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Review of the implementation of the 10-year strategic plan and framework to enhance the implementation of the Convention (2008–2018)

Consideration of the workplans of the institutions and subsidiary bodies of the Convention

Workplans of the institutions and subsidiary bodies of the Convention

Note by the secretariat

Addendum

**Consideration of the draft multi-year workplan for the Global Mechanism
(2010–2013)**

Summary

The present document responds to two requests made to the Global Mechanism (GM) at the eighth session of the Conference of the Parties (COP) to the United Nations Convention to Combat Desertification:

- (a) to prepare a draft multi-year workplan; and
- (b) to develop a strategy to operationalize its complementarity and cooperation with the Global Environment Facility (GEF).

The multi-year workplan (2010 - 2013) of the GM reflects the feedback received from the seventh session of the Committee for the Review of the Implementation of the Convention (CRIC), at which Parties commented on the GM's draft proposals on results-based management for the four-year period. This resulted in the drafting of more numerous and more detailed expected accomplishments to provide more clarity on and a better understanding of GM operations. The GM has, as per the recommendations of the CRIC, reduced its efforts under those operational objectives dealing with awareness and the policy framework as much as possible, engaging in efforts that have a direct relevance to increasing investment and financial allocations.

The strategy on GEF and GM complementarity and cooperation outlines the increasing convergence between the GEF and the GM's interventions under Integrated Financing Strategies (IFSs) to increase co-finance for GEF projects and sustain resource mobilization efforts for sustainable land management. The operational strategy will be fully developed based on the decisions taken at the ninth session of the COP.

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I. Introduction

1. The present document is prepared in response to two requests made by the eighth session of Conference of the Parties (COP 8) to the United Nations Convention to Combat Desertification (UNCCD), held in Madrid in 2007. First, it responds to the request in decision 3/COP.8 to prepare a draft multi-year (four-year) workplan.¹ In conjunction with this request, COP 8 also requested the Global Mechanism (GM) to prepare a costed draft two-year work programme and to revise its Consolidated Strategy and Enhanced Approach (CSEA). These are presented in document ICCD/COP(9)/5/Add.2. The same decision also requested the GM to develop a strategy to operationalize its complementarity with the Global Environment Facility (GEF).² A summary of that strategy is presented in chapter IV below.

II. Presentation of the four-year workplan of the Global Mechanism

A. Background and context

2. The GM was established as a subsidiary body by article 21 of the UNCCD. The GM also derives its core mandate from article 21 of the Convention. The GM operates according to this basic mandate and is guided by the decisions of the sessions of the COP. The GM functions as a counterpart to the focal point institutions of the UNCCD and other governmental entities, in particular ministries of finance.

3. The GM is accountable to the COP, which also oversees the work programmes and strategic orientation of the GM and approves its core budget. The GM is hosted by the International Fund for Agricultural Development (IFAD), which is responsible for financial and administrative oversight, based on a memorandum of understanding with the COP. The GM works closely with IFAD, in particular with the department that deals with operational investment but also with other parts of IFAD such as its policy and communications units.

4. The Facilitation Committee (FC) of the GM, established by the COP at its first session (decision 25/COP.1), advises on the approaches and strategies of the GM and serves as a group for exchanging experience and information on new developments in finance and investment opportunities for the UNCCD. The three founding agencies of the FC – IFAD, The World Bank and the UNDP – support the GM more directly, including through financial contributions, with IFAD being its largest donor.

5. With the GM focusing its work on promoting actions leading to the mobilization of financial resources as stated in article 21, the changing approaches to resource allocation for development cooperation have had a major impact on and created considerable challenges for the work of the GM. The GM has responded to these various challenges since 2005 by developing new approaches and strategies in support of affected country Parties. Country Parties have recognized this changing context and, at the seventh session of the COP in Nairobi in 2005,

¹ ICCD/COP(8)/16/Add.1, decision 3/COP.8, para. 17.

