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*United Nations Decade of Sustainable Energy For All (2014-2024)*

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Fifth Session of the Assembly of SIDS DOCK  
UN Headquarters, ECOSOC Chamber  
New York, New York  
28 September 2019  
Agenda Item: 7

## **Work Programme and Budget for 2016 – 2028**

## ANNEX

### EXPLANATORY NOTES: ACTIVITY AND BUDGET PROJECTIONS FOR THE SIDS DOCK SECRETARIAT

#### INTRODUCTION

Our income of **\$7,749,998<sup>1</sup>**, is estimated to come from at least four targeted sources, including fixed income of \$150,000 from the Host Country over five years (2019 to 2023), and \$1.1 million in grant funding from the Government of Japan under the World Bank Energy Management Program (ESMAP) managed SIDS DOCK Support Program, over three years (2020 to 2022). Other sources include sovereign partners, philanthropic organisations, development partners and other grant making institutions. Secretariat income-generating activities include management fees and carbon trading in the longer-term. Consequently, the Secretariat has drafted a Resource Mobilisation Plan to accomplish the work planned over the period.

Expenditures for staffing/personnel, operational, miscellaneous costs and management fees and contingency amount to approximately **\$6,856,261**. SIDS DOCK works extends across three regions, impacting over 32 countries, and oftentimes, the work extends beyond the community. The Secretariat provides essential administrative and logistic support for the Assembly, Executive Council, and National and Regional Coordinators, both in the Policy Level and in the Operational Level, and different Technical Working Groups of the SIDS DOCK, in order to facilitate the achievement of their objectives and specific tasks in close collaboration between the energy and other sectors, and its development partners. The SIDS DOCK Secretariat serves as a hub for information sharing for the various levels of the SIDS DOCK.

#### 1. STAFF/PERSONNEL

<b>Position &amp; Responsibilities</b>	<b>Computation</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
<b>Secretary-General:</b> Has both internal and external facing responsibilities, ranging from Strategy and Multi-Year Planning and Implementation to directing day-to-day project and activity; responsible for administration (information technology, reporting, facilities), and human capital (HR/recruiting,	Year 1: \$16,250 per month per calendar year over 8 months  Year 2: \$16,250 per month per calendar year over one year  Year 3: \$16,250 per month per calendar year over one year  Year 4: \$16,250 per month per calendar year over one year	130,000	195,000	195,000	195,000	204,750	<b>919,750</b>

<sup>111</sup> All dollar figures quoted in United States dollars

<b>Position &amp; Responsibilities</b>	<b>Computation</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
mentoring, career progression)	Year 5: \$17,062 per month per calendar year over one year						
<b>Director of Finance:</b> A hands-on and participative manager, who will lead and develop an internal team to support the following areas: finance, business planning and budgeting, human resources, and administration	Year 1: \$9,750 per month per calendar year over 8 months  Year 2: \$9,750 per month per calendar year over one year  Year 3: \$9,750 per month per calendar year over one year  Year 4: \$9,750 per month per calendar year over one year  Year 5: \$10,238 per month per calendar year over one year	78,000	117,000	117,000	117,000	122,850	<b>551,850</b>
<b>Director Information, Communication and Technology (ICT):</b> Responsible for the overall planning, organizing, and execution of all ICT functions. This includes all manner of systems and operations to meet staff, stakeholder and customer requirements as well as the support and maintenance of existing applications and development of new technical solutions	Year 1: \$9,750 per month per calendar year over 8 months  Year 2: \$9,750 per month per calendar year over one year  Year 3: \$9,750 per month per calendar year over one year  Year 4: \$9,750 per month per calendar year over one year  Year 5: \$10,238 per month per calendar year over one year	78,000	117,000	117,000	117,000	122,850	<b>551,850</b>
<b>Director Diplomatic Liaison:</b> Responsible for advising the Assembly, the Executive Council, and the Secretary-General on matters of international diplomatic protocol; interfaces with the AOSIS Permanent and Observer Missions to the United Nations and with the liaison offices of the specialized	Year 1: \$8,667 per month per calendar year over 8 months  Year 2: \$8,667 per month per calendar year over one year  Year 3: \$8,667 per month per calendar year over one year  Year 4: \$8,667 per month per calendar year over one year	69,400	104,000	104,000	104,000	109,200	<b>490,600</b>

