

**DRAFT****Annex 7****DRAFT CDM MANAGEMENT PLAN 2010****(Version 02)****Table of contents**

I.	Introduction.....	2
II.	The rationale for a change	2
III.	Overview of the new structure.....	4
IV.	Launching of the new structure and immediate challenges.....	5
V.	Coordination mechanisms	7
VI.	Monitoring the implementation	8
VII.	Integrated budget and transparency	9
VIII.	Budget.....	9
A.	Expenditure for 2009	10
B.	Budget for 2010	11
IX.	Human resources	14

Appendices:

Appendix I	SDM Units objectives and outputs for the year 2010	18
Appendix II	Core responsibilities and key functions of SDM units.....	81

**DRAFT****I. Introduction**

1. The clean development mechanism (CDM) has grown rapidly, from the laying down of the mechanism's rules in the Marrakesh Accords in 2001, to registration of the first project in 2004, to more than 2200 registered projects today in 67 countries and another 2000-plus projects in the validation/registration pipeline. This is a sign of success.
2. However, rapid growth and evolution of the CDM have led to challenges in meeting stakeholders' expectations of efficiency. These can be attributed to, among other things, the need of the CDM Executive Board (EB) to ensure quality emissions, the organic growth associated with pursuing a learning-by-doing approach, as requested by Parties, and the difficulty in bringing resources to bear quickly enough.
3. In response, the UNFCCC secretariat, which supports CDM and Joint Implementation (JI), commissioned an external review in 2009 to help ensure its highest possible level of service to the mechanisms. The results of this review, together with the results of two policy and planning retreats held by the Executive Board, were considered in coming up with a new structure for the secretariat's Sustainable Development Mechanisms (SDM) programme.
4. In the reorganized programme, support for CDM and JI is aligned, resources are grouped according to function as opposed to grouping by topic or body, and focus is given to further development of the organization and stakeholders.
5. This document was prepared in response to a request made by the Executive Board at its 52nd meeting for more information about the reorganization and its implications for resources. As such, in addition to detailed explanation of the reorganized SDM programme, this document includes a detailed management plan for the period May–December 2010.

II. The rationale for a change

6. The project-based mechanisms under the Kyoto Protocol must operate with integrity, deliver quality and run efficiently. In the last quarter of 2009 and the beginning of 2010 the secretariat's SDM programme undertook a comprehensive reorganization to strengthen the operation of the mechanisms and ensure the best possible support to their regulatory bodies.
7. Early resource constraints coupled with intense pressure from Parties and stakeholders to make the CDM and JI operational resulted in fast, organic growth in the programme – work roles were added to support the specific activities of the regulatory bodies, their panels, working groups and external experts. Although support to these activities is still required, it is clear that the old structure and approach did not fully utilize the range of expertise within SDM or provide the EB and JI Supervisory Committee (JISC) with the full range of service the secretariat could provide.
8. A limited restructuring was made on 1 April 2009, focused on changing management roles and responsibilities while maintaining stability in the day-to-day working relationships

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among staff. It was noted at that time that further changes to the SDM structure might be needed once an external review of the secretariat support to the CDM and JI had been completed.

9. Several activities and issues since April 2009 prompted the UNFCCC Executive Secretary to approve the far-reaching changes to the organization of SDM as reflected in the new structure. These include a review by McKinsey and Company of the secretariat support to the CDM and JI. In December 2009 the company delivered a comprehensive package of proposals for reorganizing and focusing the work of SDM. The EB also undertook a series of policy retreats last year focused on CDM efficiency, culminating in the reporting of agreed measures and EB recommendations to the Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol (CMP), also in December. Throughout this time, there was dialogue within SDM.

10. In view of the overall mission of the programme to “support the design and effective implementation of current and future market-based approaches which demonstrably support Parties in achieving their sustainable development objectives while mitigating climate change”, the activities since April 2009 have helped to identify the following objectives for the programme:

- (a) To support the regulatory bodies in a way that allows them to supervise the CDM and JI in an executive manner that focuses on the strategic direction and policy context of the mechanisms’ implementation. This requires the secretariat to take full and proactive accountability for the technical support it provides, within the context of clear and comprehensive policy guidance provided by the regulatory bodies;
- (b) To enable stakeholders, in particular designated operational entities (DOEs) and accredited independent entities and project participants, to understand the requirements of the regulatory bodies and ensure that stakeholders take responsibility for the quality of submissions. This would reduce the downstream workload in SDM and allow more use of standardized practices and tools;
- (c) To allow SDM teams to focus their technical and process expertise on the quality of their respective work areas and take increased ownership of their outputs. This would lead staff to further excel;
- (d) To identify the appropriate means for building upon the existing Kyoto Protocol mechanisms, integrating market-based approaches firmly within a post-2012 climate regime, and ensuring the relevance and usability of market-based approaches in a potentially fragmented global policy environment.

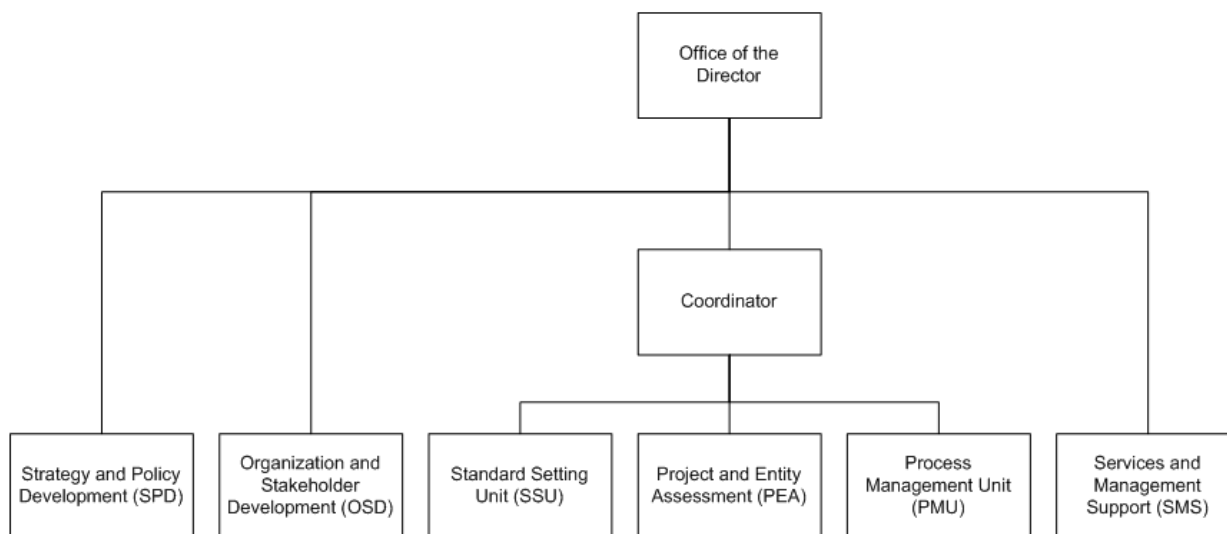
11. The new SDM structure is expected to facilitate work towards these objectives, including commencement of new work programmes and new ways of delivering on current work programmes.

DRAFT**III. Overview of the new structure**

12. Figure 1 provides an overview of the new SDM structure. The structure centres on three core operational units, Standard Setting Unit (SSU), Project and Entity Assessment (PEA) and Process Management Unit (PMU), with three other units supporting core operations and the wider functions of the programme. Overall direction is provided by an Office of the Director. Appendix II outlines the main responsibilities and key functions of the SDM units in the new structure.

Figure 1 - Overview of the new SDM structure

13. The new structure enhances the strategic leadership and direction of the programme. The creation of an Office of the Director strengthens the provision of overall strategic policy, technical and managerial direction to the work of the programme. The Office will be supported, in particular, through the work of Strategy and Policy Development and



Organization and Stakeholder Development. SPD will coordinate the development and implementation of strategies to strengthen the role of the market-based mechanisms, and OSD will identify and support continuous improvements in the operation of the CDM and JI and the services provided by the core operational units.

14. Several key principles underlie the new structure. In particular, and as mentioned, the structure creates a coherent set of core operational units to support the project-based mechanisms. The role of each unit is distinct, but contributes to an integrated and coordinated set of operational activities. The formation of this set of operational units is characterized by:

- (a) The alignment of the CDM and JI teams. Integrating these teams leverages synergy between the work streams and reduces duplication in expertise and

DRAFT

resources. Combined with effective planning, this can reduce variability in workloads and make the programme's capacity to deal with such variability more scalable. The alignment will also reduce differences between the CDM and JI processes and manners of work, laying an important foundation for the possible support of further market mechanisms after 2012;

- (b) Alignment of work according to functions. This contrasts with the current alignment of teams by topics and bodies. Separating work into these “value streams” enables staff and teams to focus their knowledge and experience on specific activities, increase their control and ownership of the activities, and build on synergy. In particular, standard-setting and assessment functions are separated into SSU and PEA, emphasizing the importance of setting clear and comprehensive standards and assessing compliance with them in an objective and rigorous manner. Similarly, technical and process management functions are separated into SSU/PEA and PMU. This will allow the expertise and role of the technical units to expand while allowing PMU to concentrate on delivering the results of the technical work into the formal processes under the EB and JISC in a way that meets the high expectations of the regulatory bodies and stakeholders;
- (c) The new structure also strengthens support for developing the organization and stakeholders. The creation of OSD builds on a key recommendation of the McKinsey review. Its purpose is to provide coordination and technical support to the continuous work across the programme to improve the operation of the CDM and JI and the services provided by the operational units. The focus of the work is twofold: (a) improvements across the CDM and JI processes, including through implementing systems and identifying skills development needs, and (b) supporting the development of external stakeholders, in particular DOEs, to ensure they understand and comply with the standards established by the regulatory bodies.

15. The new structure also strengthens SDM's services and management support by combining key activities required for the smooth operation of the programme, including administrative functions, event coordination, communication and outreach, legal support and SDM's interface to the new IT organization within the secretariat.

IV. Launching of the new structure and immediate challenges

16. A key element of the new SDM structure is the newly created Organizational and Stakeholder Development Unit (OSD). This new unit has a mandate to identify and implement means of continually improving CDM processes. This mandate necessitates both an external and internal focus. The new Stakeholder Technical Support team will be responsible for proactively channelling stakeholder concerns and ideas into the ongoing development of the CDM and also ensuring effective dissemination and understanding of the EB's requirements. This work will commence in 2010 through a combination of existing

DRAFT

means, such as the series of workshops on the Validation and Verification Manual, and additional targeted consultations. Additional methods of ensuring effective feedback on the existing regulatory framework will also be implemented, and the accessibility and transparency of decisions will be increased.

17. This externally focused work will be complemented by analysis of internal systems and processes. OSD will have responsibility for the maintenance of the full body of regulations governing the mechanism and the development of new and revised procedures to enhance it. This work will involve thorough analysis of potential improvements in the efficiency of processes and ongoing, consistent analysis of the outcomes of current processes, in particular through the DOE performance monitoring framework. The purpose of this work will be to support the Board in the development of a structured medium-term programme for the development or revision of standards, procedures and guidelines.

18. One of the continuing challenges of the operation of the CDM process is the timely consideration of project submissions. Due to continuing increase in CDM activity, a backlog in the processing of submissions has developed (approximately 170 cases in 2008 to 360 cases by March 2010). The secretariat and EB have given due consideration to this matter, including in the context of identifying improvements in processes, those of the secretariat and the EB itself. In the present management plan (see page 53 of Appendix I), once human resources approved at EB 52 in February 2010 are in place, the secretariat has estimated it can process up to 1300 submissions in the period May–December, noting that this might not adequately address the ongoing backlog. This estimate also assumes the secretariat will be able to engage additional temporary external resources to support the secretariat in the assessment of project submissions.

19. However, the secretariat will require additional resources to be in place as soon as possible to handle the expected workload in 2011, which will require at least 9 additional professional staff beyond what was approved in February. This estimate assumes a continued rate of project submissions, continuing engagement of additional external temporary resources to support assessment during peak periods and address any backlogs, and a continuing increase in quality of project submissions. With these additional resources, the secretariat will be able to handle a workload of about 1900 cases in 2011. However, recruitment of new staff will take time. Therefore, it is essential that the decision to approve further resources is taken as soon as possible to ensure that resources are in place by early 2011.

20. Given the above situation, and with regard to the sustainability of the process and associated resource requirements to support the ongoing rate of submissions, consideration of revisions to the process and related procedures is necessary (e.g. revision of the review procedures; changes in assessment process following from outcomes of DOE performance monitoring). In this regard, the secretariat and EB should, as a priority, continue to identify areas of improvement.

21. Recruitment to fill vacant posts in CDM continues to be a high priority for the secretariat. The many challenges involved in filling vacant posts can be illustrated using one

DRAFT

of the vacant P2 positions as an example. The vacancy announcement for five P2 positions in Issuance and Registration attracted a total of 265 applicants. All applications were reviewed and only 54 met the minimum recruitment requirements. Further scrutiny of the applicants' curricula vitae by the technical staff within SDM resulted in a shortlist of only four potential candidates for interview. After interviews, just one candidate could be recommended for appointment. The remaining four positions will now be re-advertised. This example shows an increase in the difficulty associated with filling the technically specialised vacancies and may also be attributed to an increasing scarcity in the availability of such expertise in the various areas of work related to the CDM. To address this challenge, a new team has been created to focus on skills development, both within and beyond the secretariat. The skills development activities will ensure that identified best practices are effectively packaged and presented, so as to strengthen the skills of existing and future staff, as well as the skills of employees of CDM stakeholders, all with a view to enhancing the quality of work provided and submitted to the EB.

