

U4 BUDGET FOR 2022

This budget presents an overview of partner contracts, estimated U4 income for 2022, and the proposed budget for 2022 with explanatory notes.

We thank all our partners for their contributions, support, and collaboration with U4.

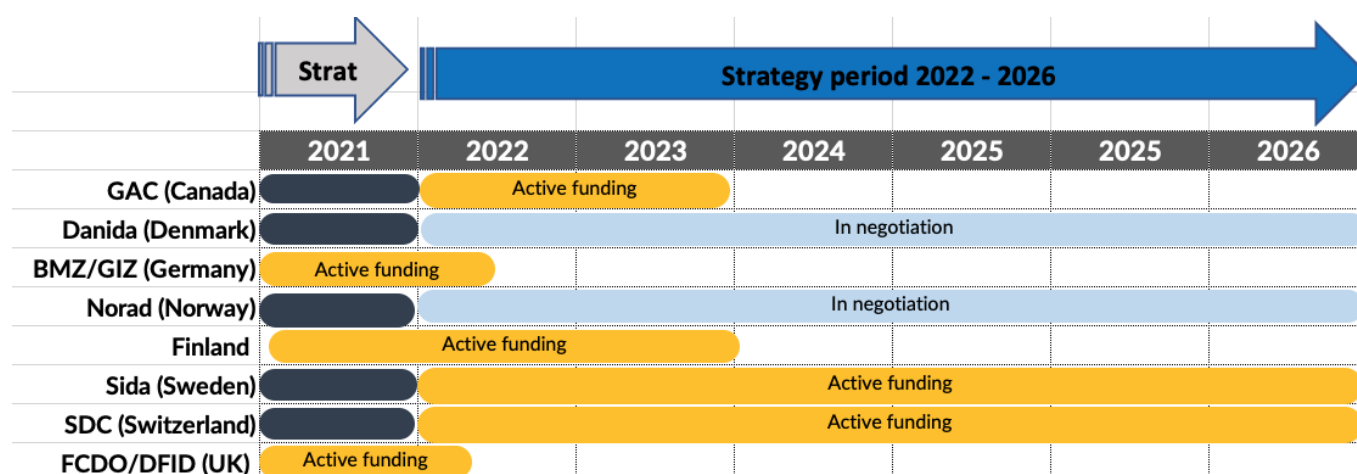
Overview of contracts with U4 partner agencies

PARTNER AGENCIES	COMMENTS
German Federal Ministry for Economic Cooperation and Development / German Corporation for International Cooperation (BMZ-GIZ)	COMMITTED BMZ channels its funds through GIZ to support U4. Period: April 2021- April 2022 Amount: EUR 500 000 70% in 2021, 30% in 2022- Amount: EUR 150 000 U4 will be submitting a proposal for renewal Note the U4 still has an outstanding balance of EUR 13 897 from 2020 contract.
Global Affairs Canada (GAC)	COMMITTED Period: 2022-2023 Amount: EUR 444 000. Request to match the membership fees of EUR 266 400 has been sent.
Ministry for Foreign Affairs of Finland	COMMITTED Period: 2021-2023 Amount: EUR 752 800
Ministry of Foreign Affairs of Denmark / Danish Development Cooperation (Danida)	IN NEGOTIATION Proposal sent 2022-2026, awaiting feedback Proposed amount: EUR 266 400 per year
Swedish International Development Cooperation Agency (Sida)	COMMITTED Period: 2022-2026 Amount: SEK 18 000 000, where SEK 3 200 000 is earmarked for the APP pilot
Swiss Agency for Development and Cooperation (SDC)	COMMITTED Period: 2022-2026 Amount: CHF 1 900 000, where CHF 453 865 is earmarked Climate change thematic

The Norwegian Agency for Development Cooperation (Norad)	IN NEGOTIATION Proposal submitted for 2022-2026. Currently under Norad's appraisal. Proposed amount: NOK 30 000 000 (including the earmarked funds for the Coalition for Accountability, Transparency and Anti- Corruption in Health (CATCH))
UK Aid – Foreign Commonwealth and Development Office (FCDO)	IN PAUSE The UK grant ended the 31st of March 2022. Awaiting formal feedback from FCDO about the possibility of renewing its collaboration with U4.

