

CDM-EB92-A01

CDM management plan 2017

Version 01.0



United Nations
Framework Convention on
Climate Change

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1. Introduction

1. This management plan (MAP) sets out the approach, activities and resource requirements to support the effective execution of the vision of the Executive Board of the clean development mechanism (CDM) (hereinafter referred to as the Board) and the defined goals and objectives for the CDM in 2017.¹ Section 2 sets out the approach that the Board intends to take, which has been informed through its ongoing strategic planning and stakeholder interactions. Section 3 links each of the Board's objectives to specific activities and projects, including estimated volumes and resource requirements. Sections 4 and 5 provide additional information on the programme budget and human resources, respectively.

2. Approach

2. The adoption of the Paris Agreement in December 2015 provides a new context for the CDM. While the CDM remains a Kyoto Protocol instrument, it is clear that the CDM can contribute significantly to early action before 2020. The CDM is not only recognized as the reference mechanism for evaluating and recognizing mitigation outcomes, but over the past 15 years (since its operationalization under the Marrakesh Accords) it has established itself as a major contributor to climate finance. However, with the current low levels of demand for certified emission reductions (CERs), many projects are not being implemented, and incentives for investment in the CDM have diminished. As a result, projects lie stranded and capacity has decreased drastically. At the same time, the need for global action and the evaluation and recognition of their impact has never been greater. The CDM can assist in the verification of mitigation action, including by being a vehicle for mobilizing finance to incentivize action.
3. Under the first goal of the CDM business plan for 2016–2017, “Enable the implementation of mitigation activities and ensure the trusted certification of their outcomes efficiently and transparently”, the Board intends to continue to focus its efforts on simplifying the CDM standards and streamlining its project cycle, with the aims of reducing the complexity for the user of the mechanism, making it more user-friendly, and enhancing its efficiency, while continuing to ensure its credibility. The underlying goal is to further improve the mechanism in order to strengthen its value to, and use among, existing and new stakeholders, while preserving its environmental integrity, maintaining the stability of the regulatory apparatus yet being responsive, and reducing the burden or transaction costs on stakeholders. The goal is also to make the different components of the CDM infrastructure relevant for different purposes.
4. Under the second goal of the business plan, “Nurture policies to broaden demand for, and participation in, the CDM”, the Board intends to focus on activities aimed at increasing the voluntary cancellation of CERs and the increased recognition and use of the CDM as a tool for evaluating and recognizing the impact of mitigation activities. Specific focus areas include: (a) continued operation and improvement of the voluntary cancellation platform (VC platform); (b) promotion of the VC platform to suppliers to ensure a high and

¹ The goals and objectives agreed by the Board are included in Section 3 of the CDM two-year business plan 2016-2017 and management plan 2016 (CDM-EB87-A01-INFO) at:
<https://cdm.unfccc.int/sunsetcms/storage/contents/stored-file-20160311063157080/Info_Note60.pdf>.

diversified supply of CERs on the VC platform; (c) cooperation with international business and sector organizations; (d) cooperation with the UN system and other international organizations; (e) online media and web presence; (f) development and implementation of a strategy and outreach plan to enhance the use of the VC platform among consumers and individuals; (g) cooperation with international financial institutions to promote the use of CDM as a tool in support of results-based financing, green bonds, etc.; and (h) providing information and analysis regarding how the CDM may support policy implementation, including closing the pre-2020 ambition gap.

3. Activities, estimated volumes and resource requirements

5. An overview of the resources allocated is provided in table 1. The allocation is broken down to show the resource allocation per objective, expressed as a percentage of the total allocation.

