

RESULTS BASED MANAGEMENT – FINANCE FRAMEWORK

IDLO's Model

The model allows for a direct matching of received donor contributions to specific cost categories and program activities.

The model's primary cost drivers or categories as defined in the 2010 Annual Management Plan are:

- ***Institutional Development and Management***
- ***Program of Work***
 - Program Support** – Recovery of support costs
 - Program Delivery** – Professional staff costs
 - Direct Program Cost** – Direct non-staff costs

Institutional Development and Management

The Organization's institutional cost component can split into:

Development

This consists of IDLO's ***R&D***, which comprises the generation and dissemination of knowledge and learning from IDLO's programs. Within the field of rule of law and its various applications, IDLO is truly a leader in research and policy development. Few other organizations are as focused on this important aspect of development, and IDLO's expertise in this field is both unique and valuable.

The Global Legal ***Network*** of civil society organizations is an important resource for IDLO and for the communities that it serves. IDLO is building the institutional capacity of Alumni Associations so that they are capable of managing their own training and technical assistance programs as self-sustaining organizations within developing, transitional and post-conflict countries. Over 20,000 legal professionals from 175 countries have participated in IDLO training programs. IDLO is reaching its audience through traditional means as well as its own website *[Insert link]*

Management

This includes the non-program-linked components of administrative services and financial management, services provided to governing bodies, communication to external stakeholders, as well as general management.

Program of Work

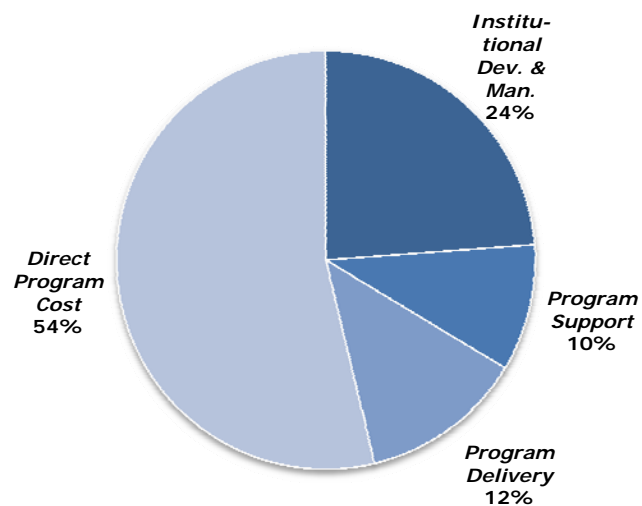
The program linked costs can be classified in three main categories:

The first category, **Program Support** costs, is dependent on the volume of programmatic activities carried out by IDLO. These are indirect costs and cannot be allocated to any individual program and are therefore recovered through a 12% payment calculated on the value of the two latter cost categories.

The second category, **Program Delivery** costs, comprises professional **staff costs** (including a prorated share of infrastructure costs (facility rents, maintenance, ICT)) that can be directly attributed to the individual program.

The third category, **Direct Program Costs**, includes **non-staff costs** directly linked to implementing a particular program (a technical assistance project in the field or a specific training course) and include costs such as program staff, travel, and in the case of program field offices, all directly attributable costs of administration and security.

Budget 2010: by cost drivers



Driver	Budget 2010 (in Mio €)
Institutional Development & Management	5.1
Program Support	2.1
Program Delivery	2.7
Direct Program Cost	11.5
Total Budget	21.4
