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#### Programme and budget

**Programme and budget for the biennium 2016–  
2017**

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

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Item 2 (b) of the provisional agenda

**Effective implementation of the Convention at the  
national, subregional and regional levels**

**Multi-year workplan of the Convention institutions  
and subsidiary bodies**

## Comprehensive multi-year workplan (2016–2019) and two- year costed work programme (2016–2017) for the Convention

### Note by the secretariat

#### *Summary*

This document contains the proposed workplan and work programme for the institutions and bodies 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 2016–2017. This document also provides an overview of the human and financial resources required by each programme and should be considered in conjunction with the documents on the programme budget (ICCD/COP(12)/5) and performance (ICCD/COP(12)/7 and ICCD/CRIC(14)/3).

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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 approach. By its decision 1/COP.11, the COP further requested the secretariat to integrate the 2016–2019 workplans of the Convention institutions and bodies into a comprehensive multi-year workplan for the Convention, for consideration by the COP at its twelfth session.

2. This document presents the comprehensive four-year workplan (2016–2019) and the costed two-year work programme (2016–2017) for the Convention institutions and bodies. Compared to the corresponding documentation for the former COPs, this presentation is considerably shorter and more streamlined. The brief four-year results framework focuses on ambitious substantive aims that are embedded in the strategic objectives of The Strategy. The two-year costed work programme is now structured around the programmes of the secretariat and the GM, instead of the operational objectives of The Strategy, and the planned work is described in more detail than in the previous work programmes. These developments are meant to assist Parties to effectively guide the workplan and programme in the following ways:

(a) The shorter results framework enables a more thorough consideration of the proposed strategic orientation;

(b) The descriptive, programme-based work programme offers a more practical approach to deciding on the work programme priorities than the earlier presentation of listing planned outputs.

3. This document should be read in conjunction with document ICCD/COP(12)/5 on the proposed programme and budget for the biennium 2016–2017, and documents ICCD/COP(12)/7 and ICCD/CRIC(14)/3 on the performance in the biennium 2014–2015.

## II. Four-year perspective: 2016–2019

4. The world is changing rapidly and land degradation is a bigger challenge than ever before. Demand for food, water, energy and housing is growing and at the same time, yields are falling and water scarcity growing worldwide. Loss of income and even subsistence in rural areas leads to unemployment, migration and conflicts.

5. More than half of all agricultural land is already degraded. Every decade, at least 120 million hectares of land is lost to desertification and drought alone. But close to 80 per cent of degrading land now is in the humid regions – outside areas normally prone to drought. Global warming speeds up land degradation as weather patterns change, and land degradation fuels climate change by reducing the amount of carbon captured in the soil and vegetation.

6. A pragmatic approach to rehabilitate degrading land, restore collapsing ecosystems and secure productive land is essential in restoring livelihoods and addressing climate change. Rebuilding land-based infrastructure and setting global targets for success will protect the social, economic and political systems from further land degradation. For the United Nations Convention to Combat Desertification (UNCCD) to effectively support

these aims, the potential of this Convention needs to be reconsidered and related investments targeted more strategically.

7. The implementation of the UNCCD and the impact that this Convention can make do not exist in isolation from other global processes. On the contrary, establishing the UNCCD approach firmly on globally agreed goals and operations will improve the political relevance and accountability of this Convention and open up new opportunities for financing. In the coming years, the follow-up to the sustainable development goals (SDGs) and the post-2015 development agenda, as well as the upcoming agreement on climate change, will be of utmost importance in this regard. The land degradation neutrality (LDN) target is a useful tool for this purpose, as it can offer a long-awaited practical UNCCD objective for action and an input to developing land-based activities for meeting the obligations under the United Nations Framework Convention on Climate Change (UNFCCC), while being directly responsive to the achievement of the SDGs. It is a tool for substantiating the importance of the UNCCD in an interconnected world.

8. Against this background, in 2016–2019 the secretariat and the GM will continue establishing a strong case for terrestrial ecosystems as the necessary foundation for sustainable development worldwide. The secretariat and the GM will assist countries in translating the LDN target into effective action at national level, using scientific knowledge to benefit policy decisions, and learning from successful practices and experiences.

9. At the same time, the secretariat and the GM will continue improving their own performance and effectiveness through focused action, strict budget discipline and regular internal monitoring and evaluation. Within the limits of the mandates assigned to them by the Parties, the secretariat and the GM will be committed to generating real impact that will eventually be reflected in a declining trend of land degradation globally.

