

## Four-year strategic work plan (2008-2011) of the secretariat of the United Nations Convention to Combat Desertification

### *Summary*

Decision 3/COP.8, by which Parties to the United Nations Convention to Combat Desertification (UNCCD) adopted a ten-year strategic plan and framework (the Strategy) for enhancing the implementation of the Convention, requests the UNCCD secretariat to present its planned contribution to the Strategy in a four-year work plan. This draft work plan is provided in the present document. It is constructed around the five operational objectives that were defined in the Strategy.

The four-year strategic work plan is geared to enhance the secretariat's responsiveness to the needs of the Parties in a changing international context, and at a time when the UNCCD process moves further towards concrete implementation. The contribution of the secretariat will take place first and foremost through strengthened substantive services to the Conference of the Parties and its subsidiary bodies. The secretariat will upgrade its analytical and knowledge-brokering functions. It will encourage coalition building and system-wide cooperation to deliver the objectives of the Strategy and enhance political support at all levels. It will further facilitate the treatment of emerging issues, new mechanisms and legislative tools to support sustainable land management.

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### Abbreviations

COP	Conference of the Parties
CRIC	Committee for the Review of the Implementation of the Convention
CSO	civil society organisation
CST	Committee on Science and Technology
DLDD	desertification, land degradation and drought
FAO	Food and Agriculture Organisation of the United Nations
GEF	Global Environment Facility
GM	Global Mechanism
ICT	information and communication technology
IFI	international financial institution
IPCC	Intergovernmental Panel on Climate Change
JIU	Joint Inspection Unit
JWP	joint work programme
LADP	local area development programme
MA	Millennium Ecosystem Assessment
MDG	Millennium Development Goals
NAP	national action programme
NCSA	national capacity self-assessment
NGO	non-governmental organization
ODA	official development assistance
PRSP	Poverty Reduction Strategy Paper
RBM	results-based management
SGP	small grants programme
SLM	sustainable land management
ToR	terms of reference
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
WSSD	World Summit on Sustainable Development

## **I. Introduction: Presentation of the four-year strategic work plan of the secretariat**

### **A. Context**

1. Developed as a result of the Rio Summit, the United Nations Convention to Combat Desertification (UNCCD) is a unique instrument which provides a universal legislative reference framework for desertification/land degradation and drought (DLDD), particularly in the drylands where some of the most vulnerable ecosystems and lower income groups in the world exist.
2. Ten years after coming into force, the UNCCD is increasingly recognized as an instrument that can make a lasting contribution to the achievement of sustainable development, the delivery of ecosystem services and poverty reduction in the global context of climate change.
3. The UNCCD operates today in an environment which has evolved considerably since the Convention was first negotiated and faces different opportunities and constraints. The policy environment has changed considerably since Rio as a result of the outcome of the World Summit on Sustainable Development (WSSD), the adoption of the Millennium Development Goals (MDG), the expectation of increased support to Africa and the least-developed countries and a stronger commitment for climate change mitigation and adaptation.
4. The shrinking availability of arable land for food production, a reduced supply of safe water, a growing number of environmental refugees and migrants, and conflicts induced by scarcity of natural resources or the aggravated impact of national catastrophes are all factors that shed a sharper light on the combined effects of poverty and environmental degradation.
5. The scientific environment has benefited from the work of the Intergovernmental Panel on Climate Change (IPCC) and of the Millennium Ecosystem Assessment (MA), which have contributed to an improved understanding of the biophysical and socio-economic trends relating to land degradation in drylands, and their impact on human and ecosystem well-being. The Desertification Synthesis of the MA has also emphasized the need to reduce uncertainties, and to establish a baseline on desertification and linkages with climate and biodiversity, while mapping out key gaps in the data and knowledge on dryland ecosystems and people.
6. The financing environment has also evolved in the last decade, with the Global Environment Facility (GEF) becoming a financial mechanism of the Convention and official development assistance (ODA) flows increasing again after a decade of stagnation, while resources for rural development and agriculture continue to decline. Pursuant to the Paris Declaration, donors have refocused their financing strategies to support country-driven priorities, based on Poverty Reduction Strategy Papers (PRSP) and other country-led development planning instruments. Lastly, various innovative financing instruments have emerged, including payments for global public goods, ecological services and carbon finance.
7. Against this background, the ten-year UNCCD strategic plan and framework 2008–2018, adopted at the eighth session of the Conference of the Parties to the UNCCD (COP 8) in September 2007 in Madrid, Spain, aims to address the Convention's key challenges at all levels, capitalizing on its strengths, seizing opportunities provided by the new policy, financing environment and offering a revitalized common ground for all UNCCD stakeholders.