22. In order to expedite the creation of a pool of readily available and specialised technical expertise, SDM is finalising an initiative to create framework contracts. Such a framework contract would not place an obligation on any party but would be an agreement about the terms and conditions that would apply for a specified duration. This modality will enable the programme to engage experts at short notice for one or more periods within the duration specified within the contract. This should dramatically shorten the time taken to secure needed skills, especially to help manage periodic peaks in workload.

V. Coordination mechanisms

23. It is clear that coordination and planning will be vital to the success of the new structure. A number of formal bodies will be used to carry out this coordination and further coordination will be required in order to conduct the day-to-day work of the programme.

24. **The SDM Management Committee (SMC)** will continue to support the Director in guiding the SDM work programme and setting objectives and strategies. The SMC's planning and decision-making will be strengthened. The committee will ensure that measures are in place to allow it to more effectively manage the programme (e.g. regular consideration of performance management indicators from across the units). The SMC will be composed of the Director (chair), Coordinator and Managers/Leaders of SSU, PEA, PMU, OSD, SPD and SMS.

25. **The Regulatory Bodies Committee (RBC)** will manage SDM's work for the EB and JISC and approve inputs made to them by the programme. The RBC will coordinate the units that prepare inputs for the EB and JISC, ensuring that appropriate planning and prioritization of activities is undertaken and that all inputs to the EB and JISC are jointly owned and approved by SDM as a whole. This will necessitate strong forward planning and the preparation of inputs well in advance of EB and JISC meetings. The RBC is to be composed of the Director, Coordinator and Managers/Leaders of SSU, PEA, PMU (chair) and OSD.

DRAFT

26. **The Operations Development Committee (ODC)** will coordinate and supervise activities relating to improvements in operations, with support from OSD. The ODC is constituted at the team lead level to ensure that the work, timelines and resources under specific projects are aligned and that cross-unit teams are in place as needed. The ODC is to be composed of the OSD Lead (chair) and team leads in SSU, PEA and OSD.

VI. Monitoring the implementation

27. In preparation for the launch of the new structure on 1 May 2010, each unit within the new structure established objectives, at both the unit and team levels, and prepared a work programme for the remainder of 2010. This planning exercise drew on the recommendations of the McKinsey external review, the EB policy retreats in 2009 and the ongoing internal dialogue within teams and in SDM as a whole. The new structure guided this revision of the CDM Management Plan and will also guide future revisions of the JI Management Plan.

28. Regarding how the success of the restructuring will be assessed, it is recognized that improvements in the overall operation of the CDM and JI, as well as in the secretariat's support for the mechanisms, will not come simply from introducing a new structure. Instead, the purpose of the structure is to form a stronger foundation for making operational changes that can, in turn, lead to tangible improvements. The SMC plans to introduce a stronger system of performance management across SDM, based on the regular reporting and review of key performance indicators (KPIs). This will allow for a more facts-based assessment of performance to be made at all levels and will inform improvements made to systems and processes. These KPIs will reflect our strong client orientation by also covering the satisfaction of key stakeholders in the CDM and JI. Such performance management will also provide clear information on the success of the SDM reorganization.

29. Building on the external review conducted last year, the SMC expects KPIs to reveal whether improvements in areas such as processing times and backlogs, registration/issuance review rates, DOE/AIE satisfaction, staff workload and quality and timeliness of outputs have been achieved. It is particularly important in 2010 to achieve concrete improvements in the outputs of SDM that can be seen externally, such as improved stakeholder interaction, improved efficiency in our processes and reduced processing times and backlogs.

30. Looking forward, it is expected that SDM staff will be even busier than usual in the coming months, delivering work required by the CDM and JI processes and at the same time adjusting processes and work practices in line with the new structure and embarking on improvement projects. McKinsey warned last year that work pressures for the programme will rise before they subsequently fall as improvement measures take effect. In implementing the new structure, SDM will pay particular attention to workload and prioritize planning and decision-making as required.

**DRAFT****VII. Integrated budget and transparency**

31. The SDM restructuring is designed to deliver focused and appropriate solutions and associated resources for both CDM and JI activities. It also aims to reduce, and eventually remove, unnecessary internal differences in the way the secretariat supports CDM and JI processes, creating a firm foundation in support of possible further market mechanisms after 2012.

32. Human resources account for close to half of the CDM budget. Naturally, appropriate division and correct allocation of staff time is essential. It is important to note that in terms of financial and human resources the restructuring will have no negative impact on the current resource allocation for work related to the CDM.

33. Resources that directly and solely support the work of either the CDM or JI will be identified in the relevant MAP document and will continue to be budgeted and expended accordingly. Such resources typically cover substantive work on policies, procedures, methodologies and standards, as well as procedural and related substantive work and are also related to addressing project submissions and assessment of entities. The resources that can be directly attributed to CDM currently amounts to 90 per cent of the total resource requirement.

34. Staff time is also allocated to support the various meetings of both the EB and JISC, their related panels and working groups. Another model, based on estimates of time spent, will therefore apply to those staff directly supporting the various meetings of both the CDM and JI (e.g. process management staff serving both the EB and the JISC). Such work will be closely monitored by the secretariat and adjusted, if needed, to ensure that resources are expended according to the actual secretariat support given to the CDM and JI, respectively.

35. Secretariat services in the area of management and support do not easily lend themselves to such direct attribution to either the CDM or JI. The work undertaken in programmes, such as SMS, OSD, SPD and the office of the Director, as well as resources directed at programme support, are in support of both the CDM and JI. In this case, the proportion of resources relating to CDM will be estimated on a pro rata basis, based on the proportion of resources that directly and solely support the work of the CDM (see paragraph 33).

VIII. Budget

36. Chapter VIII presents a forecast of expected income and a budget for 2010. It also reports on expenditure for 2009 against the 2009 CDM MAP, and the expenditure for the first four months of 2010, against the budget for 2010. The budget for 2010 is higher than in 2009 by 28 percent, despite underspending in 2009 of 27%. The chapter gives the reasons for such underspending, and explains that the improvement in the rate of expenditure at the end of

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2009 and beginning 2010 and the likelihood of an increased spending rate by the end of the year recommend an increase in budget for 2010.

A. Expenditure for 2009

37. During 2009, expenditures amounted to USD 21.2 million, approximately USD 7 million less than was budgeted (Table 1). This underspending was mostly due to unexpected difficulties in recruiting staff and limited turnover of staff. Although the overall rate of expenditure for the year was 75 per cent, the average rate of expenditure in the last three months improved dramatically (90 per cent) due to the filling of posts and a corresponding increase in activities.

38. With reference to Table 1, it should be noted that in 2009 the expenditure was lower than budgeted due to, among other things, savings from staff vacancies (just under USD 3 million in anticipated salaries). Other areas saw overspending, for example general temporary appointments increased by almost USD 0.9 million, as did overtime and staff travel. Savings were also achieved by holding several meetings back to back, which reduced travel of participants and logistical costs. The continuing switch from normal to voice-over-Internet protocol phones, for example, also helped reduce communication costs.

39. Table 1 indicates the level of expenditure in the first four months of 2010 and the rate of expenditure vis à vis the budget for 2010. The expected expenditure for January–April 2010 was USD 10.3 million (as the rate of expenditure rises, e.g. due to new staff), which means an underspend of 17 percent for the first four months of 2010. This underspend is mainly in the area of consultancies. However, these are expected to increase in the remainder of 2010 in line with the full implementation of the restructuring of SDM. Once the skills development unit is fully established, spending on training is also expected to increase considerably. Table 1 also shows overspending, notably in the areas of temporary staff, supplies and travel of representatives. This overspending is mainly due to the use of temporary staff until posts are filled and purchases of equipment (supplies).

**DRAFT****Table 1 - Budget and expenditure comparisons 2009-2010 (in USD)**

Category	2009 Budget	Expenditure 2009	Budget 2010 Total	Expenditure Jan-Apr 2010	Rate of Expenditure Jan-Apr 2010 against budget 2010
Staff	12,968,776	10,330,691	14,416,541	4,036,414	28.0
General Temporary Assistance	129,668	1,045,334	514,8909	343,298	66.7
Consultants	2,359,650	1,248,506	1,893,344	281,413	14.9
Expert Fees	2,243,400	621,048	2,876,379	1,059,800	36.8
Expert Travel	1,953,350	909,742	2,313,500	316,750	13.7
Staff-related costs	44,874	62,575	60,806	7,238	11.9
Travel of Representatives	1,487,500	1,507,439	2,163,167	822,730	38.0
Travel of Staff	602,000	863,328	860,133	202,834	23.6
Training	114,000	40,630	270,733	32,485	12.0
Operating Expenses	2,561,515	2,043,784	3,637,056	262,514	7.2
Communications	65,040	44,009	1,034,428	37,094	3.6
Supplies	35,000	56,003	37,500	29,119	77.7
EB Grants	317,000	0	475,500	146,000	30.7
Sub-total	24,881,773	18,773,090	30,553,979	7,577,689	24.8
Programme Support 13% Overhead	3,234,630	2,440,502	3,972,017	985,100	
Total	28,116,403	21,213,592	34,525,997	8,562,789	24.8

B. Budget for 2010

40. Table 1 also compares the 2009 budget, as presented in the 2009 CDM-MAP, with the budget presented for 2010 in this document. As indicated in Figure 2 below, the increase in the budget from 2009 to 2010 (23%) is the lowest since 2006, despite the increase in staff and associated costs proposed in this MAP. Table 3 shows the budget 2010 (May–December) by unit in the restructured SDM.

DRAFT

Table 2: CDM Budget increases (2006-2010 - in USD million)

Year	2006	2007	2008	2009	2010
Budget in million USD	9	13	21.7	28.1	34.5
% increase on previous year	-	44	67	29	23

Figure 2: Total budget plans from 2006 to 2010, percentage increase over previous year

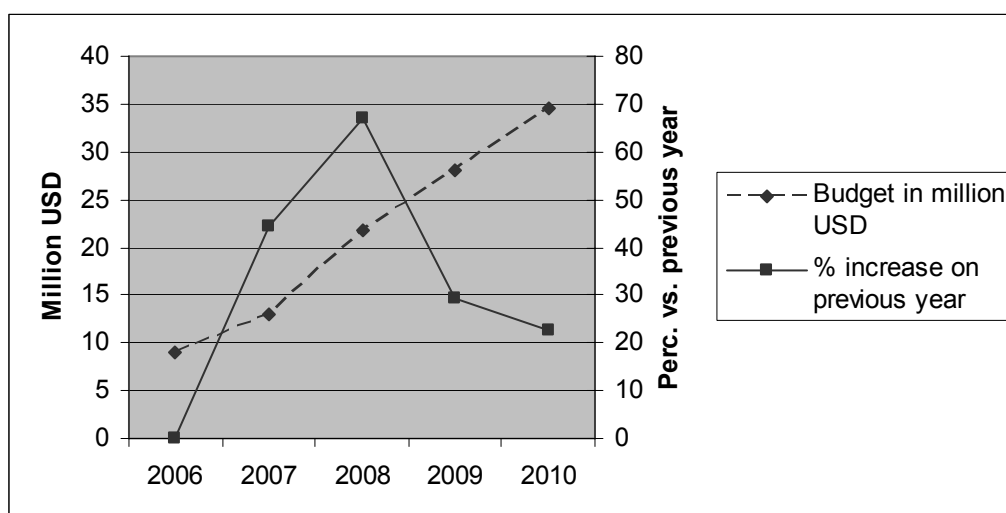


Table 3: Budget 2010 (May - December) by units (in USD)

Unit/Project	Costs May-Dec 2010
Office of the Director	237,416
Strategy & Policy Development	525,041
Organization and Stakeholder Development	1,895,669
Standard Setting	3,534,928
Project Entity Assessment	6,138,003
Process Management	5,806,770
Services and Management Support	1,995,500
IT Governance	1,275,925
Total	21,409,251
Programme Support Costs (13% OH)	2,783,203
Subtotal	24,192,454
Budget January-April 2010	10,333,543
Grand Total	34,525,997

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41. With reference to Table 2, the increase in total budget is mainly the result of a rise in the number of staff and an increase in the standard secretariat tariffs applied to determine staff costs in the budget (approximately 10 per cent). Considering the 23 positions already approved in February 2010 (EB 52), and the 28 now requested, a total of 51 new positions are planned to support the new activity areas, such as stakeholder development, while other positions will support existing work areas (mainly registration of new projects and issuance of CERs). The budgeted amount for the new positions takes into account the expected time it takes to recruit staff.

42. The level of resources allocated for consultancies is aimed at expediting the clearance of the current backlog of projects for registration. The implementation of new activities, including training and the setting up of a financial mechanism to support project developers, is also recognized as a priority. The 2010 budget includes IT governance, which will be introduced in 2010. The CDM will contribute to this, based on the number of CDM staff relocated to the secretariat programme responsible for IT and the services provided. The increase in workshop related costs is due to the greater number of new workshops required to implement various new activities mandated by the CMP at its fifth session, to improve CDM stakeholders' capacity and regional distribution of projects. The promotion of skills development in regions where the lack of technical knowledge, together with other factors, is a barrier to the development of CDM projects is also relevant in this regard. The slight increase in the budgeted amount for staff travel is related to more staff missions to support meetings abroad.

43. The CDM will fund the 2010 budget through the carry-over from 2009 of approximately USD 32.8 million, and the estimated income from fees and SOP of USD 33.3 million, plus interest accrued. It is expected that registration fees will remain unchanged in 2010 in comparison to 2009, while there may be an increase in issuance fees/SOP based on pipeline projections. These factors should result in an increase in income in 2010. However, the first four months of 2010 indicate an increase in registration fees and a drop increase in SOPs. Although in past years the inflow of resources has tended to increase towards the end of the year, the secretariat has used a conservative scenario in this MAP of no growth in income. Therefore, on the basis of the resources received so far in 2010 (USD 11.1 million as shown in Figure 3 and Table 4) a total income of USD 33.3 million is expected. Based on the overall income projection, the reserve of USD 45 million will remain intact in 2010.

