
Network of Regional Governments for Sustainable Development nrg4SD

Comparative analysis - Resources available to a range of international networks of local authorities, states and regions, industries and business and NGOs working in the field of sustainable development

This analysis is part of the Mid-Term Review of the nrg4SDStrategy 2008-2014

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Executive Summary

This paper seeks to compare, on the basis of quantitative indicators, a range of international organisations whose objective is similar to that of nrg4SD. It summarises their respective objectives, examines the resources available to them and provides a comparison ranking between them. It presents some general findings and finally proposes a set of recommendations. This document complements the document entitled *Mid-term review of the nrg4SD Strategy 2008 -2014*.

In general, given its objective and its ambitions, it is very clear that nrg4SD has the lowest level of resources among the other international organisations analysed in this document. Moreover, the recent successes of the network, particularly in terms of achieving international recognition, lead to a level of expectation which is incompatible with the current level of resources available to the network.

Fact 1 - A network with high ambitions has fewer resources than others

From all the organisations listed, nrg4SD has the lowest score in terms of resources available. Its annual budget of 180,000 euros compares unfavourably with that of organisations with a similar mandate, such as the Northern Forum (904.000 euros) and CPMR (more than 3 million euros), or with other organisations working with UN bodies to promote and defend the interests of their members, such as CAN-I (853.000 euros), or ICLEI (with more than 11 million euros). This disproportion is also reflected in the level of permanent staff available. With 1 permanent employee (Secretary General) and occasional trainees, nrg4SD cannot compete with other major international networks such as CAN-I (6 permanent, plus 3 part-time), OLAGI (5 permanent) the Northern Forum (4-6), much less than CPMR (20), WBCSD (40 +) and ICLEI (200).

This finding is even more problematic as the governance structure and mission of nrg4SD are in large part, similar to those of the other organisations surveyed.

Fact 2 - Limited membership base

Although it is difficult to compare the solidity of the foundation of organisations solely on the basis of their membership, the membership of nrg4SD (46 member governments) appears more limited than that of other organisations, with the exception of the Northern Forum (12 member regions), which however, provides resources 4 to 6 times higher than that of nrg4SD. European-based organisations, such as ENCORE (111 members) or CPMR (160 members), and older, more institutionalised ones, already enjoy a much larger membership. Despite the existence of different political and institutional realities in many parts of the world, we can also see that nrg4SD is far from reaching the full potential of its membership.

This membership base is inevitably reflected in the level of resources available from the annual membership fees. A broad membership base is likely to generate additional resources.

Fact 3 – Funding sources not yet explored

The analysis also shows that many of the organisations surveyed are diversifying their sources of funding beyond single membership fees, by appealing to private or institutional donors. nrg4SD only relies on contributions (cash and in kind) of its most involved members and does not seem to have developed an objective to look for complementary funding.

The analysis also offers a series of recommendations:

Recommendation 1 - The Steering Committee should quickly restore a balance between the current commitments of the network and the level of resources available

The current analysis which complements the document entitled *Mid-term review of the nrg4SD Strategy 2008 – 2014*, highlights an imbalance between the current commitments of the network (working groups, representation of members at the international level, active participation in various UN processes, governance) and resources available. The Steering Committee must restore a balance by significantly increasing the resources of the network, in order to enable it to fulfil both its mandate and honour its commitments to members and partners, including UN entities.

Recommendation 2 - Achieve the largest possible support from current members

A summary quickly shows that the network is not achieving its full potential contributions from its current members. Based on the assessment of other organisations, such as the Northern Forum or CPMR, nrg4SD's income could reach at least between 340,000 and 500,000 euros per year.

Without necessarily seeking such funding levels in the short term, a gradual increase in the assessment level would allow nrg4SD to no longer trail behind similar organisations. An additional increase in the number of members would help redress the financial situation of the network.