## **B. Orientations of the secretariat's strategy**

8. The ten-year strategic plan and framework (the Strategy) was the final outcome of an extensive process which had its origins at the sixth session of the UNCCD Conference of the Parties (COP) held in Havana in 2003. The COP invited the Joint Inspection Unit (JIU) of the United Nations to undertake a comprehensive review of the activities of the UNCCD secretariat. As a result, an intersessional intergovernmental working group provided COP 8 with a consensus draft of the UNCCD Strategy, which was then adopted.

9. The ten-year strategic plan and framework states as the vision of the UNCCD, "The aim for the future is to forge a global partnership to reverse and prevent desertification/land degradation and to mitigate the effects of drought in affected areas in order to support poverty reduction and environmental sustainability."

10. It further states that the mission of the UNCCD is "to provide a global framework to support the development and implementation of national and regional policies, programmes and measures to prevent, control and reverse desertification/land degradation and mitigate the effects of drought through scientific and technological excellence, raising public awareness, standard setting, advocacy and resource mobilization, thereby contributing to poverty reduction".

11. In line with that overall orientation the ten-year strategic plan and framework contains the following four strategic objectives:

- (a) To improve the living conditions of affected populations
- (b) To improve the condition of affected ecosystems
- (c) To generate global benefits through effective implementation of the UNCCD
- (d) To mobilize resources to support implementation of the Convention through building effective partnerships between national and international actors.

12. These strategic objectives will guide the actions of all UNCCD stakeholders and partners during the period 2008–2018.

13. With a view to supporting the attainment of the strategic objectives, the ten-year strategic plan and framework also contains five operational objectives that would guide the actions of all UNCCD stakeholders and partners in the short and medium term (3–5 years). These objectives focus on:

- (a) Advocacy, awareness-raising and education
- (b) Policy framework
- (c) Science, technology and knowledge
- (d) Capacity-building
- (e) Financing and technology transfer.

14. As requested by Parties, this document presents the draft four-year strategy for the secretariat. It is constructed around the five operational objectives and the respective outcome areas under each objective, as defined in the UNCCD Strategy. Thus the present draft of the secretariat strategy translates the guidance of the UNCCD Strategy into a platform for action for the years 2008–2011.

15. As the UNCCD process has moved towards the implementation phase, the secretariat seeks to enhance its responsiveness to related needs of the Parties. This will take place first and foremost through enhanced substantive services to the COP and its subsidiary bodies. The secretariat will upgrade its analytical and knowledge-brokering functions. It will encourage coalition building and system-wide cooperation to deliver the objectives of the Strategy and enhance political support at all levels. It will further facilitate the treatment of emerging issues, new mechanisms or legislative tools to support sustainable land management (SLM).

16. Given the wide array of mandates, the UNCCD secretariat clearly needs to specify results to be achieved in order to carry out effective programme delivery. It will seek to obtain commensurate resources so as to be accountable for delivering those results and to provide information on how funds are being spent.

17. In support of the four-year strategy, the secretariat will develop two-year operational plans (2008–2009 and 2010–2011) as managerial tools, which will show:

- (a) How each concrete result specified in the strategy will be achieved (outputs)
- (b) Who (in terms of work units) will be responsible for it
- (c) How much it will cost

18. The following chapters detail the secretariat's four-year strategy subprogrammes which are aligned with the five operational objectives of the UNCCD Strategy. In addition, a section on management support is included.