Table 1. Indicative allocation of resources by objective

Objective	Title of objective	Staff months	Staff cost (USD)	Non-staff cost (USD)	Total cost (USD)	% of resources
1(a)	Operate efficient project and entity assessment processes	228.7	2 327 878	104 400	2 432 278	16%
1(b)	Operate an effective regulatory framework resulting in reduced transaction costs for participants in the mechanism	180.3	1 835 226	2 093 460	3 928 686	25%
1(c)	Develop simplified and user-friendly standards and procedures that increase efficiency and environmental integrity of the mechanism	192.5	1 959 404	635 900	2 595 304	17%

Objective	Title of objective	Staff months	Staff cost (USD)	Non-staff cost (USD)	Total cost (USD)	% of resources
2(a), (b), (c)	Facilitate the acceptance of CERs for compliance purposes; Enhance the use of the CDM for voluntary purposes; Further develop the CDM as a key tool for monitoring, reporting and verifying the outcomes of mitigation finance.	104.0	1 058 590	873 000	1 931 590	12%
	Other activities (cross-cutting)	235.0	2 392 002	1 705 372	4 097 374	26%
	Currently unallocated resources ^(a)	56.7	577 133	—	577 133	4%
Total		997.2	10 150 233^(b)	5 412 132	15 562 365^{(b)(c)}	100%

^(a) The Board will, at its first meeting in 2017, in conjunction with adoption of its work plan, including new mandates from CMP, if any, consider the allocation of these currently unallocated resources. This consideration will include prioritizing the use of staff resources for delivery of activities over that of consultants or experts, where appropriate. Furthermore, the secretariat will continue to work with the Board in ensuring continued prudent management of resources.

^(b) This figure differs by USD 233 dollars from that in Table 9. This is due to the rounding of figures under staff costs in Tables 2 through 6.

^(c) This figure does not include Total Cost of Ownership (TCO) and the 13% Programme Support Costs (PSC) and GTAs.

- Tables 2 to 6 link specific activities and projects to the objectives as set out in the 2016–2017 business plan. The “staff months” column in each table provides an indication of the effort required to perform a particular activity or project.

3.1. Goal 1: Enable the implementation of mitigation activities and ensure the trusted certification of their outcomes efficiently and transparently

Table 2. Objective 1(a): Operate efficient project and entity assessment processes

Activity group	Activity for MAP document	Volume	Staff months	Indicative staff cost (USD)	Non-staff cost (USD)	Indicative total cost (USD)
CDM registry	Changes to modalities of communication and transactions	4800 transactions	29.0	295 183	7 000	302 183
	CDM registry reports	280 reports	2.5	25 447	—	25 447
	Opening and maintaining voluntary cancellation platform seller accounts	70 accounts	1.5	15 268	—	15 268
Project assessments	Requests for direct communication, renewal of crediting period and review (Volume: 30 requests direct communication, 125 requests for renewal of crediting period, 30 requests for review)	185 requests	22.0	223 932	30 000	253 932
	Requests for programme of activities (PoA) issuance	60 requests	28.0	285 005	1 200	286 205
	Requests for PoA post registration changes (PRC)	10 requests	3.5	35 626	—	35 626
	Requests for PoA registration	25 requests	6.0	61 072	1 200	62 272
	Requests for project issuance	700 requests	84.0	855 014	15 000	870 014

Activity group	Activity for MAP document	Volume	Staff months	Indicative staff cost (USD)	Non-staff cost (USD)	Indicative total cost (USD)
	Requests for project PRC	40 requests	7.5	76 341	—	76 341
	Requests for project registration	125 requests	25.0	254 468	10 000	264 468
	PoA post-registration component project activities (CPA) inclusion requests	130 CPA inclusions	0.2	2 036	—	2 036
	Sustainable development co-benefits, including reporting and promotional activities	20 reports	3.5	35 626	—	35 626
Entity assessments	Performance assessments (validation and verification)	12 assessments	6.5	66 161	—	66 161
	Regular surveillance and spot checks	17 assessments	3.5	35 626	—	35 626
	Requests for initial and re-accreditation	11 requests	3.5	35 626	—	35 626
	Calibrate assessment team leads	—	2.5	25 447	40 000	65 447
Total			228.7	2 327 878	104 400	2 432 278

Table 3. Objective 1(b): Operate an effective regulatory framework resulting in reduced transaction costs for participants in the mechanism

