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**United Nations
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**Thirtieth Meeting of the Parties to
the Montreal Protocol on Substances
that Deplete the Ozone Layer**

Quito, 5–9 November 2018

Item 3 of the provisional agenda for the preparatory segment*

**Budgets of the Trust Fund for the Montreal Protocol and
financial reports on the trust funds for the Vienna
Convention and the Montreal Protocol**

**Proposed revision to the approved budget for 2018 and
proposed budgets for 2019 and 2020 for the Trust Fund for the
Montreal Protocol on Substances that Deplete the Ozone Layer**

Addendum

Results-based budget for 2019 and 2020

Note by the Secretariat

1. In paragraph 12 of decision XXIX/24 of the Twenty-Ninth Meeting of the Parties to the Montreal Protocol on Substances that Deplete de Ozone Layer, the parties requested the Executive Secretary to prepare results-based budgets and work programmes for 2019 and 2020, presenting two budget scenarios and work programmes based on the projected needs for the biennium in (a) a zero nominal growth scenario; and (b) a scenario based on further recommended adjustments to the first scenario and the added costs or savings related to them. Hereinafter, the latter is referred to as the proposed budgets.

2. The present note sets out a results-based presentation of the budget and work programmes for 2019 and 2020. This results-based budgeting analysis has been presented for the approved and proposed revised budgets for 2018, which have been used as a basis for the results-based budget presentation for the subsequent two years. The note is structured as follows: section A provides the background, purpose and structure of the present note, the information necessary to assess the proposed results framework and budget, and the analytical and policy foundations for the results-based presentation; section B provides the objectives, indicators and risks, along with the financial resources required, and sets out the results-based formulation, including objectives, expected accomplishments and indicators, resource assumptions, and the risks, constraints and dependencies associated with achieving the objectives; section C provides an analysis of the results-based budget scenarios, as proposed and under a zero nominal growth assumption, and their potential impact on contributions; and section D presents concluding comments and observations regarding the potential usefulness of

* UNEP/OzL.Pro.30/1.

the results-based budgeting presentation and the possible implications of a zero nominal growth policy for the Secretariat.

A. Background, purpose and structure of the present note

1. Legislative and financial mandate of the Secretariat

3. By its decision VCI/8, the Conference of the Parties to the Vienna Convention for the Protection of the Ozone Layer designated the United Nations Environment Programme (UNEP) as the Secretariat of the Convention. Consistent with the acceptance of UNEP to serve as the Secretariat for the Vienna Convention and its Montreal Protocol, the Secretariat for the Vienna Convention and its Montreal Protocol (the Ozone Secretariat) is a distinctive office within UNEP that operates according to the mandate bestowed upon it by the two treaties.

4. The authority of the Secretariat is derived from the relevant articles of the Vienna Convention and the Montreal Protocol, as amended and adjusted, and the decisions of the governing bodies of the treaties, specifically the Conference of the Parties to the Vienna Convention and the Meeting of the Parties to the Montreal Protocol. The Conference of the Parties and the Meeting of the Parties have overall authority to set the policy and continuously review the implementation of the Vienna Convention, the Montreal Protocol and any decisions of the Conference of the Parties and the Meeting of the Parties.

5. The Executive Secretary of the Ozone Secretariat acts in accordance with the authority delegated to her by the Executive Director of UNEP on 1 November 2016 under the delegation of authority policy and framework for the management and administration of multilateral environmental agreement secretariats.

6. With regard to the budgetary and financial arrangements of the Secretariat, by its decision VCI/9, the Conference of the Parties to the Vienna Convention established a United Nations Trust Fund for the Vienna Convention to finance expenditures approved by the parties. A similar trust fund for the Montreal Protocol was established by the Meeting of the Parties by its decision I/14 to finance expenditures approved by the parties.

7. Financial, administrative and recruitment activities are undertaken in accordance with the administrative and financial rules and regulations of the United Nations and the United Nations intergovernmental bodies, including the General Assembly and the Economic and Social Council, the directives of the Secretary-General and the directives of UNEP as called for by its Executive Director.

2. Defining a results framework for the Secretariat

8. The Vienna Convention and its Montreal Protocol are the first global environmental treaties to achieve universal ratification in 2009, now ratified by 197 parties. Together, they have established a successful ozone protection regime, with sound scientific knowledge serving as the basis for appropriate policies and action under the Convention and the Protocol.

9. The logical starting point for a results framework for the Secretariat are the objectives of the Vienna Convention and the Montreal Protocol. The goal of the Vienna Convention is set out in the preamble to the Convention, where it is stated that the parties to the Convention are “[d]etermined to protect human health and environment against adverse effects resulting from modifications of the ozone layer”. The Montreal Protocol follows in its preamble that its parties are “[d]etermined to protect the ozone layer by taking precautionary measures to control equitably total global emissions of substances that deplete it, with the ultimate objective of their elimination on the basis of developments in scientific knowledge, taking into account technical and economic considerations and bearing in mind the developmental needs of developing countries”.

10. The role of the Ozone Secretariat is to help the parties to achieve the objectives of the two treaties through the effective implementation of the treaties and their provisions as amended by the parties over the years. The Secretariat discharges the functions specified in Article 7 of the Vienna Convention and Article 12 of the Montreal Protocol.¹ In addition to the specific duties defined in the treaties themselves, the Secretariat must respond to specific decisions of the respective parties arising from their periodic meetings.

¹ See the annex to the present note for the text of the relevant articles of the Vienna Convention and Montreal Protocol referring to the functions of the Secretariat.