The table below shows the end for all secured contracts (in dark blue) in 2021. Orange with the title “active funding” shows the current funding agreements applicable to the new strategic period 2022-2026. Light blue shows the funding process still in negotiation with some of U4 partners.

Strategic period 2022-2026



2022 Overview of estimated income

Income sources	Contract in original currency	% 2022 expected income	Total amount NOK*
BMZ/GIZ (70% in 2021, 30% in 2022)	EUR 15 004	6%	1 500 000
GAC Canada	EUR 266 400	11%	2 679 984
MFA Finland	EUR 266 400	11%	2 679 984
Danida Denmark	EUR 266 400	11%	2 679 984
Sida Sweden	SEK 2 884 172	11%	2 679 984
SDC Switzerland	CHF 289 964	11%	2 679 984
Norad Norway	NOK 2 679 984	11%	2 679 984
FCDO UK	GBP 50 000	2%	595 010
Income estimated-memberships fees for 2022			18 183 914
Sida Sweden-Earmarked funds	SEK 2 115 828	8%	1 900 330
SDC Switzerland-Earmarked funds	CHF 90 036	3%	832 155
Norad Norway-Earmarked funds	NOK 3 320 016	14%	3 320 016
Earmarked funds estimated for 2022			6 052 501
Funds carried forward (incl. Belgian funds)			2 184 080
TOTAL INCOME ESTIMATED FOR 2022			26 420 495

*Calculations are based on the average Norges bank exchange rates for 2020 and 2021. The exchange rate values of 2022 so far have also been taken into account.

NOK/EUR	10,1
NOK/GBP	11,6
NOK/SEK	0,94
NOK/CHF	9,24

Source: [Norges Bank](#)

The total estimated income for 2022 from our eight partners amounts to NOK 26 420 495, including the amount of NOK 2 184 080 transferred from last year. Included in this amount is NOK 1 906 951 stemming from the Belgian funds .Additional earmarked funds have been included for CATCH (Coalition for Accountability, Transparency and Anti-Corruption on Health) from Norad, the climate change themes from SDC and the APP project from Sida. Note that this estimated amount is also subject to foreign currency variation.

As of April 2022, the Foreign, Commonwealth and Development Office (FCDO), one of the four U4 founding partners, has entered a pause in funding due to aid budget readjustment and constraints. U4 continues to have an open channel of communication with FCDO and we are hopeful that the funding commitment will resume soon. Due to this, the income table has only been simulated with the committed GBP 50 000 from FCDO in 2022; at this stage this pause in funding indicates a certain pressure in our budget.

BUDGET 2022

Our 2022 budget amounts to NOK 25 492 250. As of April 2022, our forecast amounts to NOK 26 416 879 to include outstanding payments for work started in 2021, which will be finalised in 2022.

Fluctuations in the exchange rate can results in changes in the total estimate and can pose operational risks for U4.

ITEMS	BUDGET 2022	FORECAST
1. Management	2 758 500	2 758 500
a) CMI Staff	2 443 500	2 443 500
b) Travel	50 000	50 000
c) Running costs	265 000	265 000
2. General operations	15 344 000	15 344 000
a) CMI staff (Core team)	14 274 000	14 274 000
b) Travel (excl. workshop, HQ)	100 000	100 000
c) Communication costs	820 000	820 000
d) Running costs	150 000	150 000
3. Themes	1 460 000	1 657 531
a) All themes including CATCH	1 130 000	1 327 531
b) Translations (all themes)	80 000	80 000
c) Reviewers (all themes)	50 000	50 000
d) Copyediting (all themes)	200 000	200 000
4. Strategic initiatives	210 000	210 000
a) Innovation	150 000	150 000
b) Partnerships in the South	40 000	40 000
c) Bergen Hub	20 000	20 000