Activity group	Activity for MAP document	Volume	Staff months	Indicative staff cost (USD)	Non-staff cost (USD)	Indicative total cost (USD)
Communications	Media relations	—	6.0	61 072	85 000	146 072
External queries	Stakeholder communications	520 transactions	14.0	142 502	—	142 502
Market and policy analysis	Policy analysis and reports	—	11.0	111 966	—	111 966
Secretariat interactions with stakeholders	Calls for input and feedback to stakeholders	—	2.5	25 447	—	25 447
	Global DNA Forum	1 event	8.0	81 430	443 100	524 530
Servicing of panels/ working groups	Afforestation and Reforestation Working Group	0 meeting	0.5	5 089	—	5 089
	Accreditation Panel	3 meetings	10.5	106 877	97 200	204 077
	Carbon Dioxide Capture and Storage Working Group	0 meeting	0.5	5 089	—	5 089
	Methodologies Panel	3 meetings	13.0	132 324	224 600	356 924
	Roster of experts (CDM)	—	6.0	61 072	—	61 072
	Small-scale Working Group	3 meetings	10.0	101 787	116 300	218 087
Servicing of regulatory body	Support to the Executive Board	5 meetings	75.8	771 549	394 000	1 165 549
	Additional benefits for members/alternates of the regulatory body	—	0.0	—	733 260	733 260
	Entity administration	36 entities	9.0	91 609	—	91 609

Activity group	Activity for MAP document	Volume	Staff months	Indicative staff cost (USD)	Non-staff cost (USD)	Indicative total cost (USD)
Accreditation system	Entity assessment planning	36 assessments	5.0	50 894	—	50 894
	Entity performance monitoring system	—	2.5	25 447	—	25 447
	Handling of complaints and requests for revisions	—	1.0	10 179	—	10 179
Regulatory framework management	Regulatory framework management	—	3.0	30 536	—	30 536
Regulatory policy improvement	<i>*Simplification and streamlining of the CDM</i>	—	2.0	20 357	—	20 357
Total			180.3	1 835 226	2 093 460	3 928 686

(*) Text in boldface represents projects

Table 4. Objective 1(c): Develop simplified and user-friendly standards and procedures that increase efficiency and ensure environmental integrity

Activity group	Activity for MAP document	Volume	Staff months	Indicative staff cost (USD)	Non-staff cost (USD)	Indicative total cost (USD)
Methodologies	Processing of requests for clarification, deviation, revision, new submissions and micro-scale additionality	19 requests	9.0	91 609	20 000	111 609
	Processing of standardized baselines	20 evaluations	28.5	290 094	—	290 094
	<i>* Further development of standardized baselines framework</i>	—	13.5	137 412	10 000	147 412
	<i>* Development of new methodologies to broaden the applicability of the CDM</i>	—	11.5	117 055	10 000	127 055
	<i>* Simplification of methodologies</i>	—	30.5	310 451	7 500	317 951

Activity group	Activity for MAP document	Volume	Staff months	Indicative staff cost (USD)	Non-staff cost (USD)	Indicative total cost (USD)
Partnership	RCC operations	9 events/missions	24.0	244 289	419 400	663 689
	RCCs-On-site support to projects	214 supported projects	59.0	600 545	133 000	733 545
	RCC support to bottom-up standardized baselines (SBs)	20 requests	16.5	167 949	36 000	203 949
Total			192.5	1 959 404	635 900	2 595 304

(*) Text in boldface represents projects.

3.2. Goal 2: Nurture policies to broaden demand for, and participation in, the CDM

Table 5. Objective 2(a): Facilitate the acceptance of CERs for compliance purposes; Objective 2(b): Enhance the use of the CDM for voluntary purposes; Objective 2(c): Further develop the CDM as a key tool for monitoring, reporting and verifying the outcomes of mitigation finance

Activity group	Activity for MAP document	Volume	Staff months	Indicative staff cost (USD)	Non-staff cost (USD)	Indicative total cost (USD)
Partnerships	Partnerships and engagement activities	—	31.0	315 541	163 500	479 041
	Nairobi Framework coordination and regional activities with a specific focus on Africa, LDCs and SIDs	—	5.0	50 894	150 000	200 894
	Support to stakeholders/capacity-building	—	3.5	35 626	—	35 626
	Public policy development	—	10.0	101 788	—	101 788

Activity group	Activity for MAP document	Volume	Staff months	Indicative staff cost (USD)	Non-staff cost (USD)	Indicative total cost (USD)
	Operation and further development of the voluntary cancellation platform	—	2.0	20 357	—	20 357
	Improvement of the CDM for partnerships		12.0	122 145	50 000	172 145
	Use of CDM in climate finance	—	11.0	111 966	133 000	244 966
	<i>* Increasing the demand for CERs in the Aviation Sector</i>	—	4.0	40 715	15 000	55 715
	<i>*Increasing voluntary cancellation of CERS</i>	—	25.5	259 558	361 500	621 058
Total		—	104	1 058 590	873 000	1 931 590

(*) Text in boldface represents projects.

