

24 July 2003

ENGLISH ONLY

UNITED NATIONS CONVENTION TO COMBAT DESERTIFICATION

CONFERENCE OF THE PARTIES

Sixth session

Havana, 25 August – 5 September 2003

**BUSINESS PLAN**

**2003-2006**

**THE GLOBAL MECHANISM OF THE UNCCD**

Note by the secretariat

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## INTRODUCTION

The Conference of Parties to the UN Convention to Combat Desertification (UNCCD) established the Global Mechanism (GM) as an innovative approach to resource mobilization that reflects the unique character of the problem addressed by the Convention. Desertification is a serious threat not only to the environment, but also to livelihoods, development, and poverty reduction. Consistent with the cross-cutting nature of the challenge, the Parties created the GM as a uniquely flexible, demand-driven instrument, designed to mobilize and channel a wide array of resource flows toward affected countries' multisectoral plans to implement the UNCCD.

The 2003-2006 Business Plan builds on the lessons learned in the GM's start-up phase, which began when the GM became operational in 1998. Recognizing that the demands directed at the GM in the early stage were wide and varied, the Plan clarifies that, while the GM will retain its demand-driven character, the GM's central and guiding focus will be resource mobilization for UNCCD implementation. This implies not only that bilateral and multilateral donors establish UNCCD implementation as a priority for resource allocation, but it also reflects the importance of ensuring that the demand for resources to combat desertification is integrated throughout affected countries' development strategies.

The Business Plan has been developed in close, active co-operation with the Facilitation Committee (FC) that the Parties established to advise and support the GM<sup>1</sup>. The Business Plan itself is based on the following Guiding Principles:

1. ***Concrete partnerships and the clear distribution of labor are necessary if the GM is to focus on resource mobilization.*** In this context, the GM would not manage the entire NAP cycle. Rather, it would work with Facilitation Committee members to ensure that NAPs are completed. The GM would then focus on mobilizing resources for NAP implementation.
2. ***Advocacy efforts are key to garnering the international attention needed to mobilize resources.*** The GM will undertake an information and advocacy effort that is integrated with the communications activities of the UNCCD Secretariat and Facilitation Committee members. It will also work to develop information to support bankable investments that generate demonstrable results rapidly and serve as "showpieces" to attract additional resources.
3. ***The Global Mechanism's efforts should include innovative strategies for resource mobilisation.*** This should extend beyond Official Development Assistance to tap additional and emerging resource pools.

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<sup>1</sup> The GM Facilitation Committee comprises IFAD, UNDP, and the World Bank as the three founding members, which were subsequently joined by the UNCCD Secretariat, the GEF Secretariat, FAO, UNEP, the African, Asian and Inter-American Development Banks, and the Consultative Group on International Agricultural Research (CGIAR).

As the Guiding Principles underscore, the Business Plan not only carries the benefit of a refined focus, but it also reflects a significant new commitment from Facilitation Committee members to support UNCCD implementation by engaging with the GM in delivering the Plan's outputs. Striking a balance between the supply and demand for resources to implement the UNCCD requires concrete co-operation with and on-the-ground investments by an array of development partners. In securing the Facilitation Committee Members' commitment to such partnerships, the Business Plan has laid a strong foundation for UNCCD progress in the 2003-2006 period.

## **LESSONS LEARNT**

At the onset it was recognized that the GM has a unique mandate for which no models or examples are available to draw from. The GM has therefore had to go through its own learning curve in developing its strategy. Thus, the early phase of the Global Mechanism's experience has generated specific lessons that are addressed in the Business Plan. At the end of the GM's initial phase, a significant number of National Action Plans (NAPs) had progressed to varying stages of completion. The demand driven approach taken by the GM has, however, not allowed for a systematic prioritization among the almost 100 requests to the GM for NAP/ SRAP support. The NAP process has often proven to be a demanding participatory exercise and, in many cases, NAP development has contributed successfully to a more consultative process on sustainable land management. However, the quality of NAPs has been uneven. The Facilitation Committee has agreed, in this context, on the urgent need to put in place a process for monitoring and ensuring the quality of NAPs.