## **II. Operational objectives and expected outcomes**

### **Subprogramme 1. Advocacy, awareness-raising and education**

*Operational objective of the subprogramme: To actively influence relevant international, national and local processes, as well as actors, in adequately addressing DLDD-related issues.*

**The secretariat assumes its lead mandate in advocacy and information, agenda setting and representation functions in relevant forums at international level in order to support Parties, the COP and the subsidiary bodies of the Convention in fulfilling their respective roles.**

<b>Outcome area 1.1:</b> DLDD issues and the synergies with climate change adaptation/mitigation and biodiversity conservation are effectively communicated among key constituencies at the international, national and local levels.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
1.1.1 Inputs provided by the UNCCD through a comprehensive communication strategy are used by key constituencies to broaden further the knowledge on DLDD issues and related synergies	Extent of use of the information material by identified constituencies
1.1.2 Information, provided by the UNCCD, on interlinkages between land degradation, climate change and biodiversity and on addressing them through a synergistic approach is used by Parties and international institutions	Extent of use of reports and documentation on synergies and interlinkages made available

<b>Outcome area 1.2:</b> DLDD issues are addressed in relevant international forums, including those pertaining to agricultural trade, climate change adaptation, biodiversity conservation and sustainable use, rural development, sustainable development and poverty reduction.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
1.2.1 The UNCCD is recognized as a key partner, global focal point and normative reference for DLDD issues	UNCCD issues are reflected in output of international initiatives and conferences
1.2.2 Better recognition of DLDD issues after participation in relevant international and regional forums	Extent to which international and regional forums consider DLDD
1.2.3 DLDD issues are included in relevant regional, subregional and international forums through thematic inputs	Number of thematic recommendations or decisions referring to DLDD made by international or regional forums

<b>Outcome area 1.3:</b> Civil society organizations (CSOs) and the scientific community in the North and the South are increasingly engaged as stakeholders in the Convention processes and DLDD are addressed in their advocacy, awareness-raising and education initiatives.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
1.3.1 Stronger mechanisms to support a CSO network enable effective participation in the work of UNCCD bodies and regional/national meetings	<ul style="list-style-type: none"> <li>- CSO network inputs are reflected in meeting reports</li> <li>- Number of CSO participants</li> </ul>
1.3.2 Scientists effectively participate in the UNCCD bodies and regional meetings	<ul style="list-style-type: none"> <li>- Extent to which decisions/recommendations presented to the UNCCD bodies and regional meetings are based on scientific contributions</li> <li>- Increased number of scientists participating in UNCCD bodies and regional meetings</li> </ul>
1.3.3 CSOs, in particular non-governmental organizations (NGOs), increasingly have access to GEF small grants programmes (SGP) in order to implement pilot activities on DLDD	Number of requests from NGOs sent to United Nations Development Programme (UNDP) and number of pilot activities on DLDD funded by the GEF SGP
1.3.4 Universities and schools are increasingly involved in raising awareness on DLDD	Extent to which universities and schools include DLDD in their curriculums

### **Subprogramme 2. Policy framework**

*Operational objective of the subprogramme: To support the creation of enabling environments for promoting solutions to combat DLDD and mitigate the effects of drought.*

**The secretariat assumes its lead role in the delivery of specific outcomes for this subprogramme to strengthen cooperation in the implementation process and cooperate with the Global Mechanism (GM) in the context of the joint work programme (JWP).**

<b>Outcome area 2.1:</b> Policy, institutional, financial and socio-economic drivers of desertification/land degradation and barriers to sustainable land management are assessed, and appropriate measures to remove these barriers are recommended.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
2.1.1 Different drivers to desertification/land degradation and barriers to sustainable land management are addressed at the level of ministers and other high-level government representatives	Extent to which drivers and barriers are addressed at relevant ministerial and other high-level forums
2.1.2 Key policy instruments and exchange of information at the regional and subregional levels are used to address drivers and barriers to SLM	<ul style="list-style-type: none"> <li>- Number of regional and subregional institutions making reference to drivers and barriers to SLM in their work programmes</li> <li>- Number of cooperation arrangements and/or initiatives dealing with the issue</li> </ul>
2.1.3 Local area development programmes (LADPs) are developed and implemented by Parties, with CSO involvement	Number of UNCCD national and/or thematic reports informing of the implementation of LADPs with CSO involvement
2.1.4 The UNCCD is recognized as a legal reference framework for global soil protection	The COP decides that the UNCCD is a legal reference for global soil protection and provides guidance on related legislative tools