11. As a result, the results framework proposed in the present note has a clear foundation in the basic texts of the Vienna Convention and the Montreal Protocol, as shown in the table below and the decisions of the parties:

Definition of the Secretariat role	Proposed objective
Vienna Convention Article 7 (a) Montreal Protocol Article 12 (a)	Objective 1: organize the financing and logistics for the meetings under the Vienna Convention and Montreal Protocol
Vienna Convention Article 7 (b), (d), (f) Montreal Protocol, Article 12 (c)	Objective 2: provide substantive support to the discussions of the parties in their various meetings and to scientists/experts in the assessment panels and their subsidiary bodies
Vienna Convention Article 7 (c) Montreal Protocol, Article 12 (e), (f)	Objective 3: prepare for the entry into force and support the implementation of the Kigali Amendment to the Montreal Protocol
Vienna Convention Article 7 (b) Montreal Protocol, Article 12 (c)	Objective 4: manage data and information submitted by parties and monitor parties' compliance
Decisions of the parties	Objective 5: implement strategic communication activities and a global campaign to commemorate the annual International Ozone Day (16 September)
Vienna Convention Article 7 (a), (e) Montreal Protocol, Article 12 (d)	Objective 6: ensure cooperation with other multilateral environmental agreements and international programmes as appropriate

12. In addition to the objectives shown above, the Secretariat operates with an important imperative to manage and administer the human and financial resources entrusted to it. This priority is not specifically mentioned in the results framework proposed above but instead is assumed to be present throughout the work programmes of the Secretariat. This includes, for example, ensuring that staff and consultants are recruited effectively, performance of each staff member is monitored, "value for money" criteria are applied to all expenditures, and all transactions are recorded and monitored against the budget.

3. Formulating a results-based presentation format

13. The Secretariat operates within the broad administrative policies of UNEP, which provides its governing body with a results-based budget. The UNEP budget presentation complies with best practices and should be familiar to many of the Secretariat's constituents. Therefore, the starting point for the Secretariat's results-based budget presentation is that of UNEP.

14. Therefore, the format for the Secretariat's results framework that is set out in section B is a structured table comprising: (a) a statement of the objective; (b) a series of expected achievements, with proposed indicators and target dates for each expected achievement; and (c) additional narrative on risks, constraints and dependencies. This is followed by a table presenting the level of staff and non-staff resources that are proposed for the objective, where practical in terms of expected achievement.

15. The resource requirements for each objective include those provided from both the trust funds of the Vienna Convention and the Montreal Protocol and the programme support cost resources made available to the Secretariat. It is a basic premise of results-based budgeting that all significant sources of funds are included so that, for example, the relationship between inputs provided and results achieved can be assessed in a meaningful and transparent manner. This is consistent with the financial management principle of fungibility, which means that the resources are effectively pooled for expenditure by the Secretariat in order to meet the objectives and expected accomplishments.

B. Objectives, indicators and risks

16. The results frameworks and estimated resources for the Secretariat's six proposed objectives are presented in tables 1 to 12 below.

Table 1

Objective 1: Organize the finance and logistics of the meetings under the Vienna Convention and Montreal Protocol

- *Implementation Committee meetings;*
- *Meetings of the Open-ended Working Group of the Parties to the Montreal Protocol;*
- *Meetings of the Conference of the Parties to the Vienna Convention every three years and of the parties to the Montreal Protocol every year;*
- *Bureau Meetings of the Vienna Convention and the Montreal Protocol;*
- *Ad hoc and informal meetings and workshops as and when requested by the parties;*
- *Meetings of the assessment panels and their subsidiary bodies (technical options committees and task forces)*
- *Meetings of the Ozone Research Managers every three years*
- *Meetings of the Advisory Committee under the Vienna Convention Trust Fund for Observation and Research*

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>	<i>Target dates</i>
1.1 All logistical arrangements, including staffing, material and equipment needs of the meetings, are coordinated and put in place.	High-quality and timely organization and logistical arrangements of meetings are within budget allocations, and parties are satisfied.	Benchmark dates associated with meeting dates.
1.2 All meeting documents are issued in a timely manner, in the six official languages and following the relevant rules of the United Nations.	Documents are issued in a timely manner.	
1.3 Travel and daily subsistence allowance arrangements for participants from developing countries and countries with economies in transition to attend the meetings are facilitated based on the relevant United Nations rules, and carbon footprint neutrality is achieved for travel of participants to meetings.	Good travel and daily subsistence allowance arrangements made for funded participants with regional balance and timeliness of nominations and appointments and carbon credits are purchased to offset the carbon footprint associated with travel of participants to meetings.	
1.4 Assessment panels and technical options committees are assisted in organizing their meetings and logistical and financial support is provided as necessary.	Assessment panels and committees find assistance helpful and high-quality logistical support is provided.	
<i>Risks, constraints and dependencies</i>		
Compliance with the financial regulations and rules of the United Nations (ST/SGB/2013/4) and Administrative Instruction on Official Travel (ST/AI/2013/3).		