Clearly, the NAP process still requires significant support from development partners. The required consultative mechanism linking the implementation process to the delivery of ODA through traditional bilateral channels is urgently needed. Resource Mobilization for the CCD is not a stand alone activity but it requires the establishment of a strong enabling environment based on consensus-based processes of Mainstreaming and Partnership Building. Incentives have been lacking for multilateral and bilateral agencies to assume a pro-active sponsorship of the UNCCD process. Frequently, the CCD process has therefore not been significantly recognized as a tool for poverty alleviation in drylands, and the positioning of focal points and their institutions both in affected countries and within development cooperation agencies has not allowed them to pursue the Convention as a sufficiently high priority to attract the financial resources needed. In some cases, the underlying causes of deforestation, overgrazing and over-cultivation or other forms of land abuse are not systematically examined in the broader context of required policy reforms and institutional changes. In the same vein, addressing root causes may require substantial on-the ground investments to ensure access, by the natural resource users, to income generation activities, markets, rural finance, and other socio-economic infrastructure and services. In other cases, such an analysis might be included in the NAP, but without a corresponding set of initiatives and investment requirements.

Finally, there are also cases where the NAPs are based on a narrow definition of desertification and as a result such NAPs are often reduced to a mere work plan and/or a list of projects for execution by the UNCCD focal point Ministry (i.e., normally the Ministry of Environment). In almost all cases, the analysis and implementation of NAP priorities in relation to strategic development frameworks of both Government and the Development Partners must be streamlined and strengthened.

## THE BUSINESS PLAN

In the context of these lessons learnt, the Global Mechanism and the Facilitation Committee members have developed a manageable Business Plan for the 2003-2006 period that places clear focus and priority on resource mobilization. Equipped with the commitment of Facilitation Committee members to provide concrete support and co-operation, the Global Mechanism is positioned to deliver solid results under the three objectives that form the basis of the Plan:

1. ***Mobilize Financial Resources to Support UNCCD Implementation Processes (Pre-Investment)*** – This objective aims to enable countries to reach the implementation phase of National Action Plans, as detailed in Annex 2. Toward this end, the Global Mechanism, in co-operation with the Facilitation Committee, will (i) provide financial support to the formulation of NAPs/SRAPs/RAPs and their incorporation within existing frameworks for country-level development planning, including PRSPs, UNDAFs, CASs, CDFs, and COSOPs, and (ii) contribute to the establishment of *Country Financial Partnerships*, which will, on the basis of an agreed broad-based agenda for action, help create an enabling environment for on the ground investments and access to markets and services, as well as capacity building, information and communication, research and monitoring and evaluation.
2. ***Broadening the Funding Basis for the UNCCD Implementation*** – The Global Mechanism will develop a resource mobilization strategy with the aim of increasing resources for UNCCD implementation. As a broker, the GM will engage governments, bilateral and multilateral agencies, the private sector, and foundations in investing in projects for UNCCD implementation. The GM will also develop new and innovative funding sources, including, for example, carbon trading.
3. ***Information System, Knowledge, and Communication Strategy*** – An effective communications strategy will be essential for creating an environment that is conducive to accessing and channelling resources to the priorities that affected countries identify in their NAPs. In this regard, the GM will develop its own multimedia communication tools and maintain a system to track the flow of resources in support of the convention.

As noted above, the Global Mechanism is preparing a detailed resource mobilization strategy for achieving the Business Plan objectives. The strategy will be developed in full consultation with the Facilitation Committee members and will be discussed at the Committee's 11<sup>th</sup> session. The strategy will be organized around the following activities:

1. ***Establishing UNCCD implementation as a priority in the direction of ODA flows:*** The strategy envisions that the Global Mechanism will place direct and clear priority on mobilizing Official Development Assistance to address the financial needs identified under the UNCCD. The strengthened partnership with the multilateral donors who comprise the Facilitation Committee is a strong first step in this process, and the Mechanism will build on the progress through outreach targeting additional multilateral donors and critical bilateral agencies.

2. ***Ensuring effective articulation of the demand for resources for UNCCD implementation:*** As a problem whose root causes cut across myriad social, economic and ecological lines, desertification requires holistic and cross-cutting solutions. At the same time, there is a growing awareness within the development community that country-ownership is important for the success of sustainable development strategies. In this context, the demand for resources to implement the UNCCD cannot be articulated in NAPs alone. This demand must also be expressed to donors as integral components of country-owned strategic development frameworks. Facilitation Committee members, with their existing country-level operations, are well-positioned to play a prominent role, with the partnership of the GM, in engaging with affected countries in this effort.
  
