

JOINT IMPLEMENTATION

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**JI-JISC34-A04-INFO**

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# Joint implementation two-year business plan and management plan 2014–2015

Version 01.0



**United Nations**  
Framework Convention on  
Climate Change

<b>TABLE OF CONTENTS</b>	<b>Page</b>
<b>1. INTRODUCTION .....</b>	<b>3</b>
<b>2. THE EVOLVING CONTEXT IN 2014 AND BEYOND.....</b>	<b>3</b>
<b>3. RESPONSE OF THE JISC.....</b>	<b>5</b>
3.1. The JISC's vision for JI .....	5
3.2. Overall direction of work .....	5
<b>4. OBJECTIVES .....</b>	<b>6</b>
4.1. Objective 1: Effective contribution to the future development of JI .....	6
4.2. Objective 2: Promotion of the mechanism .....	6
4.3. Objective 3: Maintain efficient JI operations.....	7
<b>APPENDIX. MANAGEMENT PLAN.....</b>	<b>8</b>

## **1. Introduction**

1. The Joint Implementation Supervisory Committee (JISC) was assigned by the Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol (CMP) to supervise the joint implementation (JI) mechanism, in particular the Track 2 process. This current document comprises the following parts:
  - (a) A business plan, as contained in the main body of the document, which sets out the strategic direction for the JI mechanism during 2014 and 2015;
  - (b) A management plan (MAP), as contained in the appendix to this document, which sets out the work, capacity needs and estimated resource requirements necessary to implement the business plan during the same period.
2. In a period characterized by challenge and uncertainty regarding the future of JI, these business and management plans seek to adapt to the changing environment of JI by focusing on activities that would result in strategic investment in the future of the mechanism while also ensuring that appropriate operational capacity is maintained.
3. The JISC expects JI to remain an effective tool used by developed country Parties in their collaborative work to mitigate their greenhouse gas emissions. In this context, the JISC will continue to identify improvements and new ideas that will make JI better suited to address future challenges as a mechanism with a clearly defined and accessible set of features and systems providing for an accurate monitoring of mitigation actions and environmental integrity by the developed countries.
4. The remainder of this document sets out the JI business plan 2014–2015. The 2014–2015 management plan is attached as an appendix to this document.

## **2. The evolving context in 2014 and beyond**

5. JI has continued to evolve and improve over the years, delivering emission reduction offsets on a scale that has exceeded initial expectations. In this endeavour, all actors involved in JI have made tremendous efforts to operationalize the mechanism, and to continue to improve the process as well as simplify and expand its scope.
6. The work of the JISC as supervisor of the Track 2 process has had an important influence on the establishment of national procedures adopted by Parties involved in JI under Track 1.
7. As of the end of February 2014, almost 600 projects in 17 countries from both Track 1 and Track 2 are included in the pipeline of JI projects, with 51 projects having been determined by the JISC to meet the relevant requirements under the Track 2 process and 548 Track 1 projects published by host Parties. For almost 500 projects from the ones mentioned above, host Parties have already issued over 850 million emission reduction units (ERUs) generated by these projects since 2008. These numbers stand in sharp contrast to the situation at the beginning of 2012 when just over 130 million ERUs had been issued. JI has now reached a market size in terms of generated carbon credits that is surpassed only by the clean development mechanism (CDM).