² ICCD/COP(8)/16/Add.1, decision 3/COP.8, para. 18 (b) (iii).

encouraged the GM to implement its CSEA, which constituted an operational response to the new challenges.

6. The UNCCD 10-year strategic plan and framework to enhance the implementation of the Convention (The Strategy),³ adopted at COP 8, forms the foundation for the GM's results-based management (RBM) system, its four-year workplan and the revision of the its CSEA, as requested in decision 3/COP.8.

7. The seventh session of the CRIC (CRIC 7) recommended that the GM, in its multi-year workplan:

(a) Revise the expected accomplishments to provide a better understanding of the role and focus areas of the GM vis-à-vis the UNCCD secretariat;

(b) Use, to the largest extent possible quantitative performance indicators;

(c) Use more precise phrases and terms, as well as more concrete, tangible and measurable outcomes; and that

(d) The actions of the GM under operational objectives 1 and 2 of The Strategy should be relevant to finance and be supportive of the GM's main focus under operational objective 5.

8. CRIC 7 also debated how to measure the impact of the GM's operations. While awaiting the report of the Joint Inspection Unit (JIU), which will make recommendations on methodologies in this regard, the GM intends to enter into consultations with its partners and investors in the Integrated Investment Frameworks (IIFs) at the country level envisaged in The Strategy on how best and most fairly to measure the impact of the GM.

B. Orientation of the Global Mechanism

9. For the period 2010–2013 the GM derives its specific guidance from The Strategy of the UNCCD, which contains a set of four (longer-term) strategic objectives and five (short- to medium-term) operational objectives, addressed to all country Parties and other stakeholders, which have the combined aim of increasing the effectiveness of the implementation of the Convention between 2008 and 2018.

10. In view of the GM's mandate, the COP decided through decision 3/COP.8 that, in the context of The Strategy, the GM has a central responsibility for contributing to operational objective 5: Financing and technology transfer – “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”.

³ The Strategy is contained in the annex to decision 3/COP.8.

11. The COP also decided that the GM has a supporting role in contributing to operational objective 1: Advocacy, awareness-raising and education – “To actively influence relevant international, national and local processes and actors in adequately addressing desertification/land degradation and drought-related issues” and operational objective 2: Policy framework – “To support the creation of enabling environments for promoting solutions to combat desertification/land degradation and mitigate the effects of drought”.

12. As a consequence of the decisions taken at COP 8, the GM has revised its CSEA and has established an operational strategy for cooperating with the GEF as requested by the COP. The revised strategy of the GM is presented in document ICCD/COP(9)/5/Add.2 and a summary of the strategy on its cooperation with the GEF is presented in chapter IV below.

13. The GM is responding to The Strategy through improved cooperation with international finance institutions and other international organizations, including GM Facilitation Committee members. This is particularly important in the current financing environment, in which the UNCCD needs to make the case for the importance of the nexus between increased finance and investment in sustainable land management (SLM) and addressing climate change, food-security and other issues of major concern. An important element in this process is the renewed and enhanced coordination and collaboration with the UNCCD secretariat. The decisions taken at COP 8 on The Strategy include an implementation framework, and the GM and the secretariat are currently engaged in a process of reaching a deeper mutual understanding of the specifics of what this will translate into in practice.

14. The JIU assessment was still ongoing at the time of writing of this report. The conclusions and recommendations of the JIU are not known to the GM. This report is therefore written under the assumption that the four-year workplan presented in this document will be broadly in line with JIU recommendations and meet the expectations of the COP for the next four years.

C. The long-term objectives of the Global Mechanism

15. The overarching long-term objective of the GM for the four-year period 2010–2013 coincides with strategic objective 4 of The Strategy: to mobilize resources to support implementation of the Convention through building effective partnerships between national and international actors.

16. The corporate objectives of the GM, as stated in the revised strategy mentioned above, are to:

(a) Support country Parties to arrive at Integrated Investment Frameworks for addressing desertification/land degradation and drought and SLM; and

(b) Identify and facilitate access to financing opportunities in cooperation and partnerships with national institutions and international organizations, in particular innovative financing to upscale finance for SLM at the country level.