3.3. Other activities

Table 6. Cross-cutting activities

Activity Group	Activity for MAP document	Volume	Staff months	Indicative staff cost (USD)	Non-staff cost (USD)	Indicative total cost (USD)
Communications	Communications engagement and marketing	—	45.0	458 043	210 000	668 043
	<i>Improving the user friendliness of the CDM website</i>	—	1.0	10 179	—	10 179

Activity Group	Activity for MAP document	Volume	Staff months	Indicative staff cost (USD)	Non-staff cost (USD)	Indicative cost (USD)	total
Internal administration	Human resources, skills development and learning	—	51.0	519 116	158 500	677 616	
	Finance (including budget, expert payments, fee payments and procurement)	—	6.0	61 072	15 000	76 072	
	Intra-secretariat engagement agreements (IT)	—	3.0	30 536	1 118 072	1 148 608	
	Internal communications	—	6.0	61 072	—	61 072	
	Information, knowledge and records management	—	14.0	142 502	—	142 502	
	Supplies and subscriptions	—	1.0	10 179	88 800	98 979	
	Travel management	—	6.0	61 072	—	61 072	
	Management and meetings	—	48.5	493 669	115 000	608 669	
	Planning, monitoring and reporting	—	46.5	473 311	—	473 311	
	Secretariat-wide responsibilities	—	7.0	71 251	—	71 251	
	* Currently unallocated resources		56.7	577 133		577 133	
Total			291.7	2 969 135	1 705 372	4 674 507	

(*) The Board will, at its first meeting in 2017, in conjunction with adoption of its work plan, including new mandates from CMP, if any, consider the allocation of these currently unallocated resources. This consideration will include prioritizing the use of staff resources for delivery of activities over that of consultants or experts, where appropriate. Furthermore, the secretariat will continue to work with the Board in ensuring continued prudent management of resources.

4. Programme budget

7. The Sustainable Development Mechanisms (SDM) programme of work in support of the CDM for 2017 will continue to be funded from the accumulated fees and the share of proceeds.

4.1. Income

8. Table 7 below shows the balance brought forward from 2015 and the income received from 1 January to 30 September 2016.

Table 7. Income received in 2016, including carry-over from 2015 (in USD)

Carry-over figure from 2015 (A) ^(a)	109 382 561
Income received in 2016	
Accreditation fees	82 500
Fees from the accreditation process	27 412
Registration fees ^(b)	1 800 917
Methodology fees ^(c)	2 000
Share of proceeds ^(d)	5 285 285
Sub-total – Income 1 January - 30 September 2016 (B)	7 198 113
Current balance of 2015 carry-over and 2016 income (A + B)	116 580 675

Note: USD 45 million held in reserve (EB 45, 2009) is not included in the above figures.

^(a) The carry-over balance presented in this table is not equivalent to the balance available at the 30 May 2016 documented in table 7. Section 3.1.1 of the 2016 Status of CDM MAP 2016 implementation (CDM-EB90-AA-A08). The difference is due to transactions processed between the date of issuance of the status of implementation report and the closure of 2015 accounts. The 2015 accounts are now closed.

^(b) This fee is based on the average annual issuance of CERs over the first crediting period and is calculated as a share of proceeds to cover administrative expenses, as defined in decision 7/CMP.1, paragraph 37. Projects with annual average emission reductions of less than 15,000 tonnes of carbon dioxide equivalent are exempt from the registration fee, and the maximum fee applicable is USD 350,000. This fee is considered to be a pre-payment of the share of proceeds to cover administrative expenses.

^(c) A non-refundable submission fee of USD 1,000 is payable at the time a new methodology is proposed. If the proposal leads to an approved methodology, the project participants receive a credit of USD 1,000 against payment of the registration fee or a pre-payment of share of proceeds.