8. As JI moves further into the second commitment period it will continue to operate in a carbon market characterized by increasing challenges and fragmentation:
  - (a) The demand for certified emission reductions CERs and ERUs from the Kyoto Protocol's compliance market continues to rapidly decline due both to a reduction in the number of participating countries, and a general economic downturn. In addition, the most significant demand for CERs and ERUs, which comes from the European Union Emissions Trading System (EU ETS), has also dramatically declined due to quantitative and qualitative limits imposed until 2020;
  - (b) Several carbon markets/mechanisms in various countries, regions and jurisdictions are expected to become ever more operational, especially after 2015, including in countries involved in JI such as Ukraine and Kazakhstan;
  - (c) New approaches negotiated under the UNFCCC will continue to provide channels for collaboration among Parties on mitigation action, including the new market mechanism (NMM), the framework for various approaches (FVA), nationally appropriate mitigation actions (NAMAs), and the Green Climate Fund (GCF).
9. These and other factors have resulted in a market with weak demand for ERUs, leading to a rapid drop in the prices of these units which erodes the incentive to develop new projects. The JISC expects that the volume of project-related submissions under Track 2 will substantially decline in the two-year period covered by this business plan. Similarly, the level of submissions from host Parties of Track 1 projects for publication is also expected to decrease significantly. As a result, income for supporting JI-related activities is expected to decline tremendously.
10. The demand for CERs/ERUs in international carbon markets up to 2020 is uncertain. Some estimates place the demand for CDM and JI units at around 1 billion units in the period 2013–2020. Such estimates are subject to large uncertainties, most importantly in areas related to the level of mitigation ambition among host Parties, quantitative and qualitative restrictions on the use of units, and the development of and potential future relationships with other mechanisms.
11. The JISC continues to believe that JI is rapidly approaching a watershed in its evolution. The mechanism, especially once the revised JI guidelines are adopted and implemented by the Parties, has significant potential as a blueprint for market-based approaches beyond 2020. In the meantime, there is a clear and major risk that the knowledge and institutional capacity built up in JI over the years among Parties, other stakeholders and the secretariat could be lost. Implementation against the new JI guidelines, once these are approved, will take time. The efforts required to support any new proposed mechanisms, both under the UNFCCC process and outside, will also take time. Major effort will also be required before such mechanisms become established and trusted as providing reputable offsets into international markets in the short and medium term. This means that JI is likely to remain one of the main offset mechanisms over the coming years and therefore requires a considered and appropriate level of maintenance and development.

### **3. Response of the JISC**

#### **3.1. The JISC's vision for JI**

12. The overarching vision for the work of the JISC in the period 2014–2015 is to continue to maintain JI as a viable and effective tool of international collaboration for developed country Parties and the private sector in mitigating their emissions of greenhouse gases. The JISC considers that its role, within the guidance set by the CMP, is to continue to provide a robust foundation to further build JI as a means of mitigating greenhouse gas emissions in the future with due consideration of the evolving context of the carbon market. The JISC considers that its previous vision and supporting objectives remain appropriate for the period addressed by this business plan and associated management plan.
13. With respect to objectives, the JISC acknowledges the need to change the emphasis and priority of the objectives from its previous business plan and make them more precise. In the current biennium, the JISC intends to focus on activities that would result in a strategic investment in the future of JI, including lessons learned for the mechanism and how it can be used at a national level. Such a focus is also intended to ensure that any lessons are also fed into the further development of the mechanism and its future use. In this context, the JISC has also indicated its willingness to assist any new governing body, created in terms of the revised JI guidelines as and when adopted, in its preparation of regulations to facilitate a quick and smooth transition to compliance with such revised guidelines.
14. Thus, the JISC will focus its efforts on promoting the strengths of the mechanism while highlighting its potential to evolve to meet the evolving needs of Parties. The JISC also intends to focus any activities related to system improvement on those that have the potential to achieve significant medium or long term cost savings when compared to the infrastructure currently required to maintain an operational JI mechanism.

#### **3.2. Overall direction of work**

15. The JISC still believes that there remains much unexploited potential for JI to contribute to international collaboration on climate change mitigation. The JISC has proactively sought, through its previous work and in its recommendations to the CMP, to ensure that the mechanism improves so as to remain relevant both as a mitigation tool and as an important policy tool for Parties as they address climate change.
16. At the ninth session of the CMP in November 2013, Parties expressed appreciation for the work of the JISC and stressed the need to improve JI in the second commitment period, to enhance its ability to contribute to the achievement of the objective of the Convention and its Kyoto Protocol. In addition, Parties requested the JISC to submit elaborated recommendations on the accreditation system for JI aligned with that of the CDM for consideration by the Subsidiary Body for Implementation at its fortieth session.
17. The JISC considers that JI has significant potential to contribute to the emerging climate change regime negotiated under the UNFCCC. The JISC will therefore continue to pursue continued innovation including the provision of strategic information to policymakers so as to allow them to benefit from lessons learned in JI, and to identify options for increased use of JI. The intention is to communicate market and regulatory developments and to support Parties in understanding and benefiting from the strengths

of JI when considering the role of market mechanisms in the evolving climate change regime.

18. As is expected of it, the JISC in the 2014–2015 period covered by this business plan, and beyond, will continue to provide the project-related support and accreditation services necessary for operating JI. This work includes regular monitoring and review of the performance of the mechanism and monitoring and review of resources to ensure timely and appropriate response to the evolving environment and associated future trends in income.