17. The expected accomplishments, which are presented in this current document, and the outputs of the GM, which are presented in ICCD/COP(9)/5/Add.2, will thus mainly contribute to strategic objective 4 of The Strategy.

18. During 2010–2013 the GM will continue the provision of support services to focal point institutions on financial issues – including public budget allocation processes, innovative sources and private sector investment. The GM will pursue this as a direct response to The Strategy, which calls for “Integrated Investment Frameworks” through the use of Integrated Financing Strategies (IFSs) in order for country Parties to increase investment. As a result of the realities facing countries in resource mobilization and allocation, and the increasing importance of national development priorities in driving these processes, in particular access to development cooperation finance, as well as of private and public specific vertical funds at the international level, the GM aims to position itself as an innovative and agile entity to assist country Parties in accessing a broad range of finance and investment.

19. Over the next four years the main instrument for the support of country Parties by the GM will continue to be IFSs. In order to be successful IFSs should also facilitate the enhancement of enabling policy and of the legislative, institutional and incentive frameworks that influence resource mobilization, as called for in operational objective 5 of The Strategy.

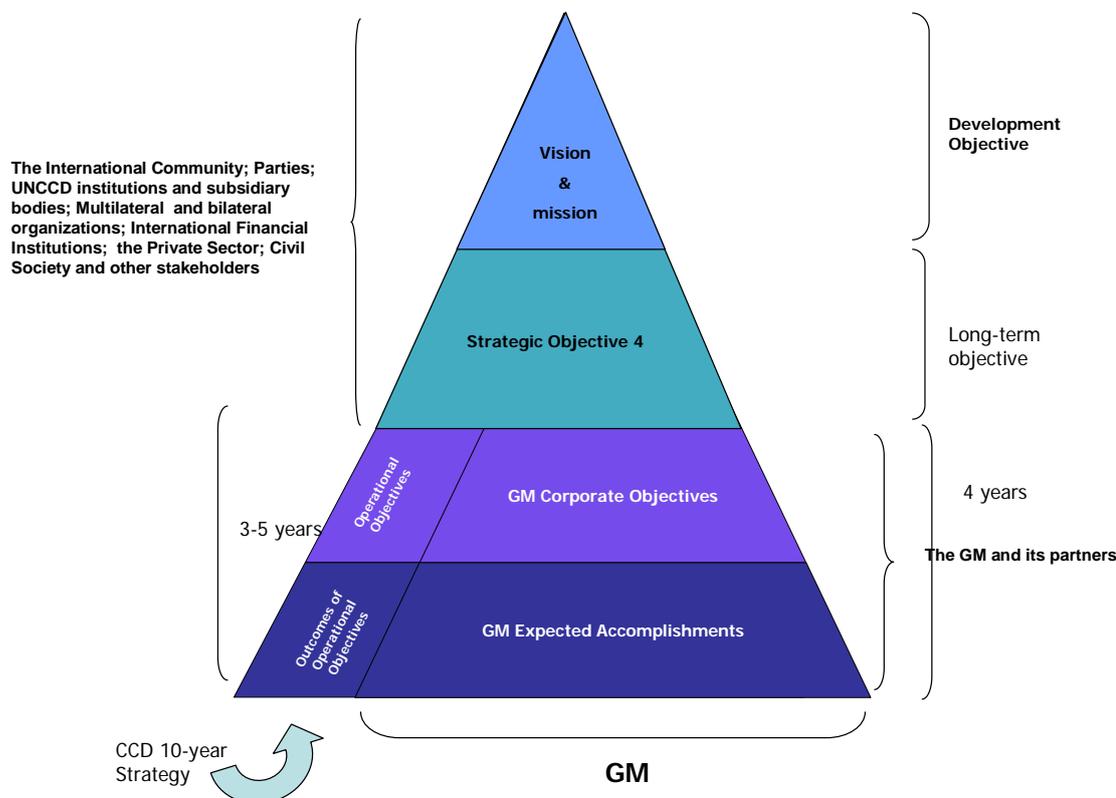
20. In accordance with its mandate, the GM will: offer a range of financial advisory services packaged into national-level programmes and subregional initiatives, mainly through the IFS tool; perform portfolio analysis of multilaterals and bilaterals; engage in data collection and analysis of financial flows; explore new and innovative sources and mechanisms; and assess readiness for accessing market-based mechanisms. The GM’s knowledge exchange and capacity enhancement programme, including the Development of Integrated Financing Strategies workshops (DIFS), will be expanded and enhanced in pace with increased GM data collection and analyses.

