



**Convention to Combat  
Desertification**

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**Programme and budget**

**Programme and budget for the biennium 2014–2015**

**The costed draft two-year work programme for the  
secretariat, the Global Mechanism, the Committee for the  
Review of the Implementation of the Convention and the  
Committee on Science and Technology (2014–2015)**

**Note by the secretariat**

*Summary*

This document contains the proposed work programme for the various organs established under the United Nations Convention to Combat Desertification, presenting the planned orientation and accomplishments of the secretariat, the Global Mechanism, the Committee on Science and Technology and the Committee for the Review of the Implementation of the Convention for the biennium 2014–2015. This document provides an overview of the human and financial resources required by programme areas, which are defined according to the operational objectives of the 10-year strategic plan and framework to enhance the implementation of the Convention (2008–2018) (The Strategy) contained in decision 3/COP.8. It should be considered in conjunction with the documents on the programme budget (ICCD/COP(11)/6) and the comprehensive multi-year workplan for the Convention (ICCD/CRIC(12)/2-ICCD/COP(11)/CST/9).

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## **I. Introduction**

1. By its decision 3/COP.8, which sets out the 10-year strategic plan and framework to enhance the implementation of the Convention (2008–2018) (The Strategy), the Conference of the Parties (COP) requested the secretariat, the Global Mechanism (GM), the Committee on Science and Technology (CST) and the Committee for the Review of the Implementation of the Convention (CRIC) to prepare four-year workplans, to be updated for each session of the Conference of the Parties (COP), and costed two-year work programmes, following a results-based management (RBM) approach.

2. At its tenth session, by its decision 1/COP.10, the COP requested the secretariat to integrate the 2014–2017 workplans of the Convention institutions and bodies into a comprehensive multi-year workplan for the Convention, for consideration by the COP at its eleventh session. This comprehensive workplan is presented in document ICCD/CRIC(12)/2-ICCD/COP(11)/CST/9. As the costed two-year work programmes derive directly from the content of the workplan, the work programmes for the period 2014–2015 are also integrated into the comprehensive costed two-year work programme for the Convention, which is presented in this document. A corresponding overview of the proposed Convention budget is contained in document ICCD/COP(11)/6.

## **II. Strategic considerations for the biennium 2014–2015**

3. For 2014–2017, the secretariat and the GM propose a workplan and a programme budget that would promote global collaboration to address desertification/land degradation and drought (DLDD) issues, enhance the normative role of the UNCCD process in this collaboration, and generate an effective support framework for affected countries in implementing the Convention.

### **A. The secretariat**

4. According to The Strategy, the successful implementation of the 10-year strategic plan requires a strengthening of the core servicing, advocacy, agenda-setting and representation functions of the UNCCD secretariat, with commensurate capacity and resources, in order to support Parties, the COP and the subsidiary bodies of the Convention in fulfilling their respective roles. In this context, the secretariat is assigned a lead role for operational objective 1 and also in achieving specific outcomes of operational objectives 2 and 3 as well as a supporting role in other operational objectives. The provisions of The Strategy, together with the relevant decisions of recent COPs, have guided the formulation of the secretariat work programme for 2014–2015. The secretariat will focus on facilitating a productive and respected UNCCD process that both promotes target-setting for meeting the objectives of The Strategy and ensures a solid knowledge base for decision-making.

5. Among the key areas for the secretariat will be effective advocacy for UNCCD implementation and DLDD issues with regard to the post-2015 global development agenda and sustainable development goals, among other processes, building in particular on economic arguments concerning land degradation and drought.

6. Emphasis is also placed on supporting the CST in the delivery of scientific knowledge to guide decision-making concerning UNCCD implementation through the provision of scientific advice and the development of the scientific knowledge brokering portal, among other means. The iterative process to develop impact monitoring and related

baselines will continue, and the tools for monitoring progress towards the operational objectives will be updated for the 2014 reporting round.

7. The secretariat will continue active cooperation with United Nations organizations and convention secretariats with the aim of promoting approaches and programmes that can effectively support affected countries in implementing the UNCCD. The regional coordination units (RCUs) will seek to further engage regional and subregional organizations and institutions in various aspects of UNCCD implementation. They will continue to support the work of the regional coordination/executive committees and the revision of the regional and subregional action programmes. In cooperation with the GM, the secretariat will intensify its support in aligning the national action programmes with The Strategy.

8. In order to carry out its tasks efficiently, the secretariat will actively build partnerships with programmes and institutions that have proven capabilities in contributing to the different aspects of The Strategy, and will further develop its knowledge management tools.

## **B. Global Mechanism**

9. The GM work programme was developed to advance GM programme priorities and maintain the services to country Parties, in line with the mandate and identity of the GM. The proposals were based on decision 6/COP.10 on the GM governance, accountability and reporting issues.

10. As indicated in the comprehensive workplan for the period 2014–2017 (ICCD/CRIC(12)/2-ICCD/COP(11)/CST/9), the GM will focus its support for the upcoming biennium on:

- (a) Increasing financial and investment opportunities for sustainable land management (SLM);
- (b) Improving country Parties' access to SLM finance, funding mechanisms and instruments, including innovative, traditional, market-based, public and private sources of finance;
- (c) Strengthening the development of integrated investment frameworks (IIFs) as a key instrument to translate needs into viable investment priorities and catalyze the necessary multi-stakeholder support around them; and
- (d) Supporting the establishment of enabling conditions conducive to SLM finance.

11. The proposed GM budget is prepared with a view to implementing the programmatic priorities as outlined in the comprehensive UNCCD workplan for the period 2014–2017. Most of the activities and budget proposed for the GM focus on operational objective 5 on which it has a central responsibility in accordance with The Strategy. It is envisaged that the GM would maintain its level of core budget posts complemented by posts funded from voluntary contributions. The GM will seek voluntary contributions for almost all of its operations. At the time of writing this report, the GM has two grant proposals in the pipeline totalling approximately EUR 5 million. The approximately two thirds of remaining extra budgetary needs will be sought through resource mobilization efforts. Individual GM staff members would continue to be assigned to more than one area of work, so as to cover all programme priorities. The GM will also continue to support the work of the Regional Coordination Mechanisms (RCMs) by deploying human resources to the RCUs according to decision 3/COP.9, which states that GM staff, “within the available resources”, should be co-located with RCU secretariat staff. Up to now this has been

accomplished through consultants, but this model has proven complicated when locations change and continuity is required. In order to comply with the decision and to resolve this, this budget proposal suggests establishing four Professional level posts funded through voluntary contributions to support the implementation of activities in the RCM work programmes that are relevant to the GM mandate. The work programme of the GM includes dedicated work packages in support of the agreed priorities of the RCMs.

12. Direction and Management is in charge of the direct supervision and management of the implementation of the GM programme of work and budget for the biennium in accordance with RBM principles and the comprehensive UNCCD workplan approved by the COP. Support to budget and Human Resources administration is incorporated in the Direction and Management unit. Emphasis will be placed on the monitoring and evaluation of all GM operations and the impact of these operations. This unit will also be responsible for representing the GM at high-level events and for mobilizing voluntary contributions for GM operations. A single administrative regime has meant, and will still mean, some adjusting to the new system in the coming biennium. Some core budget on training in UNCCD/United Nations Office at Geneva (UNOG) administrative procedures is envisaged, in particular when the GM once again has access to an online financial management system.

13. The supply side resource mobilization efforts of the GM would develop tools and methodologies for assessing key opportunities to mobilize finance for UNCCD implementation and to engage relevant sectors and industries. In the upcoming biennium, the GM will focus its efforts on the identification of sustainable land management investment opportunities in order to promote responsible public and private investments in areas affected by land degradation. The mainstreaming of UNCCD concerns into the green economy for sustainable development as well as into financial industries and businesses will, inter alia, be undertaken through economic valuation assessments of land and other tools in order to articulate the case for increased investments into SLM related activities. Furthermore, the GM will continue to identify and explore opportunities to increase SLM relevant financial resources through UNCCD related sectoral issues such as climate change, biodiversity, forestry, water, agriculture, food security, mining, market access and trade and the tourism industry. The analysis of financial flows for UNCCD implementation, including the development and refinement of reporting guidelines, templates, indicators, and glossaries relating to the strategic and operational objectives of The Strategy on resource mobilization, remain a core activity of the GM.