Table 2
Financial resources required for objective 1

	<i>Approved 2018</i>			<i>Revised 2018</i>			<i>2019 zero nominal growth</i>	<i>Proposed 2019</i>	<i>2020 zero nominal growth</i>	<i>Proposed 2020</i>
	Staff	Non-staff	Total	Staff	Non-staff	Total	Total	Total	Total	Total
Expected accomplishments for objective 1										
1.1 All logistical arrangements, including staffing, material and equipment needs of the meetings, are coordinated and put in place.	249 098	1 511 624	1 760 722	244 598	1 132 316	1 376 914	1 432 215	1 448 341	1 475 044	1 522 623
1.2 All meeting documents are issued in a timely manner, in the six official languages and following the relevant rules of the United Nations.	126 684	21 234	147 918	126 684	82 028	208 712	218 406	219 539	229 078	230 799
1.3 Travel and daily subsistence allowance arrangements for participants from developing countries and countries with economies in transition to attend the meetings are facilitated based on the relevant United Nations rules.	179 806	859 434	1 039 240	179 806	859 700	1 039 506	1 092 297	1 093 430	1 147 788	1 149 509
1.4 Assessment panels and technical options committees are assisted in organizing their meetings and logistical and financial support is provided as necessary.	148 322	484 434	632 756	148 322	484 700	633 022	649 727	665 860	683 289	700 010
Totals for objective 1 (all funding sources)	703 910	2 876 726	3 580 636	699 410	2 558 744	3 258 154	3 392 645	3 427 170	3 535 199	3 602 940

Table 3

Objective 2: Provide substantive support to the discussions of the parties in their various meetings and to scientists/experts in the assessment panels and their subsidiary bodies

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>	<i>Target dates</i>
2.1 Standard accomplishments related to meetings:		
(a) <i>Documents for all the meetings are drafted and finalized in a timely manner;</i>	High-quality documents are issued.	Six weeks on average before the start of the meetings concerned.
(b) <i>Decisions and recommendations of the parties on all issues are implemented, monitored and ensured;</i>	Decisions are implemented by the parties, Secretariat and other stakeholders in a timely and effective manner.	Throughout the years.
(c) <i>Co-Chairs and Presidents are provided with high-quality and accurate advice on procedures and substantive matters in conducting their meetings;</i>	Meetings are conducted smoothly and with clarity on issues, options and way forward.	Duration of the meetings.
(d) <i>Assessment panels and their subsidiary bodies are supported by the Secretariat, which will serve as a conduit between the panels and the parties to ensure clear communication and understanding;</i>	The assessment panels and their subsidiary bodies complete all tasks in accordance with the request of the parties and the key findings are communicated clearly.	Six weeks on average before the Open-ended Working Group meetings and the meetings of the parties.
(e) <i>Opportunities and emerging issues are considered by the parties;</i>	Parties address important opportunities and emerging issues.	Throughout the years.
(f) <i>As and when needed, parties are assisted in reaching consensus on issues through informal consultations, appropriate advice and presentation of options and associated analyses.</i>	Parties reach consensus and take informed decisions.	As needs arise.
2.2 Standard accomplishments related specifically to Vienna Convention meetings:		
(a) <i>The Vienna Convention Trust Fund for Observation and Research managed and activities carried out with the Advisory Committee and the World Meteorological Organization;</i>	Decisions are taken on funding of projects by the Trust Fund and projects implemented.	Throughout the years.
(b) <i>The meetings and activities of the Advisory Committee under the Vienna Convention are supported by the Secretariat.</i>	Project proposals are reviewed and fundraising strategies are implemented.	Throughout the years.
2.3 Specific accomplishments emanating from specific decisions of the parties:		
(a) <i>Workshop on energy efficiency opportunities while phasing down hydrofluorocarbons in 2018 (decision XXIX/10) is well organized with a well-designed, high-quality programme, good resource persons and informative background documents;</i>	Design and content of the workshop are high-quality; parties are well informed of the issue of energy efficiency; parties hold lively discussions.	Workshop dates of 9–10 July 2018.
(b) <i>Tabular overview of safety standards (decision XXIX/11) produced for review by the parties.</i>	High-quality first draft is reviewed by the parties and feedback is received to further work on it.	June 2018.
<i>Risks, constraints and dependencies</i>		
Work is dependent on the decisions, recommendations and requests of the parties.		

Table 4
Financial resources required for objective 2

Expected accomplishments for objective 2	<i>Approved 2018</i>			<i>Revised 2018</i>			<i>2019 zero nominal growth</i>	<i>Proposed 2019</i>	<i>2020 zero nominal growth</i>	<i>Proposed 2020</i>
	Staff	Non-staff	Total	Staff	Non-staff	Total	Total	Total	Total	Total
2.1 Standard accomplishments related to meetings	295 225	80 077	375 302	286 225	80 343	366 568				
2.2 Standard accomplishments related specifically to Vienna Convention meetings	55 411	24 534	79 945	55 411	24 800	80 211				
2.3 Specific accomplishments emanating from specific decisions of the parties	126 292	163 284	289 576	124 042	163 550	287 592				
Totals for objective 2 (all funding sources)	476 928	267 895	744 823	465 678	268 693	734 371	769 067	772 466	806 921	812 084

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Table 5

Objective 3: Prepare for the entry into force and support the implementation of the Kigali Amendment to the Montreal Protocol