3. ***Tapping non-traditional resource pools for UNCCD implementation:*** The Global Mechanism will also aim to increase the supply of non-ODA resources that can be harnessed for UNCCD implementation. Debt swaps have been identified as one area of exploration, and the GM will build on its existing outreach to private companies and public institutions in the context of Carbon Sequestration and the Clean Development Mechanism. Recent discussions between the GM, IFAD and the World Bank open promising new prospects for mobilising additional resources for the UNCCD through carbon trading. Similarly, the GM will continue developing a micro-financing option to help channel funds effectively to local level, civil society efforts to combat desertification through micro-finance institutions. In addition, the GM will work with Facilitation Committee members to ensure that resources are made available to non-governmental and community-based organizations, which are important partners in implementation of the convention. Further, the GM will deepen its ongoing efforts to engage private foundations, international NGOs and private sector entities as potential partners in the implementation of the Convention.

## CONCLUSION

The strength of the Business Plan lies in its clarity of focus on resource mobilization, in the depth of commitment reflected in the new partnership with the Facilitation Committee, and in the elaboration of specific monitoring targets and deliverables. The Plan is a pragmatic one, as it must be as affected countries move from NAP development to NAP implementation. Success in channelling additional resources into this implementation will require concrete and wide-ranging partnerships, not only between the Global Mechanism and the Facilitation Committee Members, but also with affected countries themselves, additional multilateral and bilateral donors, and development partners from civil society and the private sector. Indeed, such partnership will be essential for accessing resources under the newly established Global Environment Facility focal area on land degradation. The Business Plan reflects strong progress made toward these partnerships, and the time is now to deepen these links further to ensure the full implementation of the UNCCD and the realization of its vision to end the threat that desertification poses to the livelihoods, ecology, and people of affected countries.

ANNEX 1**Prospects for Future Partnerships with Facilitation Committee Members****UNCCD Secretariat**

The GM and the UNCCD Secretariat are the only two institutions exclusively dedicated to the UNCCD process. Closer exchange of information and programme integration will be pursued in the following ways:

- Advocacy work and exchange of information to raise awareness and political support for the UNCCD;
- Promotion of policy coherence to guide UNCCD programme processes and ensure the continuity of the UNCCD monitoring processes;
- Capacity building and advisory support through workshops, meetings etc related to servicing the UNCCD process; and
- Dialogue at corporate level with other relevant Secretariats and organisations to facilitate synergies, notably with regard to multilateral environmental agreements.

**IFAD**

IFAD was selected by COP to house the GM because of its focus on reducing rural poverty and commitment to confronting land degradation. On this basis, the GM will engage IFAD to advance:

- Concessional investments in dryland areas;
- Opportunities highlighting IFAD's role as an executing agency for GEF vis-a-vis the newly-established focal area on land degradation;
- Collaboration on publications and other means of disseminating information on UNCCD issues; and
- Studies and information dissemination on dryland management, such as on economic aspects and best practices.

**The World Bank**

The World Bank has the largest pool of multilateral resources and continues to play a leading role in country-level development planning and development aid co-ordination. It has also recently revamped its strategy for rural development. The GM will engage the Bank on these principles to advance:

- The integration of land degradation into Country Assistance Strategies (CAS) and NAPs into PRSPs so that the Bank's portfolio can more systematically support UNCCD implementation;
- Support for local development programmes linked to the UNCCD process;
- Linkages of the Africa Land and Water Initiative and related programs with the UNCCD process, notably with respect to major transboundary river basins;
- Financing for carbon sequestration in drylands through the Bio-carbon Fund and with programmes being established between the Rio Conventions; and

- Collaboration on publications and other means of disseminating information on UNCCD issues.

## **UNDP**

Many UNDP focal areas - such as democratic governance, poverty reduction, energy and environment, crisis prevention and recovery, and information and communications technology - are directly related to UNCCD implementation and in particular UNDP's Drylands Development Center. In view of these and UNDP's broad presence in developing countries, the GM will work to advance:

- Country capacity-building, such as providing technical assistance to the preparation, validation, and adjustments of NAPs;
- Technical support for the formulation of drought mitigation policy frameworks;
- The integration of NAP priorities and initiatives into UNDAFs;
- Support for NGO operations relevant to UNCCD implementation;
- As an implementing agency for the GEF, support the UNCCD implementation in the development of national capacity building and investments projects for submission to the GEF, and
- Collaboration on publications and other means of disseminating information on UNCCD issues.