D. Alignment with The Strategy

21. The GM has adapted its RBM approach to The Strategy and harmonized it with the UNCCD secretariat’s logical framework in terms of nomenclature and approach.

22. Figure 1 demonstrates that the RBM system of the GM is fully aligned with The Strategy. With regard to responsibilities for achievements, it should be noted that the expected accomplishments are the joint responsibility of the GM and the partners with which it works, including the UNCCD secretariat, while the GM is to be held fully accountable for achieving its outputs. It should also be noted that the achievement of the strategic objectives and operational objectives of The Strategy lies with the entire UNCCD community, in particular the country Parties supported by the UNCCD’s subsidiary bodies, donor agencies and international organizations.

Figure 1: GM alignment with The Strategy



23. It should be noted that all the outputs of the joint work programme (JWP) developed with the secretariat are integral parts of the respective two-year programmes of work and budgets of the secretariat and the GM. These are marked with a “J” in the tables below. Budget allocations for the activities under the JWP form part of the overall budgets of the secretariat and the GM.

III. The four-year workplan of the Global Mechanism

24. Based on the GM’s overall mandate, The Strategy calls on the GM under operational objective 5 to implement a programme of work to:⁴

- (a) engage with public financing institutions and the private sector using IFSs;
- (b) advise and assist affected country Parties to develop integrated investment frameworks for leveraging national, bilateral and multilateral resources;
- (c) explore new sources of finance and financing mechanisms; and
- (d) support the development of subregional financing platforms.

⁴ ICCD/COP(8)/16/Add.1, decision 3/COP.8, para. 18 (b).

25. Given the need to integrate relevant issues into frameworks and programmes to increase financing flows, the GM also has, as is mentioned above, a supporting role in achieving operational objective 1, in terms of influencing international, national and local processes and stakeholders to adequately address desertification/land degradation and drought-related issues, and operational objective 2, in terms of creating the enabling environment for SLM financing to be taken into account in relevant sectors and by stakeholders.

A. Strategy for implementation

26. In order to meet its overall objectives and expected accomplishments, the GM will:

(a) provide technical backstopping and knowledge exchange for the development of comprehensive integrated financing strategies that blend public, private and innovative sources of financing. Here the GM is looking to capitalize in the next four years on the DIFS workshops undertaken in 2008–2009 and to move into actual development of IFSs in countries to a much increased extent, estimated at about 10–15 per biennium;

(b) provide strategic advisory services to broaden access to financing from non-traditional sources such as through compensation for environmental services, the synergistic implementation of multilateral environmental agreements, and financing and investments stemming from climate change, trade, the private sector, forestry and civil society. Here the GM aims to explore and identify a range of innovative sources and mechanisms and include them in IFSs and eventually as part of the IIFs. The GM aims to target some 10–15 countries with in-depth workshops on specific innovative financing mechanisms related to the issues listed above. In the second biennium the GM hopes to have facilitated the inclusion of these into the IIFs;

(c) cooperate with national donor partners, multilateral organizations and financing institutions and other potential investors and enter into partnerships to facilitate harmonization and alignment with national UNCCD priorities in the IIFs. This is at the core of the GM's approach at the national level, and is applied in all countries where the GM is active, as the GM wants to use existing structures as much as possible in the countries and not to add to already proliferating coordination and consultation platforms and frameworks. The GM aims to engage potential investors at a very early stage in the country level process to ensure buy-in for the investment frameworks. As the GM is not a resident agency this is also crucial for sustainability and continuing support in the long term.