Recommendation 3 – Explore the use of institutional or private contributions

Many organisations receive a significant proportion of their funding from private or institutional donors. The network should push for these two types of contributions in order to support the core funding of the network or at least, some of its activities. Such approaches could be undertaken by a special committee in charge of researching additional funding channels for contributions.

A few words about the author – Hugo Séguin

Over the last twenty years, Hugo Séguin has worked in the government and finance sectors in Ottawa, Quebec and Montreal. He studied International Affairs at the Norman Paterson School of International Affairs (Ottawa) and Political Science at the University of Montreal.

Deputy Head of Cabinet to the Ministry of Environment of Quebec from 2002 to 2003, Hugo later joined the environmental organisation Équiterre where he currently holds the position of Senior Advisor. He has devoted many years to political and governmental dialogue in the areas of transport, energy and climate change as well as being closely involved in the United Nations (UN) international climate change negotiations

He has served as a member of the Board of Greenpeace Canada (2006-2009) and Climate Action Network International (CAN-I) from 2007 to 2008, an organisation of over 700 NGOs working in the field of climate action. Since 2009, he served as President to the Board of Climate Action Network Canada.

As a research associate at the Centre of International Studies of Montreal (CEMI), Hugo also teaches international eco-politics at the School of Applied Politics, University of Sherbrooke.

Introduction

This paper seeks to compare, on the basis of quantitative indicators, several international organisations whose objective is similar to that of nrg4SD. It summarises their respective objectives, examines the resources available and provides a comparison ranking between them.

It presents some general observations about the objective and goals of nrg4SD and the resources available to it. It finally proposes a set of recommendations.

This document is an updated, but also a wider analysis than the conducted in 2008 in the framework of adopting the current 2008-2014 Strategy of the network¹. This document complements the exercise entitled *Mid-term review of the nrg4SD Strategy 2008 – 2014*.

Comparative analysis 2008 – Conclusions

In this first analysis, the team from the University of the Basque Country led by Dr. Bengoetxea briefly compared the network to five organisations:

- The Environmental Conference of the Regions of Europe (ENCORE)
- The Conference of Peripheral Maritime Regions (CPMR)
- The International Council for Local Environmental Initiatives (ICLEI)
- The Organización Latinoamericana de Gobiernos Intermedios (OLAGI)
- The Northern Forum

Like nrg4SD, these organisations have the mandate to represent local or regional political entities at the continental level (ENCORE, CPMR, OLAGI) or international (Northern Forum, ICLEI).

From this comparison, it appears that *"the network has no sponsor (sponsors), its budget is limited and its structure is minimal"* and the resources at its disposal - among other things expressed in terms of annual budget and staff – is significantly less than, and sometimes much lower than those available to each of the other organisations. Thus, while the current available budget of the network is € 80 000, the budgets of the other organisations range from € 154 700 (OLAGI) and € 2.7 million (CPMR) per year². Similarly, while the network could rely on the work of two staff members, the permanent staff of other organisations ranged from 4 (OLAGI) and 150 (ICLEI)³.

The 2008 analysis, limited to a few paragraphs, concluded that (1) the network had reached certain objective with very limited means such as its international recognition, and (2), therefore, could aspire to greater results if there was an increase in resources available. Finally, it concluded, that *"any network will only deliver what its members pay into it,"* the strength of any network depends on the resources it receives from its members.

¹ *A New Strategy for the Years 2008-2014*, pp. 7-8

² The annual budget of ICLEI was not on the comparison chart, this one bearing the word 'huge'. For the 2002 exercise, the latest year in which the organisation made public its financial results, the annual budget of ICLEI was 7.4MUS\$.

