a 24-hour 365-day continuous and uninterrupted workflow. As the seat for the emission reductions calculation and monitoring standard setting in the sub-programme the unit is in addition responsible for the development of indicators and statistics for the CDM using data mining techniques, providing the Board and the public with up to date summary information, trends, performance indicators also in collaboration with external agencies.
21. Given the enhanced responsibilities devolved by the Board in 2007/8 in terms of analytical support and continued building up and management of the institutional memory of the CDM standard setting process, the ongoing need for enhanced quality control and resultant feedback to and from the standard setting process requires now more time to address cross-cutting and system wide issues with all stake holders both internal and external (secretariat-wide, DOEs, DNAs, PPs). These tasks require well defined managerial functions to provide coordination in order to ensure timely preparation of outputs and inputs to achieve consistency and improve overall quality. The new outputs will also cover the provision of more detail to CDM participants on the rationale for the Board's decisions and the continuous monitoring of the clarity, effectiveness and environmental integrity of methodological tools and standards. Managerial functions will also be devoted to coordinate the preparation of inputs to the Board on guidance, procedures and guidelines, to provide substantive inputs to the Board on the future of the mechanisms, to ensure communication with the other substantive units within the CDM team and the secretariat. The Manager will also assume overall responsibility for improvement of consistency, through a process of scientific editing, of all approved methodologies to ensure uniformity, logical flow such that all CDM standards follow the same scheme throughout and in doing so will also be responsible for liaison with other organizations and participant representatives on methodological approaches, measures and technologies particularly in renewable, demand side energy efficiency, agriculture, transport and afforestation and reforestation.
22. Identification of new panel members, industry experts, new desk reviewers and new staff is a serious challenge in this growing field, where the secretariat must compete with private and public sector entities to recruit the best people and find appropriate experts, always bearing in mind the



need for regional distribution. The caseload forecast is to be continually monitored, as it is expected that more proposals intended in particular for use under the PoA will be submitted.

III.1.2. Small Scale team (SSC-T)

23. The Small Scale methodologies team will face an increased workload to include tasks and functions not foreseen in the previous version of the MAP as introduced in part through the revised procedures and resultant sophistication of the workflow, which upscales the SSC methodology consideration process to close to that of the large scale (full proposal formulation, peer review, public comment & PP dialogue). The focus of the team will be to process expeditiously requests for new proposed methodologies, revisions and clarifications to approved methodologies within a short timeframe that ensures a high level of quality (zero tolerance for unforced-errors³), are broadly applicable, with a high level of environmental integrity, while remaining small, simple and easy to use. This entails preparing for each request a full set of recommendations for the Board and its SSC working group and the final publication of the standard without any unforced errors. An increased level of work will be required to support revisions, clarifications and new proposals for in particular the PoA and on improving the use and availability of tools, also in particular for the transport, demand side energy efficiency and agricultural sectors. The team is also instrumental in improving the readability and consistency, through a process of scientific editing, of all approved small-scale methodologies to ensure uniformity, logical flow such that all CDM standards follow the same scheme throughout.

III.1.3. Methodologies team (M-T)

24. The Large Scale methodologies team will continue to have a full schedule with meeting agendas that are full and challenging to manage. The focus of the team will also be to process expeditiously requests for new proposed methodologies, revisions and clarifications to approved methodologies within a short time frame that ensures a high level of quality (zero unforced-error tolerance), are broadly applicable, with a high level of environmental integrity, while remaining easy to use and understandable. This entails preparing for each request a full set of recommendations for the Board and its Meth Panel and then the final publication of the standard without any unforced errors. An increased level of work will be required to support revisions, clarifications, improving the use and availability of tools, consolidation of methodologies that cover the full range of methodological approached of the underlying methodologies, user friendly methodological tools and improvements to the additionality tool and its accompanying guidance. Further areas of concentration will continue to be the expanded work in the support of also in particular for the transport, demand side energy efficiency and agricultural sectors. The team is also instrumental in improving the readability and consistency, through a process of scientific editing, of all approved large scale methodologies and tools to ensure uniformity, logical flow such that all CDM standards follow the same scheme throughout.

³ A term borrowed from the world of tennis. A forced error is a mistake caused by a shot from an opponent that is too tough to handle, while an unforced error is one born out of a lack planning, thought and accountable action.



III.1.4. Afforestation and Reforestation team (A&R-T)

25. The Afforestation and Reforestation methodologies team will continue to support the consideration of new proposals, and an increasing requests for revisions to approved methodologies. It will also continue to support the consolidation of the approved methodologies, through an initial refinement and extraction of common elements into tools, in order to make these standards shorter user friendly, while retaining a high level of quality, environmental integrity and broad applicability. The team is also instrumental in improving the readability and consistency, through a process of scientific editing, of all approved A/R methodologies and tools to ensure uniformity, logical flow such that all CDM standards follow the same scheme throughout.

Small Scale Afforestation and Reforestation methodologies sub-team

26. The Small Scale Afforestation and Reforestation methodologies sub-team of the AR team will continue in its role of supporting and keeping close links with the large scale A/R process and work, while further supporting the refinement and expansion of the small-scale A/R workflow to include provisions for revisions and clarification requests. The sub-team is also responsible for outreach, internal and external interaction also will other agencies in matters concerning afforestation and reforestation, agriculture and biofuels.

III.1.5. Methodologies unit operations support (MOS-T)

27. The Operational Support team will continue to provide a level of support to the above teams, directly to the Board and its bodies in some areas, on all matters related to logistics, workflow, desk reviews, experts, DOE and PP liaison, administration, travel, caseload processing, document preparation, formatting and fees payment to mention a few. The workload of this team is directly related to that of the above teams and will continue to be successfully managed to ensure a high level quality within short turnaround time periods, at peak periods.



Actor (METH)	Activity in 2007	MAP 2007 v2 Assumption	2007 Level (30 Sept. 2007)	MAP 2008 Assumptions	Activity in 2008-12
Executive Board	<ul style="list-style-type: none"> ○ Approve new, consolidated, revised methodologies and tools (Meth, AR & SSC) based on recommendations by panels & working groups <ul style="list-style-type: none"> + Short summary of cases provided to assist Board's decision making + Forms and editorial changes to documentation, published with the annotations, are considered adopted unless a member raises an issue prior to or at the meeting. ○ Content changes of documentation agreed at EB meetings are implemented by the secretariat without further Board input unless decided differently 	190	150	210 recommendations	same role increasingly focusing on broader issues then cases
	<ul style="list-style-type: none"> ○ Approve guidance, procedures and forms 	20 issues of guidance and procedure	22 issues of guidance and procedure	30 issues of guidance and procedure	



Actor (METH)	Activity in 2007	MAP 2007 v2 Assumption	2007 Level (30 Sept. 2007)	MAP 2008 Assumptions	Activity in 2008-12
Secretariat	<ul style="list-style-type: none"> ○ Prepare reformatted methodologies prior to consideration by the Panel and Working Groups after dialogue with PPs ○ Prepare draft methodologies, based on submissions (e.g. EE) /or mandates (e.g. SSC-AR) for consideration by the panel ○ Prepare recommendations and reformat for each case for consideration by the Panel and Working Groups ○ Prepare recommendations for each revision and clarification case for consideration by the Panel and Working Groups ○ Conduct and prepare enhanced pre-assessments of proposed methodologies ○ Prepare presentations and summary notes of each approval and or rejection case for consideration by the Board ○ Prepare draft guidance, procedures and clarifications for consideration by the Board and ad hoc research and summaries as required ○ Process support including the maintenance of a roster of experts, language/consistency of documents ○ Meeting support logistics ○ Feed information into the CDM information system, including the UNFCCC CDM website ○ Preparation of options and proposals outside the work commissioned and received by the appointed bodies of the Board 	14 P 6 G	14 P 6 G	17 P (1 Manager, 8 Meth, 2 AR, 4 SSC, 1 SSC-AR, 1 Stat) 6 G Above includes new: 1 P Manager 1 P SSC 1 P Data mining & stats	<p>same as 2007 and:</p> <p>Manage increased professional resources and substantive/process responsibility, e.g. assume responsibility for substantive work prepared by team, assure team-related quality measures and coordinate with other CDM teams.</p> <p>Increase public availability of rationale</p> <p>Provide support to PIC work on broadening public understanding and correcting misconceptions</p> <p>Regarding SSC, increased sophistication of the workflow and increased demand due to PoA are expected and may require resource review.</p> <p>Data mining, statistics and indicators data, also in collaboration with external agencies.</p> <p>Responsibility for overall quality analysis and control for all products at all stages of standards production.</p>