5. Helpdesk (TI)	1 740 000	1 740 000
Helpdesk services	1 740 000	1 740 000
6. Courses and convening	1 840 000	
a) Online course	1 100 000	1 777 261
b) Partner forum	75 000	75 000
c) In-country workshops, incl. APP (External costs and all travels)	1 304 750	1 354 587
7. GIZ contribution	1 500 000	1 500 000
Staff fees GIZ contribution	1 500 000	1 500 000
Total NOK	25 492 250	26 416 879
Total EUR	2 534 021	2 625 932
Total CHF	2 758 902	2 858 970
Total GBP	2 197 608	2 277 317

*Calculations are based on the average Norges bank exchange rates for 2020 and 2021. The exchange rate values of 2022 so far have also been taken into account.

NOK/EUR	10,1
NOK/GBP	11,6
NOK/SEK	0,94
NOK/CHF	9,24

Source: [Norges Bank](#)

NOTES ABOUT THE BUDGET CATEGORIES

Management

This category covers U4 management staff time:

- The U4 director has an 80% position at U4.
- The U4 finance and operations manager has an 80% position at U4.

In this category, we have running costs such as courier, meetings (including Steering Committee), audit, management travel and other miscellaneous expenses. We have also allocated some funds for the 20th anniversary celebration of U4.

General operations

CMI staff

This category covers staff time for core U4 activities: planning and reporting, thematic research, outreach, communications, online courses, in-country workshops, headquarter visits/partner engagement, local initiatives, MEL (monitoring, evaluation and learning) and coordinating helpdesk operations and outputs.

In this category we envisage involving 18 U4 staff members in positions of varied percentage – amounting to approximately 12 full-time positions.

Communication budget covers for website maintenance and development, licences and IT communications tools subscriptions, promotion material, printing, outsourcing design/communication tasks and stands at international events.

2022 staff fee hourly rates.

Calculated hourly rates for CMI-U4 staff	NOK
U4 director	1 170
Senior adviser	965
Adviser	890
Communication adviser/Programme coordinator	770
IT programmer/Learning and Technology adviser	890
Finance and operations manager	770
Project advisers and assistants	770
Assistant researcher with master	680
Assistant researcher without master	580

Fees for CMI staff include salaries and associated costs including pensions, insurance, and all other institutional overhead.

The staff are placed on a salary scale according to education, position, and experience.

Staff travel

The budget line for staff travel covers advisers' participation at events for thematic outreach and research collaboration purposes. Note that travel costs related to workshops and HQ-visits/partner engagement are under budget line 6: courses and convening.

Communication costs

This budget line covers costs for website maintenance and development, licences and IT/communications tools subscriptions, promotion materials, printing, and outsourcing design/communications tasks.

Running costs

This line covers necessary staff training, purchase/subscription to thematic literature, representation, and other miscellaneous expenses related to thematic work and core activities.

Themes

This line includes expert- and researcher fees for anyone not part of the U4 core team. It also includes their travels and other billable costs, as well as quality assurance costs related to thematic

outputs in terms of peer reviews and copyediting. Included are the costs for translations. After the Steering Committee, we will show each budget line per thematic research.

Local initiatives

This budget line caters for costs related to local initiatives. Coordination and strategic development, travel expenses, and innovation training costs for staff.

Costs related to follow-up of specific partnerships in the South, are also included in this line, as well as a modest sum to enable the Bergen Hub to invite thematic experts to Bergen for collaboration and knowledge exchange. The latter is matched with additional funding by CMI.

Helpdesk

This line covers the direct cost paid to Transparency International (TI) for the Helpdesk service. As the contracted sum is normally in Euros, our budget estimates and actual payments may vary according to currency fluctuations. We are currently negotiating the TI contact for 2022-2023.

Courses and convening

This budget line covers online course administration, expert facilitation, translation, IT programming costs, and asset design and production. Any expenses related to organising HQ-visits and other partner engagement events are also included here.

In addition, in-country workshop expenses: expert fees, travel costs for both core staff and externals, background studies, etc are part of this category. The costs of the Anti-corruption Partnership Pilot (APP) are also included in this category.