(d) develop knowledge products with partners, particularly analyses of finance-related aspects of land degradation, such as reviews of economic policy, tracking of financial flows and investments, public expenditure and portfolio reviews, institutional mapping and budgetary processes. In the next four-year period the GM aims to refine and increasingly to be able to apply its methodology for portfolio reviews, based on its work in 2008–2009. It hopes to conduct at least two portfolio reviews per biennium and to expand the methodology to make it applicable for bilaterals as well as at the country level to monitor financial flows. Depending on the decisions of COP 9, it also anticipates being more closely involved in the analysis of financial data in the national reports to COP in the future.

B. Results-based management framework of the Global Mechanism, 2010–2013

27. Below can be found some explanation of terms as well as the proposed logistical results framework for the GM in the next four years.

UNCCD operational objectives: These are the operational objectives adopted in The Strategy for the period 2008–2018.

UNCCD outcomes: The outcomes for all Parties and stakeholders of the UNCCD, as identified under each operational objective of The Strategy.

Expected accomplishments: What the GM is expected to accomplish with its partners, including affected developing country partners, development cooperation partners and investors.

Performance indicators: The quantitative and/or qualitative dimension of the expected accomplishments, which the GM hopes to be able to measure over the next 2–4 years. The target values for the period 2012–2013 are approximate since the GM cannot predict the scale of voluntary contributions for its operations from country Parties over a four-year period, but only through the two-year planning cycle of the COP.

Table 1. Four-year workplan for operational objective 5: Financing and technology transfer

Operational objective 5: Financing and technology transfer	
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	
Outcome area:	Risks/assumptions:
Expected accomplishments	Performance indicators
5.1.01. Subregional platforms related to SLM financing functioning and supported by the GM	# subregional platforms related to SLM financing functioning and supported by the GM Value 2008–2009: 12 Target 2010–2011: 18 Target 2012–2013: 15
5.1.02. Adoption by affected country Parties of SLM integrated financing strategies (IFSs)	# IFSs devised by the GM are adopted by affected country Parties Value 2008–2009: 5 Target 2010–2011: 17 Target 2012–2013: 20
5.1.03. Implementation of SLM IFSs achieved	# affected country Parties are implementing SLM IFSs devised by the GM Value 2008–2009: 4 Target 2010–2011: 18 Target 2012–2013: 18

Outcome area:	Risks/assumptions:
5.2 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	Economic and political climate not restrictive to the achievement of priorities assigned by developed country Parties SLM integrated investment strategies developed under developing country leadership
Expected accomplishments	Performance indicators
5.2.01 Increased common understanding and knowledge of the economic benefits of SLM investments to achieve development objectives	# developed country Parties using GM methodologies and knowledge products to assess SLM investments Value 2008–2009: 9 Target 2010–2011: 10 Target 2012–2013: 11
5.2.02 Developed countries increasingly finance the elaboration and development of SLM IFSs through bilateral cooperation at country level	# GM-supported programmes on the elaboration and implementation of SLM IFSs directly funded by development partners Value 2008–2009: 8 Target 2010–2011: 10 Target 2012–2013: 11
5.2.03 Developed countries increasingly finance the SLM integrated investment frameworks	Percentage increase of financing volume of developed countries contributing to support SLM integrated investment frameworks promoted by the GM as per FIELD (Financial Information Engine on Land Degradation) Value 2008–2009: NA Target 2010–2011: 10 % Target 2012–2013: 15 %