III.2. Registration and Issuance (R&I -U)

III.2.1. Management R&I unit

28. The registration and issuance Unit is expected to further increase its analytical support to the Executive Board in 2008. This area of work is characterized by an estimated stable caseload (1100 cases: 600 registration, 500 issuance plus 300 request for review and review cases and 90 requests for deviation, plus the newly established Programme of Activities), short process turnover times, including coordination of external expertise, e.g. registration and issuance team (RIT) and continuous, uninterrupted workflow throughout the year. In addition the Unit/Team is responsible for the daily operation of the CDM Registry and the work in the area of Regional Distribution of CDM project activities, and will be responsible for the organization of the DNA Forum, CDM capacity building and the facilitation of the activities under the Nairobi Framework.
29. The manager is responsible to the Board and the Coordinator regarding the products and services of the R&I unit. Given the enhanced content responsibilities devolved by the Board in 2007/8 and the still growing caseload and accordingly human resources, this managerial level is to ensure substantive correctness, transparency of work and adequate management of the professional staff. The management will establish in 2008, and manage thereafter, the provision of more details to the public on the rationale for the Board's decisions and the continuous interaction with DOEs and PPs regarding learning experience and means to improve/simplify the CDM overall process. Managerial functions will also be devoted to coordinate the preparation of inputs to the Board on procedures and guidelines, to provide substantive inputs to the Board on the future of the mechanisms, to ensure communication with the other substantive units within the CDM team, to provide updated and reliable data to the public information team and the public and to liaise with other international organizations and DNAs representatives.

III.2.2. Registration team (Reg-T)

30. The Registration Team (Reg-T) will be facing an increased caseload with respect to the previous year including tasks and functions not foreseen in the previous version of the MAP. The focus of the activity will be in processing expeditiously requests for registration by having the completeness check dealt within a standardized timeframe, preparing for each request for registration a summary note which includes an analysis and a recommendation on actions to be taken by the Board, preparing briefing notes for each request for review case to facilitate the decision making process of the Board, preparing a summary and recommendation note for each case that the Board decided to place under review to facilitate the decision making process of the review team and the Board, preparing a summary note for each case that had corrections to be made to facilitate the decision making process of the Board and preparing briefing notes for each request for deviation to facilitate the decision making process of the Board. In addition, the Reg-T will be processing requests for renewal of the crediting period and request for registration of Programme of Activities and continuously provide feedback regarding the performance of DOEs with respect to validation activities.



III.2.3. Issuance team (Iss-T)

31. The Issuance Team (Iss-T) will be facing an increased caseload with respect to the previous year including tasks and functions not foreseen in the previous version of the MAP. The focus of the activity will be in processing expeditiously requests for issuance by having the completeness check dealt within a standardized timeframe, preparing for each request for registration a summary note which includes an analysis and a recommendation on actions to be taken by the Board, preparing briefing notes for each request for review case to facilitate the decision making process of the Board, preparing a summary and recommendation note for each case that the Board decided to place under review to facilitate the decision making process of the review team and the Board, preparing a summary note for each case that had corrections to be made to facilitate the decision making process of the Board and preparing briefing notes for each request for deviation to facilitate the decision making process of the Board. In addition, the Iss-T will be processing requests for revision of monitoring plans and continuously monitor the performance of DOEs with respect to verification activities.

III.2.4. CDM-Registry and operations support team (RegOps-T)

32. The CDM-Registry and operations support Team (RegOps-T) undertakes 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 operational general support to the Reg-T and Iss-T by processing and archiving electronically all correspondence with DOEs and project participants, responding to stakeholders queries, uploading/downloading of submitted documents, maintaining updated the workflows, processing all administrative matters as well as providing the Board with logistical support. Other tasks include the processing of RIT payments, keeping track of registration fee and SOP Admin payments, processing requests for changes in MoCs, updating contact details of project participants and preparing and distributing CDM Registry monthly reports to the EB and DNAs.

III.2.5. Regional Distribution team (RD-T)

33. 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 CDM 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
34. The tables below shows that the unit servicing this area was under particular stress given the constant increase in caseload and that the unit is required to assume additional functions not foreseen in the previous version of the MAP.



ACTIVITIES RELATED TO REGISTRATION AND ISSUANCE AND CDM REGISTRY					
Actor (R&I)	Activity in 2007	MAP 2007v2 Assumption	2007Level (30 Sept. 2007)	MAP 2008 Assumptions	Activity in 2008-2012
Executive Board	<ul style="list-style-type: none"> ○ Request and conduct reviews of DOEs' requests for registration and issuance, as needed, assisted by an RIT input and a secretariat summary note ○ Consider draft recommendations /decisions containing options prepared by secretariat based on RIT input and DOE work/documentation ○ Enhance the information contained in the explanation of decisions for eventually allowing their publication ○ Decide upon requests for deviations ○ Consider requests for renewal of the crediting period ○ Consider requests for revision of the monitoring plan ○ Provide guidance and clarification with respect to registration and issuance ○ Implement COP/CMP guidance with respect to registration and issuance matters 	<p>1100 cases 600 registration 500 issuance</p> <p>140 requests for review and review cases</p> <p>90 requests for deviations</p>	<p>691 cases 460 registration 231 issuances</p> <p>117 requests for review and 73 review cases registration</p> <p>65 requests for review and 8 review cases issuance</p> <p>53 requests for deviations</p>	<p>1100 cases 600 registration 500 issuance</p> <p>300 request for review and review cases</p> <p>90 requests for deviations</p> <p>50 requests for revision of the monitoring plan</p> <p>20 requests for renewal of the crediting period</p>	<p>Same however difficult to predict. Key source for potential revisions include up-take of PoA, quality management, increased interaction with DOE/PP to resolve issues prior to EB consideration.</p>
RIT members	<ul style="list-style-type: none"> ○ Prepare appraisals of requests for registration and requests for issuance ○ Provide inputs on requests for review and review cases ○ Provide ratings on the performance of DOEs ○ Attend meetings to coordinate and harmonize the consideration of key issues in the preparation of appraisals. 	<p>600 registration cases 500 issuance cases 140 request for review and review cases Total 1240 cases</p>	<p>468 registration cases 246 issuance cases 213 request for review and review cases 10 revised monitoring reports Total 937 cases</p> <p>114 appraisals from Meth experts (101 registration cases, 13 issuance cases)</p>	<p>600 registration cases 500 issuance cases 300 request for review and review cases 50 Requests for revision of the monitoring plan 20 Requests for renewal of the crediting period Total 1470 cases</p>	<p>same - unless change of process upon review</p>