³ It is necessary to note the absence, in the 2008 analysis, of the given figures for ENCORE

Comparative analysis 2011 – Methodology

This analysis compares eight international organisations. In addition to the initial six organisations (nrg4SD, OLAGI, AGAIN, CPMR, ICLEI and the Northern Forum) there are:

- World Business Council for Sustainable Development (WBCSD)
- Climate Action Network International (CAN-I)

The two networks above have some similarities with nrg4SD, as each represents an important part of international civil society (*constituencies*) to the UN bodies in particular. CAN-I is recognised as a "focal point" by the Secretariat of the UN Framework Convention on Climate Change (UNFCCC). Moreover, ICLEI works in the same way on behalf of Local Government and municipal governments (LGMA) with all UN bodies. nrg4SD is now also part of the "group of major players" (major group) recognised by the United Nations, under the leadership of ICLEI.

This current analysis is based on the same indicators used in 2008:

- Annual budget, sources of funding and limits to contributions from members (when available)
- Number of permanent employees
- Number of offices worldwide
- Number and nature of members

It briefly describes the objective of each organisation. The data was obtained in the summer of 2011, through public information available online. In some cases, information from outside the public domain were communicated verbally or by email by representatives of these organisations.

The date is presented as a table which can be found in Annex 1 of this document.

Summary of eight relevant organisations

CAN-I

Full name: Climate Action Network International

Objective: CAN-I is a worldwide NGO working on climate change issues. It seeks to promote governmental and individual initiatives to limit greenhouse gases. It aims to coordinate the work of NGOs at national, regional and international levels. CAN-I is recognised as a "focal point" for UNFCCC, and represents the (*constituency*) of non-governmental organisations.

Function: The members of CAN-I, are also generally members of a national or regional sector of the CAN network. The Annual General Meeting of CAN-I elects a board of directors, the latter in turn electing its officers, including two co-chairs (North and South). The Board oversees the work of a permanent secretariat.

Membership: More than 700 local, national and international NGOs.

Secretariat: permanent (Washington)

Permanents offices: 7 (in Washington, Brussels, Ottawa and Paris)

Permanent employees: 6 permanents, 3 part time (2010) for the international office

Annual budget: 853,000€ (1,2M US\$) - 2010

Member contributions: on a voluntary basis, but only representing less than 1% of the annual budget

Other sources of funding: International foundations, Heinrich Böll Foundation, Fondation V. Kann Rasmussen, Fondation Oak. These contributions account for more than 99% of funding.

CPMR

Full name : *Conférence des régions périphériques maritimes d'Europe / Conference of peripheral maritime regions of Europe (CPMR)*

Objective: CPMR represents and promotes the interests of European maritime regions, especially Member States of the European Union. It seeks to promote the voice of the regions and advocates for *the implementation of an integrated maritime policy that will contribute to economic growth in Europe.*

Membership: 150 regions belonging to 24 countries - namely in the EU

Function: Annual General Meeting of members. Annual meetings (2) of the Political Bureau (2 year mandate). A president elected by the Board (2 year mandate). Geographical Commissions (6): Islands, Baltic, North Sea, Atlantic Arc Balkan / Black Sea, Inter. Working Groups (11): energy, agriculture, Aquamarine, territorial cooperation, external cooperation, jobs / training / social exclusion, fisheries, research and innovation, TEN-T, Sustainable Tourism, Vasco da Gama.

Secretariat: Permanent (Rennes)

Permanent offices: 2 (Rennes, Brussels)

Permanent employees: 20 (more lending service)

Annual budget: € 3,044,960 (2011)

Member contributions: 0.01 € / person. Minimum contribution: € 6 513

Other funding sources: 93% of revenue comes from members, 6% of grants (cooperative programs) and 1% from various sources.

ENCORE

Full name: *Environmental Conference of the Regions of Europe*

Objective: Founded in 1993, ENCORE promotes political cooperation between the environment ministers of Europe's regions in order to (1) implement environmental policies of the Union (2) to improve environmental governance and (3) to promote sustainable development. The *Charter of Valencia* is the founding text.

Membership: 111 European regions which are Signatories of the Charter of Valencia on 5/0/2011.