^(d) The share of proceeds, payable at the time of issuance of CERs, is USD 0.10 per CER issued for the first 15,000 CERs for which issuance is requested in a given calendar year, and USD 0.20 per CER issued for amounts in excess of 15,000 CERs.

9. The total fees received as at 30 September 2016 amounted to USD 7.2 million (table 7), which is higher than the budgeted assumed zero income for 2016.

10. Under CDM rules, fees accrue to the secretariat when CERs are forwarded from pending accounts in the CDM registry. Thus, costs associated with projects that have received administrative services but have not completed the forwarding stage of the cycle cannot be recovered. As at 31 August 2016, CERs resting in pending accounts represented approximately USD 35.6 million in uncollected fees. Under the prevailing market conditions, the secretariat does not expect to receive the corresponding fees in 2016.
11. The total interest accrued in the CDM Trust Fund from prior years to the end of 2015 amounted to USD 9.9 million and is included in the carry-over and balance reported in table 7. The accrued interest is currently ear-marked to fund the loan scheme to support the development of CDM project activities in countries with fewer than ten such activities registered, in accordance with decision 3/CMP.6, paragraph 65.

4.2. 2017 budget

12. The proposed budget for the one-year period (2017) of this MAP is USD 19.6 million, a slight decrease of USD 16.2 thousand (0.08 per cent) when compared to the 2016 budget.
13. Table 8 provides a summarized comparison of the approved budgets for 2013 through 2016, with the proposed budget for 2017.

Table 8. Budget comparison 2013 to 2017

Budget	2013	2014	2015	2016	2017
Staff ^(a)	19 063 306	17 867 510	15 380 763	10 170 000	10 400 000
Non-Staff	19 320 402	15 048 769	12 704 897	9 448 431	9 202 259
Total	38 383 708	32 916 279	28 085 660	19 618 431	19 602 259

^(a) Staff costs include Staff, General Temporary Assistance (GTA) and staff-related costs such as salaries, overtime payments, dependency allowance, education grant, rental subsidy, home leave travel, travel on appointment and separation, etc.

14. Table 9 shows the breakdown of the proposed budget by the different cost categories. The table provides comparisons of the proposed budget (column a), with the previous year's budget (column b), actual expenditure as at 30 September 2016 (column c) and projected expenditure for January to December 2016 (column d). It also shows, as a percentage, the difference between the proposed 2017 budget to the projected expenditure as at 31 December 2016 (column e).

Table 9. Breakdown and comparison of the 2017 budget proposal and 2016 expenditure projections (United States dollars)

Cost category	2017 Budget proposal (a)	2016 Approved budget (b)	Jan-Sep 2016 Expenditure (c)	Jan-Dec 2016 Projected expenditure (d)	2017 Budget vs. 2016 projected expenditures (e)
Staff costs ^(a)	10 100 000	10 100 000	7 277 839	9 656 451	4.4%
Staff related costs ^(a)	50 000	50 000	10 521	20 521	59.0%
General temporary assistance (GTA) ^(a)	250 000	20 000	124 508	186 786	25.3%
Consultants ^(b)	614 500	730 900	256 938	535 465	12.9%
Experts ^(c)	316 200	288 100	120 909	242 561	23.3%
Expert travel ^(d)	225 000	260 700	195 774	242 336	-7.7%
Travel of representatives – DNAs ^(e)	400 800	589 800	151 982	513 021	-28.0%
Travel of representatives – EB ^(f)	513 760	428 000	411 147	428 601	16.6%
Travel of staff ^(g)	357 800	291 300	295 616	305 714	14.6%
Training ^(h)	20 000	20 000	16 986	20 011	-0.1%
Operating expenses ⁽ⁱ⁾	781 000	691 000	429 474	573 460	26.6%
RCC Operations ⁽ⁱ⁾	588 400	660 000	316 482	505 259	14.1%
Total Cost of Ownership ^(k)	1 535 000	1 550 000	1 123 907	1 524 966	0.7%
Engagement agreement (Information Technology Services) ^(l)	1 118 072	1 203 000	533 243	1 159 066	-3.7%