ACTIVITIES RELATED TO REGISTRATION AND ISSUANCE AND CDM REGISTRY

Actor (R&I)	Activity in 2007	MAP 2007v2 Assumption	2007Level (30 Sept. 2007)	MAP 2008 Assumptions	Activity in 2008-2012
Secretariat	<ul style="list-style-type: none"> ○ Conduct completeness checks of new requests for registration and issuance <ul style="list-style-type: none"> + Prepare summary notes of each request for registration and issuance + Prepare decision sheets on request for review cases + Prepare summary notes on review cases + Prepare briefing notes on requests for deviation ○ Analyse requests for renewal of the crediting period ○ Analyse requests for revision of the monitoring plan ○ Prepare draft procedures and clarifications for consideration by the Board <ul style="list-style-type: none"> + Manage the operation of the RIT including the organization of meetings + Process requests for renewal of the crediting period ○ Maintain a publicly available database of CDM project activities ○ Operate the CDM registry, to facilitate the opening of holding accounts and the forwarding of CERs to these accounts ○ Collect the share of proceeds to cover administrative expenses ○ Collect the share or proceeds for the adaptation fund ○ Provide information to the CDM information system, including the UNFCCC CDM website 	<p>support above plus work in the area of the CDM Registry, which includes: 500 forwarding requests 50 holding account applications 50 transfers to national registries from temporary accounts</p> <p>13 P 6 G</p>	<p>support above plus work in the area of the CDM Registry which includes: 482 forwarding requests 50 holding account applications transfers to national registries from temporary accounts (pending until the ITL goes live)</p> <p>8 P 5 G 2 P-GTA</p>	<p>support above plus work in the area of the CDM Registry which includes: 500 forwarding requests 50 holding account applications 50 transfers to national registries from temporary accounts</p> <p>16 P 7 G</p> <p>Above includes new: 1 Manager 2 P to deal with increased requests for issuance 1 G for caseload</p>	<p>Same as 2007 + Manage the increased professional resources, assume the substantive/process responsibility, operate quality measures</p> <p>+ Increase public availability of rationale</p> <p>+ Provide support to PIC work on broadening public understanding and correcting misconceptions</p>

**ACTIVITIES RELATED TO REGISTRATION AND ISSUANCE AND CDM REGISTRY**

Actor (R&I)	Activity in 2007	MAP 2007v2 Assumption	2007Level (30 Sept. 2007)	MAP 2008 Assumptions	Activity in 2008-2012
ACTIVITIES RELATED TO REGIONAL DISTRIBUTION					
Secretariat	<ul style="list-style-type: none"> ○ DNA Forum support ○ Report to the CMP on the regional and subregional distribution of CDM project activities, facilitate the work of the Board in this area and support work on CDM capacity-building ○ Manage the CDM Bazaar ○ Facilitate UN Nairobi Framework catalyzing CDM in AFR (NF-CDM) activities 	3 DNA Forums ~150-250 participants (one in Bonn, one in region, one in conjunction with CMP) CDM Bazaar bi-monthly updates of the interface Bi monthly tel-con. and ongoing facilitation Various P, G and consultant resources	- 2 DNA Forums - CDM Bazaar launched - NF-CDM several activities incl. tel-conferences and ongoing facilitation - 2 papers drafted regarding regional distribution Various P, G and consultant resources	New dedicated full-time resources: 1 P 1 G	<ul style="list-style-type: none"> ○ Same but more continuous ○ Development of options to further enhance an equitable CDM ○ Continuous DNA Forum support including 3 DNA Fora one of which in 2008 in Chile
ACTIVITIES RELATED TO PROGRAMME OF ACTIVITIES					
Executive Board	<ul style="list-style-type: none"> ○ Revise guidance and adopt procedures relating to PoAs, as needed ○ Consider request for registration and issuance of PoAs 	n/a	n/a	15 PoA cases (for each of them an average of 100 CPAs to be included, bringing the total case load to 1500)	This area will increase over the period with the diffusion of this new instrument. Activities will also expand in the area of issuance. Clarifications and new guidelines are expected to be needed following the implementation of the first PoAs.
RIT members	<ul style="list-style-type: none"> ○ Prepare appraisals of requests for registration 	n/a	n/a	15 cases	<i>see above</i>
Secretariat	<ul style="list-style-type: none"> ○ Conduct completeness checks of requests for registration ○ Assess documentation for each request for inclusion ○ Prepare summary notes of each request for registration ○ Prepare decision sheets on request for review cases ○ Prepare draft guidance, procedures and 	n/a	n/a	Support above 2 P 1 G (GTA short term to process the initial filing/archiving)	+ Manage the increased professional resources, assume the substantive/process responsibility, operate quality measures + Increase public availability of rationale + Provide support to PIC work on broadening public understanding and

**ACTIVITIES RELATED TO REGISTRATION AND ISSUANCE AND CDM REGISTRY**

Actor (R&I)	Activity in 2007	MAP 2007v2 Assumption	2007Level (30 Sept. 2007)	MAP 2008 Assumptions	Activity in 2008-2012
	clarifications for consideration by the Board ○ Prepare the IT infrastructure to implement the PoA workflow and its various operative steps				correcting misconceptions



III.3. Accreditation (ACCR-U)

35. At the time of the drafting of the version of the CDM MAP 2008, the level of responsibility of this unit is not expected to change. Hence the unit will remain under the lead of a senior professional. In addition to higher volume of assessment work related to accreditation, and in particular re-accreditation of operational entities, it is expected that there will be a growing need for developing additional policy, procedural documents and guidance tools for the operational entities. This need will be met through an increased support to the CDM accreditation panel and the Board by the secretariat. Extensive work in the following key areas is expected to be undertaken in order to address the growing need for strengthening as well as streamlining the accreditation process:
- a) Undertaking research and analysis relating to new emerging issues of a process and procedural nature by the CDM-AP;
 - b) Undertaking an analytic review of assessment reports prepared by the assessment teams with respect to technical and methodological aspects of assessment work for the decision making process;
 - c) Developing of guidance documents for the operational entities to facilitate their accreditation process;
 - d) Enhancing the level of interaction and dialogue by the CDM-AP, the secretariat and the Board with the operational entities.
 - e) Maintaining of a validation and verification manual for DOEs.
36. New work has been initiated, using existing resources, to further develop tools and measures to provide incentives and to guide DOEs in performing their validation and verification functions at a level of scrutiny and overall consistency defined by the Board. The following two key documents are expected to be finalized in 2008:
- a) A comprehensive guidance for the operational entities to promote quality and consistency in the validation and verification work/reports by issuing and maintaining a validation and verification manual (VVM).
 - b) An elaboration of the accreditation standard for the operational entities.
37. In addition, in collaboration with the quality system team, an effective system will be developed to monitor the performance of DOEs within the framework of their validation and verification functions and draw lessons and take action with regard to DOEs as well as other areas under control of EB (e.g. revise guidance, clarifications, methodologies and/or VVM). This system is to provide for a quantitative and continual monitoring approach as well as an early warning system relating to the performance of operational entities or other aspects of the CDM. This system will supplement the present very rigid, case-by-case consideration of performance, only providing for the extreme options of spot check and accreditation withdrawal. The new system is expected to become operational in the course of 2008 and will require maintenance thereafter.



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38. As part of efforts to enhance interaction and dialogue with operational entities, support to the DOE Forum will be further expanded. This will help ensure effective dialogue between the Board and DOEs.