## 4. Objectives

19. In the pursuit of its vision, the JISC has recognized the importance of achieving the following major objectives:
  - (a) **Objective 1: Effective contribution to the future development of JI.** The JISC shall contribute to the consideration by Parties and other stakeholders of how JI can be further developed to meet the evolving needs of Parties;
  - (b) **Objective 2: Promotion of the mechanism.** The JISC shall adjust its communication and outreach to enhance understanding among stakeholders and policymakers of the benefits and contributions of JI to supporting climate change mitigation;
  - (c) **Objective 3: Maintain efficient operations of JI.** The JISC shall secure the resources required to ensure the continued operation of the mechanism, including the processing of submissions relating to projects and accreditation, and strengthen its policy guidance to ensure its clarity and improve its usability in both the short and long term.

### 4.1. Objective 1: Effective contribution to the future development of JI

20. The most important work of the JISC in 2013 was its support to the process of reviewing and revising the JI guidelines. Parties have appreciated and acknowledged the high quality of the JISC recommendations regarding the review of the JI guidelines prepared in the last couple of years.
21. Considering its experience gained in the operation of the JI mechanism and from interactions with stakeholders, the JISC will need to continue to monitor the intergovernmental negotiation process and create and use opportunities to provide further information and recommendations to this on-going review as appropriate.
22. In addition, the JISC could begin envisaging the work necessary to support implementation of the revised JI guidelines. In this context, the JISC would further elaborate and clarify the transitional measures between the existing and revised JI guidelines.

### 4.2. Objective 2: Promotion of the mechanism

23. The JISC will adjust its communication and outreach focus with the aim of ensuring that the value of JI is well understood by market participants, stakeholders and policymakers, so that the mechanism can continue to evolve.

24. In the current times of uncertainty regarding the future of JI, the JISC considers it critical that policymakers understand and appreciate the considerable work done to date by the JISC, and that policy makers reflect on the unique role that JI can play when the levels of mitigation ambition inevitably increase in response to climate change.

#### **4.3. Objective 3: Maintain efficient JI operations**

25. The JISC will need to continue to operate the JI Track 2 procedure and seek opportunities to improve specific aspects of the JI-project cycle process. The project cycle under JI Track 2 has been operating since 2006. Many aspects of the process are not standardized and depend on the knowledge and experience gained over the years by a few secretariat staff members. As such, some of the processes would benefit from standardization, including appropriate documentation, to minimize any risks related to knowledge management and business continuity.

## **Appendix. Management plan**

### **1. Introduction**

1. This joint implementation (JI) management plan (MAP) sets out the work, capacity needs and estimated resource requirements necessary to implement the JI business plan for the 2014–2015 period. It provides details regarding the routine activities to support the operation of JI, the various projects, products and indicative timelines for non-routine work, and the human and financial resources required. This MAP also includes tasks requested by Parties through decision 5/CMP.9.
2. On the basis of the planned activities and associated resource estimates, the budget for JI-related work for 2014 and 2015 is USD 2,361,514 (table 8). The resources required to deliver some of the JI related work will depend on the actual level of submissions.

### **2. Assumptions**

3. The Joint Implementation Supervisory Committee (JISC) is dedicated to the efficient and cost-effective functioning of the JI Track 2 procedure. Despite uncertainty with regard to the level and timing of submissions of determinations and verifications, a certain level of project submissions is still expected. Resources need to be maintained to ensure adequate operation of the JI Track 2 procedure. The JI-MAP continues to reflect the cost sharing of cross-cutting activities and support, made possible through the secretariat's Sustainable Development Mechanisms (SDM) programme.
4. The JISC expects around 60 submissions under the Track 2 procedure in the 2014–2015 period covered by the business plan, including project design documents (PDDs), determinations, monitoring reports and verifications. The projection of incoming submissions is the area of greatest uncertainty for the JISC, and thus represents a challenge with respect to planning, budgeting and allocating resources. The JISC notes the need to closely monitor the status of submissions and will continue to work with independent entities (IEs) and designated focal points (DFPs) to improve the reliability of the information available for estimating its project-related workload.
5. Considering the latest trends, it is possible that the JISC will receive no new applications for accreditation from IEs during the next two years, and could receive two requests for re-accreditation. In addition, the JISC expects the same level of accreditation activities to maintain the JI accreditation process in accordance with the JI accreditation procedure, including performance assessments, and regular surveillance of existing accredited independent entities (AIEs).
6. Many activities to develop the products detailed in this JI-MAP are of a collaborative and cross-cutting nature. This requires maximum flexibility from the secretariat in its deployment of human resources. The numbers of staff resources associated with each project and activity are detailed in tables 2, 4, 5 and 7. The secretariat may redeploy SDM human resources during the next two years on an as-needed basis to meet shifting short- and medium-term demands across the various activities.