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>	<i>Target dates</i>
3.1 Ratification and preparation for implementation of the Kigali Amendment:		
(a) <i>Parties assisted on the ratification of the Kigali Amendment, including with relevant documents, advice and visits when needed, and the ratification status is monitored closely;</i>	The parties are well informed of ratification and implementation; ratification by many parties; no unanswered questions of the parties on ratification and implementation.	Throughout the years until as many countries as possible have ratified.
(b) <i>Work on the Kigali Amendment text and its ratification are coordinated with the United Nations treaty depositary and any relevant issues that arise are addressed (e.g. corrections necessary on the final texts of the Amendment);</i>	Any corrections to the Kigali Amendment are addressed quickly; revisions are issued when needed; ratification issues are addressed by the depositary effectively when needed.	Throughout the years.
(c) <i>Support is given to parties in the operationalization and implementation of the Kigali Amendment provisions (the operational plan and calendar were set out in UNEP/OzL.Pro.WG.1/39/INF/1 (2017)), including:</i>		
(i) <i>New data reporting forms are available for use by the parties;</i>	New data reporting forms are adopted and disseminated.	November 2018.
(ii) <i>A tool for online data reporting is developed;</i>	Updated database is running effectively. Online reporting tool is developed.	First trimester of 2019.
(iii) <i>Updated database is available for the Secretariat to record data submitted by parties;</i>		
(iv) <i>Various sections of the Secretariat's website are updated with Kigali Amendment information.</i>	The updated website and handbook are available with all necessary information for the parties.	July 2018.
3.2 Cooperation with other United Nations and non-United Nations entities for the implementation of the Kigali Amendment		
(a) <i>The Secretariat is engaged with the Multilateral Fund Secretariat, the implementing agencies and the Executive Committee of the Multilateral Fund on actions arising from the Kigali Amendment and related decisions (e.g. decision XXVIII/2) to ensure their reporting of progress to the parties;</i>	Progress is made on decision XXVIII/2; results are communicated to the parties; and parties give their input.	November 2018.
(b) <i>The Secretariat is engaged with the United Nations, other international organizations and other stakeholders on the implementation of the Kigali Amendment and related decisions of the parties (e.g. on energy efficiency, safety standards and harmonized systems codes).</i>	Good coordination, coherence and working relationship with the treaty depositary, the Multilateral Fund and its entities and other stakeholders in the ratification and implementation of the Kigali Amendment.	Throughout the years.
Risks, constraints and dependencies		
The ratification process is dependent on national requirements, procedures and circumstances. The adoption of new data reporting forms is subject to decision by the parties.		

Table 6
Financial resources required for objective 3

	<i>Approved 2018</i>			<i>Revised 2018</i>			<i>2019 zero nominal growth</i>	<i>Proposed 2019</i>	<i>2020 zero nominal growth</i>	<i>Proposed 2020</i>
	Staff	Non-Staff	Total	Staff	Non-Staff	Total	Total	Total	Total	Total
Expected accomplishments for objective 3										
3.1 Ratification and preparation for implementation of the Kigali Amendment	125 821	19 434	145 255	119 071	19 700	138 771	144 836	145 970	151 735	153 456
3.2 Cooperation with other United Nations and non-United Nations entities for the implementation of the Kigali Amendment	104 495	14 434	118 929	99 995	14 700	114 695	119 512	120 645	125 111	126 832
Totals for objective 3 (all funding sources)	230 316	33 868	264 184	219 066	34 400	253 466	264 348	266 615	276 846	280 288

Table 7

Objective 4: Manage data and information submitted by parties and monitor parties' compliance

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>	<i>Target dates</i>
4.1 Article 7 and other data and information reporting		
(a) <i>Article 7 data on production and consumption of controlled substances are received from the parties and managed including the following:</i>		Throughout the years.
(i) <i>Data are recorded accurately in the database;</i>	Article 7 data are received on time and managed well.	
(ii) <i>Database is constantly updated and maintained;</i>	Recording of data received is timely and accurate.	
(iii) <i>Any discrepancies/errors in the submissions are identified and resolved with the parties concerned;</i>	Database is accurate and up-to-date.	
(iv) <i>Analyses are carried out and cases of non-compliance with the relevant reduction and phase-out schedules are identified;</i>	Cases of non-compliance are identified.	
(v) <i>Reports on data for the parties and the Implementation Committee are drafted and finalized in a timely manner.</i>	Good-quality reports on data are issued in a timely manner.	
(b) <i>Various data and information submitted by the parties as required by the Protocol and decisions of the parties (e.g. on essential and critical uses and associated accounting frameworks, data and information on stocks; feedstocks; process agent uses; lab and analytical uses; and quarantine and pre-shipment uses) are received from the parties and managed by the Secretariat.</i>	Information and data are correct, accurate and timely; database is up-to-date and other records of the Secretariat reflect all data and information reported by the parties.	Throughout the years.
4.2 New online data reporting tool and support		
(a) <i>New online data reporting tool for parties to report Article 7 data developed and launched (cross-referenced with objective 3); data analysed based on the new tool;</i>	Effective and efficient online data reporting tool is developed, launched and used by the parties to their satisfaction.	First trimester of 2019.
(b) <i>Parties are provided support on the new tool as needed to ensure a seamless transition from manual reporting to online reporting.</i>	Parties use the new data forms with ease.	After the first trimester of 2019 and throughout 2019.
4.3 Non-compliance procedure and Implementation Committee		
(a) <i>Potential cases of non-compliance by the parties are investigated and reports, including options and recommendations on the way forward, are prepared for consideration by the Implementation Committee;</i>	Cases of non-compliance are analysed and reported; high-quality documents for the Implementation Committee are submitted; and the Committee takes informed decisions on its recommendations for action.	Throughout the years.
(b) <i>The President of the Implementation Committee is provided with high-quality substantive advice and support in conducting meetings.</i>	Meeting is conducted smoothly and successfully by the President, with good outcomes.	Implementation Committee meetings.
Risks, constraints and dependencies		
To be implemented in accordance with the non-compliance procedure of the Montreal Protocol.		