14. The demand side operations of the GM will provide technical and financial support to country Parties to carry out appropriate action at all levels for (a) enhancing the enabling conditions conducive to SLM finance and (b) mobilizing finance promoting SLM and combating DLDD. At the country and subregional level, the GM operations would (i) promote integrated approaches to resource mobilization through the formulation and implementation of IIFs for SLM, including related integrated financing strategies (IFS); (ii) facilitate access to sources and investors through bankable SLM projects and programmes ; (iii) support investments through providing the basis for SLM mainstreaming and decision making; (iv) identify innovative sources of finance, including engagement with potential private sector investors, and (v) promote technology transfer through South-South and North-South cooperation focusing on finance for technology and the role of local authorities. The GM will aim to further strengthen its engagement at the subregional level in particular through existing subregional organizations and initiatives.

15. Communications, outreach and knowledge management will remain a cornerstone of GM activities in order to inform UNCCD constituencies and empower country Parties and relevant stakeholders in (i) financing opportunities relating to SLM; (ii) developing tools to raise awareness, foster dialogue and share experience; and (iii) disseminating information

materials that communicate best practices and barriers to finance in the implementation of the Convention. Relevant information will be generated by the substantive programmes and disseminated through the GM Communication Programme via all communication channels, including UNCCD websites, social media platforms, publications and enhanced communication partnerships. The GM will continue in the future to provide knowledge exchange and knowledge management services to all country Parties whether developing, developed or emerging economies by designing tools and instruments to facilitate knowledge exchange, improve accessibility of best practices and monitoring information on innovative financing approaches, holding South-South learning events, training, and periodic study tours, while supporting countries and UNCCD related initiatives to use interactive platforms and partnerships on financing opportunities for UNCCD implementation.

### **C. Committee on Science and Technology**

16. The Strategy gives the CST primary responsibility for fulfilling operational objective 3, which aims for the UNCCD “to become a global authority on scientific and technical knowledge pertaining to desertification/land degradation and mitigation of the effects of drought”. Six outcomes were specified for this operational objective: (outcome 3.1) national monitoring and vulnerability assessment; (outcome 3.2) development of a baseline based on biophysical and socioeconomic trends; (outcome 3.3) improvement of knowledge on biophysical and socioeconomic factors; (outcome 3.4) improvement of knowledge on interactions between climate change adaptation, drought mitigation and restoration of degraded land; (outcome 3.5) knowledge-sharing systems; and (outcome 3.6) engagement of science and technology networks and institutions to support UNCCD implementation.

17. In the biennium 2014–2015, improving the science-policy interface with the aim of developing the use of scientific knowledge to support decision-making concerning the UNCCD, will be the main focus of the CST. The CST will also continue its work on refining indicators and promoting common approaches to baselines for monitoring and assessing progress in meeting strategic objectives 1–3 of The Strategy. Particular attention will be given to the refinement of the reporting tools and testing of indicator-based monitoring and evaluation methodologies for national baselines. Partnerships will be built with relevant institutions, organizations and initiatives working on monitoring and assessment of DLDD so as to increase accessibility to technical guidance documents and available data sources. An inventory of global and regional land degradation assessments will also be conducted, as a basis for the consideration of the preparation of a global assessment report.

18. The UNCCD 3rd Scientific Conference, which is planned for 2014 at the fourth special session of the CST, will look into the contribution of science, technology and traditional knowledge and practices to combating DLDD for poverty reduction and sustainable development.

19. The CST will pursue the development of the Scientific Knowledge Brokering Portal (SKBP) for the purpose of implementing an advanced system for the dissemination of knowledge on desertification, involving a wide range of partner institutions.

20. Other major activities of the CST will be the analysis, in cooperation with the CRIC, and the development of guidelines for Parties to validate best practices at the national level on (i) SLM technologies, including adaptation; and (ii) DLDD and SLM monitoring and assessment, consideration of linkages with other scientific bodies that deal with issues relevant to DLDD; as well as the promotion of scientific networking to support the implementation of the Convention.

## D. Committee for the Review of the Implementation of the Convention

21. The Strategy assigns the CRIC “a central role in reviewing the implementation of the strategic plan through an effective reporting process and documenting and disseminating best practices from experience in implementing the Convention, thereby bringing a cross-cutting contribution to all operational objectives”. It further states that, “overall, the CRIC shall be strengthened to improve feedback loops to measure progress and support continuous improvement in implementing the strategic plan”, and defines the following as the functions of the CRIC:

- Determining and disseminating best practices on implementation of the UNCCD
- Reviewing implementation of the strategic plan
- Reviewing Parties’ contributions to the implementation of the Convention
- Assessing and monitoring of CRIC performance and effectiveness.

22. During the coming biennium the work of the CRIC will focus on the 2014–2015 reporting and review process which will involve the assessment of performance in the implementation of The Strategy against the five operational objectives. This will include an analysis of trends and the achievement of expected outcomes in the later stage of implementation of The Strategy, which will be instrumental for Parties in deciding upon the next steps after 2018. Particular attention will be given to reviewing the process of alignment and the implementation of action programmes with The Strategy.

23. Another priority of the CRIC during the biennium will be to consider the documentation and dissemination of best practices according to the schedule of review of thematic topics that may be adopted at COP 11. In this regard, it is expected that the first review of best practices on funding and resource mobilization will take place at CRIC 13.

24. The CRIC will continue to support the reporting and review process and will adjust its operations according to the relevant COP 11 decisions on the outcome of the mid-term evaluation of The Strategy, with particular regard to the performance review and assessment of implementation system (PRAIS).

25. The CRIC will strengthen its cooperation with the CST, paying particular attention to matters pertaining to knowledge management and the compilation and dissemination of best practices in the implementation of the Convention. The CRIC will also implement any decision taken by COP 11 on ensuring accessibility to, and making effective use of, information submitted by Parties and other reporting entities.

26. At CRIC 14, to be held in conjunction with the COP, the CRIC will focus in particular on a review of the performance of Convention institutions and subsidiary bodies, and review the report by the Global Environment Facility, including its operations under the revised land degradation focal area strategy.

## III. Resource requirements

27. The comprehensive two-year work programme is constructed around the five operational objectives of The Strategy. For each operational objective, a set of expected accomplishments has been defined, to be achieved by the secretariat, the GM, the CST and/or the CRIC, according to their respective mandates and responsibilities. A sixth section called “Management and services” is also included for administrative and management functions that concern all or most of the operational objectives.

28. In the follow-up to decision 6/COP.10, by which the COP decided that the Executive Secretary should assume the overall management responsibility, including coordinating reporting on, inter alia, the accounting, performance and activities of the GM,, the secretariat and the GM have streamlined their aims and approaches in order to ensure that their planned activities are consistent and complementary. This ‘one UNCCD’ approach, which is embodied in the documents presenting the comprehensive Convention workplan, work programme and budget, will support the secretariat and the GM in enhancing efficiency gains in allocating staff and other resources, while continuing to improve their services to Parties.

29. While the secretariat and the GM have shared expected accomplishments for the biennium 2014–2015, the presentation of their resource requirements in this document specifies the amount and type of resource that is proposed for each, as well as for the CST or the CRIC. This presentation seeks to enable Parties to compare the proposed budget against the previous budget while linking the resource requirements to a more integrated results framework than in earlier years.

## **A. Overview of resource requirements**

30. As indicated in the programme budget document ICCD/COP(11)/6, the total estimated resource requirements for the biennium 2014–2015 amount to EUR 44.7 million,<sup>1</sup> which would enable the secretariat, the GM, the CST and the CRIC to carry out the activities set out in the comprehensive two-year work programme. The secretariat and the GM, in preparing their programme budget for the biennium, propose to improve cost-efficiency and minimize the budget increase to the extent possible by:

(a) Identifying areas of work in which intensified cooperation and reallocation of tasks among the secretariat and the GM staff can increase the scope or quality of outputs or save resources through increased efficiency. Such areas currently include the following:

- (i) Communication: The outreach activities of the secretariat and the GM will be coordinated and shared where possible. The communication products will be further streamlined with the focus of the secretariat products on policy issues and GM products on finance;
- (ii) Follow-up to policy developments and advocacy: The secretariat and the GM will continue to engage in relevant key policy areas and processes according to their respective mandates. In addition, both institutions will enhance their cooperation by using available expertise more efficiently;
- (iii) Support to countries at national and regional levels: The secretariat and the GM are integrating their approaches to support the alignment of national action programmes (NAPs) and the preparation of IIFs into one approach, involving joint planning and more sharing of activities and information. The RCUs will be maintained through staffing from both the secretariat and the GM and their services will be shared;
- (iv) Efficiency gains through GM relocation to Bonn: Should the COP decide to relocate the GM to Bonn, savings would be made through joint

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<sup>1</sup> This amount includes also the resource requirements for the Trust Fund for Participation of Eligible Parties in the Sessions of the UNCCD Conference and the annual contributions by the host government to the Trust Fund for Events organized by the UNCCD secretariat (the “Bonn Fund”).