### 3. Resource allocation

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

**Table 1. Indicative allocation of resources by objective**

Objective	Title of objective	% of budget
1	Effective contribution to the future development of JI	21%
2	Promotion of the mechanism	4%
3	Maintain efficient operations of JI	75%

### 4. Activities, estimated volumes and resource requirements

8. Tables 2 to 7 link specific activities to the goals and objectives as set out in the business plan. These include routine activities and projects denoted by an asterisk (\*). The amounts set out in tables 2, 4, 5 and 7 refer to the estimated direct effort of professional (P) and general service (G) staff respectively, required to perform the listed activities on an annual basis.

#### 4.1. Objective 1: Effective contribution to the future development of JI

**Table 2. Activities, projects and associated staff needs for objective 1**

Activity	P-staff months	G-staff months	Total
<b>Market and policy analysis</b>	<b>1.5</b>	<b>0.6</b>	<b>2.1</b>
- Policy analysis (weekly)	1.4	0.6	2.0
- Quarterly market and policy reports	0.1	0.0	0.1
<b>Servicing of Party-level bodies</b>	<b>3.5</b>	<b>1.5</b>	<b>5.0</b>
- CMP (JI)	1.0	0.5	1.5
- Subsidiary Bodies (JI)	2.5	1.0	3.5
<b>Servicing of regulatory body</b>	<b>0.1</b>	<b>0.0</b>	<b>0.1</b>
- Report to the CMP (JI)	0.1	0.0	0.1
<b>Projects</b>	<b>7.0</b>	<b>1.5</b>	<b>8.5</b>
*Future development of JI	3.5	0.5	4.0

Activity	P-staff months	G-staff months	Total
*Future development of the JI accreditation system	3.5	1.0	4.5

9. In addition to the routine operations in the areas of market and policy analysis, servicing the Parties and the JISC, the majority of staff effort under this objective will be dedicated to the execution of two key projects titled: Future development of JI and Future development of the JI accreditation system (see table 3).

**Table 3. Projects associated with objective 1**

Project	Project Aim	Deliverables	Estimated Timing	JISC Consideration
<b>Future development of JI</b>	To ensure a managed transition to the operation of JI in the future	Recommendations to the CMP on the transition of JI from the existing to future revised JI guidelines	Q2–Q3 2014	Yes
		Preparations for the initiation of JI operations under future revised JI guidelines	Q2–Q3 2014	Yes
<b>Future development of the JI accreditation system</b>	To make use of synergy between the JI and CDM accreditation systems	Implementation plan for the use of CDM accreditation decisions (JISC33 mandate)	Q1 2014	Yes
		Recommendations to the CMP on the future development of the accreditation systems for JI and the CDM (CMP.9 mandate)	Q1 2014	Yes

#### 4.2. Objective 2: Promotion of the mechanism

**Table 4. Activities associated with objective 2**

Activity	P-staff months	G-staff months	Total
<b>Communication and outreach</b>	1.9	1.1	3.0

Activity	P-staff months	G-staff months	Total
- Cooperating with key stakeholders to highlight the benefits of JI	1.0	0.1	1.1
- Press engagement	0.5	0.0	0.5
- Social media	0.2	0.2	0.4
- Information and promotional materials	0.2	0.1	0.3
- Website maintenance	0.0	0.5	0.5
- CDM/JI Today	0.0	0.2	0.2

10. The JI mechanism is recognized by various stakeholders for its value as a tool to incentivize and focus investment on emissions reduction projects in a capped environment. The communication and outreach efforts in the biennium will focus on cooperating with these stakeholders to better explain the benefits of JI to policymakers and potential new stakeholders.

#### 4.3. Objective 3: Maintain efficient JI operations

**Table 5. Activities and projects associated with objective 3**

Activity	P-staff months	G-staff months	Total
<b>Entity assessments</b>	<b>11.3</b>	<b>2.7</b>	<b>14.0</b>
- Calibrate assessment team leads	0.3	0.3	0.6
- Performance assessments (determination)	1.1	0.3	1.4
- Performance assessments (verification)	2	0.3	2.3
- Regular surveillance	3	0.4	3.4
- Requests for initial accreditation	0	0	0
- Requests for re-accreditation	1.4	0.1	1.5
- Spot-checks	0.5	0.1	0.6