DRAFT

Figure 3: Income from fees and SOPs by year (in USD million)

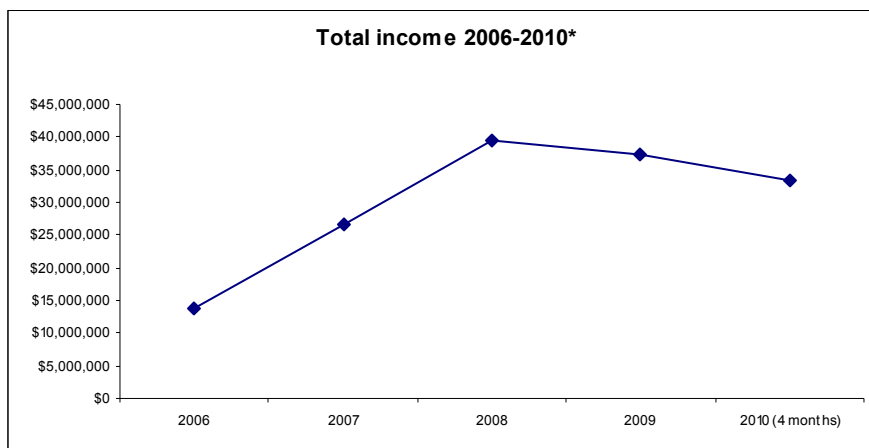


Table 4: Income from fees and SOPs by year (in USD million)

Income (fees)	2006	2007	2008	2009	2010 (forecast)
	\$13,655,863	\$26,558,822	\$39,420,829	\$37,414,738	\$33,391,794*

*Actual income in the period Jan-April 2010 is USD 11.130.598

IX. Human resources

44. As at 30 April 2010, 131 out of 166 (78.9 per cent) of the current CDM positions (including those approved at EB52) were filled (111 fixed term positions and 20 by temporary staff), as indicated in table 5. Recruitment activities related to the total 55 vacancies are at different stages of conclusion, with 8 vacancy announcements currently posted on the UNFCCC website; 5 interviews scheduled to take place in May; 7 cases being submitted to the Review Board for approval in June and job descriptions for 30 posts have been drafted and/or modified to account for the new SDM programme structure (including the 23 approved at EB52).

45. The secretariat is increasing its recruitment activities by implementing a set of complimentary actions including among other, hiring a consultant specifically to assist with recruitment related work, and establishing an internal system that allows the management team to track the progress of individual posts through all stages of the recruitment process. Forward planning based on current experience has also identified the need to schedule additional Review Board meetings within the secretariat which will also assist in reducing the time taken to complete the process.

46. The SDM programme is taking every opportunity to roster suitably qualified candidates, especially at the lower professional levels, during the ongoing recruitment

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exercises. This will provide the programme with an option to appoint such staff for similar posts without repeating the entire recruitment cycle and creates the potential to substantially reduce the time taken to fill similar posts in the future. In addition, and given the specialised nature of some of the vacancies, measures are also being taken to communicate vacancies at the various events that the secretariat is invited to attend (see Section 7 of Appendix I).

47. SDM continues with, and is actively investigating ways to expand, its use of temporary technical staff and specialised consultants to assist teams in addressing short term fluctuations and accumulated backlogs in their work programmes. The current situation is reflected in Table 5.

Table 5 - Current SDM staffing (including posts approved at EB52)

Unit	Approved	In place	Positions filled by temporary staff
OD	1	0	0
SPD	5	2	1
OSD	15	5	4
SSU	28	23	0
PEA	49	34	1
PMU	24	19	2
SMS	27	16	5
ITG	17	12	9
Total	166	111	20

48. In parallel with the recent SDM restructuring an extensive resource planning exercise was undertaken. The resource implications for various outputs are detailed in the tables contained in the Appendix I. The need for additional resources was identified during this exercise as detailed in Table 6. In view of the many CDM activities detailed in Appendix I that are of a collaborative and cross cutting nature, the new structure will demand maximum flexibility in terms of the deployment of the human resources. This flexibility is needed to implement a management plan that is more function-oriented than based on the type of static structure previously employed. The numbers of staff associated with each activity should therefore be viewed as planned, not fixed. As the year progresses the secretariat might temporarily redeploy, within the CDM, human resources in order to meet shifting short and medium term demands across the activities as these become apparent.

**DRAFT****Table 6 - Additional resources required for 2010 per Unit**

Focal area	Professional staff (P)	General Service level staff (G)	Total
Strategy and Policy Development Unit	0	0	0
Organization & Stakeholder Development Unit	6	3	9
Process Management Unit	3	3	6
Services and Management Support	0	2	2
Standard Setting Unit	1	0	1
Project & Entity Assessment Unit	9	1	10
Total additional resources	19	7	28

49. The growth in staffing levels within the secretariat is shown in Table 7. The numbers for the years 2006 to 2009 reflect the growth to the 143 approved CDM positions, in the MAP 2009. The numbers for 2010 include the 23 positions approved by the Board at EB 52 and also include the 28 additional positions now requested through this revised MAP. As indicated in paragraph 19 above, some of these 28 positions are for activities to be carried out in 2011. The approval of these posts now will allow resources to be in place by early next year.

Table 7 - Growth staffing level (2006–2010)

	2006	2007	2008	2009	2010
Professional level staff	24	47	62	93	122
General Service level staff	16	24	31	44	48
Subtotal staff	40	71	93	137	170
Staff moved to information technology governance structure	-	-	-	-	18
Posts cost shared with JI ¹	0	4	4	6	6
Total staff	40	75	97	143	194²

50. As mentioned, the secretariat has completed a resource planning exercise in order to forecast when future full time resources are likely to become available, also bearing in mind

¹ The management plan (MAP) also funds some posts that are cost-shared with joint implementation resources and also reported in the joint implementation (JI) MAP. In 2008, there were four posts cost-shared with JI. The 2009 CDM and JI MAPs approved two additional posts (one at Professional level and one at General Service level). The 2010 MAP will maintain these six cost-shared posts.

² This number includes the resources which would be in place by early 2011 as indicated in paragraph 19 above.

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the need to secure and fund appropriate temporary positions in the interim. The plan has already enabled internal consideration of the various recruitment related activities to ensure that unnecessary delays are minimised in future.

**DRAFT****Appendix I****SDM Units objectives and outputs for the year 2010****1. Office of the Director**

1.0. Goal / Objective	Provision of strategic leadership and direction to the Sustainable Development Mechanism programme (SDM) in close cooperation with Managers and Heads of Units, with full accountability to the Executive Secretary for the overall performance of the programme in the support provided to the clean development mechanism (CDM) Executive Board (EB) and the Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol (CMP)		
Target	Direct and lead the work of the SDM programme in its support to the EB and secretariat		
Outputs	Number	Activities	Total resource needed in person months
1.0.1. Strategic direction of the work of the SDM programme, specifically where it relates to the support of the EB	N/A	<ul style="list-style-type: none"> - Coordinate management level fora for communication and decision making (SMC/SSG) for the purpose of determining the strategic direction of the activities being undertaken in the programme - Monitor the use of financial resources within the programme and ensure coherence of fundraising activities - Monitor the performance of all units against defined objectives and provide support and guidance to Managers 	P: 1.65 ¹
1.0.2. Improve the effectiveness of the operational	N/A	<ul style="list-style-type: none"> - Implement the recommendations of the final internal audit report on the 	P: 1.65

¹ The office of the Director consists of the Director, one P and one G level staff. Only the P staff member is funded from project funds, with the Director and G staff funded from the core budget.

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support provided to the EB		<p>effectiveness of the support provided to the EB</p> <ul style="list-style-type: none">- Implement as appropriate the recommendations of the McKinsey report on the review of the effectiveness of the support provided by the secretariat to the EB- Set and regularly review programme priorities, goals, objectives, operating policies and procedures, and ensure that these are adequately reflected in staff work plans- Ensure: adequate consideration and regular review of the vision and objectives of SDM; agreement of key performance indicators (KPI); consideration of reports on quality and performance management; and determination of corrective actions where needed	
1.0.3. Promote and build strategic alliances with key agencies, organizations and the private sector to increase the contribution of the CDM to meeting the objectives of the Convention	N/A	<ul style="list-style-type: none">- Develop strong business intelligence within SDM to ensure that the programme remains aware of the latest developments in the carbon market and through innovative strategic planning ensure that the benefits of such developments are harnessed by the secretariat- Proactively identify opportunities for, and collaborate on the implementation of improvements in CDM and joint implementation (JI) processes, and to engage external stakeholders to achieve improvements in the understanding of applicable requirements and improvements in the quality of submissions- Further enhance the secretariat's cooperation with the World Bank Carbon Finance Unit, relevant actors in UNDP and UNEP, WBCSD, IETA and other business organizations on carbon market issues	P: 1.65

**DRAFT****2. Strategy and Policy Development Unit**

2.0. Goal / Objective	Management of the unit and support to core responsibilities of other Units to ensure efficient operation and development of the CDM		
Target	Efficient management of the unit		
Outputs	Number	Activities	Total resources needed in person months
2.0.1. Management of the work of the Strategy and Policy Development unit	N/A	<ul style="list-style-type: none"> - Ensure the timely and quality delivery of all of the unit's outputs - Contribute to SDM programme management activities 	P: 3.33 G: 5.58

2.1. Goal / Objective	Monitor, analyse and report on carbon market activities and policy developments and ensure appropriate responses are made		
Target	Market activities and policy developments are monitored, analysed and reported within the programme, secretariat and regulatory bodies, and these reports inform the decision-making processes in the secretariat and regulatory bodies		
Outputs	Number	Activities	Total resource needed in person months needed
2.1.1. Information portal to consolidate internal and external information (including data and links) and analysis of market developments and national/regional policy instruments		<ul style="list-style-type: none"> - Conduct assessment of needs and information sources - Establish and maintain portal - Monitor, moderate and re-post/link information, policies, reports, analysis, commentaries, etc - Consolidate and manage data 	G: 5.58

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		<ul style="list-style-type: none"> - Maintain analysis briefs/updates - Establish and maintain partnerships with external organizations - Work with SMS unit to further target sharing/archiving/searching of media articles - Provide regular SDM newsletter section to highlight portal entries 	
Target	Engagement of the regulatory bodies and secretariat in the strategic development of the mechanisms and the market is supported		
Outputs	Number	Activities	Total resources needed in person months
2.1.2. Draft strategy documentation setting out longer term objectives and development scenarios		<ul style="list-style-type: none"> - Identify and prepare scenarios, risks and options for the development and use of the mechanisms - Prepare draft strategy documentation - Support consideration of the regulatory bodies 	P: 1
2.1.3. Updates on status of strategy implementation and developments in market activity and policy		<ul style="list-style-type: none"> - Coordinate and consolidate information on status and developments - Prepare regular updates 	P: 0.5
2.1.4. Inputs to Parties in the development and implementation of relevant policy instruments and the strengthening of the market		<ul style="list-style-type: none"> - Maintain interface and partnership with external policy makers and stakeholders - Identification and analysis of relevant issues in policy development and implementation - Prepare inputs, documentation and project work 	P: 0.75

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		- Support consideration of the regulatory bodies	
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2.2. Goal / Objective	Support the intergovernmental bodies in their negotiations relating to the development of current and future market-based mechanisms, in particular in the context of the development of a post-2012 climate regime		
Target	Requests of the intergovernmental bodies on these matters are fulfilled, such that Parties are facilitated in their development and agreement on decisions, and chairs of the negotiating groups are supported in their activities		
Outputs	Number	Activities	Total resource needed in person months needed
2.2.1. Requests of the intergovernmental bodies on these matters are fulfilled, such that Parties are facilitated in their development and agreement on decisions, and chairs of the negotiating groups are supported in their activities		<ul style="list-style-type: none">- Assess needs and plan actions- Brief and support chairs of intergovernmental bodies and nominated co-chairs of negotiating groups- Prepare documents for consideration by the intergovernmental bodies- Participate in secretariat-level coordination of the negotiations- Coordinate programme inputs and outputs of these negotiations	P: 5.58



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2.3. Goal / Objective	Monitor, analyse and report on project information and contribute results to the secretariat, regulatory bodies and wider policy fora		
Target	Historical and future project information is reliable and accessible to the secretariat, regulatory bodies and the public		
Outputs	Number	Activities	Total resources needed in person months
2.3.1. Existing project information currently held in PDF form, captured electronically		<ul style="list-style-type: none">- Conduct assessment of needs and information sources and establish a staged capture plan- Assess data samples to evaluate available information for capture and analysis- Capture data, including through collaboration with key external partners, in accordance with a defined data structure- Work within SDM to ensure adequate storage- Complement captured internal information with additional layers of external data, as required	P: 2.03
2.3.2. Structured forms and methods for automatic electronic capture of newly-submitted project information (e.g. PDDs)		<ul style="list-style-type: none">- Define structures for comprehensive electronic capture and maintenance of new information- Work within SDM to revise and digitize existing forms to facilitate information capture- Ensure adequate and accessible data storage	P: 0.74
2.3.3. Reference information and tools for use in the preparation and assessment of project registration and issuance requests		<ul style="list-style-type: none">- Define parameters to be drawn from the data set to facilitate the development and assessment of methodologies and projects and facilitate the development of additional guidance requested by CMP 5 (additionality, baselines, emission factors)	P: 1.35