Outcome area:	Risks/assumptions:
5.3 Parties increase their efforts to mobilize financial resources from international financial institutions, facilities and funds, including the GEF, by promoting the UNCCD/sustainable land management (SLM) agenda within the governing bodies of these institutions	International financial institutions, facilities and funds assign higher priority and higher levels of investment to SLM issues
Expected accomplishments	Performance indicators
5.3.01 UNCCD focal point institutions consult with national international financial institution focal points at country level to advocate for increased desertification/land degradation drought (DLDD)/SLM financing by IFIs	# interventions of international financial institution focal points on DLDD/SLM induced by UNCCD focal points with support of the GM Value 2008–2009: 5 Target 2010–2011: 5 Target 2012–2013: 10
5.3.02 Increased knowledge in international financial institutions on the rationale for SLM investments for achieving development cooperation goals	# portfolio reviews conducted by international financial institutions and bilateral organizations in collaboration with the GM Value 2008–2009: 2 Target 2010–2011: 2 Target 2012–2013: 2
5.3.03 Affected country Parties engage in programmatic approaches mobilizing co-finance	The co-finance ratio leveraged around GEF investment and investments from other facilities and funds in programmes with GM involvement Value 2008–2009: 1:2 Target 2010–2011: 1:4 Target 2012–2013: 1:4

Outcome area:	Risks/assumptions:
5.4 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 CSOs, and other financing mechanisms for climate change adaptation and mitigation, biodiversity conservation and sustainable use and for hunger and poverty reduction	<p>Innovative financial sources and mechanisms can be assessed properly to realistically benefit SLM / UNCCD</p> <p>Funding from innovative resources is complementary to other sources of funding</p>
Expected accomplishments	Performance indicators
5.4.01 Country Parties are enabled to identify innovative resources and potential entry points for innovative sources of finance and financing mechanisms related to SLM	<p>Sector specific modules on innovative sources developed and delivered in countries</p> <p>Value 2008–2009: 1 Target 2010–2011: 5 Target 2012–2013: 4</p>
5.4.02 Resources mobilized for SLM through the application of innovative sources of finance and financing mechanisms.	<p># Countries and subregions assisted by the GM on mobilizing innovative finance</p> <p>Value 2008–2009: 10 Target 2010–2011: 16 Target 2012–2013: 16</p>

Outcome area:	Risks/assumptions:
5.5 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	<p>Appropriate technologies are accessible for SLM and financing is available</p> <p>Common interest and concern exist among South-South and North-South partners</p>
Expected accomplishments	Performance indicators
5.5.01 South-South and North-South partnerships allow affected country Parties to access knowledge on technology transfer	<p>Technology transfer in the context of DLDD/SLM increasingly understood through # of initiatives</p> <p>Value 2008–2009: NA Target 2010–2011: 4 Target 2012–2013: 4</p>

Table 2. Four-year workplan for operational objective 1: Advocacy, awareness raising and education

Operational objective 1 : Advocacy, awareness-raising and education	
To actively influence relevant international, national and local processes and actors in adequately addressing desertification/land degradation and drought-related issues.	
Outcome area:	Risks/assumptions:
Expected accomplishments	Performance indicators
1.1.01 Key constituencies have available an increased selection of materials on DLDD and related synergies	# times information materials on DLDD and related synergies are disseminated Value 2008–2009: 8 Target 2010–2011: 8 Target 2012–2013: tbd

Outcome area:	Risks/assumptions:
Expected accomplishments	Performance indicators
1.2 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	Parties actively support and further ascertain the role and mandate of the UNCCD in terms of relations with the other forums Targeted international forums are willing to include and link to SLM issues in their considerations and/or decisions
1.2.01 Finance for SLM is addressed in relevant forums	# relevant forums to which the GM contributes that address financial issues related to SLM Value 2008–2009: 14 Target 2010–2011: 15 Target 2012–2013: 15