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administration. Management would be another area of potential efficiency gains resulting from such relocation;

(b) Exercising strict control over resource allocation to travel. The secretariat and the GM aim to continue reducing the use of resources for travel by replacing missions by videoconferencing and similar facilities when possible and promoting the most economic alternatives for the mode of travel;

(c) Maintaining the staff at the current level, with no new core posts or upgrades to existing posts. The secretariat and the GM will seek to cover gaps in expertise and any periodic excessive workload by using temporary staff and/or consultants, which will enable targeted, time-bound and cost-efficient support to such work. In the budget proposal, although this approach is reflected as an increase in the estimated consultancy costs this increase is nevertheless well below the costs that would be incurred by recruiting new staff;

(d) Sharing the workload and costs through partnerships. The secretariat and the GM will continue to foster partnerships with public and private sector stakeholders with a view to delivering high quality products with minimal financial inputs from the Convention budget; and

(e) Identifying activities to be funded through voluntary contributions. Core funding is proposed for certain outputs that require an established resource base to secure their timely delivery, but many others will depend on the availability of extrabudgetary resources.

31. The proposed Convention core budget amounts to EUR 17.1 million, a 4.9 per cent increase (6.2 per cent after the adjustment to the working capital reserve) over the current biennium, for the implementation of the work programmes of the secretariat, the GM, the CST and the CRIC. An additional resource requirement from extrabudgetary funds is proposed in the amount of EUR 23.9 million. Table 1 provides a summary of financial resources by operational objective for the biennium 2014–2015 (which excludes the Participation Fund and the Bonn Fund).

Table 1  
**An overview of the programme budget of the United Nations Convention to Combat Desertification for the biennium 2014–2015**  
(euro)

<i>Programmes</i>	<i>Core budget</i>	<i>Extra-budgetary</i>	<i>TOTAL</i>
<b>I. Programmes</b>			
A. Advocacy, awareness-raising and education			
Secretariat	1 527 400	1 037 600	2 565 000
Global Mechanism	555 000	908 850	1 463 850
<b>Subtotal A</b>	<b>2 082 400</b>	<b>1 946 450</b>	<b>4 028 850</b>
B. Policy framework			
Secretariat	1 288 800	2 262 400	3 551 200
Global Mechanism	407 400	2 303 000	2 710 400
<b>Subtotal B</b>	<b>1 696 200</b>	<b>4 565 400</b>	<b>6 261 600</b>
C. Science technology and knowledge			
Secretariat	2 454 600	2 820 700	5 275 300
CST	76 000	0	76 000
CRIC	76 000	0	76 000
<b>Subtotal C</b>	<b>2 606 600</b>	<b>2 820 700</b>	<b>5 427 300</b>
D. Capacity-building			
	716 200	400 000	1 116 200
E. Financing and technology transfer			
Secretariat	134 100	0	134 100
Global Mechanism	1 445 950	9 404 100	10 850 050
<b>Subtotal E</b>	<b>1 580 050</b>	<b>9 404 100</b>	<b>10 984 150</b>
<b>II. Management support</b>			
F. Executive direction and management			
Secretariat	2 323 875	0	2 033 000
Global Mechanism	135 000	955 900	2 280 200
<b>Subtotal F</b>	<b>2 458 875</b>	<b>955 900</b>	<b>4 313 200</b>
G. Conference services			
	686 100	646 200	1 332 300
H. Administration and finance services			
Secretariat	2 041 500	400 000	2 723 875
Global Mechanism	1 395 300	0	135 000
<b>Subtotal H</b>	<b>3 436 800</b>	<b>400 000</b>	<b>2 858 875</b>
<b>Subtotal (A-H)</b>	<b>15 183 725</b>	<b>21,138,750</b>	<b>36,322,475</b>
<b>III. Programme support costs (13%)</b>	1 973 884	2,748,038	4,721,922
<b>IV. Working capital reserve</b>	(25 415)	0	(25 415)
<b>TOTAL (I-IV)</b>	<b>17 132 194</b>	<b>23,886,788</b>	<b>41,018,982</b>

32. Summaries of the core budget of the secretariat and the GM by object of expenditure are presented in tables 2 and 3.

Table 2  
**Core budget of the secretariat of the United Nations Convention to Combat Desertification by object of expenditure**  
 (euro)

<i>Object of expenditure</i>	<i>Approved budget 2012–2013</i>	<i>Proposed budget 2014–2015</i>	<i>Percentage variance</i>	<i>Percentage distribution</i>
Staff and other personnel costs	7 478 375	7 582 400	1.4	67.9
Consultants	596 000	755 996	26.8	6.8
Official travel	599 000	599 000	0.0	5.4
Training	300 100	240 879	(19.7)	2.2
Hospitality	22 000	22 000	0.0	0.2
General operating expenses	908 700	1 038 500	14.3	9.3
Supplies and equipment	114 300	128 300	12.2	1.1
Joint administration costs (United Nations, Bonn/ United Nations Office at Geneva)	670 500	797 000	18.9	7.1
<b>TOTAL</b>	<b>10 688 975</b>	<b>11 164 075</b>	<b>4.4</b>	<b>100</b>

Table 3  
**Core budget of the UNCCD Global Mechanism by object of expenditure**  
 (euro)

<i>Object of expenditure</i>	<i>Approved budget 2012–13</i>	<i>Proposed budget 2014–15</i>	<i>Percentage variance</i>	<i>Percentage distribution</i>
Staff and other personnel costs	3 495 172	3 487 650	-0.2	90.2
Consultants	0	73 000	n/a	1.9
Official travel	74 000	75 000	1.4	1.9
General operating expenses	62 000	97 000	56.5	2.5
Joint administration costs (Common premises/United Nations Office at Geneva)	0	135 000	n/a	3.5
<b>TOTAL</b>	<b>3 631 172</b>	<b>3 867 650</b>	<b>6.5</b>	<b>0</b>

33. For the biennium 2014–2015, the secretariat and the GM are proposing no new staff positions or upgrades in the posts as some activities under the work programme will be implemented using outside expertise through consultancies. The increase of 1.4 per cent under the secretariat is attributed to the increase in staff salaries and other entitlements while the slight decrease in the GM is related to an analysis of standard staff costs for Rome, Italy. The increases under general operating expenses and supplies and equipment reflect the increasing costs of logistical arrangements for meetings, printing costs and other contractual services, including costs for office supplies and other materials.

34. The proposed increase under joint administration costs is attributed to the increasing share of costs of the secretariat at the United Nations campus in Bonn and the United Nations Office at Geneva. A provision under the GM budget has been made for the common costs for GM offices at the International Fund for Agricultural Development in Rome, Italy. It should be noted, however, that the majority of GM administrative costs will continue to be funded by 8 per cent of the programme support costs under the core budget of the GM.

35. The secretariat and the GM are endeavouring to limit the budget of official travel for the next biennium, which reflects a 1.4 per cent increase over the present biennium under the GM.

36. The distribution of posts by operational objective for the secretariat and the GM for the biennium 2014–2015 is shown in tables 4 and 5 respectively.