Function: Biennial Conference of members. An annual meeting of the *Steering Committee* (informally), two annual meetings of the *Steering Group*. Formation of three working groups (Working Groups): water, biodiversity and climate change.

Secretariat: Provided by the regional government of Aragon.

Permanent offices: 1 (Zaragoza)

Permanent Employees: 1 permanent employee, 1 part time

Annual budget: appears to be limited to salaries and operating costs of Secretariat staff

Members contributions: on a voluntary basis

Other sources of funding: contributions in-kind from members plus financial support from the EU to host the annual meeting.

ICLEI

Full name: *International Council for Local Environmental Initiatives / ICLEI - Local Governments for Sustainability*

Objective: ICLEI is an association of local governments and organisations representing them with the common objective of promoting sustainable development⁴. *It aims to build and support a worldwide movement of local governments implementing local actions contributing to tangible improvements in sustainable development globally*⁵. It provides its members with technical consulting, training and information to strengthen their capacity, share expertise and support in the implementation of sustainable development. ICLEI is recognised as a "focal point" of the group of local governments and municipal governments (LGMA) by the UN authorities. nrg4SD is also nowadays a member of this group (major group).

Membership: More than 1220 local governments and associations of local governments, principally at the municipal level, across more than 70 countries. From national states and their authorities, NGOs, and individuals can equally obtain the status of associated member.

Function: Members in good stead of the organisation meet at the General Assembly (*ICLEI Council*) every 3 years. They elect the Steering Committee and adopt the strategy of the organisation. The organisation represents its members at the UN level and develops initiatives on topics related to sustainable development: Rio +20, climate change, eco-mobility, biodiversity, governance tools, procurement, resilience and adaptation, sustainable cities, water, and 'leaders of tomorrow'. An advisory committee composed of leaders, is responsible for supporting the fundraising activities for the benefit of the organisation.

Secretariat: ICLEI - World Secretariat (Bonn)

Permanent offices: 14 (all continents)

Permanent employees: 200 +

Annual budget: More than € 11 millions (31 December 2009)

Member contributions: € 70 to € 5 560 (U.S. \$ 100 to \$ 000US 8) according to a fee schedule based largely on GDP / capita

Other funding sources: Major donors, including private organisations

⁴ There are also some regional governments among the members and associate members of ICLEI

⁵ Traduction libre.

Northern Forum

Full name: The Northern Forum / Северного Форума

Objective: The Northern Forum seeks to improve the quality of life of the North by allowing political leaders of northern regions to share expertise and discuss common issues. It also seeks to promote sustainable development through cooperation initiatives between socioeconomic member regions.

Membership: 12 regions and 22 companies (*business partners*)

Operation: A Board of Governors (*Board of Governors*) made up of leaders of the member regions, at the highest political level (prime ministers, governors, presidents, etc.). A management committee composed of the heads of 5 regional members. A network of regional coordinators (1 per region), working on a regular basis to implement the work programme. The organisation manages specific projects (telemedicine, young, northern zoos, etc.). And also deploys working groups (tourism, rural development, brown bears, etc.).

Secretariat: Permanent (Anchorage)

Permanent offices: 2 (Anchorage, Moscow)

Permanent employees: 4-6

Annual budget: € 904,000 (U.S. \$ 1.3 million) – 2011

Contribution of members: from € 4171 to € 17 383 (U.S. \$ 6.000 to 25.000), as the number of inhabitants

Other sources of funding: € 208.000 from the members (23%), € 696,000 in subsidies (grants) for specific projects (77%).

nrg4SD

Full name: Network of Regional Governments for Sustainable Development

Objective: nrg4SD is a non-profit international organisation representing subnational governments and associations of subnational governments at global level. It promotes sustainable development among its members and acts as the voice and representative of subnational governments at global level in the field of sustainable development. It encourages communication, partnerships, projects and exchange of expertise among its members, as well as with other actors and international partners. Dedicated to the promotion and implementation of sustainable development, nrg4SD focuses on three main thematic areas: climate change, biodiversity, water resources and sanitation with the cross cutting theme of sustainable development. It is also active in the Rio +20 process.