Table 8
Financial resources required for objective 4

	<i>Approved 2018</i>			<i>Revised 2018</i>			<i>2019 zero nominal growth</i>	<i>Proposed 2019</i>	<i>2020 zero nominal growth</i>	<i>Proposed 2020</i>
	Staff	Non-staff	Total	Staff	Non-staff	Total	Total	Total	Total	Total
Expected accomplishments for objective 4										
4.1 Article 7 and other data and information reporting	137 430	14 434	151 864	128 430	14 700	143 130				
4.2 New online data reporting tool and support	107 521	38 132	145 653	98 521	150 898	249 419				
4.3 Non-compliance procedure and Implementation Committee	125 610	14 434	140 044	107 610	14 700	122 310				
Totals for objective 4 (all funding sources)	370 561	67 000	437 561	334 561	180 298	514 859	538 169	541 568	564 180	569 343

Table 9

Objective 5: Implement strategic communication activities and a global campaign to commemorate the annual International Ozone Day (16 September)

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>	<i>Target dates</i>
5.1 Website, country profiles and corporate identity:		
(a) <i>A new Secretariat website that better supports the parties and other stakeholders and strengthens the Secretariat's image and impact is launched;</i>	Modern, informative, interactive and user-friendly website (including country profiles and meetings portal) is in existence and used by all stakeholders, which provide positive feedback.	July 2018.
(b) <i>Online country profiles are launched within the new website that encompass key information on each party's implementation of the Montreal Protocol and the Vienna Convention;</i>	New, informative country profiles are in existence and used by stakeholders, who provide positive feedback.	July 2018.
(c) <i>A corporate identity is designed and disseminated.</i>	Corporate identity is available and used by the Secretariat and stakeholders as appropriate.	2019.
5.2 Public awareness, communication and reporting:		
(a) <i>Communication campaign is designed and implemented to promote awareness of ozone protection, including through commemorative activities with parties on International Ozone Day;</i>	Public information, materials and messages are disseminated, including through social media; public awareness of the issues is raised; and International Ozone Day is celebrated in many countries.	September 2018, 2019, 2020.
(b) <i>The United Nations Environment Programme's Goodwill and Regional Ambassadors to promote the Montreal Protocol (including the Kigali Amendment and its ratification) are mobilized;</i>	Messaging done by the Goodwill/Regional Ambassadors; and public awareness and knowledge about the protection of the ozone layer is heightened.	Throughout the years.
(c) <i>The website and information contained therein (e.g. science, environmental effects, technologies and economics, policies and decisions adopted by the parties, progress and history) is updated and maintained;</i>	Latest information on all aspects of ozone layer depletion and protection is available and easily accessed.	Throughout the years.
(d) <i>Reporting by the International Institute for Sustainable Development on the meetings of the Vienna Convention and Montreal Protocol is accurate and relevant.</i>	Information on proceedings at meetings is disseminated in a timely and accurate manner.	July 2018 and November 2018.
5.3 Updated editions of the Montreal Protocol Handbook and the Vienna Convention Handbook are issued to include all decisions to date.	Updated handbooks are available and users provide positive feedback.	July 2018.
Risks, constraints and dependencies		
Dependent on additional resources to develop the website and online reporting tool.		

Table 10
Financial resources required for objective 5

	<i>Approved 2018</i>			<i>Revised 2018</i>			<i>2019 zero nominal growth</i>	<i>Proposed 2019</i>	<i>2020 zero nominal growth</i>	<i>Proposed 2020</i>
	Staff	Non-staff	Total	Staff	Non-staff	Total	Total	Total	Total	Total
Expected accomplishments for objective 5										
5.1 Website, country profiles and corporate identity	193 958	89 534	283 492	175 958	64 800	240 758				
5.2 Promotional campaign	88 618	29 434	118 052	86 368	159 700	246 068				
5.3 Updated editions of the Montreal Protocol Handbook and the Vienna Convention Handbook issued online and in print version, to include all decisions to date.	89 938	24 204	114 142	71 938	24 470	96 408				
Totals for objective 5 (all funding sources)	372 514	143 172	515 686	334 264	248 970	583 234	585 090	613 489	574 790	644 953

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Table 11

Objective 6: Ensure cooperation with other multilateral environmental agreements and international programmes as appropriate

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>	<i>Target dates</i>
6.1 Cooperation with the United Nations and other multilateral environmental agreements:		
(a) <i>The Secretariat is engaged with the United Nations Environment Programme and its divisions and subprogrammes to strengthen cooperation to ensure effective delivery and synergies;</i>	Potential areas of synergies and modalities of cooperation in those areas are identified and used to strengthen cooperation and enhance synergies.	Throughout the years.
(b) <i>The Secretariat is engaged with other multilateral environmental agreements and international programmes (e.g. the United Nations Framework Convention on Climate Change, the Convention on Biological Diversity, the International Plant Protection Convention, the International Civil Aviation Organization, the Strategic Approach to International Chemicals Management, the Green Customs Initiative and Sustainable Energy for All) to identify issues of common interest and strengthen cooperation to enhance synergies;</i>	Issues of common interest are identified; cooperation is strengthened; useful inputs are provided towards relevant activities of other bodies; and synergies are enhanced where possible.	Throughout the years.
(c) <i>The Secretariat participates in the various activities related to the Sustainable Development Goals where appropriate, including preparing the reports of the Presidents of the Montreal Protocol and Vienna Convention to the high-level political forum on sustainable development.</i>	Montreal Protocol and Vienna Convention inputs are provided to the Sustainable Development Goals process; and visibility and understanding of the treaties' contributions towards the Sustainable Development Goals are increased.	Throughout the years.
6.2 Missions:		
(a) <i>The Secretariat participates in the meetings of the Executive Committee of the Multilateral Fund and supports their work as appropriate;</i>	Support is provided to the work of the Executive Committee as appropriate and the work of the Committee is followed.	Meetings of the Executive Committee.
(b) <i>The Secretariat participates in and assists the regional networks and meetings of Ozone Officers under the Compliance Assistance Programme of the United Nations Environment Programme;</i>	The Compliance Assistance Programme finds the support of the Secretariat useful.	Meetings of the ozone networks.
(c) <i>The Secretariat represents the Vienna Convention and the Montreal Protocol in international forums (e.g. Council of the Global Environment Facility, United Nations Environment Assembly and Cooling for All).</i>	Inputs from the Vienna Convention and Montreal Protocol are made to the various forums as needed; visibility is increased; relationships and cooperation are enhanced, leading to enhanced synergies and results.	As needed.
<i>Risks, constraints and dependencies</i>		
Cooperation with other multilateral environmental agreements and international programmes is dependent on areas and activities of common interest on which to establish cooperation, and on the willingness of the relevant multilateral environmental agreements and international programmes to cooperate.		
Good planning and preparation for each mission is important in ensuring that added-value is provided, messages are communicated effectively and the interests of the Vienna Convention and the Montreal Protocol are represented accurately taking into consideration political sensitivities.		