10. The UNCCD results framework for 2016–2019 is presented in table 1.

Table 1  
UNCCD results framework for 2016-2019

<i>UNCCD strategic objectives</i>	<i>2016-2019 main outcomes</i>	<i>Outcome indicators</i>	<i>2016-2017 main outputs</i>
1. Improvement in living conditions of affected populations	1.1 Improved resilience to the effects of climate change of people living in affected areas	1.1 The extent to which affected country Parties use land-based approaches deriving from the UNCCD process to climate change adaptation	- Information and partnerships for linking UNCCD implementation with climate change adaptation
	1.2 Improved knowledge of reducing social tension related to land degradation	1.2 Availability of information to improve societal drivers of sustainable land management (SLM), with a particular focus on UNCCD priorities	- Information, partnerships and action on drought mitigation and disaster risk reduction - Information on societal drivers of SLM - Information, partnerships and action on migration/human mobility and prevention of resource conflicts
2. Improved condition of affected ecosystems	2.1 Reduction of the area affected by land degradation	2.1 The extent to which affected country Parties establish targets for addressing land degradation and rehabilitation	- Information and partnerships to support land degradation neutrality target-setting - Revised reporting system
	2.2 Up-to-date information on the status of land degradation	2.2 Improved reporting on the status of land degradation and related activities	- Easy access to scientific knowledge and best practices relevant to UNCCD
	2.3 Targeted scientific inputs on addressing land degradation	2.3 The extent to which scientific cooperation involving the UNCCD provides solid data and ideas for effective implementation	
3. Generation of global benefits	3.1 SLM contributes to, and benefits from, activities on climate change and biodiversity	3.1.a The extent to which countries can use land-based approaches deriving from the UNCCD process to climate change mitigation	- The Science-Policy Interface assessments and reports on SLM potential to contribute to climate change adaptation and mitigation and on land rehabilitation practices
		3.1.b The extent to which affected country Parties address land degradation and biodiversity loss in a synergistic manner	- Information, partnerships and action on landscape restoration
4. Resource mobilization through partnerships	4.1 Improved access to resources for implementation	4.1 Scope of funding sources to address land degradation	- Information on economic valuation and carbon accounting - Partnerships and funding arrangements to support national activities toward the land degradation neutrality target - Revised reporting system for financial data

### III. Integrated costed two-year work programme for 2016–2017

#### A. Overview of resource requirements

11. As presented in detail in the document on the programme and budget for the biennium 2016–2017 (ICCD/COP(12)/5), the Executive Secretary proposes to maintain the level of the core budget at the same level as for the biennium 2014–2015, representing a zero-nominal budget growth percentage. Information on the assumptions and terminology used in the budget is contained in annex II. The costs of the staffing for the biennium 2016–2017 will remain the same as in the biennium 2014–2015. The organizational structure of the secretariat and the Global Mechanism is presented in annex I, while the distribution of posts for the UNCCD secretariat by programme and for the GM are shown below in table 2.

Table 2

**Distribution of core posts for the UNCCD secretariat by programme and for the Global Mechanism for the biennium 2016–2017**

<i>Grade</i>	<i>EDM</i>	<i>ERPA</i>	<i>KMST</i>	<i>FMI</i>	<i>AS</i>	<i>GM</i>	<i>Total</i>
Assistant Secretary-General	1	0	0	0	0	0	1
Director	1	0	0	0	0	1	2
Professional	2	6	4	7	0	9	28
<b>Subtotal</b>	4	6	4	7	0	10	31
General Service	3	3	1	2	1	4	14
<b>Total</b>	7	9	5	9	1	14	45

Abbreviations: AS = Administrative Services, EDM = Executive Direction and Management, ERPA = External Relations, Policy and Advocacy, KMST = Knowledge Management, Science and Technology, FMI = Facilitation and Monitoring of Implementation, and GM = Global Mechanism.

#### B. Resource requirements of the secretariat

##### 1. Executive Direction and Management

12. The Executive Direction and Management (EDM) programme coordinates the secretariat in its support to the Convention bodies, and ensures the overall effectiveness and coherence of the work of the secretariat. EDM advises the COP President and the Bureau of the COP, coordinates the secretariat support to related activities, and provides institutional, procedural and legal advice.

13. The Executive Secretary provides strategic direction for the secretariat and the GM and represents the organization externally. She consults with Parties, coordinates cooperation with other organizations and reaches out to stakeholders worldwide to encourage their support for the objectives and implementation of the Convention.

14. In 2016–2017, in the follow-up to the 2015 agreements on global priorities on environment and development, EDM will focus on building a solid basis for the UNCCD in advancing the new commitments. While the four strategic objectives – those on affected area ecosystems, livelihoods, global benefits and financing – remain the overall results framework for the UNCCD, those 2015 agreements that relate to the UNCCD mandate will guide the orientation of the activities of the secretariat. In this regard, of particular importance will be to promote the practical implementation of

and monitor progress in LDN, and to support the inclusion of land restoration and rehabilitation in action to address climate change.