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and to support the preparation of additional guidance requested by CMP 5		- Work within SDM to generate tools to provide access to reference information	
Target	Project information is analysed and informs assessment and decision-making processes in the secretariat, regulatory bodies and wider policy fora		
Outputs	Number	Activities	Total resources needed in person months
2.3.4. Analysis of developments and trends in the use of project-based mechanisms, in collaboration with external partners		<ul style="list-style-type: none"> - Update previous analysis of technology transfer attributable to the CDM - Conduct analysis of available information on the contribution of CDM project activities to sustainable development - Conduct analysis of available information on investment and cost involvement in CDM projects 	P: 0.57
Target	Project information is well managed in collaboration with key external partners and its use among the public, Parties and the research community is enhanced		
Outputs	Number	Activities	Total resources needed in person months
2.3.5. Public availability of comprehensive project information (taking account of confidentiality), in collaboration with key external partners		<ul style="list-style-type: none"> - Establish and maintain partnerships with key external organizations (in particular within the UN and Parties) to coordinate joint activities - Establish and maintain a central data portal to consolidate, harmonize and make public project information from the secretariat and external partners, while ensuring appropriate confidentiality of the information 	P: 0.88

**DRAFT****3. Organization and Stakeholder Development Unit**

3.0. Goal / Objective	Management of the unit and support to core responsibilities of other Units to ensure efficient operation and development of the CDM		
Target	Efficient management of the unit		
Outputs	Number	Activities	Total resources needed in person months
3.0.1. Management of the work of the Organization and Stakeholder Development unit	N/A	<ul style="list-style-type: none"> - Ensure timely and quality delivery of all unit's outputs - Contribute to the Programme management activities 	P: 4.9 G: 4.9

3.1. Goal / Objective	To increase the structured interaction with stakeholders in order to ensure enhance their understanding of the requirements and to ensure adequate account is taken of their needs in ongoing revisions of the requirements.		
Target	Enhanced interaction between stakeholders and the regulatory bodies		
Outputs	Number	Activities	Total resources needed in person months
3.1.1. Responses to unsolicited submissions	120	<ul style="list-style-type: none"> - Responses to unsolicited submissions are assessed, prepared and delivered to the EB Chair within 30 days of receipt of the submission - Create and maintain an internal database containing detailed information on timeline 	P: 2.75 G: 2.75
3.1.2. Consultative workshops/meetings for the EB, its support structure and CDM	8	<ul style="list-style-type: none"> - Determine the goals and scope of workshop/roundtable discussions - Organize and hold workshop/roundtable discussions 	P: 5.5 G: 2

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stakeholders (2 workshops will be general broad based consultations. The remaining workshops will be targeted focused consultations on specific issues)		<ul style="list-style-type: none">- Assess, plan and prepare substantive and logistical arrangements for workshops- Participate in stakeholder meetings/activities- Assess, plan and prepare substantive aspects of events to enhance interaction between the EB and stakeholders- Collect feedback from workshop/roundtable discussions for consideration in the improvement of CDM processes- Compile and analyse identified issues/stakeholder concerns- Summarise and draft a report containing recommendations to address identified issues/stakeholder concerns- Brief EB on CDM activities of stakeholders	
3.1.3. A web-based communication facility for designated operational entities(DOEs) to provide input and request clarification on relevant decisions	1	<ul style="list-style-type: none">- Establish a web-based communication facility for DOEs to provide input on relevant documents and establish other relevant communication channels in order to increase engagement with DOEs- Address suggestions and requests for clarification submitted via the communication facility	P: 1.5 G: 0.5
3.1.4. Responses to DOE forum inputs to the EB	4	<ul style="list-style-type: none">- Communicate with the DOE forum chair- Prepare draft responses to issues raised by the forum- Support of the EB consideration of the queries	P: 0.5
3.1.5. Feedback reports provided	35	<ul style="list-style-type: none">- Provide structured feedback to DOEs to enable them to increase their competence	P: 8.1

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to DOEs on the basis of the performance monitoring framework		to assess projects, and thereby help ensure compliance, using information gathered from the DOE performance monitoring system	G: 1.5
Target	Targeted workshops are organized to address specific knowledge gaps of needs of key stakeholders		
Outputs	Number	Activities	Total resources needed in person months
3.1.6. Workshops with DOEs to develop a common understanding of requirements in the CDM Validation and Verification Manual (VVM)	3	<ul style="list-style-type: none"> - Identify DOE needs - Determine the goals and scope of workshops on the VVM - Organize and hold workshops - Assess, plan and prepare substantive aspects of workshops - Prepare training materials - Implement a feedback mechanism 	P: 4.25 G: 1
3.1.7. Regional training workshops with DNAs on the CDM project cycle	2	<ul style="list-style-type: none"> - Determine the goals and scope of workshops - Organize and hold workshops - Assess, plan and prepare the substantive aspects of workshops - Prepare training materials - Implement a feedback mechanism 	P: 3 G: 0.75
3.1.8. Training workshop with DOEs on the requirements of the accreditation standard	1	<ul style="list-style-type: none"> - Determine the focus of the workshop 	P: 0.75

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		<ul style="list-style-type: none"> - Prepare the agenda - Prepare training materials - Implement a feedback mechanism 	G: 0.75
3.1.9. Meetings of the DOE forum	2	<ul style="list-style-type: none"> - Determine the timing and location of the meetings - Provide substantive input to the agenda - Support the Chair of the DOE forum in the preparation and operation of the meetings - Prepare minutes of the meeting - Provide substantive input to the discussions 	P: 0.75 G: 0.25
Target	Technical support on the understanding, interpretation and application of requirements is provided to stakeholders		
Outputs	Number	Activities	Total resources needed in person months
3.1.10. A work plan for production/revision of supporting materials, such as revision of the existing documents and/or preparation new manuals/handbooks to assist stakeholders understand CDM requirements	N/A	<ul style="list-style-type: none"> - Deconsolidate the Validation and Verification Manual into a manual (VVM) and standard (VVS), by coordination with the standard setting unit - Identify and classify new requirements for inclusion in the deconsolidated VVM and VVS 	P: 1
3.1.11. Outcomes to requests for deviations from methodologies		<ul style="list-style-type: none"> - Prepare high quality assessments (completeness checks and summary notes) of 	P: 1

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and monitoring plans		<p>requests for deviation submitted by project participants/DOEs</p> <ul style="list-style-type: none"> - Maintain and improve electronic workflows to ensure that all deviation submissions are processed in accordance with the applicable procedures - Create and maintain an internal database containing detailed information on the timeline of received submissions 	
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3.2. Goal / Objective		The procedures and process related to the implementation of the mechanisms are systematically and continually analysed and updated to maximise the efficiency of the mechanism		
Target		The efficiency clarity and completeness of the procedural framework and the transparency of decisions are enhanced		
Outputs	Number	Activities		Total resources needed in person months
<p>3.2.1. Proposed revised procedures for registration, issuance and review to improve efficiency of decision-making, which implement the requests of CMP 5</p> <p>3.2.2. Proposed revised procedures for the revision of monitoring plans, which incorporate timelines for all elements of the process</p> <p>3.2.3. Proposed revised procedures for registration for</p>	N/A	<ul style="list-style-type: none"> - Identify options for improvements in existing operational procedures for the purposes of simplifying and/or clarifying the processes to be followed by external entities and internal actors. - Develop and revise procedures based on inputs from teams and stakeholders - Develop forms and templates to assist in the standardization of tasks and enhance the clarity of requirements - Develop draft procedures for consideration and adoption by the EB - Present proposals for new and revised procedures to the EB 		<p>P: 1.5 G: 0.25</p>

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programme of activities (PoAs), which take into account the requests of CMP 5 3.2.4. A proposal for a process of appeals against Board decisions on project-related submissions			
3.2.5. A revised accreditation procedure that incorporates: a. adjustments arising from the performance monitoring process b. timelines for all elements of the accreditation process 3.2.6. New procedures to address the liability of DOEs in the validation and verification process	1	<ul style="list-style-type: none">- Carry out a study to formulate work plan, including the timetable, for revision of the set of the procedures- Identify options for improvements in existing operational procedures for the purposes of simplifying and/or clarifying the processes to be followed by external entities and internal actors.- Develop and revise procedures based on inputs from teams and stakeholders- Develop forms and templates to assist in the standardization of tasks and enhance the clarity of requirements- Develop draft procedures for consideration and adoption by the Accreditation Panel (CDM-AP)/EB- Present proposals for new and revised procedures to the CDM-AP/EB- Identify timelines for the accreditation processes- Implement further improvements in the accreditation processes, based on the agreed implementation plan and informed by data from the DOE performance system- Prepare a draft guidance document to assist the CDM-AP in following a more standardized approach in making its recommendations to the EB regarding	P: 4.5 G: 0.25

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		accreditation cases - Introduce a requirement that DOEs indicate the work they are undertaking on projects originating in countries with fewer than 10 registered projects as part of their annual activity reports	
3.2.7. Revised procedures for clarification of the methodologies 3.2.8. Revised procedure for submission of new small-scale methodologies 3.2.9. New procedures for development of top-down methodologies	N/A	- Carry out a study to formulate work plan, including the timetable, for revision of the set of the procedures - Identify options for improvement in existing operational procedures for the purposes of simplifying and/or clarifying the processes to be followed by external entities and internal actors - Develop and revise procedures based on inputs from teams and stakeholders - Develop forms and templates to assist in the standardization of tasks and enhance the clarity of requirements - Develop draft procedures for consideration and adoption by the panels/working groups/EB - Present proposals for new and revised procedures to the panels/working groups/EB	P: 1.5 G: 0.25
3.2.10. EB meeting documentation, including the meeting documentation from established panels, working groups and committees, are classified, indexed, managed and made publicly available on the CDM website.	17	- Collect, classify and store documents and decisions according to approved classification scheme - Upload tagged documents into the Catalogue of Decisions (CoD) - Catalogue and index using the controlled vocabulary of terms - Link relationships between policy decisions and case-specific rulings - Publish documents to the website reference section and make them available for	P :7.8 G: 4.0

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		public search and retrieval through the CoD interface. - Prepare and maintain procedures for cataloguing, indexing, uploading - Prepare searching/retrieval documentation, user manual, related aids	
3.2.11. Upgraded CoD	N/A	- Develop functional requirements for ongoing customization of the CoD - Develop system requirements - Revise search and retrieval screens of the CoD to include panels and working groups - Expand symbols, coding and tags in CoD to include new meeting groups - Migrate past meeting documentation into system - Classify and link, retro-actively, migrated documents - Relationship linking between CMP, the EB, panels and working group meeting documents.	P: 5 G: 0
Target	A systematic process for the identification and implementation of improvements is established		
Outputs	Number	Activities	Total resources needed in person months
3.2.12. Report on potential system improvements based on the analysis of the outcome of the DOE performance monitoring	1	- Analyse the implications of the outcome of DOE performance monitoring on role and purpose of project assessments - Analyse the implications of the outcome of DOE performance monitoring on accreditation process	P: 2

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		<ul style="list-style-type: none">- Analyse the implications of the outcome of DOE performance monitoring on methodologies and other guidance and tools	
3.2.13. Proposed recommendations to CMP regarding procedural and efficiency improvements for CDM	1	<ul style="list-style-type: none">- Collect feedback on operational and policy difficulties from stakeholders- Support the policy retreat of the EB- Prepare and present proposed recommendations to the Executive Board	P: 2
3.2.14. Standard framework for procedure development	1	<ul style="list-style-type: none">- Implement a process modelling tool, and setup ongoing support for process modelling- Introduce a standard and common process for procedure development- Construct a first version of a common vocabulary, both textual and visual, for describing processes in a consistent fashion, integrated with editorial and knowledge management standards.- Integrate initial elements of quality management processes into the framework- Support and learn from early implementations of the SDM quality management system at a unit and team level- Put in place a mechanism for continually improving the elements of the standard framework and the procedures themselves. This includes capturing feedback from external and internal stakeholders and the performance of the procedures.	P: 6 G: 0.5
3.2.15. Monthly report of performance indicators for SMC		<ul style="list-style-type: none">- Put in place mechanism for gathering performance information (KPIs, indicators)- Lead/facilitate production of report- Develop requirements for automation	P: 1.5 G: 0.5

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		- Develop requirements for indicators within standard process framework.	
3.2.16. Additional and improved internal procedures	6	<ul style="list-style-type: none"> - Develop internal and external procedures using the standard framework, documenting them in conjunction with internal stakeholders using a common language. - Seek approval of procedure from relevant stakeholders, - Publish and publicize adopted procedures, update documentation (paper & electronic), training materials, IT systems. - Provide feedback on use of standard framework as part of continuous improvement process 	P: 7 G: 0.8
Target	Ensure regulatory body records remain a vital resource available to assist in decision-making, provide litigation support, improve organizational efficiency, document compliance with legislative or regulatory requirements, and provide historical reference		
Outputs	Number	Activities	Total resource needed
3.2.17. All records relating to SDM operations, including the mechanism business functions, are managed and safeguarded.	N/A	- Manage records in accordance with the UNFCCC records management programme and other identified recordkeeping best practices applicable to the CDM.	P: 0.55 G: 2.15
3.2.18. Internal record-keeping procedures, guidelines and practices (developed, updated and maintained)	N/A	<ul style="list-style-type: none"> - Develop, manage and maintain SDM toolkits (business classification scheme, records classification scheme, file plan) are . - Establish and maintain relationship with other secretariat units, such as IS, Legal, Human Resources and Budgeting and Finance, regarding recordkeeping 	P: 0.9 G: 3.9

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		<ul style="list-style-type: none"> - Identify, develop and maintain procedures, guidelines and training materials specific to SDM recordkeeping needs - Monitor and report on recordkeeping practices within SDM - Provide SDM-specific input to IS in accordance with Section C of the UNFCCC policy and procedures for records and archives 	
3.2.19. Staff are trained in good record-keeping practices and know how to apply record-keeping procedures in their daily work.	N/A	<ul style="list-style-type: none"> - Train SDM staff on best practices in record keeping/archiving - Provide support services to staff in filing, archiving, retrieving and searching for records 	P: 3.0 G: 3.9
3.2.20. Business requirements for records management system		<ul style="list-style-type: none"> - Conduct meetings with stakeholders to consolidate functional and non-functional requirements. - Draft business-requirement documents and seek approval from relevant stakeholders - See signoff from SMC and submit final requirements to IT 	P: 2
Target	To align SDM IT support with SDM needs and strategy		
Outputs	Number	Activities	Total resource needed
3.2.21. Quarterly schedule of ongoing and upcoming IT projects	2	<ul style="list-style-type: none"> - Develop and maintain a schedule of IT projects in order to communicate timelines for delivery and resource commitments by SDM to support deliveries - Maintain an overview of expected benefits of projects, and external 	P: 2 G: 0.6