Table 4  
**Distribution of core posts for the UNCCD secretariat by operational objective for the biennium 2014–2015**

<i>Grade</i>	<i>OO1</i>	<i>OO2</i>	<i>OO3</i>	<i>OO4</i>	<i>OO5</i>	<i>OO6a</i>	<i>OO6b</i>	<i>OO6c</i>	<i>Total</i>
ASG	0	0	0	0	0	1	0	0	1
D-2	0	0	0	0	0	0	0	0	0
D-1	0	0	0	0	0	1	0	0	1
P-5	1	1	2	1	0	1	1	0	7
P-4	1	2	3	1	0	0	0	0	7
P-3	2	0	1	0	0	1	0	0	4
P-2	0	0	1	0	0	0	0	0	1
<b>Subtotal</b>	<b>4</b>	<b>3</b>	<b>7</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>21</b>
<b>GS</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>10</b>
<b>Total</b>	<b>6</b>	<b>4</b>	<b>8</b>	<b>3</b>	<b>1</b>	<b>7</b>	<b>2</b>	<b>0</b>	<b>31</b>

Abbreviations: OO= Operational objective, ASG = Assistant Secretary-General, D = Director, P = Professional, GS = General service

Table 5  
**Distribution of core posts for the UNCCD Global Mechanism by operational objective for the biennium 2014–2015**

<i>Grade</i>	<i>OO1</i>	<i>OO2</i>	<i>OO3</i>	<i>OO4</i>	<i>OO5</i>	<i>OO6a</i>	<i>OO6b</i>	<i>OO6c</i>	<i>Total</i>
ASG	0	0	0	0	0	0	0	0	0
D-2	0	0	0	0	0	1	0	0	1
D-1	0	0	0	0	0	1	0	0	1
P-5	0	1	0	0	1	0	0	0	2
P-4	0	0	0	0	3	0	0	0	3
P-3	0	0	0	0	0	0	0	0	0
P-2	2	0	0	0	0	0	0	0	2
<b>Subtotal</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>9</b>
<b>GS</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>5</b>
<b>Total</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>14</b>

Abbreviations: OO= Operational objective, ASG = Assistant Secretary-General, D = Director, P = Professional, GS = General Service

37. Tables 6 and 7 present the proposed core budget for the meetings of the Bureaux of the CST and the CRIC, which indicate financial resources in the amount of the present biennium.

Table 6  
**Core budget of the Committee on Science and Technology by object of expenditure**  
 (euro)

<i>Object of expenditure</i>	<i>Approved budget 2012–2013</i>	<i>Proposed budget 2014–2015</i>	<i>Percentage variance</i>	<i>Percentage distribution</i>
Official travel	68 400	68 400	0.0	90.0
Logistical arrangements	7 600	7 600	0.0	10.0
<b>TOTAL</b>	<b>76 000</b>	<b>76 000</b>	<b>0.0</b>	<b>100</b>

Table 7  
**Core budget of the Committee for the Review of the Implementation of the Convention by object of expenditure**  
 (euro)

<i>Object of expenditure</i>	<i>Approved budget 2012–2013</i>	<i>Proposed budget 2014–2015</i>	<i>Percentage variance</i>	<i>Percentage distribution</i>
Official travel	68 400	68 400	0.0	90.0
Logistical arrangements	7 600	7 600	0.0	10.0
<b>TOTAL</b>	<b>76 000</b>	<b>76 000</b>	<b>0.0</b>	<b>100</b>

## **B. Resource requirements by operational objective**

### **1. Operational objective 1**

38. In the biennium 2012–2013, the implementation of the UNCCD comprehensive communication strategy (CCS) resulted in a sharp increase in the numbers of UNCCD website visitors, communication project partners and outreach event audiences. The advocacy for UNCCD contributed to a growing global recognition of the importance of DLDD issues, of which a notable example is the attention to land degradation in the outcome of Rio+20.<sup>2</sup>

39. In the coming years, the secretariat will continue the implementation of the CCS, with the aim of raising the profile of the Convention as an indispensable governance tool in addressing environmental, social and economic challenges and generating global benefits. The focus of activities will be on the following:

(a) Targeted outreach through events and material production to support the integration of the DLDD outcomes of Rio+20 into the post-2015 development agenda and the sustainable development goals;

(b) Delivery of targeted messages and information, building on the outcomes of the UNCCD reporting process and the UNCCD 2nd Scientific Conference, among other sources;

(c) Partnership building to multiply the effect of public relations, including cooperation with the other Rio convention secretariats, the inter-agency group of the United Nations Decade for Deserts and the fight against Desertification (UNDDD), United Nations Department of Public Information, media companies and civil society organizations, among others;

<sup>2</sup> For further information, see document ICCD/CRIC(12)3.

(d) Increase in the understanding of the media of the importance of DLDD/SLM; and

(e) Building of internal capacity to meet diversified demands on awareness-raising activities.

40. The CCS will be adjusted to better take into account the outcome of Rio+20. The UNCCD Land Day concept will be reoriented towards specific targets. The UNCCD website and social media tools will be further developed for expanded outreach. The ongoing flagship events such as celebrations for the World Day to Combat Desertification, public outreach programmes (UNDDD, Land for Life Award, Dryland Ambassadors and Dryland Champions) and information products (UNCCD News, UNCCD Alert, LandScan and thematic fact sheets) will be strengthened. Increasing media coverage will be sought through systematic information dissemination, support to journalist training on DLDD issues, partnership development and internal capacity-building. Tools for education focusing on DLDD will be improved in partnership with relevant organizations and institutions. The RCUs will support CCS implementation by assisting affected countries to promote UNCCD implementation, approaching potential communication partners in the region and collecting information on national and regional successes for promotional purposes.

41. High-level advocacy, supported by the communication products, will emphasize the importance of the Rio+20 outcome. In 2014, the secretariat will contribute to exchanges on the post-2015 development agenda and the sustainable development goals, with the aim of raising awareness on the importance of DLDD issues in this context. Other major processes in which the secretariat will promote the UNCCD will include the United Nations High Level Political Forum,<sup>3</sup> the conference on the small island developing States and the follow-up to the conferences on landlocked developing countries. The RCUs will raise awareness of UNCCD in major regional and subregional events and processes.

42. With regard to supporting the involvement of CSOs, the secretariat will continue active communication with them on UNCCD issues. Online tools will be developed to facilitate CSO networking. The secretariat will also support CSO participation and involvement in UNCCD sessions, as well as the functioning of the CSO selection panel. At regional and subregional levels, RCUs will assist in distributing information relevant to CSOs and promote the involvement of CSOs in activities concerning UNCCD implementation.

43. The GM will support the implementation of operational objective 1 mainly through its communication activities with the content generated by the substantive programmes. Core resources will be used to strengthen the GM's online and social media presence, enrich communications partnerships with other organizations involved in UNCCD implementation and produce high quality publications, fact sheets, infographics and other printed materials on SLM finance, including the substantive preparation of corporate reports for submission to and or dissemination at sessions of the CRIC and the COP. Furthermore, core resources of the GM will be allocated to the relevant aspects of the follow-up to Rio+20, such as the Expert Committee on a Sustainable Development Financing Strategy. Additional voluntary contributions will enable the GM to enhance the UNCCD media coverage at all levels and to produce special outreach products for CSOs,

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<sup>3</sup> One outcome of the Rio+20 Conference was the decision to establish a universal intergovernmental high-level political forum on sustainable development. The forum, under the auspices of ECOSOC, will conduct regular reviews, starting in 2016, on the follow-up and implementation of sustainable development commitments and objectives, including those relating to the means of implementation, within the context of the post-2015 development agenda.

the private sector as well as development partners and donors. Special web platforms on SLM finance and resource mobilization best practices will target various actors, including CSOs. Table 8 gives an overview of resource requirements concerning operational objective 1.

Table 8  
**Overview of resource requirements concerning operational objective 1**

<i>Expected accomplishment</i>	<i>Core budget</i>			<i>Extrabudgetary resources</i>			<i>Total (euro)</i>
	Staff <sup>a</sup>	Non-staff	Total	Staff <sup>b</sup>	Non-staff	Total	
1(a) Increased awareness of the importance of addressing DLDD as a solution to many global challenges							
- Secretariat	895,740	179,500	1,075,240	87,520	743,800	831,320	1,906,560
1(b) Increased awareness of financing opportunities, methods and tools for addressing DLDD							
- GM	181,220	22,000	203,220	158,850	740,000	898,850	1,102,070
1(c) The Convention process is increasingly recognized as a normative reference for addressing DLDD issues in decisions concerning land							
- Secretariat	102,240	42,000	144,240	87,520	30,000	117,520	261,760
- GM	175,890	0	175,890	0	0	0	175,890
1(d) Civil society contributions to meetings and processes of the Convention are effectively facilitated							
- Secretariat	269,920	38,000	307,920	43,760	45,000	88,760	396,680
- GM	175,890	0	175,890	0	10,000	10,000	185,890

<sup>a</sup> Number and level of core posts: 1 P-5, 1 P-4, 2 P-3, 2 P-2, 3 GS, of which 6 for the secretariat and 3 for the GM