15. The New York Liaison Office (NYLO), as part of EDM, will ensure political visibility for the UNCCD issues in the High Level Political Forum and other key processes that follow up on the implementation of the post-2015 development agenda. NYLO will undertake targeted outreach to constituencies at the United Nations headquarters and provide information and advice on UNCCD matters to United Nations Member States and special interest groups such as the least developed countries, landlocked developing countries and small island developing States. NYLO will also promote land-related partnerships and initiatives involving various stakeholders, notably youth, women, civil society and academia. NYLO will advocate for further attention to the UNCCD priorities in the Global Environment Facility (GEF) and the World Bank programmes, as well as in the follow-up to key global processes and events such as the Fourth Least Developed Countries Conference.

16. Internally, EDM strives to advance the secretariat toward becoming a top-performing organization with solid expertise and recognized efficiency and effectiveness in service delivery. EDM will coordinate results-oriented planning and monitoring, through which the secretariat will continue to focus and prioritize its activities to ensure that its limited resources are used in an optimal manner to respond to the mandates given by Parties. The work of the newly-established Evaluation Office, which functions as part of EDM, facilitates internal learning for improved effectiveness. Through evidence-based measurement of achievements, it also increases transparency and accountability.

17. In order to meet the expected scope of the UNCCD process, it is proposed to upgrade the post of Deputy Executive Secretary from D-1 to D-2. The Deputy Executive Secretary will assist the Executive Secretary in managing the secretariat and in liaising with Parties and institutions at the highest level. Otherwise the EDM staffing will remain at the same level as for the biennium 2014–2015. The EDM resource requirements are presented in table 3.

Table 3  
**Core budget of Executive Direction and Management for the biennium 2016–2017 by object of expenditure**  
 (Euros)

<i>Object of expenditure</i>	<i>Approved budget</i>		<i>Percentage variance</i>
	<i>2014–2015 (revised)</i>	<i>Proposed budget 2016–2017</i>	
Staff and other personnel costs	1 668 100	1 661 600	(0.4)
Consultants	65 000	65 000	0.0
Official travel	228 985	255 986	11.8
Hospitality	22 000	22 000	0.0
Meetings of the Bureau of the Conference of the Parties	26 000	45 499	75.0
<b>TOTAL</b>	<b>2,010,085</b>	<b>2 050 085</b>	<b>2.0</b>

## 2. External Relations, Policy and Advocacy

18. The External Relations, Policy and Advocacy (ERPA) programme combines the former secretariat units for communication and for policy advocacy. In the biennium 2016–2017, the priorities of ERPA are to:

- (a) Translate the implications of the SDGs and the post-2015 development agenda into possible action for the UNCCD process and its Parties;

(b) Translate the implications of the 2015 climate change commitments into possible action for the UNCCD process and its Parties; and

(c) Make the case that land degradation and drought are drivers of insecurity (including conflict and forced migration) and that sustainable land management (SLM) can bring greater stability.

19. ERPA will communicate strategic, relevant and persuasive policy messages, promote the Convention brand, source scientifically sound but compelling data and evidence, and build partnerships with key stakeholders such as civil society, the media and the private sector. UNCCD communication will be built around key strategic themes, and a thematic approach will guide the preparations for the forthcoming World Days to Combat Desertification and other UNCCD advocacy events as well as leverage the Drylands Ambassadors network and influence.

20. ERPA will develop a dynamic, integrated and branded online presence and identity for the UNCCD, which will include a revitalized website, social media and interactive library. These online resources, linked with the Scientific Knowledge Brokering Portal and the Capacity Building Marketplace, will become a dynamic centre of knowledge-sharing on land and related issues.

**21. EUR 830,400 will be required for the communication activities.**

22. In supporting civil society involvement in the UNCCD process, ERPA will continue supporting the Civil Society Panel and related networking, with a focus on national and regional level involvement. In particular, ERPA will aim to increase the participation of those non-governmental and civil society organizations that have significant political influence, advocacy capacity and networks for on-the-ground implementation.

23. Extrabudgetary funding for the Civil Society Panel has been secured until the end of 2016. After that, the Panel will not continue unless further voluntary contributions are made available.

**24. EUR 230,800 will be required for supporting civil society involvement in the UNCCD process.**

25. ERPA will produce an analysis of the impact of the SDGs to the UNCCD, with the aim of helping Parties understand the contribution of land to their implementation. The impact analysis will also target the new climate change commitments, for which it will be grounded in the adoption of common indicators for the three Rio conventions.