Membership: Fifty subnational governments from 30 countries and 7 associations of subnational governments.

Operation: Annual General Meeting in which the Network members elect an Steering Committee headed by two co-chairs (North and South) and adopt the annual report, financial statements and the budget of the organisation. The Steering Committee, which meets two times a year, oversees the work of a permanent Secretariat. Member governments act as "focal points" and facilitate the work of Network members in their territory. nrg4SD has also established working groups in thematic areas of climate change, biodiversity, the Rio +20 process, as well as water and sanitation.

Secretariat: Permanent (Brussels)

Permanent offices: 1

Permanent employees: 1 permanent

Annual budget: 2011 - € 188,000 (including € 58,000 in outstanding which should be paid to the Treasury)

Member contributions: according to an assessment table taking into account the GDP per capita and population of the Member States

Other sources of funding: The entire annual budget comes from ordinary and special contributions by members.

OLAGI

Full name: *Organización Latinoamericana de Gobiernos Intermedios*

Objective: OLAGI is dedicated to promoting and defending the common interests of regional governments (*intermedios*) in Latin America and the Caribbean, through the implementation of initiatives of mutual cooperation, strengthening of governance (*gestión pública*) relations with international organisations and relevant production information on the issues of territorial management.

Membership: Unknown. The analysis of 2008 showed 374 members, but without specifying their nature

Operation: OLAGI organises ad hoc conferences (*Cumbres*). A Steering Committee (Consejo Directivo) manages the political and administrative aspects of the organisation, the latter through a permanent secretariat based in Quito.

Secretariat: Permanent (Quito)

Permanent offices: 1 (Quito)

Permanent employees: 5

Annual budget: € 97.000 (2011)

Member contributions: voluntary contributions

Other sources of funding: The State of Azuay (Ecuator) is the only other source of funding

WBCSD

Full name: *World Business Council on Sustainable Development*

Objective: The WBCSD provides a platform for member companies to deepen their involvement in sustainable development and represent their interests to governments, NGOs and international bodies. It also contributes to the development of policies, promoting private sector involvement in the implementation of sustainable development. It works primarily on issues of energy and climate, development of biodiversity (ecosystems) and the role of private enterprise, as well as the Rio +20 process.

Membership: About 200 large companies from thirty countries, representing some twenty major industrial sectors are members of the WBCSD. Memberships are by invitation only. The WBCSD also has the support of a network of national and regional councils throughout the world.

Function: The WBCSD relies on the personal involvement of the head of each of the member companies. These leaders meet annually in the Council, discuss online strategies and priorities of the organisation and elect an executive committee, a president and four vice-presidencies. The Executive Committee meets approximately three times a year. Daily administration is provided by a Permanent Secretariat, under the authority of the president.

Secretariat: Permanent (Geneva)

Permanent offices: 3 (Geneva, Brussels and Washington)

Permanent employees: 40 +, more than a dozen employees on loan

Annual budget: unknown

Contribution of members: unknown

Other sources of funding: unknown

Observations

This section refers to Table 1 – Comparative analysis, presented in Annex 1 of this document. It classifies organisations according to quantitative indicators. This section analyses the results of this exercise.

In general, given its objective and ambition, it seems very clearly that nrg4SD has the lowest level of resources than other international organisations subject to the analysis. Moreover, the recent successes of the network, particularly in terms of gaining international recognition, produce a level of expectation which is incompatible with the current level of resources available to it. This last point is explained in the document entitled *Mid-term review of the nrg4SD 2008 – 2014 Strategy (2011)*.