<b>Outcome area 2.2:</b> Affected country Parties revise their national action programmes (NAPs) into strategic documents supported by biophysical and socio-economic baseline information and include them in integrated investment frameworks.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
2.2.1 Affected countries complete, revise or adjust their NAPs in line with the guidance provided by the Strategy based on information provided by the UNCCD	A number of countries initiate their NAP completion/revision/adjustment in view of the Strategy
2.2.2 Increased number of affected countries have access to funding from the GEF and other financial institutions based on improved quality of NAPs.	<ul style="list-style-type: none"> <li>- Number of affected countries reporting on the use of improved NAPs in accessing funding from the GEF and other financial institutions</li> <li>- Report of the GEF secretariat and relevant international institutions on funds allocated for NAP implementation</li> </ul>

<b>Outcome area 2.3:</b> Affected country Parties integrate their NAPs and sustainable land management and land degradation issues into development planning and relevant sectoral and investment plans and policies.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
2.3.1 Increased number of affected countries have included SLM priorities identified in NAPs in development planning and relevant sectoral and investment plans, portfolios and policy frameworks	<ul style="list-style-type: none"> <li>- Number of affected countries reporting on the issue</li> <li>- Number of affected country Parties which have included NAP priorities into their investment frameworks</li> </ul>

<b>Outcome area 2.4:</b> Developed country Parties mainstream UNCCD objectives and sustainable land management interventions into their development cooperation programmes/projects in line with their support to national sectoral and investment plans.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
2.4.1 Developed country Parties include the UNCCD approach in their development cooperation policies	Number of developed country Parties report measures taken to include the UNCCD approach in their cooperation policies

<b>Outcome area 2.5:</b> Mutually reinforcing measures among desertification/land degradation action programmes and biodiversity and climate change mitigation and adaptation are introduced or strengthened so as to enhance the impact of interventions.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
2.5.1 Increased cooperation among the Rio conventions is developed, including coordinated assistance for implementation of action programmes	<ul style="list-style-type: none"> <li>- Joint activities amongst the three secretariats reported to the respective COPs</li> <li>- Number of countries reporting on the launch of consultations on coordinated implementation at the national level</li> </ul>

### **Subprogramme 3. Science, technology and knowledge**

*Operational objective of the subprogramme: To become a global authority on scientific and technical knowledge pertaining to desertification/land degradation and mitigation of the effects of drought.*

The secretariat assumes its lead role in the delivery of specific outcomes for this subprogramme while developing its capacity to service the Committee on Science and Technology (CST) effectively.

<b>Outcome area 3.1:</b> National monitoring and vulnerability assessment on biophysical and socio-economic trends in affected countries are supported.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
3.1.1 Information on national monitoring and vulnerability assessment is shared	<ul style="list-style-type: none"> <li>- Increased number of publications and reports on case studies, best practices and lessons learned on national monitoring and vulnerability assessment posted on the UNCCD web site;</li> <li>- Increased number of UNCCD web site visits and downloads</li> </ul>

<b>Outcome area 3.2:</b> A baseline based on the most robust data available on biophysical and socio-economic trends is developed and relevant scientific approaches are gradually harmonized.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
3.2.1 A commonly-agreed and globally-recognized baseline is established	<ul style="list-style-type: none"> <li>- COP decision</li> <li>- Number of institutions hosting the UNCCD baseline data</li> <li>- Number of countries reporting to the COP</li> </ul>

<b>Outcome area 3.3:</b> Knowledge on biophysical and socio-economic factors and on their interactions in affected areas is improved to enable better decision-making.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
3.3.1 UNCCD poverty and land degradation assessment methodology is used by national authorities to enable better decision-making processes	Number of national reports reflecting the use of the methodology

<b>Outcome area 3.4:</b> Knowledge of the interactions between climate change adaptation, drought mitigation and restoration of degraded land in affected areas is improved to develop tools to assist decision-making.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
3.4.1 Key constituencies are aware of the importance of the interactions between climate change adaptation, drought mitigation and restoration of degraded lands in affected areas	<ul style="list-style-type: none"> <li>- Governing bodies of the United Nations Framework Convention on Climate Change (UNFCCC) include this item in their agendas</li> <li>- Whether interactions among climate change adaptation, drought mitigation and restoration of degraded lands in affected areas are discussed in UNCCD regional meetings</li> </ul>