## **FAO**

The multidimensional research and technical assistance undertaken by FAO provide a rich knowledge base for improved UNCCD implementation. On this basis, GM will engage FAO for technical support as follows:

- Assessments of eco-systems and land degradation, as currently done by LADA;
- Monitoring of UNCCD implementation through generation of physical and socio-economic indicators of land degradation;
- Pilot projects in co-operation with CST;
- Promotion of carbon sequestration in UNCCD implementation;
- Promotion of analysis in agriculture, forestry, and the management of land and water, such as providing technical support to the implementation of the GEF-supported and World Bank led Land and Water initiatives in Africa);
- Support Thematic Programme Networks of RAPs; and
- Collaboration on publications and other means of disseminating information on UNCCD issues

## **UNEP**

UNEP has sensitized the development community to the intricacies of environmental sustainability through science, policy development, and technical assistance. The GM will engage UNEP to advance:

- Assessments of eco-systems and land degradation in collaboration with FAO (e.g., LADA);
- Technical and scientific co-operation in support of the UNCCD, such as the Development of environmental management and assessment decision-making tools for combating land degradation;

As an IA of the GEF, support UNCCD implementation in the development of transboundary projects for submission to the GEF.,; and

- Collaboration on publications and other means of disseminating information on UNCCD issues.

## **Regional Banks (ADB, AfDB and IADB and other sub-regional banks)**

The regional banks offer diverse funding streams that the GM can harness for UNCCD implementation through pursuing:

- The integration of land degradation concerns into country assistance programs and projects;
- Co-financing of sustainable livelihoods projects in drylands;
- Co-financing of regional and sub-regional initiatives; and
- A focus on economic growth, infrastructure development, and poverty alleviation in degraded areas/drylands.

## **GEF**

The GEF has recently adopted land degradation as a focal area for its outreach. In this context, the GM will work to advance:

- Grants to meet the incremental cost of measures to achieve the global environmental benefits in dryland management;
- Support for activities promoting sustainable land management;
- Co-financing for targeted research projects that address biophysical and socio-economic issues related to land degradation prevention, and control;
- Best practices in the energy sector, notably as it relates to rural development; and

Collaboration on publications and other means of disseminating information on UNCCD issues.

**ANNEX 2**

**GM Business Plan 2003-2006**

Objectives	Outcomes sought by 2006 with support from the FC	GM and FC Deliverables by 2004	GM and FC Deliverables by 2006	GM Planned activities for the 2004-2006	Linkages and partnerships involving FC members and other partners
<p><b>1. Mobilize financial resource to support UNCCD implementation process (Pre-investment)</b></p>	<ul style="list-style-type: none"> <li>• 11 additional countries have initiated NAP implementation processes</li> <li>• 56 Countries have validated and finalized NAPs, and through Partnerships, NAP implementation is catered for in national development policy</li> </ul>	<ul style="list-style-type: none"> <li>• 6 NAP processes initiated in Africa, 3 in LAC, 2 in Asia (countries listed in Annex 1)</li> <li>• 5 NAPs formulated, validated and finalized in Africa, 10 in Asia and 6 in LAC (countries listed in Annex 2)</li> </ul>	<ul style="list-style-type: none"> <li>• 20 NAPs formulated, validated and finalized in Africa, 6 in Asia, 9 in LAC (countries listed in Annex 3)</li> </ul>	<ul style="list-style-type: none"> <li>• Financial support to NAPs/SRAPs/ RAPs formulation and validation processes, in cooperation with FC members</li> </ul>	<ul style="list-style-type: none"> <li>• Regular cooperation between the GM and the UNCCD Sec on joint planning, implementation, monitoring and reporting processes</li> <li>• FC members to technically and financially support planning, implementation, mainstreaming and evaluation of NAP completion processes.</li> <li>• FC members to appoint operational staff dedicated to GM activities</li> <li>• FC members to ensure active involvement, including of their country field staff, in GM and CCD operations</li> </ul>