<b>Position &amp; Responsibilities</b>	<b>Computation</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
agencies and related organizations stationed in New York	Year 5: \$9,100 per month per calendar year over one year						
<b>Director SIDS DOCK Island Women Open Network (IWON):</b> Coordinates the work program of the IWON through the CCREEE and PCREEE; facilitates the process of needs assessment at the national and regional levels and translate these into concrete network activities; creates and oversees the implementation of a strategic approach to fundraising and communications that includes external and internal communications media, social media and “branding” of SIDS DOCK with stakeholders and the general public; and, grant solicitations, major gifts, philanthropic donations, and in-kind resources	Year 1: \$0  Year 2: \$6,500 per month per calendar year over one year  Year 3: \$6,500 per month per calendar year over one year  Year 4: \$6,500 per month per calendar year over one year  Year 5: \$6,825 per month per calendar year over one year	0	78,000	78,000	78,000	81,900	<b>315,900</b>
<b>Projects Director:</b> Manages the day-to-day operations required to increase the quality and quantity of projects being readied for preparation, financing and implementation; establish, maintain and improve the quality of shared and readily accessible information regarding projects in preparation and developments impacting small island low carbon project financing; develop project implementation partnerships with the public and private sectors	Year 1: \$8,125 per month per calendar year over 8 months  Year 2: \$8,125 per month per calendar year over one year  Year 3: \$8,125 per month per calendar year over one year  Year 4: \$8,125 per month per calendar year over one year  Year 5: \$8,531 per month per calendar year over one year	65,000	97,500	97,500	97,500	102,375	<b>459,875</b>
<b>Office Manager:</b> Assist the Secretary-General in	Year 1: \$0	0	78,000	78,000	78,000	81,900	<b>315,900</b>

<b>Position &amp; Responsibilities</b>	<b>Computation</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
day-to day-operations of SIDS DOCK; coordinate and review the submissions of time, travel and expense reports, maintain proper filing system of documentation of activity both paper and electronic.	<p>Year 2: \$6,500 per month per calendar year over one year</p> <p>Year 3: \$6,500 per month per calendar year over one year</p> <p>Year 4: \$6,500 per month per calendar year over one year</p> <p>Year 5: \$6,825 per month per calendar year over one year</p>						
<b>Program Associate:</b> Assist Regional Program Associates in planning and implementing the activities of SIDS DOCK; provide strategic and planning support for meetings, workshops, conferences, and events related to SIDS DOCK activities; monitor correspondence, communications, and project and program activities, grant processes and reporting, and participate in the development of processes to measure, learn from, and improve impact; input and maintain data in database	<p>Year 1: \$0</p> <p>Year 2: \$6,500 per month per calendar year over one year</p> <p>Year 3: \$6,500 per month per calendar year over one year</p> <p>Year 4: \$6,500 per month per calendar year over one year</p> <p>Year 5: \$6,825 per month per calendar year over one year</p>	0	78,000	78,000	78,000	81,900	<b>315,900</b>
<b>Intern – Caribbean:</b> Hands-on position responsible for assisting across multiple program areas including event coordination, development, communications, and administration; provides tactical support to selected projects, including assisting in summarizing research findings, executing tests and collecting data;	<p>Year 1: \$0</p> <p>Year 2: \$833 per month per calendar year over one year</p> <p>Year 3: \$833 per month per calendar year over one year</p> <p>Year 4: \$833 per month per calendar year over one year</p>		10,000	10,000	10,000	10,500	<b>40,500</b>