Outcome area:	Risks/assumptions:
1.3 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	Country Parties recognize the role of CSOs as partners in developing and implementing integrated investment frameworks Sufficient incentives exist for CSOs to engage and invest resources in IIF development and implementation
Expected accomplishments	Performance indicators
1.3.01 CSOs engaged in the development and implementation of IFSs and integrated investment frameworks	# of IFS and IIF processes supported by the GM, in which CSOs are engaged Value 2008–2009: 9 Target 2010–2011: 24 Target 2012–2013: 24
1.3.02 The scientific community is engaged to build economic evidence for increasing investments in SLM as a direct result of GM inputs	# of GM contributions from IFS/IIF, FIELD and financial analyses such as portfolio reviews and public sector expenditure reviews supporting initiatives by scientific institutions addressing SLM financing Value 2008–2009: 3 Target 2010–2011: 3 Target 2012–2013: 3

Table 3. Four-year workplan for operational objective 2: Policy framework

Operational objective 2 : Policy framework	
To support the creation of enabling environments for promoting solutions to combat desertification/land degradation and mitigation of the effects of drought.	
Outcome area:	Risks/assumptions:
2.1 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	The position of the UNCCD is reinforced in line ministries as well as in national focal point institutions The political will exists to comprehensively address the political and socio-economic drivers of land degradation
Expected accomplishments	Performance indicators
2.1.01 Country Parties are aware of the financial drivers of desertification/land degradation and the barriers to SLM	# country Parties assessing financial drivers in the context of IFS processes devised by the GM Value 2008–2009: 13 Target 2010–2011: 14 Target 2012–2013: 10

Outcome area:	Risks/assumptions:
2.2 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	Country Parties use IFSs and similar approaches as tools to strengthen the operationalization of NAPs
Expected accomplishments	Performance indicators
2.2.01. The development of SLM IFSs contributes to the alignment of NAPs to The UNCCD Strategy	# IFS process results feeding into NAP revision and alignment Value 2008–2009: 11 Target 2010–2011: up to 28 depending on country demand Target 2012–2013: up to 25 depending on country demand

Outcome area:	Risks/assumptions:
2.3 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	Affected country Parties increasingly integrate NAPs into their national strategic planning frameworks
Expected accomplishments	Performance indicators
2.3.01 IFSs identify investment opportunities for NAP priorities in national development processes such as Poverty Reduction Strategy Papers and relevant sectoral and investment plans and policies	# affected country Parties supported by the GM strategically focus on the interlinkages between development, poverty reduction and DLDD/SLM finance Value 2008–2009: 26 Target 2010–2011: 32 Target 2012–2013: 30

Outcome area:	Risks/assumptions:
2.4 Developed country Parties mainstream UNCCD objectives and SLM interventions into their development cooperation programmes/projects in line with their support to national sectoral and investment plans	Developed country Parties assign a higher priority and higher levels of investment to UNCCD objectives
Expected accomplishments	Performance indicators
2.4.01 SLM mainstreamed into developed country Parties development policies	# initiatives implemented jointly by the GM and developed country Parties Value 2008–2009: 9 Target 2010–2011: 9 Target 2012–2013: 9

Outcome area:	Risks/assumptions:
2.5 Mutually reinforcing measures among desertification/land degradation action programmes and biodiversity and climate change mitigation and adaptation are introduced or strengthened to enhance the impact of interventions	Implementation agencies are willing to cooperate and actively pursue synergies Land rehabilitation is seen as a means to address the concerns of other Rio conventions
Expected accomplishments	Performance indicators
2.5.01 Increased SLM financing through synergistic implementation of the Rio conventions	# of synergistic implementation initiatives for increased SLM financing implemented with support of the GM Value 2008–2009: 14 Target 2010–2011: 13 Target 2012–2013: 13

28. In addition to the work of the GM in the framework of operational objectives 5, 1 and 2, information is provided on its management- and administration-related tasks. This information is presented below and is called executive direction and management.