Actor (ACCR)	Activity in 2007	MAP 2007v2 Assumption	2007 Level (30 Sept. 2007)	MAP 2008 Assumptions	Activity in 2008-12
Executive Board	<ul style="list-style-type: none"> ○ Decide on accreditation and recommendations of entities to the COP/CMP for designation as operational entities ○ Review accreditation procedure ○ Review the accreditation standards and make recommendations to the COP/CMP for consideration, as appropriate ○ Report to COP/CMP information on the regional and subregional distribution of designated operational entities ○ Determine whether DOEs are in compliance with accreditation standards ○ Decide on need for spot-checking. 	275 decisions (phased accreditation, guidance, procedures, spot-checks)	119 decisions on accreditation matters, based on the recommendations of the CDM-AP.	300 decisions (phased accreditation, guidance, procedures, spot-checks)	same as 2007



Actor (ACCR)	Activity in 2007	MAP 2007v2 Assumption	2007 Level (30 Sept. 2007)	MAP 2008 Assumptions	Activity in 2008-12
Expert/ATs	<ul style="list-style-type: none"> ○ The secretariat to resume the majority of functions at assessment. ○ Expert contribution to assessment by secretariat regarding: <ul style="list-style-type: none"> + Desk reviews + Preparation of an assessment plan + On-site assessment and witnessing activities + Verification of implementation of corrective actions + Preparation of desk reviews and on-site assessments, witnessing reports + Preliminary and final reports as the recommendation to the panel 	desk reviews 11 on-site assessments 6 witnessing 50 verification of corrective action 120 reports 250	desk reviews 14 on-site assessments 10 witnessing activities 26 verification of corrective action 70 reports 162	desk reviews 18 on-site assessments 15 witnessing 100 verification of corrective action 150 reports 250	same as 2007



Actor (ACCR)	Activity in 2007	MAP 2007v2 Assumption	2007 Level (30 Sept. 2007)	MAP 2008 Assumptions	Activity in 2008-12
Secretariat	<ul style="list-style-type: none"> ○ Procedural and process support to panel and EB ○ Undertake completeness check of the application documentation ○ Undertake administrative steps to establish CDM-ATs ○ Provide support and facilitate other accreditation procedural steps ○ Enhance support and facilitate the meetings and communications of DOE Forum ○ Feed information into the CDM information system, including the UNFCCC CDM website <ul style="list-style-type: none"> + Undertake desk reviews + Provide draft inputs/outputs, options, as required on procedural aspects + Prepare of an assessment plan + On-site assessment and witnessing activities + Verify of implementation of corrective actions + Prepare of desk reviews and on-site assessments, witnessing reports + Preliminary and final reports as the recommendation to the panel + Provide a summary of assessment findings highlighting key technical areas to facilitate decision-making of the CDM-AP. + Provide draft recommendations on cases for phased accreditation to be considered by the panel and recommended to the Board. ○ Provide enhanced support to improve quality of feedback by Board to DOEs 	9 P 4 G	5 P 3 G	10 P 5 G Above includes new: 1P 1G	same as 2007

**III.4. CDM quality and information system (QIS-U)****III.4.1. Management of QIS-U**

39. This newly established unit covers two key operational characteristics of the CDM support which are of cross cutting nature to all substantive units. The management of the unit assures a cost effective service of two services which are mission critical, extend to users which are not part of the CDM secretariat. and It is subdivided in two teams:

- a) The ‘CDM overall quality system team’ is newly established to ensure the professional design, implementation and maintenance of an overall quality management and control measures. These measures aim at both (i) quality assurance of the secretariat controlled activities and (ii) the quality of the CDM system as a whole taking into account DOEs characteristics and the interface with project participants. This team will ensure the overall coordination and design of all related measures among teams.
- b) ‘The UNFCCC CDM information system team’ provides design, development, programming and maintenance support. The CDM information system is a web based public and restricted information system that includes automated workflows for users with different roles and access rights for all work aspects of the CDM modalities and procedures, record management, mailing system, extranets, mail lists, collaboration tools etc. The team also provides the IT support needs to the CDM Registry. Its services and products are key to ensure short turn over times and a cost effective provision of the CDM related services.

40. In addition the management of the unit is responsible for the professional quality of the deliverables of the unit which consists of a total 10 professional and 5 general support staff. The manager will also provide support to the CDM sub-programme coordination in the areas of the CDM MAP preparation, knowledge management, indicator monitoring and internal/external service level agreements for shared services.

Actor (QMC)	Activity in 2007	MAP 2007v2 Assumption	2007 Level (30 Sept. 2007)	MAP 2008	Activity in 2008-12
Executive Board	o n/a				o Provide feedback and guidance on services provided by the unit and define needs
Secretariat	o previously the tasks related to CDM MAP, knowledge management, indicator monitoring and development and shared services were part of the part of the “Communication, Board, management and special activities“ which was managed by CDM manager who also managed the IS-R Team, the METH, Rand I and ACCR team.	o n/a	o n/a	New in CDM 1 P 1 G	o Effective management of the mission critical cross cutting services quality and information system o Coordinate the inputs to and assist in the monitoring of CDM MAP o Substantive management and coordination of the teams of the unit and ensure coordination with other CDM units and relevant UNFCCC teams o Knowledge/record management



Actor (QMC)	Activity in 2007	MAP 2007v2 Assumption	2007 Level (30 Sept. 2007)	MAP 2008	Activity in 2008-12
					<ul style="list-style-type: none"> ○ Manage (define and monitor) service level agreements relating to shared/outsourced services ○ In 2008 establishment of the unit and of the new quality team

III.4.2. CDM overall quality system team (QS-T)

41. This newly established team will provide the design, implementation and maintenance of overall quality management and control measures. These measures aim at both (i) quality assurance of the secretariat controlled activities and (ii) the quality of the CDM system as a whole. This team will ensure the overall coordination and design of all related measures among teams.
42. The first task, once the team is established, will be to develop a system design as well as related processes, measure and resource needs if any. At the same time it will create an inventory and document existing processes and measures. The team is expected to be established within 4-6 month after adoption of CDM MAP 2008 V1.

Actor (QMC)	Activity in 2007	MAP 2007v2 Assumption	2007 Level (30 Sept. 2007)	MAP 2008	Activity in 2008-12
Executive Board	○ n/a				○ Define quality levels and related documents
Secretariat	○ n/a	n/a	n/a	1 P 1 G	<ul style="list-style-type: none"> ○ Design, implementation and maintenance of overall and CDM team quality management and control/assurance measures ○ In 2008 inventory of existing measures and processes and design of overall system

III.4.3. CDM information system team (incl. website and registry) (IS-R T)

43. 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 which 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 stores all documentation relating to CDM and displays information to users, including the public, according to their role. The development, programming and maintenance of the system is undertaken by dedicated staff



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within the CDM subprogramme to ensure full control over priority-setting, workload, security and quality. Because the CDM's processes and procedures are evolving, frequent redesign and reprogramming are required. The management of change, quality, the forecasted continuous demand of new or modified features of the CDM information system require increased continuous attention. The system has to a large extent contributed to the cost-effective and timely implementation of the CDM process.

44. The area of work also covers the technical support, administration and maintenance of work on the CDM Registry, into which all certified emission reductions (CERs) are issued and forwarded. The CDM Registry is initialized/connected with the international transaction log (ITL) and is expected to go live once the ITL is operational. The secretariat, working with a contractor, maintains and programmes the CDM Registry as necessary.
45. The secretariat maintains and initiates purchase of equipment for the CDM information system and registry. The cost of equipment, previously covered to a large extent from the secretariat's core budget, is reflected in this CDM MAP. In 2008, other services provided by other parts of secretariat will also be reflected in the CDM MAP, in order to reveal the true cost of the mechanism

Actor (Info system)	Activity in 2007	MAP 2007v2 Assumption	2007 Level (30 Sept.2007)	MAP 2008	Activity in 2008-12
Executive Board	<ul style="list-style-type: none"> o Identify its process and information needs, as needed o Approve regulatory documents defining functionality of the CDM Registry 	n/a			same
Secretariat	<ul style="list-style-type: none"> o Identify process and information needs, as needed o Design, develop, programme and maintain UNFCCC CDM information system o Initiate equipment purchase o Provide for electronic interaction between CDM information system and CDM registry, and the main UNFCCC website o Provide technical support to internal and external users o Maintain servers and other hardware <ul style="list-style-type: none"> + Maintenance of catalogue of decision in UNFCCC CDM information system and its electronic workflows + Risk analysis and business continuity planning 	6 P 3 G consultancies	4P 2G 3 consultants	8P 3G consultancies procurement related to modernization of the hardware platform	After a team re-arrangement towards end of 2007, the work intensive programming and maintenance task remain the same..