Observation 1 – A network with high ambitions has far fewer resources than other

Of all the organisations listed, the resources available to nrg4SD appear the lowest. Its annual budget of 180,000 euros compares unfavourably with that of similar organisations, such as the Northern Forum (904.000 euros) and CPMR (more than 3 million euros), or with other organisations working with UN bodies to promote and defend the interests of their members, such as CAN-I (853.000 euros), or ICLEI (with more than 11 million euros). This disproportion is reflected in the level of permanent staff members. With 1 permanent employee (Secretary General) and occasional trainees, nrg4SD cannot compete with other major international networks such as CAN-I (6, plus 3 part-time), OLAGI (5 permanent) the Northern Forum (4-6), much less with the CPMR (20), the WBCSD (40 +) and ICLEI (200).

This finding is particularly problematic as the mission of nrg4SD is similar, in large part, to that of other organisations identified (mandate, representation at the international level, service to members, project coordination, etc.). The governance structure of nrg4SD also appears as developed as that of other organisations (General Assembly, Board of Directors or Steering Committee, etc.) which mobilises a proportionally greater section of the human resources of the Network.

Looking at its objective and goals, nrg4SD works beyond its means in terms of the significant achievements in recent year. The Network has gained international recognition, for example from relevant UN agencies, such as the UN Convention on Biological Diversity (UN CBD), UN

Framework Convention on Climate Change (UNFCCC) and the UN Commission on Sustainable Development (UNCSD). This recognition is also a mixed blessing, insofar as these international institutions now expect a level of commitment and consequently, an increased added value from nrg4SD which is at the same level of similar organisations.

It appears paradoxical to say the least, for example, that the global network of NGOs, CAN-I, working solely on climate issues, and recognised by the United Nations as a focal point of civil society on these issues, deploy 5 times more the financial resources annually and 6 times more resources than nrg4SD. Also in the context of the possible formation of a "major group" dedicated to subnational and regional governments, the level of expectation of the United Nations would probably be as high as what they can expect from organisation such as CAN-I.

Observation 2 - A limited membership base

It is difficult to compare organisations solely on the basis of their membership. This number cannot be representative of the quality of the involvement of members or their level of influence. For example, along with relatively open membership organisations (CAN-I, 700 NGO members, ICLEI, 1200 members), others choose to restrict access to members deemed important and with higher value to the network (the membership of the WBCSD, 200 companies, is by invitation only).

However, at first glance, the membership of nrg4SD (46 member governments) seems more limited than that of other organisations, with the exception of the Northern Forum (12 member regions). Yet the Northern Forum counts with resources which are 4 to 6 times larger than that of nrg4SD. European-based organisations, such as ENCORE (111 members) or CPMR (160 members), and older, more institutionalised ones already have a larger membership base.

Despite the existence of different political and institutional realities in many parts of the world, we can also see that nrg4SD is far from reaching its full membership potential internationally, in Europe or in North America (where Quebec remains for now the only member) or in developing countries.

This low level of membership is inevitably reflected in the level of resources available from the annual membership fees. A broad membership base is likely to generate additional resources.

Observation 3 – Funding sources not yet explored

The analysis shows that many of the organisations surveyed are diversifying their sources of funding beyond membership fees. Thus, other networks (CAN-I, over 99% of funding, the Northern Forum, for more than three-quarters) receive more important contributions from private companies or institutional entities. Other organisations - ICLEI, CPMR - also use these types of financing, but they are much less important. In addition, ICLEI also uses an advisory committee of influential people in charge of distributing resources from various private and public partners.

nrg4SD only relies on the contributions (cash and in kind) of its most involved members and does not seem to have developed an objective on how to receive additional funding for the running of the network or projects.

Recommendations

This section concludes with a series of recommendations to the Steering Committee of nrg4SD.