Table 4. Four-year workplan for executive direction and management

Operational objective X : Executive direction and management	
Outcome area:	Risks/assumptions:
X.1 : Executive direction and management	Resources and skills are available to provide the adequate input for GM functioning
Expected accomplishments	Performance indicators
X.1.01 The GM is an effective partner on financing for the UNCCD in international dialogues, partnerships and strategy development for servicing the Convention and its Parties	Participation in task forces and cooperation, coordination and monitoring activities Value 2008–2009: 3 Target 2010–2011: 4 Target 2012–2013: 4
	Proportion of the core budget adopted by the COP received for GM operations Value 2008–2009: 0.25 Target 2010–2011: 0.25 Target 2012–2013: 0.25
	Clearance by the President of IFAD on GM input Value 2008–2009: 2 Target 2010–2011: 2 Target 2012–2013: 2

Expected accomplishments	Performance indicators
X.1.01	# initiatives on SLM finance carried out between the Facilitation Committee and the GM Value 2008–2009: 3 Target 2010–2011: 4 Target 2012–2013: 4
X.1.02 Effective and transparent management of the work programme and financial resources	Quality and RBM performance enforced Value 2008–2009: NA Target 2010–2011: System established Target 2012–2013: System implemented
	IFAD audit results on the GM are satisfactory Value 2008–2009: Yes Target 2010–2011: Yes Target 2012–2013: Yes
	Amount of voluntary contributions raised from donors, in EUR Value 2008–2009: 8 million Target 2010–2011: 10 million Target 2012–2013: 12 million
	# of staff development and team-building initiatives undertaken Value 2008–2009: 4 Target 2010–2011: 5 Target 2012–2013: 5
X.1.03. Communication to a wide audience on the services provided by the GM to the Convention	Unique visitors per day to website Value 2008–2009: 400 Target 2010–2011: 500 Target 2012–2013: 600

IV. Strategy for Enhancing Complementarity between the Global Mechanism and the Global Environment Facility

29. The Strategy of the UNCCD calls on the GM to develop a strategy to operationalize its complementarity and cooperation with the GEF at all levels. The result of this call, the strategy for enhancing the complementarity and cooperation between the GM and GEF (the GM/GEF Strategy), outlines the increasing convergence between the GEF and the GM's interventions under IFSs to increase co-finance for GEF projects and sustain resource mobilization efforts for SLM. The GM/GEF strategy will be fully developed based on the decisions taken at COP 9.

30. The GM/GEF Strategy has two objectives:

Objective 1: to “**Increase the number of catalytic actions in all regions to leverage increased flows of co-finance for GEF/UNCCD-related interventions at national and (sub)regional levels**”.

31. Activities undertaken under this objective seek to assist countries to bring about enabling conditions, such as: by improving the clarity of SLM programmatic objectives; country ownership and commitment to engage in essential reform processes; well-anchored sectoral and integrated policies; and domestic and international partner buy-in and co-financing. Through this objective, the GM will play a strong role in the mobilization of co-financing designed to cover the baseline costs (or development-related portion) of GEF interventions, as well as supplementary financing for scaling up the global environmental benefits components. IFSs and the IIF will provide the primary vehicle for mobilizing finance while actions to establish innovative financing partnership platforms at the national, regional and subregional levels will continue. This will be done in close partnership with GEF agencies and other domestic and international stakeholders.

Objective 2: to “**Increase convergence between GEF and UNCCD policies, strategies and processes to improve the effectiveness and efficiency of financing for SLM and enhance overall financing flows to SLM at the international level**”.

32. This objective targets upstream processes to increase convergence between the UNCCD and the GEF’s policies, strategies and processes related to SLM. The GM will work in close cooperation with the UNCCD secretariat and relevant key partners to achieve this objective. Actions will be undertaken to enhance understanding among UNCCD constituencies at the country, regional and subregional levels on embedding GEF policies, strategies, and processes in IFSs for leveraging additional financing for SLM. The GM will assist with building stronger GEF interventions by using the results of its research into synergistic implementation of Multilateral Environmental Agreements and on leveraging emerging sources of funding. Finally, the GM will contribute to inform the GEF’s SLM-related policies and advocate for increased financing for the land degradation focal area.