Actor (Info system)	Activity in 2007	MAP 2007v2 Assumption	2007 Level (30 Sept.2007)	MAP 2008	Activity in 2008-12
	<ul style="list-style-type: none">+ Strengthening of software development methodso Software re-development and improvement - contacts system, new rosters of experts, "banking" system, catalogue of decisions, relaunch of the methodology, issuance and registration workflows to reflect policy changeso Analysis and planning for integration with the UNFCCC records management systemo Establishment of the ITL linko System maintenance and technical supporto Improvement in software and data quality assurance and quality control				



III.5. Public information and communication (CDM PIC-U)

46. The Board as well as the CMP clearly indicated that there is a need to broaden the public understanding of the CDM. Furthermore both identified the need to correct misconceptions of the public or stakeholders. The Board also identified the need to develop, possibly in collaboration with other actors, printed outreach material.
47. In 2007 public information resources were fully absorbed by establishing interaction with media (both in writing and person), support to Chair and other EB members regarding participation in meetings (presentation, press) , maintaining the public interface of the CDM web site and on improving successfully the quality and timeliness of responses to queries received, *inter alia*, through the cdm-info e-mail account. This work was previously included in the “Communication, Board, management and special activities” area and hence operated under the manager of the CDM support with two professional staff (one at junior level) and one assistant.
48. The Board’s challenge is to ensure a “broader public understanding of the CDM and correcting misconceptions” and devise the strategy to address the Boards communication and outreach needs.
49. The placement of the subject as a self standing public information unit under the new resource of a senior professional will enhance the capacity to plan and develop a public relations strategy and define options for implementation. It will further enhance it coordination and cooperation with the other units in defining strategy, implementation options and operating day-to-day implementation. The unit will:
 - a) Develop a CDM public information strategy including a plan catering to the information needs of particular target groups;
 - b) Identify products and measure that will broaden the public understanding of the CDM and correct misconceptions;
 - c) Continue to provide media/press support;
 - d) Continue to provide support to Chair and Vice Chair of the Board with regard to meeting participation and press interaction;
 - e) Continue to provide query and frequently asked question support.
 - f) Continue to provide the maintenance of the public CDM website.



Actor (CDM PIC)	Activity in 2007	MAP 2007v2 Assumption	2007 Level (30 Sept. 2007)	MAP 2008	Activity in 2008-12
Executive Board	<ul style="list-style-type: none"> ○ Provide guidance regarding issues relating to public information 	n/a			
Secretariat	<ul style="list-style-type: none"> ○ Review and further improve UNFCCC CDM website ○ Devise and implement a plan catering to the information needs of particular target groups ○ Respond to, or coordinate response to, public and media queries ○ Design information and outreach material ○ Develop and document communication procedures 	2 P 1 G	2 P 1 G	3 P 2 G P-GTA Including new: 1 P lead 1 G P-GTA	<p>Same as 2007</p> <ul style="list-style-type: none"> + in 2008 Development of a public relations strategy and implementation options and resource needs + Products and measure are identified and implemented that will broaden the public understanding of the CDM and correct misconceptions; + Provide support to Chair and Vice Chair of the Board with regard to meeting participation and press interaction; + Continue to provide query and frequently asked question support. + Continue to provide the maintenance of the public CDM website.



III.6. Coordination (COORD)

50. This senior level coordination function had been envisaged since the prompt start of the CDM for the time the CDM system would reach the impact level and/or the activity level and/or provide for changes of the secretariat's role. The coordination/guiding work of this focal area was previously included in the "Communication, Board, management and special activities" area (MAP 2007 v2) and assumed at a manager level.
51. Due to the growth of the system and the complexity of the support additional managerial level capacity had to be installed for the units:
 - a) 'Methodologies' and 'Registration and issuance' due to the change in responsibility associated with the substantive support provided in these areas and the size of the human resource in those units and the inclusion of a team dedicated to issues relating to regional distribution (incl, inter alia, DNA Forum, report regional distribution, CDM Bazaar) one the unit on registration and issuance.
 - b) Quality and Information systems due to the adding and merging into a unit of a team in charge of the mission critical area of design, development and maintenance of a CDM overall quality system.
52. In addition public information and outreach has been identified as a key area by the EB and CMP and to address this need staff has been grouped into a new unit with an increased professional capacity in terms of a senior lead professional.
53. The coordinator will ensure a fully CDM dedicated coordination of these enhanced levels.
54. The small team associated with the Coordinator will henceforth provide:
 - a) Overall coordination of and guidance to the CDM sub-programme units e.g. methodologies, registration and issuance, accreditation, quality control, information systems and public information issues. Units will be directly assuming substantive content responsibility for their products to the EB;
 - b) Support to Chair and Vice-Chair of the Board;
 - c) Strategic advice to Board on operations, legal issues and development of the CDM on issues such as options to simplify, the operational aspects of the CDM or identification of options which could contribute towards a more transparent, equitable, consistent and predictable CDM system;
 - d) Coordination of EB meetings, follow up and transparency of decisions of the Board (logistics, documentation (annotated agenda, EB reports, catalogue of decisions, enhancing explanations of the Board's decisions));
 - e) Coordination of work in relation to other programmes of the UNFCCC secretariat (shared services such as administration, conference services, information services) and other substantive programmes (legal affairs, financial technical cooperation, capacity building).

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55. This focal area also prepares and organizes the EB meetings (see in Annex the calendar of meetings in 2008); finalizes the EB report to COP/CMP and the CDM MAP; identifies and leads the increasing human resources; identifies and coordinates special activities such as legal support, representation to and relations with other organizations.
56. The coordinator provides/coordinates the support to COP/CMP and the UNFCCC process on SDM/CDM and relevant carbon market related issues. The Coordinator of the CDM sub-programme is the Secretary to the Board and the administrator of the CDM Registry.
57. A regular management coordination meeting comprising the managers and team leads of the units and the Coordinator provides for coordination of strategic overall issues or for addressing issues relating to secretariat-wide substantive and service coordination. Cross-cutting operational issues (coordination of IT programming priorities, information flow amongst areas, proposals for temporary shifts in resources to address bottleneck situations etc) will be considered and decided upon by an “Operational Management Committee” formed by the managers and team leads of the focal areas.