Cost category	2017 Budget proposal (a)	2016 Approved budget (b)	Jan-Sep 2016 Expenditure (c)	Jan-Dec 2016 Projected expenditure (d)	2017 Budget vs. 2016 projected expenditures (e)
Mobile telecommunication ^(m)	18 800	18 800	7 291	16 228	13.7%
Supplies and materials ⁽ⁿ⁾	81 300	100 600	52 440	74 914	7.9%
EB Grants ^(o)	376 500	376 500	362 665	362 665	3.7%
13% Administration ^(p)	2 255 127	2 239 731	1 519 404	2 127 843	5.6%
Total	19 602 259	19 618 431	13 207 126	18 495 868	5.6%

(a) Staff costs include Staff, General Temporary Assistance (GTA) and staff-related costs such as salaries, overtime payments, dependency allowance, education grant, rental subsidy, home leave travel, travel on appointment and separation, etc.

(b) Consultant costs include consultants and individual contractor fees and travel costs.

(c) Expert costs include panel and working group attendance fees and project assessment case fees (RIT).

(d) Expert travel includes ticket costs and daily subsistence allowance (DSA) of panel and working group members.

(e) Travel of representatives - DNAs includes ticket cost and DSA for participants.

(f) Travel of representatives – EB includes ticket costs, DSA, 40 per cent additional DSA for members/alternate members for meetings of the Board and the EB events at the UNFCCC sessions.

(g) Travel of staff costs includes ticket cost, DSA, terminal expenses and miscellaneous expenses.

(h) Training costs include staff attendance or course fees, ticket costs and DSA.

(i) Operating expenses include rental of equipment, shipping and transport costs, maintenance costs and other logistics costs.

- (j) RCC operation costs include costs related to administering the RCCs, RCC staff missions, including travel and MSA costs, RCC Global Forum and Roundtable.
- (k) Total Cost of Ownership (TCO) - Service programmes in the secretariat (Information Systems (ITS), Conference Affairs (CAS) and Administrative Services (AS)) render services to all secretariat activities funded from both core and non-core sources of funding (such as the CDM trust fund). The purpose of Total cost of ownership (TCO) charges is to ensure the allocation of costs of these support services to the sources of funding to which they relate. In 2017, the TCO charge per capita of EUR 15,144 will be applied.
- (l) Engagement agreement (Information Technology Services) - Includes IT costs related to the support of 6 MAP projects and the maintenance of the operational IT infrastructure required to operate the CDM project activity cycle workflows (e.g. registry, project submission work flows etc.).
- (m) Official mobile telephone charges – This does not include the charges incurred on the regular office telephones which are covered through TCO.
- (n) Acquisition of hardware, supplies, software and subscriptions.
- (o) EB Grants includes support to individual members/alternate members for: (i) secretarial/administrative support (temporary secretarial staff and related services, printing, stationery and consumable materials, telephone and internet costs, insurance to cover the loss or theft of laptops); and (ii) IT-related expenses (laptop and software, printers).
- (p) In accordance with the financial procedures of the United Nations, 13 per cent of overhead charges are payable on all trust funds of the UNFCCC to cover administrative services provided by the United Nations Office at Geneva and the UNFCCC secretariat (Programme Support Costs - PSC).

15. The increase in GTA in the proposed 2017 budget, as compared to the 2016 budget, is based on 2016 experience, where the amount budgeted was insufficient due to the need to on-board short-term assistance to cover for staff entitlements such family, medical and special leave, and to manage sudden increases in case work during the year.
16. The decrease in the Consultants cost category in the proposed 2017 budget, as compared to the 2016 budget, reflects reduced consultancy requirements in the areas of the voluntary cancellation tool, quality management, staff training and development, and information and knowledge management.
17. The slight increase in Experts in the proposed 2017 budget, as compared to the 2016 budget, is based on a projected increase in project assessments, and accordingly in the number of review cases (registration and issuance).
18. The decrease in Expert Travel cost in the proposed 2017 budget, as compared to the 2016 budget, is based on 2016 experience and reflects the non-utilization of expert travel assigned to the budget lines of the sleeping panel and working groups (Afforestation Reforestation and Carbon Capture and Storage working groups) in 2016.
19. The decrease in the Travel of representatives – designated national authorities (DNAs) in the proposed 2017 budget reflects a reduced number of DNA funded participants.
20. The increase in the Travel of representatives – Executive Board in the proposed 2017 budget reflects adjustments for the 2016 actuals.
21. The slight increase in the Travel of staff cost category in the proposed 2017 budget, as compared to the 2016 budget, is based on travel associated with new projects relating to building partnerships and further promotion of the CDM.
22. As can be seen from table 10, current projections indicate that there are sufficient resources to continue funding a programme of work for the CDM to fulfil mandated responsibilities and sustain appropriate levels of operations for the period 2017 covered by this management plan.