Objectives	Outcomes sought by 2006 with support from the FC	GM and FC Deliverables by 2004	GM and FC Deliverables by 2006	GM Planned activities for the 2004-2006	Linkages and partnerships involving FC members and other partners
	<ul style="list-style-type: none"> <li>• 24 Country Financing Partnership established in priority countries that have completed their NAP</li> <li>• Country-driven consultative processes for financial partnership building in place</li> </ul>	<ul style="list-style-type: none"> <li>• 8 CFPs established and NAP translated into bankable packages, 2 in each region (countries listed in Annex 4)</li> <li>• Ensuring consultative partnership building meetings in priority countries and the inclusion of financial priorities of 8 NAPs into national development planning frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• 16 CFPs established and NAPs translated into bankable packages, 2 in each region per year (countries listed in Annex 5)</li> <li>• Ensuring consultative partnership building meetings in priority countries and the inclusion of financial priorities of 16 NAPs into national development planning frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• Support the inclusion of financial priorities of NAPs into national and sectoral development frameworks of the Government and into the country co-operation frameworks of the development partners</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination with UNDP and WB support for in country consultative process</li> <li>• FC Members to identify two full scaled projects each year</li> <li>• FC members will include NAP implementation in their assistance to national policy development, including development budgeting and PRSP</li> </ul>
	<ul style="list-style-type: none"> <li>• 30-50 pipeline development projects brokered in total</li> </ul>	<ul style="list-style-type: none"> <li>• 1-2 pipeline development (including co-finance for GEF OP.15) brokered in each priority country; 2-5 in Africa, 2-5 Asia and 2-5 LAC</li> <li>• Complementary Co-financing mobilized up to 10% of GEF resources earmarked for Land degradation, contingent on the operationalization of OP 15</li> </ul>	<ul style="list-style-type: none"> <li>• 1-2 pipe-line project brokered in each priority country; 5-10 in Africa, 5-10 Asia, 5-10LAC</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitation of NAP related project pipe-line development through CFPs</li> <li>• GM positioned as a key partner for mobilizing complementary funding for GEF eligible opportunities in NAPs/SRAPs</li> <li>• Pursue non-ODA related opportunities for co-finance of project pipelines</li> </ul>	<ul style="list-style-type: none"> <li>• FC is utilized as an Inter-Agency pipeline development mechanism</li> <li>• Establishment of FC sessions for pipeline development</li> <li>• Each FC member to identify and implement 2 pipeline projects per year</li> <li>• FC meetings utilized to coordinate and ensure strong NAP related project pipelines under GEF OP15</li> </ul>

Objectives	Outcomes sought by 2006 with support from the FC	GM and FC Deliverables by 2004	GM and FC Deliverables by 2006	GM Planned activities for the 2004-2006	Linkages and partnerships involving FC members and other partners
		<ul style="list-style-type: none"> <li>Mobilizing of complementary co-financing of GEF resources earmarked under OP.15 for priority countries, especially small and medium size countries</li> </ul>		<ul style="list-style-type: none"> <li>Engage systematic consultations with bilateral and FC and non-FC multilateral investment agencies to identify and broker project pipeline development</li> </ul>	
	<ul style="list-style-type: none"> <li>Trans-boundary components in 5 SRAPs brokered</li> </ul>	<ul style="list-style-type: none"> <li>1-2 trans-boundary projects brokered in each of 5 SRAPs</li> </ul>	<ul style="list-style-type: none"> <li>2-3 trans-boundary projects brokered in each of 5 SRAPs</li> </ul>	<ul style="list-style-type: none"> <li>Facilitation of SRAP project development</li> <li>Engage FC members in financing SRAP projects</li> <li>Pursue non-ODA opportunities for financing SRAP projects</li> </ul>	<ul style="list-style-type: none"> <li>FC member to develop and implement 3-4 pipeline projects per year</li> <li>FC members to integrate SRAP priorities into their regional strategies</li> </ul>
	<ul style="list-style-type: none"> <li>Funding directed to NGOs/CBOs and related Networks in support of the Convention is increased</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation established with GEF Small Grant Program to raise complementary fund to support CETP</li> <li>MOU signed with at least one major international NGO including joint resource mobilization activities</li> </ul>	<ul style="list-style-type: none"> <li>One million USD mobilized to support Civil Society activities</li> <li>Cooperation with new partners established</li> </ul>	<ul style="list-style-type: none"> <li>Engage in consultations with GEF Small Grants Programme on sustainable financing</li> <li>Engage in consultations with other potential partners</li> <li>Select NGO partnership options</li> </ul>	<ul style="list-style-type: none"> <li>GEF Small Grant Programme implemented by UNDP</li> <li>IFAD/ ECP, World Bank Small Grants Program, UNDP and other FC members</li> </ul>