<sup>b</sup> Number and level of extrabudgetary posts: 1 P-3 for the secretariat

## 2. Operational objective 2

44. The findings from 2012 national reporting concerning operational objective 2 emphasized the need for further support in national implementation, particularly in continuing work on aligning NAPs with The Strategy. The reports also called for the intensification of support for facilitating synergistic mechanisms in affected country Parties. In line with these findings, the secretariat helps fulfil operational objective 2 primarily in the three following areas:

(a) Assistance to affected countries in NAP alignment. In conjunction with the GM and in cooperation with regional and subregional organizations, workshops on NAP alignment will continue with focus on information-sharing and capacity-building. The processes on the NAP alignment and the development of IIFs, when relevant, will be combined into one process, with the aim of providing joint secretariat - GM support that

extends from assisting in the improvement of the national policy tool, the NAP, to the establishment of the IIF and the consequent action for securing resources and implementing the NAP. The secretariat will continue its collaboration with organizations and programmes in the United Nations system, particularly in the context of the Global Drylands Report and its action plan, which spell out a United Nations-wide approach to dryland development, with the aim of fostering linkages between the UNCCD implementation and the policies and programmes of these organizations and programmes. In following up the 2013 High-level Meeting on National Drought Policy, the secretariat will continue its cooperation with the World Meteorological Organization (WMO) and the Food and Agriculture Organization of the United Nations (FAO) in supporting national drought preparedness. Another key area of interest for the secretariat will be the emerging initiatives and processes concerning land and soil, such as the Global Soil Partnership and the Global Soil Week. Cooperation with the International Union for Conservation of Nature will remain important;

(b) Supporting regional coordination and collaboration. The RCUs supported by the secretariat and the GM will continue assisting countries under each Regional Implementation Annex in preparing or updating the subregional/regional action programmes, so as to ensure that these action programmes are aligned with The Strategy and reflect regional priorities. The GM will support the development of subregional/regional IIFs. The RCUs will also support the regional coordination/executive committees and organize regional meetings preparatory to the sessions of the COP and its subsidiary bodies. They will foster the exchange of information and experience within each region through, among other means, developing the regional pages on the UNCCD website. One of the focus areas of the RCUs on the coming biennium will be to increase cooperation and partnerships with subregional and regional organizations, CSOs and other key UNCCD stakeholders, and with their host institutions and host countries;

(c) Promoting a better understanding of the interlinkages between DLDD and other global issues. The secretariat will promote the consideration of UNCCD issues in the follow-up to the decision to foster ecosystem restoration that was made by the COP of the Convention on Biological Diversity in 2012; and in the negotiations concerning the reduction of emissions from deforestation and forest degradation, as well as those concerning agriculture, in the context of the United Nations Framework Convention on Climate Change. The secretariat will participate in key meetings and processes on land, soil, water, forests and food security, and continue contributing to selected networks and initiatives that focus on gender and environment. Follow-up to the outcomes of Rio+20 will be a cross-cutting theme.

45. The GM will devote core resources to provide technical support on SLM finance for the NAP alignment process to meet the 2014 targets as defined by The Strategy, including support to the synergistic implementation of the Rio conventions and mainstreaming of SLM finance in relevant global forums, processes and organizations, for example on emerging issues such as food security, energy, climate change and forestry. Substantive input on SLM relevant finance and investment issues to the UNCCD policy debate would also fall under this operational objective. Voluntary contributions will be devoted to supporting the functioning of the RCMs through the RCU, inter alia, envisaging subregional and regional action programme support as regards finance and investments and to regional initiatives, events and workshops on finance and investment issues of relevance to SLM. Table 9 gives an overview of resource requirements concerning operational objective 2.



Table 9  
**Overview of resource requirements concerning operational objective 2**

<i>Expected accomplishment</i>	<i>Core budget</i>			<i>Extrabudgetary resources</i>			<i>Total (euro)</i>
	Staff <sup>a</sup>	Non-staff	Total	Staff <sup>b</sup>	Non-staff	Total	
2(a) Increased effectiveness in servicing countries in aligning and mainstreaming NAPs							
- Secretariat	127,800	129,000	256,800	88,100	854,000	942,100	1,198,900
- GM	0	71,000	71,000	253,100	475,000	728,100	799,100
2(b) Effective regional cooperation and coordination in implementing the UNCCD							
- Secretariat	127,800	103,000	230,800	88,100	300,000	388,100	618,900
- GM	84,100	0	84,100	333,600	565,000	898,600	982,700
2(c) Affected country Parties have increased support from major multilateral cooperation organizations and programmes in addressing DLDD							
- Secretariat	215,822	8,000	223,822	54,622	203,000	257,622	481,444
- GM	84,100	0	84,100	79,200	125,000	204,200	288,300
2(d) Improved understanding of interlinkages between implementing the Convention and addressing food security, water scarcity and drought, forestry and gender issues							
- Secretariat	320,252	62,000	382,252	81,052	493,000	574,052	956,304
- GM	84,100	0	84,100	119,300	230,000	349,300	433,400
2(e) Improved synergies between addressing DLDD and climate change and/or biodiversity							
- Secretariat	160,126	35,000	195,126	40,526	60,000	100,526	295,652
- GM	84,100	0	84,100	52,800	70,000	122,800	206,900

<sup>a</sup> Number and level of core posts: 2 P-5, 2 P-4, 1 GS, of which 4 for the secretariat and 1 for the GM

<sup>b</sup> Number and level of extrabudgetary posts: 2 P-2 for the secretariat

### 3. Operational objective 3

46. In the biennium 2014–2015, the CST, supported by the secretariat, will continue the refinement of the impact indicators for strategic objectives 1-3, building on the lessons learned in the first impact monitoring and, upon decision by the COP at its eleventh session, recommendations of the Ad Hoc Advisory Group of Technical Experts on Impact Indicator Refinement. The planned work includes an update of the reporting tools and upload of default data, as well as testing of monitoring and evaluation methodology for national baselines. An inventory of global and regional assessments relevant to the UNCCD impact monitoring will be conducted, as a basis for the consideration of the preparation of a global assessment report. The refinement of the impact monitoring will aim to make it easier for Parties to provide the required information, ensure the comparability of data received and support the integration of globally agreed land-related goals into the reporting system.

Partnerships with organizations and institutions that work on assessments relevant to UNCCD impact monitoring will be of critical importance for an effective and cost-efficient monitoring approach. These partnerships may include innovative approaches and cooperation with private sector companies.

47. Another key aim of the CST in the coming years is to improve the linkage between scientific information and political decision-making for UNCCD. The CST, supported by the secretariat, will follow up on the COP 11 decision concerning the provision of scientific advice, which may build on the recommendations of the Ad Hoc Working Group to Further Discuss the Options for the Provision of Scientific Advice Focusing on Desertification/Land Degradation and Drought Issues. Other important tasks in improving the science–policy interface include the organization of the UNCCD 3rd Scientific Conference, the development of the Scientific Knowledge Brokering Portal and the increased involvement of the scientific community in the UNCCD process. The secretariat will also improve the roster of experts and databases concerning science and technology correspondents and other key scientific contacts.

48. The focus of CRIC 13 in 2014 will be on the review of progress made towards the operational objectives. For this purpose, the reporting templates and guidelines will be updated following guidance from COP 11 and the performance review and assessment of implementation system (PRAIS) will be developed further. In cooperation with subregional and regional organizations, the secretariat will assist affected countries and other reporting entities with the preparation of their reports. The secretariat will also analyse and synthesize the reports received, for the consideration of the CRIC.

49. In addition to reviewing the information submitted in reports, the CRIC, supported by the secretariat, will consider the compilation and dissemination of best practices on sustainable land management and on funding and resource mobilization. The secretariat proposes to increase accessibility to data through a global data network and online information-sharing platform for disseminating best practices on sustainable land management, building on a COP 11 decision considering the use of the recommended databases for the best practices. Table 10 gives an overview of resource requirements concerning operational objective 3.