Table 12
Financial resources required for objective 6

	<i>Approved 2018</i>			<i>Revised 2018</i>			<i>2019 zero nominal growth</i>	<i>Proposed 2019</i>	<i>2020 zero nominal growth</i>	<i>Proposed 2020</i>
	Staff	Non-staff	Total	Staff	Non-staff	Total	Total	Total	Total	Total
Expected accomplishments for objective 6										
6.1 Cooperation with the United Nations and other multilateral environmental agreements	135 887	65 716	201 603	130 262	65 982	196 244	205 291	206 424	215 290	217 011
6.2 Representational missions	140 610	115 691	256 301	134 985	115 957	250 942	262 827	263 960	275 776	277 497
Totals for objective 6 (all funding sources)	276 497	181 407	457 904	265 247	181 939	447 186	468 118	470 384	491 066	494 508

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C. Analysis of the results-based scenarios

1. Summary of budget by objective

17. The table below summarizes the budgets for each objective presented in section B, including the proposed and zero nominal growth assumptions for 2019 and 2020.

Table 13
Summary of budget by objectives

Objective	Approved 2018			Revised 2018			2019 zero nominal growth	Proposed 2019	2020 zero nominal growth	Proposed 2020
	Staff	Non-staff	Total	Staff	Non-staff	Total	Total	Total	Total	Total
1. Organize the finance and logistics of the meetings under the Vienna Convention and Montreal Protocol	703 910	2 876 726	3 580 636	699 410	2 558 744	3 258 154	3 392 645	3 427 170	3 535 199	3 602 940
2. Provide substantive support to the discussions of the parties in their various meetings and to scientists and experts in the assessment panels and their subsidiary bodies	476 928	267 895	744 823	465 678	268 693	734 371	769 067	772 466	806 921	812 084
3. Prepare for the entry into force and support the implementation of the Kigali Amendment to the Montreal Protocol	230 316	33 868	264 184	219 066	34 400	253 466	264 348	266 615	276 846	280 288
4. Manage data and information submitted by parties and monitor the compliance of parties	370 561	67 000	437 561	334 561	180 298	514 859	538 169	541 568	564 180	569 343
5. Implement strategic communication activities and a global campaign to commemorate the annual International Ozone Day (16 September)	372 514	143 172	515 686	334 264	248 970	583 234	585 090	613 489	574 790	644 953
6. Ensure cooperation with other multilateral environmental agreements and international programmes as appropriate	276 497	181 407	457 904	265 247	181 939	447 186	468 118	470 384	491 066	494 508
Grand total	2 430 727	3 570 068	6 000 795	2 318 227	3 473 044	5 791 271	6 017 437	6 091 692	6 249 002	6 404 117

18. In the three years, objectives 1 and 2 absorb the greatest proportion of the overall budgets, averaging over 70 per cent of total resources. The work programmes of the remaining objectives, while having much lower overall resource requirements, have a much higher involvement of Secretariat staff time.

2. Assumptions and analysis of the zero nominal growth scenario

19. The definition of zero nominal growth for 2019 and 2020 is summarized in the assumptions and calculations that follow.

20. As a first principle, the baseline for a zero nominal growth scenario for both 2019 and 2020 is the most recent approved budgets for the respective trust funds.

21. The budgetary contribution from the Trust Fund for the Vienna Convention for 2018, 2019 and 2020 was agreed by the Conference of the Parties to the Vienna Convention at its eleventh meeting, held in Montreal, Canada, in 2017 (see table 14). The amounts are incorporated in the results-based budgeting for approved and revised budgets for 2018, and for both zero nominal growth and proposed budgets for 2019 and 2020.

Table 14

Contribution to the Trust Fund for the Vienna Convention

<i>Trust Fund for the Vienna Convention</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>
Available for expenditure	697 493	708 833	1 211 398
Programme support costs	90 674	92 148	157 612
Total proposed contribution	788 167	800 981	1 370 010

22. The budgetary contribution from the Trust Fund for the Montreal Protocol for 2019 is kept at the same level as the 2018 approved budget and reduced in 2020 by \$307,360, which is the amount budgeted under the Vienna Convention as the contribution from the Trust Fund for the Vienna Convention towards the combined meeting of the Conference of the Parties to the Vienna Convention and the Meeting of the Parties to the Montreal Protocol.

Table 15

Contribution to the Trust Fund for the Montreal Protocol

<i>Trust Fund for the Montreal Protocol</i>	<i>Approved 2018</i>	<i>Zero nominal growth 2019</i>	<i>Proposed 2019</i>	<i>Zero nominal growth 2020</i>	<i>Proposed 2020</i>
Available for expenditure	4 908 604	4 908 604	4 982 859	4 636 603	4 791 718
Programme support costs	638 118	638 118	647 772	602 759	622 923
Total proposed contribution	5 546 722	5 546 722	5 630 630	5 239 362	5 414 641

23. The amounts available to the Secretariat from programme support costs cannot be calculated with precision, since (1) the amount in any given year is based on the previous year's expenditures and (2) the amount retained by the United Nations Environment Programme for central administrative functions is approximately 33 per cent but varies from year to year. The programme support costs contribution available to the Secretariat is approximately 67 per cent and has been estimated at \$400,000 for each year for the purpose of the results-based budgeting.