Actor (COORD)	Activity in 2007v2 (in different focal area)	MAP 2007v2 Assumptions	2007 Level (30 Sept 2007)	MAP 2008 Assumption	Activity in 2008-12
<p>Secretariat</p>	<ul style="list-style-type: none"> ○ Coordination and management of CDM support at managerial level ○ Overall CDM section human resource management ○ EB meetings ○ Administrator functions for CDM registry ○ Provide guidance/strategy (analytical/process) to relevant COP/CMP and UNFCCC cross cutting-issues ○ Catalogue of decision ○ Legal support ○ Coordination with other programmes at managerial level ○ Substantive guidance to teams 	<ul style="list-style-type: none"> ○ 3 P ○ 3 G <p>In shared service SDM M/C dedicated to CDM</p> <ul style="list-style-type: none"> ○ 1 G ○ 84% of dedicated SDM legal advisor ○ 84% management support ○ 84% of knowledge/record management resource <p>- 1 JWS</p>	<ul style="list-style-type: none"> ○ 2 P ○ 3 G <p>In shared service SDM M/C dedicated to CDM</p> <ul style="list-style-type: none"> ○ 1 G ○ 84% of dedicated SDM legal advisor ○ 84% management support ○ 84% of knowledge/record management resource <p>- 1 JWS</p>	<ul style="list-style-type: none"> ○ 1 D ○ 2 P ○ 4 G <p>In shared service SDM M/C dedicated to CDM</p> <ul style="list-style-type: none"> ○ 1 G ○ 84% of dedicated SDM legal advisor ○ 84% management support ○ 84% of knowledge/record management resource <p>- 1 JWS Incl. new: 1 D 1 G</p>	<ul style="list-style-type: none"> ○ Coordination of CDM sub-programme ○ Provide and coordinate guidance/strategy (analytical/process) to relevant COP/CMP and UNFCCC cross cutting-issues ○ EB meetings process ○ Catalogue of decision ○ Legal support ○ Administrator functions for CDM registry ○ Coordination of guidance to the five CDM units ○ Coordination with other programmes ○ Overall strategic CDM human resource management ○ Coordination of interaction with stakeholders ○ Coordination of annual joint coordination workshop ○ Develop and implement options to provide secretarial and information technology support to members and alternate members ○ Identify and advise regarding options to simplify, the operational aspects of the CDM



IV. Budget and financial resources 2008–2012

IV.1. Summary budget for 2006, 2007, 2008 and for the period 2009-2012

58. Chapter III has defined the changes in the nature of services to be provided by the secretariat and the increased caseload expected for 2008. The assumptions for 2008 presented in this version of the MAP need to be reviewed during 2008, if applicable, to reflect the operational requirements of the POA and changes in caseload. The summary table below indicates the budgetary needs by focal area by year and by funding source.

Summary of the budget 2006, 2007 v2, 2008 (as in the previous version of the MAP) and 2008 (this version of the MAP) and yearly budget in the period 2009 - 2012 in support of CDM operations (in USD)

	2006		2007 ver.2		2008 as in 2007 v2)		2008 MAP v1		2009-2012 (yearly)	
	Core	Suppl.	Core	Suppl.	Core	Fees	Core	Fees	Core	Fees
Methodology	886,200	2,154,800	886,200	2,852,933	0	3,944,500	0	4,178,000	0	4,402,500
Registration and Issuance	135,000	3,018,000	135,000	2,673,667	0	2,673,000	0	4,810,100	0	5,314,100
Accreditation	434,200	450,700	464,800	925,800	0	2,661,200	0	2,789,700	0	2,897,200
Public Information and Communication	0	215,000	0	344,000	0	344,000	0	651,000	0	770,000
CDM Quality and Information System	40,000	823,000	40,000	1,100,000	0	1,259,000	179,000	1,648,500	179,000	1,956,500
Coordination	506,429	1,350,680	506,429	3,665,795	296,750	5,524,659	117,750	4,911,973	117,750	5,190,208
Subtotal	2,001,829	8,012,180	2,032,429	11,562,195	296,750	16,406,359	296,750	18,989,273	296,750	20,530,508
13% overhead	260,238	1,041,583	264,216	1,503,085	38,578	2,132,827	38,578	2,468,605	38,578	2,668,966
Total by budget	2,262,067	9,053,763	2,296,645	13,065,280	335,328	18,539,186	335,328	21,457,878	335,328	23,199,474
	11,315,830		15,361,925		18,874,513		21,793,206		23,534,801	
% of supplementary/fees in total	19.99%	80.01%	15.04%	84.96%	1.78%	98.22%	1.54%	98.46%	1.42%	98.58%

Note: The growth of the CDM has been higher than anticipated in the 2006-2007 UNFCCC programme budget. Consequently, provisions for the additional services (e.g., IT services and equipment and common services such as office space, as well as administrative and conference services) need to be covered from resources in the CDM-MAP. Hence the CDM MAP has been adjusted in this MAP to reflect such additional costs in a transparent, secretariat-wide and consistent manner, in accordance with decision 15/CP.1 and the draft 2008-2009 UNFCCC programme budget (to be approved at CMP 3), ”.

**2008 budget: Structure and capacity changes between MAP 2007v2 and MAP 2008v1 (in USD)**

2008										
APPROVED in 2007v2			Changes (structure and additional service/capacity)							
2008 as in July 2007			Restructuring effect				Increased support service level effects			
Core	Fees			Core	Fees	change	Core	Fees	diff. USD	change
<i>Methodology</i>	0	3,944,500	<i>Methodology</i>	0	3,944,500	0%	0	4,178,000	233,500	5.92%
<i>Registration and Issuance</i>	0	2,673,000	<i>Registration and Issuance</i>	0	3,805,500	42%	0	4,810,100	1,004,600	26.40%
<i>Accreditation</i>	0	2,661,200	<i>Accreditation</i>	0	2,661,200	0%	0	2,789,700	128,500	4.83%
			<i>Public Information and communication</i>	0	344,000	n/a	0	651,000	307,000	89.24%
<i>Information Systems and CDM Registry</i>	0	1,259,000	<i>Quality and information system, CDM - R</i>	179,000	1,259,000	14%	179,000	1,648,500	389,500	30.94%
<i>Management, Communication, Board and</i>	296,750	5,868,659	<i>Coordination</i>	117,750	4,392,159	-27%	117,750	4,911,973	519,814	11.84%
Subtotal	296,750	16,406,359	Subtotal	296,750	16,406,359	0%	296,750	18,989,273	2,582,914	15.74%
13% overhead	38,578	2,132,827	13% overhead	38,578	2,132,827	0%	38,578	2,468,605	335,779	15.74%
Total by budget	335,328	18,539,186	Total by budget	335,328	18,539,186	0%	335,328	21,457,878	2,918,693	15.74%



59. The change in the nature of services required and caseload is reflected by an increase in analytical/process management support staff and staff at senior lead and management level.

Budgeted change of number of staff (core and non-core) by level between 2007 v2 and 2008.
(absolute and per cent)

Level	2007v2	2008	Change 2007/2008	
			Absolute	%
D1		1	1	n/a
P5	1	3	2	200%
P4	5	9	4	80%
P3	19	23	4	21%
P2	21	25	4	19%
P1	1	1	0	0%
G6	1	2	1	100%
G5	6	7	1	17%
G4	15	20	5	33%
G3	1	1	0	0%
G2	1	1	0	0%
Total	71	93	22	31%
<i>G staff</i>	24	31	7	29%
<i>P/D staff</i>	47	62	15	32%

Shifts in staff from core to SOP funding (absolute and per cent)

	2006-2007 (V2)	2008-2012	Change	Change %
Suppl./Fee Posts	61	91	30	49%
Core	10	2	-8	-80%
Total	71	93		



Budgeted change of number of staff (core and non-core) by Unit in 2008 and Change in comparison to 2008 projection in MAP 2007 v2.
(absolute)

UNIT	COORD		R&I		METH		ACCR		QIS		PIC		Totals	
		New		New		New		New		New		New		new
D1	1	1											1	1
P5			1	1	1	1			1				3	2
P4			3	2	3		1		1	1	1	1	9	4
P3	2		7	1	6	2	6	1	2		1		24	4
P2			8	2	7		3		6	2			24	4
P1											1		1	
G6					1		1	1					2	1
G5	1	1	2		1		1		1		1		7	1
G4	3		6	2	3		3		4	2	1	1	20	5
G3					1								1	
G2	1												1	
Total	8	2	27	8	23	3	15	2	15	5	5	2	93	22
<i>G staff</i>	5	1	8	2	6	0	5	1	5	2	2	1	31	7
<i>P/D staff</i>	3	1	19	6	17	3	10	1	10	3	3	1	62	15

Note

IV.2. Detail of budget 2007 v2 and 2008

60. This chapter provides details of the CDM Budget for 2007 and for 2008 by focal area. Those expenditures of the total budget which are covered by dedicated UNFCCC SDM/CDM programme budget resources (core) have been identified (columns with grey shading).