Table 10  
**Overview of resource requirements concerning operational objective 3**

<i>Expected accomplishment</i>	<i>Core budget</i>			<i>Extrabudgetary resources</i>			<i>Total (euro)</i>
	Staff <sup>a</sup>	Non-staff	Total	Staff <sup>b</sup>	Non-staff	Total	
3(a) Parties conduct impact assessments under the UNCCD, focusing on progress made in meeting SOs 1–4							
- Secretariat	310,500	14,000	324,500	0	80,000	80,000	310,500
3(b) National and global baselines for assessing progress in meeting SOs 1–3 are established							
- Secretariat	118,950	12,000	130,950	0	348,000	348,000	478,950
3(c) Parties base their decisions for action towards meeting OOs 1–4 on updated information of related successes and challenges experienced by affected countries and other UNCCD stakeholders							
- Secretariat	408,850	146,000	554,850	285,600	291,500	577,100	1,131,950

<i>Expected accomplishment</i>	<i>Core budget</i>			<i>Extrabudgetary resources</i>			<i>Total (euro)</i>
	Staff <sup>a</sup>	Non-staff	Total	Staff <sup>b</sup>	Non-staff	Total	
3(d) Parties are satisfied with the methods and tools for communicating information through reporting under the UNCCD							
- Secretariat	140,525	0	140,525	0	0	0	140,525
3(e) The CST advances knowledge on combating DLDD for poverty reduction and sustainable development, with an emphasis on the contribution of science, technology, and traditional knowledge and practices.							
- Secretariat	109,800	38,600	148,400	0	790,000	790,000	938,400
3(f) The CST benefits from the work of scientific organizations and cooperation bodies that deal with issues relevant to DLDD							
- Secretariat	164,700	6,000	170,700	0	60,000	60,000	230,700
3(g) Parties use scientific knowledge to support decision-making concerning the UNCCD							
- Secretariat	311,100	155,000	466,100	88,100	520,000	608,100	1,074,200
3(h) Parties use best practices to support the implementation of the UNCCD							
- Secretariat	140,525	24,000	164,525	0	80,000	80,000	244,525
3(i) Provisions for the engagement of science and institutions are improved							
- Secretariat	459,550	46,500	506,050	197,500	80,000	277,500	783,550

<sup>a</sup> Number and level of core posts: 2 P-5, 3 P-4, 1 P-3, 1 P-2, 1 GS for the secretariat

<sup>b</sup> Number and level of extrabudgetary posts: 1 P-3, 2 P-2 for the secretariat

#### 4. Operational objective 4

50. Most capacity-building activities under the UNCCD are conducted as part of specific processes, such as providing support for the alignment of action programmes, the development of IIFs and national reporting, which are presented under operational objectives 2, 3 and 5. Under operational objective 4, the secretariat has launched the Capacity-Building Marketplace, which uses online services to link existing and emerging supply of and demand for capacity for the implementation of the Convention. Users can share their experiences and ideas, increase their knowledge and skills, and directly influence the future development of the facility. The services in the Marketplace include resources and training opportunities for capacity-building, e-learning modules, a calendar of activities relating to capacity-building within the UNCCD context, a library with a search index on documents, reports and other material, and online forums and discussions. The Marketplace will be further developed in the biennium 2014–2015, and it is expected to support countries in meeting the capacity-building needs that they have identified through the self-assessment. Table 11 gives an overview of resource requirements concerning operational objective 4.

Table 11  
**Overview of resource requirements concerning operational objective 4**

<i>Expected accomplishment</i>	<i>Core budget</i>			<i>Extrabudgetary resources</i>			<i>Total (euro)</i>
	Staff <sup>a</sup>	Non-staff	Total	Staff <sup>b</sup>	Non-staff	Total	
4(a) Opportunities for targeted capacity-building under the Convention are improved							
- Secretariat	696,200	20,000	716,200	0	400,000	400,000	1,116,200

<sup>a</sup> Number and level of core posts: 1 P-5, 1 P-4, 1 GS for the secretariat

<sup>b</sup> Number and level of extrabudgetary posts: 0

## 5. Operational objective 5

51. Under operational objective 5, the secretariat and the GM, through the proposed expected accomplishments and related performance indicators, will support country Parties and other UNCCD stakeholders in enhancing the implementation of The Strategy and facilitating the creation of the necessary framework of enabling conditions required to mobilize financial, technical and human resources for SLM. The secretariat and the GM will strengthen the documentation of evidence and activities that would enhance and drive investments towards the concerns of Parties and the UNCCD process.

52. The GM will have a central responsibility in contributing to this objective, and in cooperation with the secretariat, it will assist country Parties and other UNCCD stakeholders in this regard. Considerable financial resources will be attributed to supporting IIF processes at country level, increasingly looking at South-South cooperation among subregions, inter alia, working with local authorities and by facilitating the mobilization of innovative sources of finance, including the private sector.

53. The proposed core budget under operational objective 5 will enable the GM to ensure its normative functions and to provide technical support relating to all expected accomplishments, in particular number 5.a on the assessment of financial flows for UNCCD implementation, which includes the reporting process on financial flows through the PRAIS system.

54. The proposed voluntary funding will, in addition, permit the GM to support country, subregional and regional processes targeting resource mobilization for UNCCD implementation. Table 12 gives an overview of resource requirements concerning operational objective 5.

Table 12  
**Overview of resource requirements concerning operational objective 5**

<i>Expected accomplishment</i>	<i>Core budget</i>			<i>Extrabudgetary resources</i>			<i>Total (euro)</i>
	Staff <sup>a</sup>	Non-staff	Total	Staff <sup>b</sup>	Non-staff	Total	
5(a) Parties base their decisions for enhancing the effectiveness and efficiency of financial resources on updated information on related successes and challenges experienced by affected countries and other UNCCD stakeholders							
- Secretariat	0	0	0	0	0	0	0
- GM	252,773	0	252,773	174,000	240,000	414,000	666,773

Expected accomplishment	Core budget			Extrabudgetary resources			Total (euro)
	Staff <sup>a</sup>	Non-staff	Total	Staff <sup>b</sup>	Non-staff	Total	
5(b) Affected country Parties increasingly use an integrated approach to mobilize resources for UNCCD implementation at the national level							
- Secretariat	0	0	0	0	0	0	0
- GM	252,773	78,000	330,773	236,200	1,114,700	1,350,900	1,681,673
5(c) Multi-stakeholder and South–South cooperation platforms/coalitions effectively contribute to financing UNCCD implementation							
- Secretariat	0	0	0	0	0	0	0
- GM	166,481	15,000	181,481	190,700	1,855,000	2,045,700	2,227,181
5(d) Improved evidence to support decisions to invest in activities contributing to UNCCD implementation							
- Secretariat	134,100	0	134,100	0	0	0	134,100
- GM	166,481	15,000	181,481	137,400	845,000	982,400	1,163,881
5(e) Increased support from developed countries and multilateral donors in addressing DLDD issues/UNCCD implementation							
- Secretariat	0	0	0	0	0	0	0
- GM	166,481	0	166,481	111,000	625,000	736,000	902,481
5(f) Private sector and innovative sources/mechanisms of financing are increasingly involved in financing SLM							
- Secretariat	0	0	0	0	0	0	0
- GM	166,481	0	166,481	203,400	3,473,500	3,676,900	3,843,381
5(g) Improved access by affected countries to SLM technology							
- GM	166,481	0	166,481	58,200	140,000	198,200	364,681

<sup>a</sup> Number and level of core posts: 1 P-5, 3 P-4, 2 GS, of which 1 is for the secretariat and 5 for the GM

<sup>b</sup> Number and level of extrabudgetary posts: 0

## 6. Management and services

55. The management and service functions of the secretariat and the GM consist of three key areas of work, namely executive direction and management, conference services and administrative and financial services.

56. The secretariat, together with the GM, seeks to organize the intergovernmental UNCCD process in a manner that makes high quality information available to support Parties' decision-making, focuses the work towards clear and practical targets, and links this Convention with global changes and trends. The work of the secretariat and the GM is fully aligned with COP decisions. Their accountability will be further improved through the use of the RBM approach by which all resources are linked to achievements agreed by the COP, ensuring sound and transparent management, monitoring and evaluation, and

reporting. The arrangements for the UNCCD sessions and other Convention meetings meet United Nations standards and support productive exchanges. The financial and human resources of the Convention are administered effectively and efficiently. Table 13 gives an overview of resource requirements concerning management and services.