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		dependencies or deadlines - Align schedules with SDM priorities - Collaborate with IT provider to ensure schedule reflects realistic dates for delivery	
3.2.22. Monthly progress report to SMC (includes exceptions and risks)	8	- Monitor deliveries against plan - Raise exceptions (late/early deliveries, quality/service exceptions) - Maintain 'risk register'	P: 3 G: 3
Target	To support the delivery of IT projects to SDM's requirements		
Outputs	Number	Activities	Total resource needed
3.2.23. Accepted major IT projects	6	- Lead in capture and documentation of requirements - Agree on specifications with IT providers - Serve as focal point for questions from IT provider regarding specifications and requirements - Develop 'acceptance test plans' in collaboration and agreement with SDM, any applicable stakeholders and IT provider - Lead acceptance testing of IT deliverables	P: 3 G: 1.5
3.2.24. Accepted minor changes	N/A	- Prioritise minor improvements and remedies of defects with the overall	P: 3 person



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		priorities of SDM	months G: 1 person months
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**DRAFT****4. Standard Setting Unit**

4.0. Goal / objective	Management of the unit and support to core responsibilities of other Units to ensure efficient operation and development of the CDM		
Target	Efficient management of the unit		
Outputs	Number	Activities	Total resources needed in person months
4.0.1. Management of the work of the Standard Setting unit	N/A	<ul style="list-style-type: none"> - Ensure timely, quality delivery of unit's outputs - Contribute to SDM programme management activities 	P: 5.58 G: 5.58
Target	Support to other SDM Units		
Outputs	Number	Activities	Total resources needed in person months
4.0.2. Substantive inputs and support to other SDM units	N/A	<ul style="list-style-type: none"> - Organize internal coordination meetings and activities in support of processes - Provide inputs, feedback and analysis, and participate in activities of other units as appropriate - Contribute to the revision of procedures (including timelines) used in the consideration of all methodology-related submissions - Contribute to the implementation and evaluation of streamlined procedures (used in the consideration of methodology-related submissions), ensuring that each submission receives a final recommendation within a maximum of four Methodologies Panel meetings - Contribute to the implementation and evaluation of revised procedures aimed at 	P: 12.63 G: 4.2

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		<p>minimizing the number of handovers in the process of considering methodology-related submissions</p> <ul style="list-style-type: none"> - Contribute to the implementation and evaluation of revised procedures aimed at placing the ‘quality gate’ at the early stage of the process of considering methodology-related submissions - Report to SMC on possible improvement of procedures - Implement a system for the continuous collection of comments on standards 	
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4.1. Goal / Objective	Consideration, development and improvement of standards are undertaken in accordance with the applicable procedures		
Target	All development/consideration of standards continue to be undertaken in accordance with the applicable procedures; and compliance with indicative timelines for all processes is reported in a clear and transparent manner		
Outputs	Number	Activities	Total resources needed in person months
4.1.1. Documents required for efficient work of the panels and working groups prepared by SSU in compliance with applicable procedures and deadlines	N/A	<ul style="list-style-type: none"> - Ensure that all activities with significant impact on outputs of the unit are covered by relevant procedures - Ensure that procedures are known by all staff members, through their involvement in reviews and through specific internal workshops - Monitor possible non-compliance with, and non-applicability of, procedures and apply corrective actions - Set deadlines and criteria for the quality assessment of SSU inputs to panels and working groups 	<p>P: 7.12</p> <p>G: 1</p>



CDM – Executive Board

EB 54
Proposed Agenda - Annotations
Annex 7
Page 40

DRAFT

		- Monitor compliance with set criteria	
4.1.2. High quality documents for consideration by RBC, in compliance with applicable procedures and deadlines	N/A	<ul style="list-style-type: none"> - Set quality assessment criteria for documents sent by unit to RBC - Ensure that deadlines are set for all activities of the unit - Monitor the compliance of SSU submissions to RBC against quality criteria and deadlines 	P: 2.24 G: 0.7
4.1.3. Clear and transparent information on compliance with the indicative timelines for submissions and requests received by SSU	N/A	<ul style="list-style-type: none"> - Create and maintain an internal database of detailed information on timelines of work done on received submissions 	P: 0.32 G: 0.42
Target	Priorities recommended for the work of the Board's support structures to ensure compliance with timelines		
Outputs	Number	Activities	Total resources needed in person months
4.1.4. Prioritization of the work of the panels/working groups and the secretariat in order to facilitate the timely achievement of CMP requests.	N/A	<ul style="list-style-type: none"> - Recommend to the EB priorities for the work of panels and working groups (development of tools and guidelines, revision of approved methodologies, clarification on approved methodologies, consideration of new submissions) - Recommend to EB priority sectors for the consideration of new submissions - Monitor and evaluate the impact of prioritization on the timelines of the methodology consideration process - Apply corrective actions as required 	P: 3.65 G: 1.15

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4.2. Goal / Objective		Provision of substantive inputs on standards to the Executive Board, its panels and working groups		
Target		Panels and working groups are provided with high quality technical advice on standards related issues		
Outputs	Number	Activities	Total resources needed in person months	
4.2.1. High quality draft recommendations for panels and working groups, produced according to set timelines	N/A	<ul style="list-style-type: none"> - Set criteria for the quality assessment of the draft recommendations prepared by the unit for the panels and working groups - Prepare high quality inputs as per set criteria - Provide high quality presentations in meetings to help panels and working groups make final recommendations - Ensure that deadlines are set for all the activities that support the work of panels and working groups - Monitor the compliance of SSU draft recommendations to the panels and working groups against quality criteria and deadlines - Prepare a questionnaire to measure the level of satisfaction of panels and working groups with regard to secretariat support - Monitor the level of satisfaction of panels and working groups with regard to secretariat support 	P: 42.78 G: 10.1	
4.2.2. A list of issues to be considered in each revision of a standard by panels and working groups	N/A	<ul style="list-style-type: none"> - Continuously review approved standards - Maintain a database of issues that are to be considered in the improvement of CDM standards 	P: 37.2 G: 2.67	



CDM – Executive Board

EB 54
Proposed Agenda - Annotations
Annex 7
Page 42

DRAFT

		- Propose revisions of standards based on identified issues	
Target	The CDM Executive Board is provided with high quality input on standards related issues		
Outputs	Number	Activities	Total resources needed in person months
4.2.3. Advice to EB, especially the Chair and Vice-Chair, on standards related issues	N/A	<ul style="list-style-type: none"> - Identify standards-related issues in the agenda of the EB meetings that need the attention of the Chair/Vice-Chair - Highlight these issues to the RBC - Support the EB Chair/Vice-Chair as needed during the interaction of the Board with stakeholders 	P: 2.93 G: 0.5
4.2.4. High quality inputs on standards related issues for all meetings of the EB	N/A	<ul style="list-style-type: none"> - For any standards-related recommendation or document that is to be considered by the EB, ensure: <p>All options are in compliance with the CDM modalities and procedures</p> <p>The pros and cons of the most important options have been evaluated, in particular in relation to previous decisions of the Board</p> <p>Background information is summarized</p> <p>The consequences of proposed decisions have been considered and presented to the Board where relevant</p>	P: 6.03 G: 1.35

4.3. Goal / Objective	Usability and applicability of approved standards are improved while ensuring their conservativeness and objectivity
Target	Enhancement of objectivity and simplification of additionality testing

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Outputs	Number	Activities	Total resources needed in person months
4.3.1. Proposed standardized methods to calculate financial parameters	N/A	<ul style="list-style-type: none">- Assess best practices in the financial and investment industries- Assess registered project activities that used WACC in benchmark determination- Develop discussion documents for consideration by the Methodologies Panel- Obtain public and expert inputs; prepare draft guideline for standardized methods to calculate financial parameters- Present final draft guideline to the EB (taking into account public and expert inputs) for consideration at EB56	P: 1.18 G: 0.25
4.3.2. Proposed guidance on the use of first-of-its-kind barrier and the assessment of common practice, including the definition of the region, similar technologies and thresholds for penetration rates	N/A	<ul style="list-style-type: none">- Launch call for public comments on the issue- Taking into account public comments, prepare an option paper on guidance for first-of-its-kind barrier and the assessment of common practice, for consideration at EB55- Based on feedback received from the EB, develop final draft guideline and present to EB56	P: 0.6 G: 0.32
4.3.3. Proposed guideline on the application of E+E- policies to address how national and/or sectoral policies, including support mechanisms for renewable energy, should be considered in demonstrating and	N/A	<ul style="list-style-type: none">- Present a discussion document for consideration by the EB- Based on feedback from the EB, develop a draft guideline- Launch a call for public comments on the guideline- Finalize the guideline, taking into account comments	P: 1.59 G: 0.53

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assessing additionality		- Present the final draft guideline at EB56	
4.3.4. Proposed simplified modalities for demonstrating additionality for project activities up to 5 megawatts that employ renewable energy as their primary technology and for energy efficiency project activities that aim to achieve energy savings at a scale of no more than 20 gigawatt hours per year	N/A	<ul style="list-style-type: none"> - Launch call for public comments on the issue - Prepare a draft guideline for consideration by the SSC working group, taking into account public comments - Present the final draft guideline at EB54 - Based on feedback received from the EB, finalize guideline at EB54 or further improve guideline and present to EB56 	P: 0.58 G: 0.07
Target	Enhancement of the usability ensuring the objectivity of methodologies		
Outputs	Number	Activities	Total resources needed in person months
4.3.5. Proposed guidelines for methodology simplification	1	<ul style="list-style-type: none"> - Define approaches for simplification of methodologies - Identify and prioritize methodologies for simplification - Provide inputs to the panels and working groups for the development of simplified versions of identified methodologies 	P: 2.09 G: 0.17
4.3.6. Improved methodologies having high impact on CDM project development	3	<ul style="list-style-type: none"> - Identify nine approved methodologies, the improvement of which could lead to an increase in usability and/or objectivity - Develop default operating parameters where applicable - Prepare draft revised versions of at least three of the selected methodologies 	P: 12.27 G: 2.5

**DRAFT**

		<ul style="list-style-type: none">- Collect the views of stakeholders on the draft revised versions by survey and/or practitioner workshops where relevant- Submit the revised methodologies to the EB, not later than EB56	
4.3.7. Revised Combined Tool broadening its applicability or tool for baseline identification to enhance the objectivity and consistency of the selection of the baseline scenario in CDM methodologies	1	<ul style="list-style-type: none">- Present the draft version to the Methodologies Panel- Account for the inputs received from the Methodologies Panel- Organizes a workshop with DOEs and other stakeholders on the tool- Present a revised version of the tool to the Methodologies Panel- A final draft to be considered at EB56 or earlier	P: 2.33 G: 0.64
4.3.8. Methodologies (developed top-down) particularly suited for application in countries hosting fewer than 10 registered CDM project activities	3	<ul style="list-style-type: none">- Identify types of project activities with potential for emission reductions for which there are no approved methodologies or for which the applicability of existing approved methodologies is too narrow to make them applicable to under-represented project activity types or regions (including through consultation/workshop with DNAs, DOEs, experts and potential project proponents or launching of a call for public input, if necessary)- Based on survey results, develop draft methodologies and present them to potential project proponents in order to get inputs on important region-specific or project activity type aspects, to be accounted for in the development of the final methodologies for approval by the EB (including consultation/workshop with DNAs, DOEs, experts and potential project proponents or launching of a call for public input, if necessary)- The developed methodologies to be considered at EB56 or earlier	P: 10.51 G: 1.95



CDM – Executive Board

EB 54
Proposed Agenda - Annotations
Annex 7
Page 46

DRAFT

4.3.9. Biomass-based power only/cogeneration/heat only methodologies developed from ACM0006	1	<ul style="list-style-type: none">- Works on biomass-based cogeneration methodology to deconsolidate ACM0006.- The Board to consider a final draft of the cogeneration part of ACM0006 at EB55	P: 0.68 G: 0.01
4.3.10. Improved “Tool to calculate the emission factor for an electricity system” to address project activities hosted in countries with a paucity of relevant data (including providing flexibility for the calculation of grid emission factors)	1	<ul style="list-style-type: none">- Prepares and present an option paper to the Methodologies Panel- Present to EB55 options for revision of the “Tool to calculate the emission factor for an electricity system” in order to make it applicable for project activities hosted in countries with a paucity of relevant data (including consultation/workshop with DNAs, DOEs, experts and potential project proponents or launching of a call for public input, if necessary)- Prepare a final draft for consideration at EB56	P: 1.28 G: 0.1
4.3.11. Methods for including in baseline and monitoring methodologies, as appropriate, a scenario where future anthropogenic emissions by sources are projected to rise above current levels due to specific circumstances of the host Party	1	<ul style="list-style-type: none">- Prepare and present to the Methodologies Panel an option paper to identify and address scenarios (in methodologies that allow for it) where future anthropogenic emissions by sources are projected to rise above current levels due to specific circumstances of the host Party- Consider a framework for development of a tool or guidelines to account for scenarios where future anthropogenic emissions by sources are projected to rise above current levels- Prepare a draft tool or guidelines for consideration at EB56	P: 0.50 G: 0
4.3.12. Generic and user-friendly methodological tools that can assist project participants in designing or applying methodologies, thereby ensuring	3	<ul style="list-style-type: none">- Develop a new methodological tool for estimation of GHG emissions from transportation of goods- Develop a new methodological tool for estimation of upstream emissions of fossil fuels	P: 3.21 G: 0.3