Activity	P-staff months	G-staff months	Total
- Accreditation process	3	1.2	4.2
<b>Project assessments</b>	<b>5.2</b>	<b>1.9</b>	<b>7.1</b>
- Requests for JI determination finalization	0.4	0.1	0.5
- Requests for JI monitoring report publication	1.1	0.5	1.6
- Requests for JI PDD publication	0.6	0.2	0.8
- Requests for JI Track 1 project publication	1.1	0.5	1.6
- Requests for JI verification finalization	1.6	0.5	2.1
- Requests for review	0.4	0.1	0.5
<b>External queries</b>	<b>0.4</b>	<b>0.2</b>	<b>0.6</b>
- AIE queries	0.0	0.0	0.0
- CDM/JI info	0.4	0.2	0.6
- DFP queries	0.0	0.0	0.0
- Letters to the JISC	0.0	0.0	0.0
<b>Secretariat-organized interactions</b>	<b>0.1</b>	<b>0.1</b>	<b>0.2</b>
- DOE/AIE forums	0.1	0.1	0.2
<b>Servicing of panels/working groups</b>	<b>3.5</b>	<b>1.7</b>	<b>5.2</b>
- JI Accreditation Panel	2.0	0.8	2.8
- Roster of experts (JI)	1.5	0.9	2.4
<b>Servicing of regulatory body</b>	<b>4.0</b>	<b>4.0</b>	<b>8.0</b>

Activity	P-staff months	G-staff months	Total
- JISC (including RBC)	4.0	4.0	8.0
<b>Projects</b>	<b>6.0</b>	<b>1.0</b>	<b>7.0</b>
*Improvements of specific JI project-cycle processes	5.0	1.0	6.0
*JI Extracts (project 206)	1.0	0.0	1.0
<b>Regulatory management</b>	<b>0.9</b>	<b>0.8</b>	<b>1.7</b>
- Processing and managing official documents (JI)	0.9	0.8	1.7

11. The JISC expects around 60 Track 2 submissions in 2014 and 2015 (10 PDDs, 5 determinations, 20 monitoring reports and 20 verifications) and about 20 submissions under the Track 1 procedure. It is estimated that over 85% of these submissions will be received in 2014.
12. In addition to the routine operations some of the staff effort under this objective will be dedicated to the execution of two key projects:

**Table 6 Projects associated with objective 3**

Project	Project aim	Deliverables	Estimated timing	JISC consideration
<b>Improvements of specific JI project-cycle processes</b>	Standardizing and documenting the JI process with a view to preserving institutional memory	System for evaluating and tracking experts' work	Q2 2014	No
		Revised forms/ templates	Q2 2014	Yes
		Improved JI project cycle	Q3 2014	Yes
		Redrafted manual for JI information system workflow	Q4 2014	No
<b>JI Extracts</b>	Updating and maintaining JI-related data on the JI Insights portal.	Data extracts	Q2 2014	No

13. The secretariat effort to execute this MAP for 2014 amounts to a total of 75 staff months. This consists of 52 person months of professional staff and 23 person months of general service staff time. A summary of the staff allocations to cross-cutting activities is shown in table 7.

**Table 7. Cross-cutting activities**

Activity	P-staff months	G-staff months	Total
Finance (includes budget reporting)	0.5	1.2	1.7
Human resources (includes recruitment and staff performance management)	0.9	0.4	1.3
Information and knowledge management	1.1	1.1	2.2
Travel planning	0.5	1.2	1.7
Management (includes internal meetings, legal advice, planning and monitoring/reporting on MAP, IT services, and information and knowledge management)	3.7	2.2	5.9