Table 13  
**Overview of resource requirements concerning management and services**

	<i>Core budget</i>			<i>Extrabudgetary resources</i>			<i>Total (euro)</i>
	Staff <sup>a</sup>	Non-staff	Total	Staff	Non-staff	Total	
Executive direction and management/ secretariat	1,668,100	364,900	2,033,000	0	0	0	2,033,000
Direction and management/ GM	1,280,300	44,000	1,324,300	385,900	570,000	955,900	2,280,200
Conference services	440,600	245,500	686,100	176,200	470,000	646,200	440,600
Administration and finance services							
- Secretariat	259,200	2,064,675	2,323,875	0	400,000	400,000	2,723,875
- GM	0	135,000	135,000	0	0	0	135,000
<b>Total for the subprogramme</b>							

<sup>a</sup> Number and level of core posts: 1 ASG, 1 D-2, 2 D-1, 2 P-5, 1 P-3, 7 GS, of which 9 are for the secretariat and 5 for the GM

### C. Alternative budget scenarios: zero nominal and zero real growth

57. By its decision 10/COP.10, the COP requested the Executive Secretary to prepare a results-based budget and work programmes for the biennium 2014–2015, in line with decision 1/COP.10 on workplans, including budget scenarios reflecting zero nominal growth and zero real growth. The costed work programme in this document involves a growth of 4.9 per cent before the adjustment to the working capital reserve compared to the 2012–2013 approved budget, and it represents the best estimate of the secretariat on the necessary resources needed by the secretariat, the GM, the CST and the CRIC to implement the work programme during the coming biennium.

58. A zero real growth scenario would, under the current inflation scheme, translate into an increase of two per cent in comparison to the 2012–2013 approved budget, which would be approximately EUR 422,135 less than the Convention budget proposed in the earlier sections of this document. A large part of the reductions to reach the zero real growth scenario could be reached by relocating the GM to Bonn, as that would lower the administrative costs of the GM and consequently allow the move of one administrative staff member of the GM under programme support costs without affecting the programme delivery. In addition to these reductions, the zero real growth scenario would entail cuts in those areas for which increases are planned, or for which there is a high likelihood of receiving voluntary contributions.

59. A zero nominal growth scenario would mean that the budget would be exactly the same as the one approved for 2012–2013 although, due to the current inflation scheme that is estimated at two per cent in comparison to the 2012–2013 approved budget, this scenario would actually translate into a decrease in the resources available. Zero nominal growth would result in a reduction of approximately EUR 711,758 of the proposed budget. This would mean that in addition to the cuts presented for the zero real growth scenario, the secretariat and the GM would need to remove core budget resources for some activities that are not likely to get voluntary contributions, which would in practice mean that these

activities cannot be carried out in the next biennium. For other activities, the planned level of services would be considerably lowered or it would depend on the availability of voluntary contributions. This would particularly affect the volume and predictability of the services of the RCUs.

60. Table 14 presents the list of activities and related budget cuts that would be undertaken for the zero real and zero nominal growth scenarios.

Table 14  
**Zero real and zero nominal growth scenarios under the core budget for the biennium 2014–2015**  
 (euro)

<i>Programmes</i>	<i>Zero real</i>	<i>Zero nominal</i>
Advocacy, awareness-raising and education	<ul style="list-style-type: none"> <li>• (EUR 40,000) reduction in consultancies that would be required if the GM were to remain in Rome.</li> </ul>	<ul style="list-style-type: none"> <li>• (EUR 45,000) Media relations and outreach, and the UNCCD photo contest</li> <li>• (EUR 30,000) Regional awareness-raising and communication (RCUs)</li> <li>• (EUR 30,000) Representation in regional and subregional meetings (RCUs)</li> </ul>
Policy framework	<ul style="list-style-type: none"> <li>• (EUR 50,000) Support to NAP alignment (RCUs)</li> </ul>	<ul style="list-style-type: none"> <li>• (EUR 20,000) Support to regional coordination in Africa (RCU)</li> <li>• (EUR 50,000) Support to NAP alignment (RCUs)</li> <li>• (EUR 20,000) Support to NAP alignment (GM)</li> </ul>
Science, technology and knowledge	<ul style="list-style-type: none"> <li>• (EUR 40,000) Implementation of the COP 11 decision concerning scientific advice</li> <li>• (EUR 32,600) Preparation of the third scientific conference</li> </ul>	<ul style="list-style-type: none"> <li>• (EUR 35,000) Development of the roster of independent experts</li> <li>• (EUR 20,000) CRIC work on best practices</li> <li>• (EUR 9,443) CST work on traditional knowledge</li> <li>• (EUR 30,000) Support to next reporting on operational objectives</li> </ul>
Capacity-building		
Financing and technology transfer	<ul style="list-style-type: none"> <li>• (EUR 52,335) Support to the development/ implementation of IIF (GM)</li> </ul>	
Executive direction and management	<ul style="list-style-type: none"> <li>• (EUR 148,800) Move of one GM general staff under programme support costs</li> <li>• (EUR 8,500) reduction in travel between Bonn and Rome if GM relocated to Bonn.</li> </ul>	
Conference services		
Administration and finance services	<ul style="list-style-type: none"> <li>• (EUR 41,400) reduction in common costs if GM relocated to Bonn</li> <li>• (EUR 8,500) reduction in travel between Bonn and Rome if GM relocated to Bonn.</li> </ul>	
<b>Total reduction</b>	<b>(EUR 422,135)</b>	<b>(EUR 289,443)</b>

#### IV. Integrated costed two-year work programme for 2014–2015

<i>Outcome</i>	<i>Secretariat</i>			<i>Global Mechanism</i>			<i>Total</i>
	Core	XB	Total	Core	XB	Total	
1(a) Increased awareness of the importance of addressing DLDD as a solution to many global challenges	1,075,240	831,320	1,906,560	0	0	0	1,906,560
1(b) Increased awareness of financing opportunities, methods and tools for addressing DLDD	0	0	0	203,220	898,850	1,102,070	1,102,070
1(c) The Convention process is increasingly recognized as a normative reference for addressing DLDD issues in decisions concerning land	144,240	117,520	261,760	175,890	0	175,890	437,650
1(d) Civil society contributions to meetings and processes of the Convention are effectively facilitated	307,920	88,760	396,680	175,890	10,000	185,890	582,570
2(a) Increased effectiveness in servicing countries in aligning and mainstreaming NAPs	256,800	942,100	1,198,900	71,000	728,100	799,100	1,998,000
2(b) Effective regional cooperation and coordination in implementing the UNCCD	230,800	388,100	618,900	84,100	898,600	982,700	1,601,600
2(c) Affected country Parties have increased support from major multilateral cooperation organizations and programmes in addressing DLDD	223,822	257,622	481,444	84,100	204,200	288,300	769,744
2(d) Improved understanding of interlinkages between implementing the Convention and addressing food security, water scarcity and drought, forestry and gender issues	382,252	574,052	956,304	84,100	349,300	433,400	1,389,704
2(e) Improved synergies between addressing DLDD and climate change and/or biodiversity	195,126	100,526	295,652	84,100	122,800	206,900	502,552
3(a) Parties conduct impact assessments under the UNCCD, focusing on progress made in meeting strategic objectives 1–4	324,500	80,000	404,500	0	0	0	404,500
3(b) National and global baselines for assessing progress in meeting strategic objectives 1–3 are established	130,950	348,000	478,950	0	0	0	478,950
3(c) Parties base their decisions for action towards meeting operational objectives 1–4 on updated information of related successes and challenges experienced by affected countries and other UNCCD stakeholders	554,850	577,100	1,131,950	0	0	0	1,131,950
3(d) Parties are satisfied with the methods and tools for communicating information through reporting under the UNCCD	140,525	0	140,525	0	0	0	140,525
3(e) The CST advances knowledge on combating DLDD for poverty reduction and sustainable development, with an emphasis on the contribution of science, technology, and traditional knowledge and practices.	148,400	790,000	938,400	0	0	0	938,400