26. Experience and best practices concerning the LDN target, land-based climate change adaptation and mitigation, and social resilience-building will be documented and used in advocacy material.

**27. EUR 1,083,200 will be required for integrating the SDGs and the new climate change commitments into the UNCCD priorities.**

28. Building on the strategy for leveraging multistakeholder partnerships and to set an effective framework for moving toward the LDN target, ERPA will establish an alliance of like-minded partners to support the integration of land issues in international processes and policies. Synergies will be strengthened with the Convention on Biological Diversity (CBD), the UNFCCC, the Food and Agriculture Organization of the United Nations (FAO), the Ramsar Convention, the United Nations Development Programme, the United Nations Environment Programme, and other United Nations-related bodies and processes, such as UN-Water/International Organization for Migration, as well as specialized organizations, such as the International Union for Conservation of Nature and the North Atlantic Treaty Organization.



29. With regard to resource mobilization that also is in the ERPA portfolio, the programme will ensure that funding proposal development and donor relations are aligned with the key priorities around LDN, climate change adaptation and mitigation, security and migration.

**30. EUR 28,500 will be required for partnership building and resource mobilization.**

31. A summary of the resources requirements for the ERPA programme is provided in table 4.

Table 4  
**Core budget of External Relations, Policy and Advocacy for the biennium 2016–2017 by object of expenditure**  
 (Euros)

<i>Object of expenditure</i>	<i>Approved budget</i>		<i>Percentage variance</i>
	<i>2014–2015 (revised)</i>	<i>Proposed budget 2016–2017</i>	
Staff and other personnel costs	1 708 500	1 992 300	16.6
Consultants	59 500	32 100	(46.1)
Official travel	51 000	48 500	(4.9)
Production and media events	109 000	100 000	(8.3)
<b>TOTAL</b>	<b>1 928 000</b>	<b>2 172 900</b>	<b>12.7</b>

### 3. Knowledge Management, Science and Technology

32. The Knowledge Management, Science and Technology (KMST) programme supports scientific cooperation, facilitates the use of latest scientific knowledge in policymaking concerning land degradation and drought, and coordinates cooperation with related scientific platforms and institutions. The KMST programme supports the CST.

33. In the biennium 2016–2017, the priorities of KMST are the following

- (a) To improve scientific understanding and cooperation on LDN and related monitoring and reporting;
- (b) To support affected country Parties in applying SLM practices that contribute to climate change mitigation and adaptation by improving related scientific understanding and cooperation;
- (c) To facilitate the access of Parties and other stakeholders to scientific knowledge and best practices concerning various aspects of land rehabilitation and restoration as well as drought mitigation.

34. KMST will support the continuation of the work of the Science-Policy Interface (SPI) in accordance with the SPI work programme that will be agreed at the COP. This work programme proposes focusing on developing a conceptual framework for the LDN target based on multidisciplinary scientific work and knowledge. This framework will support the advocacy and technical guidance tools that the secretariat will prepare on the LDN target. The SPI also plans to work on an assessment and guidance report on the potential of SLM practices to contribute to climate change mitigation (with a focus on soil carbon sequestration) and adaptation, as well as on land rehabilitation practices.

35. The total budget needed for the implementation of the SPI work programme in the biennium 2016–2017 is EUR 510,000. Parties may note that the proposed core budget for the SPI and the available extrabudgetary resources cover only EUR 310,000 of the

estimated costs and may therefore decide to either make additional resources available or to prioritize the proposed objectives and activities based on available resources.

36. In addition to facilitating the SPI work, KMST will promote scientific networking by building partnerships with other relevant scientific initiatives and representing the UNCCD in the key scientific events and processes. KMST will also provide technical advice on the UNCCD monitoring, assessment and reporting approach, including on LDN target-setting and on joint indicators with the other two Rio conventions.

37. Another UNCCD scientific conference is not foreseen for 2016–2017. Proposals for options for the next steps in this regard are contained in document ICCD/COP(12)/CST/4, and KMST will also look for opportunities for organizing joint sessions or theme days on UNCCD priorities for scientific cooperation in the context of various global or regional events and conferences that focus on related themes.