<b>Outcome area 3.5:</b> Effective knowledge-sharing systems, including traditional knowledge <sup>1</sup> and the identification and sharing of best practices and success stories, are in place at the global, regional, subregional and national levels to support policymakers and end-users.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
3.5.1 Information on appropriate technology, including traditional knowledge, is used by affected country Parties	Number of countries reporting on the use of information on appropriate technologies and traditional knowledge

<b>Outcome area 3.6:</b> Science and technology networks and institutions relevant to DLDD are engaged to support UNCCD implementation.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
3.6.1 The CST is recognized as the main forum for scientific assessment and exchanges on land and soil matters	The extent to which science and technology networks and institutions increase their participation
3.6.2 Increased engagement of scientific research institutions at the national level in providing updated information for the NAPs to the national coordinating bodies	Number of countries reporting receiving information from national scientists and/or research institutions

#### **Subprogramme 4. Capacity-building**

*Operational objective of the subprogramme: To identify and address capacity-building needs to prevent and reverse desertification/land degradation and mitigate the effects of drought.*

<sup>1</sup> Excluding traditional knowledge on genetic resources.

**The secretariat focuses on its mandate to facilitate the compilation and communication of information required under the convention.**

<b>Outcome area 4.1:</b> Countries which have carried out the national capacity self-assessment (NCSA) implement the resulting action plans in order to develop the necessary capacity at the individual, institutional and systemic levels <sup>2</sup> to tackle DLDD-related issues at the national and local levels.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
4.1.1 New standardized UNCCD reporting guidelines are approved by the COP and used by affected country Parties	<ul style="list-style-type: none"> <li>- Reporting guidelines approved by the COP</li> <li>- Number of affected country parties using the new reporting guidelines</li> <li>- COP 9 decision on revised terms of reference (ToR) of the Committee on the Review of the Implementation of the Convention (CRIC)</li> </ul>
4.1.2 Participants in the Fellowship Programme contribute to implementation of the UNCCD	Fellowship Programme participants report on the use of the acquired knowledge in UNCCD implementation

<b>Outcome area 4.2:</b> Those countries which have not previously undertaken capacity needs assessments engage in relevant assessments processes to identify capacity needs for tackling DLDD at the national and local levels.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
4.2.1 Affected country Parties use information and tools for assessing capacity-building needs to implement the Convention	Number of countries assessing their capacity-building needs to implement the Convention
4.2.2 Different drivers to desertification/land degradation and barriers to sustainable land management are identified and assessed by Parties	<ul style="list-style-type: none"> <li>- Number of national reports containing an assessment of drivers to desertification and land degradation and barriers to SLM</li> <li>- CRIC recommendation and COP decision</li> </ul>

**Subprogramme 5. Financing and technology transfer**

*Operational objective of the subprogramme: To mobilize and improve the targeting and coordination of national, bilateral and multilateral financial and technological resources in order to increase their impact and effectiveness.*

<sup>2</sup> See the UNDP “Resource Kit for National Capacity Self-Assessment”, 2005, page vi, for a description of the various levels at which capacity can be developed.

**The UNCCD Strategy entrusts a central role to the GM for supporting the mobilization of resources under this subprogramme. The secretariat under the JWP with the GM shall provide high-level advocacy, information and related policy advice and it shall network with various forums including the GEF.**

<b>Outcome area 5.1:</b> Affected country Parties develop integrated investment frameworks for leveraging national, bilateral and multilateral resources with a view to increasing the effectiveness and impact of interventions.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
5.1.1 Increased number of affected country Parties develop integrated investment frameworks	Number of country Parties reporting on the development of integrated investment frameworks

<b>Outcome area 5.2:</b> Developed country Parties provide substantial, adequate, timely and predictable financial resources to support domestic initiatives to reverse and prevent desertification/land degradation and mitigate the effects of drought.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
5.2.1 More developed countries include UNCCD issues in their national level/bilateral cooperation programmes	Increased number of developed country parties participating in national consultation platforms