<i>Outcome</i>	<i>Secretariat</i>			<i>Global Mechanism</i>			<i>Total</i>
	Core	XB	Total	Core	XB	Total	
3(f) The CST benefits from the work of scientific organizations and cooperation bodies that deal with issues relevant to DLDD	170,700	60,000	230,700	0	0	0	230,700
3(g) Parties use scientific knowledge to support decision-making concerning the UNCCD	466,100	608,100	1,074,200	0	0	0	1,074,200
3(h) Parties use best practices to support the implementation of the UNCCD	164,525	80,000	244,525	0	0	0	244,525
3(i) Provisions for the engagement of science and institutions are improved	506,050	277,500	783,550	0	0	0	783,550
4(a) Opportunities for targeted capacity-building under the Convention are improved	716,200	400,000	1,116,200	0	0	0	1,116,200
5(a) Parties base their decisions for enhancing the effectiveness and efficiency of financial resources on updated information on related successes and challenges experienced by affected countries and other UNCCD stakeholders	0	0	0	252,773	414,000	666,773	666,773
5(b) Affected country Parties increasingly use an integrated approach to mobilize resources for UNCCD implementation at the national level	0	0	0	330,773	1,350,900	1,681,673	1,681,673
5(c) Multi-stakeholder and South-South cooperation platforms/coalitions effectively contribute to financing UNCCD implementation	0	0	0	181,481	2,045,700	2,227,181	2,227,181
5(d) Improved evidence to support decisions to invest in activities contributing to UNCCD implementation	134,100	0	134,100	181,481	982,400	1,163,881	1,297,981
5(e) Increased support from developed countries and multilateral donors in addressing DLDD issues/UNCCD implementation	0	0	0	166,481	736,000	902,481	902,481
5(f) Private sector and innovative sources/mechanisms of financing are increasingly involved in financing SLM	0	0	0	166,481	3,676,900	3,843,381	3,843,381
5(g) Improved access by affected countries to SLM technology	0	0	0	166,481	198,200	364,681	364,681
Executive direction and management/ secretariat	2,033,000	0	2,033,000	1,324,300	955,900	2,280,200	4,313,200
Direction and management/ GM	686,100	646,200	1,332,300	0	0	0	1,332,300
Conference services	2,323,875	400,000	2,723,875	135,000	0	135,000	2,858,875
Administration and finance services	2,033,000	0	2,033,000	1,324,300	955,900	2,280,200	4,313,200
<b>Total</b>	<b>11,316,075</b>	<b>7,566,900</b>	<b>18,882,975</b>	<b>3,867,650</b>	<b>13,571,850</b>	<b>17,439,500</b>	<b>36,322,475</b>

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

Abbreviations: XB = extrabudgetary.

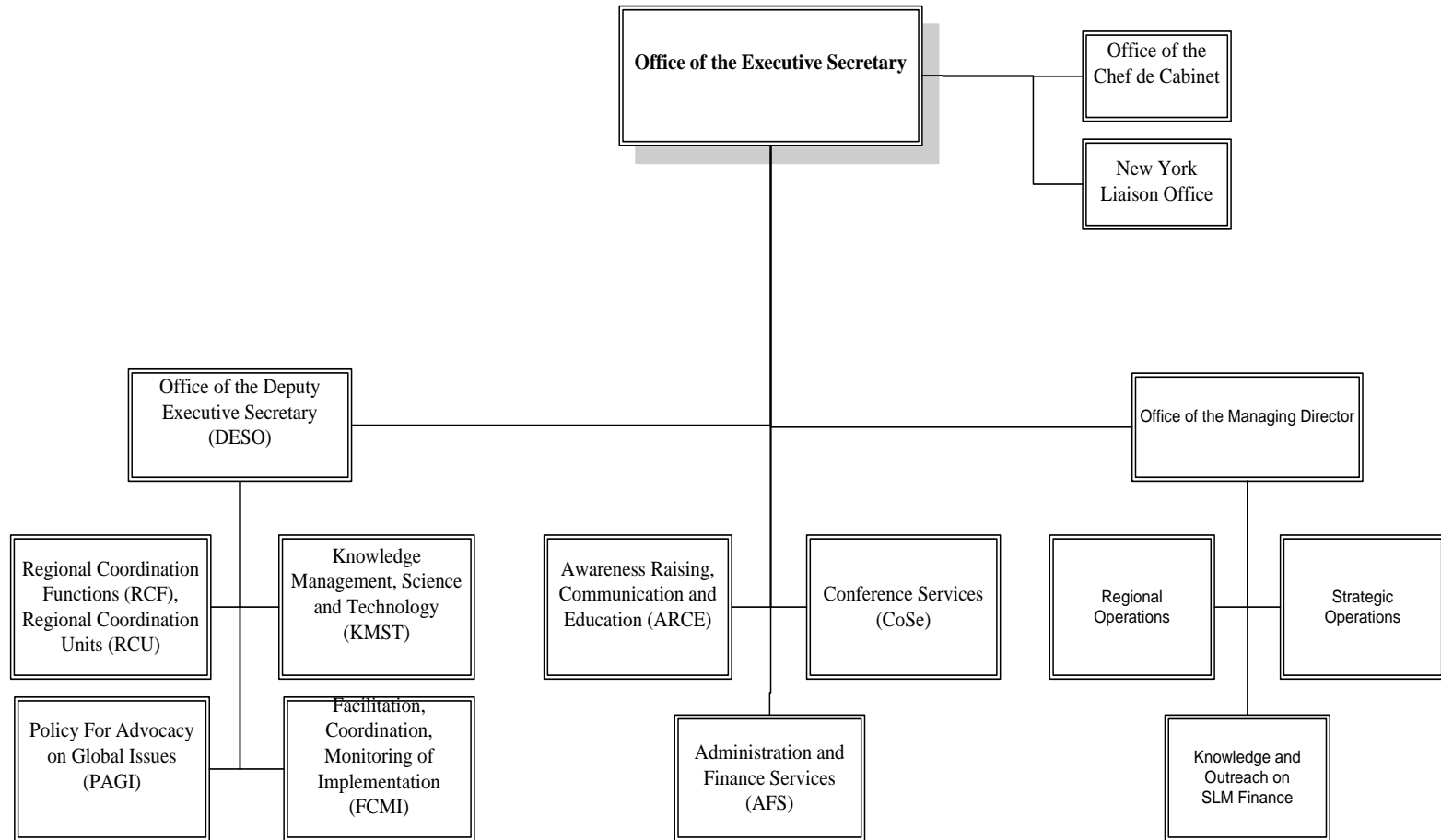
1.

## **V. Conclusions and recommendations**

**61. Parties may wish to consider the proposed comprehensive 2014–2015 work programme for the Convention and to decide on the budget for 2014–2015 on this basis, taking into account the specific requests and tasks addressed to the secretariat, the GM, the CST and the CRIC that may be raised in other decisions at COP 11.**

# Annex I

## Organizational structure of the secretariat and the Global Mechanism



## Annex II

### Assumptions and terminology used in the budget

#### I. Staff costs

1. Salary and common staff costs: The standard salary costs have been established to determine staff costs in the proposed budget of the secretariat using the United Nations salary scales for 2012 and the average post adjustment and exchange rate<sup>1</sup> in Bonn and Rome in the last 18 months in the biennium 2012–2013. The standard costs take into consideration education grants and at least one home leave per biennium for Professional staff. Tables 1 and 2 indicate the standard costs applied in the proposed budget for the secretariat and the Global Mechanism.

Table 1  
Standard salary costs for Bonn, Germany  
(euro)

	2012	2013	2014	2015
ASG	201,200	203,700	205,300	207,900
D-2	166,200	169,200	169,600	172,700
D-1	159,100	161,700	162,300	165,000
P-5	149,100	151,300	152,100	154,400
P-4	124,200	126,300	126,700	128,900
P-3	106,200	108,200	108,400	110,400
P-2	85,500	87,200	87,200	89,000
GS	65,100	66,300	66,400	67,700

Table 2  
Standard salary costs for Rome, Italy  
(euro)

	2014	2015
D-2	186,200	189,600
D-1	175,500	182,600
P-5	166,900	169,500
P-4	140,750	143,500
P-3	118,700	121,000
P-2	92,900	99,200
GS	73,700	75,100

<sup>1</sup> 1.00 USD = EUR 0.773.

## **II. Non-staff costs**

2. Consultancies include institutional and individual contracts for services that require specialized expertise not available in the secretariat. Costs are estimated on the basis of actual requirements and past expenditures on similar activities.

3. Experts and expert groups encompass the costs of experts' travel, participation in meetings of constituted bodies and work on reviews. Costs are estimated on the basis of actual requirements and past expenditures.

4. General operating expenses represent costs of rental and maintenance of premises and equipment, communications, shipping and other contractual services, including logistical support for meetings.

## **III. Working capital reserve**

5. In accordance with the Financial Rules of the Conference of the Parties, its subsidiary bodies and the Convention secretariat,<sup>2</sup> a working capital reserve is maintained at 8.3 per cent of planned expenditure for one year. The adjustment proposed in the working capital reserve for the biennium 2014–2015 represents a reduction in the overall reserve to meet the standard set above.

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<sup>2</sup> Decision 2/COP.1.