Objectives	Outcomes sought by 2006 with support from the FC	GM and FC Deliverables by 2004	GM and FC Deliverables by 2006	GM Planned activities for the 2004-2006	Linkages and partnerships involving FC members and other partners
<p><b>2. Broadening the funding basis for the UNCCD implementation</b></p>	<ul style="list-style-type: none"> <li>Funding for the implementation of the Convention increased</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Resource Mobilization strategy developed and tested</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Resource Mobilization strategy implemented</li> </ul>	<ul style="list-style-type: none"> <li>Institutional and human capacity building in resource mobilization</li> <li>Assessment of opportunities for matching supply-demand</li> </ul>	<ul style="list-style-type: none"> <li>Take advantage of existing resource mobilization strategy of FC members</li> <li>Take advantage of existing training material of FC members</li> </ul>
	<ul style="list-style-type: none"> <li>Formal partnership arrangements established with multilateral and bilateral agencies of developed countries</li> <li>Contribution to the advocacy efforts that would lead to the increase of ODA trends in support of CCD implementation</li> </ul>	<ul style="list-style-type: none"> <li>Partnership arrangements with OECD/DAC and EU are established</li> <li>Systematic donor advocacy activities organized in the context of OECD, EU, and other relevant institutions</li> </ul>	<ul style="list-style-type: none"> <li>Consultative mechanisms are developed with all Bilateral Organizations through OECD Secretariat and EU CCD Group</li> </ul>	<ul style="list-style-type: none"> <li>Identify consultative mechanisms to be developed with all Bilateral Organizations through OECD Secretariat and EU CCD Group</li> <li>GM to promote the establishment of joint consultative and/or implementation mechanisms for bilaterals to support UNCCD implementation</li> </ul>	<ul style="list-style-type: none"> <li>FC Members to play advocacy role</li> <li>Intensify relationships with developed country parties, the EU and OECD</li> </ul>
	<ul style="list-style-type: none"> <li>Level of voluntary contribution from FC members to support GM's core operations is increased by 50 % equivalent in cash and/or kind</li> </ul>	<ul style="list-style-type: none"> <li>Voluntary contribution from FC initiated and increased to reach 50 % equivalent in cash and/or in kind of current contributions</li> </ul>	<ul style="list-style-type: none"> <li>Voluntary contribution to GM operations to reach approx. US\$ 5 millions per year</li> </ul>	<ul style="list-style-type: none"> <li>Voluntary contributions from FC members increased by 50 % over the period</li> </ul>	<ul style="list-style-type: none"> <li>Each FC Member to contribute in order to meet the objectives</li> <li>FC members to provide contribution in kind to expand GM staff network</li> </ul>