**38. The total proposed KMST core budget amounts to EUR 1,515,800, of which EUR 110,000 will be required for the SPI.**

39. A summary of the resources requirements for the KMST programme is provided in table 5.

Table 5  
**Core budget of Knowledge Management, Science and Technology for the biennium 2016–2017 by object of expenditure**  
 (Euros)

<i>Object of expenditure</i>	<i>Approved budget</i>	<i>Proposed budget</i>	<i>Percentage variance</i>
	<i>2014–2015 (revised)</i>	<i>2016–2017</i>	
Staff and other personnel costs	1 091 200	1 274 800	16.8
Consultants	42 000	42 000	0.0
Official travel	6 000	8 000	33.3
Meetings	117 000	115 000	(1.7)
Bureau of the Committee on Science and Technology			
Official travel	68 400	68 400	0.0
Logistical arrangements	7 600	7 600	0.0
<b>TOTAL</b>	<b>1 332 200</b>	<b>1 515 800</b>	<b>13.8</b>

#### 4. Facilitation and Monitoring of Implementation

40. The Facilitation and Monitoring of Implementation (FMI) programme supports the CRIC and prepares each reporting, review and assessment cycle. It also supports coordination and information exchange within and among the Regional Implementation Annexes of the Convention and facilitates access to capacity-building.

41. For the biennium 2016–2017, FMI will have the following three main priorities:

(a) To support affected country Parties in setting the LDN targets by providing capacity-building and technical advice;

(b) To support affected country Parties to implement the aligned national action programmes and strategies to address desertification/land degradation and drought (DLDD) by providing capacity-building and technical advice;

(c) To further develop the UNCDD reporting, review and assessment approach, which would include monitoring progress toward the achievement of the LDN target and joint indicators with the other two Rio conventions.

42. The setting of concrete and achievable targets at national level will improve the visibility and credibility of national action programmes and, expectedly, facilitate access to funding. FMI will assist countries in target-setting and in monitoring and assessing related progress.

43. The next national reporting cycle is proposed for 2018 with a focus on national action programme implementation and progress made toward achieving national targets. National reporting will primarily consist of validating, replacing and complementing datasets that have been compiled by the secretariat and partners from recognized global data sources. Selected indicators, parameters and methodologies of other processes, particularly those on climate change and those for meeting the SDGs, are planned to be used where feasible. The performance review and assessment of implementation system (PRAIS) will be restructured accordingly.

44. Reporting on financial flows to implement the Convention will be revised to use, to the extent possible, data from the Organisation for Economic Co-operation and Development and other relevant sources. This data will be reviewed through a dedicated meeting of developed country Parties. Activities in this area are carried out in close coordination with the GM.

45. The core budget resources of the secretariat will cover only part of the costs of preparing for the next reporting cycle, and it is expected that the GEF, together with other donors, will continue supporting this process through a new Global Support Programme.

**46. EUR 1,018,000 will be required for assistance in setting national targets and for the preparation of the monitoring of related progress.**

47. FMI and particularly the Regional Coordination Units will continue supporting regional cooperation and coordination in the coming biennium. Further development of regional partnerships and initiatives for effective UNCCD implementation will be a priority.

**48. EUR 1,136,780 will be required for regional coordination and cooperation.**

49. Capacity-building will involve guidance on setting national targets and monitoring related progress, as well as on preparing for the next reporting cycle. UNCCD focal points' and other interested stakeholders' access to other capacity-building opportunities, grants and information will continue to be facilitated through the Capacity Building Marketplace. A needs assessment will be carried out among Marketplace users with the aim of further developing the content provision.

**50. EUR 282,900 will be required for capacity-building.**

51. A summary of the resources requirements for the FMI programme is provided in table 6.

Table 6  
**Core budget of Facilitation and Monitoring of Implementation for the biennium 2016–2017 by object of expenditure**  
 (Euros)

<i>Object of expenditure</i>	<i>Approved budget</i>		<i>Percentage variance</i>
	<i>2014–2015 (revised)</i>	<i>Proposed budget 2016–2017</i>	
Staff and other personnel costs	2 121 175	2 135 600	0.7
Consultants	147 000	75 000	(49.0)
Official travel	140 000	100 000	(28.6)
Meetings	51 000	51 000	0.0
Bureau of the Committee for the Review of the Implementation of the Convention			
Official travel	68 400	68 400	0.0
Logistical arrangements	7 600	7 600	0.0
<b>TOTAL</b>	<b>2 535 175</b>	<b>2 437 600</b>	<b>(3.8)</b>

## 5. Administrative Services

52. The Administrative Services (AS) programme, combining the former units for administration and finance services and for conference servicing, is tasked with ensuring the effective and efficient delivery of services to the secretariat and the GM with regard to financial management, human resources, travel, procurement and information technology, as well as conference servicing, in accordance with the regulations and rules of the United Nations and the UNCCD.

53. In the biennium 2016–2017, AS will continue to implement and roll out new components of the new Umoja system, which is an administrative reform initiative designed to help the United Nations operate more effectively by integrating and streamlining business processes that manage financial, human and physical resources within a single global solution for many organizations of the United Nations. With this biennium being only the second one under the new accounting standards for the UNCCD, the programme will continue its efforts with the implementation of the International Public Sector Accounting Standards, in consultation with the Board of Auditors and the Office of Internal Oversight Services, which has the overall aim to ensure that more current information on assets, liabilities, revenue and expense is now available to management and governing bodies.