Table 10. Projected year end balances for the period 2017 – 2023

	2016	2017	2018	2019	2020	2021	2022	2023
Carryover(a)	144 238 628	134 742 760	124 140 501	113 538 242	102 935 983	92 333 723	81 731 464	71 129 205
Income (b)	9 000 000	9 000 000	9 000 000	9 000 000	9 000 000	9 000 000	9 000 000	9 000 000
Expenditure(c)	18 495 868	19 602 259	19 602 259	19 602 259	19 602 259	19 602 259	19 602 259	19 602 259
Year-end Balance	134 742 760	124 140 501	113 538 242	102 935 983	92 333 723	81 731 464	71 129 205	60 526 946

(a) Carryover includes the reserve of USD 45 million but does not include the interest accumulated, that has been earmarked for the CDM loan scheme.

(b) USD 9 million income is the projected year-end income for 2016 and is used as the basis for the projected income until 2023.

(c) USD 18 495 868 is the projected expenditure for 2016. The 2017 budget of USD 19 602 259 is used as the basis for the projected expenditure until 2023.

5. Human resources

23. As of 30 September, there are 87 approved CDM posts. Currently, 86 are occupied by staff with fixed-term contracts; one post is under recruitment.

Table 11. Sustainable Development Mechanisms programme, effective 22 September 2016

Sustainable Development Mechanisms programme			
Units		Number of approved posts	Number of filled posts
Office of Coordinator (OC)	The core responsibility of the OC is to provide overall strategic policy, technical and managerial direction to the work of the SDM programme.	1	1
Process Management (PMT)	PMT is accountable for ensuring effective support to the Coordinator on matters relating to the proper governance of the regulatory bodies of the mechanisms (i.e. CDM and JI), ensuring well-coordinated services to the governing bodies, their supporting panels and working groups and those of the intergovernmental negotiating bodies, including the COP, CMP, and SBs.	8	8
Programme Support and Coordination (PSC)	PSC is accountable for ensuring effective support to the Coordinator on matters relating to the overall management of the SDM programme, including financial, HR, information management and MAP development strategic activities.	11	10
Regulatory Development Unit (RDU)	The core responsibility of the RDU is the development and quality management of fit for purpose regulatory procedures and guidelines, standards and policies relevant to mitigation actions.	27	27
Regulatory Implementation Unit (RIU)	The core responsibility of the RIU is the provision of technical advice and support to the governing bodies of the mechanisms (i.e. EB and JISC) and all supporting panels and working groups in regards to whether project activities and/or DoEs/AIEs comply with the applicable regulations.	17	17
Strategy and Relationship Management Unit (SRMU)	The SRMU is responsible for SDM's strategic support to the development of existing and new mechanisms, and its engagement with stakeholders, including by contributing to a positive external environment for the use of various tools and approaches.	19	19
Legal Affairs (LA)	LA provides legal advice and support to the intergovernmental process on all issues relating to the operations of the mechanisms.	1	1

Sustainable Development Mechanisms programme			
Communication & Outreach	CO is responsible for strategic planning, development of communication and marketing strategies and implementation of large, complex, public information programmes that facilitates the understanding of the CDM process by different target groups, both external and internal.	3	3
Total		87	86

Document information

<i>Version</i>	<i>Date</i>	<i>Description</i>
01.0	4 November 2016	EB 92, Annex 1. Initial adoption.
Decision Class: Operational Document Type: Information note Business Function: Governance Keywords: EB, MAP, budget, support services, work programme		