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the simplicity and consistency of methodologies		<ul style="list-style-type: none"> - Broaden the combined tool or develop a tool for baseline identification - Submit developed tools to the Board for consideration at EB 56 	
<p>4.3.13. Intensified work on energy efficiency improvement and renewable energy activities as CDM project activities</p> <p>4.3.14. Intensified work on identification and removal of constraints for the application of methodologies relating to demand-side energy efficiency measures, energy efficiency improvements in supply-side domestic appliances and mass transport</p>	<p>1</p> <p>1</p>	<ul style="list-style-type: none"> - Develop, top down, a new methodology for substituting kerosene usage in lighting with efficient technologies (e.g. LED lights) - Develop, top down, a new methodology for grid-connected renewable energy generation for captive use - Expand AMS-ILJ to include other efficient lighting technologies, e.g., LED lighting, and other sectors such as commercial lighting - Revise AMS.AE Energy Efficiency and Renewable Energy measures in residential buildings to include thermal applications - Expand AMS-III.T Plant Oil and Biodiesel Production and develop a new methodology for thermal stationary applications - Revise cook stove methodologies taking into account inputs from the Practitioners Workshop and public inputs - Develop guidance to determine the eligible size of biogas projects (conversion from m3 to kW thermal) and default conservative factors for methane content in biogas as alternative to measurements - Clarify and expand SSC transport sector methodologies - Develop a methodological tool/guidance on signal-to-noise ratio and rebound effect - Develop a tool for energy benchmarking of domestic appliances 	<p>P: 2.03</p> <p>G: 0.22</p> <p>P: 2.8</p> <p>G: 0.2</p>
Target	CDM standards are broadly applicable		



CDM – Executive Board

EB 54
Proposed Agenda - Annotations
Annex 7
Page 48

DRAFT

Outputs	Number	Activities	Total resources needed in person months
4.3.15. Assessment report on whether the CDM standards take fully into account the laws, regulations, policies, standards and guidelines that apply in host countries	1	<ul style="list-style-type: none"> - The panel/working groups assesses whether CDM methodologies, tools and guidelines can accommodate host countries' laws, regulations, policies, standards - The panel/working groups take into account, in revisions of methodologies, tools and guidelines, whether they can accommodate host countries' laws, regulations, policies, standards - The secretariat documents the work undertaken in responding to methodology related submissions as well as top down development of standards and consultation efforts undertaken to engage DNAs; reports to EB 56 	P: 7.34 G: 1.2
Target	Improvement of the CDM accreditation standard to enhance the impartiality and independence of DOEs and to develop arrangements to protect from undue prejudice proposed CDM project activities that are undergoing validation and verification by a DOE that has lost its accreditation status or had this status suspended		
Outputs	Number	Activities	Total resources needed in person months
4.3.16. Revised CDM accreditation standard incorporating further measures to increase impartiality and independence of DOEs	1	<ul style="list-style-type: none"> - Propose a draft revision of impartiality section of the CDM Accreditation Standard - The CDM-AP considers the draft proposed by the secretariat and proposes amendments - Send improved version of draft proposal to DOEs to collect their views - After approval by the RBC, present a revised draft version, accounting for the inputs from DOEs, to CDM-AP 49 for final recommendation 	P: 0.68 G: 0.1

**DRAFT**

		- Submit final version to EB for consideration not later than EB 56	
Target	Improvement of the CDM accreditation standard to provide more prescription on competence requirements and enhance the technical competence of DOEs		
Outputs	Number	Activities	Total resources needed in person months
4.3.17. Revised CDM accreditation standard incorporating further measures to increase competence of validators and verifiers	1	<ul style="list-style-type: none"> - Propose an approach to define and list technical areas, including competence requirements - Finalize a draft list of technical areas and competence requirements, for consideration at CDM-AP 48 - Send to DOEs for comment the list of technical areas agreed by the CDM-AP as well as the requirements for qualification - Based on comments received, assesses whether a workshop is needed to further interact with the DOEs on the issue - - Prepare draft taking into account inputs from DOEs, and, after approval by RBC, present draft to CDM-AP 49 for final recommendation - - Submit final version to EB for consideration not later than EB 56 	P: 4.33 G: 0.7
Target	The CDM VVM continue to be updated, including by further exploring the possible introduction of the concepts of materiality and the level of assurance, and to report to CMP.6;		
Outputs	Number	Activities	Total resources needed in person months



CDM – Executive Board

EB 54
Proposed Agenda - Annotations
Annex 7
Page 50

DRAFT

4.3.18. Updated and maintained CDM VVM incorporating the adopted decisions of the EB, as well as providing for a more comprehensive revision of the document based on collected experience and feedback from and engagement with all relevant stakeholders	1	<ul style="list-style-type: none"> - Prepare draft revision 1.2 of the VVM - Submit revised VVM to EB for consideration at EB 55 - Provide further examples on the concept of materiality and its application within the CDM process - Engage with all relevant stakeholders and prepare a draft revision 2.0 of the VVM for consideration by RBC - EB 55 to consider introducing concepts of materiality and level of assurance into the VVM 	P: 5.61 G: 0.72
Target	Promotion of awareness of CDM standards (focusing on the ones used most frequently) Increased accessibility of standards to users (including meaningful naming convention of the methodologies, categorization, summary descriptions, improved search engine on CDM website)		
Outputs	Number	Activities	Total resources needed in person months
4.3.19. A booklet that describes methodologies in a simple manner	1	<ul style="list-style-type: none"> - Prepare a booklet that describes methodologies in a simple manner - Determine the goals and scope for workshops on the booklet - Organize and hold workshops - Collect feedback from the workshops for consideration in the improvement of the booklet - Present booklet to the EB for approval 	P: 6.93 G: 0.53



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5. Project and Entity Assessment

5.0. Goal / Objective		Management of the unit and support to core responsibilities of other units to ensure efficient operation and development of the CDM		
Target		Efficient management of the unit		
Outputs		Number	Activities	Total resources needed in person months
5.0.1. Management of the work of the Project and Entity Assessment Unit		N/A	<ul style="list-style-type: none">- Ensure timely, quality delivery of unit's outputs- Contribute to SDM programme management activities	P: 5.89 G: 5.89
Target		Support to other SDM Units		
Outputs		Number	Activities	Total resources needed in person months
5.0.2. Substantive inputs and support to areas of work of other SDM units		N/A	<ul style="list-style-type: none">- Programme internal coordination meetings and activities in support of processes- Provide inputs, feedback and analysis, and participate in activities of other units, as appropriate	P: 4.16 G: 0.56



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5.1. Goal / Objective	Provide the Executive Board, and its panels and working groups with quality technical advice		
Target	The Executive Board is provided with technical advice regarding the compliance of project-related submissions with the relevant CDM requirements		
Outputs	Number	Activities	Total resources needed in person months
5.1.1. Completeness checks of project-related submissions	821 Reg. 20 Reg. PoA 54 Renewal of crediting period 495 Iss. 198 Rev. Monitoring Plan 84 Changes from PDD	- Conduct and assess enhanced completeness checks of compliance of DOEs with reporting standards of the EB	P: 49.8 G: 3.25
5.1.2. Summary notes for EB consideration	821 Reg. 20 reg. PoA 54 Renewal of crediting period 495 Iss.	- Assess project documentation for compliance with relevant validation and verification requirements and guidance by the EB	P: 88.9 G: 0

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	198 Rev. Monitoring Plan 84 Changes from PDD 5 Changes of CP for more than 1 year		
5.1.3. Briefing notes concerning recommendations for requests for review and review cases	411 RfR for Reg. 10 RfR for PoA 11 RfR for RCP 205 UR for reg 5 UR for PoA 99 RfR for Iss. 20 UR for Iss.	- Assess responses from DOEs and project participants to requests for review and reviews	P: 43.7 G: 7.7
5.1.4. Assessments regarding corrected project documentation, for cases to the EB Chair	411 for Reg. 10 for PoA 11 for RCP 166 for Iss.	- Assess corrected project documentation in line with EB decisions	P: 7.1 G: 0
5.1.5. Rejection information	40 for Reg.	- Prepare information notes for rejection cases	P: 4.15



CDM – Executive Board

EB 54
Proposed Agenda - Annotations
Annex 7
Page 55

DRAFT

notes	9 for Iss.		G: 0
5.1.6. Administrative support to project assessment	821 Reg. 20 PoA 54 for RCP	- Support workflow processing, data management on cases, IT troubleshooting, and answering case specific inquiries	P: 0.36 G: 23.47
	495 Iss. 198 Rev. Monitoring Plan 84 Changes from PDD		
Target	The Executive Board and its CDM-AP are provided with technical advice regarding the compliance of DOEs with the accreditation standard and the CDM Validation and Verification Manual		
Outputs	Number	Activities	Total resources needed in person months
5.1.7. On-site assessment reports as part of the accreditation and reaccreditation processes	17	- Establish appropriate assessment teams - Monitor progress of work and manage the timelines of individual assessments	P: 4.63 G: 0.59
5.1.8. Regular surveillance reports	16	- Prepare pre-assessment plans - Seek information from the DOE performance monitoring system (to strengthen and focus accreditation assessments)	P: 2.91 G:0.37
5.1.9. Assessment reports of non-central sites	29		P: 7.91

**DRAFT**

		- Undertake assigned assessments and prepare and finalize assessment reports	G: 1
5.1.10. Performance assessment reports	65	- Participate in on-site entity assessments	P: 11.82
		- Conduct quality control on assessment reports	G: 1.5
5.1.11. Spot check reports	4	- Provide substantive feedback to assessment teams on individual assessment cases (e.g. clarification requests, additional corrective action requests)	P: 0.36
		- Present findings to the CDM-AP	G: 0.05
		- Follow up on CDM-AP and EB requests	
		- Support presentations of cases to EB	
		- Provide administrative support to process to appoint assessment team members	
		- Administer scheduling of assessments	
		- Correspond with external assessment team members	
		- Maintain entity/assessment-specific message centre (subscription, removal, moderation)	
		- Fill all case-related documentary and electronic records	
5.1.12. Assessment activities	81	- Undertake assigned assessments and prepare and finalize assessment reports by entity assessment personnel	P: 2.16
			G: 0
5.1.13. Assessment activities	32	- Participation in on-site entity assessments by project assessment team	P: 1.52



CDM – Executive Board

EB 54
Proposed Agenda - Annotations
Annex 7
Page 57

DRAFT

			G: 0
Target	Monitoring of DOE performance		
Outputs	Number	Activities	Total resources needed in person months
5.1.14. c. Issues identified in finalized requests for review/under review cases categorised and weighted d. Submissions by DOEs classified and weighted according to their completeness	N/A	- Classify each request for registration and issuance in accordance with the DOE performance monitoring framework adopted by the EB	P: 9.25 G: 0
5.1.15. Continuous collection of data, starting from EB55, against a set of accreditation-related indicators as part of the DOE performance monitoring system	N/A	- Collect data on agreed set of accreditation-related indicators for inclusion in the DOE performance monitoring system	P: 1.94 G: 1.94
Target	Executive Board standards, procedures and guidance in all accreditation and project assessment activities are consistently applied, and the quality of assessments of accreditation and project activities is continuously improved		
Outputs for Accreditation and Project Assessment	Number	Activities	Total resources needed in person months

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5.1.16. Internal database of decisions on cases and treatment of issues	1	<ul style="list-style-type: none">- Enhance data management relating to decisions on cases and treatment of issues identified in all project assessment activities	P: 2.22 G: 0
5.1.17. Qualified pool of assessors	35 (Lead assessor / team members)	<ul style="list-style-type: none">- Qualify Accreditation Roster of Experts against criteria- Define competence requirements for assessment team members- Develop and revise criteria for assessment team members (including competence requirements)- Monitor performance of assessment teams- Provide feedback to assessment teams on performance on individual assessment cases- Provide generic guidance and feedback to assessment teams- Maintain updated assessment resources- Identify new assessors needed according to defined technical areas- Provide administrative support for above activities	P: 9.15 G: 2.58

**DRAFT****6. Process Management Unit**

6.0. Goal / Objective	Management of the unit and support to core responsibilities of other units to ensure efficient operation and development of the CDM		
Target	Efficient management of the unit		
Outputs	Number	Activities	Total resources needed in person months
6.0.1. Manage the work of the Process Management Unit	N/A	<ul style="list-style-type: none"> - Ensure timely, quality delivery of unit's outputs - Serve as Secretary to the CDM EB - Contribute to SDM programme management activities 	P: 4.65 G: 4.65

6.1. Goal / Objective	Co-ordinating the implementation of the work programmes of constituted bodies and their panels and working groups and SDM inputs to and support of intergovernmental bodies		
Target	Support to the work of the Board its panels and working groups		
Outputs	Number	Activities	Total resources needed in person months
6.1.1. Coordinate the prioritization of the work of the EB and its panels and working groups and ensure the implementation of activities relating to process and policy issues including by:	N/A	<ul style="list-style-type: none"> - Develop and prepare work-programmes for the EB's consideration - Develop and maintain an electronic tracking tool of mandates of the EB - Assess and coordinate implementation of requests from the EB - Coordinate all CDM related meetings of the EB and its support structure - Manage work programmes of panels and working groups to address issues identified 	P: 4.59 G: 8.61