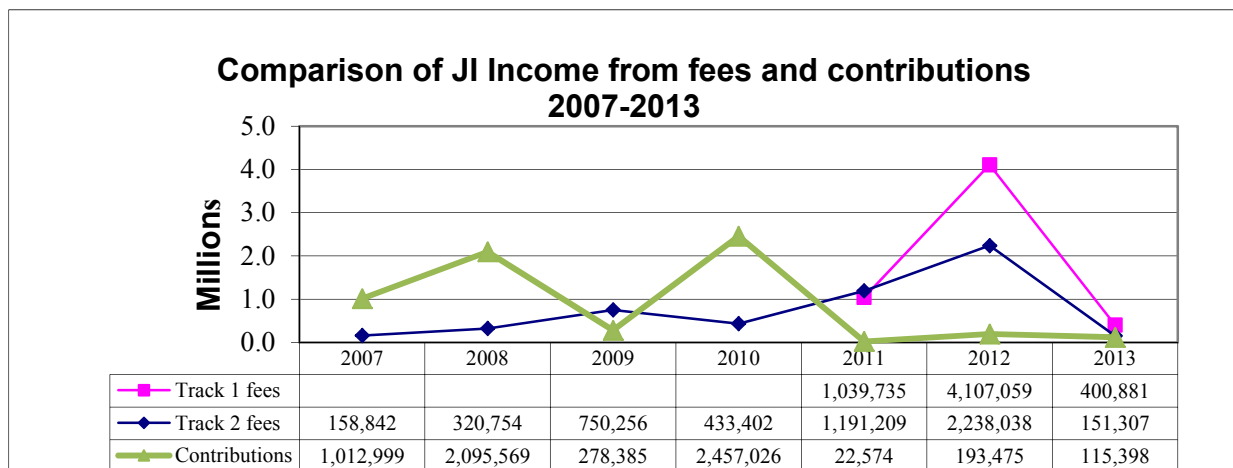
## 5. 2014–2015 programme budget

14. This chapter presents details on the 2014 and 2015 projected income from fees and a budget for the operation of the JI mechanism for the same period.

### 5.1. Income

15. The work on JI in 2014–2015 will be funded from Track 2 fees (see decision 4/CMP.6), Track 1 fees and voluntary contributions received.
16. Track 2 fees received in 2013 amounted to USD 0.35 million. An amount of USD 0.2 million was subsequently reimbursed in accordance with paragraph 34 of the report of JISC 33 (JI-JISC33, version 01.0). Track 2 fees are estimated at approximately USD 50,000 for both 2014 and 2015.
17. Track 1 fees received in 2013 amounted to USD 0.4 million and are estimated at USD 0.15 million for both 2014 and 2015.
18. Figure 1 shows the fees from Track 1 and Track 2 and the voluntary contributions provided by Parties from 2007 to 2013.

**Figure 1: Comparison of JI income from fees and contributions 2007–2013 (in USD)**



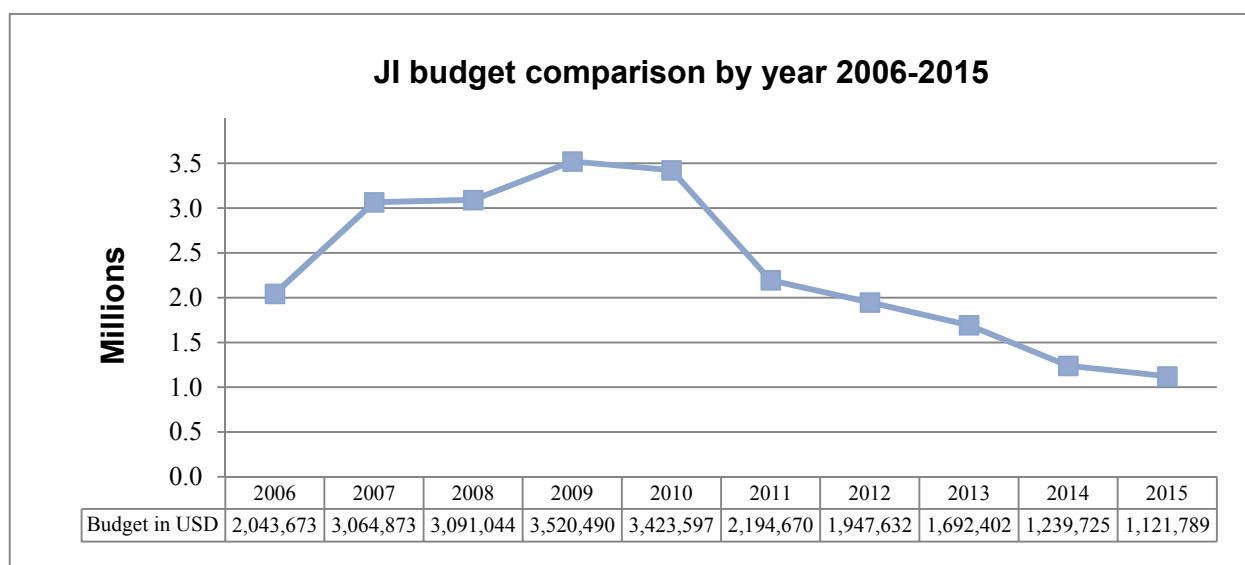
**5.2. Proposed 2014–2015 budget**

19. Table 8 highlights the proposed 2014–2015 budget by object of expenditure for the operation of JI. The principal component of the budget for 2014 and 2015 consists of human resources (64 per cent of the total).
20. The budget includes provision for two scheduled meetings of the JISC per year, to be held in Bonn, Germany, over the two-year period. In addition, two meetings of the JI accreditation panel are planned per year (one to be held on-site and the other electronically via Webex).
21. The decrease in operating expenses in 2014 compared to 2013 is due in part to a decrease in the JI contribution to the SDM IS project given that the work is being accomplished with a lower budget and a reduction in the number of JISC meetings.
22. A major reduction can be seen under the budget item expert fees between 2014 and 2015, due to the expected decrease in project submissions and accreditation work in 2015.