IV.2.1. Detailed budget METH-U

Methodology 2007 v2	unit cost	cases/ meetings	2007 V2	2007 Core
CDM-MP (6(3 core) in 2007) 21 participants/5 days	120,500*	3	523,500	199,500
CDM-A&R WG (5(1) in 2007) 11 participants/ 3 days	56,700	4	305,100	30,600
CDM-SSC WG (5(1) in 2007) 7 participants/ 3 days	37,900	3	173,500	30,600
MP/AR Specialized expertise	7,500	40	300,000	172,500
Staff			1,550,833	453,000
		Total	2,852,933	886,200

*Please note that core provisions were calculated at the 2005 prices. Later increases in costs have been included under the MAP provisions. This approach is used in each of the tables below.

Methodology 2008	unit cost	cases/ meetings	2008
CDM-MP (5 meetings in 2008) 20 part./ 5 days	115,000	5	575,000
CDM-A&R WG (5 meetings in 2008) 12 part./ 3 days	61,400	5	307,000
CDM-SSC WG (5 meetings in 2008) 7 part/ 3 days	37,900	5	189,500
Staff			2,481,500
MP/AR WG members reviewing recommendations on proposed methodologies			224,000
Matters relating to requests for methodologies			122,000
Matters relating to quality			79,000
MP members working on revisions and clarifications			32,000
AR/MP/SSC Desk Reviewers Specialized expertise (400USD 3-4 day work, 120 cases)	400x3.5 days	120	168,000
		Total	4,178,000



IV.2.2. Detailed budget R&I-U

Registration and Issuance 2007 v2	unit cost	cases/ meetings	2007	2007 Core
CDM-RIT meeting	91,000	1	91,000	
Matters relating to requests for project registration and issuance	1,250	800	1,000,000	
Staff			1,582,667	135,000
		Total	2,673,667	135,000

Registration and Issuance/ POA 2008	unit cost	cases/ meetings	2008
CDM-RIT meeting (40 participants no fees) Cost based on 1.5 day and cost sharing with other meeting	75,000	1	75,000
Experts/consultancies (1470 cases at 400 USD a case)	400	1,470	588,000
Matters relating to PoA	400	15	6,000
DNA forum	500,000	2	1,000,000
Convening/preparation of workshops (Art. 12.6)	132,500	1	132,500
CDM Bazaar in Cooperation with UNDP RISOE			240,600
Consultancies to support crosscutting issues			162,000
Staff			2,606,000
		Total	4,810,100



IV.2.3. Detailed budget ACCR-U

Accreditation 2007 v2	unit cost	cases/ meetings	2007v2	2007 Core
CDM-AP (6(3) in 2007; 6(1) in 2008) - 9 participants	46,100	3	184,800	91,800
- AP Specialized expertise	6,000	10	60,000	
Staff			681,000	373,000
		Total	925,800	464,800

Accreditation 2008	unit cost	cases/ meetings	2008		2008 Assess. Fee	
CDM-AP (7 meetings in 2008) -9 part./ 3-4 days	49,100	7	343,700			
Staff			1,317,500			303,500
Staff travel (based on experience USD 5500 per mission (60 missions with 2/3 staff attending))						825,000
		Total	1,661,200		1,128,500	Total Accreditation 2,789,700

**IV.2.4. Detailed budget QIS- U****IV.2.4.1. Management of QIS - U**

Management	unit cost	cases/ meetings	2008	2008 Core
Staff costs			40,000	179,000

IV.2.4.2. CDM Overall Quality System Team (QS - T)

CDM Overall Quality	unit cost	cases/ meetings	2008
Experts/consultancies			50,000
Staff costs			119,000
		Total	169,000

IV.2.4.3. CDM Information System (incl. website and registry) (IS - R T)

CDM Information System 2007 v2	unit cost	cases/ meetings	2007v2	2007v2 Core
Web interface, CDM Registry and VMWare license/support			45,000	
Web interface/ CDM information system / CDM registry			325,000	40,000
Staff			730,000	
		Total	1,100,000	40,000

CDM Information System 2008	unit cost	cases/ meetings	2008
Experts/consultancies			351,500
Web interface and CDM Registry/IS Hardware/VMWare license/support			50,000
Staff			1,038,000
		Total	1,439,500

Total Cost of QIS - U: **USD 1,684,500**



IV.2.5. Detailed budget PIC-U

Public Information and Communication 2007 v2	unit cost	cases/ meetings	2007v2
Information Material (e.g. handouts, DVDs)			20,000
Staff			324,000
		Total	344,000

Public Information and Communication 2008	unit cost	cases/ meetings	2008
Information Material (e.g. handouts, DVDs)			100,000
Consultancies to support matters relating to public information, outreach, media			108,000
Staff			443,000
		Total	651,000



IV.2.6. Detailed budget COORD

Coordination 2007 v2	unit cost	cases/meetings	2007V2	2007 Core
EB meetings (8 (3) in 2007) 20 participants	62,500	5	312,500	180,000
- Add. travel cost for EB members	21,000	8	168,000	
- Add. costs for additional travel and token of appreciation	42,500	8	340,000	
- Add. costs for one meeting abroad. 15 S/Ms travel, 2 webcast staff + shipment less costs of facilities (host)	82,500	1	82,100	
- DNA Forum	500,000	2	1,000,000	
- Coordination Workshops for Board, panels, working groups and expert teams, DNAs and DOEs	465,000	1	465,000	
- Preparation/convening of workshops (70 participants/35 funded)	132,500	0	0	
Office surface/meeting space/ UNFCCC internal services			0	
IT support (software/hardware) and telecomm. As 1/7/07	6,835	63	213,662	
Staff training	1,000	not in 2007	0	
- Office space for non-core SDM-CDM staff	4,250	not in 2007	0	
- Services provided by ICA	146,562	not in 2007	0	
Mobile-phones and Blackberries	3,000	not in 2007	0	
- Knowledge management			132,720	
- SDM-MC G-4 admin. Support costs			80,000	
Legal matters staff			132,720	
Legal matters specialized expertise			150,000	
Staff			287,333	259,000
Staff to address unexpected peaks or special tasks			80,000	3,200
- Staff travel			200,000	63,685
- Overtime			21,760	544
		Total	3,665,795	506,429



	unit cost	cases/ meetings	2008	2008 Core
Coordination 2008				
EB meetings (8 meetings in 2008) 20 participants	62,500	8	500,000	
- Add. travel cost for 6 EB members	21,000	8	168,000	
- Add. costs for travel and token of appreciation	42,500	8	340,000	
Additional costs for meeting abroad. 15 S/Ms travel, 2 web cast staff + shipment less costs of facilities (host)	82,100	1	82,100	
Additional costs for Board meeting in conjunction with CMP (15 S/Ms travel, 2 webcast staff + shipment and additional costs of facilities	87,100	1	87,100	
Coordination Workshop for Board members, Panels, WGs and Experts	465,000	1	465,000	
UNFCCC shared cost and services			0	
- Mobile/Phones and Blackberries	3,000	12.68	38,040	3,000
- Services provided by ICA	146,562	flat rate	109,922	
- IT Support (software/Hardware) and telecomm.	10,150	84.36	856,254	20,300
- Staff Training	1000	84.36	84,360	2,000
- Office space for non-core PBM-CDM staff	4250	84.36	358,530	8,500
Staff			1,095,740	80,000
Staff related (overtime 0.017% of GS staff) and travel			188,320	1,360
Staff to address unexpected peaks or special tasks			171,407	2,590
Consultancies			0	
Matters of general type (catalogue etc)			155,000	
Legal matters specialized expertise			125,000	
Matters relating to Knowledge/Record Management			87,200	
		Total	4,911,973	117,750

Note: In accordance with decision 7/CMP.1, the costs include costs for all members and alternate members of the Board, attending meetings, the payment of travel, daily subsistence allowance (DSA) and a remuneration through an increased DSA rate (40%) which is limited to a maximum of USD 5,000 per annum. This remuneration is not so much an adequate compensation for services but an acknowledgement of a substantial sacrifice of time and financial interest on the part of Executive Board members and alternates. (2) In the context of the CDM-MAP moving toward self-financing based on fees and shares of proceeds, as well as the substantially increased work-, and related travel-load of Board members and alternate members, the Board agreed to request the secretariat, that, subject to the availability of resources, the travel of Board members and alternates henceforth follow the same UN rules and regulations as those applied to UN staff. (EB 25 meeting report). The Secretariat has complied with this request, starting with the 26th meeting of the EB. (3) Estimates for specialized expertise assume an average remuneration at USD 400-500 per day.