<b>Position &amp; Responsibilities</b>	<b>Computation</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
provides experience and networking opportunity	Year 5: \$875 per month per calendar year over one year						
<b><i>Intern – Pacific:</i></b> Hands-on position responsible for assisting across multiple program areas including event coordination, development, communications, and administration; provides tactical support to selected projects, including assisting in summarizing research findings, executing tests and collecting data; provides experience and networking opportunity	Year 1: \$0  Year 2: \$833 per month per calendar year over one year  Year 3: \$833 per month per calendar year over one year  Year 4: \$833 per month per calendar year over one year  Year 5: \$875 per month per calendar year over one year		10,000	10,000	10,000	10,500	<b>40,500</b>
<b><i>Intern – Atlantic Ocean and Indian Ocean:</i></b> Hands-on position responsible for assisting across multiple program areas including event coordination, development, communications, and administration; provides tactical support to selected projects, including assisting in summarizing research findings, executing tests and collecting data; provides experience and networking opportunity	Year 1: \$0  Year 2: \$833 per month per calendar year over one year  Year 3: \$833 per month per calendar year over one year  Year 4: \$833 per month per calendar year over one year  Year 5: \$875 per month per calendar year over one year		10,000	10,000	10,000	10,500	<b>40,500</b>
<b><i>Caribbean Regional Program Associate:</i></b> Responsible for planning and implementing the activities of SIDS DOCK regional activities; provide strategic and planning support for meetings, workshops, conferences, and events related to SIDS DOCK regional activities; monitor correspondence, communications, and project and program activities, grant processes and reporting, and participate in the	Year 1: \$0  Year 2: \$6,500 per month per calendar year over one year  Year 3: \$6,500 per month per calendar year over one year  Year 4: \$6,500 per month per calendar year over one year  Year 5: \$6,825 per month per calendar year over one year	0	78,000	78,000	78,000	81,900	<b>315,900</b>

<b>Position &amp; Responsibilities</b>	<b>Computation</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
development of processes to measure, learn from, and improve impact; input and maintain data in database							
<b><i>Pacific Regional Program Associate:</i></b> Responsible for planning and implementing the activities of SIDS DOCK regional activities; provide strategic and planning support for meetings, workshops, conferences, and events related to SIDS DOCK regional activities; monitor correspondence, communications, and project and program activities, grant processes and reporting, and participate in the development of processes to measure, learn from, and improve impact; input and maintain data in database	Year 1: \$0  Year 2: \$6,500 per month per calendar year over one year  Year 3: \$6,500 per month per calendar year over one year  Year 4: \$6,500 per month per calendar year over one year  Year 5: \$6,825 per month per calendar year over one year	0	78,000	78,000	78,000	81,900	<b>315,900</b>
<b><i>Atlantic Ocean and Indian Ocean Regional Program Associate:</i></b> Responsible for planning and implementing the activities of SIDS DOCK regional activities; provide strategic and planning support for meetings, workshops, conferences, and events related to SIDS DOCK regional activities; monitor correspondence, communications, and project and program activities, grant processes and reporting, and participate in the development of processes to measure, learn from, and improve	Year 1: \$0  Year 2: \$6,500 per month per calendar year over one year  Year 3: \$6,500 per month per calendar year over one year  Year 4: \$6,500 per month per calendar year over one year  Year 5: \$6,825 per month per calendar year over one year	0	78,000	78,000	78,000	81,900	<b>315,900</b>

<b>Position &amp; Responsibilities</b>	<b>Computation</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
impact; input and maintain data in database							
<b>Total Staff/Personnel</b>		<b>1,128,500</b>	<b>1,128,500</b>	<b>1,128,500</b>	<b>1,128,500</b>	<b>1,184,925</b>	<b>4,990,825</b>

**NB: Allowance and Benefits are included in staff/personnel salaries above, and broken down below:**

<b>Positions Calculated</b>	<b>Computation</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
Secretary-General, Director of Finance, Director Infor., Comm & Tech, Director Diplomatic Liaison, Director SIDS DOCK IWON, Projects Director, Office Manager, Program Associate 3 Regional Program Associates	Allowance and benefits for full-time staff calculated at 30% of total salaries; allowances and benefits in line with the approved, negotiated rate offered by the Secretariat	235,500	235,500	235,500	235,500	247,275	<b>1,189,275</b>