24. In summary, the total available resources under the zero nominal growth and proposed budget assumptions are set out in table 16:

Table 16

Assumed total available budgets for 2019 and 2020

<i>Source of funds</i>	<i>Zero nominal growth 2019</i>	<i>Proposed 2019</i>	<i>Zero nominal growth 2020</i>	<i>Proposed 2020</i>
Trust Fund for the Vienna Convention	708 833	708 833	1 212 398	1 212 398
Trust Fund for the Montreal Protocol	4 908 604	4 982 859	4 636 603	4 791 718
Programme support costs	400 000	400 000	400 000	400 000
Total available budget	6 017 437	6 091 692	6 249 001	6 404 116

25. Those totals were adopted as targets in the development of the zero nominal growth budget and work programme proposals reflected above in the results frameworks and resource requirement tables (tables 1–12) and analysed in section C.

3. Impact of a zero nominal growth scenario on proposed budgets for 2019 and 2020

26. The proposed budgets, in a results-based format, represent estimates of the resources required to achieve the defined objectives and expected accomplishments. From the proposed budgets, reductions need to be made to achieve zero nominal growth budgets, and for clarity those reductions are defined in terms of the traditional budget lines within the affected objective.

27. It should also be noted that both the proposed and zero nominal growth scenarios include any staff cost increases in accordance with United Nations rules. In the case of the zero nominal growth scenario, however, those staff cost increases require equivalent amounts of reductions from other budget areas.

28. The overall difference in direct cost between the 2019 zero nominal growth and the proposed 2019 budget is \$74,255. In order to achieve zero nominal growth, the following areas of service were reduced from the budget presented by the Secretariat in 2017 and noted by the parties under decision XXIX/24:

(a) *Staff travel in preparation for meetings (\$15,000)*. Reductions in the budget area might affect primarily expected achievement 1.1, on the logistical arrangement of meetings, in particular the capacity to conduct exploratory missions to assess proposed meeting venues; for example, in cases where a meeting is not being held in a United Nations venue, the Secretariat may schedule one or two exploratory missions; with reduced resources available, this may become problematic;

(b) *Communication cost of Article 5 assessment panel members and organizational cost of assessment panel meetings (\$15,000)*. This reduction affects expected achievement 1.4, on meetings and logistical support to assessment panels, although since 2019 is not an assessment year, the impact would be limited;

(c) *Public awareness and communication (\$25,000)*. Reductions in this budget area would affect expected achievement 5.1, on the website and corporate identity. The deliverables under the communication campaign for 2019, the printing of the Handbook for the Vienna Convention, the maintenance of the new website, the migration of the website to Drupal 8 and any other maintenance and improvement to the online reporting tool could be affected;

(d) *Operational costs (\$10,000 from expendable equipment and \$9,255 from operation and maintenance of equipment for a total of \$19,255)*. This reduction has been achieved by reducing all 17 expected achievements equally, in the amount of \$1,133 each. The impact will be more significant on objectives 3–6, which have a lower total non-staff budget.

29. The overall difference in direct cost between the 2020 zero nominal growth and the proposed budgets is \$155,114. To achieve zero nominal growth, the following budget lines were reduced from the proposed budget:

(a) *Meeting organizational cost for the joint 12th meeting of the Conference of the Parties and 32nd Meeting of the Parties (\$30,860)*. Expected achievement 1.1, on the logistical arrangement of meetings, is affected. If the meeting is hosted by a party then this reduction may not be an issue; however, in the event that the meeting is not hosted, this could create logistical challenges;

(b) *Staff travel in preparation for meetings (\$15,000)*. As in 2019, this budget area usually covers the exploratory mission cost of the Conference Services Officer to assess the meeting venues. Again, expected achievement 1.1, on the logistical arrangement of meetings, is affected;

(c) *Communication cost of Article 5 assessment panel members and organizational cost of assessment panel meetings (\$15,000)*. As in 2019, this affects expected achievement 1.4, on meetings and logistical support to the assessment panels, but given that 2020 is not an assessment year, the impact may be manageable;

(d) *Public awareness and communication (\$65,000)*. As in 2019, this affects expected achievement 5.1, on the website and corporate identity, and could have a significant impact on the communication campaign and operations and improvements to the website;

(e) *Operational costs (\$10,000 for expendable equipment, \$9,255 for operation and maintenance of equipment, \$5,000 for the secretariat telecommunications cost and \$5,000 for freight costs, totalling \$29,255)*. As in 2019, these reductions would be allocated equally among the 17 expected achievements in the amount of \$1,721 each. Again, the impact would be more significant on objectives 3–6.