**Table 8. Proposed 2014–2015 budget by object of expenditure, compared against 2013 budget (in USD)**

Object of expenditure	Budget 2013	Budget 2014	Budget 2015	% variance 2014 vs 2013	% variance 2015 vs 2014
<b>Staff</b>	987,778	788,877	731,532	-20.1%	-7.3%
<b>General temporary assistance</b>	9,878	0	0	-100%	0%
<b>Consultants</b>	12,262	0	0	-100%	0%
<b>Expert fees</b>	47,436	48,096	30,496	1.4%	-36.6%
<b>Expert travel</b>	17,924	17,924	17,924	0%	0%
<b>Staff-related costs</b>	3,988	2,526	2,659	-36.7%	5.3%
<b>Travel of representatives</b>	134,433	89,622	89,622	-33.3%	0%
<b>Travel of staff</b>	11,500	11,500	11,500	0%	0%
<b>Training and skills development</b>	5,000	1,000	1,000	-80%	0%
<b>Operating expenses</b>	259,502	135,057	105,501	-48%	-21.9%
<b>Communications</b>	3,000	1,500	1,500	-50%	0%
<b>Supplies</b>	5,000	1,000	1,000	-80%	0%
<b>Total</b>	<b>1,497,701</b>	<b>1,097,102</b>	<b>992,734</b>	<b>-26.7%</b>	<b>-9.5%</b>
<b>Programme support costs 13%</b>	194,701	142,623	129,055		
<b>Grand total</b>	<b>1,692,402</b>	<b>1,239,725</b>	<b>1,121,789</b>		

**Figure 2 JI budget comparison by year 2006 to 2015**





### 5.3. Expenditure

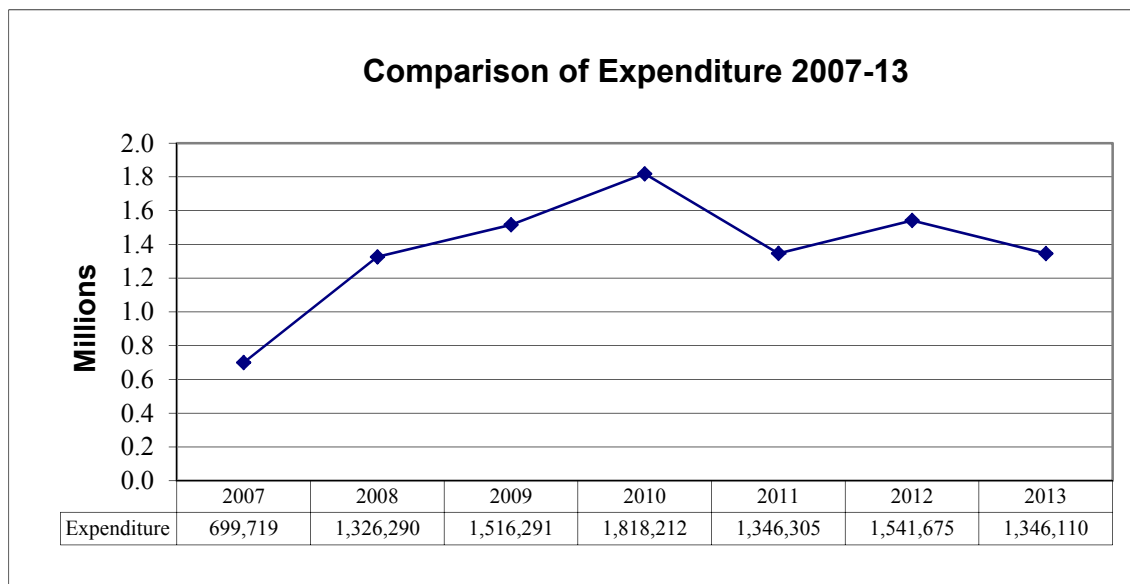
23. Table 9 below compares the actual expenditure with the budget for each object of expenditure in 2013.
24. The USD 70,022 lower variance in staff costs noted in table 9 is related to one professional staff member and one general service staff member leaving the programme in May and September 2013, respectively.
25. The negative numbers noted in table 9 under “consultants” and “expert fees” are a result of savings (resulting from adjustments in prior years’ expenditures), that were subsequently recognized during 2013. It should be noted that during 2013, approximately USD 3,000 was disbursed as consultants fees and USD 41,600 was paid in relation to experts’ fees.
26. The USD 130,598 lower variance noted in table 9 under “operating expenses” is attributable to a 7 per cent contribution from JI to support the SDM IS programme which, although budgeted, was not utilized.