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		by the EB	
a. Providing support to EB, panels and working groups with regard to membership issues	N/A	<ul style="list-style-type: none"> - Ensure Oaths of Service are signed by members of EB, panels and working groups - Prepare/coordinate communication to constituencies; inform constituencies on issues related to nominations - Organize assignment of CDM website user rights and subscriptions to listserves - Brief new members on the work of the EB, panels and working groups - Manage calls for experts and the appointment of members to panels and working groups 	
b. Providing support to the EB, panels and working groups in various procedural steps	N/A	<ul style="list-style-type: none"> - Organize and arrange electronic decisions by the EB, panels and working groups - Provide general assistance to members during and in between meetings - Enhance the level of interaction between the EB and stakeholders/observers - Coordinate procedural issues related to CDM fora and panels/working groups - Organize public calls for inputs of the EB - Monitor travel and logistical arrangements to ensure they are implemented adequately - Prepare hard-copy documentation for EB meetings - Provide IT support to members of the EB 	
Target	Efficient and timely support to the meetings of the Executive Board and its panels and working groups		
Outputs	Number	Activities	Total resources



CDM – Executive Board

EB 54
Proposed Agenda - Annotations
Annex 7
Page 61

DRAFT

			needed in person months
6.1.2. Agendas, annotations, reports and relevant documents	17	<ul style="list-style-type: none"> - Prepare agendas, annotations of meetings of the EB, panels and working groups - Manage and coordinate preparation of documentation for meetings of the EB, panels and working groups - Draft reports of the meetings of the EB, panels and working groups - Assess and coordinate actions on requests from the EB - Develop, manage and maintain the official documents of the EB, panels and working groups on the respective section of the CDM website 	P: 13.96 G: 3.57
Target	Strategic and policy advice to the Executive Board, in particular to the Chairs of the Board, panels and working groups		
Outputs	Number	Activities	Total resources needed in person months
6.1.3. Speaking and briefing notes for the Chair and Vice-Chair of the EB, panels and working groups, and:	17	<ul style="list-style-type: none"> - Prepare speaking and briefing notes; - Brief the Chair of the EB, panels and working groups on agenda issues 	P: 8.70 G: 3.57
a. Strategic advice to EB, in particular to the Chair, before, during and between meetings	N/A	<ul style="list-style-type: none"> - Assess strategic issues - Brief the EB Chair, at meetings and in conference calls - Coordinate support to the EB Chair and Vice-Chair during and between meetings 	

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b. Outreach on behalf of EB Chair	N/A	<ul style="list-style-type: none"> - Advise on attendance for conferences/events - Coordinate speaking and briefing notes - Coordinate with organizers of conferences/events on registration/participation by EB Chair 	
Target	Support to CDM CMP processes		
Outputs	Number	Activities	Total resources needed in person months
6.1.4. Prioritized work plans for EB, with regard to requests of CMP, and guidance and substantive support on CDM-related agenda items of CMP process	N/A	<ul style="list-style-type: none"> - Assess needs and plan actions - Prioritize, schedule and coordinate action on deliverables - Facilitate timely achievement of CMP requests - Based on CMP requests, prepare work programme of EB's consideration - Ensure implementation of the work programme by EB's support structure (two Board meetings prior to the sessions) - Coordinate and manage EB report to CMP - Assess needs and coordinate action on mandates given to the EB by the CMP - Brief and support nominated co-chairs of the negotiations - Prepare documents for consideration by the CMP (annotations, briefing notes, reports of the EB to the CMP) 	P: 2.48 G:1.24
Target	Compliance with procedures/reporting on timelines in the accreditation process		



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Outputs	Number	Activities	Total resources needed in person months
6.1.5. Support to the accreditation process: a. Processing, in accordance with accreditation procedure, applications for accreditation or reaccreditation for 25 applicant entities/DOEs	25	<ul style="list-style-type: none">- Receive applications from entities- Correspond with entities on applications- Conduct completeness checks of application documentation- Prepare and send accreditation certificates to entities- Administer notifications of changes from entities	P: 10.84 G: 3.36
b. 16 regular surveillance assessments, 35 non-central site assessments and 80 performance assessments, in accordance with accreditation procedure	131	<ul style="list-style-type: none">- Create and maintain a schedule/overall plan of various types of assessments- Co-ordinate spot-checks- Notify Project and Entity Assessment Unit on the need for individual assessments	
c. CDM-AP recommendations on applications for accreditation or reaccreditation provided to EB	N/A	<ul style="list-style-type: none">- Prepare and present executive summary reports of cases for the EB, based on inputs from the AP, which make reference to respective guidance, are consistent with equivalent cases and include appropriate background and explanation of related issues- Support the Board on agenda items on accreditation and re-accreditation cases- Administer appeals from entities against CDM-AP recommendations- Implement assigned punitive measures (suspension, etc.) against entities	
d. A report on compliance	N/A	<ul style="list-style-type: none">- Maintain accreditation process workflow	



CDM – Executive Board

EB 54
Proposed Agenda - Annotations
Annex 7
Page 64

DRAFT

with indicative timelines for relevant accreditation processes provided at each EB meeting, starting from EB54		- Provide to EB a summary on compliance with indicative timelines	
e. Implementation of the activity reporting requirements requested by CMP 5	N/A	- Introduce a requirement that DOEs indicate, as part of their annual activity reports, the work they are undertaking on projects originating in countries with fewer than 10 registered projects	
f. A revised accreditation procedure is proposed to the Board	N/A	- Coordinate preparation of draft revised accreditation procedure as requested by the EB/CDM-AP	
6.1.6. A plan for Accreditation assessment activities is produced utilizing appropriate information gathered from the registration and issuance processes	1	<ul style="list-style-type: none">- Coordinate identification of an expanded set of appropriate sanctions and incentives for presentation to the CDM-AP and EB for comment and adoption- Integrate performance-related information into regular presentations of accreditation cases to the CDM-AP and EB- Receive and synthesize annual reports of DOEs and report the findings to EB	P: 0.40 G: 0
6.1.7. A report and a related implementation plan on further improvements for the accreditation process (by EB55), including the future role and purpose of performance monitoring and assessment	N/A	- Coordinate the review and revision of the accreditation standard, accreditation procedure and relevant documents in accordance with an agreed implementation plan	P:1.88 G: 0
Target	Streamlined methodology-related processes		

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Outputs	Number	Activities	Total resources needed in person months
<p>6.1.8. Support to methodology related processes:</p> <p>a. Implementation of work plans of the Methodologies Panel/SSC WG/ A/R WG</p> <p>b. Documents required for efficient work of the Methodologies Panel/SSC WG/ A/R WG, prepared in accordance with the applicable procedures and delivered by the respective deadlines</p> <p>c. Strategic advice to the Chair and Vice-Chair of Methodologies Panel/SSC WG/ A/R WG</p>	N/A	<ul style="list-style-type: none"> - Coordinate the development of revised/new procedures, in consultation with Methodologies Panel, SSC WG/A/R WG as mandated, for consideration by EB - Coordinate preparation of high quality assessments and initial recommendations on proposed new methodologies, requests for revision and requests for clarification submitted to the Methodologies Panel/SSC WG/A/R WG - Coordinate the preparation of draft guidelines and tools, seeking inputs from stakeholders and/or Methodologies Panel, SSC WG or A/R WG, as mandated - Assess strategic issues - Brief the Chairs of the Methodologies Panel/SSC WG/ A/R WG at meetings and in conference calls - Coordinate support to Chair and Vice-Chair during and between meetings 	<p>P: 7.35</p> <p>G: 2.10</p>

6.2. Goal / Objective	Ongoing systems development, implementation of existing procedures and database maintenance		
Target	Successful operation of the CDM Registry and the SDM integrated database		
Outputs	Number	Activities	Total resources needed in person



CDM – Executive Board

EB 54
Proposed Agenda - Annotations
Annex 7
Page 66

DRAFT

			months
6.2.1. Modalities of communication (MOC) statements and project participant information are maintained for all projects	640	<ul style="list-style-type: none">- Review and accept changes to MOC statements- Update new MOC information on the UNFCCC CDM website- Submit revised procedures and operational guidance on MOC issues to EB for approval	P: 4.9 G: 12.4
6.2.2. Completed issuance; share of proceeds to the Adaptation Fund; forwarding transactions and opening of CDM registry accounts.	2500	<ul style="list-style-type: none">- Verify and complete transactions;- Review and approve requests to open holding accounts- Notify stakeholders regarding completed actions	P: 4.3 G: 3.7
6.2.3. Efficiently maintained and managed SDM integrated database, including the CDM Registry database	N/A	<ul style="list-style-type: none">- Enter data in various sub-databases- Reconcile and correct actions- Identify and implement system improvements through liaison with users, analysts and developers	P: 6.9 G: 18.1
6.2.4. Well maintained information system workflows to facilitate meeting project cycle deadlines	N/A	<ul style="list-style-type: none">- Action, monitor and resolve pending workflow steps in coordination with teams concerned- Provide input to the optimisation of workflows and implement modifications- Update the CDM website with operational guidance and statistics	P: 4.0 G: 2.1
6.2.5. Various reports to meet stakeholders' needs, observing confidentiality.	144	<ul style="list-style-type: none">- Assess and coordinate reporting needs- Produce regular and ad-hoc reports	P: 3.5 G: 2.1

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6.3. Goal / Objective		Co-ordinating the secretariat's contribution to work in the area of regional distribution and support to DNAs		
Target		Regional and sub-regional distribution and capacity-building support to developing countries; improved regional and sub-regional distribution of the CDM projects is enhanced through the implementation of CMP mandates from decision 2/CMP.5		
Outputs	Number	Activities	Total resources needed in person months	
6.3.1. Implementation of CMP mandates, including: a. Report on possible options to operationalize loan disbursement for CDM projects to countries with less than 10 registered CDM project activities b. Published studies on the potential of the CDM in countries with less the 10 CDM projects	N/A	<ul style="list-style-type: none"> - Coordinate development of guidelines and modalities to operationalize loan disbursement to cover costs of development of PDD, validation and first verification of project activities to countries with less than 10 registered CDM project activities - Prepare the EB agenda item on regional distribution and provide inputs to agendas and reports and advise the Board on these issues and related mandates in decision 2/CMP.5 - Propose to the EB additional actions; support EB in preparing recommendations to CMP 6 - Ensure finalization of EB recommendations to CMP 6 - Assess/confirm existing studies on CDM potential in targeted countries to avoid duplication of efforts - Liaise/coordinate with Nairobi Framework partners and other potential partners to collaborate with local authorities to develop needed studies on CDM potential for countries with fewer than 10 registered CDM project activities 	P: 4 G: 0.7	



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		- Prepare related input for EB agendas and reports	
Target	Capacity-building is provided through the facilitation of information exchange, training and sharing of experiences between DNAs and with other CDM stakeholders in DNA Forums and other relevant events		
Outputs	Number	Activities	Total resources needed in person months
6.3.2. Support to DNAs, including: a. Activities aimed at enhancing DNAs' knowledge of the CDM and understanding of their role b. Organization of DNA Forum meetings c. Training for DNAs and CDM stakeholders	3	<ul style="list-style-type: none"> - Coordinate communication with DNAs, maintaining the DNA webpage/extranet and DNA listserve - Facilitate and provide substantive and logistical support to DNA Forums and regional DNA Forums - Facilitate and promote information exchange by collecting inputs from DNAs and disseminating materials to DNAs - In cooperation with the Skills Development Team, plan, organize and conduct targeted training activities to build the capacity of DNAs - Report to the EB on progress 	P: 6 G: 5.4
Target	Effective coordination among Nairobi Framework partner agencies of work and activities aimed at improved regional distribution of CDM projects²		
Outputs	Number	Activities	Total resources needed in person months

² <http://cdm.unfccc.int/Nairobi_Framework/index.html>.

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6.3.3. Implementation of Nairobi Framework activities	N/A	<ul style="list-style-type: none">- Coordinate communication among the Partner agencies- Facilitate and coordinate the meetings, events and joint projects of partner agencies of the Nairobi Framework, e.g. carbon forums, promotional publications- Coordinate and facilitate the finalization of Nairobi Framework work programme 2010 for implementation- Mobilize funding for Nairobi Framework activities- Enhance the functionality of the CDM Bazaar and promote the use of the website in developing countries in collaboration with the Communication and Outreach Team- Report to the EB and other stakeholders on progress	P: 3 G: 1.5
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**DRAFT****7. Services and Management Support**

7.0. Goal / Objective	Management of the unit and support to core responsibilities of other units to ensure efficient operation and development of the CDM		
Target	Efficient management of the unit		
Outputs	Number	Activities	Total resources needed in person months
7.0.1. Manage the work of the Services and Management Support Unit	N/A	<ul style="list-style-type: none"> - Ensure timely, quality delivery of the unit's outputs - Contribute to SDM programme management activities 	P: 5.58 G: 5.58

7.1. Goal / Objective	Coordination and effective provision of financial support to the work of the Executive Board and its panels and working groups		
Target	Provide appropriate and timely financial support to the Executive Board and secretariat		
Outputs	Number	Activities	Total resources needed in person months
7.1.1. Production of CDM MAP	2 MAPs (1 revision)	<ul style="list-style-type: none"> - Prepare appropriate budgetary estimates and monitor actual performance - Present in appropriate internal and external reports periodic data on financial status, including trends and other supportive information - Manage obligations in a timely and appropriate way 	P: 2.5 G: 9
7.1.2. Optimal use of CDM Trust Fund/Core and Supplementary	3 Funds	<ul style="list-style-type: none"> - Plan activities as required to support the CMP decisions 	P:0.9

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funds		<ul style="list-style-type: none">- Allocate funds- Ensure appropriate recording of income and expenditure	G:10.1
7.1.3. Enhanced financial management system introduced	1 System	<ul style="list-style-type: none">- Establish new budget codes and make allotments as required- Implement system- Inform and train staff- Establish focal point for queries- Prepare/submit reports to relevant bodies	P: 2.5 G: 11.5
7.1.4. On-line accounts for EB members	1 System	<ul style="list-style-type: none">- Prepare concept note- Follow, advise, guide implementation- Test run application, arrange changes where applicable- Inform and train staff and external users- Conduct client survey to determine level of satisfaction, possible further changes, additions, etc.	P: 2.2 G: 11.3
7.1.5. Financial support	20 (e.g. reports, agreements, obligations)	<ul style="list-style-type: none">- Create, implement procurement plan- Facilitate, arrange financial agreements or contracts- Make payments- Allot funds according to the mandated activities	P: 1.0 G: 19.5