54. At the same time, conference servicing will involve preparatory processes leading to the organization of the COP and meetings of its subsidiary bodies over the biennium, as well as document processing and editing for these sessions, the meetings of the Bureaux, ad hoc events and UNCCD publications as required.

55. A summary of the resources requirements for the AS programme is provided in table 7.

Table 7  
**Core budget of Administrative Services for the biennium 2016–2017 by object of expenditure**  
 (Euros)

<i>Object of expenditure</i>	<i>Approved budget</i>		<i>Percentage variance</i>
	<i>2014–2015 (revised)</i>	<i>Proposed budget 2016–2017</i>	
Staff and other personnel costs	699 800	10 581 075	(34.6)
Consultants	313 995	313 000	(0.3)
Official travel	50 502	34 000	(32.7)
Training	220 879	154 000	(30.3)
General operating expenses	683 500	683 676	0.0
Supplies and equipment	114 300	70 000	(38.8)
Joint administration costs (United Nations, Bonn/United Nations Office at Geneva)	797 000	797 000	(12.9)
<b>TOTAL</b>	<b>2 879 976</b>	<b>2 509 051</b>	<b>(12.9)</b>

### C. Resource requirements of the Global Mechanism

56. Several ongoing processes and changing trends at the global level could open up unprecedented opportunities for financing UNCCD implementation. Most notably, the SDGs and the post-2015 development agenda refer to land and soil among the globally agreed priorities. In addition, the outcome of the third International Conference on Financing for Development held in July 2015 is an important contribution to this direction. A number of vertical climate funds, including the Green Climate Fund and the Adaptation Fund, are emerging, and the private financial industry is increasingly using traditional financial instruments and products to achieve a broader, positive impact on the so-called ‘triple bottom line’: economic, social and environmental. These are just a few examples of developments that constitute (a) potential avenues for promoting the large-scale rehabilitation and restoration of land; and (b) opportunities for increasing investments.

57. With regard to the services of the GM in this changing context, the recent assessment of the integrated financing strategies (IFS) and the evaluation of the integrated investment framework (IIF) approach concluded the following:

(a) The IIF and IFS processes are in line with the aid effectiveness, harmonization and governance agendas, but are lengthy and resource-intensive;

(b) The IFS/IIF is most effective when resources are already available. The IFS can be used effectively to identify and mobilize additional resources, but requires strong government leadership and coordinated action as well as at least one strong partner (‘champion’) with funds to invest, who may be better placed to take the leadership role;

(c) The GM should broaden its general approach to innovative and sectoral finance and opportunistically move towards promoting and engaging in ‘flagship’ initiatives that can generate investments as well as capacity-building for accessing specific, potentially favourable funding mechanisms and for project design for SLM and LDN;

(d) The GM should increase efforts to promote and attract private investments that can work towards UNCCD implementation, SLM and LDN.

58. Through its donor contributions, the GM is placing more emphasis on facilitating initiatives that aim at land rehabilitation and restoration as well as improved management on the ground. In response to the call for the GM to reassess its role within IIFs and the

internal and external assessments, the GM is proposing to focus its work around three major themes with seven priorities and promoting or supporting flagship initiatives which contribute to both SLM and LDN.

59. In delivering its tasks, the GM will further increase its relevance and impact in serving the Parties to the Convention. It will focus on key priorities, leverage its work through strategic partnerships and scale up the activities through increased third-party funding. The GM will tailor global cutting-edge knowledge to provide pragmatic, country-specific advice.

60. The GM is proposing a more opportunistic and pragmatic approach by focusing on three major themes, which are:

1. Land degradation neutrality action
2. Land, economics and the private sector
3. Land, resilience and security.

61. The GM will also promote and support flagship initiatives, which represent concerted action at a given region/area or around a substantive issue. The GM role is to support, promote and engage in these initiatives as a way to generate broad-based champions for UNCCD implementation.

#### **1. Office of the Managing Director**

62. The Managing Director's office provides overall management and strategic direction for the GM's work in facilitating and promoting the different types and functions relating to finance and investments for UNCCD implementation. This office is responsible for the programming, budget and resource mobilization as well as for the GM's knowledge management and communication activities, for all its priorities and operations and for cooperation and coordination with the Executive Secretary and the UNCCD secretariat. This will be the first biennium for a newly appointed Managing Director who takes office in mid-September 2015. At the beginning of his term he may need to use more time and resources to meet with key stakeholders and participate in processes and meetings than is usually the case.