Recommendation 1 – That the Steering Committee quickly restores a balance between the current commitments of the network and the level of resources available

The comparative analysis, as well as the *mid-term review of the nrg4SD 2008-2014 Strategy (August 2011)*, both highlight an imbalance between the current commitments of the network (working groups, international representation of members, active participation in various UN processes, and governance) and resources available. The Steering Committee must restore a balance by ensuring a significant increase in the network's resources, in order to enable it to fulfil both its mandate and meet its obligations to its members and partners, including UN entities.

Recommendation 2 - Achieve the largest possible support from current members

Based on a governance model favoring a mandatory contribution from members, the analysis shows that the network is not receiving the full potential contribution from its current members. Based on the assessments which are in place in other organisations, revenues for nrg4SD could have reached at least,

- 340 000 euros⁶, according to the assessment scale of the Northern Forum, equally matching the contributions of members according to the number of inhabitants.
- 500 000 euros⁷, according to the scale of contribution to CPMR, fixing the contribution of members at 0, 01 euros per capita.

Without necessarily seeking such funding levels in the short term, a gradual increase in the assessment level would allow nrg4SD to no longer trail behind similar organisations. An additional increase in the number of members would help redress the financial situation of the network.

Recommendation 3 - Exploring the use of institutional or private contributions

Many organisations receive a significant proportion of their funding from private or institutional donors (Oak, Rockefeller Brothers, Heinrich Böll, etc.) or national, regional, multilateral or international programmes which can finance specific activities of the network.

It is necessary to explore the use of these two different types of sponsors in order to support core funding of the network, or specific activities. Such approaches could be undertaken by a special committee in charge of researching additional funding channels for membership fees.

⁶ We applied the maximum contribution from the largest members of the Northern Forum - 25,000 US\$ - to 11 member regions of nrg4SD and the lowest contribution of 6 000 US\$ - to 35 other member regions.

⁷ Based on the population of only industrialised member regions of nrg4SD

Annexe 1

Table 1 – Comparative analysis

	Number and type of members	Permanent offices	Permanent staff	Annual budget	Membership contributions	Financial sources
CAN-I ⁸	700+ Non-Governmental Organisation (NGO)	Washington + 7 regional offices	6	853,000 € (2010)	Voluntary contributions	Primarily institutional and private funds
CRPM ⁹	150 member regions	Rennes, Brussels	20	3.042.008 € (2011)	0,01€/habitant. Minimum fee: 6 513€	93% member contributions 6% grants (cooperation programmes), 1% other
ENCORE ¹⁰	111 member regions	Zaragoza Permanent Secretariat guaranteed by Aragon	1.25 (1 permanent and 1 part time)	Equivalent to the salaries of the permanent employees	Voluntary contributions	Voluntary contributions (nature) of members Financial assistance from the EU to host the Annual meeting
ICLEI ¹¹	1200+ (local governments, associations and some regional governments)	Bonn 14 offices around the world	200+	+11.000.000 € (2009)	70€ à 5 560€ according to a fee schedule based largely on GDP / capita	Primarily member contributions. Major donors, including private organisations
Northern Forum ¹²	12 member regions, 22 business associates	Anchorage, Moscow	4-6	904,000€ (2011)	4 171€ à 17 383€, according to the number of inhabitants	Member contributions 23%, Assistance for particular projects, 77%
nrg4SD	46 federal and regional governments, 7 associations	Brussels	1	180 000€ (2011)	According to an assessment table taking into account pop. and GDP per capita	Member contributions and special contributions from members 100%
OLAGI ¹³	374 administrative members (2008)	Quito	5	97.000 € (2011)	For the moment, voluntary contributions	The entire budget comes from state government of Azuay (Ecuador)
WBCSD	200 businesses by invitation	Geneva, Brussels, Washington	40+	Unknown	Unknown	Unknown

⁸ Annual report 2010

⁹ Information communicated by email and website

¹⁰ Website and telephone conversation

¹¹ Website and *ICLEI World Congress and Annual Report 2008-2009*

¹² Website and telephone conversation

¹³ Website and written communication