## 2. OPERATIONAL COSTS

<b>Item</b>	<b>Computation</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
<b>Rent, Utilities and Communications:</b> Host Country to provide office space, utilities, telecommunication system, office furniture, equipment and supplies, courier service	Includes rent, utilities, janitorial supplies, repair / maintenance; assumes cost sharing with host organizations and higher second year costs for furniture and fixtures... rent payment phases in beginning in Year 3; rent increase of 1.5% in Year 4 and Year 5	30,000	30,000	44,000	46,200	48,510	<b>198,710</b>
<b>Marketing, Printing, Participation in Events:</b> Host Country to participate in resource mobilization to support expansion of SIDS DOCK and to promote green energy development	Assumes 1/3 cost sharing with others; includes development and printing of marketing collateral (brochures, reports, etc.)	20,000	30,000	40,000	40,000	40,000	<b>170,000</b>
<b>SIDS DOCK Portal:</b> SIDS DOCK maintains 5 sites: sidsdock.org; sea.sidsdock.org; esd.sidsdock.org; iwon.sidsdock.org; smallislandkids.sidsdock.org. The sidsdock.org portal supports the SIDS DOCK-Swedish Energy Agency (SEA) Sustainable Energy and Climate Resilience Project and the GEF-	Year 1 cost include redesign and launch of refreshed sidsdock.org; create iwon.sidsdock.org; maintenance and support for one meeting per year on each site; Years 2 includes refresh for 2 sites; maintenance and support for 2-3	35,000	54,000	51,500	35,000	31,500	<b>207,000</b>



<b>Item</b>	<b>Computation</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
UNEP Energy for Sustainable Development in Caribbean Buildings (ESD) Project, and the SIDS DOCK Island Women Open Network (IWON)	meetings per year; Year 3 includes site refresh and redesign for 2 sites; Years 4 and 5 includes maintenance and support for 2-3 meeting per year						
<i>Travel:</i> The staff is expected to travel across SIDS, to visit project sites, attend meetings and trainings/conferences, meet with county and development partners. All travel is budgeted for roundtrip, advance-purchase economy class airfare based on quotes received from approved agencies. Standard per diem (lodging and meals and incidental expenses) is estimated based on the Secretariat's rates. Travel will be administered in accordance with the Secretariat's travel regulations and any additional limitations. A modest amount for related ground transportation (airport transfers, taxis, parking, etc.) is also included	Travel to related events – assumes airfare, transportation and hotel for 3 people in Year 1, 5 people in Year 3, and 6 people in Years 4 and 5; assumes cost sharing with stakeholders and utilizing "two for one" travel opportunities 50% of the time	36,000	48,000	48,000	48,000	48,000	<b>228,000</b>
<i>Executive Council Meetings:</i> The Executive Council has responsibility for the overall direction, operation, and functioning of the SIDS DOCK and its Secretariat, including its activities, work programmes and projects.	Calculations based on nine (9) Assembly Representatives to serve as members of the Executive Council; meetings convened twice a year at regular sessions; includes airfare, transportation and hotel; meeting logistics; documentation preparation and dissemination; after Year 1 full complement of membership assumed	8,000	12,000	12,000	12,000	12,000	<b>56,000</b>

<b>Item</b>	<b>Computation</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
<b>Assembly Meetings:</b> The Assembly is the supreme organ of the SIDS DOCK. Each member of the SIDS DOCK shall be represented at the Assembly by one Representative, who shall be the Head of the State or Government or the Minister for Foreign Affairs of such member or his or her designee	Calculations based on one annual meeting; assumes NYC meetings with NYC based representatives; assumes 15 members in Year 1; assumes increase in member states to 20 in Year 2; assumes 25 member states in Year 3; 30 member states by Years 4 to 5; meeting logistics; documentation preparation and dissemination	10,000	20,000	50,000	70,000	70,000	<b>220,000</b>
<b>Audit and Legal Fees:</b> The Executive Council recommends to the Assembly appointment of auditors and legal firms to represent SIDS DOCK. Legal advisors function as a resource in the SIDS DOCK framework and provide the Assembly, Executive Council and Secretariat with information and legal advice on matters with respect to the activities of SIDS DOCK. Currently, the law firm of Squire, Patton Boggs provides <i>pro bono</i> legal services to SIDS DOCK	Includes audit fees for first audit in Year 1 – assumes annual audits based on competitive cost for preparation of annual financial statements. Annual legal fees include cost to prepare and file legal documents and advice and legal representation	24,000	24,000	24,000	24,000	24,000	<b>120,000</b>