**Table 9. Comparison of expenditure 2013 with budget 2013 (in USD)**

Object of expenditure	2013 budget	2013 expenditure	Variance	Expenditure vs budget %
<b>Staff</b>	987,778	917,756	70,022	92.9%
<b>General temporary assistance</b>	9,878	-	9,878	0%
<b>Consultants</b>	12,262	(429)	12,691	-3.5%
<b>Expert fees</b>	47,436	(2,058)	49,494	-4.3%
<b>Expert travel</b>	17,924	11,697	6,227	65.3%
<b>Staff-related costs</b>	3,988	7,778	-3,790	195%
<b>Travel of representatives</b>	134,433	116,141	18,291	86.4%
<b>Travel of Staff</b>	11,500	9,646	1,854	83.9%
<b>Training and skills development</b>	5,000	-	5,000	0%
<b>Operating expenses</b>	259,502	128,904	130,598	49.7%
<b>Communications</b>	3,000	1,035	1,965	34.5%
<b>Supplies</b>	5,000	777	<b>4,223</b>	15.5%
<b>Total</b>	<b>1,497,701</b>	<b>1,191,247</b>	<b>306,454</b>	<b>79.5%</b>
<b>Programme support costs 13%</b>	194,701	154,862	<b>39,839</b>	
<b>Grand total</b>	<b>1,692,402</b>	<b>1,346,110</b>	<b>346,293</b>	

27. A comparison of expenditure for the years 2007 to 2013 is shown in Figure 3. A gradual increase in total expenditure in the period from 2008 to 2010 is observed with a considerable decrease in 2011. Given the constraint in resources, and the related concerns with regard to self-financing of the mechanism, 2013 was again characterized by a reduction in activity with a corresponding concentration on “business as usual” areas.

**Figure 3 Comparison of expenditure 2007–2013 (in USD)**



**5.4. Closing remarks**

28. Table 10 provides details of the carry-over from 2012 and the income received in 2013. The subtraction of expenditure for 2013 (see figure 3) results in a carry-over of USD 8.4 million. The balance of funds available at the end of 2013 is, therefore, sufficient to cover the planned JI activities in 2014–2015.

**Table 10. Summary of fund balance for JI**

	2013 (USD)	Projection 2014 (USD)	Projection 2015 (USD)
<b>Carry over from prior year</b>	9,084,481	8,405,957	7,466,232
<b>Track 1 fees</b>	400,881	150,000	-
<b>Track 2 fees</b>	151,307	50,000	-
<b>Contributions from Parties</b>	115,398	100,000	-
<b>Total income</b>	<b>9,752,067</b>	<b>8,705,957</b>	<b>7,466,232</b>
<b>Less Expenditure</b>	1,346,110	1,239,725	1,121,789
<b>Fund balance at 31 December</b>	<b>8,405,957</b>	<b>7,466,232</b>	<b>6,344,442</b>

29. The projected 2014–2015 income from Track 1 fees amounts to USD 0.15 million and the projection for Track 2 fees is approximately USD 50,000 together with contributions from Parties of USD 0.1 million. The subtraction of the 2014–2015 budget, amounting to USD 2.36 million, and the addition of the carry over income from 2013, results in a projected surplus on 31 December 2015 of USD 6.34 million. This amount would then be available to implement JI activities in 2016 and beyond.

## 6. Human resources

30. As at 28 February 2014, there are 11 approved posts related to JI in the SDM programme. Currently, six posts are occupied by staff with fixed-term contracts and, five posts are frozen/on hold. This number includes one post in the Information Technology Services (ITS) programme and one post in the Conference Affairs Services (CAS) programme.

**Table 11. Total numbers of posts in each unit/programme (as at 28 February 2014)**

Unit	Filled		Frozen/ on hold	
	P level	G level	P level	G level
<b>Project and Entity Assessment (PEA)</b>	1	1	3	0
<b>Process Management Unit (PMU)</b>	2	1	1	0
<b>CAS</b>	0	0	0	1
<b>ITS</b>	1	0	0	0
<b>Sub-totals</b>	4	2	4	1
<b>Totals</b>	6		5	

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