**DRAFT**

		<ul style="list-style-type: none"> - Certify, inspect and review all requests for payment, as required - Verify that all goods and services are received as specified and travel was completed as approved - Coordinate timely vetting/approval by AS of all financial obligations 	
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7.2. Goal / Objective	Coordination and effective provision of event management and logistical support to the work of the Executive Board and its panels and working groups.		
Target	All events are efficiently organized		
Outputs	Number	Activities	Total resources needed in person months
7.2.1. Meetings of the CDM EB , panels and working groups	4 EB	<ul style="list-style-type: none"> - Arrange for facilities and out-sourced services and ensure they meet requirements - Organize IS services (web cast/audio) in liaison with CAS and IS - Arrange for travel of participants - Arrange for and pay DSAs (including among other things, preparing ARFs, bank runs, disbursement) - Provide continuous support during meetings 	P: 4.5 G: 19
7.2.2. DNA Forum, joint workshops and other large scale meetings	3 meetings	<ul style="list-style-type: none"> - Activities as in 7.2.1, plus the following: - Prepare/adjust DNA Forum requirements list and liaise with logistics counterparts in the meeting country (including on room requirements, technical equipment, 	P: 1.3 G: 3.7



CDM – Executive Board

EB 54
Proposed Agenda - Annotations
Annex 7
Page 73

DRAFT

		catering, interpreters, webcast, local staff, security, shuttles) - Handle visa related matters and take the lead in resolving visa problems	
7.2.3. Logistical arrangements for capacity-building events	16 Events	- Coordinate logistics, scheduling of other events, ensuring required level of service and resources based on assessment of needs	P: 0.5 G: 4
7.2.4. Logistical support to secretariat	Approx. 200 (based on 2009)	- Arrange travel itineraries - Maintain mission plan	P: 1.9 G: 16.6

7.3. Goal / Objective		Coordination and effective provision of HR support to the secretariat in support of the work of the Executive Board and its panels and working groups	
Target		SDM staffed with appropriate resources in a timely manner	
Outputs	Number	Activities	Total resources needed in person months
7.3.1. Staff recruitment	67	- Draft new CDM MAP 2010 JDs according to the new JD format - Finalize, process all pending JDs - Circulate appropriate recruitment information - Recruit personnel for SDM (circulate recruitment information, prepare related documents, organize panels and interviews, complete ARFs, make all related logistical arrangements, provide reports and information related to recruitment process)	P: 5 G: 13



CDM – Executive Board

EB 54
Proposed Agenda - Annotations
Annex 7
Page 74

DRAFT

Target	Programme receives effective and efficient HR support		
Outputs	Number	Activities	Total resources needed in person months
7.3.2. HR administrative support	174 individual HR actions	<ul style="list-style-type: none"> - Monitor staff related HR information needs and take appropriate action - Provide units with temporary resources (GTAs and SSAs) as needed - Coordinate, facilitate preparation and submission of PAS/work plans 	P: 2 G: 10.6

7.4. Goal / Objective	Coordination and effective provision of legal related support to the work of the Executive Board and its panels and working groups		
Target	Provide legal advice and support, as requested, to the Executive Board, its panels, working groups and supporting teams		
Outputs	Number	Activities	Total resources needed in person months
7.4.1. Legal advice and support on institutional and substantive issues relating to the CDM	N/A	<ul style="list-style-type: none"> - Provide legal support and inputs and prepare and present papers and recommendations, as requested, to the EB, its panels and working groups, on governance, operational and legal issues - Review correspondence addressed to the EB, its panels and working groups and draft responses to same, for legal soundness, consistency, coherence and syntax - Liaise with the secretariat's Legal Affairs Unit as required. 	P: 5.5

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Target	Provide legal advice and support, as requested, to the SDM programme and support the secretariat as needed		
Outputs	Number	Activities	Total resources needed in person months
7.4.2. Project-specific legal research; recommendations on existing and emerging legal issues relating to the CDM	N/A	<ul style="list-style-type: none">- Provide legal opinions and support for secretariat preparations of EB position papers, draft policy recommendations, etc., as requested- Draft, review legal documents in relating to SDM activities, such as agreements, contracts, memoranda of understanding, briefs and reports- Liaise with the secretariat’s Legal Affairs Unit as needed to promote a coherent approach within the secretariat- Participate in the secretariat-wide gender task force as SDM gender focal point, and provide other support to the secretariat as requested	P: 3.5

7.5. Goal / Objective		Raise awareness about the CDM and enhance understanding about the CDM among key audiences and stakeholder groups		
Target		Enhanced awareness about the CDM		
Outputs	Number	Activities	Total resources needed in person months	
7.5.1. Raised awareness about the CDM mechanism through planned outreach activities	1	- Prepare/revise communication and outreach strategy	P: 1.15 G: 0.05	
	1	- Hold a CDM photo and video contest	P: 2.62	

**DRAFT**

			G: 1.99
	3	- Record and disseminate stories about the CDM for broadcast by radio stations in Africa	P: 2.54 G: 1.29
	28	- Record and make available on the CDM website audio files describing the CDM	P: 1.51 G: 0.32
	3 books (plus fact sheets various)	- Prepare outreach materials (publications, etc.)	P: 3.41 G: 2.03
Target	Enhanced understanding about the CDM		
Outputs	Number	Activities	Total resources needed in person months
7.5.2. Enhanced understanding of the CDM, its purpose and requirements for participation, through production and provision of information	1	- Design and hold DNA Communicators of the Year Challenge	P: 2.49 G: 1.53
	1	- Provide press support to the EB and secretariat	P: 3.50 G: 0.65
	1	- Complete work on a revamped/re-launched website	P: 3.51

**DRAFT**

			G: 0.14
	1500+	- Respond to queries sent to the CDM-info e-mail account, and manage the CDM-info e-mail account; regularly update FAQs on the CDM website	P: 1.28 G: 3.89
	N/A	- Prepare presentations, speaking notes, speeches, press releases and CDM Highlights	P: 0.48 G: 0.32
	5	- Coordinate participation in carbon market events and staff a of CDM booth.	P: 0.19 G: 0.64
	N/A	- Update regularly the static pages of the CDM website; create content for new pages	P: 1.38 G: 0.51
	3	- Manage EB meeting webcasts and linking/archiving of webcast content	P :0.18 G: 0.09

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7.6. Goal / Objective		The skills of all actors involved in the implementation of the CDM are developed commensurate with their role and responsibility		
Target		Structured programmes to address the specific skills development needs of different groups of stakeholders		
Outputs		Number	Activities	Total resources needed in person months
7.6.1. Structured and phased training programmes developed for secretariat staff, external experts, DOEs, DNAs and EB members		7	<ul style="list-style-type: none">- Identify skills gaps and training needs- Identify new internal and external resources to support the organization and delivery of training programmes- Develop specific training programmes- Develop training materials	P: 5 G: 1.5
Target		Specific training programmes delivered and supported		
Outputs		Number	Activities	Total resources needed in person months
7.6.2. Specific group training sessions for SDM staff members		3	<ul style="list-style-type: none">- Plan and make substantive arrangements for an in-house training course on project finance; assess content- Plan and make substantive arrangements for an in-house training course on statistics, covering sampling approaches applicable to CDM projects; assess content- Plan and make substantive arrangements for a follow-up in-house training course on statistics on biomass; assess content	P: 2 G: 0.75

**DRAFT**

7.6.3. Specific individual training activities for SDM staff members	60	<ul style="list-style-type: none">- Evaluate and process individual staff training requests according identified needs	P: 0.75 G: 0.5
7.6.4. Workshops with DOEs to develop a common understanding of requirements in the CDM VVM	3	<ul style="list-style-type: none">- Identify DOE's needs; schedule and set locations of workshops- Determine the goals and scope of workshops with view to clarifying/expanding the guidance provided in the CDM VVM, based on the secretariat's experience and feedback from the EB, CDM-AP, DOEs and other stakeholders- Organize and hold workshops- Assess, plan and make substantive arrangements for workshops- Prepare training materials- Implement a feedback mechanism	P: 4.25 G: 1
7.6.5. Regional training workshops with DNAs on the CDM project cycle	2	<ul style="list-style-type: none">- Determine the goals and scope of workshops- Organize and hold workshops- Assess, plan and make substantive arrangements for workshops- Prepare training materials	P: 3 G: 0.75

**DRAFT**

		- Implement a feedback mechanism	
7.6.6. Training workshop with DOEs on the requirements of the accreditation standard	1	<ul style="list-style-type: none">- Determine the precise focus of workshops; prepare agendas- Prepare training materials- Implement a feedback mechanism	P: 3 G: 0.75

DRAFT**Appendix II****Core responsibilities and key functions of SDM units****A. Office of the Director**

1. The core responsibility of the Office of the Director is to provide overall strategic policy, technical and managerial direction to the work of the SDM programme
2. The key overall functions of the Office of the Director are to:
 - (a) Co-ordinate management level fora for communications and decision making (SMC/SSG etc) for the purpose of determining the strategic direction of the activities being undertaken in the Programme
 - (b) Represent SDM at the Management Team and Management Committee
 - (c) Contribute to the overall management of the secretariat
 - (d) Monitor the use of financial resources within the programme and ensure coherence of fundraising activities
 - (e) Monitor the performance of all Units against defined objectives and provide support and guidance to Managers in the achievement of those objectives
 - (f) Ensure that reports of the constituted bodies and other official documents are presented in a timely manner to the intergovernmental bodies and that appropriate support is provided to these bodies

B. Strategy and Policy Development Unit

3. The core responsibility of SPD is to support the development of current and future market-based mechanisms, including through supporting intergovernmental negotiations and interactions with other national and regional developments related to emissions trading and offset mechanisms
4. The key functions of SPD are to:
 - (a) Lead SDM's contribution to the intergovernmental negotiations on market-based measures
 - (b) Monitor, analyse and report on carbon market activities and policies
 - (c) Analyse and report information on CDM and JI projects
 - (d) Coordinate the development and implementation of strategies to strengthen the role of the market-based mechanisms and pro-actively respond to market and policy developments

DRAFT**C. Organisation and Stakeholder Development Unit**

5. The core responsibility of OSD is to proactively identify opportunities for, and collaborate on the implementation of, improvements in CDM and JI processes, including through the development of official and internal procedures, and to engage external stakeholders to achieve improvements in the understanding of applicable requirements and improved quality of submissions

6. The key functions of OSD are to:

- (a) Coordinate continuous improvement activities across the CDM and JI processes
- (b) Provide technical expertise to proactively identify, research and support the implementation of improvement activities across the programme, including in relation to the development of official and internal procedures
- (c) Collaborate with DOEs/AIEs and project participants to drive greater quality in submissions and feed back issues and concerns into the continuous improvement process
- (d) Implement a comprehensive records management system to ensure clear and transparent access to decisions
- (e) Implement quality and performance management systems, in collaboration with all Units
- (f) Process requests for deviation from approved standards
- (g) Interface with the new IT Organisation through conducting analysis and capturing SDM requirements for systems, and assessing and validating system solutions Standards Setting Unit

7. The core responsibility of SSU is the provision to the EB/JISC and all Panels and Working Groups of technical advice regarding the setting of standards, including methodologies, methodological tools and accreditation standards

8. The key functions of SSU are to:

- (a) Develop new standards (methodologies, tools, technical and methodological guidelines, accreditation standards and associated guidelines)
- (b) Assess proposals for new standards
- (c) Conduct technical assessment and finalization of changes to approved standards
- (d) Process formal requests for the clarification of approved standards

**DRAFT****D. Project and Entity Assessment Unit**

9. The core responsibility of PEA is the provision to the EB/JISC, and appropriate supporting bodies, of technical advice regarding whether project activities and DOE/AIEs comply with the applicable standards.

10. The key functions of PEA are to:

- (a) Conduct technical assessment of new project related submissions (enhanced completeness checks, summary notes, and review cases)
- (b) Conduct technical assessment of DOEs/AIEs compliance with the accreditations standard and performance assessment (desk review of applications, on-site assessment for initial accreditation and re-accreditation, regular surveillance, spot checks, performance assessments)
- (c) Present the outcome of assessments to appropriate bodies (APs, PAC, EB/JISC)

E. Process Management Unit

11. The core responsibility of PMU is to ensure that meetings of all bodies are organized and conducted in an efficient manner, including through the provision of policy and strategic advice to Chairs and Vice-Chairs, and that relevant procedures are applied in all processes

12. The key functions of PMU are to:

- (a) Co-ordinate the implementation of the work programmes of constituted bodies and their panels and working groups and SDM inputs to, and support of, intergovernmental bodies
- (b) Ensuring the implementation of existing procedures (e.g. operating the CDM registry, registering projects and issuing CERs, managing the methodological and accreditation processes)
- (c) Co-ordinate the secretariat's involvement of work in the area of regional distribution and support to DNAs and DFPs

F. Services and Management Support Unit

13. The core responsibility of SMS is to provide all other Units, and appropriate stakeholders, with the necessary management support, and services for the implementation of their activities

14. The key functions of SMS are to:

- (a) Manage the budget and finances of SDM in accordance with the secretariat-wide budget, CDM-MAP and JI-MAP, and voluntary contributions received



DRAFT

- (b) Co-ordinate the identification and recruitment of staff and experts, and related administrative processes
- (c) Co-ordinate the implementation of events in SDM including meetings, workshops, forum and training sessions.
- (d) Provide legal support to all Units and act as SDM interface with LA
- (e) Co-ordinate and implement SDM public information and outreach work according to the SDM communications strategy
- (f) Identify skills development needs for staff and external experts and facilitate the provision of training and capacity building