Objectives	Outcomes sought by 2006 with support from the FC	GM and FC Deliverables by 2004	GM and FC Deliverables by 2006	GM Planned activities for the 2004-2006	Linkages and partnerships involving FC members and other partners
	<ul style="list-style-type: none"> <li>Identify and pursue new and additional funding opportunity for the implementation of the Convention</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration established with the World bank to promote the Bio-Carbon Fund and carbon trading in particular in Europe and with the G-77</li> </ul>	<ul style="list-style-type: none"> <li>Generate financial support opportunities for 5 projects per year from potential Carbon Trading in collaboration with FC members and other partners.</li> </ul>	<ul style="list-style-type: none"> <li>Engage Private sector and Foundations to explore innovative funding sources and mechanisms</li> <li>Explore other funding opportunities for carbon trading</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration to be established with World Bank, IFAD, UNDP's Global Compact programme and other private sector initiatives</li> </ul>
	<ul style="list-style-type: none"> <li>Operationalization of funding opportunities within decentralized co-operation framework in selected countries</li> </ul>	<ul style="list-style-type: none"> <li>Identification of funding opportunities within decentralized co-operation framework in France, Italy and Spain</li> </ul>	<ul style="list-style-type: none"> <li>Identification of funding opportunities within decentralized co-operation framework in EU</li> <li>Mobilization of USD 5-10 Million</li> </ul>	<ul style="list-style-type: none"> <li>Broker projects in relation to CCD implementation</li> </ul>	<ul style="list-style-type: none"> <li>Pipeline development discussions with FC members</li> </ul>
	<ul style="list-style-type: none"> <li>Resources mobilized through debt swaps</li> </ul>	<ul style="list-style-type: none"> <li>Initiate debt swap opportunities, particularly in LAC</li> </ul>	<ul style="list-style-type: none"> <li>Pursue debt swap opportunities, particularly in LAC, in 1-2 countries each year</li> <li>Mobilize approx. USD 5 million through debt swap initiatives, including Peru and Ecuador</li> </ul>	<ul style="list-style-type: none"> <li>Identify debt swap opportunities in relation to CCD implementation, in collaboration with FC members</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with FC member debt swap programmes</li> </ul>
<b>Information system, Knowledge and Communication Strategy</b>	<ul style="list-style-type: none"> <li>GM Information, Knowledge and Communication (IKC) Strategy serves as a tool for mobilizing resources for the Convention</li> </ul>	<ul style="list-style-type: none"> <li>GM IKC strategy and Action Plan (centered on resource mobilization) developed and tested</li> </ul>	<ul style="list-style-type: none"> <li>GM IKC strategy and Action Plan (centered on resource mobilization) implemented</li> </ul>	<ul style="list-style-type: none"> <li>Utilize GM information system for analysis related to resource mobilization</li> </ul>	<ul style="list-style-type: none"> <li>FC members to agree on a joint IKC strategy and to produce joint publications on LD/UNCCD for COPs</li> </ul>

Objectives	Outcomes sought by 2006 with support from the FC	GM and FC Deliverables by 2004	GM and FC Deliverables by 2006	GM Planned activities for the 2004-2006	Linkages and partnerships involving FC members and other partners
	<ul style="list-style-type: none"> <li>Donor community sensitized on the financial support needed to implement the UNCCD</li> </ul>	<ul style="list-style-type: none"> <li>Communication marketing tools developed to sensitize donors</li> </ul>		<ul style="list-style-type: none"> <li>GM IKC Strategy to be coordinated to UNCCD I&amp;C strategy</li> <li>Communication materials published regularly</li> </ul>	<ul style="list-style-type: none"> <li>FC members to promote focus on LD/UNCCD using existing major publication such as WDR, HDR, RPD</li> </ul>
	<ul style="list-style-type: none"> <li>Increased access to information on available financial resources, and financial needs</li> </ul>	<ul style="list-style-type: none"> <li>GM financial information database FIELD is continuously upgraded and improved and compatible with other existing databases</li> </ul>	<ul style="list-style-type: none"> <li>GM IKC system generates result-based products that feed into advocacy and pipeline development activities</li> <li>Full system integration between FIELD and FC members' databases</li> </ul>	<ul style="list-style-type: none"> <li>Ensure linkages with all FC members databases and websites</li> <li>Undertake comparative reviews and analysis of investment gaps and opportunities for selected initiatives</li> <li>GM to engage FC members to facilitate access and analysis of information on lessons learnt, good practices and economic cost and benefit analyses on land degradation, for the purpose of resource mobilization</li> </ul>	<ul style="list-style-type: none"> <li>FC Members to pursue integration with FIELD and their existing databases</li> <li>Building on linkages with information services of institutions such as OECD (ODA flows) and UNDP (Country development reports)</li> </ul>

Objectives	Outcomes sought by 2006 with support from the FC	GM and FC Deliverables by 2004	GM and FC Deliverables by 2006	GM Planned activities for the 2004-2006	Linkages and partnerships involving FC members and other partners
	<ul style="list-style-type: none"> <li>• Tracking System on resource mobilization and channelling in place</li> </ul>	<ul style="list-style-type: none"> <li>• Tracking system developed and tested</li> <li>• Introduce the tracking system as an internal monitoring and reporting tool</li> </ul>	<ul style="list-style-type: none"> <li>• Tracking system on resource mobilization and channelling implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Conceptualization and development of the tracking system</li> <li>• Ensuring continuous updating of the tracking system and periodic dissemination</li> </ul>	<ul style="list-style-type: none"> <li>• FC and OECD members</li> </ul>

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