**63. EUR 1,031,743 will be required for the functions of the office of the Managing Director.**

#### **2. Land degradation neutrality action**

64. Country support for LDN targets, baselines and practices: Achieving LDN requires two concurrent pathways of action: (1) adopting and scaling up SLM practices; and (2) restoring and rehabilitating ecosystems. The GM will support interested country Parties in implementing the LDN concept at the national level, including the definition of targets and baselines and the identification and promotion of good practices. This would include the identification of funding opportunities based on existing IIFs for SLM.

65. Analysis of financial flows: The GM will continue informing the COP, the CRIC, national governments and other stakeholders about the investments and financial flows that contribute to the implementation of the Convention. This will include participation in the preparation of the UNCCD performance review and assessment of implementation, preliminary analyses of the financial data contained in the national reports, and presentation of these analyses to the CRIC as the basis for the substantive discussions on finance for UNCCD implementation. It also envisages seeking funds for the next reporting cycle for the UNCCD.

**66. EUR 1,002,597 will be required for land degradation neutrality actions.**

### 3. Land, economics and the private sector

67. Viable investment opportunities: Evidence-based arguments are needed to motivate investors and land users to engage in the systemic changes and transformations required to achieve LDN. GM will make the case for change from business-as-usual policies and practices and provide its partners with solid arguments to engage and invest in responsible land-use activities. This will involve applying state-of-the-art analytical models and methodologies to conduct integrated economic valuations of land, natural capital and ecosystem services. Such valuations are crucial as decision-making tools when comparing alternative land-use scenarios and assessing the potential advantages, disadvantages and trade-offs.

68. Accounting the carbon footprint of operations is becoming a prerequisite for investments from bilateral and multilateral financial institutions and donors, and as such is important for many of the affected country Parties in order to attract finance. The GM will include carbon accounting of landscape changes in its advisory services and capacity-building activities in the next biennium.

69. Sustainable land-use business models: The GM will promote LDN business operations across production and value chains and develop financial markets, products and services that facilitate responsible investments in land by addressing two distinct but closely linked stakeholder groups: businesses and the financial services industry. One example of how the GM intends to do this is the development and piloting of land degradation-free supply chains, including through the promotion of deforestation-free supply chains and the adoption of the principles of responsible investments in food and agriculture systems recently endorsed by FAO Committee on World Food Security. The promotion of an Impact Investment Fund for Land Degradation Neutrality (LDN Fund) is the main flagship initiative related to this priority theme.

**70. EUR 893,280 will be required for land, economics and the private sector.**

### 4. Land, resilience and security

71. Landscape restoration: The GM will promote sustainable financing mechanisms for SLM practices and ecosystem restoration initiatives as part of its holistic landscape approach to safeguarding rural livelihoods and natural capital. In particular, the GM intends to support local communities to adapt and build resilience to climate change, boost food security and spur economic growth. It also aims to strengthen institutional capacities on land policies and project financing. In this context, the GM will promote resource mobilization through landscape restoration partnerships, such as the Great Green Wall for the Sahara and the Sahel Initiative, the Global Partnership for Forest and Landscape Restoration, and FAO's Forest and Landscape Restoration Mechanism (FLRM), as well as those that help contribute towards the achievement of global restoration targets such as LDN, the Bonn Challenge, the CBD's Aichi Targets and the New York Declaration on Forests. Moreover, the GM will support countries in designing landscape restoration projects targeting specific funds and financing mechanisms, including the GEF and the Green Climate Fund.

72. Drought and disaster risk reduction: The GM will support Parties in the implementation of national drought policies in the context of integrated disaster risk reduction policies in order to improve people's livelihoods by increasing their resilience to food and water insecurity, drought and climate change. The GM will seek partnerships with organizations engaged in drought-related disaster risk reduction to assess and promote innovative risk financing tools such as governmental and private insurance schemes.

73. Human mobility and resource conflict prevention: The GM aims to (1) build a better understanding of the interlinkages between DLDD, food insecurity and forced migration as

drivers of global insecurity; and (2) provide policy recommendations to scale up related best practices. This will involve, among other activities, dissemination of information on funds and mechanisms that could support land restoration and rehabilitation, partnerships with organizations engaged in drought-related disaster risk reduction, and promotion of innovative risk financing tools. A significant part of these activities is supported by voluntary funding.

74. Liaison: Rome is a major food and agriculture hub for the United Nations, hosting the FAO, the International Fund for Agricultural Development and the World Food Programme, as well as more than 100 country representations and initiatives such as the International Land Coalition. In order to continue the coordination and interaction with these agencies and organizations, and in accordance with decision 6/COP.11, the GM Liaison Office was established in April 2014. It is hosted by FAO and implements the liaison functions as well as the Land, Security and Resilience Programme.