### 3. OTHER/MISCELLANEOUS COSTS

<b>Item</b>	<b>Computation</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
Organization Cost - SIDS DOCK Projects Funding Mechanism - Cost of Mauritius Fund and the SIDS DOCK National Financing Mechanism Investment Corporation - will be a completely separate, Mauritius-based fund, making commercial investments	One time only cost in Year 2... high estimate... excludes costs that may be recoverable from investors		250,000				<b>250,000</b>

### 4. MANAGEMENT FEES & CONTINGENCY

<b>Item</b>	<b>Computation</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
<b>Office Management Fees:</b> Part of the Host Country responsibilities	Assumes 8% office management fee charged by the CCCCC; assumes Secretariat will be housed in own offices by Year 2; calculated as a percentage of expenditure subtotal (Items 1,2,3)	46,672					<b>46,672</b>
<b>Contingency Allowance:</b> Allocated for unscheduled events, technical and personnel changes. If there is a saving in the contingency allowance, then this amount can be used for execution of extra items of work	Assumes an annual contingency of 10% with lower cost in Year 1; calculated as a percentage of expenditure subtotal (Items 1,2,3)	58,340	134,650	139,800	140,370	145,894	<b>619,054</b>
<b>TOTAL ESTIMATED EXPENDITURE</b>		<b>688,412</b>	<b>1,481,150</b>	<b>1,537,800</b>	<b>1,544,070</b>	<b>1,604,829</b>	<b>6,856,261</b>

## 5. ESTIMATED INCOME

<b>Source</b>	<b>Note</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
<b>Tier 1- Fixed Income</b>	Part of the Host Country commitment of USD 150,000 per annum; USD 1.1 million grant over three years, in startup funding to the SIDS DOCK Secretariat from Japan under the World Bank Energy Sector Management Programme (ESMAP) managed SIDS DOCK Support Program	666,666	666,666	666,666	300,000	300,000	<b>2,599,998</b>
<b>Tier 2 – Most likely income from Sovereigns</b>	Austria, Denmark, Japan, Spain, Sweden, UNIDO are existing SIDS DOCK partners; assumption they are most likely to continue support;	310,000	310,000	310,000	560,000	560,000	<b>2,050,000</b>

	assumes increase in Years 4 and 5						
<b><i>Tier 3 – Likely income from new sources</i></b>	Canada, Climate Works, European Union, Green Climate Fund (GCF), Italy, Kazakhstan, Norway, Rockefeller Foundation, United Arab Emirates (UAE) – new potential partners to be targeted who have similar organisational goals; assumes increase in Years 4 and 5	135,000	135,000	135,000	180,000	180,000	<b>3,150,000</b>
<b><i>Tier 4 – Project Management Fees and Carbon Trading -</i></b> Given the task at hand SIDS DOCK is envisioned to generate Secretariat activities reaching between USD \$22 million and \$33 million in five years or less	Starting in Year 1, assumes project management fees will be based on percentage of, e.g., project design, development, construction, architecture, staff time, finder’s fee, etc.); fees based on standard international project management fees; Carbon trading estimates to be determined		750,000	750,000	1,500,000	1,500,000	<b>4,500,000</b>
<b>TOTAL ESTIMATED INCOME</b>			<b>1,376,666</b>	<b>1,426,666</b>	<b>1,426,666</b>	<b>1,760,000</b>	<b>7,749,998</b>

***SIDS DOCK Secretariat  
28 September 2019***