4. Summary of contributions under proposed and zero nominal growth scenarios

30. Table 17 presents the overall contributions resulting from the various scenarios.

Table 17

Summary of contributions under proposed and zero nominal growth scenarios

	<i>Trust Fund for the Montreal Protocol</i>						<i>Trust Fund for the Vienna Convention</i>			<i>Total proposed assessments</i>				
	Approved 2018	Revised 2018	Zero growth 2019	Proposed 2019	Zero growth 2020	Proposed 2020	2018	2019	2020	2018	Zero growth 2019	2019	Zero growth 2020	2020
Total expenditures (from above)	4 908 604	4 699 080	4 908 604	4 982 859	4 636 603	4 791 718	697 493	708 833	1 212 398	5 606 097	5 617 437	5 691 692	5 849 001	6 004 116
Programme support costs	638 118	610 880	638 118	647 772	602 759	622 923	90 674	92 148	157 612	728 792	730 266	739 920	760 371	780 535
Total proposed assessments	5 546 722	5 309 960	5 546 722	5 630 630	5 239 362	5 414 641	788 167	800 981	1 370 010	6 334 889	6 347 703	6 431 611	6 609 372	6 784 651

D. Concluding comments and observations

1. Preparing a results-based budget presentation

31. The Secretariat found the analyses and discussions required to prepare a results-based budget presentation to be very useful. The defining of the results framework promoted a candid review of the work programmes of the Secretariat, including in particular the monitoring and assessment of progress towards expected achievements and overall objectives.

32. The allocation of resources, including both staff and non-staff budgets, was very useful in providing a formalized structure for planning activities and priorities. It is very likely that the ability of the Secretariat to plan and monitor its activities would be enhanced by continuing to use the results-based framework in its work planning.

33. However, the Secretariat is of the view that the implementation of an annual results-based budget is most beneficial in programmes that have clear substantive results over the longer term, while in the case of the Secretariat the results are dependent on the decisions of the parties that request the Secretariat to carry out different substantive tasks each year. Thus, there may be practical difficulties in establishing and maintaining an ongoing results-based work programme given the timing of the decisions of the parties.

2. Adopting a zero nominal growth policy

34. The preparation of a budget under zero nominal growth assumptions was also useful and thought-provoking. The following points may be useful in assessing whether to adopt it formally.

35. First, what are the overall trends in the Secretariat's budget, and would a zero nominal growth policy have a material impact? The revised budget for 2018 compared to the average of the approved revised budgets for the preceding five years is analysed in table 18.

Table 18
Secretariat budget trends since 2013

<i>Year</i>	<i>Approved revised budget</i>
2013	\$4 744 796
2014	\$5 065 460
2015	\$6 363 557
2016	\$6 772 162
2017	\$5 145 954
Average 2013-2017	\$5 618 386
2018	\$5 309 960
Percentage change: 2018 to the average of 2013–2017	-5.5 per cent

36. In the period 2013–2017, the total budget varied considerably in response to decisions of the parties, in particular due to the additional and extraordinary meetings that were organized on discussions related to hydrofluorocarbons. The average of the period was greater than the revised budget for 2018 by over 5 per cent, indicating that there is no obvious ongoing upward trend that would necessitate a zero nominal growth policy to address a lack of budgetary discipline.

37. Whether all available funds are being used with maximum efficiency is another consideration, of course, but a zero nominal growth policy would do little to address that concern; instead, the existing financial reporting by the Secretariat is the appropriate basis for such assessments.

38. Second, by its nature, the work programme of the Secretariat responds to decisions and instructions from its governing bodies. Therefore, the implementation of a zero nominal growth policy might result in occasions when the Secretariat may not have sufficient available resources to implement new requests as the budget period progresses. There may need to be a review of the applicable accountability and decision-making processes to handle issues of that sort should they arise.

39. Finally, the budget of the Secretariat primarily refers to non-staff costs; therefore, staff cost increases do not exert a significant upward pressure on the overall budget. On the other hand, the major non-staff costs relate to meetings, and the decisions regarding meetings have always been made by the governing bodies with careful consideration of the cost aspects. It is therefore unclear what additional cost discipline would be achieved by formally adopting a zero nominal growth policy beyond the already existing processes.

Annex

Formal definition of the functioning of the Secretariat

Vienna Convention for the Protection of the Ozone Layer (1985)

Article 7: Secretariat

1. The functions of the secretariat shall be:
 - (a) To arrange for and service meetings provided for in articles 6, 8, 9 and 10;
 - (b) To prepare and transmit reports based upon information received in accordance with articles 4 and 5, as well as upon information derived from meetings of subsidiary bodies established under article 6;
 - (c) To perform the functions assigned to it by any protocol;
 - (d) To prepare reports on its activities carried out in implementation of its functions under this Convention and present them to the Conference of the Parties;
 - (e) To ensure the necessary coordination with other relevant international bodies, and in particular to enter into such administrative and contractual arrangements as may be required for the effective discharge of its functions;
 - (f) To perform such other functions as may be determined by the Conference of the Parties.
2. The secretariat functions will be carried out on an interim basis by the United Nations Environment Programme until the completion of the first ordinary meeting of the Conference of the Parties held pursuant to article 6. At its first ordinary meeting, the Conference of the Parties shall designate the secretariat from amongst those existing competent international organizations which have signified their willingness to carry out the secretariat functions under this Convention.

Montreal Protocol on Substances that Deplete the Ozone Layer (1987)

Article 12: Secretariat

For the purposes of this Protocol, the Secretariat shall:

- (a) Arrange for and service meetings of the parties as provided for in Article 11;
- (b) Receive and make available, upon request by a party, data provided pursuant to Article 7;
- (c) Prepare and distribute regularly to the parties reports based on information received pursuant to Articles 7 and 9;
- (d) Notify the parties of any request for technical assistance received pursuant to Article 10 so as to facilitate the provision of such assistance;
- (e) Encourage non-parties to attend the meetings of the parties as observers and to act in accordance with the provisions of this Protocol;
- (f) Provide, as appropriate, the information and requests referred to in subparagraphs (c) and (d) to such non-party observers; and
- (g) Perform such other functions for the achievement of the purposes of this Protocol as may be assigned to it by the parties.