<b>Outcome area 5.3:</b> Parties increase their efforts to mobilize financial resources from international financial institutions (IFIs), facilities and funds, including the GEF, by promoting the UNCCD/SLM agenda within the governing bodies of these institutions	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
5.3.1 Increased recognition by governing bodies of IFIs of the importance of desertification as reflected in the ten-year strategic plan and framework	<ul style="list-style-type: none"> <li>- Change in number of decisions of the governing bodies that recognize the importance of desertification</li> <li>- Key aspects of the UNCCD are increasingly used as approval/evaluation criteria for funding of projects relating to land and soil by international and regional financial institutions, facilities and funds, including the GEF</li> </ul>
5.3.2 COP 10 initiates action towards the establishment/endorsement of specific funding arrangements targeting land, soil, drought and/or desertification	COP 10 decision

<b>Outcome area 5.4:</b> Innovative sources of finance and financing mechanisms are identified to combat desertification/land degradation and mitigate the effects of drought, including from the private sector, market-based mechanisms, trade, foundations and civil society organizations (CSOs), and from other financing mechanisms for climate change adaptation and mitigation, biodiversity conservation and sustainable use and for hunger and poverty reduction.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
5.4.1 COP 10 takes action towards promoting innovative sources of financing for implementation of the UNCCD	Mechanism(s) for access to innovative sources of financing, such as climate change finance and payments for ecosystem services, is/are adopted/endorsed
5.4.2 Economic opportunities in the drylands are identified and advocated by UNCCD institutions and Parties in the context of multilateral trade organizations	Number of key dryland commodities identified
5.4.3 Decision makers at the national level know how to use tools for assessing the cost of inaction	Number of countries having undertaken training and assessment courses

<b>Outcome area 5.5:</b> Access to technology by affected country Parties is facilitated through adequate financing, effective economic and policy incentives and technical support, notably within the framework of South-South and North-South cooperation.	
<b>Expected accomplishments (outcomes) 2008–2011</b>	<b>Performance indicators</b>
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### III. Management support for Strategy implementation

The secretariat strengthens the core servicing of the UNCCD process through management support initiatives geared towards effective and efficient Strategy implementation. Related business processes are in line with relevant General Assembly resolutions and decisions, including those relating to the United Nations reform process, and emphasize results-based management (RBM), budgeting and accountability.

Management actively supports strategy implementation	
Expected accomplishments (outcomes) 2008–2011	Performance indicators
6.1 Parties are satisfied with improved conditions for taking informed decisions at the level of the COP and its subsidiary bodies.	<ul style="list-style-type: none"> <li>- Extent to which Parties express their satisfaction regarding arrangements made for organizing COP, CRIC and CST sessions.</li> <li>- Change in number of official documents promptly and effectively submitted to Parties for consideration at COP, CRIC and CST sessions</li> </ul>
6.2 Improved capacity of the secretariat to service Parties	The extent to which staff express their satisfaction concerning business processes, including the introduction of RBM
6.3 Adequate and predictable resources are secured for the activities of the secretariat	Increased voluntary contributions from a diversified number of partners to the Special and Supplementary Funds
6.4 Effective mechanisms for regional coordination are adopted by a COP 9 decision.	<ul style="list-style-type: none"> <li>- Proposals made by regions</li> <li>- Decision by COP 9</li> </ul>
6.5 Effectiveness and transparency of the financial management are improved	<ul style="list-style-type: none"> <li>- Adoption of International Public Sector Accounting Systems as mandated by the United Nations</li> <li>- Adoption by 2011 of a new United Nations-wide information management system in euros</li> </ul>
6.6. Costs are saved and efficiency increased through expanded cooperation among Bonn-based United Nations organizations	<ul style="list-style-type: none"> <li>- More consistent procedures and policies with other Bonn-based United Nations organizations</li> <li>- Cost savings through shared services</li> </ul>
6.7 Improved delivery of the secretariat's administrative services including human resource management and travel-related services	The extent to which staff express their satisfaction concerning business processes
6.8 The secretariat's information and communication technology (ICT) services are improved as part of its staff services, as well as its outreach and communication capacity	<ul style="list-style-type: none"> <li>- Increased general ICT literacy of staff members</li> <li>- Increased number of website hits by institutional partners looking up information</li> </ul>

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