**75. EUR 712,680 will be required for land, resilience and security.**

76. A summary of the resources requirements for the Global Mechanism is provided in table 8.

Table 8  
**Core budget of the Global Mechanism for the biennium 2016–2017 by object of expenditure**  
(Euros)

<i>Object of expenditure</i>	<i>Approved budget</i>	<i>Proposed budget</i>	<i>Percentage</i>
	<i>2014–2015</i> <i>(revised)</i>		
Staff and other personnel costs	3 292 300	3 059 400	(7.1)
Consultants	64 000	164 000	156.3
Official travel	47 000	77 000	63.8
General operating expenses	102 000	183 000	79.4
Supplies and equipment	0	22 000	
Joint administration costs (United Nations, Bonn/ United Nations Office at Geneva)	135 000	134 900	(0.1)
<b>TOTAL</b>	<b>3 640 300</b>	<b>3 640 300</b>	<b>0.0</b>

#### **IV. Conclusions and recommendations**

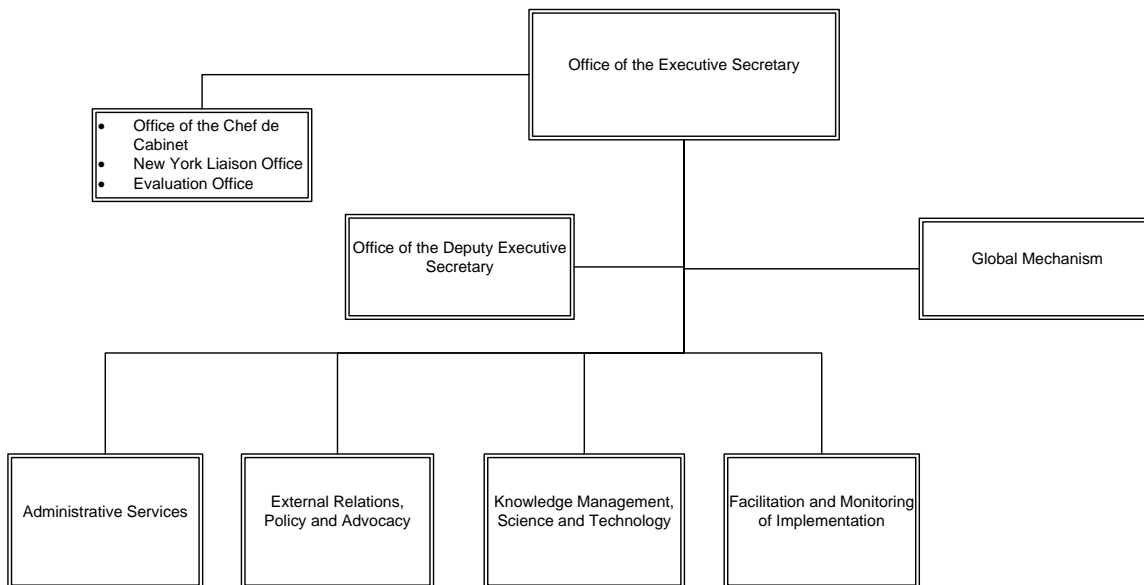
**77. Parties may wish to consider the proposed comprehensive multi-year workplan (2016–2019) and two-year costed work programme (2016–2017) for the Convention and decide on the budget for 2016–2017 on this basis, taking into account the specific requests and tasks addressed to the secretariat, the GM, the CST and the CRIC that may be raised in other decisions at COP 12.**



**Annex I**

**Organizational structure of the secretariat and the Global Mechanism**

[English only]



## 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 2015 and the average post adjustment and exchange rate<sup>1</sup> of the last 18 months in the biennium 2014–2015. The standard costs take into consideration education grants and at least one home leave per biennium for Professional staff. The table below indicates the standard costs applied in the proposed budget for the secretariat and the Global Mechanism.

Table  
**Standard salary costs**  
(Euros)

	2014	2015	2016	2017
ASG	205 300	207 900	185 000	185 000
D-2	169 600	172 700	176 800	180 000
D-1	162 300	165 000	175 600	178 400
P-5	152 100	154 400	156 600	158 900
P-4	126 700	128 900	135 300	137 600
P-3	108 400	110 400	114 400	116 400
P-2	87 200	89 000	94 900	96 700
GS	66 400	67 700	65 000	67 000

Abbreviations: ASG = Assistant Secretary-General, D = Director, P = Professional, GS = General Service.

#### 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 for 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.

<sup>1</sup> 1.00 USD = EUR 0.803.

4. General operating expenses represent costs of rentals 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 2016–2017 represents no change in the overall reserve to meet the standard set above.

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