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**IV.3. Resources in support of the CDM Executive Board in 2007–2008****IV.3.1. Sources of funding**

61. The source in support of the CDM Executive Board for the period 2008-2012 are:

- a) The UNFCCC programme budget (core): assessed contributions by Parties (14% in 2007 and 2% in 2008 and 1% in 2009);
- b) Supplementary resources , to be generated by:

Source for supplementary funding	2006/2007	As of end of September 2007
Party contributions	√	none
Accreditation fees	√	√
Assessment fees	TBD	√
Interest rate on trust fund	TBC	√
Share of proceeds (methodology fee and registration fee are down payments of the share of proceeds)***	Collected, but only for use as of 1 January 2008*	√

* See also section V3 below for further details.

IV.3.2. Status of resources and operating reserve availability

62. The tables below give a status of the various sources of funding and of the accumulation of an operating reserve at 31 December 2007. They show, as of 31 December 2007, a carry over of available resource of close to USD 9 million for operations (see table 5.3) and close to USD 600K for additional DNA forum (see table 5.4). It is also shown that the accumulation of the operating reserve⁴ has been reached and the surplus generated has been used towards expenditure for activities in 2007 under the CDM MAP 2007 ver.2.

⁴ By decision 7/CMP.1, Parties had agreed to accumulate the revenues from the share of proceeds over the period 2006 and 2007 to establish implicitly an operating reserve of one and a half years (see also the annual report of the Board to CMP at its second session). At the thirty-fifth meeting of the Board, the secretariat recommended that, in order to simplify the accounting of available resources, the operational reserve will be fixed at USD 30 million as this level of resources is considered a good approximation of the 2008 budget presented in this MAP and its possible future revisions. CMP.3 took note of this ceiling of the operating reserve.



Table 5.1 : Income from contributions by Parties and fees from Applicant Entities (in USD) including carry over from 2006

Carry over figure from 2006 (excluding DNA forum contributions in 2006 (*))	5,722,906
2007 Contributions by Parties	3,050,605
2007 Fees from Applicant Entities	187,354
Total	8,980,865

* In addition to the two DNA forum meetings covered by CDM MAP provisions, the CDM EB is promoting additional DNA forum meetings to be held in NAI Countries. The first of these additional meetings has been held in Africa in October 2007. As these meetings are additional to the resource requirement of the MAP, specific contributions are sought from Parties (See Table 5.4 for detail).

Table 5.3: Income from SOPs and Registration fees in 2007 (at 31 December 2007) including carry over from 2006 (in USD)

2006 Carry over	13,513,451
2007 Request for Registration	14,150,809
2007 Methodology fees	79,451
2007 Share of proceeds (SOP)	12,141,196
Sub-total: Income in 2007	26,358,480
Total (carry over 2006 and income 2007)	39,884,919
Blocked for the Operational reserve	-30,000,000
Resources available	9,884,919

Table 5.: Resources available at the beginning of 2008 (in USD)

a) Total carry over 2006 and contributions 2007 from Parties	8,980,865
b) Total carry over 2006, income from fees and SOP 2007 net the operating reserve	9,884,919
c) Total resources available over 2007 (=a+b)	18,865,784
d) Expenditure in 2007	10,008,732
e) Resources available at beginning of 2008 (=c-d)	8,857,052

Table 5.4 : Income from contributions towards meetings of the DNA forum in NAI countries (in USD)

Carry over figure from 2006	19,652
Contributions by Parties in 2007	825,244
Total	844,896
Expenditure in 2007 (DNA forum Africa)	242,118
Balance	602,778

IV.3.3. Forecast of the level of resources

63. In early December 2007, the CDM started to be self-financing. This is due to the fact that pledges, for over USD 0.5 million, to support the implementation of CDM activities as designed in the CDM MAP have not been converted into contributions in a timely manner. The current self-financing through income generated from SOPs and fees would have been



possible as of the time the USD 30 million operational reserve was reached in late August 2007.

64. The budget for 2008 (USD 21.5 million) will be covered from income generated by accumulated fees and SOPs and a recovery scheme for assessment activities under accreditation. Projections on the cashflow indicate that in 2008, under a conservative scenario, the CDM will have an income from fees and SOPs of approximately USD 21.9 million which will allow a possible carry over into 2009 of approximately USD 0.5 million. Assuming that income of fees in 2009 will be of the same magnitude as in 2008, the 2009 budget (USD 23.2 million) will present a shortfall of USD 1.2 million which can be easily financed by the assessment fees, the interest rate accumulated on the operating reserve and carry over from income in 2007 into 2008 of USD 8.9 million. Based on these assumptions, the CDM will be able to operate without any need to revise the current SOP scheme.

V. Performance indicators

65. This section will identify indicators regarding the overall evolution of the CDM as well as some indicators monitoring the caseload assumptions. The UNFCCC CDM website section on statistics will be revised to provide to Board members and the public on-line information on the status of such indicators. This service will be developed in the course of 2008 facilitated by the reinforcement of management/lead capacity and establishment of data mining and maintenance capacity.

Overall evolution of the CDM

66. Such indicators include:
- a) With regard to number project activities in the CDM system
 - i) Number of CDM project activities
 - ii) Number of project activities requesting registration
 - iii) Number of project activities at the validation stage
 - iv) items i - iii by region and country
 - v) items i - iii by scope and methodology
 - vi) item iv further refined by methodology and scope
 - b) With regard to CERs issued
 - i) Number of CDM project activities
 - ii) Number of project activities requesting registration
 - iii) items i - ii by region and country
 - iv) items i - ii by scope and methodology
 - v) item iv further refined by methodology and scope

**Project cycle and process**

67. Such indicators include:

- a) With regard to project cycle (numbers):
 - i) Number of project activities in at the validation stage (overall / evolution over time)
 - ii) Number of project activities rejected by DOEs at validation in comparison to number for which registration was requested (overall / evolution over time)
 - iii) Number of project activities requesting registration (overall / evolution over time)
 - iv) Number of project activities registered without review (overall / by DOE)
 - v) Number of project activities for which review was requested (overall / by DOE)
 - vi) Registered based on initial clarifications provided by PP and DOE
 - vii) Registered with changes based on initial clarifications provided by PP and DOE
 - viii) Number of project activities for which review was conducted (overall / by DOE)
 - ix) Registered with no changes based on information gathered in review
 - x) Registered with changes
 - xi) Rejected
- b) With regard to project cycle (time of steps / decisions): Various steps in the project cycle have procedurally minimum and maximum time requirements to provide for interactions or to ensure that steps are taken without a delay beyond the given timeline. A set of indicators will be developed that allow to determine under and over performance with regard to such time requirements.
